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**Kingdom of Bahrain
Ministry of Works**

**Project Management System
Directives**

**REFERENCE: PMO-WI-004
REVISION: 1**

Reference:	PMO-WI-003
Rev:	1
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DOCUMENT CONTROL

Revision History

DATE	REV#	SECTION	CHANGE BY	DESCRIPTION OF CHANGE
15-Dec-09	0		Georges B. Abrial (PMO)	Initial release
18-Mar-10	1	-PMS Directives -Classification PMS Directives -1.2.1 BI lifecycle -1.2.2 Construction -1.2.3 S&M	Saliha Ismail (PMO) Hammad Khaliq	-Replace PM Directives to PMS Directives -Pg#4 Summarize PMS Policy and Removed Governance Roles & Resp. -Pg#5,6,7 Incorporating Origination Phase in the table -Replaced <i>Tender & Award (Consultation)</i> to <i>Consultant Selection</i> -Replaced <i>Construction Implementation</i> to <i>Implementation</i> -Replaced <i>Tender & Award (Procurement Implementation)</i> to <i>Tender & Award</i>

Reviewed by	Role	Date
Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya	PMO	April, 2010

Approved by	Date	Signature
PMO Board	September, 2010	

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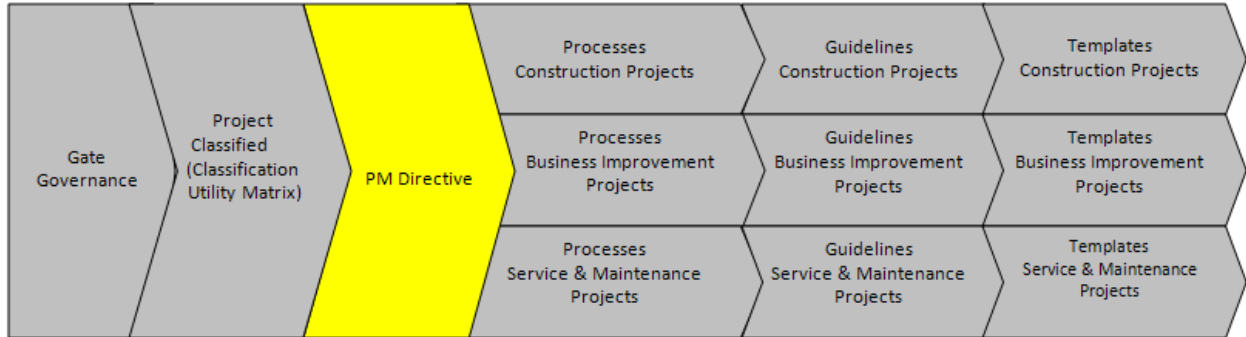
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Classification – PMS Directives



1.1 PMS Policy

The PMS policy forms the central component of the MoW and must be adopted by all departments and agencies of the Ministry as the basis for applying project management practices as a core competency of the organization. Some of the key tenets are summarized in Chapter 2: Governance, Roles and Responsibilities.

1.2 PMS Directives

The following tables detail the mandatory project artefacts and activities each MoW project must use for each project life cycle and project classification.

