



Project Initiation Document (PID) for the SFCMM Project

St. Francis Chapel MUARIK

ABSTRACT

This new facility aims to provide an appropriate space for worship, community activities, and outreach programs, addressing the current limitations of the existing space at MUARIK.

Peter Kizza

[Course title]

Project Title: St. Francis Chapel Makerere, MUARIK Construction

Project Overview:

- **Objective:** Construct a new church building to accommodate 1,000 ¹of worshippers.
- **Scope:** Design, permit acquisition, and construction of the church building and associated facilities.
- **Duration:** January 1, 2024, to December 31, 2026

Stakeholders:

1. **Project Sponsor:** Rev. Dr. Lydia Kitayimbwa
2. **Project Manager:** Mr. Makuma Henry
3. **Architect:** TBD
4. **Contractor:** TBD
5. **Local Authorities:** KCCA, Makerere University

Project Deliverables:

1. Approved Architectural plans.
2. Necessary permits and approvals obtained.
3. Constructed church building.
4. Interior finishing and landscaping.

Project Milestones:

1. **Design Approval:** May 2024
2. **Permit Acquisition:** March 2024
3. **Construction Commencement:** July 2024
4. **Substantial Completion:** June 2026
5. **Final Completion:** December 2026

Budget:

- **Total Budget:** UGX 1bn
- **Allocations:**
 - Design and Architectural: TBD
 - Construction: TBD
 - Contingency: TBD

¹ Caters for 20% growth per-annum for 5yrs.

Business Case:

Executive Summary:

This business case advocates for the construction of a dedicated church building for St. Francis Chapel MUARIK. The new facility aims to provide an appropriate space for worship, community activities, and outreach programs, addressing the current limitations of the existing space.

Objectives:

1. **Facility Expansion:** Construct a dedicated church building to accommodate the growing congregation and enhance the worship experience.
2. **Community Engagement:** Create a centralized hub for community activities, events, and outreach programs, fostering a stronger sense of fellowship.
3. **Ministry Growth:** Support the expansion of various ministries and services by providing adequate space for meetings, classes, and administrative functions.

Current Situation:

The congregation of St. Francis chapel in MUARIK, currently operates in a shared space, limiting its ability to grow and conduct activities effectively. The existing facility lacks the necessary amenities for a modern church and does not adequately support the congregation's needs.

Solution Overview:

The proposed construction project involves developing a purpose-built church facility. Key features include:

1. **Worship Space:** A dedicated area for worship services with modern audio-visual equipment and comfortable seating for the congregation.
2. **Multipurpose Rooms:** Flexible spaces for community events, educational programs, and various ministry activities.
3. **Administrative Offices:** Offices for church staff, meeting rooms, and other administrative facilities to support day-to-day operations.
4. **Outreach Center:** A designated area for community outreach programs, counseling services, and support initiatives.

Benefits:

1. **Increased Capacity:** The new building will provide ample space to accommodate the current congregation and allow for future growth.
2. **Enhanced Worship Experience:** A purpose-built worship space with modern facilities will enhance the overall worship experience for the congregation.
3. **Community Impact:** The construction of a dedicated facility will position St. Francis Chapel MUARIK as a central hub for community engagement, outreach, and support.

Costs:

- **Construction Costs:** UGX TBD for the building, including materials, labor, and permits.
- **Furnishing and Equipment:** UGX TBD for furniture, fixtures, and audio-visual equipment.
- **Contingency Fund:** 10% of the total construction cost for unforeseen expenses.

Return on Investment (ROI):

While the return on investment for a church building is primarily non-monetary, the benefits include increased community impact, congregation growth, and enhanced outreach capabilities. Tangible benefits may include increased donations and offerings over time.

Risks and Mitigation:

Potential risks include construction delays, cost overruns, and community resistance. Mitigation strategies involve hiring reputable contractors, conducting thorough risk assessments, and engaging with the community in the planning process. (refer to risks section for detailed outline of risks)

Implementation Plan:

- **Phase 1 (Months 1-3):** Design and approval of architectural plans.
- **Phase 2 (Months 4-9):** Construction phase, including groundbreaking and building construction.
- **Phase 3 (Months 10-12):** Interior finishing, furniture setup, and final inspections.

Alternatives:

Considered alternatives include renovating the existing space or rent facilities. However, constructing a purpose-built church building is deemed the most sustainable and impactful solution for St. Francis Chapel MUARIK.

Stakeholder Analysis:

Stakeholders include the church congregation, leadership, local community members, and contractors involved in the construction. Clear communication and involvement in the planning process will address the concerns and expectations of each group.

Conclusion:

The construction of a dedicated church building aligns with the strategic goals of St. Francis Chapel MUARIK, providing the necessary infrastructure to support growth, community engagement, and ministry expansion.

Governance:

The approved Steering Committee is outlined below:

S/N	Role	Proposed Member	Description of Role
1	Chairperson	Chaplain	Overall, the chairperson is responsible for guiding the project to successful completion while keeping the congregation informed, engaged, and supportive throughout the building process.
2	Vice Chairperson	<ul style="list-style-type: none">Mr. Peter KizzaEng. Justus Akankwasa	Assists the chairperson Eng, Akankwasa will provide support to the Chaplain on technical matters.
3	Pastoral/Spiritual Leader	All SFC Clergy	Patrol spiritual leaders involved in a church building project typically focus on providing spiritual guidance, support, and fostering a sense of community among project participants. They may also assist in fundraising efforts, offer prayers for the project's success, and ensure that the construction aligns with the

S/N	Role	Proposed Member	Description of Role
			church's values and mission. Additionally, they may provide pastoral care to individuals affected by the project and promote a collaborative and harmonious atmosphere throughout the building process.
4	Architect	<ul style="list-style-type: none"> Arch. Jesse Tukacungurwa (in the event that he is not interested in bidding for the project) Mr. Joshua Afema Agaba 	the architect is responsible for translating the church's vision into a physical space, ensuring that it meets both aesthetic and functional requirements while adhering to budget constraints and regulatory standards.
5	Project Manager	Mr. Makuma Henry	Overall, the project manager is responsible for ensuring the successful and timely completion of the church building project while managing resources, communication, and potential challenges. They play a pivotal role in bringing together various stakeholders and overseeing the project from inception to completion.
6	Finance Committee (*)ⁱ	<ul style="list-style-type: none"> Mr. Samuel Mugarura Dr. Godfrey Siu Prof. Mnason Tweheyo Mr. David Onzima A quantity surveyor (to be hired) 	The financial expert's role is critical in maintaining fiscal responsibility throughout the church building project, ensuring financial transparency, and facilitating effective decision-making by providing accurate and timely financial information to project stakeholders.
7	Legal Advisor (*)	<ul style="list-style-type: none"> Mr. Titus Bitebekezi 	The legal advisor's role is to provide comprehensive legal support, minimize legal risks, and ensure that

