



Alavipour
Construction Engineering
and Management Institute

August 3, 2026

Dear Ms. Zand:

ACEMI thanks you for participating in the *“Instructions to Substantiate Equitable Adjustments of Time”* course for 3 hours. ACEMI congratulates you on achieving the **“Certificate of Participation”** for this course and wishes you the best in your career path. You are well on your way.

P.S. **“Certificate of Participation”** is given to attendees only for participating in professional courses and workshops.

Sincerely,

S. M. Reza Alavipour, PhD, CMAA Authorized Trainer, PMP, CMIT
CEO,
Alavipour Construction Engineering and Management Institute (ACEMI)

Enclosures: Certificate of Participation



CERTIFICATE OF PARTICIPATION

The Alavipour Construction Engineering and Management Institute (ACEMI) Presents this certificate to:

Akram Zand

For participating in the

Instructions to Substantiate Equitable Adjustments of Time

Hours: 3

Date: August 3, 2026

Credential ID: CP-ev425-11119-2293

Reza Alavi



S. M. Reza Alavipour, CEO, PhD, PMP, CMIT

