PMI Formats and Templates

About;

PMP Exam Preparation is the process of studying and practicing **PMI project management standards**, including processes, knowledge areas, and real-world scenarios, to build the knowledge and skills needed to **successfully pass the PMP certification exam**.

During my PMP exam preparation and study, I utilized PMI resources, Google, and Chat-GPT to develop over 150 practical templates specifically designed for PMP practitioners and learners. These formats aim to facilitate a structured and effective approach to understanding, learning, and applying project management concepts.

These formats are designed to be:

1. Concise: Presenting essential information without unnecessary complexity.
2. Simplified: Making key concepts, templates, and processes easy to grasp.
3. Practical: Useful for training, coaching, and hands-on practice during PMP preparation.

The goal of these resources is to provide learners with ready-to-use, standardized formats that help them quickly understand project management processes, document key information, and develop confidence in applying PMI standards in real-world scenarios.

I sincerely hope that this compilation of formats and templates will serve as a valuable guide, aiding in your learning, exam preparation, and overall mastery of project management principles.

These documents are available free of charge for both individual and organizational use.

Note: These lists are typical and learning purposes; not exclusive or prescriptive. Tailor the artifact type and use to your project.

Thanks,

Ghulam Sarwar Zohair

Kabul, Afghanistan

Dedication!

To **Mr. Abdul Habib Aulfat;**
The most dedicated individual and a true project & program management professional, whose commitment, leadership, and passion for change continue to inspire progress and excellence.

Dear Professional Colleagues,

These formats and templates have been generously provided by Dr. Ghulam Sarwar Zohair. After a thorough review, I can confidently confirm that they are truly aligned with PMI standards and best practices.

These resources are highly practical and can be effectively utilized for real projects as well as for PMP exam preparation.

Abdul Habib Aulfat, PMP, PgMP, PMI-SP, PRINCE2

Contents

All Templates

SECTION I - WATERFALL

1) Business Case for a High-school Project (PMI Context – Very Short)

Project name: Construct a high-school building with 10 classrooms to complete construction in 6 months within a USD 50,000 budget in Kabul.

Section	Description
Project Title	Construction of a 10-Classroom High School Building
Location	Kabul, Afghanistan
Business Need	Shortage of permanent, safe high-school facilities leading to overcrowding and limited access to secondary education.
Project Objective	Construct a functional high-school building with 10 classrooms within 6 months and a USD 50,000 budget.
Strategic Alignment (PMI)	Supports social development, access to education, and cost-effective infrastructure delivery aligned with organizational and donor objectives.
High-Level Scope	**In Scope:** Site preparation, construction of 10 classrooms, basic utilities (lighting, ventilation). **Out of Scope:** Furniture, equipment, laboratories, dormitories, sports facilities.
Schedule	Total project duration: 6 months
Budget	Maximum authorized budget: USD 50,000
Key Risks	Material price escalation, security/access constraints, weather-related delays.
Risk Mitigation	Use local materials, phased construction, contingency scheduling, coordination with local authorities.
Success Criteria	Project completed within approved time and budget; 10 classrooms safe, usable, and compliant with local building standards.
Expected Benefits	Increased student capacity, improved learning environment, long-term educational and socio-economic benefits.
Recommendation	Approve project due to high social impact, manageable risk, and alignment with PMI best practices.

2) Project Vision Statement

Project	Vision Statement
Kabul High School Construction – 10 Classrooms	To deliver a safe, functional, and cost-effective 10-classroom high school in Kabul within 6 months and a USD 50,000 budget, providing a sustainable learning environment that meets community needs and supports educational growth.

3) Project Charter – Kabul High School Construction

Project Charter	Details
Project Name	Kabul High School – 10 Classrooms Construction

Project Vision	Deliver a safe, functional, and cost-effective 10-classroom high school in Kabul within 6 months and a USD 50,000 budget, supporting educational growth and community needs.
Project Objective	Complete construction of 10 classrooms with basic utilities on time and within budget.
Scope	- Design approval & permitting- Site preparation & foundation- Construction of 10 classrooms- Electrical, plumbing, and finishing work
Success Criteria	- Completion within 6 months- Budget ≤ USD 50,000- Classrooms functional and safe- Stakeholder satisfaction
Exit Criteria	- All classrooms operational- Budget compliance- Final inspection passed- Stakeholder sign-off- Project documentation completed
Roles & Responsibilities	- **Project Manager:** Schedule, budget, quality oversight- **Construction Lead:** On-site management- **Procurement Officer:** Material sourcing- **Safety Officer:** Safety compliance- **Finance Officer:** Track expenditures
Constraints	Budget limit, local supply availability, security conditions in Kabul
Assumptions	Weather and security allow continuous work; materials available locally
Team Values & Behavior	Collaboration, accountability, safety, transparency, quality
Communication Plan	Weekly progress meetings, daily site briefings, monthly stakeholder reports
Signatures / Approval	**Project Sponsor:** _____ Date: _____ ***The following signatures are not based on PMI requirement:*** **Project Manager:** _____Date: _____ **School Authority Rep:** _____Date: _____ **Safety Officer:** _____ Date: _____

4) Success Criteria

Success Criteria	Description / Target
Completion Time	Project completed within 6 months
Budget	Total cost ≤ USD 50,000
Quality	All 10 classrooms meet safety and functional standards
Scope	All planned facilities (classrooms, basic utilities) delivered
Stakeholder Satisfaction	School authorities and community approve the completed building
Safety	Zero major accidents or safety incidents during construction

5) Exit Criteria

Exit Criteria	Description / Target

Construction Complete	All 10 classrooms built, furnished, and operational
Budget Compliance	Total expenditure ≤ USD 50,000
Quality Approval	Pass final inspection for safety, structural integrity, and functionality
Stakeholder Sign-Off	Project formally accepted by school authorities and local stakeholders
Documentation Complete	All project records, manuals, and handover documents submitted
Safety Compliance	No outstanding safety issues at project closure

6) Project Baseline

Baseline Type	Details
Scope Baseline	Construct 10 classrooms with basic utilities (water, electricity, sanitation), comply with local building codes; excludes furniture, labs, playgrounds
Schedule Baseline	Total duration: 6 months (~26 weeks) - Site prep & foundation: 3 weeks - Walls & structure: 6 weeks - Roofing: 3 weeks - Windows, doors, finishes: 4 weeks - Electrical & plumbing: 4 weeks - Flooring & painting: 3 weeks - Inspection & handover: 1 week
Cost Baseline	Total budget: USD 50,000 - Site prep & foundation: 8,000 - Materials: 15,000 - Roofing: 5,000 - Windows & doors: 4,000 - Electrical & plumbing: 6,000 - Flooring & painting: 4,000 - Labor: 6,000 - Contingency: 2,000
Quality Baseline	Comply with Kabul building codes, weekly inspections, proper curing, functional utilities
Performance Measurement Baseline (PMB)	Use scope, schedule, and cost baselines to track progress and manage variances during execution

7) Milestone schedule

Milestone	Duration	Completion Target	Notes
Project Initiation & Design Approval	2 weeks	End of Week 2	Architectural and structural designs approved, permits obtained
Site Preparation & Foundation	4 weeks	End of Week 6	Clearing, leveling, and foundation laid
Structural Framing	5 weeks	End of Week 11	Walls, roof, and main structural components completed

Roofing & Exterior Finishes	4 weeks	End of Week 15	Roofing, exterior walls, windows, and doors installed
Interior Finishes & Utilities	5 weeks	End of Week 20	Flooring, painting, electrical, plumbing, and HVAC work
Furniture & Classroom Setup	2 weeks	End of Week 22	Desks, chairs, blackboards, and basic equipment installed
Inspection, Testing & Handover	2 weeks	End of Week 24 (6 months)	Final inspections, quality checks, and official handover

8) Milestone List

Milestone ID	Milestone Name	Planned Completion	Description / Criteria
M1	Project Initiation Complete	Week 1	Project charter approved and stakeholders identified
M2	Site Preparation & Foundation Complete	Week 3	Site cleared, foundation laid and inspected
M3	Walls & Structure Complete	Week 9	Main walls, columns, and structural framework finished
M4	Roofing Complete	Week 12	Roof installed and inspected
M5	Windows, Doors & Finishes Complete	Week 14	Windows, doors, plastering, and basic finishing done
M6	Electrical & Plumbing Complete	Week 15	Wiring, plumbing, and fixtures installed and functional
M7	Flooring & Painting Complete	Week 18	Flooring laid, painting completed
M8	Final Inspection & Handover	Week 19	Project inspected, approved, and handed over to school authorities

9) Project Life Cycle

Project Life Cycle Phase	Key Activities	Duration / Notes
Initiation	- Define project objectives and scope - Identify stakeholders - Approve project charter	1 week
Planning	- Develop WBS, Schedule, Budget - Prepare Management Plans (Scope, Cost, Schedule, Quality, Risk, Procurement, Resources) - Baselines established	3 weeks
Execution	- Site preparation and construction (foundation, walls, roofing, finishes) - Procurement of materials - Resource management - Implement QA/QC	18 weeks
Monitoring & Controlling	- Track schedule, cost, and quality against baselines - Manage risks, changes, and stakeholder expectations	Throughout Execution (parallel)

Closure	- Final inspections and approvals - Handover building to school authorities - Document lessons learned and close contracts	1 week

10) Log-frame

Hierarchy	Description	Key Indicators	Means of Verification	Assumptions
Goal	Improved access to secondary education in Kabul	10 classrooms operational	School records	Community stability
Purpose	Functional high-school building completed	Building completed in 6 months within USD 50,000	Completion certificate	No major delays
Outputs	1 school building with 10 classrooms	10 classrooms built & furnished	Inspection reports	Materials available
Activities	Design, construction, inspection, handover	Milestones achieved on time	Progress reports	Skilled labor available

11) Benefits Management Plan – Kabul High School Construction

Component	Details
Project Benefits	✓ Increased student enrollment capacity ✓ Improved learning environment ✓ Enhanced community access to education
Benefit Owner	Ministry of Education / Local Education Authority
Benefit Measures / KPIs	✓ Number of additional students accommodated ✓ Classroom utilization rate ✓ Student performance improvement (attendance, grades)
Measurement Method	✓ Enrollment records ✓ Facility inspections ✓ Periodic academic reports
Target / Expected Outcome	✓ 10 new classrooms operational within 6 months ✓ At least 300 additional students accommodated ✓ Positive feedback from teachers and community
Benefit Realization Timeline	✓ Immediately after handover (Month 6) ✓ Monitored during first school year
Responsible for Monitoring	Project Manager (handover), Ministry of Education (ongoing)

12) KPI

KPI	Target	Measurement/Indicator	Responsibility
Construction Completion	10 classrooms built	Number of classrooms completed as per design	Project Manager / Contractor

Schedule	Complete within 6 months	% of project milestones achieved on time	Project Manager
Budget	≤ USD 50,000	Actual cost vs. budget	Project Manager / Finance Officer
Quality & Safety	Compliance with local standards	Inspection reports & safety audits	Quality & Safety Officer

13) Enterprise Environmental Factors (EEF)

EEP Category	Relevant Factor	Impact on Project
Government & Regulations	Kabul municipal construction codes, permits, and approvals	Must comply with local regulations; delays if permits are slow
Local Economy	Material costs, labor rates, currency fluctuations	Affects adherence to USD 50,000 budget
Infrastructure & Site Conditions	Accessibility, utilities, security	Impacts construction schedule and logistics
Cultural & Social Factors	Community expectations, local labor practices	Influences stakeholder engagement and workforce management
Environmental Conditions	Seasonal weather, seismic activity	Can affect construction timing and safety measures

14) Construction Contract

Section	Details
Project	High School Building Construction (10 Classrooms)
Location	Kabul, Afghanistan
Contract Value	USD 50,000
Duration	6 Months
Parties	**Owner:** [Local Education Authority / School Administration]**Contractor:** [Construction Company / Contractor Name]
Scope of Work	- Construct 10-classroom school building per approved design- Install utilities: water, electricity, sanitation- Comply with local building codes and safety standards- Complete within 6 months
Deliverables	- Fully constructed, operational building- Functional utilities- As-built drawings, manuals, warranties- Punch list completion- Regulatory approvals and occupancy permits
Payment Terms	**Total Contract Amount:** USD 50,000**Payment Schedule:**1. 20% on contract signing2. 50% on 50% completion verified by PM3. 20% on substantial completion4. 10% on final handover & acceptance

Schedule	- Start Date: [Insert Date]- Completion Date: [Insert Date + 6 months]- Weekly progress reports required
Change Control	- All scope, schedule, or budget changes must follow Integrated Change Control Process- Change requests require written approval by PM and Change Control Board (CCB)
Responsibilities	**Contractor:** Execute construction, ensure quality, safety, and timeline **Owner / PM:** Monitor progress, approve payments, manage changes, perform inspections
Acceptance Criteria	- Completion of all deliverables- Regulatory approvals obtained- Punch list items resolved- Written acceptance by school administration
Termination Conditions	- Failure to meet agreed scope, quality, or timeline- Insolvency or breach of contract
Signatures	**Owner:** Name / Signature / Date **Contractor:** Name / Signature / Date

Note: This document/format is not included as part of the Project Management Plan according to PMI standards.

15) Offer Letter

Section	Details
Organization	[Organization Name / Letterhead]
Date	[Insert Date]
To	[Project Manager Name][Address]
Subject	Offer of Appointment as Project Manager – High School Construction Project, Kabul
Project Overview	- High School Building Construction- 10 Classrooms- Location: Kabul, Afghanistan- Duration: 6 months- Budget: USD 50,000
Scope of PM Role	- Plan, execute, monitor, and close the project per **PMI best practices**- Manage scope, schedule, cost, quality, risk, and stakeholder communication- Oversee construction, utilities, inspections, and handover- Implement Integrated Change Control Process- Report weekly to Project Sponsor and participate in Change Control Board (CCB)
Terms of Engagement	- Contract Duration: 6 months- Remuneration / Fee: [Insert Amount]- Reporting: Directly to Project Sponsor / Owner
Acceptance	Appointment confirmed upon signing and returning a copy of this letter
Signatory	[Name & Designation of Authorized Signatory] [Organization Name]
Acknowledgment by PM	I, [Project Manager Name], accept the appointment and terms outlined above. **Signature:** _____ **Date:** _____

Note: This document/format is not included as part of the Project Management Plan according to PMI standards.

16) Project Manager (PM) Contract

Section	Details
Project	High School Building Construction (10 Classrooms), Kabul, Afghanistan
Project Manager (PM)	[Name of PM]
Contract Duration	6 Months (Aligned with project timeline)
Scope of PM Role	- Plan, execute, monitor, and close the project- Manage project scope, schedule, cost, quality, and risk- Implement Integrated Change Control Process- Ensure successful handover of deliverables- Report progress to stakeholders weekly
Responsibilities	- Coordinate construction team and stakeholders- Approve and track change requests- Monitor work performance, quality, and budget- Ensure compliance with local regulations and safety standards- Conduct final inspections and facilitate project handover
Authority	- Approve changes within delegated limits- Halt work if safety or quality standards are not met- Make recommendations to Change Control Board (CCB) for major changes
Reporting	- Weekly progress reports to Owner / Sponsor- Escalate issues, risks, or deviations to CCB
Payment Terms	- Total PM Fee: [Insert Amount]- Payment Schedule: 25% contract start, 50% mid-project, 25% on project completion and handover
Performance Criteria	- Project completed on schedule and within USD 50,000 budget- Deliverables accepted by school administration- Regulatory approvals obtained- Punch list items resolved
Termination Conditions	- Failure to perform duties per PMI best practices- Gross negligence or breach of contract
Signatures	**Owner / Sponsor:** Name / Signature / Date**Project Manager:** Name / Signature / Date

Note: This document/format is not included as part of the Project Management Plan according to PMI standards.