S/N	Role	Proposed Member	Description of Role
		<ul style="list-style-type: none"> Mr. <TBD> 	<p>the church building project is conducted in a lawful and ethical manner. Their expertise helps protect the interests of the church and ensures compliance with the complex legal landscape surrounding construction projects.</p> <p>Top of Form</p>
8	Building Committee	<ul style="list-style-type: none"> Eng. Sandra Barekye Mrs. Edith Tusubira Prof. Mnason Tweheyo 	The building committee plays a vital role in steering the church building project, representing the congregation's interests, and ensuring that the new facility aligns with the community's vision and needs. Their collaboration with various stakeholders helps create a sense of ownership and unity throughout the construction process.
9	Community Liaison	<ul style="list-style-type: none"> Dr. Tony Obua Prof. Phenihase Tukamuhabwe 	The community liaison plays a critical role in ensuring that the church building project is seen as a positive force in the local community, promoting transparency, inclusivity, and collaboration throughout the construction process.
10	Environment & Sustainability Liaison (*)	<ul style="list-style-type: none"> Ms. Ann Kikunwa Ms. Dorcus Letasi 	The Environment and Sustainability Liaison plays a crucial role in ensuring that the church building project aligns with principles of environmental responsibility and sustainability. By integrating these considerations into the construction process, the liaison contributes to the long-term well-being of both the church community and the surrounding environment.
11	Communications & Public Relations	<ul style="list-style-type: none"> Dr. Amon Mwene Mr. Peter Kizza 	The Communications and Public Relations role is crucial for building a positive public image, fostering community engagement, and ensuring transparent communication

S/N	Role	Proposed Member	Description of Role
			throughout the church building project.
12	Project Support	<ul style="list-style-type: none"> Mrs. Martha Muwanguzi Ms. Sarah Munezero 	The Project Support role is crucial for maintaining the organizational and operational aspects of a church building project. By providing administrative assistance, logistical coordination, and support to various project functions, this role contributes to the overall success and efficiency of the project.



Detailed description of roles:

Title: Chairperson

The chairperson plays a crucial role in overseeing and coordinating various aspects of the project.

Responsibilities:

1. Leadership and Decision Making:

- Provide overall leadership and direction for the project.
- Make key decisions in collaboration with the project team and stakeholders.

2. Project Planning:

- Develop and oversee the project plan, including timelines, milestones, and budget.
- Ensure that the project aligns with the church's vision and goals.

3. Communication:

- Facilitate effective communication between different stakeholders, including church members, construction professionals, and relevant authorities.
- Keep the congregation informed about the progress, challenges, and successes of the project.

4. Fundraising:

- Work with the finance committee and other stakeholders to secure necessary funding for the project.
- Develop and implement fundraising strategies to meet budget requirements.

5. Collaboration:

- Collaborate with architects, contractors, and other professionals involved in the project.
- Foster a positive and cooperative working environment among the project team.

6. Risk Management:

- Identify potential risks and develop strategies to mitigate them.
- Ensure compliance with relevant regulations and codes.

7. Congregational Involvement:

- Engage and involve the church congregation in the building project.
- Solicit input and feedback from the community to ensure their needs and preferences are considered.

8. Problem-Solving:

- Address any challenges or conflicts that may arise during the construction process.
- Seek solutions and keep the project moving forward.

9. Quality Control:

- Oversee the quality of construction work to ensure it meets the church's standards and specifications.

10. Reporting:	<ul style="list-style-type: none"> • Provide regular updates to the church leadership and congregation on the status of the project. • Present financial reports and progress reports as needed.
11. Completion and Dedication:	<ul style="list-style-type: none"> • Coordinate the project's completion and any dedication ceremonies or events. • Ensure a smooth transition from construction to the active use of the new church facility.

Title: Pastoral/Spiritual Leader

The Pastoral/Spiritual Leader role extends beyond the traditional pastoral duties to encompass overseeing and nurturing the spiritual well-being of the community during the construction phase.

Responsibilities:

1. Spiritual Guidance:	<ul style="list-style-type: none"> • Provide spiritual guidance and support to the congregation throughout the building project. • Conduct regular worship services, prayers, and special ceremonies related to the construction process.
2. Community Engagement:	<ul style="list-style-type: none"> • Foster a sense of unity and community among the congregation during the building project. • Organize community-building events, fostering a supportive atmosphere among members.
3. Communication:	<ul style="list-style-type: none"> • Effectively communicate the vision and purpose of the building project to the congregation, ensuring alignment with the church's mission and values. • Address any spiritual concerns or questions related to the construction process.
4. Counseling and Support:	<ul style="list-style-type: none"> • Offer pastoral counseling and emotional support to individuals or families affected by the changes and challenges associated with the construction. • Facilitate support groups or pastoral care sessions as needed.
5. Collaboration with Project Team:	

- Work collaboratively with the building project team, including architects, contractors, and project managers.
- Provide input on the design elements that contribute to the spiritual atmosphere of the new church space.

6. Celebrations and Milestones:

- Coordinate and lead celebrations or milestones related to the construction progress, fostering a sense of achievement and gratitude within the congregation.

7. Stewardship:

- Encourage responsible stewardship of resources, both financial and material, emphasizing the importance of the building project as a tool for ministry.

Title: Architect

The architect plays a crucial role in designing and overseeing the construction of the facility. Their responsibilities include:

Responsibilities:

1. Programming and Needs Assessment:

- Work with church leaders to understand the functional requirements and vision for the new building.
- Conduct a needs assessment to determine the specific spaces and features required.

2. Conceptual Design:

- Develop initial design concepts that align with the church's mission and aesthetic preferences.
- Present design options for feedback and approval.

3. Detailed Design Development:

- Refine the chosen design concept into detailed architectural drawings.
- Collaborate with engineers and other specialists to ensure technical feasibility.

4. Regulatory Compliance:

- Ensure that the design complies with local building codes, zoning regulations, and other legal requirements.
- Obtain necessary permits for construction.

5. Cost Estimation:

- Work with cost estimators to develop a budget based on the design.
- Provide guidance on cost-saving measures without compromising quality.

