



SDA Filadelfia

Project Charter for the Church Build Project

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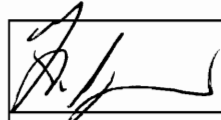
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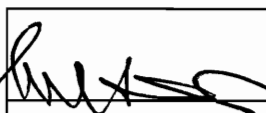
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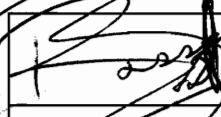
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Executive summary

Purpose of this document

The purpose of this Project Charter is to document the project scope, organisational structure, communication, methodology and finances. The document is intended as:

- A single documented point of reference and summary of the project definition at the project inception and, as appropriate, on an ongoing basis during the life of the project; and
- An executive level document, that will not necessary contain all task details.

It is used: -

- To confirm the commitment of the executive sponsor (the congregation) to the project;
- As an aid to communication both within and outside the project;
- As a definitive statement of the project scope; and
- As a basis for detailed planning and on-going project management.

Summary

The project charter covers the following areas:

- Project Goals and Objectives;
- Work structure and scope;
- Management System;
- Financial Management;
- Project Organisation and Responsibilities;
- Risks;
- Issues; and
- Assumptions / Dependencies.

Each of these areas will be addressed in the body of the document, but for management purposes the following significant elements are summarised below:

The goal of the project is:

- To build the new church complex according to the mandate as approved by the congregation at the congregational meeting.

The scope of the project include:

- Designing, Planning, Managing and Building/Construction of the entire facility complex including the management of the Financial planning and execution of the project.

The objectives of the project are:

- To complete the detail plans of the building option as selected by the congregation;
- To obtain all applicable approvals from the town council authorities on the site and building plans to commence construction;
- To complete the physical construction of the facility according to the plans within budget, schedule and with the highest quality possible within the budget constraints.

Deliverables are defined as the output of the project work. The measurable deliverables are the completed facility as per architectural plans and drawings as approved by the building committee.

The risks identified in relation to the project are:

- Project Budget – Cost overrun;
- Security;
- Project Schedule – Natural issue, i.e. rain, storms, etc.

Building Committee

Name	Init.	Project Role	Telephone	Cell Nr	Fax Nr	E-mail
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John Potgieter	JP	Site Manager	N/A	083-226 9246	086-624 7688	jmcp@tci.co.za
Andre Spamer	AS	Electronics Manager	N/A	083-257 8307	N/A	ancil@pixie.co.za
Steve Pypers	SP	Advisor/Consultant	012-804 8778	083-400 0411	N/A	sdypers@gmail.com
Roedolf Basson	RB	Pastor/Advisor	012-361 4243	082-538 0006	012-361 4243	roffbasson@hotmail.com
Divan Basson	DB	Buyer/Quantity Surveyor	N/A	072-386 0503	N/A	jdbasson@gmail.com
Dries van Schalkwyk	DVS	Electrical Manager	012-653 7901	082-925 9306	012-653 7906	driesvs@controlsi.co.za
Steve Theron	ST	Stewardship Leader	N/A	082-502 9158	N/A	
de Wet Vorster	DV	Communication Secretary	011-800 5144	082-652 0673	N/A	vorsteja@gmail.com

The above project members form part of the building committee (steering committee) for the project and are responsible for fulfilling their respective roles and responsibilities in implementing the project as detailed in this Project Charter.

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1 Project mandate definition

1.1 Project goal

The project goal is a single statement of achievement for the project, which is expanded through the objectives. The goal of the project is:

- To build the new church complex according to the mandate as approved by the congregation at the congregational meeting.

1.2 Objectives

Objectives are statements of what the project is to achieve. Objectives should therefore state achievements and not means. The objectives of the project are:

- To complete the detail plans of the building option as selected by the congregation;
- To obtain all applicable approvals from the town council authorities on the site and building plans to commence construction;
- To facilitate a Stewardship Program to augment the available building funds in order to not indebt the Congregation and to enhance the spiritual growth of the Congregation.
- To complete the physical construction of the facility according to the plans within budget, schedule and with the highest quality possible within the budget constraints.

1.3 Deliverables

Deliverables are defined as the output of the project work. The measurable deliverables are the completed facility as per architectural plans and drawings according to the mandate as approved by the congregation and as approved by the building committee.