17) Short Schedule

Task / Activity	Duration	Timeframe (Weeks)
Site Preparation & Foundation	3 weeks	1–3
Walls & Structure	6 weeks	4–9
Roofing	3 weeks	10–12
Windows, Doors, Finishes	4 weeks	11–14
Electrical & Plumbing	4 weeks	12–15
Flooring & Painting	3 weeks	15–18
Inspection & Handover	1 week	19

18) Project Scope of Work

Section	Scope Description
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Project Objective	Construct and hand over a functional high-school building with **10 classrooms** within **6 months** and a **USD 50,000** budget.
In-Scope Work	- Site preparation and leveling- Foundation and structural works- Construction of 10 classrooms- Roofing and exterior works- Doors, windows, flooring, painting- Electrical lighting and basic ventilation- Final cleaning, inspection, and handover
Out-of-Scope Work	- Furniture and equipment- Advanced HVAC systems- IT and communication systems- Landscaping beyond basic grading
Key Deliverables	- Completed classroom building- As-built drawings- Inspection and completion certificate
Technical & Quality Standards	Compliance with local building codes; use of durable, locally available materials; acceptable workmanship standards
Schedule Requirements	Total construction duration not to exceed **6 months** from Notice to Proceed
Cost Requirements	Firm fixed price not exceeding **USD 50,000**, inclusive of all labor and materials
Roles & Responsibilities	Contractor: execute all in-scope worksClient/PM: oversight, approvals, acceptance
Acceptance Criteria	- 10 classrooms completed and usable- Work meets specifications and safety standards- Final inspection approval
Change Management	Scope changes managed through formal change control process per PMI guidelines

19) Activity Attribute

Activity	ID	Description	Duration	Predecessors	Resources	Constraints	Milestones
Site Preparation & Foundation	A1	Clear site, lay foundation	3 weeks	None	Labor, Equipment, Materials	Weather, permits	Foundation complete
Walls & Structure	A2	Build walls and structure	6 weeks	A1	Labor, Bricks, Cement, Steel	Material availability	Structure complete
Roofing	A3	Install roof	3 weeks	A2	Labor, Roofing materials	Weather	Roof complete
Windows, Doors, Finishes	A4	Install windows, doors, plaster, paint	4 weeks	A2	Labor, Materials	Delivery of materials	Finishing complete
Electrical & Plumbing	A5	Wiring, plumbing, fixtures	4 weeks	A2	Electrician, Plumber, Materials	Safety compliance	Utilities functional
Flooring & Painting	A6	Flooring and final painting	3 weeks	A4, A5	Labor, Materials	Drying time	Floors & paint complete
Inspection & Handover	A7	Final inspection and handover	1 week	A6	Project Manager, Site Supervisor	Regulatory approval	Project complete

20) Project Log

Log ID	Date	Document/Entry Name	Category/Phase	Owner/Author	Status	Notes / Actions
L001	2026-01-22	Project Charter	Initiation	PM	Approved	Scope: 10 classrooms, 6-month schedule, $50k budget
L002	2026-01-23	Stakeholder Register	Initiation	PM	Final	Key stakeholders: Ministry of Education, Local community
L003	2026-01-25	Site Survey Report	Planning	Engineer	Draft	Pending site approval
L004	2026-01-26	WBS / Schedule	Planning	PM	Final	Tasks include: site prep, foundation, structure, roof, interiors, inspection
L005	2026-01-27	Budget Breakdown	Planning	Finance Officer	Approved	Allocated $50k across materials, labor, permits
L006	2026-02-01	Risk Register	Planning	PM/Risk Officer	Draft	Risks: delayed materials, security issues, cost overrun
L007	2026-02-05	Procurement Log	Executing	Procurement Officer	Ongoing	Materials ordered: cement, steel, bricks
L008	2026-03-01	Weekly Status Report #1	Monitoring & Controlling	PM	Final	Site prep completed, foundation started
L009	2026-04-01	Change Request #1	Executing	PM	Approved	Added extra 2 classrooms in future scope
L010	2026-06-20	Final Project Report	Closing	PM	Final	Project completed on time and budget; classrooms operational

21) Activity List

Activity ID	Activity Name	Description
A1	Site Preparation & Foundation	Clear site, level ground, lay foundation
A2	Walls & Structure	Build walls, columns, and main structure
A3	Roofing	Install roof and support structures
A4	Windows & Doors	Install windows, doors, and frames
A5	Electrical & Plumbing	Install wiring, plumbing, and fixtures
A6	Flooring & Painting	Lay flooring and complete painting
A7	Inspection & Handover	Final inspection, approvals, and handover

22) Assumption Log

ID	Assumption	Impact if False	Owner / Responsible
1	Materials (cement, bricks, steel) will be available locally on time	Delay in construction, schedule slippage	Procurement Officer
2	Skilled labor (masons, electricians, plumbers) will be available throughout	Delay or reduced quality	Project Manager / Site Supervisor
3	Weather conditions will allow construction as planned	Potential schedule delay	Project Manager
4	Budget of USD 50,000 will cover all planned work	Cost overrun or scope reduction	Project Manager / Sponsor
5	Permits and approvals from local authorities will be granted on time	Delay in project start or inspections	Project Manager
6	No major security issues will disrupt construction in Kabul	Safety risk, work stoppage	Project Manager / Site Supervisor

23) Change Log

Change ID	Date	Description	Requested By	Impact (Scope/Cost/Schedule/Quality)	Status	Approved By
C001	14-Jan-2026	Add extra windows in classrooms	School Authority	Scope / Cost	Pending	-
C002	20-Jan-2026	Upgrade roofing material	Project Manager	Cost / Schedule	Approved	Project Sponsor
C003	25-Jan-2026	Adjust plumbing layout for bathrooms	Site Supervisor	Scope / Quality	Approved	Project Sponsor
C004	05-Feb-2026	Delay due to late material delivery	Procurement Officer	Schedule	Approved	Project Sponsor

24) Project Management Plan

Section	Details
Project Name	Kabul High School Construction
Objective	Construct 10 classrooms in 6 months within USD 50,000
Scope	- 10 classrooms with basic utilities (water, electricity, sanitation) - Excludes furniture, labs, playgrounds - Comply with local building codes
Schedule (6 Months)	**Task**
Budget (USD 50,000)	Site prep & foundation: 8,000 Materials (bricks, cement, steel): 15,000 Roofing: 5,000 Windows & doors: 4,000 Electrical & plumbing: 6,000 Flooring & painting: 4,000 Labor: 6,000 Contingency: 2,000 **Total: 50,000**
Team	Project Manager, Civil Engineer/Supervisor, Laborers, Electrician, Plumber, Procurement Officer
Risks & Mitigation	Material delays → Pre-order locally Budget overrun → Weekly monitoring & cost-effective materials Labor shortages → Hire local workforce Weather → Schedule buffer weeks
Quality & Safety	Weekly inspections, PPE for workers, comply with Kabul building codes
Communication	Weekly team meetings, monthly stakeholder updates, daily site log
Closeout	Final inspection & approval, handover to school authorities, as-built drawings & maintenance plan

25) Cost-Benefit Analysis – Kabul High School Construction

Item	Details	Estimated Value / Cost (USD)
Costs	Construction materials, labor, furniture, utilities installation	50,000
Benefits	• Increased student capacity (~300 students)• Improved learning environment• Social/community development	Difficult to quantify exactly, but high social return; estimated indirect value: >100,000 over first 5 years (education outcomes, community uplift, reduced overcrowding)
Net Benefit / ROI	Benefits significantly outweigh cost; ROI is high in social and educational terms	Positive

26) SWOT Analysis – Kabul High School Construction

Category	Points
Strengths	• Provides 10 new classrooms• Improves learning environment• Addresses overcrowding in schools• Affordable budget (USD 50,000)
Weaknesses	• Limited budget may restrict quality or features• Tight 6-month timeline• Reliance on local suppliers and labor
Opportunities	• Enhances community access to education• Potential for government support/funding• Positive social impact and local employment
Threats	• Security risks in Kabul• Material price fluctuations• Weather-related delays• Potential delays from bureaucracy

27) Earned Value Analysis (EVA)

Assumptions:

- Total Budget (BAC): USD 50,000
- Project Duration: 6 months
- Planned Value (PV) = Budget allocated for planned work
- Earned Value (EV) = Budget for work actually completed
- Actual Cost (AC) = Cost spent to date

Metric	Calculation	Value (USD)
Planned Value (PV)	50% of 50,000	25,000
Earned Value (EV)	Actual work completed = 40% → 40% of 50,000	20,000
Actual Cost (AC)	Actual spending	22,000
Cost Variance (CV)	EV − AC	20,000 − 22,000 = **−2,000** (over budget)
Schedule Variance (SV)	EV − PV	20,000 − 25,000 = **−5,000** (behind schedule)
Cost Performance Index (CPI)	EV / AC	20,000 / 22,000 = **0.91** (less efficient)
Schedule Performance Index (SPI)	EV / PV	20,000 / 25,000 = **0.8** (behind schedule)

28) Trend Analysis

Month	Planned Completion (%)	Actual Completion (%)	Planned Cost (USD)	Actual Cost (USD)	Trend / Observation
1	16.7%	15%	8,333	9,000	Slightly behind schedule, over budget
2	33.3%	30%	16,667	17,500	Behind schedule continues, cost overrun increasing
3	50%	40%	25,000	22,000	Significant schedule lag, cost slightly better
4	66.7%	55%	33,333	30,000	Trend improving, still behind schedule
5	83.3%	75%	41,667	40,000	Progress catching up, costs close to plan
6	100%	100%	50,000	50,000	Project completed on schedule and within budget

29) Project Roadmap – Kabul High School Construction (10 Classrooms)

Phase	Key Activities	Timeline	Deliverables
Initiation	Approve project charter, assign project manager, secure funding	Week 1–2	Approved project charter
Planning	Develop detailed project plan, schedule, budget, resource allocation, risk management plan	Week 3–4	Project management plan
Execution – Site Preparation	Clear site, lay foundation, prepare utilities	Month 1	Prepared construction site
Execution – Structural Work	Build walls, roof, main structure	Month 2–3	Completed building frame
Execution – Interior & Utilities	Install electrical, plumbing, windows, doors, paint, floors	Month 4–5	Functional classrooms
Monitoring & Controlling	Track progress, quality checks, manage risks, update schedule	Throughout project	Progress reports, risk logs
Closing	Final inspection, handover, documentation, lessons learned	Month 6	Completed and operational school

30) Responsibility Assigned Matrix – RAM

Task / Milestone	Project Manager (PM)	Architect / Designer	Contractor / Site Engineer	Procurement / Finance	Quality Inspector
Project Initiation & Design Approval	A	R	C	C	I
Site Preparation & Foundation	A	C	R	C	I
Structural Framing	A	C	R	I	C
Roofing & Exterior Finishes	A	C	R	I	C
Interior Finishes & Utilities	A	C	R	I	C
Furniture & Classroom Setup	A	C	R	R	I

Inspection, Testing & Handover	A	I	C	I	R

31) RACI Matrix

Activity / Task	Project Sponsor	Project Manager	Construction Team	Local Authority	Suppliers
Approve Project Charter	A	C	-	C	-
Site Preparation	C	R	A	I	C
Structural Work (Walls, Roof)	I	R	A	I	C
Interior & Utilities	I	R	A	I	C
Budget Approval & Control	A	R	I	I	-
Risk Management	C	R	I	I	-
Final Inspection & Handover	A	R	C	C	I

32) Stakeholder Register – Kabul High School Construction (10 Classrooms)

Stakeholder	Role / Position	Interest	Influence	Engagement Strategy
Ministry of Education	Project Sponsor	High – wants more school capacity	High – approves budget and decisions	Manage closely
Local Education Authority	Oversight / Approver	High – ensures standards met	Medium	Keep satisfied
Project Manager	Project Lead	High – responsible for delivery	High	Manage closely
Construction Team	Executing Contractor	Medium – completes construction	Medium	Keep informed
Suppliers	Material Providers	Low – deliver materials on time	Low	Monitor
Local Community	Beneficiaries / Parents	High – impact on education access	Medium	Keep informed / consult
Students	End Users	High – improved learning environment	Low	Inform / engage

33) Stakeholder Management Plan (PMI – very short example)

Stakeholder	Interest	Influence	Engagement Strategy
Sponsor	High	High	Manage closely
Customer	High	Medium	Keep satisfied
Project Team	Medium	Medium	Keep informed
Vendors	Low	Low	Monitor

34) Stakeholder Register

ID	Stakeholder Name / Group	Role / Title	Interest	Influence / Impact	Engagement Strategy
1	Ministry of Education	Project Sponsor	High – oversees school construction standards	High	Regular progress reports, approvals at key milestones
2	Local Government (Kabul Municipality)	Regulatory Authority	High – permits, zoning, and inspections	High	Compliance meetings, inspection coordination
3	School Administration	End User	High – school operation needs	Medium	Consultations during design, updates on schedule
4	Students & Parents	Beneficiaries	Medium – use facilities	Low	Informational updates, community meetings
5	Project Manager & Team	Execution	High – responsible for delivery	High	Daily/weekly monitoring, task coordination
6	Contractors / Suppliers	Execution	High – materials & construction	Medium	Contractual communication, progress tracking
7	Funding Agency / Donor	Financial Stakeholder	High – budget oversight	High	Financial reporting, milestone approvals

35) Stakeholder Engagement Assessment Matrix – SEAM

Stakeholder	Role / Interest	Power / Influence	Engagement Strategy	Notes
Ministry of Education	Approvals, standards	High	Manage Closely	Ensure compliance & permits
Local Government	Permits, regulations	High	Manage Closely	Approve land & zoning
School Principal	Operations	Medium	Collaborate	Input on classrooms & facilities
Parents & Students	Beneficiaries	Low	Keep Satisfied	Gather feedback & support

Architect / Design Team	Design, cost control	High	Manage Closely	Keep within $50k & 6 months
Construction Contractor	Build the school	High	Manage Closely	Deliver on schedule & budget
Suppliers / Vendors	Materials	Medium	Keep Informed	Ensure timely delivery
Community Leaders	Social support	Medium	Keep Satisfied	Gain local acceptance
Project Manager	Execution, monitoring	High	Lead	Track scope, cost, schedule

36) Tour Guide

Stop	Description	Key Points / Observations
1	Site Preparation	Clearing, leveling, fencing completed; safety measures in place
2	Foundation Work	Concrete foundation laid; inspected for stability and compliance
3	Structural Construction	Walls, columns, beams completed; meets design specifications
4	Roofing & Exterior	Roof installed; doors, windows, and exterior finishes completed
5	Interior & Finishes	Flooring, plastering, painting, furniture installed
6	Utilities & Services	Electrical, water, and sanitation systems operational
7	Final Inspection & Handover	Quality check passed; building ready for occupancy

37) Stakeholder Engagement Plan (PMI – very short example)

Stakeholder	Current Engagement	Desired Engagement	Engagement Strategy / Actions	Frequency	Responsible
Ministry of Education (Sponsor)	Supportive	Leading	Involve in major decisions, provide progress reports	Bi-weekly	Project Manager
Local Education Authority	Neutral	Supportive	Share updates, consult on standards and inspections	Monthly	Project Manager
Project Manager	Leading	Leading	Manage all project activities, coordinate stakeholders	Continuous	Self
Construction Team	Supportive	Supportive	Daily briefings, safety instructions, task assignments	Daily	Project Manager
Suppliers	Unaware	Supportive	Communicate delivery schedules, confirm orders	As needed	Project Manager

Local Community / Parents	Unaware	Supportive	Hold community meetings, provide flyers, announce milestones	Monthly	Project Manager / Local Authority
Students	Unaware	Supportive	Announce new facilities, involve in orientation	Milestone-based	Local Authority / Project Manager

38) Stakeholder/Customer Attendance Sheet

S. No.	Stakeholder / Customer Name	Role / Organization	Meeting Date	Signature / Acknowledgment
1	School Principal	Project Sponsor / School		
2	Local Education Authority Rep	Regulatory / Approval		
3	Community Representative	Community / End-User		
4	Project Manager	Project Execution / PMO		
5	Contractor Representative	Construction / Contractor		

39) Issue Log

Issue ID	Date	Description	Impact (Scope/Cost/Schedule/Quality)	Priority	Owner / Responsible	Status	Resolution
I001	14-Jan-2026	Delay in delivery of cement	Schedule / Cost	High	Procurement Officer	Open	Expedite alternative supplier
I002	18-Jan-2026	Shortage of skilled masons	Schedule / Quality	High	Project Manager	Open	Hire additional local labor
I003	22-Jan-2026	Rain affecting foundation work	Schedule	Medium	Site Supervisor	Closed	Adjust work schedule and use tarpaulin covers
I004	28-Jan-2026	Minor cracks in wall plaster	Quality	Medium	Site Supervisor	Open	Replaster affected areas

40) Requirement Management Plan

Section	Details
Project Name	Construction of High-School Building (10 Classrooms)
Project Objective	Complete 10 classrooms in **6 months** within **USD 50,000 budget**
Requirements Identification	- Functional: 10 classrooms, desks, chairs, blackboards, lighting, fans, safe access- Technical: Structural integrity, electrical wiring, plumbing, finishing standards- Regulatory: Local building codes, safety regulations, accessibility requirements
Requirements Documentation	- Documented in **Project Scope Statement** and **Design Specifications**- Tracked in a **Requirements Traceability Matrix (RTM)**
Requirements Validation	- Conducted by Project Manager, Site Engineer, and Stakeholders- Verification through inspections at each milestone (foundation, structure, finishing)
Requirements Change Management	- Any change submitted in writing to Project Manager- Evaluated for **impact on schedule, budget, and quality**- Approved changes documented in **Change Log**
Traceability & Reporting	- Requirements linked to milestones in RTM- Status reported weekly in progress meetings
Success Criteria	- All requirements implemented- Compliance with safety, quality, and functional standards- Completed on time and within budget

41) Requirements Traceability Matrix (RTM)