6.	Construction Documents:	<ul style="list-style-type: none"> • Prepare detailed construction drawings and specifications for contractors. • Clearly communicate design intent and technical requirements.
7.	Contractor Selection:	<ul style="list-style-type: none"> • Assist the church in selecting contractors through a competitive bidding process or negotiations. • Review contractor qualifications and proposals.
8.	Construction Administration:	<ul style="list-style-type: none"> • Oversee the construction process to ensure that the project is executed according to the design. • Conduct site visits to monitor progress and address any issues that may arise.
9.	Quality Control:	<ul style="list-style-type: none"> • Ensure that the construction work meets the design specifications and quality standards. • Address any deviations or deficiencies promptly.
10.	Communication and Collaboration:	<ul style="list-style-type: none"> • Maintain open communication with the church leadership, contractors, and other stakeholders. • Collaborate with engineers, interior designers, and other consultants to integrate various aspects of the project.
11.	Adaptability and Problem-Solving:	<ul style="list-style-type: none"> • Be adaptable and responsive to changes during the construction phase. • Solve design or construction-related problems in a timely and efficient manner.
12.	Interior Design Coordination:	<ul style="list-style-type: none"> • Coordinate with interior designers to ensure a cohesive and functional interior space that aligns with the overall design.
13.	Accessibility and Inclusivity:	<ul style="list-style-type: none"> • Ensure that the design incorporates accessibility features to accommodate individuals with disabilities. • Consider inclusivity in design elements to meet the diverse needs of the congregation.
14.	Post-Construction Evaluation:	<ul style="list-style-type: none"> • Conduct a post-construction evaluation to assess the success of the project and identify any areas for improvement.

Title: Project Manager

The project manager plays a critical role in overseeing and coordinating all aspects of the project. Their responsibilities encompass various stages, from planning to completion.

Responsibilities:

1.	Project Planning:	
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	<ul style="list-style-type: none"> • Develop a comprehensive project plan that includes timelines, milestones, and tasks. • Define project scope, objectives, and deliverables in collaboration with stakeholders.
2.	Budget Management: <ul style="list-style-type: none"> • Develop and manage the project budget, including cost estimation and tracking. • Monitor expenses and ensure that the project stays within budget constraints.
3.	Risk Management: <ul style="list-style-type: none"> • Identify potential risks and develop strategies to mitigate them. • Regularly assess and update the risk management plan throughout the project.
4.	Team Leadership: <ul style="list-style-type: none"> • Assemble and lead a project team, including contractors, architects, and other professionals. • Foster a collaborative and positive working environment among team members.
5.	Communication: <ul style="list-style-type: none"> • Facilitate effective communication among project team members, church leadership, and other stakeholders. • Provide regular updates on project progress, challenges, and milestones.
6.	Contractor Management: <ul style="list-style-type: none"> • Select and manage contractors, ensuring they adhere to project timelines and specifications. • Coordinate with contractors to address issues and ensure quality control.
7.	Timeline Management: <ul style="list-style-type: none"> • Develop and manage a project schedule, ensuring that tasks are completed on time. • Monitor progress and adjust timelines as necessary.
8.	Quality Control: <ul style="list-style-type: none"> • Implement and oversee quality control measures to ensure that construction meets specified standards. • Conduct regular inspections to verify workmanship and compliance with plans.
9.	Problem-Solving: <ul style="list-style-type: none"> • Address any issues or conflicts that arise during the construction process. • Work collaboratively with the project team to find solutions to challenges.
10.	Permitting and Regulatory Compliance: <ul style="list-style-type: none"> • Ensure that all necessary permits are obtained for construction. • Ensure compliance with local building codes and regulations.
11.	Safety Management: <ul style="list-style-type: none"> • Implement and enforce safety protocols to ensure a secure work environment. • Regularly assess and address safety concerns on the construction site.

12.	Documentation:	<ul style="list-style-type: none"> • Maintain detailed project documentation, including contracts, change orders, and correspondence. • Keep accurate records of project expenses and approvals.
13.	Client Satisfaction:	<ul style="list-style-type: none"> • Collaborate with church leadership to understand their expectations and ensure satisfaction. • Address concerns promptly and work towards meeting project goals.
14.	Closeout and Handover:	<ul style="list-style-type: none"> • Coordinate the project closeout, ensuring all aspects are completed to satisfaction. • Facilitate the smooth handover of the completed project to the church.
15.	Post-Construction Evaluation:	<ul style="list-style-type: none"> • Conduct a post-construction evaluation to assess the success of the project and gather feedback for improvement.

Title: Finance Committee

The financial committee is responsible for managing the financial aspects of the project, ensuring that it stays within budget, and maximizing the efficient use of resources. Their responsibilities may include:

Responsibilities:

1.	Budget Development:	<ul style="list-style-type: none"> • Work with church leadership and project stakeholders to develop a realistic and comprehensive budget for the building project. • Identify and allocate funds for various aspects of the construction, including design, permits, materials, labor, and contingency.
2.	Financial Planning and Forecasting:	<ul style="list-style-type: none"> • Conduct financial planning and forecasting to anticipate and address potential financial challenges. • Provide insights on the financial implications of different project decisions.
3.	Fundraising Strategy:	<ul style="list-style-type: none"> • Collaborate with the fundraising committee to develop and implement a fundraising strategy. • Identify potential funding sources, including donations, grants, loans, and other financial instruments.
4.	Grant Applications:	<ul style="list-style-type: none"> • Assist in preparing and submitting grant applications to relevant foundations, organizations, or government entities. • Ensure compliance with grant requirements and reporting.
5.	Financial Analysis:	<ul style="list-style-type: none"> • Perform financial analysis to evaluate the financial feasibility of the project.

	<ul style="list-style-type: none"> Assess the impact of project decisions on the budget and financial health of the church.
6.	Risk Management: <ul style="list-style-type: none"> Identify financial risks associated with the project and develop strategies to mitigate them. Monitor financial risks throughout the project and adjust strategies as needed.
7.	Cash Flow Management: <ul style="list-style-type: none"> Manage cash flow to ensure that funds are available when needed. Forecast cash flow requirements and plan accordingly.
8.	Financial Reporting: <ul style="list-style-type: none"> Provide regular financial reports to church leadership and project stakeholders. Keep stakeholders informed about the financial status of the project, including income, expenses, and any variances from the budget.
9.	Compliance and Audit: <ul style="list-style-type: none"> Ensure compliance with financial regulations, accounting standards, and any legal requirements. Coordinate with auditors to facilitate financial audits if required.
10.	Contract and Vendor Management: <ul style="list-style-type: none"> Work with the project manager to manage contracts and vendor agreements. Verify that payments to contractors and vendors are in accordance with contractual agreements.
11.	Cost Control: <ul style="list-style-type: none"> Implement measures to control and reduce project costs where possible. Review and approve expenditures to ensure they align with the budget.
12.	Financial Documentation: <ul style="list-style-type: none"> Maintain accurate financial records, including invoices, receipts, and financial statements. Organize and archive financial documentation for future reference and auditing.
13.	Advisory Role: <ul style="list-style-type: none"> Provide financial advice to church leadership and project stakeholders. Advise on financial strategies to optimize the use of resources and achieve project goals.
14.	Contingency Planning: <ul style="list-style-type: none"> Develop contingency plans for unforeseen financial challenges. Ensure that the project has adequate reserves to address unexpected expenses.
15.	Closeout Financials: <ul style="list-style-type: none"> Coordinate the financial aspects of project closeout, ensuring all financial obligations are met. Prepare final financial reports and summaries.

