PMIC
Project Management Initiatives Center
Initiated By Lazuli Pamir
Consulting Engineering Services Co
PMI Authorized Training Partner (ATP)
in Afghanistan

TEAM CHARTER

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

Project Title:

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

Project Sponsor:

Central Bank

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

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Page **1** of **17**

Table of Contents

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Page **2** of **17**

Definition:

A Team Charter is a formally agreed and documented framework that is developed collaboratively by the project team early in the project lifecycle, most commonly during the Forming stage of team development, when roles, relationships, and expectations are still being established. It serves as a foundational agreement that defines how the team will function, not only what the team will deliver. By explicitly setting direction and boundaries at the outset, the Team Charter creates a shared understanding of the team's purpose, mission, goals, values, roles, responsibilities, authority limits, and operating norms, thereby reducing ambiguity and misinterpretation as the project progresses.

From a PMI perspective, the Team Charter is a critical enabler of effective team development and sustained performance. It supports team alignment by ensuring that all members have a common understanding of why the team exists, how their work contributes to project objectives, and what standards of behavior and collaboration are expected. It establishes clear expectations regarding accountability, decision-making, communication, conflict resolution, and adherence to governance and security requirements, which helps prevent misunderstandings and informal practices that can undermine project control.

The Team Charter also accelerates the team's progression through the stages of team development by addressing potential sources of friction early. By openly discussing values, working agreements, and behavioral norms, the charter reduces the intensity and duration of the Storming phase, enabling the team to reach Norming and Performing more quickly. In doing so, it minimizes unproductive conflict, strengthens trust, and promotes constructive collaboration, even in high-pressure or complex project environments.

Importantly, the Team Charter is created with the team, not for the team. This collaborative development process fosters shared ownership, commitment, and buy-in, ensuring that the charter is not perceived as a top-down rulebook but as a mutually agreed guide for working together. As a result, the Team Charter becomes a living reference that the team can rely on to reinforce accountability, resolve conflicts, and sustain high performance throughout the project lifecycle.

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Purpose of the Team Charter:

The purpose of the Team Charter is to provide a clear and shared foundation for how the project team will function, collaborate, and perform throughout the project lifecycle. It defines the focus, direction, and intent of the project team, ensuring that all members understand why the team exists, what it is collectively responsible for delivering, and how individual contributions support the overall project objectives. By establishing this common direction early, the Team Charter aligns team efforts and minimizes confusion or misalignment as the project progresses.

The Team Charter also establishes clear boundaries and expectations for team behavior and collaboration, including how team members interact, communicate, make decisions, and resolve disagreements. These agreed boundaries help create a professional, respectful, and disciplined working environment, particularly in complex projects where multiple roles, workstreams, and external interfaces are involved. By clarifying acceptable and unacceptable behaviors, the charter reduces the likelihood of informal practices, authority conflicts, or misunderstandings that can disrupt delivery.

In addition, the Team Charter serves as a mechanism to communicate the team's role and operating principles to internal and external stakeholders, reinforcing transparency and consistency in how the team engages with governance bodies, oversight functions, vendors, and other stakeholders. It provides a common reference that stakeholders can rely on to understand how the team operates and how decisions and communications are handled.

The charter further acts as a reference point for resolving conflicts, making decisions, and reinforcing accountability. When disagreements arise or expectations become unclear, the Team Charter offers an agreed framework to guide resolution in a fair and structured manner, reducing escalation and preserving working relationships.

In accordance with PMI guidance, the Team Charter functions as a preventive management tool that reduces misunderstandings, role ambiguity, and behavioral conflicts before they escalate, thereby supporting the development and sustainability of a high-performing, cohesive project team.

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Team Positioning:

The project team is established as a dedicated, cross-functional delivery unit responsible for planning, executing, monitoring, and controlling all project activities in accordance with the approved Project Charter, Project Governance Framework, and applicable organizational policies.

