

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

PROJECT MANAGEMET PLAN FOR ALBERT TOWN GOSPEL & COMMUNITY  
EXPO

AMIEL SUMMERBELL

FINAL GRADUATION PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE  
MASTER IN PROJECT MANAGEMENT (MPM) DEGREE

Trelawny, Jamaica

August 2017

UNIVERSIDAD PARA LA COOPERACION INTERNACIONAL  
(UCI)

This Final Graduation Project was approved by the University as  
partial fulfillment of the requirements to opt for the  
Master in Project Management (MPM) Degree

Sophia Crawford  
TUTOR

Sara Fonseca  
REVIEWER No.1

Juan Camilo Delgado  
REVIEWER No.2

Amiel Hanchardo Summerbell  
STUDENT

## **DEDICATION**

I dedicate this research project to my wife Ronnet and four (4) month-old daughter Ameira-Jael, who made great sacrifices and supported me through its developmental stages.

## **ACKNOWLEDGMENTS**

I would like to extend a very big thank you to my wife, Ronnet, who continuously supported, encouraged and prayed for me throughout my Masters in Project Management (MPM) journey.

To my father, Howard Summerbell, who has always championed the value of education in my life and significantly contributed to this program, I say thank you.

I also thank the brothers and sisters in the Stettin District of Seventh-day Adventist Churches, for their continued support, prayers and encouragements.

I am truly grateful to all my teachers at the University for International Cooperation (UCI), who equipped me with the necessary information and training to complete this project and more importantly, exposed me to the tools and techniques necessary for being an effective project manager. I must be careful to mention that I am really thankful to Sophia Crawford for the great care and patience shown to me through the development of this research.

I also must express appreciation to Tara Johnson-Munroe, for her work on editing and making valuable comments for the final output of this research project.

Finally, I must thank my God who miraculously opened the avenue for me to do this wonderful program and gave me the strength to work and study.

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## **ABBREVIATIONS AND ACRONYMS**

ACE	– Albert Town Gospel and Community Expo.
CJC	– Central Jamaica Conference
EJC	– East Jamaica Conference
FGP	– Final Graduation Project
FGW	– Final Graduation Works
HQ	- Headquarters
HR	– Human Resource
HRM	– Human Resource Management
JAMU	– Jamaica Union Conference
JMD	– Jamaican Dollars
JPS	– Jamaica Public Service Company
NCU	– Northern Caribbean University
NEJC	– North East Jamaica Conference
NJC	– North Jamaica Conference
PM	– Project Manager
PMBOK	– Project Management Body of Knowledge
PMI	– Project Management Institute
PMO	– Project Management Office
RBS	– Risk Breakdown Structure
SDA	– Seventh-day Adventist
SOW	- Statement of Work
SWOT	– Strength Weaknesses Opportunities, Threats
WJC	– West Jamaica Conference
WBS	– Work Breakdown Structure
IAD	– Inter-American Division
GC	– General Conference of Seventh-day Adventists

## **EXECUTIVE SUMMARY (ABSTRACT)**

The Seventh-day Adventist (SDA) Church is celebrated as one of the fastest growing protestant churches in Jamaica. Amid this celebration, there is a greater need for an organization in the evangelistic efforts to provide a more rounded approach; an approach that offers a standard and systematic method of execution that facilitates diligence and proper planning. Project management practices would have been employed in these evangelistic efforts but not formally recognized as such. The same is true for North Jamaica Conference (NJC). The SDA church, as well as North Jamaica Conference currently lack a model that will guarantee success in meeting the project objectives. The Albert Town Gospel and Community Expo is the model that will provide a systematic avenue for success through the application of project management best practices. The church must meet needs while evangelizing to those it seeks to reach. With that in mind, the Alberto Town Gospel and Community Expo (ACE) is the model that will facilitate the much needed paradigm shift in evangelism.

The general objective of this project was to create a project management plan for the Albert Town Gospel & Community Expo as a model for effective planning, resource deployment and evangelism in North Jamaica Conference. The specific objectives were: to set up a scope management plan for easy definition of resource requirements during the project; to outline a time management plan for efficiency in each activity and the project; to develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds; define quality management standards to be adopted in the management of the project; to draft a human resource management plan to effectively deploy resources; to establish a communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo; to compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project; to create a procurement management plan to clearly define requirements for the acquisition of products and services; to create a stakeholder management plan to properly monitor and engage relevant individuals in the process.

The integration management knowledge area was not listed as one of the specific objectives because it is the only knowledge area that has processes in all process groups. The processes involved in integration management were utilized earlier in the formulation of the charter and other important planning documents. The main purpose of the integration management knowledge area processes is the execution

and delivery of project work successfully. That being considered, it was not necessary to list it as a specific objective, since it is a compulsory aspect of the process and will be involved in meeting the other objectives.

The methodology for research utilized three forms, namely; experimental, opinion based and observational. Interviews were conducted, surveys were done, and historical data was consulted to gather the relevant data for assessment as well as for formulating the best conclusions and recommendations for the discourse. The main source used to gather information was the book entitled, '*A Guide to The Project Management Body of Knowledge (PMBOK Guide) Fifth Edition.*' The information was analyzed and applied to the research to create the components of the subsidiary plans that developed the project management plan for the Albert Town Gospel & Community Expo (ACE).

Having considered and investigated the previously stated objectives, it can be concluded that approaching evangelistic outreach with project management principles, tools and techniques provides a highly effective avenue for execution. This principle is also true for all other projects within the SDA Church. This may require some amount of training on the part of the organization and slight modification of policy.

It is recommended that the organizations integrate basic project management principles into their operation, especially evangelistic endeavors for greater success. Educating their work force in this regard will assist in better, successive planning and more effective use of resources. Basic training and planning in scope, time, cost, quality, human resource, risk, communication, procurement, and stakeholder management will create the platform for greater success.

## **INTRODUCTION**

### **1.1. Background**

The research project is based on The Albert Town Gospel & Community Expo. The Albert Town area is a region in Jamaica that is governed by the North Jamaica Conference (NJC) of Seventh-Day Adventists. There are two recognized Pastoral Districts in that area that are expected to effectively evangelize this area. These are the Stettin and Spring Garden Pastoral Districts.

A number of entities are involved in this process of impact. While the NJC has an equipment manager, it does not have a PMO or a designated PM. It means therefore, that although there may be trained persons in the area of management, there may none in project management. There may be no formal practice of the discipline.

It is being proposed that a more suitable evangelism program using best practices in project management, be employed to guarantee stronger influence resulting in more organized evangelism through better organization. Thus, a project management plan for this evangelistic initiative will adopt these practices and serve as a model for future projects in NJC.

### **1.2. Statement of the problem**

Albert Town is flanked by approximately 15 communities in Southern Trelawny. It lies in a section of Jamaica that is defined as “rural Jamaica”. Customary for many rural areas, there are basic amenities that may not be readily available to its citizens because of its location and also the state of the economy. Many individuals desire to have access to resources that would improve their quality of life. Such resources include but not limited to education in good health practices, civil matters, legal council and family counselling, even things as basic as food, clothes and shelter. Some of these resources are either too expensive, too far away or some persons may not understand how certain processes work. Due to circumstances, many individuals are not receptive to the gospel.

This research project proposes a model that will cater to needs of the people and successfully evangelize to them at the same time. This will forge a greater relationship between the church and the community demonstrating the fact that the church sincerely cares about needs of the people and also helps to change problematic circumstances.

A project management plan is needed for the formalization of a model for executing such projects in NJC. There have been many projects of this nature carried out from a strictly management or human resource management angle, but not from a project management avenue. Since these projects are so often undertaken by the SDA church, it would be good and at most fitting to apply the appropriate discipline. This can create an avenue for the application of and exposure to project management tools and techniques within the organization and on projects. This could mean a paradigm shift in project operations.