Title: Legal Advisor

The legal advisor plays a crucial role in providing legal guidance and ensuring that the project complies with relevant laws and regulations. Their responsibilities include:

Responsibilities:

1. **Contract Review and Negotiation:**
 - Review and negotiate contracts with architects, contractors, and other vendors.
 - Ensure that contracts are fair, legal, and protect the interests of the church.
2. **Risk Assessment:**
 - Identify and assess legal risks associated with the project.
 - Provide guidance on risk mitigation strategies.
3. **Regulatory Compliance:**
 - Ensure that the project complies with local building codes, zoning regulations, and other legal requirements.
 - Obtain necessary permits and approvals for construction.
4. **Environmental Compliance:**
 - Assess and address any environmental regulations or considerations applicable to the construction site.
 - Ensure compliance with environmental laws.
5. **Contractor Licensing and Qualifications:**
 - Verify that contractors and vendors are properly licensed and qualified.
 - Ensure compliance with any licensing requirements.
6. **Dispute Resolution:**
 - Advise on dispute resolution mechanisms and assist in resolving legal conflicts that may arise during the project.
 - Represent the church's interests in negotiations or legal proceedings, if necessary.
7. **Insurance Coverage:**
 - Review insurance policies to ensure adequate coverage for potential risks.
 - Advise on any additional insurance requirements or adjustments.
8. **Liability Issues:**
 - Address liability concerns related to the construction process.
 - Provide guidance on minimizing legal exposure and liability.
9. **Change Orders and Amendments:**
 - Review and advise on change orders and contract amendments.
 - Ensure that any modifications to the project contracts are legally sound.
10. **Labor and Employment Law Compliance:**
 - Ensure compliance with labor laws and regulations, including fair labor practices.
 - Advise on employment-related legal issues that may arise during construction.

11.	Document Retention and Compliance:
	<ul style="list-style-type: none"> • Advise on document retention policies to ensure compliance with legal requirements. • Maintain records of all legal documents related to the project.
12.	Ethical and Legal Standards:
	<ul style="list-style-type: none"> • Ensure that the project adheres to ethical and legal standards. • Provide guidance on any ethical considerations that may arise during the project.
13.	Review of Project Documents:
	<ul style="list-style-type: none"> • Review project-related documents, including drawings, specifications, and reports, for legal accuracy. • Ensure that these documents comply with legal standards.
14.	Community and Neighbor Relations:
	<ul style="list-style-type: none"> • Address legal concerns related to community relations and interactions with neighbors. • Assist in resolving any legal issues that may arise from community objections or disputes.
15.	Closing and Handover:
	<ul style="list-style-type: none"> • Assist in the legal aspects of project closeout, ensuring that all legal obligations are met. • Facilitate the legal handover of the completed project to the church.

Title: Building Committee

The building committee plays a key role in representing the interests of the church community and overseeing various aspects of the project.

Responsibilities:

1.	Needs Assessment:
	<ul style="list-style-type: none"> • Work with the congregation and church leadership to assess the needs and requirements for the new building. • Identify specific spaces and features that will best serve the community.
2.	Budgeting and Financial Oversight:
	<ul style="list-style-type: none"> • Collaborate with finance committee to establish a realistic budget for the project. • Monitor and approve expenditures to ensure they align with the established budget.
3.	Fundraising:
	<ul style="list-style-type: none"> • Develop and implement fundraising strategies to secure necessary funds for the project. • Engage with the congregation and community to encourage financial support.
4.	Selection of Professionals:

	<ul style="list-style-type: none"> • Participate in the selection of key professionals, such as architects, project managers, and contractors. • Review proposals and make recommendations to church leadership.
5.	Design Input: <ul style="list-style-type: none"> • Provide input on the design of the new building to ensure it aligns with the needs and preferences of the congregation. • Collaborate with the architect to incorporate the community's vision into the design.
6.	Communication: <ul style="list-style-type: none"> • Maintain open communication with the congregation, keeping them informed about the project's progress and milestones. • Address any concerns or questions from the community regarding the building project.
7.	Approval Processes: <ul style="list-style-type: none"> • Review and approve key project decisions, such as design changes, contracts, and major expenditures. • Ensure that all decisions align with the overall goals and vision of the church.
8.	Timeline Oversight: <ul style="list-style-type: none"> • Monitor the project timeline and milestones to ensure that the construction progresses according to the established schedule. • Address any delays or issues that may arise.
9.	Community Engagement: <ul style="list-style-type: none"> • Engage with the broader community to build support for the project. • Address any concerns or objections from neighbors and work to maintain positive relationships.
10.	Coordination with Church Leadership: <ul style="list-style-type: none"> • Provide regular updates to church leadership on the status of the project. • Collaborate with the pastor, board, or other leadership entities to ensure alignment with the church's overall mission.
11.	Stakeholder Involvement: <ul style="list-style-type: none"> • Involve key stakeholders, such as members of different ministries or groups within the church, in the decision-making process. • Seek input and feedback to ensure the project meets the diverse needs of the congregation.
12.	Conflict Resolution: <ul style="list-style-type: none"> • Address conflicts or disagreements within the committee or among stakeholders. • Work towards consensus and resolution to maintain a positive project environment.
13.	Regular Meetings: <ul style="list-style-type: none"> • Conduct regular committee meetings to discuss project updates, challenges, and decisions. • Ensure that all members are informed and engaged in the decision-making process.
14.	Post-Construction Celebration:

- Plan and organize celebrations or dedications to mark the completion of the building project.
- Recognize and appreciate the efforts of those involved in the project.

15. **Legacy Planning:**

- Consider the long-term impact of the building project on the church community.
- Plan for the ongoing maintenance, use, and potential future expansion of the facility.

Title: Community Liaison

The community liaison acts as a bridge between the church and the local community. Their responsibilities include fostering positive relationships, addressing concerns, and ensuring that the community is informed and engaged throughout the construction process.

Responsibilities:

1. **Communication:**

- Establish and maintain open lines of communication between the church and the local community.
- Provide regular updates on the project's progress, milestones, and any potential impacts on the community.

2. **Community Engagement:**

- Act as a representative of the church to engage with community members, neighbors, and local organizations.
- Organize community meetings, forums, or events to gather input and address concerns.

3. **Information Dissemination:**

- Disseminate accurate and timely information about the building project to the community.
- Distribute newsletters, flyers, or other communication materials to keep residents informed.

4. **Feedback Collection:**

- Actively seek feedback and input from community members regarding the building project.
- Address concerns and relay community perspectives to the church leadership and project team.

5. **Conflict Resolution:**

- Mediate and resolve conflicts between the church and the local community.
- Facilitate discussions to find common ground and solutions.

6. **Neighborhood Relations:**

- Build positive relationships with neighbors and local businesses.
- Address any disruptions caused by construction activities and work to minimize negative impacts.