Req. ID	Requirement Description	Source	WBS / Activity	Verification Method	Status
R1	Construct 10 classrooms	Project Charter	Walls & Structure	Physical inspection	Planned
R2	Safe and durable structure	Kabul Building Codes	Foundation, Structure	Engineering inspection	Planned
R3	Functional electricity	School Authority	Electrical Works	Functional testing	Planned
R4	Functional water & sanitation	School Authority	Plumbing Works	Pressure/leak tests	Planned
R5	Completion within 6 months	Project Sponsor	All activities	Schedule review	Planned
R6	Completion within USD 50,000	Project Sponsor	All activities	Cost tracking (EVM)	Planned

42) Scope Management Plan

Scope Management Component	Details
Purpose	Define, validate, and control the project scope to ensure the 10-classroom school is delivered as planned

Scope Definition	- Construct 10 classrooms with basic utilities (water, electricity, sanitation) - Comply with Kabul building codes - Excludes furniture, IT labs, and playgrounds
Scope Documentation	Use Project Charter, Work Breakdown Structure (WBS), and Scope Statement
Scope Validation	School authorities and project sponsor review and formally approve completed deliverables
Scope Control	- Track scope changes using Change Management Plan - Maintain Scope Baseline for comparison with actual work
Tools & Techniques	WBS, milestone reviews, inspections, change requests
Roles & Responsibilities	Project Manager: control scope Site Supervisor: ensure work aligns with scope Sponsor: approve scope changes

43) Project Scope Statement

Scope Statement Element	Description
Project Objective	Construct a high-school building with 10 classrooms in Kabul within 6 months and a USD 50,000 budget
Project Deliverables	- 10 completed classrooms - Functional water, electricity, and sanitation - Compliance with local building codes - Final inspection and handover
In-Scope	Site preparation, foundation, structure, roofing, finishes, electrical and plumbing works
Out-of-Scope	Furniture, IT equipment, laboratories, playgrounds, landscaping
Constraints	6-month schedule, USD 50,000 budget, local regulations
Assumptions	Availability of local labor and materials; timely permits and approvals
Acceptance Criteria	Classrooms structurally safe, utilities functional, approved by local authorities

44) Scope Evaluation Criteria

Criteria	Evaluation Standard	Acceptance Requirement
Scope Completeness	All approved scope items delivered	10 classrooms constructed as per scope statement
Design Compliance	Alignment with approved drawings and specifications	100% compliance verified by inspection
Functional Requirements	Classrooms usable for teaching and learning	Lighting, ventilation, doors, and furniture functional
Utilities Installation	Water, electricity, and sanitation included in scope	All utilities tested and operational
Quality Standards	Construction meets quality and safety requirements	Pass all quality and safety inspections
Exclusions Compliance	No unauthorized scope additions	No unapproved features beyond baseline scope

Change Control Adherence	All scope changes formally approved	Approved Change Requests only
Stakeholder Acceptance	Scope accepted by school administration	Formal sign-off obtained

45) Scope Completion Criteria

Criteria Area	Scope Completion Requirement
Physical Construction	All 10 classrooms fully constructed and finished
Design Compliance	Work matches approved drawings and specifications
Utilities	Water, electricity, and sanitation installed and operational
Quality & Safety	All inspections passed; no major defects remaining
Punch List	All punch list items closed and verified
Documentation	As-built drawings, manuals, and warranties delivered
Change Control	All approved scope changes implemented and closed
Stakeholder Acceptance	Formal written acceptance by school administration obtained

46) Acceptance Criteria

Acceptance Criteria	Description / Standard
Deliverables	10 fully constructed classrooms with doors, windows, flooring, walls, and roof.
Schedule	Construction completed within 6 months from project start.
Budget	Total cost does not exceed USD 50,000.
Quality / Standards	Building meets local construction codes and safety standards.
Stakeholder Approval	Formal acceptance from school administration and local authorities.

47) Work Breakdown Structure (WBS)

WBS Code	Work Package / Task	Description
1.0	Project Management	Planning, scheduling, budget, quality, safety, reporting, and documentation
1.1	Planning & Scheduling	Develop project schedule, milestones, and timelines
1.2	Budget & Cost Control	Track expenditures and manage budget
1.3	Quality & Safety Management	Ensure standards compliance throughout the project
1.4	Reporting & Documentation	Weekly progress reports, record-keeping
2.0	Design & Approvals	Architectural and structural design, permits, regulatory approvals
2.1	Architectural Design	Prepare floor plans and classroom layout
2.2	Structural Design	Design foundation, walls, roof, and structural elements
2.3	Regulatory Approvals & Permits	Obtain local building permits and approvals

3.0	Site Preparation	Surveying, clearing, excavation, foundation setup
3.1	Site Survey & Layout	Measure and mark site boundaries
3.2	Clearing & Excavation	Clear site and prepare ground
3.3	Foundation Preparation	Dig and level foundation area
4.0	Construction	Foundation, structure, flooring, painting, electrical, plumbing
4.1	Foundation Construction	Pour and cure foundation
4.2	Structural Frame	Build walls, columns, and roof
4.3	Flooring & Painting	Install floors and paint classrooms
4.4	Electrical & Plumbing Installation	Wiring, lighting, fans, water systems
5.0	Finishing & Furnishing	Furniture, fixtures, and safety installations
5.1	Classroom Furniture	Install desks, chairs, blackboards
5.2	Fixtures	Install fans, lights, and other fixtures
5.3	Safety Installations	Fire extinguishers, emergency signage, safety measures
6.0	Testing & Commissioning	Inspection, quality check, stakeholder approval
6.1	Quality Inspection	Verify construction meets quality standards
6.2	Safety Compliance Check	Ensure safety regulations are met
6.3	Final Stakeholder Approval & Handover	Formal project completion and handover

48) WBS Dictionary

WBS Code	Work Package	Description / Scope	Deliverables	Responsible	Notes / Acceptance Criteria
1.0	Project Management	Overall planning, execution, monitoring, and control	Project plan, schedule, budget, reports	Project Manager	All project activities aligned with objectives
1.1	Planning & Scheduling	Develop detailed project schedule and milestones	Gantt chart, milestone list	Project Manager	Must meet 6-month completion target
1.2	Budget & Cost Control	Track costs and manage budget	Budget reports, expenditure tracking	Finance Coordinator	Costs ≤ USD 50,000
1.3	Quality & Safety Management	Ensure compliance with standards	Quality and safety checklists	Site Engineer / Safety Officer	All construction passes inspections
1.4	Reporting & Documentation	Weekly progress reports and record keeping	Status reports, meeting minutes	Project Manager	Updated and shared weekly
2.0	Design & Approvals	Architectural & structural designs and permits	Approved plans, permits	Architect / Project Manager	Must comply with Kabul regulations
2.1	Architectural Design	Floor plans, classroom layout	Design drawings	Architect	Approval from stakeholders required
2.2	Structural Design	Foundation, walls, roof, and structural plans	Structural drawings	Civil Engineer	Must meet safety standards
2.3	Regulatory Approvals & Permits	Obtain local building permits	Approved permits	Project Manager	All permits secured before construction
3.0	Site Preparation	Site survey, clearing, and foundation prep	Prepared site, excavated foundation	Site Engineer / Crew Lead	Ready for construction start
3.1	Site Survey & Layout	Measure and mark site	Site layout map	Site Engineer	Accurate measurements verified
3.2	Clearing & Excavation	Clear and level site	Cleared site	Construction Crew	Site ready for foundation
3.3	Foundation Preparation	Dig and prepare foundation	Excavated and leveled foundation	Construction Crew	Meets structural design
4.0	Construction	Build foundation, structure, floors, and utilities	Completed building structure	Construction Crew	Passes inspection at each stage
4.1	Foundation Construction	Pour and cure foundation	Finished foundation	Construction Crew	Inspected and approved

4.2	Structural Frame	Build walls, columns, roof	Completed structure	Construction Crew	Meets design specifications
4.3	Flooring & Painting	Install floors and paint classrooms	Finished floors and walls	Construction Crew	Quality standards met
4.4	Electrical & Plumbing	Install wiring, lighting, fans, water systems	Functional utilities	Electrician / Plumber	Must pass safety inspection
5.0	Finishing & Furnishing	Furniture, fixtures, safety installations	Fully furnished classrooms	Construction Crew	Ready for use
5.1	Classroom Furniture	Install desks, chairs, blackboards	Furnished classrooms	Crew Lead	Furniture installed per plan
5.2	Fixtures	Install lights, fans	Functional fixtures	Electrician	All electrical tested
5.3	Safety Installations	Fire extinguishers, signage	Safety compliant classrooms	Safety Officer	Safety check passed
6.0	Testing & Commissioning	Final inspection and handover	Approved and operational school	Project Manager / Stakeholders	Project completed, signed off

49) Requirements Management Plan

Requirements Management Component	Details
Purpose	Capture, document, track, and manage all project requirements to ensure the school meets stakeholder needs
Requirement Types	- Functional: 10 classrooms, utilities (water, electricity, sanitation) - Regulatory: Compliance with Kabul building codes - Quality: Safe, durable construction
Requirement Documentation	Use a Requirements Traceability Matrix (RTM) linking each requirement to WBS tasks, deliverables, and acceptance criteria
Requirement Approval	Project Sponsor and school authority must review and approve all documented requirements
Requirement Changes	Follow Change Management Plan for any updates or modifications to requirements
Monitoring & Control	Track requirements fulfillment during weekly progress reviews and milestone inspections
Tools & Techniques	RTM, checklists, inspection reports, stakeholder reviews

50) Schedule Management Plan

Schedule Management Component	Details
Purpose	Plan, monitor, and control project schedule to ensure 10-classroom school is completed in 6 months
Schedule Baseline	Total duration: 6 months (~26 weeks) - Site prep & foundation: 3 weeks - Walls & structure: 6 weeks - Roofing: 3 weeks - Windows, doors, finishes: 4 weeks - Electrical & plumbing: 4 weeks - Flooring & painting: 3 weeks - Inspection & handover: 1 week
Scheduling Method	Gantt chart and milestone tracking; parallel tasks where possible
Roles & Responsibilities	Project Manager: overall schedule control Site Supervisor: daily monitoring and reporting Team: meet task deadlines
Monitoring & Control	- Weekly progress review - Track schedule variance (SV) using earned value techniques - Adjust resources or task sequence to stay on baseline
Tools & Techniques	Gantt charts, milestone charts, critical path method (CPM), progress reports
Reporting	Weekly updates to project manager; monthly updates to sponsor

51) Schedule Activities List

Activity ID	Activity Name	Description	Predecessor(s)
A	Project Management Planning	Plan, monitor, and control the project	—
B	Site Preparation	Clearing, leveling, fencing	A
C	Foundation Work	Excavation, concrete foundation	B

D	Structural Construction	Build walls, columns, beams	C
E	Roofing & Exterior	Roof structure, doors, windows, exterior paint	D
F	Interior Construction & Finishes	Flooring, plastering, painting, furniture	E
G	Utilities & Services	Electrical, water, sanitation	F
H	Final Inspection & Handover	Quality check and stakeholder approval	G

52) Schedule Forecast

Forecast Component	Details
Current Schedule Status	On track: 9 of 10 major activities progressing as planned
Expected Completion	Week 26 (end of 6 months)
Critical Path Activities	Walls & Structure, Roofing, Electrical & Plumbing
Potential Delays	Minor material delivery delays may affect Roofing (Week 10–12)
Forecasted Impact	If mitigation applied (alternative suppliers), project remains on schedule
Corrective Actions	Expedite material procurement, allocate additional labor if needed
Confidence Level	High – 95% probability of completing on time

53) Project Schedule

Activity ID	Activity Name	Duration	Predecessor(s)
A	Project Management Planning	10 days	—
B	Site Preparation	15 days	A
C	Foundation Work	20 days	B
D	Structural Construction	40 days	C
E	Roofing & Exterior	25 days	D
F	Interior Construction & Finishes	30 days	E
G	Utilities & Services	20 days	F
H	Final Inspection & Handover	5 days	G

54) Gantt chart

Phase / Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Duration
1. Project Initiation	[redacted]						2 weeks
- Site survey & approvals	[redacted]						2 weeks
- Budget finalization & procurement plan	[redacted]						2 weeks
2. Design & Planning		[redacted]					1 month
- Architectural & structural design		[redacted]					3 weeks
- Construction schedule & resource allocation		[redacted]					1 week

3. Site Preparation			[redacted]				3 weeks
- Clearing, leveling & foundation prep			[redacted]				3 weeks
4. Construction			[redacted]	[redacted]	[redacted]		3 months
- Foundation & structural framework			[redacted]	[redacted]			6 weeks
- Walls, roofing, and flooring				[redacted]	[redacted]		6 weeks
- Basic utilities (electrical, plumbing, ventilation)				[redacted]	[redacted]		4 weeks
5. Finishing					[redacted]	[redacted]	1 month
- Painting, doors, windows					[redacted]	[redacted]	3 weeks
- Safety checks & minor adjustments						[redacted]	1 week
6. Handover & Closeout						[redacted]	1 week
- Final inspection & approval						[redacted]	1 week
- Documentation & project closure						[redacted]	1 week

55) Milestone Schedule

Milestone	Planned Date / Month	Key Deliverables	Description
Project Approval	Month 1, Week 1	Project Charter	Formal authorization to start the project.
Site Survey & Permits Completed	Month 1, Week 4	Survey Report, Permits	Land surveyed; all required permits approved.
Design & Planning Completed	Month 2, Week 4	Architectural & Structural Plans, Construction Schedule	Designs finalized and approved; construction schedule and resource plan ready.
Site Preparation Completed	Month 3, Week 4	Cleared & Leveled Site	Site cleared, leveled, and foundation prep completed.
Foundation & Structural Framework Completed	Month 4, Week 4	Foundation, Structural Frame	Foundation laid; main structural framework completed.
Walls, Roofing, and Utilities Completed	Month 5, Week 4	Walls, Roof, Electrical & Plumbing Installed	Classrooms enclosed; basic utilities installed and functional.
Finishing Completed	Month 6, Week 3	Painted Rooms, Doors & Windows Installed, Safety Checks Passed	Final finishes applied; classrooms ready for use; safety compliant.
Project Handover & Closeout	Month 6, Week 4	Handover Report, As-Built Drawings, Final Documentation	Completed building formally handed over; documentation and lessons

56) Resource Management Plan

Resource Management Component	Details
Purpose	Ensure effective allocation and utilization of human, material, and equipment resources for timely project completion
Human Resources	- Project Manager - Civil Engineer / Site Supervisor - Laborers (construction, plumbing, electrical) - Procurement Officer - Safety Officer
Material Resources	- Cement, bricks, steel, roofing sheets - Windows, doors, plumbing, and electrical supplies - Paint, flooring materials
Equipment Resources	Basic construction tools, mixers, scaffolding, wheelbarrows
Roles & Responsibilities	- Project Manager: overall coordination - Site Supervisor: daily task assignment and monitoring - Procurement Officer: ensures timely availability of materials - Laborers: execute construction tasks safely
Resource Acquisition	Hire local labor, purchase materials from local suppliers; rent equipment if needed
Resource Optimization	- Schedule tasks to avoid idle labor or equipment - Share equipment across activities when possible
Monitoring & Control	Track resource usage weekly; adjust assignments to meet schedule and cost baselines
Tools & Techniques	Resource logs, RACI matrix, scheduling charts

57) Resource Breakdown Structure (RBS)

RBS Level 1	RBS Level 2 (Resource Categories)	Examples / Notes
1. Human Resources	Project Management	Project Manager, Site Supervisor, Planning Engineer
	Design & Engineering	Architect, Structural Engineer, Draftsman
	Construction Labor	Skilled masons, carpenters, electricians, plumbers, general laborers
	Safety & QA	Safety Officer, Quality Inspector
2. Material Resources	Construction Materials	Cement, bricks, steel, roofing sheets, sand, gravel
	Utilities Materials	Electrical wiring, pipes, plumbing fixtures, lighting
	Finishing Materials	Paint, doors, windows, flooring, hardware
3. Equipment & Tools	Heavy Equipment	Excavators, concrete mixers, scaffolding
	Hand Tools	Hammers, trowels, drills, measuring tools
4. Financial Resources	Budget / Funds	USD 50,000 allocated for project costs
5. External / Support Services	Vendor / Supplier	Material suppliers, transport services
	Government / Regulatory	Permit approvals, inspection authorities

58) Physical Resources Assignment

Resource ID	Physical Resource	Assigned Activity	Usage Period	Responsible
PR1	Cement, Bricks, Steel	Site Preparation & Foundation	Weeks 1–3	Procurement Officer
PR2	Construction Tools & Mixers	Foundation & Structural Works	Weeks 1–9	Site Supervisor
PR3	Roofing Materials	Roofing Installation	Weeks 10–12	Site Supervisor
PR4	Windows & Doors	Finishing Works	Weeks 11–14	Site Supervisor
PR5	Electrical Supplies	Electrical Installation	Weeks 12–15	Electrician
PR6	Plumbing Materials	Plumbing Installation	Weeks 12–15	Plumber
PR7	Flooring & Paint Materials	Flooring & Painting	Weeks 15–18	Site Supervisor
PR8	Safety Equipment (PPE)	All Construction Activities	Weeks 1–19	Safety Officer

59) Team Charter

Section	Details
Project Name	Kabul High School Construction – 10 Classrooms
Project Objective	Construct a 10-classroom high school in Kabul within 6 months and a USD 50,000 budget
Team Purpose	Deliver a safe, functional, and on-time school building by coordinating design, procurement, and construction activities efficiently
Project Scope	- Design approval and permitting- Site preparation and foundation- Construction of 10 classrooms- Electrical, plumbing, and finishing work
Roles & Responsibilities	- **Project Manager:** Oversee schedule, budget, and quality. - **Construction Lead:** Manage on-site construction activities. - **Procurement Officer:** Source materials within budget. - **Safety Officer:** Ensure compliance with safety standards. - **Finance Officer:** Track expenditures and budget adherence.
Team Values	Collaboration, accountability, safety, transparency, quality
Communication Plan	Weekly progress meetings, daily on-site briefings, monthly stakeholder reports
Success Criteria	- Completion within 6 months- Budget ≤ USD 50,000- All 10 classrooms functional and safe
Constraints	Budget limit, local supply availability, security conditions in Kabul
Assumptions	Weather and security conditions allow continuous work; materials are available locally

60) Behavior Guideline

Behavior Guideline	Description
Safety First	Follow all safety protocols; report hazards immediately.
Respect & Collaboration	Treat all team members, stakeholders, and local community with respect; communicate openly and professionally.
Accountability	Take ownership of assigned tasks; meet deadlines and budget responsibilities.
Transparency	Share progress, challenges, and risks honestly in meetings and reports.
Quality Focus	Ensure workmanship meets project standards; double-check work before sign-off.
Adaptability	Be flexible to changing conditions, including weather, supply delays, or security issues.
Conflict Resolution	Address disagreements constructively and escalate only when necessary.