The team operates within clearly defined authority boundaries, decision rights, and escalation paths. While empowered to manage day-to-day execution, the team does not act independently of governance structures and must operate within approved scope, schedule, cost, security, and compliance constraints.

The project team:

- Reports through the Project Manager to the PMO and Steering Committee
- Supports executive decision-making through accurate and timely information
- Interfaces with vendors and external parties strictly through approved channels
- Transitions deliverables to operations in a controlled and structured manner

Team Values Statement:

The project team commits to the following shared values, which guide all behaviors and decisions:

- **Accountability:** Each team member is accountable for assigned responsibilities and outcomes.
- **Integrity:** Actions and decisions are ethical, transparent, and compliant with governance requirements.
- **Professional Respect:** All interactions are conducted with respect across roles, disciplines, and viewpoints.
- **Collaboration:** Team members actively support one another to achieve collective goals.

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- **Discipline:** Approved plans, controls, and procedures are followed consistently.
- **Security Awareness:** Sensitive information is protected at all times.
- **Continuous Improvement:** Lessons learned are captured and applied throughout the project lifecycle.

These values apply equally to leadership, core team members, and embedded vendor personnel.

Team Mission Statement:

The mission of the project team is to successfully deliver a secure, compliant, high-quality banknote production facility by executing the approved project scope within authorized cost and schedule baselines, while embedding security, quality, governance, and sustainability into all deliverables and enabling a smooth transition to operations and long-term benefits realization.

Team Goal Statement:

The project team's goals are to:

- Deliver all approved project deliverables in accordance with defined acceptance criteria
- Maintain control of scope, schedule, cost, risk, and security at all times
- Support informed decision-making through reliable reporting and escalation
- Enable operational readiness and benefits ownership by future operators
- Uphold governance integrity and audit readiness throughout the project lifecycle

Team Structure and Key Roles:

5.1 Core Team Roles

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Page **6** of **17**

Role	Key Responsibilities
Project Manager – Mr. Reshtin, PMP®	Overall accountability for project delivery in accordance with the approved Project Charter; leads the project team; integrates all workstreams; enforces governance; ensures accurate reporting; manages escalations; accountable for scope, schedule, cost, quality, risk, security, and stakeholder alignment.
Project Management Office (PMO)	Provides the governance backbone for the project by establishing standards, templates, reporting frameworks, and controls; performs independent assurance; manages schedule and cost controls; tracks benefits; conducts governance audits; supports decision-making through validated information.
Deputy Project Manager / Project Controls Lead	Supports the Project Manager in daily coordination, integrated planning, schedule management, cost control, and performance tracking; acts as delegate when required; ensures continuity of leadership and control.
Workstream Leads	Accountable for planning, executing, and controlling assigned functional areas including secure facility design and construction, machinery procurement and installation, IT systems and cybersecurity, physical security and access control, and training, testing, and commissioning; manage workstream teams, risks, issues, and deliverables; report through approved structures.
Quality Manager	Develops and implements the Quality Management Plan; oversees quality assurance and quality control activities; manages inspections, testing, acceptance processes, and non-conformance; ensures deliverables meet defined standards and acceptance criteria.
Risk Manager	Facilitates structured risk identification, qualitative and quantitative analysis, response planning, and monitoring; maintains the Risk Register; supports escalation of high-risk items; ensures risk responses are integrated into project plans.
Security Manager / Security Lead	Oversees all physical, operational, and information security requirements; ensures security-by-design principles; manages