7. **Cultural Sensitivity:**

	<ul style="list-style-type: none"> • Be aware of and sensitive to the cultural and social dynamics of the local community. • Consider community traditions, events, and customs in project planning.
8. Community Benefits:	<ul style="list-style-type: none"> • Identify opportunities for the church to contribute positively to the community. • Collaborate on initiatives that benefit both the church and the local residents.
9. Accessibility and Inclusivity:	<ul style="list-style-type: none"> • Ensure that the building project considers the needs of all community members, including those with disabilities. • Advocate for inclusive design elements that benefit the broader community.
10. Community Events:	<ul style="list-style-type: none"> • Organize events or activities that involve the community in the building project. • Provide opportunities for residents to visit the construction site or participate in project-related activities.
11. Environmental Impact Awareness:	<ul style="list-style-type: none"> • Communicate any potential environmental impacts of the construction to the community. • Work with the project team to address concerns and implement environmentally friendly practices.
12. Traffic and Parking Management:	<ul style="list-style-type: none"> • Coordinate with local authorities to manage traffic and parking issues during construction. • Provide information to residents about changes in traffic patterns or parking availability.
13. Safety Education:	<ul style="list-style-type: none"> • Communicate safety measures related to the construction site to the community. • Educate residents on potential hazards and precautions.
14. Crisis Communication:	<ul style="list-style-type: none"> • Develop a crisis communication plan to address any unexpected issues that may arise during the construction process. • Communicate effectively in times of crisis to maintain community trust.
15. Post-Construction Relationship Building:	<ul style="list-style-type: none"> • Foster ongoing positive relationships with the community after the construction is complete. • Address any remaining concerns and celebrate the successful completion of the project together.

Title: Environment & Sustainability Liaison

The role of an Environment and Sustainability Liaison involves ensuring that environmental considerations and sustainable practices are integrated into the construction process.

Responsibilities:

1.	Environmental Impact Assessment: <ul style="list-style-type: none">• Conduct an environmental impact assessment to identify potential impacts of the construction project on the surrounding ecosystem.• Evaluate and propose strategies to mitigate negative effects.
2.	Regulatory Compliance: <ul style="list-style-type: none">• Ensure compliance with local, regional, and national environmental regulations.• Obtain necessary permits and approvals related to environmental impact and sustainability measures.
3.	Sustainable Design Integration: <ul style="list-style-type: none">• Collaborate with architects and designers to integrate sustainable design principles into the building plans.• Recommend eco-friendly materials, energy-efficient systems, and green building practices.
4.	Waste Management: <ul style="list-style-type: none">• Develop and implement a waste management plan to minimize construction-related waste.• Promote recycling and responsible disposal of materials.
5.	Energy Efficiency: <ul style="list-style-type: none">• Advise on energy-efficient solutions for the building, such as energy-efficient lighting, HVAC systems, and insulation.• Explore renewable energy sources like solar or wind power.
6.	Water Conservation: <ul style="list-style-type: none">• Implement water conservation measures, such as low-flow plumbing fixtures and rainwater harvesting systems.• Explore landscaping practices that minimize water usage.
7.	Material Selection: <ul style="list-style-type: none">• Recommend environmentally friendly and sustainable materials for construction.• Consider factors like recycled content, durability, and the ecological footprint of materials.
8.	Biodiversity Protection: <ul style="list-style-type: none">• Identify and protect areas of ecological importance on the construction site.• Implement measures to minimize disruption to local flora and fauna.
9.	Carbon Footprint Reduction: <ul style="list-style-type: none">• Develop strategies to reduce the carbon footprint of the construction project.• Explore options for carbon offset programs or initiatives.
10.	Construction Site Ecology: <ul style="list-style-type: none">• Implement measures to protect and preserve the ecology of the construction site.• Consider the impact of construction activities on soil quality and vegetation.
11.	Sustainable Transportation:

	<ul style="list-style-type: none"> • Encourage and facilitate sustainable transportation options for construction workers. • Consider the impact of transportation-related emissions during the construction phase.
12.	Community Education: <ul style="list-style-type: none"> • Educate the local community about the sustainable features and practices incorporated into the building project. • Raise awareness about the church's commitment to environmental responsibility.
13.	Monitoring and Reporting: <ul style="list-style-type: none"> • Monitor the implementation of sustainable practices throughout the construction process. • Prepare reports on the project's environmental performance and share updates with stakeholders.
14.	Certification and Recognition: <ul style="list-style-type: none"> • Explore opportunities for environmentally friendly certifications, such as LEED (Leadership in Energy and Environmental Design) certification. • Seek recognition for the church's commitment to sustainability.
15.	Post-Construction Sustainability: <ul style="list-style-type: none"> • Develop a plan for the ongoing sustainability of the building post-construction. • Implement initiatives for energy conservation, waste reduction, and ongoing environmental stewardship.

Title: Communications & Public Relations

The Communications and Public Relations role is essential for managing information, building positive relationships, and maintaining a favorable public image.

Responsibilities:

1.	Information Dissemination: <ul style="list-style-type: none"> • Develop and implement a comprehensive communications strategy for the church building project. • Ensure timely and accurate dissemination of information about project milestones, updates, and important announcements to various stakeholders.
2.	Media Relations: <ul style="list-style-type: none"> • Cultivate relationships with local media outlets and journalists to secure positive coverage of the project. • Prepare press releases and media kits to announce key developments and events related to the building project.
3.	Stakeholder Engagement:

	<ul style="list-style-type: none"> Engage with and communicate regularly with different stakeholders, including the congregation, local community, government authorities, and project team members. Address inquiries, concerns, and feedback from stakeholders.
4.	Social Media Management: <ul style="list-style-type: none"> Manage and update the church's social media accounts to keep the online community informed about the project. Utilize social media platforms for engagement, updates, and community involvement.
5.	Website Management: <ul style="list-style-type: none"> Maintain an informative and user-friendly project section on the church's website. Regularly update the website with project news, images, and relevant information.
6.	Branding and Visual Identity: <ul style="list-style-type: none"> Ensure consistent branding and visual identity across all communication materials related to the building project. Create visually appealing and engaging content to promote the project.
7.	Community Outreach Programs: <ul style="list-style-type: none"> Organize community outreach programs to involve the local community in the project. Promote events, open houses, or informational sessions to build community support.
8.	Crisis Communication: <ul style="list-style-type: none"> Develop a crisis communication plan to address any negative publicity or unexpected issues that may arise. Provide transparent and timely communication during challenging situations.
9.	Internal Communication: <ul style="list-style-type: none"> Keep internal stakeholders, such as the building committee, project manager, and church leadership, informed about communication strategies and updates. Foster a collaborative and informed internal environment.
10.	Public Presentations: <ul style="list-style-type: none"> Prepare and deliver presentations about the building project to external groups, community organizations, and local authorities. Share project goals, progress, and benefits.
11.	Photography and Videography: <ul style="list-style-type: none"> Arrange for high-quality photographs and videos that showcase the various stages of the construction process. Use visual content to tell a compelling story about the project.
12.	Community Surveys and Feedback: <ul style="list-style-type: none"> Conduct surveys to gather feedback from the community about their perceptions and concerns related to the building project. Use the collected data to adjust communication strategies as needed.
13.	Community Celebrations:

- Plan and coordinate community celebrations or events to mark significant milestones in the project.
- Use these events to foster a sense of community pride and engagement.