61) Decision-making Guideline

Decision-Making Guideline	Description
Authority Levels	Project Manager makes final decisions on schedule, budget, and resource allocation; team leads make operational decisions within their area.
Data-Driven	Base decisions on accurate cost, schedule, and quality data.
Consultation	Seek input from relevant team members and stakeholders before major decisions.
Timeliness	Make decisions promptly to avoid project delays.
Risk Awareness	Consider potential risks and mitigation strategies before finalizing decisions.
Documentation	Record all key decisions, rationale, and approvals for transparency and future reference.
Escalation	Escalate issues beyond team authority to the sponsor or steering committee.

62) Individual Performance Tracker

Team Member	Role	Key Tasks	Deadline	Status	Comments / Issues	Performance (1-5)
	Project Manager	Schedule, budget, quality oversight	Month 6			
	Construction Lead	On-site construction, site supervision	Month 6			
	Procurement Officer	Source materials within budget	Month 3			
	Safety Officer	Ensure safety compliance	Ongoing			
	Finance Officer	Track expenses, budget adherence	Ongoing			

63) Resource Calendar

Resource	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Notes / Availability

Project Manager	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	Full-time throughout project
Site Supervisor	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	Full-time on-site
Architect / Engineer	[redacted]	[redacted]					Primarily for design & approvals
Skilled Labor (Masons, Carpenters)			[redacted]	[redacted]	[redacted]	[redacted]	On-site during construction
Electricians / Plumbers				[redacted]	[redacted]		Utilities installation
Safety Officer		[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	Active during site prep & construction
Materials (Cement, Bricks, Steel)	Procurement	Procurement	Delivery	Usage	Usage		Ordered in phases per construction schedule
Equipment (Excavator, Mixers)			[redacted]	[redacted]	[redacted]		Used during foundation & structure works
Finishing Crew (Painting, Windows, Doors)					[redacted]	[redacted]	Last month of construction
Budget / Funds	Available	Available	Available	Available	Available	Available	Fund allocation per monthly plan

64) Project Calendar

Calendar Component	Details
Project Duration	6 months (26 weeks)
Working Days	Saturday to Thursday (6 days/week)
Working Hours	8 hours/day
Non-Working Days	Fridays, public holidays, severe weather days
Daily Shifts	Single shift (08:00 – 16:00)
Overtime Policy	Allowed with Project Manager approval to recover schedule delays
Weather Constraints	Outdoor work adjusted during heavy rain or extreme cold
Calendar Use	Applied to all schedule activities for duration, resource, and cost calculations

65) Project Organization Chart

Role / Position	Responsibilities
Project Sponsor	Provides funding, approves project scope and major decisions, monitors overall progress.
Project Manager	Overall project planning, execution, monitoring, and control; manages schedule, budget, and resources.
Site Supervisor / Construction Manager	Oversees on-site construction activities, coordinates labor and equipment, ensures quality and safety.
Architect / Structural Engineer	Designs the building, ensures compliance with standards, supports technical decisions during construction.
Skilled Labor Teams	Execute construction tasks: masonry, carpentry, roofing, and finishing.
Electricians / Plumbers	Install utilities, ensure proper functioning of electrical, plumbing, and ventilation systems.
Safety & Quality Officer	Monitors safety standards, conducts inspections, ensures quality of materials and workmanship.
Procurement / Logistics Coordinator	Manages material sourcing, equipment rentals, and timely delivery of resources.
Stakeholders / School Authorities	Provide input, approvals, and feedback; receive the completed facility at handover.

66) Recognition Plan

Recognition Category	Who	When	Recognition Method
Project Milestone Achievement	Core project team	At major milestones	Verbal appreciation during site meetings
On-Time Task Completion	Site Supervisor & Labor Leads	Monthly	Certificate of appreciation
Cost Control & Efficiency	Project Manager & Procurement	Mid-project review	Written commendation from Sponsor
Quality & Safety Compliance	Safety Officer & Construction Team	During inspections	Public recognition on-site

Project Completion	Entire project team	Project closeout	Formal thank-you letter and team acknowledgment

67) Team Directory

Role	Name / Qty	Key Responsibilities	Authority Level
Project Sponsor	1	Provides funding, approves major changes and final deliverables	High
Project Manager	1	Manages scope, schedule, cost, risks, and communications	High
Site Supervisor / Construction Manager	1	Oversees daily construction activities and site coordination	Medium
Architect / Structural Engineer	1–2 (Part-time)	Design approval, technical guidance, compliance with standards	Medium
Procurement / Logistics Coordinator	1	Manages materials, suppliers, and equipment delivery	Medium
Safety & Quality Officer	1 (Part-time)	Ensures safety compliance and quality standards	Medium
Skilled Labor (Masons, Carpenters)	10–15	Executes structural and finishing works	Low
Electricians / Plumbers	4–6	Install electrical, plumbing, and ventilation systems	Low
Finishing Crew	5–7	Painting, doors, windows, final touches	Low
Stakeholders / School Authority	As required	Reviews progress, accepts final deliverables	Medium

68) Project Procurement Plan

Section	Procurement Plan Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Procurement Objective	Acquire qualified contractor(s), materials, and services to deliver the project within **USD 50,000** and **6 months**, ensuring quality and risk control.
Procurement Strategy	Single **Firm Fixed-Price contract** awarded through competitive RFQ/RFP process to minimize cost and schedule risk.
Items to Be Procured	- Construction works (labor & supervision)- Construction materials- Basic utilities and finishes
Procurement Method	Request for Quotation (RFQ) for pricing; evaluation based on compliance, cost, and capability
Make-or-Buy Decision	All construction activities to be **outsourced** to a qualified local contractor
Procurement Roles & Responsibilities	Client/Project Manager: procurement oversight Procurement Committee: bid evaluation Contractor: execution and delivery

Schedule (Procurement Milestones)	RFQ issue → Bid submission → Evaluation → Contract award → Notice to Proceed
Source Selection Criteria	Cost (primary), technical compliance, schedule commitment, past performance
Contract Type	Firm Fixed Price (Lump Sum)
Risk Allocation	Cost and schedule risks primarily transferred to contractor; Client retains force majeure and regulatory risks
Quality Requirements	Compliance with approved specifications, inspections, and acceptance criteria
Change Control	All procurement changes managed through formal change control process per PMI guidelines
Performance Monitoring	Progress reports, site inspections, and milestone-based payments
Closeout	Contract closeout upon final acceptance, documentation submission, and release of payments

69) RFP

Section	Description
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Project Objective	Construct a functional high-school building with 10 classrooms, completed within **6 months** and a **maximum budget of USD 50,000**, following PMI project management principles.
Project Scope	- Site preparation- Construction of 10 classrooms- Basic finishes (floors, doors, windows, lighting, ventilation)- Utility connections- Compliance with local codes and safety standards
Key Constraints (PMI Triple Constraint)	**Scope:** 10 classrooms **Schedule:** 6 months from contract award **Cost:** Fixed price, not to exceed USD 50,000
Major Deliverables	- Project Management Plan- Construction schedule (Gantt chart)- Completed school building- As-built drawings- Final inspection and handover report
Project Management Requirements	- PMI-aligned management of scope, schedule, cost, quality, and risk- Weekly progress reports- Risk register with mitigation plans
Contract Type	Fixed-Price (Lump Sum)
Vendor Qualifications	- Experience in similar construction projects- Capability to operate in Kabul- Demonstrated cost and schedule control
Proposal Submission Requirements	- Technical approach & methodology- 6-month project schedule- Detailed cost breakdown (≤ USD 50,000)- Past project references
Evaluation Criteria	- Compliance with scope, budget, and schedule- Technical approach and risk management- Relevant experience and performance

70) Request for Quotation (RFQ)

Section	Description
Project Title	Construction of High-School Building (10 Classrooms)

Project Location	Kabul, Afghanistan
RFQ Purpose	To obtain **priced quotations** from qualified vendors for constructing a 10-classroom high-school building within defined scope, schedule, and cost baselines.
Scope of Supply	- Site preparation- Construction of 10 classrooms- Basic finishes and utilities- Testing, inspection, and handover
Technical Specifications	Standard classroom size and layout; durable local materials; compliance with local building and safety codes
Schedule Requirement	Project completion within **6 months** from Notice to Proceed
Cost Requirement	**Fixed-price quotation** not exceeding **USD 50,000**, inclusive of labor, materials, and overhead
Deliverables	Completed building, as-built drawings, completion certificate
Project Management Expectations	Adherence to PMI practices for schedule, cost, quality, and risk control; weekly progress updates
Vendor Eligibility	Licensed contractors with relevant construction experience and local operational capability
Quotation Submission	- Lump-sum price- Cost breakdown by major work packages- Delivery schedule- Validity period of quotation
Evaluation Basis	Lowest responsive and technically compliant quotation; ability to meet schedule and quality requirements
Contract Type	Firm Fixed Price

71) Invitation for Bid (IFB)

Section	Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Issuing Authority	Client / Project Management Office (PMO)
Purpose of IFB	To invite **sealed, competitive bids** from qualified contractors for construction of a 10-classroom high-school building.
Project Description	Construction of a basic, functional high-school facility including 10 classrooms, utilities, and finishes, in accordance with approved scope and specifications.
Scope of Work Summary	Site preparation, structural works, classroom construction, basic electrical and ventilation, finishing, inspection, and handover.
Contract Type	Firm Fixed Price (Lump Sum)
Project Duration	Maximum **6 months** from Notice to Proceed
Budget Limit	Bid price shall not exceed **USD 50,000**
Bidder Eligibility	Licensed contractors with relevant construction experience and capacity to operate in Kabul
Bid Submission Requirements	- Signed bid form- Lump-sum price and cost breakdown- Construction schedule- Past experience references
Bid Evaluation Method	Lowest responsive and responsible bidder meeting all technical and schedule requirements
Key Dates	IFB issuance, bid submission deadline, bid opening, and award (to be specified)

Performance & Quality Requirements	Compliance with local codes, specifications, and PMI-aligned project controls
Bid Validity	Bids must remain valid for a specified period after submission
Award & Notice	Contract award based on evaluation results; Notice to Proceed issued upon award

72) Request for Information (RoI)

Section	Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Issuing Authority	Client / Project Management Office (PMO)
Purpose of RFI	To obtain **clarifications, technical input, and market information** from potential vendors to support scope definition, cost estimating, and risk planning prior to procurement.
Information Requested	- Feasible construction methods within USD 50,000- Recommended materials and cost-saving options- Typical construction duration and risks in Kabul- Local regulatory or permitting considerations
Scope Reference	Construction of a 10-classroom high-school building with basic finishes and utilities
Schedule Constraint	Target completion within **6 months**
Cost Constraint	Total project budget not to exceed **USD 50,000**
Use of Information	Inputs will be used for scope refinement, risk register, procurement strategy, and cost baseline (PMI planning processes)
Response Requirements	Written responses; no pricing commitment required
Submission Deadline	To be specified
Confidentiality	Responses will be treated as confidential and used solely for project planning purposes
Non-Binding Nature	This RFI does not constitute a solicitation or commitment to award a contract

73) Expression of Interest (EoI)

Section	Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Issuing Authority	Client / Project Management Office (PMO)
Purpose of EoI	To identify and pre-qualify **interested and capable contractors** for a future competitive procurement process in accordance with PMI procurement planning practices.
Project Overview	Construction of a basic high-school facility comprising **10 classrooms**, utilities, and finishes.

Indicative Schedule	Target completion within **6 months** from contract award
Indicative Budget	Estimated total project budget **up to USD 50,000**
Scope Summary	Site preparation, structural works, classroom construction, basic electrical and ventilation, finishing, and handover
Information Requested from Firms	- Company profile and legal status- Relevant construction experience- Key personnel and resources- Experience working in Kabul or similar environments
PMI Alignment	EoI responses will support **vendor prequalification, risk assessment, and procurement strategy development**
Submission Requirements	Brief written expression of interest; no pricing required
Submission Deadline	To be specified
Shortlisting Outcome	Shortlisted firms may be invited to participate in RFQ/IFB/RFP
Non-Commitment Clause	Issuance of this EoI does not obligate the Client to proceed with procurement or award any contract

74) Fixed-Price Contract

Section	Details
Contract Title	Fixed-Price Contract for Construction of High-School Building (10 Classrooms)
Parties	**Client/Owner:** [Insert Name] **Contractor:** [Insert Name]
Project Location	Kabul, Afghanistan
Contract Type	Firm Fixed-Price (Lump Sum)
Contract Objective	Contractor shall design, construct, and deliver a high-school building with **10 classrooms** within **6 months** and a total cost not exceeding **USD 50,000**.
Scope of Work	- Site preparation and leveling- Foundation and structural works- Construction of 10 classrooms- Basic finishes (doors, windows, flooring, painting)- Electrical and ventilation- Final inspection and handover
Contract Price & Payment Terms	- Total fixed price: USD 50,000- Payment milestones tied to completion of agreed deliverables:1. 20% upon mobilization2. 40% upon structural completion3. 30% upon finishing4. 10% upon final handover and acceptance
Schedule	Completion within **6 months** from Notice to Proceed; monthly progress reporting required
Quality & Standards	Compliance with approved specifications, local building codes, and PMI-aligned quality management procedures
Change Control	Any change to scope, schedule, or cost requires **written Change Order** approved by Client per PMI change control process
Risk Allocation	Contractor assumes cost and schedule risks; Client assumes regulatory/force majeure risks
Termination Clause	Contract may be terminated for cause or convenience per mutually agreed terms
Acceptance Criteria	- 10 classrooms completed and functional- Compliance with specifications and safety standards- Approved final inspection
Dispute Resolution	Any disputes resolved through negotiation, and if unresolved, through arbitration in accordance with local laws
Signatures	Client: _____ Date: _____Contractor: _____ Date: _____

75) Time & Material (T&M) Contract

Section	Details
Contract Title	Time & Material Contract for Construction of High-School Building (10 Classrooms)
Parties	**Client/Owner:** [Insert Name] **Contractor:** [Insert Name]
Project Location	Kabul, Afghanistan
Contract Type	Time & Material (Labor & Materials billed at agreed rates)
Contract Objective	Contractor shall provide labor, materials, and services to construct a **10-classroom high-school building** in Kabul, following PMI-aligned project management practices.
Scope of Work	- Site preparation and leveling- Foundation and structural works- Classroom construction (10 classrooms)- Basic finishes (doors, windows, flooring, painting)- Electrical and ventilation- Final inspection and handover
Labor & Material Rates	- Labor: [Rate per hour/day for each category]- Materials: Cost + agreed overhead (%)- Equipment: [Rate per day/unit]
Estimated Budget	Not to exceed **USD 50,000** without prior written approval
Schedule	Target completion: **6 months** from Notice to Proceed; contractor provides weekly progress reports
Quality & Standards	Compliance with approved specifications, local building codes, and PMI-aligned quality management procedures
Change Control	Any modifications in scope, schedule, or material rates require **written approval/change order** per PMI change control process
Risk Allocation	Cost overrun risk partially shared; Client approves scope changes and material selection; Contractor responsible for workmanship and schedule adherence
Payment Terms	- Weekly or monthly invoicing based on hours worked and materials used- Payment within [X] days of invoice submission and verification
Acceptance Criteria	- Completion of 10 classrooms- Work meets specifications and safety standards- Final inspection approval
Termination Clause	Termination for convenience or cause per mutually agreed terms
Dispute Resolution	Negotiation first; unresolved disputes go to arbitration per local law
Signatures	Client: _____ Date: _____Contractor: _____ Date: _____