### **1.3. Purpose**

The motivation for this research is to investigate how project management tools, techniques, processes can be easily applied to even unconventional areas with great success. If the results of evangelism have not always been what they should be, then the methodology needs to be reviewed. The study will investigate the need for such practices in the field. It is expected that the following are benefits of the project research:

- A model evangelistic plan that can be utilized in the future through the NJC.
- The development of a benchmark evangelistic project management plan/instrument.
- An instrument that demonstrates the effective management of the knowledge areas of project management.

### **1.4. General objective**

**1.4.1** To create a project management plan for the Albert Town Gospel and & Community Expo as a model for effective planning, resource deployment and evangelism in North Jamaica Conference.

## **1.5. Specific objectives**

1.5.1 To set up a scope management plan for easy definition of resource requirements during the project.

1.5.2 To outline a time management plan for efficiency in each activity and the project .

1.5.3 To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.

1.5.4 Define quality management standards to be adopted in the management of the project

1.5.5 To draft a human resource management plan to effectively deploy resources.

1.5.6 To establish a communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo .

1.5.7 Compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.

1.5.8 To create a procurement management plan to clearly define requirements for the acquisition of products and services.

1.5.9 To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.

## **THEORETICAL FRAMEWORK**

### **1.1 Organizational Framework**

#### **1.1.1 Organizational Background**

The Seventh-day Adventist Church is a world-wide religious organization that holds dearly to the biblical mandate to evangelize all the earth: ‘Then Jesus came up and said to them, “All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and the Son and the Holy Spirit, teaching them to obey everything I have commanded you. And remember, I am with you always, to the end of the age.” (Matthew 28:18-20, The New English Translation).’ As a result of this focus, the church now holds a membership of eighteen million (18,000,000) people. Notwithstanding the large membership it currently has, the organization is committed to continued growth and humanitarian efforts through various programs and projects. These values are expressed on the church website: The church is served through its administration of 13 world divisions and two attached fields. No matter where you find a Seventh-day Adventist believer, you will find them adhering to the ideals described by the Bible. Their lives will illustrate both faith in God and the church's commitment to the betterment of all human beings. (<https://www.adventist.org/en/world-church/>)

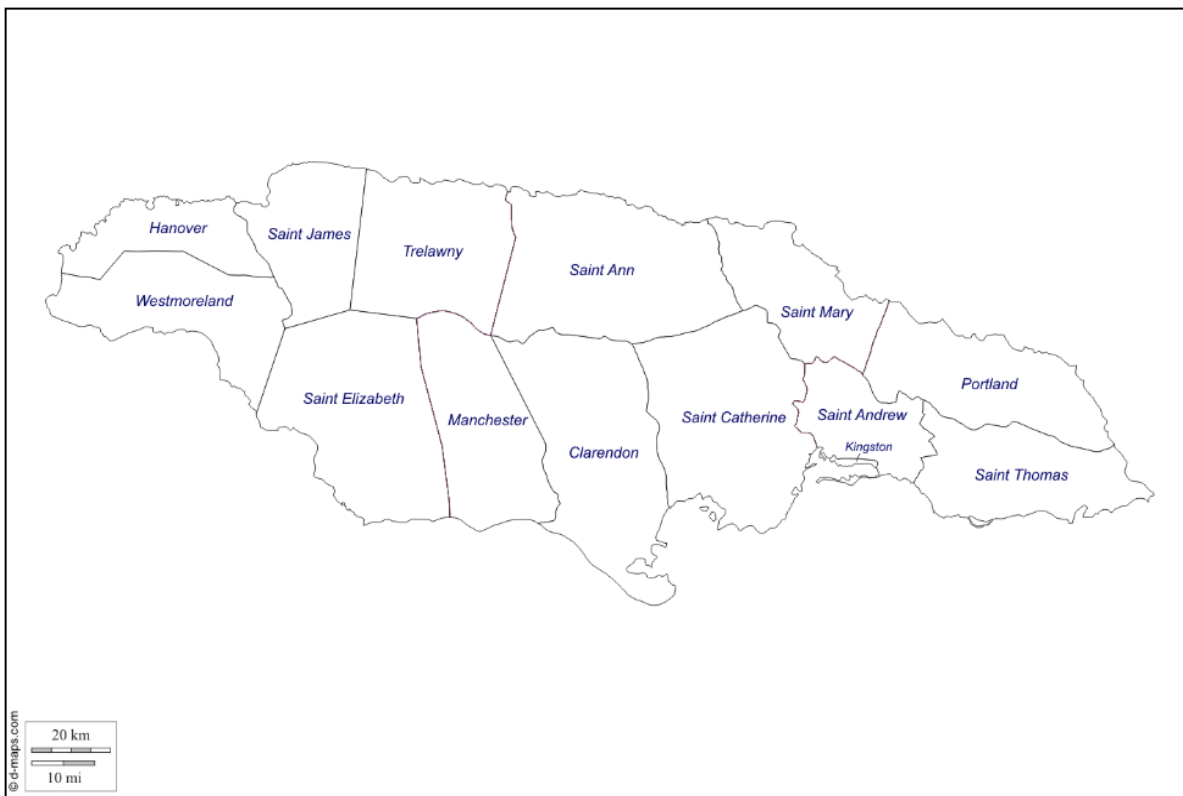
The organization comprises of four (4) constituent levels and five (5) administrative levels. Cleghorne (as cited in *The Seventh-day Adventist Church Manual*, 1995), explains “there are four constituent and five administrative levels of the Seventh-day Adventist Church. The four constituencies are those of:

1. The local church, a united body of individual believers.
2. The local conference or local field/mission, a united organized body of churches in a state, province, or territory.
3. The union conference or union field/mission, a united body of conferences or field within a large territory.
4. The General Conference (GC), the largest unit of organization, embraces all unions in all parts of the world. Divisions are sections of the General

Conference, with administrative responsibility assigned to them in designated geographical areas.”

Cleghorne (2000) further explains that the five administrative levels of the church are the local church, the local conference, the union conference, the Division and the General Conference.

The North Jamaica Conference is one of the local conferences as earlier expressed in number two (2). It is one of five local conferences in the Jamaica Union (JAMU) Conference of Seventh-day Adventists. The North Jamaica Conference is composed of eighty-one (81) congregations and is responsible for executing the mission of the organization in the northerly parishes, Trelawny and St. Ann. Albert Town is found in Trelawny and is between two pastoral districts in the NJC.



**Figure 1: Map of Jamaica showing parishes** (Source: <http://freecoloringpageforkids.com/outline-map-of-jamaica-with-parishes/outline-map-of-jamaica-with-parishes-scripta-geologica/>)



**Chart 1, Conferences and corresponding parishes (Source: The Author)**

<b>Conference</b>	<b>Parishes</b>
North Jamaica Conference (NJC)	Trelawny, St. Ann
North-East Jamaica Conference (NEJC)	Portland, St. Mary
East Jamaica Conference (EJC)	St. Thomas, Kingston & St. Andrew
Central Jamaica Conference (CJC)	St. Catherine, Clarendon, Manchester
West Jamaica Conference (WJC)	St. Elizabeth, Westmorland, St. James

### **1.1.2 Mission and vision statements**

The organization keeps one motive in mind: evangelizing and improving the quality of life for humanity. The Mission and Visions statements of the NJC and JAMU will be shared as they have similar elements that define the motive of the project:

#### **Mission Statement for JAMU**

To glorify God by proclaiming the everlasting Gospel and discipling every believer in Jamaica Union Conference.

#### **Vision Statement for JAMU**

Every believer living in readiness for Christ's second coming.