LEGEND	
Required	●
Required when applicable	□
Optional	⊙
Not Required	✕

1.2.1 Business Improvement Project Life Cycle:

Appendix 1 - Project Classification Requirements Matrix - Business Improvement Project Type			
Phase 0 - Origination			
Project Activity/Outcomes	Class A	Class B	Class C
Business Case	●	□	⊙
Approved Project List with Budget figures			
Project Sponsor Identified	●	●	●
Application to MoF for budget	●	●	⊙
Phase 1 - Initiation -Project Activity/Outcomes	Class A	Class B	Class C
MOF Approval	●	□	x
Financial & Technical Approval	□	□	x
Project Charter	●	●	●
Preliminary Scope Statement	●	●	x
Project Classified	●	●	●
Project Steering Committee Appointed	●	□	x
Project Manager Assigned	●	●	●
Phase 2 - Consultant Selection Project Activity/Outcomes	Class A	Class B	Class C
Tender for Consultant	□	□	x
Phase 3 - Planning Project Activity/Outcomes	Class A	Class B	Class C
Project Execution Plan	●	●	●
ProjectScope Statement	●	●	●
Work Breakdown Structure	●	●	●
Organizational Breakdown Structure	●	⊙	x
Project Schedule	●	●	●
Human Resources Management Plan	●	●	●
Risk Management Plan	●	●	●
Project Cost Estimate & Cost Management Plan	●	●	●
Budget Request (Forms 1801 &1803 if applicable)	●	●	●
Communications Management Plan	●	●	⊙
Quality Management Plan	●	●	●
Project Audit Plan	●	□	x
Procurement Management Plan	●	●	□
O & M Manual Requirements	●	●	□
Phase 4 - Analysis / Design Project Activity/Outcomes	Class A	Class B	Class C
Develop Relationship Map	□	□	x
Develop As-Is and To-Be Process Maps	□	□	x
Detailed Design Specifications	□	□	x
Performance Criteria Measures	□	□	x
Phase 5 - Tender & Award Project Activity/Outcomes	Class A	Class B	Class C
MOWH Tender Approval Procedures	●	●	x
Phase 6 - Implementation / Training Project Activity/Outcomes	Class A	Class B	Class C
Project Status Report	●	●	●
Risk Register/Manage Risks	●	●	●
Issue Log/Manage Issues	●	●	●
Change Requests Management	●	●	●
Track Project Schedule	●	●	●
Track Project Cost	●	●	●
Project Procurement Management	●	□	□
Quality Assurance & Control	●	●	●
Manage Organizational Change	●	●	□
Contract Administration	●	□	□
O & M Manuals	●	□	□
Testing (Pilots, Dry-runs or User Acceptance)	□	□	□
Continuous Improvement System	□	□	x
Prepare User Acceptance Report	□	□	x
Transition Planning	●	□	x
Integrated Controlled Introduction	□	□	□
Phase 7 - Close-Out Project Activity/Outcomes	Class A	Class B	Class C
Training & Coaching	●	●	□
Deployment	●	□	x
Project deliverable acceptance and sign-off	●	●	●
Project financial & administrative closure	●	●	●
Project Lessons Learnt	●	●	●
General Release/Transition of ownership	●	●	□
Post-Implementation Review	●	●	⊙
Classification: Class A: Large Projects	Symbols: ● = Required		

1.2.2 Service & Maintenance Project lifecycle

Appendix 1 - Project Classification Requirements Matrix - Service & Maintenance Project Type			
Phase 0 - Origination			
Project Activity/Outcomes	Class A	Class B	Class C
Business Case	●	□	⊙
Approved Project List with Budget figures			
Project Sponsor Identified	●	●	●
Application to MoF for Budget	●	●	⊙
Phase 1 - Initiation Project Activity/Outcomes	Class A	Class B	Class C
MOF Approval	●	□	x
Financial & Technical Approval	□	□	x
Project Charter	●	●	●
Preliminary Scope Statement	●	●	x
Project Classified	●	●	●
Project Steering Committee Appointed	●	□	x
Project Manager Assigned	●	●	●
Site Inspection	□	□	□
Phase 2 - Consultant Selection Project Activity/Outcomes	Class A	Class B	Class C
Select Consultant: MOWH Consultant Tendering Process	□	□	x
Phase 3 - Planning Project Activity/Outcomes	Class A	Class B	Class C
Project Execution Plan	●	●	●
Project Scope Statement	●	●	●
Work Breakdown Structure	●	●	●
Organizational Breakdown Structure	●	⊙	x
Project Schedule	●	●	●
Human Resources Management Plan	●	●	●
Risk Management Plan	●	●	●
Project Cost Estimate & Cost Management Plan	●	●	●
Budget Request (Forms 1801 & 1803 if applicable)	●	●	●
Communications Management Plan	●	●	⊙
Quality Management Plan	●	●	●
Project Audit Plan	●	□	x
Procurement Management Plan	●	●	□
Technical Survey	●	□	x
O & M Manual Requirements	●	●	□
Phase 4 - Analysis / Design Project Activity/Outcomes	Class A	Class B	Class C
Design, Drawings & Specifications	●	□	x
Performance Specifications	●	●	x
Surveys/Assessments	□	□	x
Bills of Quantities (BOQ)	●	●	x
Work Methodology Specifications	●	●	x
Request for Permits	□	□	x
MoF /CED Approval	□	□	x
Prequalification of Contractors/Products/Manufacturers	□	□	x
Work Order Authorization	●	●	x
Phase 5 - Tender & Award -- Project Activity/Outcomes	Class A	Class B	Class C
MOWH Tender Approval Procedures	●	●	x
Phase 6 - Implementation Project Activity/Outcomes	Class A	Class B	Class C
Project Status Report	●	●	●
Risk Register/Manage Risks	●	●	●
Issue Log/Manage Issues	●	●	●
Change Requests Management	●	●	●
Track Project Schedule	●	●	●
Track Project Cost	●	●	●
Project Procurement Management	●	□	□
Quality Assurance & Control	●	●	●
Manage Organizational Change	●	●	□
Contract Administration	●	□	□
Operations & Maintenance Manual	●	□	x
As-built Drawings	●	●	x
Method Statement of Work	●	●	x
Training & Coaching	●	□	□
User Acceptance Report	●	●	□
Inspection, Testing & Commissioning	●	●	□
Transition Planning	●	●	□
Phase 7 - Close-Out Project Activity/Outcomes	Class A	Class B	Class C
Project Scope Statement	●	●	●
Work Completion Form	●	●	●
Final Completion Certificate	●	●	□
Sponsor & Client Sign-off	●	●	●
Project financial & administrative closure	●	●	●
Project Lessons Learnt	●	●	●
General Release/Transition of ownership	●	●	□
Post-Implementation Review	●	●	⊙