1.4 Exclusions

Exclusions are defined as deliverables or work that is excluded from the project scope. The following exclusions will apply:

- Furniture;
- New Church Organ or Piano;
- New Sound Equipment;
- Softs, i.e. blinds, curtains, etc;
- New Fences;
- Pulpit;

1.5 Sub-projects

Based on the above objectives, the following sub-projects were identified:

- The solar-electrical system;
- Church seating;
- Energy efficient lighting;

- Glass pulpit;
- Balustrades;

In order to determine the full scope of the project, the work is defined in terms of identified sub-projects, each with its own start and end date and final deliverable. Each sub-project is then decomposed to the next level of work with an associated milestone. If no sub-projects are identified, then the main project will be decomposed to the next level of work with an associated milestone. This then serves as a basis for further planning on the part of the Project Manager.

1.6 Project scope

The project is structured into two phases. The Building Committee will be responsible for approval of the main activities listed below and will manage some activities identified as sub-projects. The Project Manager and the Site Manager will manage and co-ordinate all the activities of the project except for the sub-projects which will be the responsibility of the respective Area or Function Manager. In the table below, the company responsible will be accountable for the initiating, planning, implementation controlling monitoring and reporting to the Site Manager for each of the activities listed.

The scope of the project includes:

- Designing, Planning, Managing and Building/Construction of the entire facility complex including the management of the Financial planning and execution of the project.

2 Management system

The management system is the total system used to manage the project. This includes the management of budget and scope, risk management, issue management, engineering change control, human change management, progress reviewing and tracking as well as time recording for and of all main and related sub-projects that could have a direct or indirect effect on the final delivery of the project.

2.1 Project structure

The following project organisational structure will apply to the project and comprise the mandate given to the Building Committee by the Congregation according to this Project Charter.