#### **Mission Statement for NJC**

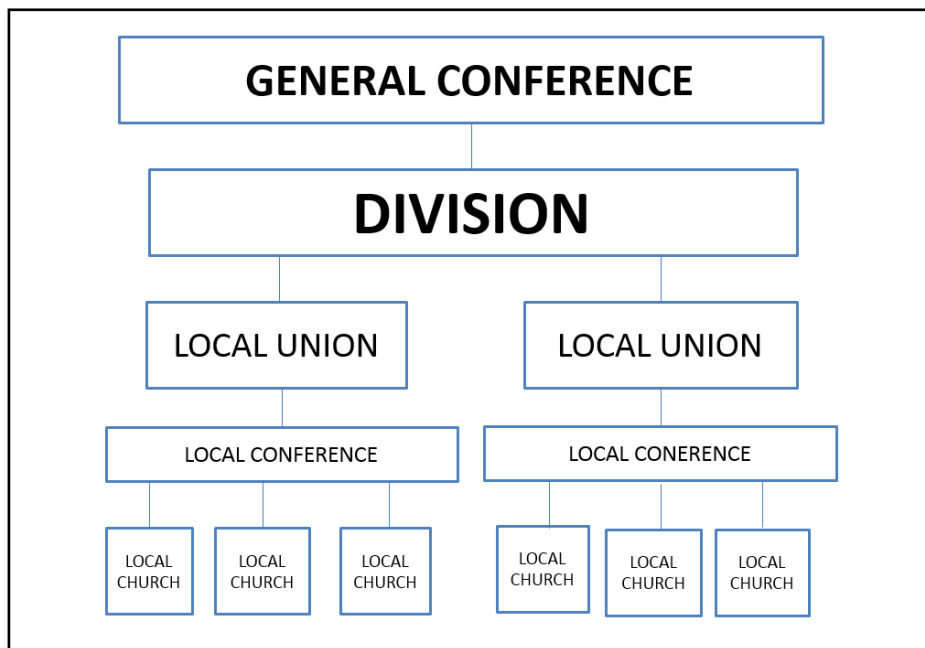
To glorify God, and under the direction of the Holy Spirit, lead everyone in its territory to experience a personal and transforming relationship with Jesus, enabling the believers to become a disciple in sharing the Everlasting Gospel.

#### **Vision Statement for NJC**

Every member of the body of Christ living in readiness for the Kingdom of God.

### 1.1.3 Organizational Structure

The organization is often admired for the emphasis placed on structure. Each level is largely dependent on the previous. An early pioneer observed that as numbers increased, it was evident that without some form of organization there would be great confusion, and the work would not be carried forward successfully (White, 1892). **Figure 2** shows the administrative and organizational structure that now exists.



**Figure 2: Organizational Structure of SDA Church (Source: The Author)**

#### Services Offered

The NJC exists to spearhead, encourage and support any initiative that enhances the quality of life of its members as well as non-members. Such services offered are:

- Educational initiatives that inform persons on proper lifestyle practices.
- Creating a sense of belonging for members and potential members.
- Feeding and clothing programs for less fortunate individuals in society.
- Providing relief in times of disaster.
- Providing spiritual guidance for members and potential members.

- Acting as a moral compass for the society at large.

## **1.2 Project Management concepts**

### **1.2.1 Project**

A project is defined as “a temporary endeavor undertaken to create a unique product, service or result” (Project Management Institute [PMI], 2013, p.3).

The Albert Town Gospel and Community Expo is an initiative that takes the form of a project to realize the objectives and mission of the organization. In the case of this FGP, the project seeks to create a project management plan that can be used as a model for such projects.

### **1.2.2 Project management**

Project management is defined as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five Process Groups. These five Process Groups are: Initiating, Planning, Executing, Monitoring and Controlling, and Closing. ” (PMI, 2013, p.5). In previous projects, there may not have been any documented approaches using formal project management principle, tools and techniques. These tools and techniques will be applied in this FGP for successful outcome of the proposed Albert Town Gospel and Community Expo.

### **1.2.3 Project life cycle**

“A project life cycle is the series of phases that a project passes through from its initiation to its closure. The phases are generally sequential, and their names and numbers are determined by the management and control needs of the organization or organizations involved in the project, the nature of the project itself, and its area of application (PMI, 2013, p.38).

#### **1.2.4 Project management processes**

The PMBOK defines a process as “a set of interrelated actions and activities performed to create a pre-specified product, service, or result. Each process is characterized by its inputs, the tools and techniques that can be applied, and the resulting outputs (PMI, 2013, p 47). It further explains that “Project management processes ensure the effective flow of the project throughout its life cycle (p.45). Due to the complex nature of the FGP, the life cycle of the project needs some structure and application of these processes for the purpose of efficiency.

#### **1.2.5 Project management knowledge areas**

The PMBOK outlines that “the 47 project management processes identified in the PMBOK Guide are further grouped into ten separate Knowledge Areas. A Knowledge Area represents a complete set of concepts, terms, and activities that make up a professional field, project management field, or area of specialization. These ten Knowledge Areas are used on most projects most of the time (PMI, p.61). These areas are Project integration management, scope management, time management, cost management, quality management, human resource management, communications management, risk management, procurement management and stakeholder management (p. 61) The FGP will must utilize all knowledge areas for successful execution.

### **1.3 Other applicable theory/concepts**

#### **1.3.1**

##### **Evangelism**

Evangelism is defined as “the Evangelism is the announcement, proclamation, and/or preaching of the gospel (1 Corinthians 15:1-4), the good news of and about Jesus Christ. (Miano, n.d.)

Evangelism is sometimes referred to as Christian witnessing. According to Schantz (2000), it “is the act of encouraging men and women everywhere to respond to Jesus as their Savior” (p. 12).

Cameron says “evangelism is to present Christ to humanity as the living Saviour and the only hope of this world or the next. It means exhorting sinners to accept Christ as their Saviour, recognizing that without him they are totally and helplessly lost” (p. 19).

### **1.3.2**

#### **Missiology**

“*Missiology* can be defined as the science of mission that deals with all aspects of the worldwide, cross-cultural divine task. It involves people’s ancestry environment, history, culture, and religious heritage” (Glasser, 1999, p 1).

## METHODOLOGICAL FRAMEWORK

### 1.4 Information sources

An information source can be defined as “a person, thing, or place from which information comes, arises, or is obtained.”

(Information Source, In *Wikipedia* Retrieved from [https://en.wikipedia.org/wiki/Information\\_source](https://en.wikipedia.org/wiki/Information_source), n.d.)

#### 1.4.1 Primary sources

A primary source provides direct or firsthand evidence about an event, object, person, or work of art. Primary sources include historical and legal documents, eyewitness accounts, results of experiments, statistical data, pieces of creative writing, audio and video recordings, speeches, and art objects. Interviews, surveys, fieldwork, and Internet communications via email, blogs, listservs, and newsgroups are also primary sources.

(Primary and Secondary Sources, paragraph 2)

Primary sources for this FGP include but may not be limited to minutes of previous planning meetings of similar projects, historical data, historical organizational data, and interviews with stakeholders at all levels.

#### 1.4.2 Secondary sources

Secondary sources describe, discuss, interpret, comment upon, analyze, evaluate, summarize, and process primary sources. Secondary source materials can be articles in newspapers or popular magazines, book or movie reviews, or articles found in scholarly journals that discuss or evaluate someone else's original research. (Primary and Secondary Sources, paragraph 3)

For this FGP, the secondary sources that are expected to be used are all relevant documents produced from previously done projects.