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Role	Key Responsibilities
	access controls; coordinates security testing and approvals; primary interface with security authorities and the Security Board.
Chief Information Security Officer (CISO) / Cybersecurity Lead	Responsible for cybersecurity architecture, controls, monitoring, and testing related to IT systems, production tracking systems, and data protection; ensures cybersecurity compliance; approves cyber-related deliverables prior to go-live.
Contract / Commercial Manager	Manages contracts, commercial terms, vendor performance, claims, variations, and payment controls; ensures contractual compliance; enforces segregation of duties; aligns vendor actions with governance and change control.
Procurement Manager	Executes the approved procurement strategy; prepares tender documents; coordinates evaluations; manages supplier onboarding; ensures procurement complies with policies, delegation of authority, and security requirements.
Finance Manager / Cost Controller	Manages budget control, cost tracking, forecasting, financial reporting, and variance analysis; coordinates funding; supports financial decision-making; ensures transparency and audit readiness.
Scheduler / Planning Engineer	Develops and maintains the integrated project schedule; conducts schedule quality checks; monitors critical path; supports scenario analysis; provides schedule performance reports to the Project Manager and PMO.
Document Control Manager / Configuration Manager	Maintains the controlled document repository; enforces version control; manages approvals; ensures configuration integrity of baselines; supports audit and traceability requirements.
Change Control Manager / CCB Secretary	Coordinates the change control process; ensures complete documentation and impact analysis of change requests; schedules Change Control Board reviews; tracks approved changes to closure.

Role	Key Responsibilities
Training and Capacity Building Lead	Plans and manages training programs, knowledge transfer, certification activities, and competency development; coordinates with vendors and operations to ensure sustainable operational capability.
Testing and Commissioning Manager	Plans and oversees factory acceptance testing (FAT), site acceptance testing (SAT), integrated system testing, trial production, and commissioning activities; ensures readiness criteria are met prior to handover.
Operations Liaison / Transition Manager	Acts as the interface between the project team and future operations; coordinates operational readiness, handover planning, asset transfer, SOP finalization, and benefits ownership transition.
Health, Safety, and Environment (HSE) Manager	Ensures compliance with health, safety, and environmental requirements during construction, installation, testing, and commissioning; conducts inspections, incident investigations, and preventive actions.
Internal Audit Liaison (Observer Role)	Facilitates coordination with internal and external auditors; supports audit requests; ensures timely provision of evidence; tracks closure of audit findings.

Decision-Making and Authority:

Decision-making for this project is governed by the principle that decisions are made at the lowest appropriate level of authority, provided they fall within clearly defined delegations and approved governance boundaries. This approach enables efficiency and responsiveness in day-to-day execution while preserving control, accountability, and alignment with strategic objectives. Delegated authority levels are defined through the Project Charter, Governance Framework, and applicable organizational policies, ensuring that all team members understand what decisions they are empowered to make and where escalation is required.

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Any decision that may impact project scope, schedule, cost, quality, security, risk exposure, contractual obligations, or regulatory compliance must follow the formal change control process. Informal approvals, verbal commitments, or undocumented agreements are strictly prohibited, as they undermine governance integrity and introduce unmanaged risk. Change requests must be formally documented, assessed for impact, reviewed by the appropriate authority, and approved before implementation.

Matters that exceed delegated authority or involve strategic trade-offs, security implications, or material changes are escalated through approved governance paths, including the Project Manager, PMO, Steering Committee, or Project Sponsor, depending on severity and impact. Escalation is treated as a responsible action, not a failure, and is essential for timely and informed decision-making.

No team member, regardless of role or seniority, may make informal commitments to stakeholders, vendors, or external parties on behalf of the project. All commitments must be supported by documented approvals and aligned with approved plans and contracts. This rule protects the project from scope creep, claims, reputational damage, and security exposure.

All decisions—whether operational, tactical, or strategic—must be documented, traceable, and auditable. Decisions are recorded through meeting minutes, approval records, change logs, or governance registers maintained under configuration control. This ensures transparency, accountability, and readiness for audit or review, and reinforces disciplined project execution.

Communication and Collaboration Norms:

Effective communication and collaboration are essential to the success of this project, given its complexity, multi-workstream structure, and high sensitivity. The project team commits to operating within approved communication channels, tools, and repositories defined in the Communication Management Plan. These approved channels serve as the single source of truth and ensure that information is accurate, consistent, secure, and traceable.