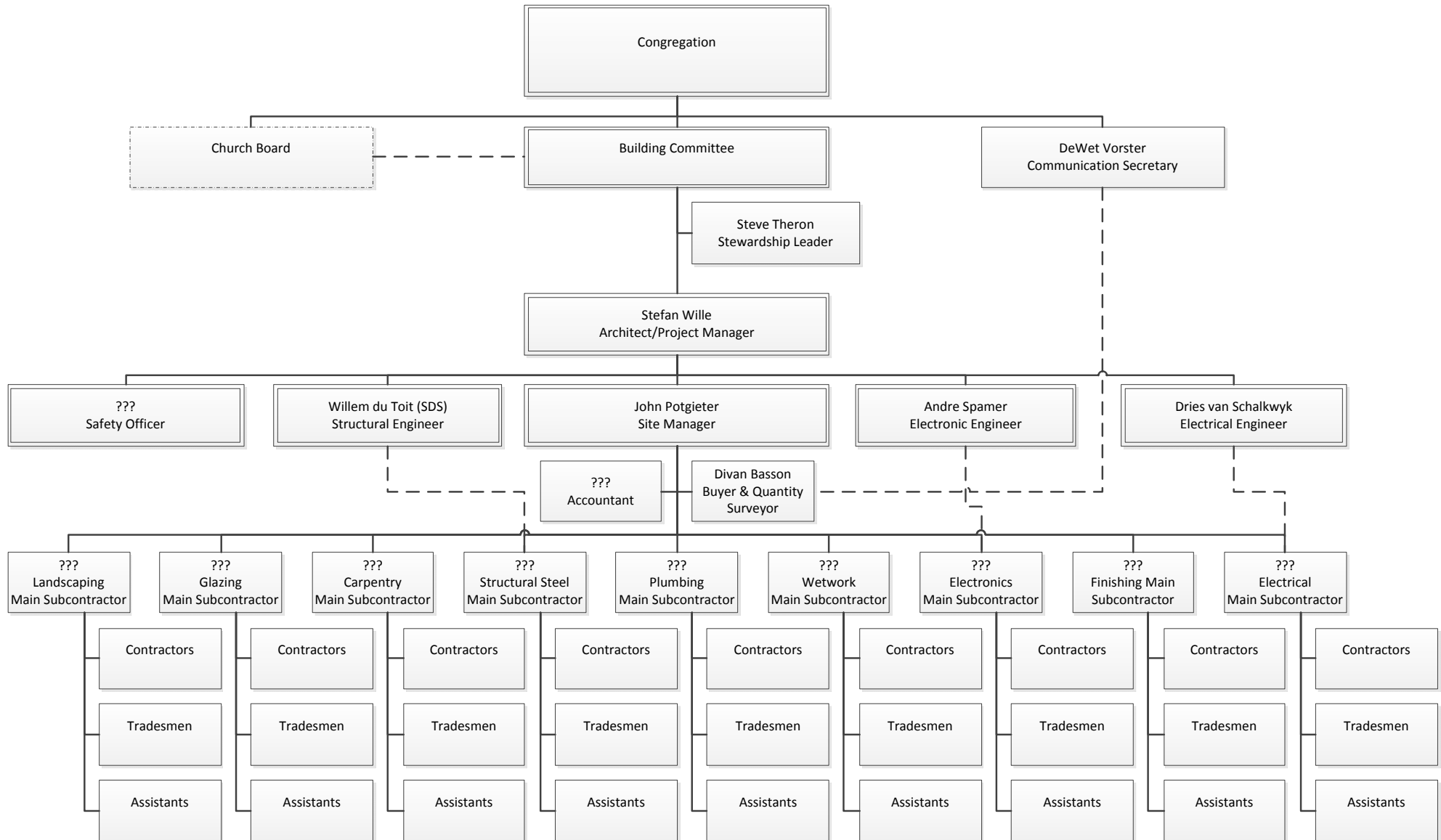


Figure 1: Project organisational structure

2.2 Roles and responsibilities

The following Roles and responsibilities will apply for the Filadelfia Church Build project.

2.2.1 Project Sponsor / Building Committee

The Project Sponsor for this project will be the Building Committee. It is accountable to the Congregation for all the deliverables of the project, the budget as well as the schedule. The Building Committee is the official interface between the Congregation and the Project Team. The Building Committee will be responsible to discuss and resolve any contractual differences that might occur during the course of the project, which could not otherwise be resolved by the Project Manager. The duties of the Building Committee will include the following:

- The issuing of high level instructions or requests related to the execution of this project through the Project Manager, Site Manager or designated representative only;
- The high level co-ordination of the project and the site in order to facilitate the successful implementation of the project;
- The designation of representatives who are empowered to act for the project on The Congregation's behalf as part of the project or Building Committee;
- The approval of documents and information supplied to The Congregation as feedback by the Communication Secretary and project teams and the taking of decisions related thereto within a reasonable period, to avoid delays;
- Resolving any contractual differences that the Project Manager or Site Manager is unable to resolve;
- Generally to do all things which may be reasonably necessary or reasonably required of the Building Committee to facilitate the effective performance by the project teams.
-

2.2.2 The Project Manager /Architect

The Project Manager co-ordinates all internal (Project Team) activities at the highest level. He is accountable to the Building Committee for all the deliverables, the budget and the schedule of the project. The Project Manager is the official interface between the Building Committee and the internal Project Team, and must be copied on all correspondence that takes place between them. The Project Manager will also be responsible to chair the Building Committee Meeting, including the taking and acceptance of minutes, scheduling of meetings and venues where applicable. The Project Manager will be responsible to discuss & resolve any contractual differences that might occur during the course of the Project. His responsibilities will include:

- Review Master Project Schedule and Deliverables;
- Official communication channel;
- Personnel management;
- The provision of all data and information to the Building Committee and the Congregation, which is required for feedback and the execution of this project;
- Operational budgets, cost control;
- Interface with Site Manager and Buyer, Quantity Surveyor, Bookkeeper;
- Logistics; and
- High-level technical decisions.

- Produce a quarterly progress report to be prepared and presented to the Building Committee and the Congregation;

The Project Manager is considered a part-time position for the duration of the Project.

2.2.3 Site Manager

The Site Manager co-ordinates the Project Teams' activities at the highest level and performs the said Project Management activities on behalf of the Project Manager and the Building Committee. He is accountable to the Project Manager and the Building Committee for the deliverables and the schedule. The Site Manager is the official interface between the Building Committee, Project Manager and the Project Teams, and must be copied on all correspondence that takes place between them. The Site Manager is responsible to discuss and resolve any Project contractual differences that might occur during the course of the Project. His responsibilities will be as follows:

- Management of the Project Schedule and Deliverables;
- Official communication channel for the project teams to the Building Committee or Project Manager;
- Personnel management for the project;
- Management of Operational budgets & cost control;
- Interface with The Project Manager regarding procurement;
- Logistics;
- Participate in High-level technical decisions; and
- Control and Execution of all building activities on site.

The Site Manager is considered a full-time staff position, for the whole duration of the Project.