**Chart 2, Information sources (Source: A. Summerbell, Author)**

Objectives	Information sources	
	Primary	Secondary
To set up a scope management plan for easy definition of resource requirements during the project.	Meeting Minutes, Interviews, Previous Projects	PMBOK Guide, Mass Media
To outline a time management plan for efficiency in each activity and the project.	Interviews, Previous Time Estimates, Meeting Minutes	PMBOK Guide, Journal
To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.	Previous Budgets on similar projects, Meeting, Minutes	PMBOK Guide, Internet Sources
Define quality management standards to be adopted in the management of the project	Meeting Minutes, Previous Project Data, Interviews with Clients, Observation	PMBOK Guide PMI
To draft a human resource management plan to effectively deploy resources.	Historical Data, Interviews	PMBOK, PMI
To establish a	Previous Projects	PMBOK, External Books

communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo.		
Compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.	Historical Data, Interviews,	PMBOK Guide, PMI
To create a procurement management plan to clearly define requirements for the acquisition of products and services.	Historical Data	PMBOK Guide, PMI
To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.	Interviews, Resource Material	PMBOK Guide, PMI



### 3.2. Research methods

Research method is defined as “the process used to collect information and data for the purposes of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

(Research Methodology, n.d. Paragraph 1)

#### 3.2.1 Experimental Method

This “is the straightforward experiment, involving the standard practice of manipulating quantitative, independent variables to generate statistically analyzable data.” (Shuttleworth, Martyn. *Different Research Methods*. Retrieved from <https://explorable.com/different-research-methods>).

#### 3.2.2 Opinion Based Method

These types “generally involve designing an experiment and collecting quantitative data. For this type of research, the measurements are usually arbitrary, following the ordinal or interval type.” (Shuttleworth, 2012)

#### 3.2.3 Observational Method

Observational research is a group of different research methods where researchers try to observe a phenomenon without interfering too much. (Shuttleworth, 2012)

**Chart 3, Research methods (Source: A. Summerbell, Author)**

Objectives	Research methods		
	Experimental	Opinion Based	Observational
To set up a scope management plan for easy definition of resource requirements during the project.	This would assist in investigating how wide needs exist and to what extent we impact.	This method assists in acquiring information from stakeholders on effective	This facilitates the comparative analysis of scope management of previously conducted

		resource allocation.	projects.
To outline a time management plan for efficiency in each activity and the project.		Involves stakeholders in defining the time allotted for the project.	Comparison of previous time management plans to realize an efficient time plan.
To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.		This will aid in ascertaining how much financial resources are available and the preferred distribution.	Allows for effective benchmarking.
Define quality management standards to be adopted in the management of the project	Allows for continued evaluation of quality throughout the life of the project.	Allows for feedback from stakeholders on possible way to improve quality and quality management.	Allows for careful observation where needs improvement and from previous projects.
To draft a human resource management plan to effectively deploy resources.	Testing of resources as allocated at certain times.	Facilitates stakeholder involvement in the distribution of resources appropriately.	Allows for bench-marking and evaluation of the performance of resources.
To establish a	This aids in	This	This aids in

communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo.	investigating and choosing the more effective forms of communication.	encourages the input of the stakeholders on preferred media for communication.	viewing the effectiveness of alternate forms of communication.
To compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.	Facilitates growth in the best ways to deal with issues that may arise.	Generates feedback on the best ways to deal with risks.	Aids in formulating an opinion and best approaches to risks.
To create a procurement management plan to clearly define requirements for the acquisition of products and services.	Allows for acquisition of resources based on previous experience.	Facilitates the sharing of stakeholders in the process of procurement.	Provides information on possible sources.
To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.		Aids in determining the impact each stakeholder will have on the project.	This aids in the compilation of an accurate stakeholder list for accountability.

### 3.2 Tools

A tool is defined as “Something tangible, such as a template or software program, used in performing an activity to produce a product or result. (PMI, 2013, p. 565).

This project demands the use of tools such as, but not limited to: meetings, bench-marking and analytical techniques.

**Chart 4, Tools (Source: A. Summerbell, Author)**

Objectives	Tools
To set up a scope management plan for easy definition of resource requirements during the project.	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Expert Judgment</li> <li>• Observations</li> <li>• Bench-marking</li> </ul> <p style="text-align: center;">Group                      Decision-making techniques</p>
To outline a time management plan for efficiency in each activity and the project.	<ul style="list-style-type: none"> <li>• Expert Judgment</li> <li>• Analytical Technique</li> <li>• Scheduling tool</li> <li>• Reserve Analysis</li> <li>• Group                      Decision-making Techniques</li> </ul>
To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.	<ul style="list-style-type: none"> <li>• Expert Judgment</li> <li>• Analytical Techniques</li> <li>• Meetings</li> <li>• Cost of Quality</li> <li>• Historical Relationships</li> <li>• Reserve Analysis</li> </ul>
Define quality management standards to be adopted in the management of the project.	<ul style="list-style-type: none"> <li>• Cost-benefit Analysis</li> <li>• Cost of Quality</li> <li>• Bench-marking</li> <li>• Meetings</li> <li>• Inspection</li> </ul>

<p>To draft a human resource management plan to effectively deploy resources.</p>	<ul style="list-style-type: none"> <li>• Organization Charts</li> <li>• Expert Judgment</li> <li>• Meetings</li> <li>• Negotiation</li> <li>• Acquisition</li> <li>• Ground rules</li> <li>• Interpersonal Skills</li> <li>• Training</li> <li>• Team-building Activities</li> <li>• Observation and Conversation</li> <li>• Conflict Management</li> </ul>
<p>To establish a communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo</p>	<ul style="list-style-type: none"> <li>• Communication Technology</li> <li>• Communication Models</li> <li>• Communication Methods</li> <li>• Meetings</li> <li>• Expert Judgment</li> <li>• Meetings</li> <li>• Information management system</li> </ul>
<p>To compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.</p>	<ul style="list-style-type: none"> <li>• Analytical Techniques</li> <li>• Expert Judgment</li> <li>• Meetings</li> <li>• SWOT Analysis</li> <li>• Probability and Impact Matrix</li> <li>• Risk data quality assessment</li> <li>• Risk Urgency Assessment</li> <li>• Contingent response strategies</li> </ul>
<p>To create a procurement management plan to clearly define requirements for the acquisition of products and services.</p>	<ul style="list-style-type: none"> <li>• Make or buy analysis</li> <li>• Expert Judgment</li> <li>• Market Research</li> </ul>

	Procurement Negotiations
To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.	<ul style="list-style-type: none"> <li>• Stakeholder Analysis</li> <li>• Expert Judgment</li> <li>• Meetings</li> <li>• Communication Methods</li> <li>• Inter-personal Skills</li> <li>• Management Skills</li> </ul>

### **3.3 Assumptions and Constraints**

#### **3.4.1 Assumptions**

The PMI (2013) on page 529 defines an assumption as “a factor in the planning process that is considered to be true, real, or certain, without proof or demonstration.

#### **3.4.2. Constraints**

A constraint is “a limiting factor that affects the execution of a project, programme, portfolio, or process.” (PMI, 2013, p. 533)

**Chart 5, Assumptions and constraints (Source: A. Summerbell, Author)**

Objectives	Assumptions	Constraints
To set up a scope management plan for easy definition of resource requirements during the project.	It is assumed that persons are readily open to the initiative.	Finance may influence scope.
To outline a time management plan for efficiency in each activity and the project.	It is assumed that time scheduled for each work package is accurate and can be completed within time specified.	<ul style="list-style-type: none"> <li>• Availability of resources can cause delay.</li> <li>• Unavailability of equipment from NJC may cause delay.</li> <li>• Necessary approvals from agencies/stakeholders (Land owner, police, Jamaica Public Service) can affect schedule.</li> </ul>
To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.	It is assumed that all stakeholders will contribute to the project: NJC and Pastoral Districts.	Fluctuation in price for produce in the farming area will influence power of stakeholders to participate financially.
Define quality management standards to be adopted in the management of the project	It is assumed that all stakeholders with executive responsibilities will do so at the highest standard.	Poor service by team members can affect the quality of the product.
To draft a human resource management plan to effectively deploy resources.	<ul style="list-style-type: none"> <li>• It is assumed that all stakeholders will make resources available.</li> <li>• It is assumed that procurement</li> </ul>	Resources may be shared among similar projects running simultaneously.