14. Collaboration with Stakeholders:

- Collaborate with other project team members, including the project manager, architect, and financial expert, to ensure cohesive and consistent messaging.
- Coordinate communication efforts with various stakeholders to avoid conflicting information.

15. Documentation:

- Maintain a comprehensive archive of all communication materials, including press releases, articles, and visual content.
- Create a record of the project's communication history for future reference.

Title: Project Support

The Project Support role on a church building project involves providing administrative and logistical assistance to ensure the smooth execution of the project. Responsibilities may vary, but typically include:

Responsibilities:

1. Administrative Support:

- Provide administrative assistance to the project manager and other team members.
- Manage documentation, scheduling, and record-keeping.

2. Meeting Coordination:

- Schedule and coordinate project meetings, including preparing agendas and distributing meeting minutes.
- Ensure that necessary resources and materials are available for meetings.

3. Communication Liaison:

- Serve as a point of contact for internal and external communications.
- Route inquiries to the appropriate team members and ensure timely responses.

4. Document Management:

- Organize and maintain project documents, contracts, and records.
- Implement a filing system to facilitate easy retrieval of information.

5. Team Collaboration:

- Facilitate effective communication and collaboration among project team members.
- Coordinate with different departments or committees involved in the project.

6. Logistical Coordination:

- Assist in coordinating logistics for project-related events, such as groundbreakings, dedications, or community engagement activities.
- Coordinate travel arrangements for project team members if necessary.

7.	Budget Tracking:	<ul style="list-style-type: none"> • Support financial experts by tracking project-related expenses and maintaining budget records. • Assist in preparing financial reports as needed.
8.	Technology Support:	<ul style="list-style-type: none"> • Provide technical support for project management tools, software, and communication platforms. • Ensure that team members have access to necessary technology and troubleshoot issues.
9.	Record Keeping:	<ul style="list-style-type: none"> • Maintain accurate records of project decisions, actions, and communications. • Ensure that project documentation complies with legal and regulatory requirements.
10.	Vendor and Contractor Liaison:	<ul style="list-style-type: none"> • Assist in communication with vendors, contractors, and service providers. • Manage contracts and coordinate activities with external stakeholders.
11.	Support for Stakeholder Engagement:	<ul style="list-style-type: none"> • Assist in organizing and implementing community engagement initiatives. • Support the communication and coordination efforts with various stakeholders.
12.	Information Dissemination:	<ul style="list-style-type: none"> • Work with the communications and public relations team to disseminate project-related information to the community. • Ensure consistency in messaging and information across various channels.
13.	Training and Onboarding:	<ul style="list-style-type: none"> • Assist in training and onboarding new team members or volunteers involved in the project. • Provide guidance on project processes and procedures.
14.	Resource Management:	<ul style="list-style-type: none"> • Assist in managing project resources, including office supplies, equipment, and materials. • Ensure that resources are used efficiently and responsibly.
15.	Problem-Solving:	<ul style="list-style-type: none"> • Address logistical challenges that may arise during the project. • Work collaboratively with team members to find solutions to issues that may impede progress.
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Key Risks and Mitigation:

No.	Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigation	Owner
1.	Loss of land: due to delayed possession	Low	High	Embark on using the land ASAP	Project Sponsor
2.	Budget Overruns: Unforeseen costs such as material price increases, changes in project scope, or unexpected site conditions	Medium	High	Establish a fundraising strategy that will support the established phases of construction	Finance Committee
3.	Schedule Delays: Weather conditions, permitting issues, labor shortages, or unexpected site challenges	High	High	Establish daily meeting routines to discuss and address work constraints	Project Manager
4.	Contract Disputes: Disputes between the project owner, contractors, subcontractors, or suppliers over contractual obligations, payments, or changes can result in legal complications and delays	Low	High	Review all contracts with the project Legal advisor and follow up on legal recommendations	Project Sponsor
5.	Design Errors and Changes:	High	High	Establish quality inspections for	Building Committee

No.	Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigation	Owner
	Inaccuracies or omissions in project design can lead to costly revisions, delays, and increased construction expenses			project deliverables and follow up remedial actions with the contractor and Architect.	
6.	Regulatory Compliance: Changes in local building codes, zoning regulations, or permit delays can impact the project schedule and increase administrative burdens	Low	High	Establish design standards and submit required documentation that complies to standards early	Architect
7.	Safety Incidents: Workplace accidents, injuries, or fatalities can result in legal consequences, project delays, increased insurance costs, and damage to the project's reputation	High	High	Establish safety requirements and enforce them on the building site	Project Manager
8.	Environmental Issues: Unforeseen environmental	Low	Medium	Establish environmental safeguards and	Environmental and

No.	Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigation	Owner
	concerns, such as soil contamination or protected species on the site, can lead to delays and increased project costs.			enforce them on the building site	sustainability liaison
9.	Supply Chain Disruptions: Events such as natural disasters, geopolitical issues, or global pandemics can disrupt the supply chain, affecting the availability and cost of materials.	Low	Low	Establish a procurement framework and implement the associated plan	Architect & Quantity Surveyor
10	Labor Shortages: Shortages of skilled labor or unexpected turnover can result in delays and increased labor costs.	Medium	High	Promote task execution through teams to avoid single point of failure scenarios	Project Manager & Contractor
11	Quality Control Issues: Poor workmanship, substandard materials, or inadequate quality control measures can	High	High	Establish quality inspections for project deliverables and follow up remedial actions with the	Building Committee

No.	Risk	Probability (H/M/L)	Impact (H/M/L)	Mitigation	Owner
	result in defects, rework, and additional costs.			contractor and Architect.	
12	Financing and Funding Issues: Delays in securing financing or changes in funding arrangements can impact the project's financial stability	High	High	Establish a fundraising strategy that will support the established phases of construction	Finance Committee
13	Force Majeure Events: Unforeseeable events such as natural disasters, political unrest, or acts of terrorism can disrupt construction activities	High	High	Establish BCP plans for the duration of the project	Project Manager
14	Market Fluctuations: Economic downturns, inflation, or changes in market conditions can affect construction costs and project viability	High	High	Establish a costing strategy that will support the established phases of construction	Finance Committee

Quality Control & Assurance:

Quality planning

- The Project Manager together with the Building Committee shall derive and document project products from the detailed architectural plan and establish quality expectations and acceptance criteria. The project's acceptance criteria must be clearly stated in measurable terms and agreed before any work commences.
- The Project Manager together with the Building Committee will ensure that agreement on specific quality inspection methods, tools, and techniques regarding the project products must be established for each phase of the project.
- The Project Manager together with the Building Committee will develop product descriptions for each project product and contain measurable quality criteria with applicable quality tolerances, quality methods to be used to check the product's fitness for purpose, and quality responsibilities for the product; and
- A Quality Register will be used to capture planned quality control activities, such as when, how and by whom quality checks on each new product/deliverable will be completed as well as acceptance status.