As part of the detailed activities, the Site Manager will perform the following tasks:

- Controlling, scheduling the daily site activities of all project team members, contractors, assistants and participants of the project;
- Participate in the Building Committee and execute or co-ordinate tasks/actions requested by the Project Manager and Building Committee.
- Evaluate progress of Project Teams on project activities by
 - Requesting and analysing progress of contractors and/or other parties involved in the project on a daily basis and reporting to the Project Manager at least every two weeks;
 - Performing site inspections daily;
 - Scheduling meetings to discuss and/or action progress activities and feedback;
- Produce Flash Status Reports of Project status to be tabled at Building Committee meetings every month;
- Communicate progress or lack thereof to the Project Manager and initiate tasks, activities and/or meetings to address such issues;
- Schedule meetings with the Project Manager to discuss Project Progress, Budgets and related project matters via site meetings and progress meetings;
- Update and control the progress on the Master Schedule;
- Evaluate expenses/invoices against the Master Budget/Estimate and Work Breakdown Structure and validate the details to confirm correctness for payment;
- The controlling of Sub-Project schedules, contracts, budgets and deliverables;

2.2.4 Buyer & Quantity Surveyor

The Buyer and Quantity Surveyor (hereafter referred to as QS) co-ordinates and executes all the procurement and logistical functions of the project as required for the day to day Project Teams' activities on site. He is accountable to the Site Manager for the deliverables and the schedule of all the quantity surveying and procurement activities. His responsibilities will be as follows:

- Developing the detailed Bill of Materials lists;
- Developing and tracking of the detailed Project Schedule in order to control and manage the procurement activities to ensure on time delivery of project materials;
- Management of Operational budgets & cost control;
- Interface with the Site Manager regarding procurement;
- All Logistical functions;
- Participate in High-level technical decisions; and
- Participation in the Building Committee.

The Buyer is considered a full-time staff position, for the whole duration of the Project.

2.2.5 Bookkeeper

The Bookkeeper will perform all bookkeeping activities for the project. This will be based on a separate set of Pastel books that will be kept for the project. The bookkeeper is accountable to the Site Manager for the books of the project. His responsibilities will be as follows:

- Interface with the Site Manager regarding bookkeeping;
- Will ensure that the books are kept up to date with all financial and procurement transactions that will occur for the project.
- Financial Reporting for the Site Manager;

The Bookkeeper is considered a part-time staff position, for the whole duration of the Project.

2.2.6 Engineers, Consultants & Other Positions

Due to the structure of the Church Build Project team, with many resources or members of the Congregation that may offer to help in a consulting, assisting, advisory or freelance capacity, various positions exist which could be regarded as part-time positions, whether in a professional or technical capacity. Examples are the various Functional Area Engineers that will offer their design and professional expertise on a part-time basis to consult and advise the Project Team in their respective field of expertise. All these professional positions will report to the Project Manager, while technical Sub Contractors, will report to the Site Manager.

2.3 Contract Management

2.3.1 Tender Process

The various Scope of Work for the functional areas of the Building Project will be put out to tender as per normal building contract management principles.

Outside Contractors as well as Congregational members that wish to participate in the execution of a section of the Scope of Work will be required to submit a tender according to the building plans and the Request For Quotation Bill of Material. Tenders should include full pricing as well as a

schedule which will fit into the overall project schedule and sequence of events. Even if Congregational members wish to submit a zero tender for a particular Scope of Work that they wish to execute as a contribution, the same contract rules will apply and a schedule will still be required.

2.3.2 Contract Agreement

A formal contract will be signed with the successful bidder after bid clarifications to formalise the agreement of the delivery of the Scope of Work. This will also apply to zero tenders or partial tenders. The contract will include all aspects of normal building contracts, i.e. deliverables, price, schedule and quality.

Contracts will be terminated if contract conditions are not complied with.

2.4 Financial management

2.4.1 Budget Control

The Building Committee is given a mandate by the Congregation to execute the Church Building Project according to the decision of the Congregational Meeting with a specific budget.

The Building Committee will be responsible to control the project to stay within the overall budget.

Day to day control of the budget is performed by the Project Manager whom is given the mandate to control the lower level budget of functional areas within the budget to a 20% margin within the sub budget. Reporting on the project expenses versus budget will be evaluated by the Building Committee on a monthly basis.

2.4.2 Accounts

The financial control of the project funds will be based on a separate bank account that will be opened for the project, to facilitate tight control of the cash-flow of the project, while preventing delays in the procurement and logistics of the project. Fund transfers will be performed from the Filadelfia Church account to the Building account on a monthly basis, based on the forecast of procurement and costs during the next month. Such transfers will be requested and approved by the Building Committee after evaluation of the procurement activities for the next month.