Objectives	Assumptions	Constraints
	<p>best practices will be employed in the acquisition of resources.</p>	
<p>To establish a communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo</p>	<ul style="list-style-type: none"> <li>• It is assumed that all stakeholders will be notified of plans and procedures.</li> <li>• It is assumed the mode of communication will be accessible by all stakeholders.</li> </ul>	<p>A break down in any area or on the part of any communication aspect can severely affect the project performance.</p>
<p>Compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.</p>	<p>It is assumed that risks are inevitable and must be planned for</p>	<p>If risks are not identified and properly addressed, the project can be adversely affected resulting in project failure.</p>
<p>To create a procurement management plan to clearly define requirements for the acquisition of products and services.</p>	<p>It is assumed that previous procurement documentation will be used to guide current procurement procedure.</p>	<ul style="list-style-type: none"> <li>• Previous service/product providers may not have the capacity to provide similar services/products.</li> <li>• Lack of information about previous procurement may cause a delay in procurement.</li> </ul>
<p>To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.</p>	<p>All stakeholders will benefit from a successful project.</p>	<p>Not all stakeholders may realize and appreciate the value of the project causing reluctance in participation and demotivation.</p>



### 3.4 Deliverables

A deliverable is “any unique and verifiable product, result, or capability to perform a service that is required to be produced to complete a process, phase, or project.” (PMI, 2013, p. 537).

**Chart 6, Deliverables (Source: A. Summerbell, Author)**

Objectives	Deliverables
To set up a scope management plan for easy definition of resource requirements during the project.	Scope Management Plan. Clear outline of the intended span of the project
To outline a time management plan for efficiency in each activity and the project.	Time Management Plan. An efficient start and end to each phase and activity of the project.
To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.	Cost Management Plan. An air-tight budget that governs all financial resources of the project.
Define quality management standards to be adopted in the management of the project	Quality Management Plan. The composition of a suitable governing system that facilitates quality testing, inspecting and execution.
To draft a human resource management plan to effectively deploy resources.	Human Resource Management Plan. Most resources are used appropriately.
To establish a communications management plan for effective internal and external communication throughout the life of Albert Town Gospel and Community Expo	Communications Management Plan. The development of an effective communication system and protocol.
Compose a risk management plan to identify, evaluate and mitigate risks	Risk Management Plan. All risks are properly identified, categorized and neutralized.

throughout the life of the project.	
To create a procurement management plan to clearly define requirements for the acquisition of products and services.	Procurement Management Plan. All products and services are acquired according to organizational and governmental policies and standards.
To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.	Stakeholder Management Plan. Identification, acknowledging and prioritization of all stakeholders and appropriate relationships established.

## RESULTS

### 3.3. Scope Management Plan for Albert Town Gospel & Community Expo.

#### 3.3.1. Define Scope

The scope management plan is essential for the success of this project. Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project (PMI, 2013, p 105). This scope management plan provides a description of how the structural framework of the project will stand. All operations within the project must comply with the scope of the project. Hence, it is critical that the plan carefully outlines the demands of the project. It acts as a guide for managing and controlling scope. The process groups that will actively interact in this section are outlined in figure 3.

**Plan Scope Management**—The process of creating a scope management plan that documents how the project scope will be defined, validated, and controlled.

**Collect Requirements**—The process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.

**Define Scope**—The process of developing a detailed description of the project and product.

**Create WBS**—The process of subdividing project deliverables and project work into smaller, more manageable components.

**Validate Scope**—The process of formalizing acceptance of the completed project deliverables.

**Control Scope**—The process of monitoring the status of the project and product scope and managing changes to the scope baseline.

**Figure 3: Project Scope Management Processes. (Source: *A Guide to the Project Management Body of Knowledge* (p. 105), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

#### 4.1.2. Scope Management Approach

The scope management of the Albert Town Gospel and Community Expo will be the responsibility of the project manager. The scope is defined by the Scope Statement, Work Breakdown Structure (WBS) and WBS Dictionary. The project manager and the project team are responsible for creating and approving any documentation that will evaluate the scope. Changes to the scope can be initiated by any member of the team. These change requests however, will be evaluated by the team. Not all change requests will necessarily go to the team. There are those requests that may be considered minor, that do not affect the time and cost in a negative way. These can be left up to the discretion of the project manager. Those requests that are major and affect time and cost significantly must be examined by the team and be put to a vote thus approving or turning down the requests. Once the scope change is approved, all stakeholders and team members are notified.

#### 4.1.3. Roles and Responsibilities

In order to avoid any form of overlapping or any overlooking in any aspect of this project, the team must be properly notified of roles and responsibilities. For the smooth operation of the project the people involved must have a clear definition of what is expected. This is outlaid in the chart below and will be further explained in the WBS and team assignments.

**Chart 7, Scope Management Roles and Responsibilities (Source: A. Summerbell, Author)**

NAME	ROLE	RESPONSIBILITY
Stettin SDA Membership	Sponsor	<ul style="list-style-type: none"> <li>- Provide financial support for the project.</li> <li>- Continually Promote the Project in Stettin and adjoining communities.</li> <li>- Keep management and team members abreast of internal/external concerns.</li> <li>- Accept Project</li> </ul>

		Deliverables.
Ulster Spring SDA Membership	Sponsor	<ul style="list-style-type: none"> <li>- Provide financial support for the project.</li> <li>- Continually Promote the Project in Ulster Spring and adjoining communities.</li> <li>- Keep management and Team members abreast of internal/external concerns.</li> <li>- Accept Project Deliverables.</li> </ul>
Spring Garden SDA Membership	Sponsor	<ul style="list-style-type: none"> <li>- Provide financial support for the project.</li> <li>- Continually Promote the Project in Spring Garden and adjoining communities.</li> <li>- Keep management and Team members abreast of internal/external concerns.</li> <li>- Accept Project Deliverables.</li> </ul>
Amiel Summerbell	Project Manager	<ul style="list-style-type: none"> <li>- Oversee the general operation of the project.</li> <li>- Measure and monitor project scope.</li> <li>- Ensure all team members function effectively.</li> <li>- Facilitate and asses all concerns from the sponsors and stakeholders.</li> </ul>

		<ul style="list-style-type: none"> <li>- Ensure proper communication is done of any approved change requests.</li> <li>- Update documentation of all scope changes.</li> <li>- Chairman of all general team meetings.</li> <li>- Field reports from sub-committees, especially the finance committee.</li> <li>- Guide project scope based on strategic plan, values and objectives of project as well as higher organization.</li> <li>- Represent NJC &amp; JAMU in all matters.</li> </ul>
Jermaine Johnson	Assistant Project Manager	<ul style="list-style-type: none"> <li>- Keep project manager on all known concerns and potential change requests.</li> <li>- Provide support for the project manager.</li> <li>- Keep direct contact with all sub-committees and provide project manager with status reports.</li> <li>- Guide project scope based on strategic plan, values and objectives of project as well as higher organization.</li> <li>- Represent NJC &amp; JAMU in all matters.</li> </ul>

Project Team	Team Members	<ul style="list-style-type: none"> <li>- Execute work packages professionally and efficiently.</li> <li>- Share any important concerns with project manager or assistant project manager.</li> <li>- Encourage unity within area of service and in the team.</li> <li>- Comply with approved change requests.</li> <li>- Share and execute vision of NJC &amp; JAMU.</li> </ul>
Stakeholders	Subcontractors & Consultants	<ul style="list-style-type: none"> <li>- Can propose scope changes.</li> <li>- Carry out work as engaged by management.</li> </ul>

#### 4.1.4. Project Scope Statement

The project includes three major phases:

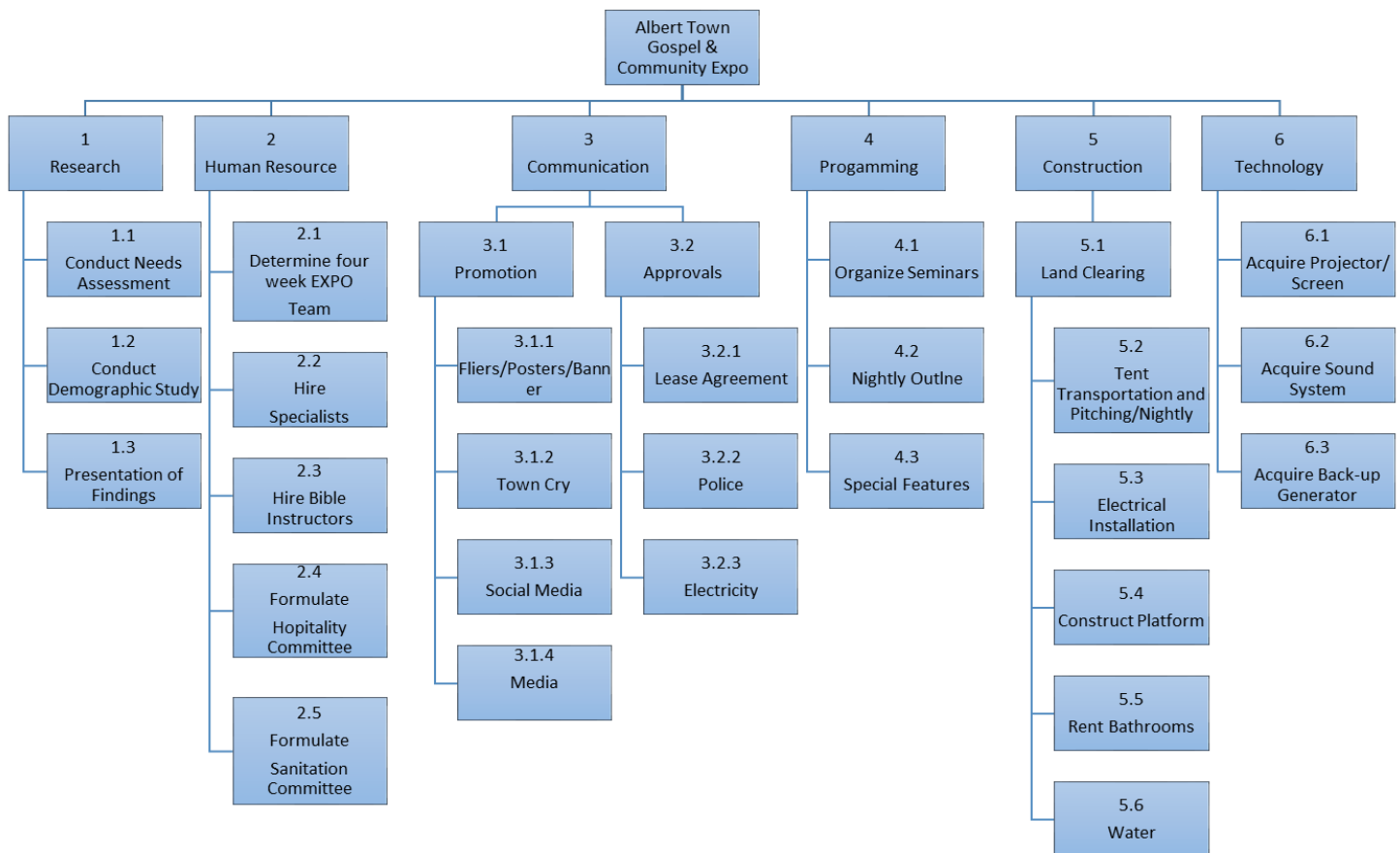
- 1) A demographic study and needs assessment of the communities surrounding Albert Town. This will be carried out through the distribution of questionnaires to members of the community and conducting interviews with notable citizens. The findings will guide the activities of the phases that follow.
- 2) A four week evangelistic series – A tent covering an area of 2400 square feet (60x40) will be set up in Albert Town for the centrality of executing daily impact and expo. The intent is to comfortably seat a minimum of four hundred and fifty (450) people at any point. Nightly services will also be held for direct evangelistic engagement. The programs will feature professionals who would have been invited to present based on findings of the needs assessment.
- 3) A consolidation and retention program – those who are baptized will be welcomed into their respective churches and given spiritual support and guidance.

All the information gathered will be used for successive evangelism planning in the area.

**Assumptions Constraints and Deliverables:** Assumptions constraints and deliverables are listed in charts 5 and 6 respectively.

#### 4.1.5. Work Breakdown Structure (WBS)

The Work Breakdown Structure and the WBS Dictionary are key elements for effective scope management. Each major aspect of the project is broken down into manageable work packages and deliverables. See the following WBS **Figure 4:**



**Figure 4: Work Breakdown Structure (Source: A. Summerbell, Author)**

#### 4.1.6. WBS Dictionary

The WBS Dictionary is also crucial in defining scope. The WBS dictionary is a document that provides detailed deliverable, activity, and scheduling information



about each component in the WBS. The WBS dictionary is a document that supports the WBS. (PMI, 2013, p 132). The team will use the WBS Dictionary as a guide for expected work for each work package. Please see the following chart for the WBS Dictionary for the Albert Town Gospel & Community Expo.

**Chart 8, WBS Dictionary (Source: A. Summerbell, Author)**

Level	WBS Code	Element Name	Description of Work	Deliverables	Budget	Resources
2	1	Research	Collection and collation of Data.	Findings and useful information for project objectives.	\$50,000	Paper, Printer, Computer
2	2	Human Resource	Acquisition and Management of staff.	Acquisition of effective team.	\$220,000	
2	3	Communication	Development of communication system. Effective Communication to all levels. Maintenance of communication system.	Effective Communication across all levels.	\$25,000	Electrical Energy, Printer, Computer, Public Address system
2	4	Programming	Development of smooth operation plan for all sitting aspects.	Smooth transition and execution of programs.	\$20,000	Printer, Computer, Programme Templates
2	5	Construction	Actual Construction and Preparation of Tent Site.	Tent Pitched. All necessary infrastructure in place.	\$60,000	Man Power, Truck
2	6	Technology	Performance and Maintenance of technological equipment and department.	Visual and audio resources effectively used.	\$10,000	Computer, Projector, Projector Screen
3	1.1	Conduct Needs Assessment (See appendix 12)	Solicit information from citizens based as demanded by questionnaire over a one month period.	List of products and services needed by the community.	\$12,000	Questionnaires, Interviews, Volunteers
3	1.2	Conduct Demographic	Solicit information from citizens based	Basic description of size,	\$12,000	Questionnaires,

		Study	as demanded by questionnaire over a one month period.	composition and description of population in the area.		Interviews, Volunteers
3	1.3	Presentation of Findings	Share information with project team.	Meeting outlining finding of study	\$12,000	Meeting Place, Printer, Computer
3	2.1	Determine four week EXPO Team	Function efficiently in areas assigned for four week EXPO. Respond promptly to assignments given by management. Relate to each member with respect.	Complete four week EXPO Team		Meetings, Contracts, Negotiation, Interviews
3	2.2	Hire Specialists	Hire Specialists that will: Host seminar at the scheduled time based on area of expertise upon the invitation of management.	Completed presentations in specific areas on specific topics.	\$40,000	Centralized meeting area, Projector, computer, projector screen, Negotiation
3	2.3	Hire Bible Instructors	Hire Bible Instructors that will: Visit and encourage prospects for baptism.	Continued generated interests. Persons getting baptized.	\$612,000	Continuous Prayer
3	2.4	Formulate Hospitality Committee	Formulate Committee that will: Cater to the needs of guest presenters. Host Instructors Make sure the evangelist is catered for at all times. Ensure food is prepared for Sabbath Celebrations.	Observation and dialogue with persons being catered for.	\$120,000	Volunteers, catering team
3	2.5	Formulate Sanitation Committee	Acquire sanitation team that will ensure sanitary facilities are functioning properly	Clean sanitary areas	\$10,000	Human Resource
3	3.1	Promotion	Ensure promotional material is created.	Information about project	\$25,000	Contracted Printer and