76) Cost Reimbursable Contract

Section	Details
Contract Title	Cost-Reimbursable Contract for Construction of High-School Building (10 Classrooms)
Parties	**Client/Owner:** [Insert Name] **Contractor:** [Insert Name]
Project Location	Kabul, Afghanistan
Contract Type	Cost-Reimbursable (Cost Plus Fee)

Contract Objective	Contractor shall provide labor, materials, and services to construct a **10-classroom high-school building**, reimbursable for actual costs incurred plus an agreed fee, following PMI-aligned project management practices.
Scope of Work	- Site preparation and leveling- Foundation and structural works- Classroom construction (10 classrooms)- Basic finishes (doors, windows, flooring, painting)- Electrical and ventilation- Final inspection and handover
Cost Reimbursement	- Contractor reimbursed for **actual direct and approved indirect costs** (labor, materials, equipment)- Agreed fixed fee: [insert amount or % of costs]- Expenses must be documented and approved by Client
Budget Guidance	Estimated not to exceed **USD 50,000** without prior written approval
Schedule	Target completion: **6 months** from Notice to Proceed; weekly progress and cost reports required
Quality & Standards	Compliance with specifications, local codes, safety standards, and PMI-aligned quality control procedures
Change Control	Any scope, schedule, or fee changes must be **approved via formal change order** per PMI change control process
Risk Allocation	Client bears cost overrun risk; Contractor responsible for workmanship, timely delivery, and reporting
Payment Terms	- Monthly or milestone-based reimbursement of documented costs- Fee paid upon submission and approval of invoice
Acceptance Criteria	- 10 classrooms completed and functional- Work meets specifications and safety standards- Final inspection approved
Termination Clause	Termination for cause or convenience per mutually agreed terms
Dispute Resolution	Negotiation first; arbitration if unresolved, following local law
Signatures	Client: _____ Date: _____Contractor: _____ Date: _____

77) Cost Management Plan

Cost Management Component	Details
Purpose	Plan, monitor, and control project costs to ensure completion within USD 50,000
Cost Baseline	Total budget: USD 50,000 - Site prep & foundation: 8,000 - Materials: 15,000 - Roofing: 5,000 - Windows & doors: 4,000 - Electrical & plumbing: 6,000 - Flooring & painting: 4,000 - Labor: 6,000 - Contingency: 2,000
Cost Estimating	Bottom-up estimation for each activity using local labor and material costs
Budgeting	Allocate costs per WBS task; include contingency of 10% for unforeseen expenses
Cost Control	- Track actual cost (AC) vs planned value (PV) - Monitor schedule variance (SV) and cost variance (CV) - Approve expenditures through project manager
Reporting	Weekly cost reports to project manager; monthly reports to sponsor
Tools & Techniques	Cost logs, spreadsheets, earned value management (EVM) for tracking

78) Financial Proposal / Budget

Cost Category	Estimated Cost (USD)	Notes
1. Site Preparation	5,000	Clearing, leveling, basic utilities
2. Foundation & Structural Works	15,000	Concrete, steel, labor
3. Classroom Construction	10,000	Walls, roofing, doors, windows
4. Finishes & Fixtures	8,000	Flooring, painting, basic lighting, ventilation
5. Electrical & Utilities	4,000	Wiring, sockets, basic water connection
6. Project Management & Supervision	3,000	Contractor/project manager oversight, PMI-aligned reporting
Subtotal	45,000	Sum of direct costs
Contingency Reserve (10%)	4,500	For risks, unforeseen site conditions, or minor scope changes
Total Project Budget	49,500	Within USD 50,000 limit

79) Budget Amendment / Financial Proposal Amendment

Section	Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Original Budget	USD 49,500 (including contingency reserve)
Reason for Amendment	- Increase in material costs- Minor scope changes (e.g., additional ventilation, stronger flooring)- PMI-aligned risk mitigation adjustments
Amended Cost Estimate	
Cost Category	**Original (USD)**
Site Preparation	5,000
Foundation & Structural Works	15,000
Classroom Construction	10,000
Finishes & Fixtures	8,000
Electrical & Utilities	4,000
Project Management & Supervision	3,000
Subtotal	45,000
Contingency Reserve (10%)	4,500
Amended Total Project Budget	49,500

80) Quality Management Plan

Quality Management Component	Details
Purpose	Ensure construction meets Kabul building codes, safety standards, and project requirements
Quality Objectives	- Safe, durable classrooms - Functional utilities (water, electricity, sanitation) - Completed within scope, schedule, and budget
Standards & Regulations	- Kabul local building codes - Standard construction practices and material specifications
Quality Assurance (QA)	- Weekly inspections by site supervisor - Compliance checks during key milestones (foundation, walls, roofing, finishing)
Quality Control (QC)	- Material testing (cement, steel) - Workmanship checks - Final inspection before handover
Roles & Responsibilities	Project Manager: overall QA oversight Site Supervisor: daily QC Labor: adhere to standards
Tools & Techniques	Checklists, inspection reports, material certificates, punch lists

Continuous Improvement	Identify defects/issues promptly and correct; lessons learned documented for future projects

81) Quality Control Measurements

QC Item	Measurement / Metric	Acceptance Criteria	Method	Frequency
Foundation strength	Concrete mix ratio & curing	Meets design specs and local code	Visual check & material test	Once per pour
Wall construction	Alignment & thickness	Within design tolerance	Site inspection	Weekly
Roofing installation	Leakage & fixation	No leaks; secure fixing	Water test & inspection	After installation
Electrical works	Safety & functionality	Wiring safe; lights operational	Functional testing	Upon completion
Plumbing works	Leakage & flow	No leaks; proper water flow	Pressure test	Upon completion
Finishing (paint/floor)	Surface quality	Smooth, uniform finish	Visual inspection	Weekly
Overall safety	Compliance with standards	No major safety violations	Safety audit	Weekly

82) Quality Metrics

Quality Metric	Measurement Method	Target / Acceptance Criteria
Structural integrity	Inspection & material tests	100% compliance with Kabul building codes
Concrete quality	Mix ratio & curing checks	Meets specified strength standards
Workmanship quality	Visual inspection	≤ 2% rework required
Electrical safety	Functional & safety tests	Zero electrical faults
Plumbing performance	Pressure & leakage tests	Zero leaks
Schedule adherence	Milestone tracking	≥ 95% milestones achieved on time
Cost compliance	Cost variance (CV)	CV ≥ 0 (within budget)
Safety performance	Incident records	Zero major safety incidents

83) Quality Report

Quality Report Component	Details

Reporting Period	Monthly
Quality Objectives	Compliance with Kabul building codes; safe and durable classrooms
QC Activities Performed	Foundation inspection, material quality checks, workmanship reviews, electrical and plumbing tests
Results	Majority of work meets quality standards; minor defects identified
Nonconformities	Minor wall plaster cracks and paint unevenness
Corrective Actions	Replastering and repainting of affected areas
Quality Metrics Status	Structural integrity: Compliant Utilities: Functional Rework rate: Within limits
Overall Quality Status	Acceptable – on track
Prepared By	Project Manager / Site Supervisor

84) Compliance Register

ID	Compliance Requirement	Authority/Source	Compliance Method	Status
CR-01	Building permit & zoning approval	Kabul Municipality	Approved permits on file	Planned
CR-02	Health & safety regulations	Ministry of Labor / Local Codes	Site inspections & safety reports	Planned
CR-03	Environmental regulations	NEPA Afghanistan	Environmental clearance	Planned
CR-04	Contract & labor laws	Afghan Labor Law	Signed compliant contracts	Planned
CR-05	Quality standards	Local construction standards	Quality inspections	Planned

85) Communication Plan – Kabul High School Construction (10 Classrooms)

Stakeholder	Information to Communicate	Method / Channel	Frequency	Responsible
Ministry of Education (Sponsor)	Project progress, budget updates, approvals	Email, meetings, reports	Bi-weekly	Project Manager
Local Education Authority	Compliance, inspection updates	Meetings, site visits	Monthly	Project Manager
Project Manager	Status updates, risk alerts	Reports, dashboard	Weekly	Project Manager

Construction Team	Work tasks, safety instructions	Meetings, on-site briefings	Daily	Project Manager
Suppliers	Material delivery schedules	Email, calls	As needed	Project Manager
Local Community / Parents	Project benefits, timelines	Community meetings, flyers	Monthly	Project Manager
Students	Awareness of new facilities	Announcements, school notices	At milestones	Local Authority / PM

86) Risk Management Plan

Risk Management Component	Details
Purpose	Identify, assess, and manage risks to ensure the 10-classroom school is completed on time, within budget, and to quality standards
Risk Identification	Conduct brainstorming with team, review historical data, and consult local experts
Risk Categories	- Schedule risks (delays due to weather, labor shortage) - Cost risks (material price increases, budget overrun) - Quality risks (poor workmanship, material defects) - Safety risks (accidents on site)
Risk Assessment	Qualitative (High/Medium/Low) and quantitative (impact on cost/time)
Risk Response Planning	- Avoid, mitigate, transfer, or accept risks - Contingency plans for critical risks
Roles & Responsibilities	Project Manager: overall risk oversight Site Supervisor: daily monitoring Team: report potential risks immediately
Risk Monitoring & Control	Weekly risk reviews, update Risk Register, implement mitigation plans as needed
Tools & Techniques	Risk Register, Probability/Impact Matrix, Risk Audits

87) Risk Checklist

Risk Area	Potential Risks	PMI Category
Scope	- Minor design changes requested by client- Misinterpretation of specifications	Scope
Schedule	- Delays in material delivery- Weather-related interruptions- Labor shortages	Schedule
Cost	- Material price fluctuations- Unexpected site preparation costs	Cost
Quality	- Poor workmanship- Substandard materials	Quality

Resources	- Labor absenteeism- Lack of skilled workers	Resource
Procurement	- Supplier failure to deliver on time- Contract disputes	Procurement
Safety	- Minor construction site accidents- Non-compliance with safety standards	Safety
Environmental / Regulatory	- Local regulations or inspection delays- Permit approvals	Regulatory / Compliance
Stakeholder	- Miscommunication with client or local authorities- Community objections	Stakeholder
Technical / Equipment	- Equipment breakdown- Limited availability of construction tools	Technical

88) Risk Breakdown Structure (RBS)

RBS Level 0	RBS Level 1	RBS Level 2 (Risk Categories)	Examples of Risks
All Sources of RISK	**1. Technical**	Design & Construction	Structural failure, design errors, poor-quality materials
		Utilities & Systems	Electrical/plumbing issues, ventilation problems
	2. External	Environmental	Heavy rain, flooding, extreme weather
		Regulatory	Delays in permits or inspections
		Security	Theft, vandalism, local unrest
	3. Organizational / Project Management	Schedule & Resources	Delays due to labor shortage, poor coordination
		Budget / Cost	Material price increase, overspending
		Stakeholder	Misalignment with school authorities or donors
	4. Health & Safety	On-site Safety	Accidents, injuries, unsafe working conditions

89) Risk Identification Prompt List

Risk Category	Prompt Questions / Considerations
Scope	- Are there any unclear or incomplete specifications?- Could client requests cause scope creep?- Are design changes likely?
Schedule	- What events could delay construction?- Are local holidays or weather likely to impact the schedule?- Are material or labor deliveries timely?

Cost	- Could material or labor costs increase unexpectedly?- Are there hidden site preparation costs?- Are contingency reserves sufficient?
Quality	- Could materials fail to meet standards?- Are workmanship and supervision adequate?- Is inspection frequent enough?
Resources	- Are skilled workers available locally?- Could absenteeism affect productivity?- Are tools and equipment reliable?
Procurement / Suppliers	- Are suppliers financially and operationally stable?- Could contract terms or delivery issues create delays?- Are alternative suppliers available?
Safety	- Are there common construction hazards on site?- Are workers trained and equipped for safety?- Could minor incidents escalate?
Regulatory / Compliance	- Could permits or inspections delay work?- Are there new local regulations that might apply?- Are environmental requirements addressed?
Stakeholder / Community	- Could local community objections affect construction?- Are communications with authorities clear?- Are expectations of client or users aligned?
Technical / Equipment	- Could equipment failure slow progress?- Are new construction techniques or tools required?- Is technical support available if issues arise?

90) Risk Register (MOST IMPORTANT DOCS FOR; RISK ANALYSIS AND CONTROL)

Risk ID	Risk Description	Impact Level	Probability Level	Priority	Mitigation / Response	Owner
R001	Delay in delivery of cement/bricks	Schedule / Cost	High	High	Identify alternative suppliers, pre-order materials	Procurement Officer
R002	Shortage of skilled labor	Schedule / Quality	Medium	High	Hire local skilled labor, provide training	Project Manager
R003	Heavy rain or adverse weather	Schedule	Medium	Medium	Adjust schedule, use temporary covers	Site Supervisor
R004	Cost overrun due to price increase	Cost	Medium	Medium	Monitor market prices, maintain	Project Manager

					contingency fund	
R005	Safety accidents on site	Schedule / Quality	Low	High	Enforce PPE, conduct safety briefings	Safety Officer

91) Risk Response (Table)

Risk	Impact	Probability	Response Strategy	Owner
Delay in material delivery	High	Medium	**Mitigate** – Pre-order local materials, keep buffer stock	Procurement/PM
Labor shortage	Medium	Medium	**Mitigate** – Hire local skilled labor, maintain backup crew	Contractor/PM
Cost overrun	High	Medium	**Avoid / Control** – Strict budget tracking, negotiate fixed-price contracts	PM / Finance
Adverse weather (rain/snow)	Medium	High	**Mitigate** – Adjust schedule, protect construction site	Contractor/PM
Design changes / scope creep	Medium	Medium	**Accept / Control** – Freeze design after approval, change management process	PM / Architect
Quality defects	High	Low	**Mitigate** – Regular inspections, quality standards enforcement	Quality Inspector/PM

92) Risk List

Risk ID	Risk Description	Probability (1–5)	Impact (1–5)	Magnitude (P × I)
R1	Minor design changes requested by client	3	3	9
R2	Delay in material delivery	4	4	16
R3	Labor shortage or absenteeism	3	4	12
R4	Material price fluctuation	3	3	9
R5	Weather interruptions (rain, dust storms)	2	3	6
R6	Poor workmanship	2	4	8
R7	Minor safety incidents on site	2	3	6
R8	Regulatory or permit delays	3	3	9
R9	Equipment breakdown	2	3	6
R10	Community objections or stakeholder issues	2	2	4

Note: team can tailor; columns [owner, days active, resolution strategy]. In Agile; and Backlog Refinement Process.