2.4.3 Approvals

All payments from the Building Bank Account will be approved by more than one designated senior member of the Building Committee by either a load/release of funds according to the electronic business banking or by written approvals with a single release. Where written approvals are used, the proof of approvals will be kept with the remittance receipt.

2.4.4 Payments

Payment runs will be performed every two weeks on a Thursday, which will include salaries for workers as well as Contractor claims. Claims will close for surveying and approval at 14h00 on the Friday preceding the payment run.

2.4.5 Financial Reporting

A report will be generated once a month for feedback to the Building Committee of the financial status of the project detailing expenses of the project compared to the budgeted figures and forecasted final costs of each functional area.

2.5 Risk management

Risks are possible events or occurrences, which will cause the project not to achieve one or more of its objectives.

The process to manage risks should contain the following activities:

- Identifying and recording, as early as possible, all potential risks to the project. Risks could be identified at all levels (from the Building Committee downward), and these risks should then be consolidated into a Risk Management list;
- Assessing the likelihood of each risk occurring and the cost to the project, (in terms of lost benefits or of corrective action) should the risk occur;
- Agreeing an action plan to minimise the likelihood or cost of each risk. Action should include avoiding, containing, and monitoring the risk, as appropriate; and
- Regularly reviewing and verifying all risks with the associated assessment and actions, and incorporating new risks.

Each risk needs to be owned by somebody for ensuring that the risk is suitably contained. The risk owner retains responsibility for the risk during its life cycle. The risk owner is responsible for collecting and suggesting containment and contingency actions. It is primarily a co-ordinating role, but the person selected must have an affinity for the risks under his or her ownership. For some risks the risk owner will also assume the role of action owner, since he or she will be the person best placed for carrying out his or her own recommended actions. It is important that the risk owner is closely connected to the project team. This ensures that control remains within the project. A risk owner outside the project may not share the same priority for producing actions as someone within the project.

The overall project risk will be managed by the Project Manager.

2.5.1 Identified risks

Table 1: Identified risks

At the outset the following risks were identified: (L = Low, M = Medium, H = High)

No.	Risk	Probability	Impact	Owner
1	The budget. Starting cashflow does not allow for the entire building estimate and will require contributions from the Congregation to complete the project.	M	H	Stewardship Leader
2	The Project Schedule. The project schedule is tight and any unforeseen problem may push the schedule into the rain season which may increase costs and delay the project even further.	M	L	Project Manager

No.	Risk	Probability	Impact	Owner
3	Security. Theft, break-ins and robbery remains a serious threat to the project. Theft or Robbery may increase the cost of the project and/or delay the schedule.	H	M	Site Manager
4	Change Management. The implementation of the system can fail due to the lack of ownership and general acceptance of the Project. This in turn will have a serious impact on the Budget and funding of the project.	M	H	The Stewardship Leader

2.5.2 Management of risks

Table 2: Management of risks

The allocated owner(s) will manage the identified risk in the following manner:

No.	Risk	Owner(s)
1	The building committee will launch a Stewardship campaign at the start of the project and may obtain the services of Pastor Ted Huskins of Coleman Stewardship Services to assist in the campaign.	ST
2	The Project Schedule. All the project members will monitor project Schedule very closely and any slippage must be identified and communicated as soon as possible to the project management and all members must assist in compiling a recovery plan	SW
3	Security. A temporary alarm system with IR Passive beams to protect the area. Insurance will be taken out for the building project.	SW
4	Change Management. The Stewardship Leader in conjunction with Pastor Basson and Pastor Ted Huskins will manage and monitor the stewardship campaign for the Congregation.	ST

2.6 Project disaster recovery

The process to manage disasters should as a minimum take the following in consideration:

- Identifying all possible disasters natural or other such as loss of hardware, loss of developed applications and backup, loss of personnel, loss of facilities, etc.;
- Develop an action plan to recover from each of the identified disasters. The action plan should indicate estimated time that will be lost until recovered from the disaster for the purpose of calculating the cost and effect on the project;
- Distribute the plan to all members of the project; and
- Regularly review the validity of the disaster recovery plan.

The minimum amount of loss will be the insurance access payable for a material damage claims should the loss result in a claim.

2.6.1 Loss of software and hardware

Software used for the books can become corrupt or get stolen. The severity of the loss must be evaluated and a recovery plan must be developed. The recovery times must be estimates should such a loss occur and a responsible person must be assigned to manage the recovery plan.