All team members are responsible for providing accurate, validated, and timely information appropriate to their role and authority. Information shared must be

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based on verified data and aligned with approved plans and baselines. Speculation, unverified assumptions, or informal messaging that could mislead stakeholders or decision-makers is not acceptable.

Strict adherence to information classification and access controls is mandatory. Sensitive or restricted information is shared strictly on a need-to-know basis, using approved secure channels. Team members are responsible for understanding and respecting classification rules and ensuring that information is not disclosed improperly, whether intentionally or inadvertently.

Professional collaboration standards apply to all interactions. Team members are expected to attend meetings prepared, punctual, and engaged, having reviewed relevant materials in advance. Meetings are conducted with clear objectives, defined agendas, and appropriate participation, and are focused on decision-making, coordination, and issue resolution rather than status reporting alone.

All decisions, actions, risks, and follow-ups arising from meetings or discussions must be documented and stored in approved repositories. This documentation supports continuity, accountability, and auditability, particularly in a long-duration project with evolving team composition. Through disciplined communication and collaboration, the team ensures alignment, reduces misunderstandings, and supports effective governance and delivery.

Conflict Resolution Approach:

Conflict is recognized as a natural and sometimes constructive aspect of project work, particularly in complex, high-pressure environments involving diverse disciplines and perspectives. This project adopts a structured, professional, and respectful approach to conflict resolution, aimed at addressing issues early and preventing escalation that could disrupt delivery or damage relationships.

The first level of conflict resolution is direct discussion between the involved parties. Team members are expected to raise concerns openly and respectfully, focusing on issues and facts rather than personalities. Early, direct engagement is encouraged as it often leads to quicker resolution and strengthens mutual understanding.

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Page **11** of **17**

If direct resolution is not successful or appropriate, the conflict is escalated for facilitated resolution by the relevant Workstream Lead or the Project Manager. At this level, the focus is on clarifying expectations, aligning with approved plans and objectives, and identifying practical solutions that serve the best interests of the project.

Should the conflict remain unresolved, involve governance breaches, or have broader project implications, it is escalated formally through the PMO or Steering Committee, in accordance with the Governance Framework. Formal escalation ensures impartial review, adherence to authority boundaries, and documented resolution.

Unprofessional behavior—including bypassing authority, exerting informal pressure, withholding information, or escalating conflicts outside approved channels—is unacceptable. Such behavior undermines trust, governance, and team cohesion and may result in corrective action. The project team commits to resolving conflicts constructively, transparently, and in alignment with shared values and governance principles.

Performance Expectations and Accountability:

High performance and accountability are fundamental expectations for all members of the project team. Performance is measured objectively against approved plans, defined KPIs, deliverables, and quality criteria, rather than subjective perceptions or informal expectations. Each team member is accountable for fulfilling their assigned responsibilities and for contributing positively to overall project outcomes.

Regular performance monitoring is conducted through structured reporting, reviews, and governance mechanisms. Deviations from approved plans—whether related to schedule, cost, quality, risk, or security—are identified early and addressed promptly through corrective or preventive actions. Transparency in reporting is essential; issues are expected to be raised proactively rather than concealed.

Non-performance, repeated delays, or breaches of governance, quality, or security requirements are addressed decisively. Initial responses may include clarification

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of expectations, additional support, or corrective action plans. However, repeated non-compliance or serious breaches may result in reassignment, removal from the project team, or further disciplinary action in accordance with organizational policies.

Accountability also extends to behavior. Team members are expected to act professionally, respect roles and authority, adhere to agreed norms, and support collaboration across workstreams. Performance is not limited to individual output but includes contribution to team effectiveness, knowledge sharing, and risk-aware decision-making.

The team collectively commits to maintaining a high-performance culture characterized by ownership, discipline, continuous improvement, and mutual respect. This culture supports reliable delivery, stakeholder confidence, and long-term project success.

Security and Confidentiality Commitment:

All team members formally acknowledge that the project involves highly sensitive assets, systems, and information, and that security and confidentiality are non-negotiable obligations. Security considerations are embedded into all aspects of planning, execution, communication, and decision-making, and are treated as shared responsibilities across the team.