Classification:

Symbols:

1.2.3 Construction Project Life Cycle:

Project Classification Requirements Matrix - Construction Project Type				
Phase 0 - Origination	Project Activity/Outcomes	Class A	Class B	Class C
Business Case				
	Approved Project List with Budget figures	●	●	□
	Project Sponsor Identified	●	●	●
	Application to MoF for budget	●	●	●
Phase 1 - Initiation	Project Activity/Outcomes	Class A	Class B	Class C
	MOF Letter of Approval	●	□	x
	Technical Approval	□	□	x
	Project Charter	●	●	●
	Preliminary Scope Statement	●	●	x
	Project Classified	●	●	●
	Project Steering Committee Appointed	●	□	x
	Project Manager Assigned	●	●	●
	Site Selection	●	●	x
Phase 2 - Planning	Project Activity/Outcomes	Class A	Class B	Class C
	Project Execution Plan	●	●	●
	Project Scope Statement	●	●	●
	Work Breakdown Structure	●	●	●
	Organizational Breakdown Structure	●	●	x
	Project Schedule	●	●	●
	Human Resources Management Plan	●	●	●
	Risk Management Plan	●	●	●
	Project Cost Estimate & Cost Management Plan	●	●	●
	Budget Request (Forms 1801 & 1803 if applicable)	●	●	●
	Communications Management Plan	●	●	⊙
	Quality Management Plan	●	●	●
	Project Audit Plan	●	●	x
	Procurement Management Plan	●	●	□
	Utilities Planning	●	●	□
	Technical Survey	●	□	x
	O & M Manual Requirements	●	●	□
Phase 3 - Consultant Selection	Project Activity/Outcomes	Class A	Class B	Class C
	Tender for Consultant	□	□	x
Phase 4 - Analysis / Design	Project Activity/Outcomes	Class A	Class B	Class C
	Design, Drawings & Specifications	●	□	x
	Performance Specifications	●	●	x
	Surveys/Assessments	□	□	x
	Request for Permits	□	□	x
	Wayleave	□	□	x
	Bills of Quantities (BOQ)	●	●	x
Phase 5 - Tender & Award	Project Activity/Outcomes	Class A	Class B	Class C
	MOWH Tender Approval Procedures	●	●	□
Phase 6 - Implementation	Project Activity/Outcomes	Class A	Class B	Class C
	Project Status Report	●	●	●
	Risk Register/Manage Risks	●	●	●
	Issue Log/Manage Issues	●	●	●
	Change Requests Management	●	●	●
	Track Project Schedule	●	●	●
	Track Project Cost	●	●	●
	Project Procurement Management	●	□	□
	Quality Assurance & Control	●	●	●
	Manage Organizational Change	●	●	□
	Contract Administration	●	□	△
	As-built Drawings	●	●	x
	Quantity Surveys/Assessment Studies	□	□	x
	Coordinate with Utilities	□	□	x
	Operations & Maintenance Manual	●	●	□
	Training & Coaching	●	●	□
	Inspection, Testing & Commissioning	●	●	□
	User Acceptance Report	●	●	□
	Transition Planning	●	●	□
Phase 7 - Close-Out	Project Activity/Outcomes	Class A	Class B	Class C
	Final Inspection	●	●	□
	Work Completion Form	●	●	●
	Final Completion Certificate	●	●	□
	Contract Close-out	●	●	□
	Sponsor & Client Sign-off	●	●	●
	Project financial & administrative closure	●	●	●
	Project Lessons Learnt	●	●	●
	General Release/Transition of ownership	●	●	□
	Post-Implementation Review	●	●	⊙
Classification:		Symbols:		