Table 3: Loss of software and hardware

Loss description	Estimated lost time	Recovery plan	Responsible person
Loss of software or PC hardware due to software corruption, virus, theft etc.	None	Reload Operating System and restore applications on a new or restored PC from previous day's backup. The QS will keep daily backups and provide the Project Manager with a backup CD every 2 weeks at the Building Committee.	Project Manager and QS.

2.6.2 Loss of team members

Team members involved in the development can be lost to the project. The severity of the loss of team members must be evaluated and a recovery plan for every type off loss must be developed. The recovery times must be estimates, should such a loss occur, and a responsible person must be assigned to manage the recovery plan. The following table identifies some of the possible types of losses that could occur, but is not limited to these.

Table 4: Loss of team members

Loss description	Estimated lost time	Recovery plan	Responsible person
Temporary/Permanent loss of Project manager	None	The project charter and project documentation will contain sufficient information for the Site Manager to continue managing the project.	Site Manager
Temporary/Permanent loss of the Site Manager	None	The Buyer and Project Manager will split the Site Manager responsibilities and continue to fulfil the Site Manager responsibilities until a new Site Manager can be appointed.	Building Committee
Temporary/Permanent loss of a team member.	None	Overtime will be scheduled for the remaining team members to assist in the activities of the effected sector/task while a replacement team member is located.	Project Manager

No financial implication is foreseen when the loss of a team member occurs. The loss of resources should only have an impact on the time schedule of the project.

2.7 Issue management

The Project Manager will be responsible for overall Issue Management.

A spreadsheet will be generated and updated regularly to reflect the current issues and progress thereof.

The process to track and control issues to their resolution must include:

- Identify and capture each issue;
- Appoint an action manager to be responsible for getting the issue resolved; and
- Logging and reviewing of all outstanding issues, and maintaining status report.

The issues will be monitored and escalated to risk level if required.

The Issue List will be presented at the Building Committee and additional action plans developed where required.

Problem escalation for the Project will be as follows for problems **from within the Project Team**:

- 1) The Functional Area Manager
- 2) The Site Manager
- 3) The Project Manager
- 4) The Building Committee
- 5) The Church Board
- 6) The Congregation

Problem escalation for the Project will be as the inverse as above for problems **from outside the Project**, and will be submitted to the project via the Project Communication Secretary to the Building Committee **in writing**. No verbal issues or problems will be accepted:

- 1) The Communication Secretary
- 2) The Building Committee
- 3) The Project Manager
- 4) The Site Manager
- 5) The Functional Area Manager

2.8 Human change management

In order to maximise the results of the Stewardship Campaign and ownership of the project, change management is required before, during and after system implementation.

Any human environment change needs to be managed to enhance the benefits and co-ordinate the activities. This will require the co-operation and support of all roll players at all levels. There are bound to be resistance from some Congregation members and Project Team members, and there are bound to be members that want to move too fast. These two extremes need to be managed to ensure co-ordinated implementation of the project.

Some of the changes may involve an increased workload and inconvenience for members until the project is completed. The only way to avoid conflict will be the communication of the ultimate benefits to members as well as enhance spiritual growth and the monitoring and feedback of the status of the change. The project goals need to be communicated as well as the final goal of the

project. If they understand the goal and see how it will affect their spiritual life they will be more willing to accept changes and participate in the Stewardship Program.

With the implementation of any new project one can expect an initial reduction in acceptance. The key is to minimise this reduction as far as possible. The only way to do this is through the increased effort of management. The graph below depicts this situation.