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status, date identified, date resolved, team can use Information Radiator

93) Watch List

Risk ID	Risk Description	Category	Potential Impact	Watch Actions / Notes
W1	Minor delays in local material delivery	Schedule / Procurement	Low to medium schedule impact	Monitor supplier performance; escalate if delays exceed 1 week
W2	Temporary labor shortage due to local events	Resource	Could slow construction progress	Track labor availability weekly; maintain backup labor contacts
W3	Minor cost fluctuations in paint, flooring	Cost / Market	Could increase small portion of budget	Review material costs monthly; adjust minor budget allocations from contingency if needed
W4	Weather interruptions (rain, dust storms)	Environmental	Small schedule disruptions	Monitor weather forecasts; plan flexible working days
W5	Small design clarifications or client-requested changes	Scope	Could slightly delay tasks	Document all requests; review impact before approval
W6	Minor safety incidents on site	Safety	Low to medium impact	Conduct weekly safety inspections; maintain PPE and training logs
W7	Local regulatory updates or inspections	Regulatory / Compliance	Could require minor adjustments	Monitor local regulations; liaise with authorities proactively

94) Probability and Impact (Risk) Matrix

Impact \ Probability	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very High (5)	5	10	15	20	25
High (4)	4	8	12	16	20
Medium (3)	3	6	9	12	15
Low (2)	2	4	6	8	10
Very Low (1)	1	2	3	4	5

95) Example Placement of Key Risks from Project

Risk ID	Risk Description	Probability	Impact	Matrix Cell (Magnitude)
R2	Delay in material delivery	4	4	16 (High Priority)
R3	Labor shortage	3	4	12 (Medium-High)
R1	Minor design changes	3	3	9 (Medium)
R5	Weather interruptions	2	3	6 (Low-Medium)
R10	Community objections	2	2	4 (Low)

96) Expected Monetary Value (EMV)

Risk ID	Risk Description	Type	Probability (P)	Impact ($)	EMV = P × Impact ($)
R1	Minor design changes	Threat	0.3	1,500	450
R2	Delay in material delivery	Threat	0.4	3,000	1,200
R3	Labor shortage	Threat	0.3	2,000	600
R4	Material price fluctuation	Threat	0.3	1,500	450
R5	Weather interruptions	Threat	0.2	1,000	200
R6	Poor workmanship	Threat	0.2	1,500	300
R7	Minor safety incidents	Threat	0.2	1,000	200
R8	Regulatory / permit delays	Threat	0.3	1,500	450
R9	Equipment breakdown	Threat	0.2	1,000	200
R10	Community objections	Threat	0.2	500	100
R11	Bulk discount on supply		0.5		
EMV Total (CONTINGENCY RESEVE)					

97) Influence Diagram

Node Type	Node	Influences / Dependencies

Oval	Project Completion (10-classroom building delivered on time, within budget, meeting quality standards)	Depends on all construction activities, risk management, and stakeholder approvals
Rectangle	Site Preparation & Foundation	Influences classroom construction; affected by weather, labor availability
Rectangle	Classroom Construction	Influences project completion; affected by material delivery, labor, equipment
Rectangle	Finishes & Utilities	Influences quality and acceptance; dependent on classroom construction completion
Diamond	Material Delivery Delays (Risk)	Impacts Classroom Construction schedule; may trigger contingency use
Diamond	Labor Shortages (Risk)	Impacts all construction activities; may require schedule adjustments
Diamond	Design Changes (Risk)	Impacts scope and schedule; may increase cost and delay milestones
Diamond	Regulatory / Permit Delays (Risk)	Influences schedule and risk response planning; may trigger contingency or scope adjustment
Oval	Stakeholder Satisfaction	Influenced by timely completion, budget adherence, and quality of work

98) Risk Report

Risk Report Component	Details
Reporting Period	Monthly
Project Risks Overview	5 key risks identified: material delays, labor shortage, adverse weather, cost overrun, safety incidents
High-Priority Risks	- Material delays (R001) – High impact, High probability - Labor shortage (R002) – High impact, Medium probability - Safety incidents (R005) – High impact, Low probability
Risk Status	R001 – Ongoing, mitigation in progress R002 – Monitoring, hiring local labor R003 – Weather – Seasonal monitoring R004 – Cost – Contingency fund in place R005 – Safety – PPE enforcement
Risk Actions Taken	Alternative suppliers identified, additional labor contracted, safety briefings conducted
Recommendations	Continue weekly risk reviews, update Risk Register, maintain contingency measures

99) Issues / Impediments Log – Kabul High School Construction

ID	Issue / Impediment	Impact	Owner	Status	Resolution / Action
I1	Delay in material delivery	Medium – may push construction schedule	Project Manager	Open	Contact alternative suppliers, expedite shipping
I2	Security concerns at construction site	High – may halt work	Project Manager / Local Authority	Open	Implement security measures, coordinate with local authorities
I3	Unexpected cost increase	High – may exceed budget	Project Manager	Open	Reassess budget, prioritize critical work, seek additional funding if needed
I4	Weather delays (rain/flooding)	Medium – affects construction progress	Project Manager	Open	Adjust schedule, plan contingency work for indoor tasks
I5	Low community awareness / resistance	Low – may affect support	Project Manager / Local Authority	Open	Conduct community meetings, provide project updates

100) Change Log – Kabul High School Construction

ID	Change Description	Impact	Requested By	Status	Action / Resolution

C1	Add extra 2 desks per classroom	Low – minor cost increase	Local Authority	Approved	Adjust furniture order within budget
C2	Install additional security fencing	Medium – affects timeline and cost	Project Manager	Pending	Assess budget and schedule impact before approval
C3	Change paint color scheme	Low – aesthetic only	Ministry of Education	Approved	Update procurement for paint
C4	Shift inspection date by 1 week	Low – minor schedule adjustment	Project Manager	Approved	Update project schedule
C5	Use alternative supplier for roofing	Medium – potential quality risk	Construction Team	Pending	Evaluate supplier reliability, approve if standards met

101) Stakeholder Engagement Assessment Matrix – Kabul High School Construction

Stakeholder	Current Engagement	Desired Engagement	Engagement Strategy
Ministry of Education (Sponsor)	Supportive	Leading	Manage closely – involve in key decisions, regular updates
Local Education Authority	Neutral	Supportive	Keep satisfied – regular progress reports, consult on standards
Project Manager	Leading	Leading	Manage closely – full responsibility for execution and communication
Construction Team	Supportive	Supportive	Keep informed – daily briefings, site supervision
Suppliers	Unaware	Supportive	Monitor – provide schedules, ensure timely delivery
Local Community / Parents	Unaware	Supportive	Keep informed – community meetings, flyers, updates on benefits
Students	Unaware	Supportive	Inform – milestone announcements, orientation on new facilities

102) Resource Management Plan

Resource Type	Description / Quantity

Human Resources	Project Manager (1), Civil Engineer (1), Site Supervisor (1), Masons (8), Carpenters (4), Electricians (2), Plumbers (2), General Helpers (10)
Material Resources	Cement, sand, bricks, steel, wood, roofing, paint, plumbing & electrical materials
Equipment & Tools	Concrete mixers, scaffolding, hand tools, wheelbarrows, safety equipment

Category	Item / Stakeholder	Quantity / Duration	Role / Responsibility / Interest	Influence / Power	Engagement / Strategy	Notes / Budget / Timeline
Human Resources	Project Manager	1 full-time	Oversee project execution, schedule, budget, quality	High	Lead / Manage Closely	Budget 6 months salary included in labor cost
	Site Engineer / Supervisor	1–2 full-time	Manage daily construction, labor, safety	High	Manage Closely	Critical for timeline adherence
	Architect / Designer	1 part-time	Finalize drawings, approve design	High	Manage Closely	Remote work possible to save costs
	Skilled Labor	15–20	Masonry, carpentry, painting	Medium	Collaborate	Local labor reduces cost
	Unskilled Labor	20–25	Material handling, site prep	Low	Keep Informed	Flexible deployment per phase
	Accountant / Admin	1 part-time	Track expenses, procurement	Medium	Keep Informed	Monitors budget allocation
Material Resources	Cement	~150 tons	Foundation, walls, flooring	N/A	N/A	Source locally to reduce cost; budget ~$7,500
	Bricks / Blocks	~250,000 units	Wall construction	N/A	N/A	Use local blocks; budget ~$8,000
	Sand / Gravel	~500 m^3	Concrete & plaster	N/A	N/A	Transport from nearby; budget ~$3,000
	Steel / Rebar	~20 tons	Structural reinforcement	N/A	N/A	Ensure quality standards; budget ~$4,000

	Wood	~10 m³	Doors, windows, furniture	N/A	N/A	Budget ~$2,500
	Roofing Sheets / Tiles	~1,200 m²	Roof coverage	N/A	N/A	Durable & cost-effective; budget ~$3,000
	Paint & Finishing	Sufficient	Walls & classrooms	N/A	N/A	Budget ~$1,500
	Plumbing & Electrical	Standard	Classrooms functional	N/A	N/A	Budget ~$2,500
Equipment / Tools	Concrete Mixer	1	Mix concrete efficiently	N/A	N/A	Budget ~$1,500
	Scaffolding	10–15 units	Wall & ceiling access	N/A	N/A	Budget ~$1,000
	Hand Tools	Sufficient	Shovels, hammers, trowels	N/A	N/A	Budget ~$500
	Wheelbarrows	5–10	Transport materials	N/A	N/A	Budget ~$500
	Safety Gear	For all staff	Helmets, gloves, boots	N/A	N/A	Mandatory; budget ~$500
Stakeholders	Ministry of Education	N/A	Approvals, standards	High	Manage Closely	Critical for permits & compliance
	Local Government	N/A	Land & permits	High	Manage Closely	Ensure zoning approval
	School Principal	N/A	Operational input	Medium	Collaborate	Classroom layout, furniture needs
	Parents & Students	N/A	Beneficiaries	Low	Keep Satisfied	Gain support & feedback
	Community Leaders	N/A	Social acceptance	Medium	Keep Satisfied	Prevent local conflicts
	NGOs / Donors (if any)	N/A	Funding oversight	Medium	Keep Informed	Monthly progress reporting

Budget Allocation	Materials	N/A	N/A	N/A	N/A	50% → $25,000
	Labor	N/A	N/A	N/A	N/A	30% → $15,000
	Equipment & Tools	N/A	N/A	N/A	N/A	10% → $5,000
	Contingency	N/A	N/A	N/A	N/A	10% → $5,000
Timeline (Months)	Phase 1	Months 1–2	Foundation & Masonry	N/A	N/A	Assign most labor & materials here
	Phase 2	Months 3–4	Roofing & Plastering	N/A	N/A	Equipment intensive
	Phase 3	Month 5	Doors, Windows, Plumbing & Electrical	N/A	N/A	Skilled labor peak
	Phase 4	Month 6	Painting, Flooring, Cleanup & Inspection	N/A	N/A	Finish & handover

Role	Name	Responsibility
Project Sponsor	Ministry of Education – Kabul	Approves budget, ensures alignment with policies
Project Manager	Atal	Overall project planning, monitoring, and control
Construction Manager	Baryal	Manages construction activities and site resources
Civil Engineer	Bator	Designs structural elements, ensures compliance with standards
Architect	Andyal	Designs building layout, aesthetics, and functionality
Procurement Officer	Sobman	Sources materials, manages contracts within budget
Finance Officer	Zarghoon	Tracks budget, cost control, and reporting
Safety Officer	Dadman	Ensures on-site safety, compliance with regulations
Quality Assurance	Hoodman	Inspects workmanship and material quality
Administrative Support	Patman	Documentation, reporting, stakeholder coordination

104) Team Charter

Section	Details
Project Name	Construction of High-School Building (10 Classrooms)
Project Objective	Complete construction of 10 classrooms within **6 months** and **USD 50,000 budget**
Project Manager	[Name]
Team Members & Roles	- **Site Engineer:** Oversees construction and quality- **Procurement Lead:** Sources materials and manages vendors- **Construction Crew Lead:** Supervises labor and daily tasks- **Finance Coordinator:** Tracks budget and expenses- **Safety Officer:** Ensures compliance with safety standards
Team Responsibilities	- Execute assigned tasks efficiently- Report progress weekly- Identify and escalate risks promptly- Ensure quality and safety compliance
Team Authority	Team members have authority to make day-to-day operational decisions within their roles and escalate issues to Project Manager as needed
Communication Plan	- Weekly team meetings- Daily progress updates via WhatsApp/Email- Milestone reviews at end of each month
Team Values & Norms	- Collaboration and respect- Transparency and accountability- Commitment to schedule and budget- Safety first
Decision-Making Process	Decisions made by consensus; Project Manager has final approval for major changes
Success Criteria	- 10 classrooms completed on time and within budget- Quality standards met- Team works cohesively and risks are managed effectively

105) Decision-Making and Conflict Resolution Criteria

Decision Area	Criteria / Approach	Responsible Party	Escalation
Budget Allocation	Decisions based on approved USD 50,000 budget; prioritize safety and core construction	Project Manager & Finance Officer	Sponsor approval if deviation >10%
Schedule Changes	Evaluate impact on 6-month completion timeline	PM & Site Engineer	Escalate to Sponsor if >2-week delay
Procurement / Materials	Cost-effectiveness, local availability, quality compliance	Procurement Officer	PM approval for urgent or high-value items
Design Changes	Alignment with project scope & regulatory standards	PM & Architect/Engineer	Sponsor or Board if significant scope change
Contractor Selection	Past performance, cost, reliability	PM & Procurement	Escalate to Sponsor for high-risk contractors

106) Resource Breakdown Structure (RBS)

Level 1	Level 2	Level 3 (Examples)
Human Resources	Management	Project Manager
	Engineering & Supervision	Civil Engineer, Site Supervisor
	Skilled Labor	Masons, Electricians, Plumbers
	Unskilled Labor	Helpers, Cleaners
Material Resources	Structural Materials	Cement, Bricks, Steel
	Finishing Materials	Paint, Flooring, Doors, Windows
	Utility Materials	Electrical cables, Pipes, Fixtures
Equipment Resources	Construction Equipment	Concrete mixer, Scaffolding
	Tools	Hand tools, Power tools
Safety Resources	PPE	Helmets, Gloves, Safety boots

107) Resource Calendar

Resource	Availability	Assigned Period	Notes
Project Manager	Full-time	Weeks 1–19	Overall coordination
Site Supervisor	Full-time	Weeks 1–18	Daily site control
Construction Laborers	Full-time	Weeks 1–14	Foundation & structure
Skilled Masons	Full-time	Weeks 3–9	Walls & structure
Electricians	Part-time	Weeks 12–15	Electrical installation
Plumbers	Part-time	Weeks 12–15	Plumbing works
Painters	Full-time	Weeks 15–18	Painting & finishing

Equipment (Mixer, Tools)	As required	Weeks 1–12	Shared across tasks

108) Roles & Responsibilities

Role	Responsibility
Project Manager	Oversee schedule, budget, quality, and reporting
Civil Engineer	Design review, site inspection, compliance with construction codes
Site Supervisor	Daily management of labor, materials, and equipment
Skilled Labor	Execute specialized tasks (masonry, carpentry, electrical, plumbing)
Unskilled Labor	Assist skilled labor, site cleanup, material transport

109) Change Management Plan

Change Management Component	Details
Purpose	Ensure all project changes (scope, schedule, cost, quality) are evaluated, approved, and documented to maintain project objectives
Change Request Submission	Any stakeholder can submit a written change request with description, reason, and impact
Evaluation Process	Project Manager reviews request → Assesses impact on scope, schedule, cost, risk, and quality → Consults key stakeholders if needed
Approval Authority	- Minor changes: Project Manager - Major changes (budget, schedule, or scope impact): Project Sponsor / Steering Committee
Documentation	Maintain a Change Log including request date, description, evaluation, approval/rejection, and implementation plan
Implementation	Approved changes integrated into project plan; baselines updated (Scope, Schedule, Cost)
Monitoring	Track impact of changes on schedule, budget, and quality during Management Reviews

110) Change Request Form

Section	Details
Project Title	Construction of High-School Building (10 Classrooms)
Project Location	Kabul, Afghanistan
Change Request ID	CR-01
Date Submitted	[Insert Date]
Requested By	[Client / Project Manager / Contractor]
Change Description	Addition of improved classroom ventilation and minor upgrade to flooring materials for durability

Reason for Change	To improve classroom usability, health conditions, and long-term maintenance
Change Type	☐ Scope ☐ Schedule Cost Quality
Impact Analysis (PMI)	**Scope:** Minor enhancement to finishes**Schedule:** +7 days**Cost:** +USD 1,500**Quality:** Improved durability and comfort
Risk Impact	Slight increase in cost risk; mitigated by use of contingency reserve
Budget Impact	To be funded from approved contingency reserve
Schedule Impact	Revised completion date subject to approval
Alternatives Considered	Maintain original design with no enhancement (lower quality outcome)
Recommendation	Approve change and update scope, cost, and schedule baselines
Approval Status	☐ Approved ☐ Rejected ☐ Deferred
Approval Authority	Client / Change Control Board (CCB)
Signatures	Project Manager: _____ Date: ____Client/CCB: _____ Date: ____

111) Change log

Change ID	Date	Description of Change	Type	Cost Impact (USD)	Schedule Impact	Status	Approval Authority
CR-01	[Date]	Improved classroom ventilation and upgraded flooring materials	Scope / Quality	+1,500	+7 days	Approved	Client / CCB
CR-02	[Date]	Adjustment to foundation design due to site condition	Scope	+2,000	+5 days	Under Review	Client / CCB
CR-03	[Date]	Change in material supplier due to availability	Procurement	+500	0 days	Approved	Project Manager
CR-04	[Date]	Extension of inspection period due to regulatory requirement	Schedule	0	+3 days	Deferred	Client / CCB

112) Configuration Management Plan

Configuration Management Component	Details
Purpose	Ensure all project deliverables, documents, and plans are identified, version-controlled, and maintained consistently throughout the project
Configuration Items (CIs)	- Design drawings and blueprints - Scope, Schedule, and Cost Baselines - Project Management Plan - Contracts, permits, and approvals - Progress reports and inspection records
Identification	Assign unique IDs and version numbers to all CIs; track changes systematically
Change Control	All changes to CIs follow the Change Management Plan; updates documented in the Change Log
Status Accounting	Maintain a CI Register with current status, version, location, and responsible person
Verification & Audit	Periodically audit CIs for completeness, accuracy, and compliance with baselines and Kabul building codes
Responsibility	Project Manager ensures implementation; Project Team updates CI Register and relevant documentation

113) Management Review

Management Review Component	Details
Purpose	Assess project performance against scope, schedule, cost, and quality baselines; ensure alignment with objectives
Frequency	Monthly (or at major milestones)
Participants	Project Sponsor, Project Manager, Civil Engineer/Site Supervisor, Key Stakeholders
Agenda	- Review progress vs. Schedule Baseline - Review spending vs. Cost Baseline - Quality & safety compliance - Risks and issues update - Change requests and approvals
Inputs	- Performance Measurement Baseline (Scope, Schedule, Cost) - Progress reports - Risk register - Issue log
Outputs	- Corrective actions or preventive actions - Approved changes - Updated project plan (if required) - Management decisions on resource allocation or scope adjustments
Decision Criteria	Project remains within budget, on schedule, and meets minimum quality and safety standards