Team members commit to strict adherence to information classification rules, ensuring that information is accessed, used, stored, and shared only in accordance with approved classifications and access rights. Unauthorized disclosure—whether intentional or accidental—is strictly prohibited and considered a serious violation.

Informal sharing of sensitive information, use of unapproved communication tools, or discussions outside authorized forums is not acceptable. All team members must comply fully with access control procedures, clearance requirements, and approval protocols, including those related to physical access, systems access, and document handling.

Any suspected or actual security incident, breach, or weakness must be reported immediately through approved escalation channels. Prompt reporting enables

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containment, investigation, and mitigation, and is viewed as a responsible action rather than a fault.

Security breaches are treated with utmost seriousness and are subject to formal escalation, investigation, and corrective action. Through this collective commitment, the team protects the project, its stakeholders, and the integrity of its outcomes.

Onboarding, Training, and Knowledge Sharing:

Effective onboarding, training, and knowledge sharing are essential to maintaining continuity and performance throughout the project lifecycle. All new team members receive structured onboarding that familiarizes them with the Project Charter, governance framework, Team Charter, security requirements, and role-specific responsibilities.

Training requirements are identified proactively and tracked to ensure that team members possess the competencies necessary to perform their roles effectively and safely. Training may include technical skills, governance processes, security awareness, and quality or risk management practices.

Knowledge sharing is actively encouraged through lessons learned sessions, reviews, and collaborative forums. Lessons are documented and made accessible through controlled repositories, enabling continuous improvement and preventing recurrence of issues.

All project documentation is maintained under configuration control, ensuring accuracy, version integrity, and traceability. Knowledge captured during the project supports not only successful delivery but also long-term operational sustainability.

Review and Maintenance of the Team Charter:

The Team Charter is a living document that remains relevant throughout the project lifecycle. It is formally reviewed at key project phases and at least annually

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to ensure continued alignment with project objectives, governance arrangements, and team composition.

Updates to the Team Charter are made only through formal change control, ensuring that changes are assessed, approved, documented, and communicated appropriately. The charter is reinforced during onboarding, major team changes, and governance reviews, serving as a continual reference for expected behaviors and ways of working.

Acceptance and Commitment:

By participating in the National Currency Printing and Secure Banknote Production Facility Project (NCPBF), all project team members formally acknowledge that they have read, understood, and accepted the principles, values, behaviors, roles, responsibilities, and operating norms defined in this Team Charter.

Each team member commits to:

- Performing their assigned role in accordance with approved governance, plans, and controls
- Adhering to professional standards of conduct, collaboration, and accountability
- Complying with all security, confidentiality, and information-handling requirements
- Following approved communication, decision-making, escalation, and change-control processes
- Supporting a culture of transparency, discipline, and continuous improvement

This acceptance represents an individual and collective commitment to work in alignment with the project's objectives and governance framework. The Team Charter is binding for the duration of a team member's involvement in the project and remains in effect until formally updated or superseded through approved change control.

Failure to comply with the commitments outlined in this Team Charter may result in corrective action, reassignment, or removal from the project team in accordance with applicable organizational policies.

Team Charter Acknowledgement:

All project team members are required to sign this acknowledgement.

Name	Role	Signature	Date
Mr. Reshtin, PMP®	Project Manager		
	PMO Representative		
	Deputy Project Manager / Controls Lead		
	Workstream Lead		
	Quality Manager		
	Risk Manager		
	Security Manager		
	Contract / Commercial Manager		
	Procurement Manager		
	Finance Manager / Cost Controller		
	Scheduler / Planning Engineer		
	Document Control / Configuration Manager		
	Training & Capacity Building Lead		

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Name	Role	Signature	Date
	Testing & Commissioning Manager		
	Operations Liaison / Transition Manager		
	HSE Manager		
	Other Team Member (as applicable)		

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Page **17** of **17**