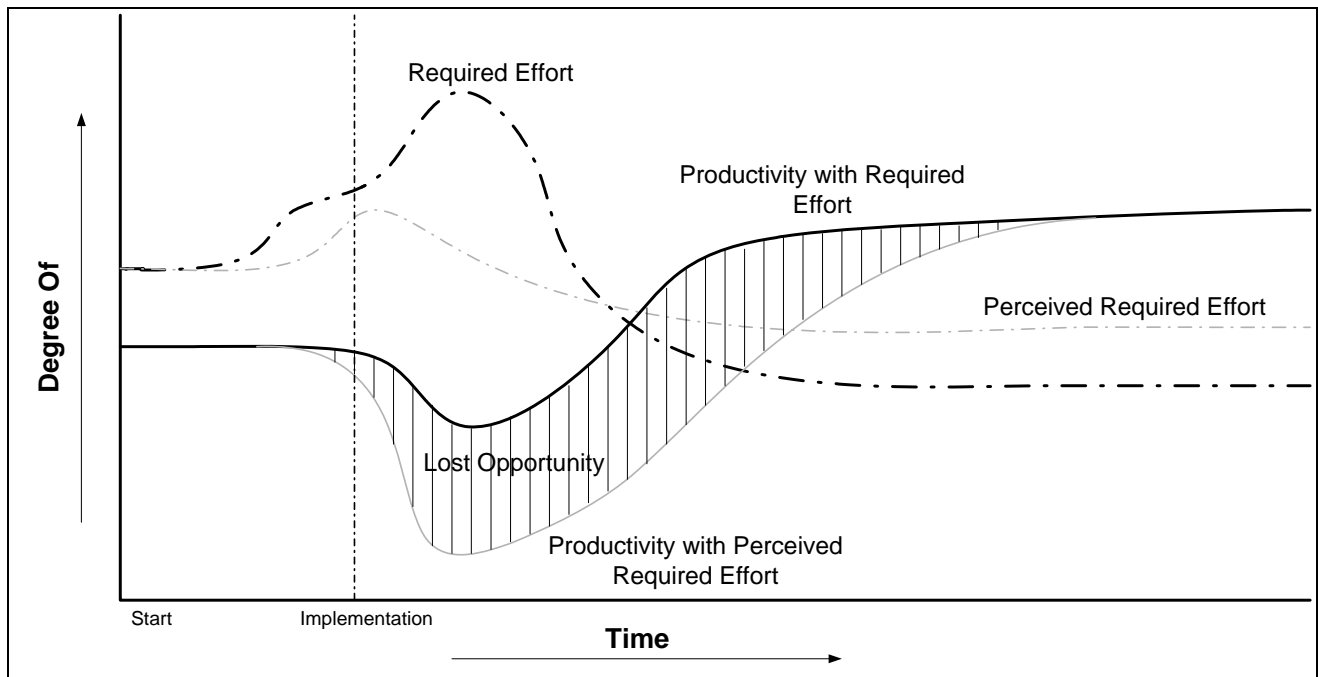


Figure 2: Relationship of management effort and productivity during change

Change management should ideally be achieved by running it as a sub-project of the Project and reporting back on Change Management to the Building Committee.

The Stewardship Leader will perform the role as Action Manager for change management.

2.9 Engineering Change Control (Site Instructions)

The process to manage engineering changes will be executed as per normal site instruction as follows:

- Directing all requests for change to one central point (the Site Manager), where they are logged;
- Specifying unambiguously, in writing, each change request is logged in the applicable Site Instruction Book.
- The Site manager will schedule workshops/meetings to discuss the change(s) if required;
- The Project Manager will have the authority to approve Site Instructions within the Budgetary Constraints placed on him.
- The Building Committee will discuss change(s) that fall outside the Project Manager's constraints and will decide whether or not to accept the change, and define the processes to handle dissent.

- The Site Manager will communicate the decision to all the effected project team members and anyone else who need to know;
- The Project Schedule and Budget would be amended accordingly if required.

2.10 Assumptions / Dependencies

In all projects, assumptions are made about general or environmental factors that the project cannot control directly but that might, particularly if an adverse change occurs, affect the progress or outcome. For example, in a fast-changing environment, it might be reasonable to include an assumption that the enterprise will maintain the strategic direction that justifies the project. If the project depends on staged funding, that is agreed in principle but may itself be dependent on external factors, it is reasonable to state the assumption that the funds will be provided at the times agreed during project justification.

In every project environment there exist a variety of factors that can affect the project, and over which the project team has little or no direct control and are therefore dependent on these factors. Some of these may be beneficial, some adverse. During the definition process it is necessary to consider all the possible influences that may be relevant and to explore their possible effects.

These factors include:

- Relevant aspects of the organisation's,
 - Strategic goals and plans,
 - Policies and practices.
- Benefit to organisation and key stakeholders;
- Parallel activities or projects;
- Visibility of project;
- Culture of organisation; and
- Legal, regulatory and audit constraints.

2.10.1 Assumption

The following assumptions were made during the workshop:

Table 5: Assumptions made during workshop

No.	Assumption
1	The necessary funds would be available for the project as per approved budget
2	The Congregation's strategy and project goals will remain the same for the duration of the project
3	The key parties involved in the project would remain economically sound and continue to operate in a normal fashion
4	The Geology would remain in order and suitable for the building project
5	The approval of the building plans will be obtained

2.10.2 Dependencies

The following dependencies were identified during the workshop:

Table 6: Dependencies identified during workshop

No.	Dependencies
1	Enough Funds to complete the project.
2	Co-operation of all stakeholders, key players and project team members.
3	Accurate drafting of requirement documents and approval thereof (Plans)
4	Accurate transfer of information between all parties

2.11 Project Milestones

The final project milestone for the Project is the project handover, currently estimated at 18 January 2013.