Records

The Quality Register will be used to summarize the planned and actual results of all quality check activities (such as results of quality inspections, design reviews, assurance activities, etc.) and should be used to provide quality results information for Highlight, Exception, and the End Project Reports to the steering committee.

To provide evidence of quality checks carried out, any quality records/documentation generated from a quality check (e.g., sign-off certificates, question lists, meeting minutes, etc.) will be cross-referenced in the Quality Register and be stored with the Quality Register in the quality folder of the project. As appropriate, quality issues are to be recorded and managed in the project's issue register.

Reporting

Highlight Reports, and Exception Reports should be used by the Project manager as indicated in the project Communication Plan, to report on the current or completed state of the project's products and their quality results. Any significant deviation from agreed quality benchmarks is to be raised to the project Sponsor immediately using an Issue Report and tracked and managed in the project Issue Register.

Any lessons to be learnt as far as quality issues are concerned are to be entered into the project lessons log and, where appropriate, will be used by the PSO to inform any changes that may be recommended to improve the quality control process.

Communication Plan:

The Communication plan details the communication techniques, tools, frequency, and information needs for the various stakeholders to create awareness and understanding of the expected change.

Stakeholder/Audience	Information requirements	Frequency of communication	Sender/Communicator	Channel of Communication
SFC congregation	Project status	Once a quarter	Communications & Public relations	<i>Project updates in every service</i>
Steering Committee (SC)	Project status	Monthly	PM	<i>e-mail using Highlight report</i>
Project Sponsor	Project exceptions	As and when needed	PM	<i>e-mail using Exception report & Issues register</i>
Steering Committee (SC)	Project decisions	As and when required	PM	<i>face to face meeting as and when required</i>
Procurement cc SC	Specifications to guide on RFQ/P	As and when needed	Architect	<i>e-mail using memos.</i>

	for project procurements			
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Issue Management Plan

Issues Resolution will involve an immediate communication and resolution of any issues. Issues register shown below shall be used to track status of identified issues and shall be the focus of discussion in team meetings. And status reporting to the SC.

No	Issue	Action Required	Responsible	Agreed Due date	Status	Users sign off
TBD as at Project delivery	TBD as at Project delivery	TBD as at Project delivery	TBD as at Project delivery	TBD as at Project delivery	TBD as at Project delivery	TBD as at Project delivery

Training Plan

As identified during the stakeholder analysis, the training plan will focus on imparting technical skills that are required by the various stakeholders to enable proficient use of the premises

Stakeholders	Training Dates	Responsibility	Output	Budget
TBD	TBD	TBD	TBD	TBD
TBD	TBD	TBD	TBD	TBD

Procurement

All procurement shall follow current procurement practices of St. Francis chapel MAK. However direct procurement shall be authorized by the Project Sponsor when the following scenarios present themselves.

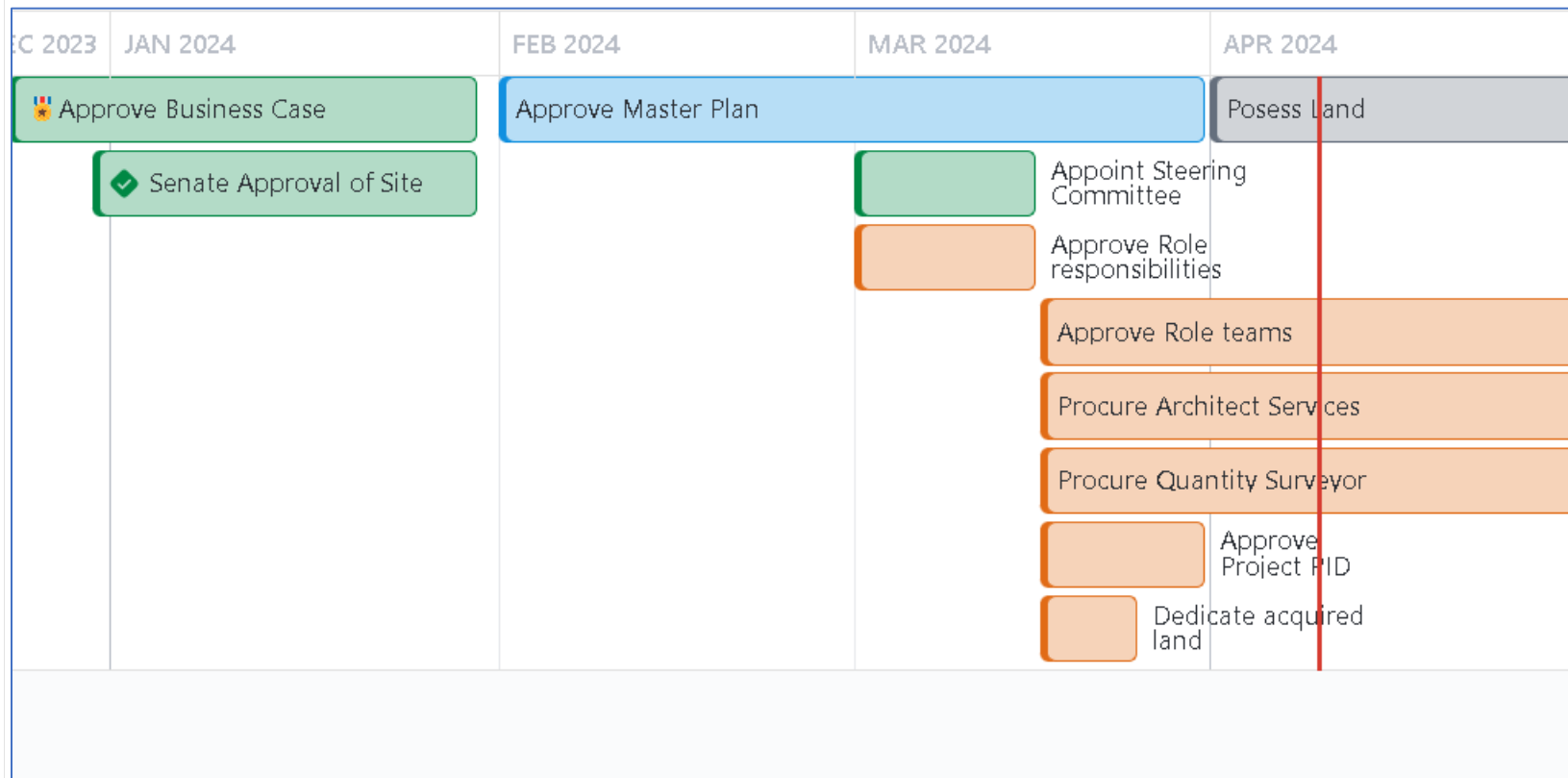
1. **Complexity of the Product/Service:** When the product or service being procured is highly specialized or complex, direct procurement allows for direct

communication and negotiation with the supplier, ensuring that the requirements are clearly understood and met.