			Disseminate information about the project in a timely and electrifying manner.	saturates public domain.		Designer. Volunteers
4	3.1.1	Fliers, Posters, Banner	Have flyer, poster and banner designed. Distribute Fliers Place posters at strategic points for public viewing.	5,000 fliers printed 50 Posters printed One 6x5 Banner Printed	\$19,600	Contracted Printer and Designer. Volunteers
4	3.1.2	Town Cry	Do Town Cry periodically	Town Cry done 3 times in the were before centralized programme.	\$5000	Contracted Town Cry Service Provider
4	3.1.3	Social Media	Utilize social media to promote project.	Programme promoted on Facebook, Twitter etc		Volunteer
4	3.1.4	Media	Utilize available media for project promotion.	Radio Station promoting project.		Northern Caribbean University Radio (NCU 91.1 FM)
3	3.2	Approvals (See appendix 5 for samples)	Seek relevant approval to execute project legally.	Letters drafted and sent to relevant agencies. Response actively solicited for these letters.		Computer, Printer
4	3.2.1	Lease Agreement	Draft Lease Agreement Seek Approval from Land owner to operate on the centralized site.	Signed Lease agreement. Approval to use land.	\$20,000	Computer, Printer
4	3.2.2	Police	Draft Letter to local Police seeking approval to proceed with project especially the nightly programme.	Approval granted to proceed.		Computer, Printer
4	3.3.3	Electricity	Apply for temporary	Site legally	\$12,000	Computer,

			connection from Jamaica Public Service Company (JPS).	connected by JPS workers to power grid.		Printer, JPS Workers
2	4	Programming	Ensure Smooth flow of programs.	Smooth flow of programs.		Centralized meeting place
3	4.1	Seminars	Ensure smooth flow of seminars by guest presenters.	Smooth flow of seminars by guest presenters.	\$60,000	Centralized meeting place
3	4.2	Nightly Outline	Ensure smooth flow of nightly Programme. Create an outline for nightly programme.	Smooth flow of nightly Programme. Nightly Outline Template Created and adhered to.		Centralized meeting place.
3	4.3	Special Features	Designate special time for special features.	Special features on each outline.		Team Member
2	5	Construction	Prepare centralized site for operation of four (4) week series.	Centralized site prepared for 4 week series.	\$60,000	Team Members, Volunteers
3	5.1	Land Clearing	DE bushing, flattening, and removal of debris on land.	Land cleared and ready for tent to be erected for 4 week aspect.	\$10,000	Team Members, Stakeholders , Church Membership.
3	5.2	Tent Transportation and Pitching / Nightly Transportation for Persons.	Transport and erect tent in one (1) day. Transport People Nightly to and from meetings.	Tent erected in one day.	\$210,000	Team Members, Stakeholders , Church Membership.
3	5.3	Electrical Installation.	Install lights, wires, panel and electrical fittings.	Lights, wires, panel and electrical fittings installed.	\$8,000	Certified Electrician
3	5.4	Build Platform	Build Platform five (5) before centralized programme begins.	Platform completed five (5) before centralized programme begins.	\$20,000	Volunteer Masons

3	5.5	Rent Bathrooms	Rent Mobile Bathroom Units.	Mobile Bathroom Units Acquired for centralized site.	\$100,000	Contracted Company
3	5.6	Water	Ensure the centralized site has water.	Tanks, pipes set up and running water available at centralized site.	\$30,000	Team Members
2	6	Technology	Ensure Project is equipped with basic technological equipment.	Basic Technological advances are available throughout the life of the project.	\$160,000	Contracted service providers and assigned team member.
3	6.1	Projector/Screen	Ensure a Project and Screen are available.	Projector and screen available.		Team Members
3	6.2	Acquire Sound System	Ensure a good public address (PA) system is available at centralized site.	Good public address system is present at centralized site.	\$150,000	Contracted Service Provider
3	6.3	Acquire Back-up Generator	Ensure a back-up generator is available at centralized site.	Back-up generator is available at centralized site.	\$10,000	Church members/ Volunteer

#### 4.1.7. Validate & Control Scope

Validate Scope is the process of formalizing acceptance of the completed project deliverables. The key benefit of this process is that it brings objectivity to the acceptance process and increases the chance of final product, service, or result acceptance by validating each deliverable (PMI, 2013, p. 133).

Control Scope is the process of monitoring the status of the project and product scope and managing changes to the scope baseline. The key benefit of this process is that it allows the scope baseline to be maintained throughout the project (PMI, 2013, p. 136).

For this project all deliverables must be inspected and approved by the Project Manager. They must meet the quality requirements of stakeholders.

### **3.4. Time Management Plan for Albert Town Gospel and Community Expo**

#### **3.4.1. Introduction**

The time management plan is critical to any project. Balvin Braham says public evangelism takes time (Braham, 2014, p 85). If it takes time a plan must be put in place to manage that time for success. The same holds true for the Trelawny Gospel and Community Expo. The Practice Standard for Scheduling, Second Edition outlines that 'projects are generally complex endeavors; however, a detailed schedule model may result in decomposing projects into manageable phases or groupings. Project performance is then reported and monitored when progress against these activities and milestones is recorded. As progress is recorded on a project, the remaining effort requires reassessment. Scheduling provides a detailed plan that represents how and when the project will deliver the products, services, and results defined in the project scope and may serve as a tool for communication, managing stakeholder expectations, and as a basis for performance reporting. (PMI, 2011, p 2). Project Time Management includes the processes required to manage the timely completion of the project (PMI, 2013, p 141). This section provides the map for the execution of the project. The time management processes that will be utilized are as shown in **figure 5**:

**Plan Schedule Management**—The process of establishing the policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule.

**Define Activities**—The process of identifying and documenting the specific actions to be performed to produce the project deliverables.

**Sequence Activities**—The process of identifying and documenting relationships among the project activities.

**Estimate Activity Resources**—The process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity.

**Estimate Activity Durations**—The process of estimating the number of work periods needed to complete individual activities with estimated resources.

**Develop Schedule**—The process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model.

**Control Schedule**—The process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan.

**Figure 5: Project Time Management Processes. (Source: A Guide to the Project Management Body of Knowledge (p. 141), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

The duration of this project is expected to be a period of our (4) months. All the work packages captured in the WBS are critical for the completion of this project. The project manager as well as the assistant project manager is responsible to ensure that all work packages are started and finished on time. These work packages are broken down in subsequent areas.

### 3.4.2. Define Activities

Define activities is described as the process of identifying and documenting the specific actions to be performed to produce the project deliverables. The key benefit of this process is to break down work packages into activities that provide a basis for estimating, scheduling, executing, monitoring, and controlling the project work (PMI, 2013, p 149). The intent of this section is to provide an activity and a milestone list. The WBS, WBS dictionary as well as the charter provides the input for the activity list. The decomposition technique is used to formulate the activity list. See **chart 10** for activity list. See **Chart 9** for milestone listing. For better scheduling, the chart is more detailed than the charter.