114) All Baselines (Scope, Schedule, and Cost)

1. Scope Baseline:

Scope Baseline Component	Details
Project Scope Statement	Construct a 10-classroom high school in Kabul with basic utilities (water, electricity, sanitation), compliant with local building codes; excludes furniture, IT labs, and playgrounds
Work Breakdown Structure (WBS)	1. Site Preparation & Foundation 2. Walls & Structure 3. Roofing 4. Windows, Doors, Finishes 5. Electrical & Plumbing 6. Flooring & Painting 7. Inspection & Handover
WBS Dictionary / Deliverables Description	Each WBS element includes: task description, responsible party, acceptance criteria, estimated duration, and cost allocation
Scope Control	Any change to the baseline must follow the Change Management Plan and be approved by the Project Sponsor

2. Schedule Baseline

Schedule Baseline Component	Details
Purpose	Establish the approved project timeline to monitor and control schedule performance

Total Duration	6 months (~26 weeks)
Key Milestones / Activities	- Site Preparation & Foundation: Weeks 1–3 - Walls & Structure: Weeks 4–9 - Roofing: Weeks 10–12 - Windows, Doors, Finishes: Weeks 11–14 - Electrical & Plumbing: Weeks 12–15 - Flooring & Painting: Weeks 15–18 - Inspection & Handover: Week 19
Schedule Control	Monitor progress weekly using Gantt charts, milestone tracking, and earned value analysis; adjust resources or tasks if variance occurs
Approval	Project Sponsor approves schedule baseline before execution

3. Cost Baseline

Cost Baseline Component	Details
Purpose	Establish the approved budget to measure project cost performance and control spending
Total Budget	USD 50,000
Cost Allocation by WBS / Major Activities	- Site Prep & Foundation: 8,000 - Materials (Bricks, Cement, Steel): 15,000 - Roofing: 5,000 - Windows & Doors: 4,000 - Electrical & Plumbing: 6,000 - Flooring & Painting: 4,000 - Labor: 6,000 - Contingency: 2,000
Cost Control	Track actual cost (AC) vs. planned value (PV); use earned value management (EVM) for monitoring; approve expenditures via Project Manager
Approval	Project Sponsor approves cost baseline before execution

115) Performance Measurement Baseline (PMB)

Baseline Component	Details
Scope Baseline	Build 10 classrooms with basic utilities (water, electricity, sanitation); comply with Kabul building codes; excludes furniture, labs, playgrounds
Schedule Baseline	6 months (~26 weeks) - Site prep & foundation: 3 weeks - Walls & structure: 6 weeks - Roofing: 3 weeks - Windows, doors, finishes: 4 weeks - Electrical & plumbing: 4 weeks - Flooring & painting: 3 weeks - Inspection & handover: 1 week
Cost Baseline	Total budget: USD 50,000 - Site prep & foundation: 8,000 - Materials: 15,000 - Roofing: 5,000 - Windows & doors: 4,000 - Electrical & plumbing: 6,000 - Flooring & painting: 4,000 - Labor: 6,000 - Contingency: 2,000
Integration for PMB	Combines scope, schedule, and cost baselines to track earned value (EV), actual cost (AC), and schedule variance (SV) during execution

116) Monitoring & Evaluation (M&E) Plan

M&E Component	Details
Purpose	Track project progress, ensure schedule and budget compliance, verify quality of construction.
Indicators	- % of construction completed per milestone- Schedule variance (SV)- Cost variance (CV)- Number of safety/quality issues
Data Sources	- Site inspection reports- Contractor progress reports- Financial reports- Weekly team meetings
Frequency	- Weekly progress monitoring- Monthly evaluation report- Milestone-based quality inspections
Responsible Parties	- Project Manager (overall monitoring)- Site Engineer (daily/weekly progress)- QA/QC Officer (quality checks)
Methods / Tools	- Gantt charts / schedule tracking software- Budget tracking and reporting- Site inspections and checklists
Evaluation Criteria	- Project on schedule if SV ≥ 0- Project within budget if CV ≤ 0- No major safety or quality non-conformities
Reporting	- Weekly progress updates to PM- Monthly report to Ministry of Education and funding agency- Immediate reporting of critical issues

117) Process Improvement Plan

Section	Details
Project	Construct a high-school building with 10 classrooms in Kabul
Objective	Complete construction in 6 months within USD 50,000
Improvement Areas	- Schedule delays due to material procurement- Cost overruns from labor/material price fluctuations- Quality issues due to limited skilled workforce
Improvement Goals	- Reduce schedule variance by 20%- Keep cost variance within ±5%- Ensure construction meets safety and quality standards
Current Process Analysis	- Map construction workflow: foundation → structure → roofing → interiors- Identify bottlenecks: material delivery, labor allocation, approval delays
Process Enhancements	- Prequalify suppliers and negotiate bulk contracts- Use modular construction techniques- Assign dedicated teams for parallel tasks- Weekly progress tracking and cost monitoring
Measurement & Control	- Track % completion vs schedule, cost variance, defect rate- Weekly review meetings to adjust resources/workflow- Document lessons learned
Continuous Improvement	- Collect feedback from contractors/stakeholders- Implement minor refinements during construction- Update SOPs for future projects

118) Benefits Realization Plan

Section	Details
Project	High School Building Construction (10 Classrooms), Kabul, Afghanistan
Purpose	Ensure that the project delivers measurable benefits aligned with stakeholder and community objectives.
Key Benefits	1. Improved access to education for local students.2. Safe and functional learning environment.3. Enhanced community infrastructure.4. Increased school enrollment and attendance.
Benefit Owners	- School Administration- Local Education Authority- Community Representatives
Benefit Metrics / KPIs	- Number of students accommodated (target: 300+)- Attendance rates improvement- Building safety compliance (100% pass inspections)- Community satisfaction survey results
Measurement Methods	- Post-construction school reports- Attendance and enrollment records- Safety and regulatory inspection reports- Community feedback surveys
Realization Timeline	- Short-term (0–3 months): Building operational, utilities functional- Medium-term (3–6 months): Staff trained, student enrollment increased- Long-term (6–12 months): Improved education outcomes and community satisfaction
Monitoring & Reporting	- PM to report monthly to Owner / Sponsor- Track KPIs and compare against targets- Document lessons learned and benefit achievement
Responsible Parties	- Project Manager: Ensure benefits tracking- School Administration: Provide enrollment and attendance data- Local Education Authority: Monitor compliance and impact

119) Benefits Realization Metrics

Benefit	Metric / KPI	Target	Data Source	Responsible	Timeline
Improved student access to education	Number of students accommodated in new classrooms	300+ students	Enrollment records, school reports	School Administration	0–6 months
Safe learning environment	Safety inspection compliance score	100% pass	Regulatory / Safety Inspection Reports	PM / Construction Team	Completion / Handover
Functional utilities	% of utilities operational (water, electricity, sanitation)	100% functional	On-site testing & verification reports	Construction Team / PM	Completion
Staff readiness	% of staff trained on facility use and safety	100% trained	Training attendance & assessment records	PM / Trainer	End of Month 6
Community satisfaction	Community satisfaction survey score	≥ 80% satisfied	Post-project survey	PM / Owner	6–12 months
Increased school enrollment	% increase in student enrollment	≥ 10% increase	Enrollment records	School Administration	6–12 months
Educational outcomes	Student attendance rate	≥ 90% attendance	Attendance logs	School Administration	6–12 months

120) KPI Table

KPI	Description	Target / Threshold	Measurement Method	Responsible	Timeline
Schedule Adherence	Completion of project milestones on time	≥ 95% of milestones met	Weekly progress reports	Project Manager	Throughout project
Budget Compliance	Project costs within approved budget	≤ USD 50,000	Financial tracking & audits	Project Manager / Finance	Monthly
Quality Compliance	Construction meets design & safety standards	100% compliance	Inspection reports & audits	PM / Construction Team	At milestones & completion

Safety Performance	Zero major accidents during construction	0 incidents	Safety reports / incident logs	Construction Team / PM	Throughout project
Handover Completion	All deliverables accepted by school administration	100% acceptance	Handover checklist & sign-off	PM / School Admin	End of Month 6
Staff Readiness	Staff trained on facility use and safety	100% trained	Training attendance & assessment	PM / Trainer	End of Month 6
Student Enrollment Impact	Increase in student enrollment post-project	≥ 10% increase	Enrollment records	School Administration	6–12 months
Community Satisfaction	Community satisfaction with project outcome	≥ 80% satisfied	Survey feedback	PM / Owner	6–12 months

121) Capability Maturity Model Integration -CMMI-based approach

CMMI Process Area	Application to Project
Project Planning (PP)	Define detailed schedule, budget (USD 50,000), resource allocation, risk plan for 6-month construction.
Project Monitoring & Control (PMC)	Track progress vs schedule and cost weekly; monitor quality and safety; take corrective actions as needed.
Requirements Management (REQM)	Clearly define classroom size, facilities, materials, and stakeholder expectations; document changes formally.
Process & Product Quality Assurance (PPQA)	Conduct quality inspections at each phase (foundation, structure, roofing, interiors); ensure safety standards are met.
Configuration Management (CM)	Maintain control of design documents, plans, approvals, and material specifications to avoid scope creep.
Decision Analysis & Resolution (DAR)	Evaluate options for suppliers, construction methods, and labor allocation; select solutions minimizing cost and schedule risk.
Risk Management (RSKM)	Identify risks (material delays, weather, labor shortage); develop mitigation strategies and contingency plans.

122) Project Work Performed Integrated Change Control

Process Step	Details
Project Overview	**Project Title**: High School Building Construction **Location**: Kabul, Afghanistan **Timeline**: 6 months **Budget**: USD 50,000 **Scope**: 10 classrooms
1. Integrated Change Control Process	**Objective**: Manage changes to scope, schedule, and budget to complete the project on time and within budget, ensuring quality.
2. Work Performance Data Collection	**Metrics**: - Schedule adherence - Budget control - Quality checks **Sources**: Progress reports, financial tracking, inspections **Review**: Weekly review meetings.
3. Change Identification & Documentation	**Change Request Types**: - **Scope**: Additional features or structural issues - **Schedule**: Delays (weather, strikes) - **Budget**: Material/labor cost increase **Documentation**: Change Request Form, Impact Assessment (Scope, Schedule, Budget)
4. Impact Analysis	**Scope Impact**: Determine if scope is expanded/reduced **Cost Impact**: Evaluate additional costs (materials, labor) **Time Impact**: Assess delays or extensions **Responsibility**: Project Manager and stakeholders
5. Change Approval Process	**CCB (Change Control Board)**: Includes project sponsor, manager, and construction lead **Approval Criteria**: Align with project goals (budget, schedule, scope) **Approval Steps**: 1. Submit Change Request

	2. Assess impact 3. CCB review 4. Decision (Accept/Reject/Request More Info)
6. Change Implementation	**Execution**: Implement approved changes **Communication**: Notify stakeholders and team members **Documentation**: Update plans and schedules with changes
7. Performance Monitoring & Control	**Track Changes**: Regularly monitor impacts of changes on project performance **Corrective Actions**: Adjust if project deviates from plan **Tools**: Project Management Software, Financial Tracking, Weekly Status Meetings
8. Closure & Lessons Learned	**Final Review**: Assess all changes and their impact on the project **Lessons Learned**: Document key takeaways for future projects.

123) Variance Analysis Report

Milestone	Planned % Complete	Actual % Complete	Schedule Variance (SV)	Cost Variance (CV)	Notes / Actions
Design Approval	100%	100%	0%	0	On track
Site Prep & Foundation	50%	40%	-10%	-5%	Slight delay due to delivery; expedite next phase
Structural Framing	0%	0%	0%	0	Not started
Roofing & Exterior	0%	0%	0%	0	Not started
Interior & Utilities	0%	0%	0%	0	Not started
Furniture & Setup	0%	0%	0%	0	Not started
Handover	0%	0%	0%	0	Not started

124) Weekly/Monthly Progress Report

Project	High School Building (10 Classrooms)
Location	Kabul
Reporting Period	[Insert Week/Month]
Project Manager	[Name]
Planned Start / Finish	Jan 2026 – Jun 2026
Current Progress	0% (project yet to start)
Milestones Completed	None yet

Schedule Status	On track
Budget Status	Within USD 50,000
Key Activities This Period	Site preparation, material procurement planning
Next Period Planned Activities	Mobilize construction team, begin foundation work
Risks / Issues	Delay in material delivery
Mitigation Actions	Confirm supplier schedules, allocate labor to critical tasks once work starts
Overall Status	Green – on schedule, within budget, no major issues

125) Rollout / Transition Plan

Plan Component	Details
Objective	Ensure smooth handover of the completed 10-classroom high school building to the school administration, ready for occupancy and use.
Scope	- Final inspections and approvals- Staff training on facility usage and safety- Delivery of as-built documentation and warranties
Key Activities	1. **Final Inspection & Quality Check**: Verify construction meets design specifications.2. **Punch List Completion**: Address minor defects or finishing work.3. **Documentation Handover**: Provide manuals, maintenance schedules, and warranties.4. **Staff Orientation**: Guide school staff on facility use, safety, and maintenance.5. **Formal Acceptance**: Obtain written acceptance from the school authority.6. **Official Handover Event**: Optional community event to mark project completion.
Roles & Responsibilities	- **Project Manager**: Coordinate rollout, ensure punch list completion, document acceptance.- **Construction Team**: Resolve final defects, confirm quality standards.- **School Administration**: Receive building, confirm readiness for use.- **Local Authorities**: Provide occupancy permits and regulatory approvals.
Timeline	2–3 weeks prior to project closeout: inspections, training, and documentation handover.
Risks & Mitigation	- **Delayed inspections** → schedule early.- **Incomplete punch list items** → assign dedicated team.- **Staff unprepared** → conduct orientation and provide manuals.
Success Criteria	- Building approved for occupancy.- All documentation handed over.- School staff trained and ready.- Formal acceptance signed by stakeholders.

126) Transition Matrix

Gaalo Enhance the lifestyle Requirements (Record)

Requirement ID	Transition Requirement	Source	Acceptance Criteria	Responsible
TR-01	Building fully constructed and safe for use	Project Scope / Design	Pass final inspection and meet all safety standards	Construction Team / PM
TR-02	Utilities operational (water, electricity, sanitation)	Project Scope / Local Regulations	All utilities tested and functional	Construction Team / PM
TR-03	Facility documentation handed over	PMI Best Practices	As-built drawings, manuals, and warranties delivered	PM
TR-04	Staff trained on facility use and safety	School Administration	Staff can demonstrate basic operational knowledge	PM / Trainer
TR-05	Regulatory approvals obtained	Local Authorities	Occupancy permit issued	PM
TR-06	Punch list items completed	Quality Control	All minor defects fixed and verified	Construction Team / PM
TR-07	Formal handover signed	Stakeholders	Written acceptance by school administration	PM

127) Deliverables Handover Plan

Deliverable	Handover Recipient	Handover Method	Acceptance Criteria	Responsible	Timeline
Completed 10-classroom building	School Administration	On-site inspection & walkthrough	Building meets design, safety, and quality standards	Project Manager / Construction Team	End of Month 6
Utilities (water, electricity, sanitation)	School Administration	Functional testing & certification	All utilities operational	Construction Team / PM	End of Month 6

As-built drawings & manuals	School Administration	Document handover (physical & digital)	Complete, accurate, and accessible	Project Manager	End of Month 6
Warranties & Maintenance Schedules	School Administration	Document handover	All warranties valid and schedules clear	Project Manager	End of Month 6
Staff Training on Facility Use	School Staff	On-site orientation & training session	Staff can safely operate and maintain facility	PM / Trainer	End of Month 6
Regulatory Approvals & Permits	Local Authorities / School Administration	Handover of official documents	All required permits obtained and approved	Project Manager	End of Month 6
Punch List Completion	School Administration	Inspection & verification	All minor defects resolved	Construction Team / PM	End of Month 6