2. **Criticality of Supply:** For critical items that are essential to the continuity of the project, such as raw materials for key components for a project product, direct procurement provides better control over the supply chain, reducing the risk of shortages or disruptions.
3. **Customization:** In cases where customization or specific requirements are needed, direct procurement allows for close collaboration with suppliers to tailor products or services to the organization's exact specifications.
4. **Volume and Frequency:** When the volume or frequency of purchases is high, direct procurement can help streamline processes and reduce transaction costs associated with multiple intermediaries.
5. **Control over Quality and Standards:** Direct procurement allows organizations to maintain tighter control over the quality and standards of the products or services being procured, ensuring consistency and compliance with regulations or internal policies.
6. **Cost Efficiency:** In some cases, direct procurement can lead to cost savings by eliminating markups from intermediaries or by leveraging economies of scale through direct negotiation with suppliers.

Church Construction Road map

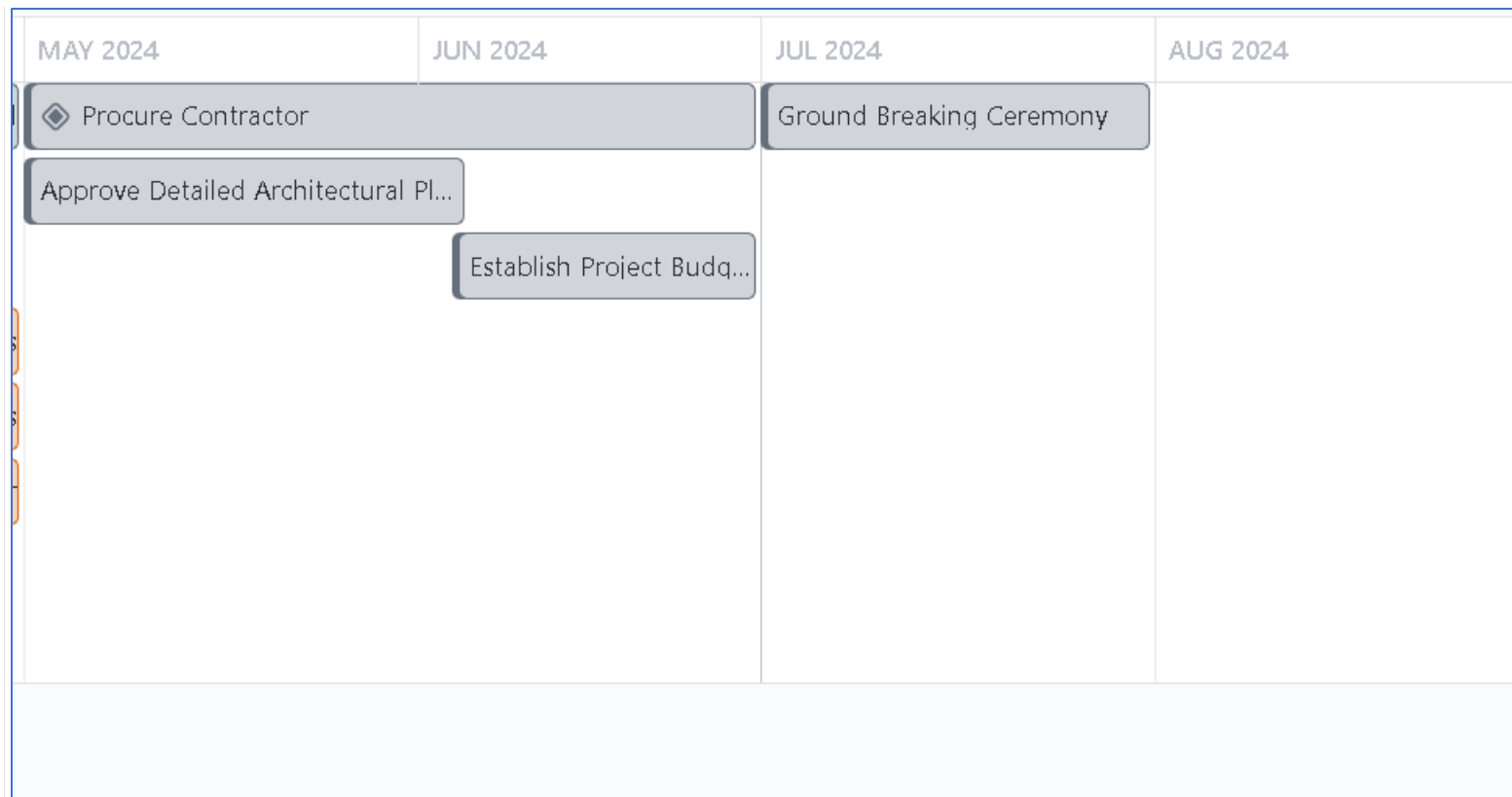
Phase 1: Pre-Construction - Jan-Apr 2024



Phase 2: Procurement of Contractor – May-Jul 2024

Procure Contractor

- Approve detailed architectural plans
- Prepare RFP
- Issue Tender
- Open bids
- Evaluate bids
- Declare winner
- Sign Contract
- Ground breaking Ceremony



Phase 3: Construction

1. Site Preparation:

- Clear the construction site.
- Set up temporary facilities.
- Ensure site safety measures.

2. Foundation and Excavation:

- Excavate and lay the foundation.
- Conduct inspections.

3. **Structural Construction:**

- Build the church structure.
- Regular structural inspections.

4. **Roofing and Exterior:**

- Install roofing.
- Complete exterior construction.

5. **Interior Construction:**

- Complete interior walls and finishes.
- Install flooring and fixtures.

6. **Utilities Installation:**

- Install plumbing and electrical systems.
- Connect to local utilities.

Phase 4: Post-Construction

1. **Final Inspections:**

- Conduct final inspections.
- Ensure compliance with regulations.

2. **Landscaping:**

- Landscape the surroundings.
- Install exterior amenities.

3. **Interior Furnishing:**

- Furnish the interior.
- Set up worship spaces.

4. **Final Touches:**

- Finalize any remaining construction details.
- Prepare for the opening ceremony.

5. **Project Completion:**

- Officially open the church.
- Hand over documentation to the church administration.

Phase 5: Project Closure:

1. **Evaluation:**

- Conduct a project review.
- Document lessons learned.

2. **Final Report:**

- Prepare and distribute a final project report.

3. **Closure Meeting:**

- Hold a project closure meeting.

ⁱ (*) denotes should include at least one certified member