The interim estimated milestones are:

- Town Proclamation - 28 February 2011
- Site Development Plan and Building Plans Approved - 20 May 2011
- Phase 1 Handover (New Building) - 11 May 2012
- Phase 2 Handover (Amendments) - 18 Jan 2013

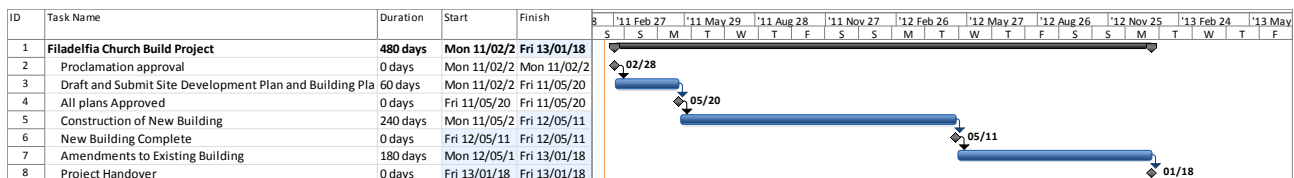


Figure 3: High Level Project Plan

2.12 Project communication

In order to facilitate fast effective communication, telephonic communication would be preferred; however communication having an effect on the project scope, schedule, cost or quality will be confirmed via e-mail, letter or fax.

Communication via e-mail having an effect on project baseline will be confirmed by the receiving party where the receiving mail server does not facilitate confirmations.

Due to the danger of misunderstanding and misinterpretation, e-mails will be limited in content as far as possible and only copied to those that require involvement into the matters under discussion. Whenever possible, matters will be confirmed via telephone before e-mail is used to address any issues.

E-mails will be limited to one topic per e-mail as far as possible to ease recordkeeping and issue management.

All communication regarding project scope, schedule, cost, or quality will be addressed via the respective Site and/or Project Manager.

Communication to the Congregation will be done via the Communication Secretary who is part of the Building Committee.

2.13 Documentation

All documentation will be in the following formats as applicable:

- Microsoft Office (i.e. MS Word, Excel, Powerpoint, MS Project)
- Adobe Acrobat (PDF format)
- ArchiCad (DXF format)
- Pastel

All external documentation control will be handled by the Site Manager and should be issued with a document transmittal note.

2.14 Testing and non-conformance management

Testing of all systems will take place according to the latest approved baseline document, i.e. detailed plans and building/installation regulations. Should any of these documents be in conflict with one another on any aspect, the latest approved document will be regarded as the baseline.

Any non-conformances found during the testing will be recorded in the Site Instruction Book and handled as per standard Issue Management procedure.

2.15 Building Committee meetings

The Building Committee will meet once every month and the Project Manager will chair the meeting. Other attendees may be invited as and when required. The Site Manager will present a Flash Status Report on the overall progress on the project. The Site Manager will report on matters arising and assigned activities as well as detail project progress. Identified issues and/or risks will be discussed. This meeting will also deal with any scope changes that might occur. Formal minutes will be used to document the meeting, which will be distributed within 3 days from the meeting to ensure prompt follow-ups by all parties concerned.

The overall responsibility of the Building Committee is the successful implementation of the project including:

- Overall Schedule Management, Control & Planning;
- Scope control;
- Project Budget Control;
- High level Project decision-making.

2.16 Congregation Feedback

The Building Committee will provide formal written project progress feedback to the Congregation once a month. The feedback will be communicated via the Communication Secretary.

2.17 Project manager's meeting

The Project and Site managers will meet as and when required with the sub-project and area managers and project team members to discuss project progress against milestones and review risks, issues and changes. Formal minutes will be used to document the meetings.

2.18 Area manager's/Contractors meeting

The sub-project manager or area managers will meet as and when required with their respective project teams. The meetings will cover status and progress of the sub-projects and any issues, risks or change request that may have arisen. Actions will be agreed and documented.

Annex A Glossary of terms

BOM	Bill of Materials
SDV	Site Development Plan
Full-Time	An Employee or Contractor working 8 hours or more per day on the project
Part-Time	An Employee or Contractor working less than 8 hours per day on the project
QS	Quantity Surveyor