Section	Details
Project Name	Construction of High-School Building (10 Classrooms)
Project Manager	[Name]
Completion Date	[Date]
Project Objective	Construct a fully functional 10-classroom high-school building within **6 months** and a **budget of USD 50,000**, meeting all educational and safety requirements.
Project Scope	- Design and architectural planning- Procurement of materials and furniture- Construction of foundation, structure, and roof- Interior finishing (flooring, painting, electrical fittings, lighting, fans)- Installation of blackboards, desks, and chairs- Compliance with safety and accessibility standards- Site cleanup and handover
Planned Duration	6 months
Actual Duration	6 months
Planned Budget	USD 50,000
Actual Budget	USD 49,800
Scope Completion	100% – All 10 classrooms completed with utilities and furniture
Key Milestones	- Design Approval: Month 1 Completed- Foundation Completed: Month 2 Completed- Structure Completed: Month 4 Completed- Finishing & Utilities: Month 5 Completed- Handover: Month 6 Completed
Project Schedule Performance	Project completed **on time** as per planned schedule
Project Cost Performance	Project completed **within budget** (USD 49,800 of USD 50,000)
Challenges Encountered	- **Procurement delays:** Mitigated by using alternate suppliers- **Weather interruptions:** Adjusted schedule and increased workforce efficiency- **Minor labor shortages:** Managed by temporary hires
Risk Management & Mitigation	- Early supplier identification reduced procurement risk- Weekly progress tracking ensured schedule adherence- Contingency allocation-maintained budget control
Lessons Learned	- Early procurement planning is critical- Continuous monitoring prevents schedule slippage- Contingency planning reduces impact of unforeseen events
Project Closure	- All classrooms constructed and fully functional- Final inspection and quality checks completed- Site cleared and handed over- Project formally closed and approved by stakeholders
Stakeholder Satisfaction	Stakeholders confirmed satisfaction with timely delivery, budget adherence, and quality of construction
Recommendations for Future Projects	- Allocate slightly higher contingency for unforeseen weather or supply issues- Implement digital project tracking for real-time monitoring- Engage local suppliers to reduce material delays

129) Lessons Learned Register

Lesson ID	Date	Lesson Learned	Impact / Benefit	Recommendation
L001	14-Jan-2026	Early procurement of materials avoids delays	Schedule adherence	Always order key materials in advance
L002	18-Jan-2026	Hiring local skilled labor ensures availability and reduces cost	Cost savings & schedule	Engage local labor for critical tasks
L003	22-Jan-2026	Weather can disrupt foundation work	Schedule	Include weather contingency in planning
L004	28-Jan-2026	Regular inspections prevent quality defects	Quality assurance	Conduct weekly QA/QC checks during construction
L005	05-Feb-2026	Clear change management process prevents scope creep	Scope control	Document and approve all changes formally

130) Lessons Learned Repository

ID	Category	Lesson Learned	Impact / Benefit	Recommendation / Action	Responsible
LL-01	Scope Management	Early stakeholder engagement prevented scope creep.	Reduced change requests and delays	Continue involving stakeholders at planning stage	Project Manager
LL-02	Schedule Management	Delays occurred due to late material delivery.	Project timeline extended	Pre-order critical materials; maintain buffer	PM / Procurement
LL-03	Cost Management	Cost savings achieved by sourcing local materials.	Stayed within USD 50,000 budget	Evaluate local sourcing options in future projects	PM / Finance
LL-04	Quality / Safety	Regular inspections prevented construction defects.	Reduced rework and improved safety	Schedule weekly quality checks	PM / Construction Team
LL-05	Communication	Weekly progress reports improved coordination among teams.	Issues detected early; timely corrective actions	Maintain structured reporting system	Project Manager
LL-06	Benefits Realization	Staff training increased operational readiness post-handover.	Smooth transition and improved student safety	Include staff orientation in all future projects	PM / Trainer
LL-07	Risk Management	Weather-related delays were mitigated with contingency plans.	Minimized impact on schedule	Maintain contingency buffer for external risks	Project Manager
Note: The following categories of lessons learned information are especially important at the end of a project: scheduling, conflict management, sellers, customer, strategic, and tactical.					

131) Project File Management Tracker

File ID	Document Name	Category/Type	Owner/Author	Version	Status	Storage Location	Last Updated	Comments
F001	Project Charter	Initiation	PM	v1.0	Final	SharePoint/Drive	2026-01-22	Approved by Sponsor
F002	Risk Register	Planning	Risk Manager	v2.1	Draft	SharePoint/Drive	2026-01-20	Pending review
F003	WBS Document	Planning	PM	v1.3	Final	SharePoint/Drive	2026-01-18	Aligned with scope
F004	Status Report – Week 3	Monitoring & Controlling	PMO	v3.0	Final	SharePoint/Drive	2026-01-21	Distributed to stakeholders
F005	Change Request #7	Executing/Monitoring	PMO	v1.0	Approved	SharePoint/Drive	2026-01-19	Implemented in baseline

Project Name: ***Pashto-English Dictionary Development, to be completed in 24 sprints using a Scrum (Agile) framework.***

132) Product Vision Document

Section	Description
Business Need	Lack of a comprehensive, reliable Pashto–English digital dictionary
Vision Statement	Deliver a bilingual, searchable, and user-friendly Pashto–English dictionary accessible online and offline
Objectives	15,000+ verified entries, audio pronunciation, grammar support, mobile-ready
Success Criteria	95% search accuracy, <2 sec response time, 1,000+ beta users, stakeholder approval
High-Level Scope	Word database, search engine, audio, admin panel, user accounts, offline mode
Out of Scope	Machine translation, additional languages
Key Stakeholders	Sponsor, Product Owner, Scrum Team, End Users
Major Risks	Data accuracy, linguistic validation, performance constraints
Milestones	MVP (Sprint 8), Beta (Sprint 21), Final Release (Sprint 24)
Approval	Sponsor sign-off (Project Charter alignment)

133) Product Roadmap

Timeframe (Sprints)	Key Deliverables	PMI Alignment
Sprints 1–4	Vision, Requirements, UX, Architecture	Initiating & Planning: Project Charter, Scope Baseline, Schedule Baseline
Sprints 5–8	Core database (5k words), Search features, Word details	Executing: Work Performance Data, Deliverable Creation
Sprints 9–12	Audio pronunciation, Synonyms, Grammar support	Executing & Monitoring: Quality Control, Risk Updates
Sprints 13–16	User accounts, Offline mode, Admin panel, Expand database	Executing: Resource Management, Change Requests
Sprints 17–20	Advanced search, UI localization, Performance & Security	Monitoring & Controlling: Schedule & Cost Variance, Quality Metrics
Sprints 21–24	Beta release, Bug fixes, Final QA, Production release	Closing: Deliverable Acceptance, Lessons Learned, Project Closeout

134) Product Backlog

Sprint	Backlog Item	Type	Outcome

1	Vision, roadmap, backlog setup	Planning	Approved project vision & prioritized backlog
2	Requirements, personas, MVP scope	Analysis	Defined MVP features
3	UX wireframes (web/mobile)	Design	Validated UI prototype
4	Architecture & database schema	Technical	System foundation ready
5	Core database (5k words)	Content	Initial word dataset
6	Search (Pashto → English)	Feature	Functional search
7	Search (English → Pashto)	Feature	Reverse search
8	Word details (definition, POS, example)	Feature	Complete word view
9	Pashto pronunciation audio	Feature	Audio playback
10	English pronunciation audio	Feature	Audio playback
11	Synonyms & related words	Feature	Enhanced entries
12	Verb conjugations & plurals	Feature	Grammar support
13	User accounts & favorites	Feature	Saved words
14	Offline mode	Feature	Offline access
15	Admin panel (CRUD words)	Admin	Content management
16	Expand to 15k words	Content	Extended database
17	Advanced search & filters	Feature	Improved search
18	UI localization toggle	Feature	Pashto/English UI
19	Performance optimization	Technical	Faster response
20	Security & backup setup	Technical	Secure system
21	Beta release & feedback	Release	User validation
22	Bug fixes & refinements	QA	Stable build
23	Final QA & content validation	QA	Release-ready system
24	Production release & documentation	Release	Live deployment

135) Sprint Backlog

Item	PMI Process Group	Deliverable
Define Sprint Goal	Initiating	Sprint Charter
Refine Requirements	Planning	Updated Scope Baseline
Create WBS (Sprint Work)	Planning	Sprint WBS
Develop Schedule	Planning	Sprint Schedule Baseline
Assign Resources	Planning	Resource Plan
Execute Development Tasks	Executing	Working Increment
Manage Quality	Executing	Quality Checklist
Monitor Progress	Monitoring & Controlling	Status Report
Manage Risks	Monitoring & Controlling	Updated Risk Register
Validate Deliverables	Monitoring & Controlling	Accepted Increment
Document Lessons Learned	Closing	Lessons Learned Register

136) Epic

Epic	Description	PMI Alignment	Success Criteria
Core Dictionary Engine	Develop searchable Pashto–English word database with definitions, parts of speech, and examples	Executing & Monitoring: Deliverable creation, Quality Control	Functional search, 5k+ initial entries, validated word data
Audio & Grammar Support	Add pronunciation (Pashto/English) and grammar features (plurals, conjugations)	Executing: Quality Management	Accurate audio playback, correct grammar rules
User & Admin Features	Implement user accounts, favorites, offline access, and admin panel	Executing & Controlling: Resource & Scope Management	User management functional, admin can CRUD entries
Advanced Search & UI	Enhance search filters and provide Pashto/English UI toggle	Monitoring & Controlling: Performance & Quality Metrics	Fast, accurate search; responsive UI
Release & Feedback	Beta release, bug fixes, final QA, production launch	Closing: Deliverable Acceptance, Lessons Learned	System stable, accepted by stakeholders, lessons documented

137) Feature

Feature	Description	PMI Alignment	Success Criteria
Pashto → English Search	Allow users to search Pashto words and get English meanings	Executing & Monitoring: Work Performance Data, Quality Control	Accurate search results, <2 sec response
English → Pashto Search	Search English words to find Pashto equivalents	Executing & Monitoring	Functional reverse search, validated entries
Word Details	Show definition, part of speech, and example usage	Executing & Quality	Complete word information displayed correctly
Audio Pronunciation	Provide audio for both Pashto and English words	Executing & Monitoring	Clear, correct pronunciation for all words
User Accounts & Favorites	Enable users to save favorite words and manage accounts	Executing & Scope Management	Functional login, account management, favorites saved
Offline Mode	Access dictionary without internet	Executing & Resource Management	Offline access works, latest entries available
Admin Panel	CRUD operations for dictionary content	Executing & Scope	Admin can add/edit/delete words securely
Advanced Search & Filters	Allow filtering by word type, length, synonyms	Monitoring & Cont	

138) User Story include Acceptance Criteria

Field	Description
User Story ID	US-001
As a	User
I want	To search a Pashto word and see its English meaning with pronunciation
So that	I can learn and use the word correctly
Acceptance Criteria	1. User can enter a Pashto word in search bar2. System displays correct English translation, part of speech, example usage3. Audio pronunciation plays correctly for Pashto and English4. Search response < 2 seconds5. “Not Found” message for invalid words
PMI Alignment	Executing: Deliverable creation Monitoring & Controlling: Quality control, Schedule adherence
Success Measure	Accurate results, functional audio, user satisfaction

139) Sprint Backlog

Task ID	Task	PMI Process Group	Deliverable	Owner	Status
SB-001	Implement Pashto → English search	Executing	Search feature working	Dev Team	In Progress
SB-002	Display word details (definition, POS, example)	Executing	Word detail view	Dev Team	Not Started
SB-003	Add audio pronunciation (Pashto)	Executing	Audio playback functional	Dev Team	Not Started
SB-004	Add audio pronunciation (English)	Executing	Audio playback functional	Dev Team	Not Started
SB-005	Unit testing for search & audio	Monitoring & Controlling	Test reports	QA Team	Not Started
SB-006	Update Risk Register	Monitoring & Controlling	Updated risks	PM	Not Started
SB-007	Document lessons learned for sprint	Closing	Lessons Learned	PM	Not Started

140) Task Board / Scrum Board

Backlog (Scope Baseline)	Ready (Approved Work)	In Progress (Executing)	Review / QA (Monitoring & Controlling)	Done (Accepted Deliverables)
Advanced search filters	Audio pronunciation (Pashto)	Pashto → English search	Unit testing search & audio	Core database (5k words)
Performance optimization	Audio pronunciation (English)	Display word details	Content validation	English → Pashto search
Documentation	User accounts & favorites	Offline mode	Bug fixes	Word details feature
Final QA	Admin panel (CRUD)	Synonyms & grammar support	Security & performance check	Initial UI wireframes

141) Definition of Done (DoD)

Criteria	Description	PMI Alignment
Code Complete	All features coded according to requirements	Executing: Work Performance Data
Unit Tested	Passed all unit tests	Monitoring & Controlling: Quality Control
Integrated	Merged into main branch, no conflicts	Executing & Monitoring
Functional	Features work as specified (search, audio, word details)	Executing & Monitoring
Performance	Search < 2 seconds, audio loads correctly	Monitoring & Controlling: Performance Metrics
Documentation	User guides, admin manuals, release notes updated	Closing & Executing
Stakeholder Approval	Product Owner / Sponsor review and sign-off	Closing: Deliverable Acceptance
Deployment Ready	Deployed to staging/production environment	Closing & Executing

142) Definition of Ready (DoR)

Criteria	Description	PMI Alignment
Clear Requirements	User story or task fully defined and approved	Planning: Scope Baseline
Acceptance Criteria Defined	Measurable and testable conditions provided	Planning & Monitoring
Dependencies Identified	All technical, content, and resource dependencies listed	Planning & Risk Management
Resources Assigned	Team members and tools allocated	Planning: Resource Plan
Estimated Effort	Story points or hours estimated	Planning: Schedule Baseline
Testable	Task can be verified via testing	Planning & Monitoring: Quality Planning
Ready for Execution	All blockers removed, prioritized in backlog	Planning & Executing

143) Increment

Increment	Description	PMI Alignment	Success Criteria
Core Dictionary MVP	Pashto → English search, English → Pashto search, word details (definition, POS, example)	Executing & Monitoring: Deliverable creation, Work Performance Data	Functional search, accurate word data, <2 sec response
Audio & Grammar	Pashto and English pronunciation, verb conjugations, plurals	Executing & Monitoring: Quality Control	Audio plays correctly, grammar rules validated

User & Admin Features	User accounts, favorites, offline mode, admin panel (CRUD)	Executing & Controlling: Scope & Resource Management	Accounts functional, admin CRUD works, offline access available
Advanced UI & Search	Advanced filters, Pashto/English UI toggle	Monitoring & Controlling: Performance & Quality	Fast, accurate filtered search, responsive UI
Production Release	Final QA, bug fixes, deployment	Closing: Deliverable Acceptance, Lessons Learned	Stable system, accepted by stakeholders, documented lessons

144) Retrospective Notes

Category	Notes	PMI Alignment
What Went Well	Core database built on schedule; search features functional; audio implemented successfully	Monitoring & Controlling: Work Performance Data, Quality Metrics
What Didn't Go Well	Some delays in offline mode; minor bugs in advanced search filters	Monitoring & Controlling: Schedule & Risk Variance
Lessons Learned	Early UI validation prevents redesign; audio recording process should be standardized	Closing: Lessons Learned Register
Action Items	1. Improve sprint estimation for technical tasks2. Standardize content QA process3. Schedule early stakeholder reviews	Closing & Planning: Process Improvement, Risk Management

145) Burn Chart

Sprint	Planned Remaining	Actual Remaining
0	240	240
4	200	210
8	160	170
12	120	130
16	80	85
20	40	45
24	0	0

146) Release Plan

Release	Sprints	Key Deliverables	PMI Alignment	Success Criteria
MVP Release	1–8	Core dictionary (5k words), Pashto→English & English→Pashto search, word details	Executing & Monitoring: Deliverable creation, Quality Control	Functional search, accurate data, <2 sec response
Beta Release	9–21	Audio pronunciation, grammar support, user accounts, favorites, offline mode, admin panel, expanded database	Monitoring & Controlling: Quality, Risk Updates	System stable, user feedback collected, >90% accuracy
Production Release	22–24	Advanced search filters, UI localization, performance optimization, final QA, deployment	Closing: Deliverable Acceptance, Lessons Learned	Fully functional system, stakeholder approval, released to production

147) Kanban Board

Backlog (Scope Baseline)	Ready (Approved Work)	In Progress (Executing)	Quality Review (Control Quality)	Done (Accepted Deliverables)
Advanced search filters	UI localization toggle	Expand to 15k words	Security testing	Core database (5k words)
Performance optimization	Admin panel (CRUD)	Offline mode	Performance testing	Pashto→English search
Documentation	Audio pronunciation (EN)	Synonyms & related words	Content validation	English→Pashto search
Final QA	Verb conjugations	User accounts & favorites	Bug fixes	Word details feature

148) Technical Documentation

1. Architecture Overview

Layer / Component	Description	PMI Alignment	Key Responsibilities
User Interface (Web & Mobile)	Frontend for users to search, view words, play audio	Initiating & Executing	User input, display results, audio playback

Application / API Layer	Handles business logic for search, audio, user & admin features	Executing & Monitoring	Search processing, user auth, API endpoints
Database Layer	Stores word entries, definitions, POS, examples, users	Executing	Data storage, retrieval, indexing
Audio Storage	Stores pronunciation files (Pashto & English)	Executing	Audio file management & streaming
Admin Panel	Interface for CRUD operations on dictionary content	Executing & Monitoring	Add/edit/delete words, manage users, content validation
Monitoring & QA	Performance, security, quality checkpoints	Monitoring & Controlling	Ensure accuracy, speed, security, and reliability
Deployment / Production Environment	Live hosting & release	Closing	Production deployment, system availability, stakeholder acceptance

Architecture Overview:

- ✓ Architecture diagrams
- ✓ API documentation
- ✓ Code documentation

Thanks, and good luck!