**Chart 9, Milestones (Source: A. Summerbell, Author)**

Code	Milestone	Mandatory/Optional	Predecessor	Successor	Completion Date	Verification
001	Project Start	Mandatory	-	All Subsequent Milestones	30/12/17	Sponsor Approval
002	Complete Demography and Needs Assessment Study	Mandatory			27/10/17	Sponsor Approval
003	Complete application for and securing approval to use Land for Centralized Site	Mandatory	001	004, 005,006	05/10/17	Sponsor and Contractor approval
004	Complete application for and securing approval of Local Police.	Mandatory	003	005,006	10/10/17	Sponsor Approval



005	Complete application for and securing approval of JPS.	Mandatory	003,004	010	20/10/17	Sponsor and Contractor Approval
006	Complete Site Preparation	Mandatory	003,004,005	007	25/10/17	Sponsor Approval
007	Complete Tent Pitching	Mandatory	006	008,010	29/10/17	Sponsor Approval
008	Complete Site Preparation: Decoration, Electrical Fittings, Platform, Bathrooms	Mandatory	007	010	03/11/17	Sponsor Approval
009	Complete promotion and sensitization.	Discretionary	-	-	12/11/17	Sponsor Approval
010	Start 4 week Impact & Expo.	Mandatory	008	011	05/11/17	Sponsor Approval
011	End 4 Week Impact & Expo.	Mandatory	010	012	02/12/17	Sponsor Approval
012	Begin Consolidation & Retention Exercises	Mandatory	011	-	03/12/17	Sponsor Approval

**Chart 10, Activity List (Source: A. Summerbell, Author)**

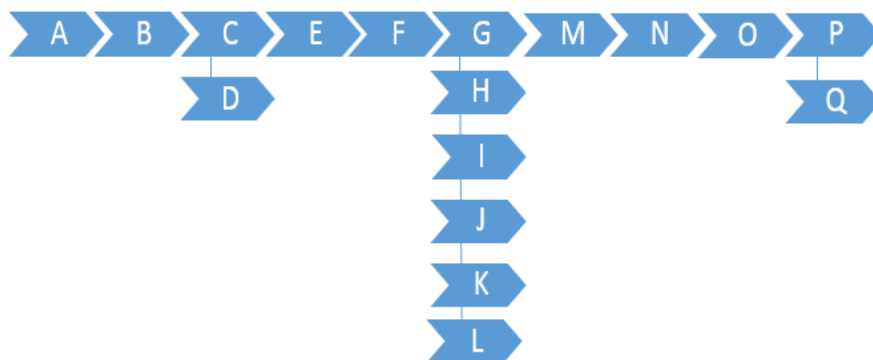
Activity Code	Activity	Activity Duration
A	Project Start	0d
B	Meetings With Demography and needs assessment teams	1d
C	Distribution & Collection of Questionnaires	7d

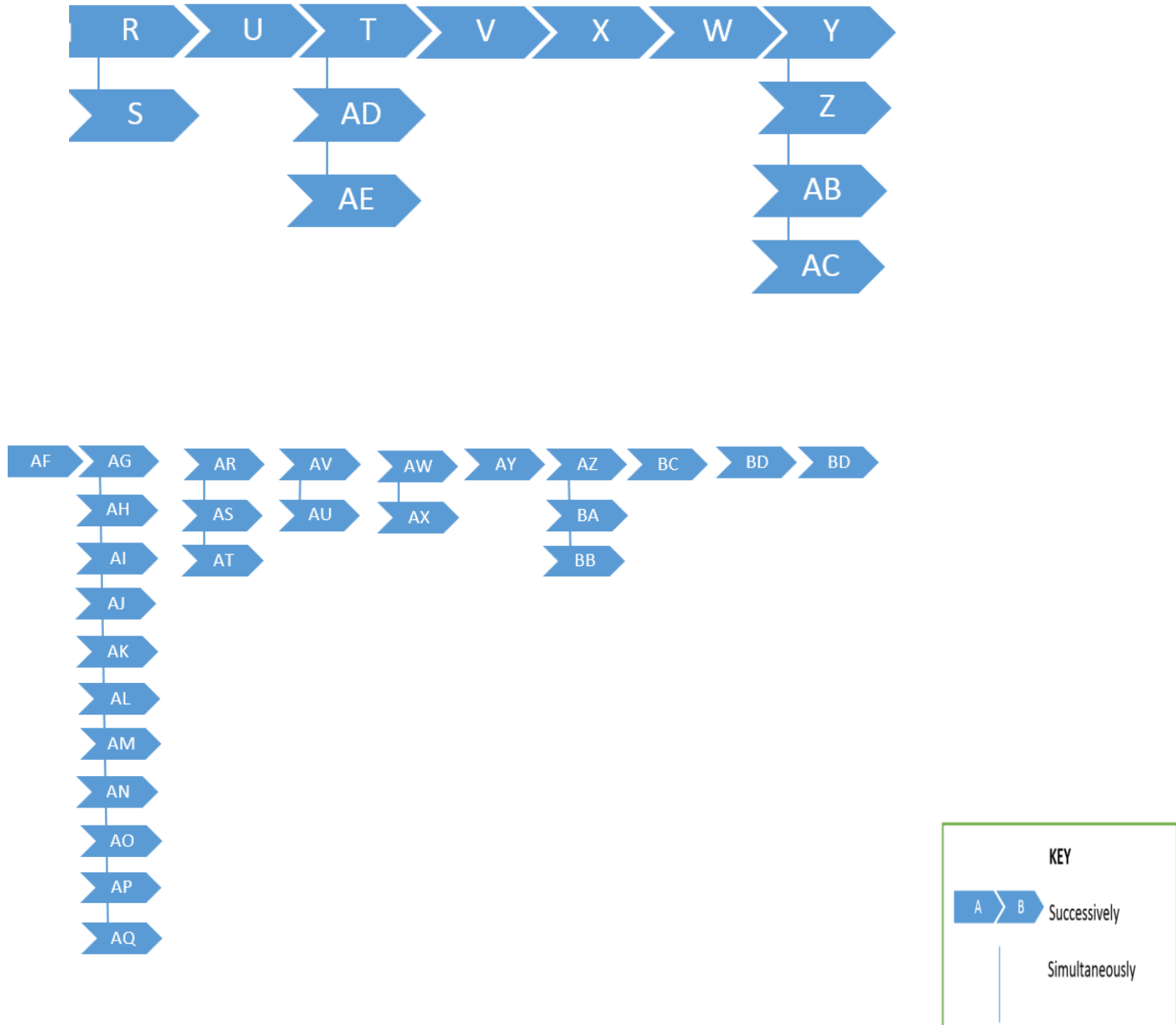
D	Conduct Interviews	7d
E	Collation of Data	7d
F	Presentation of Findings Meetings	1d
G	Social Issue Seminar #1	1d
H	Social Issue Seminar #2	1d
I	Integrate Bible Instructors	1d
J	Social Issue Seminar #3	1d
K	Social Issue Seminar #4	1d
L	Social Issue Seminar #5	1d
M	Draft & Send Land Approval Letter	1d
N	Draft & Send Police Approval Letter	1d
o	Draft & Send JPS Approval Letter	1d
P	Draft & Send Tent Request to NJC	1d
Q	Draft & Send Budget Allocation Request to NJC	1d
R	Contact all Transport personnel	1d
S	Clear Land	2d
T	Draft & Print Fliers/Posters/Banners	2d
U	Transportation of Tent	1d
V	Erect Tent	1d
W	Install Electrical Fittings	1d
X	Install Platform and Office Space	1d
Y	Install Bathrooms	1d
Z	Decoration	1d
AB	Install Sound/Public Address System	1d
AC	Layout Chairs	1d
AD	Post/Distribute fliers/posters	1d
AE	Town Cry	3d
AF	Evangelistic Expo Team Meeting	1d
AG	Evangelistic Expo and Lectures	30d
AH	Social Issue Seminar #6	1d
AI	Social Issue Seminar #7	1d
AJ	Social Issue Seminar #8	1d
AK	Social Issue Seminar #9	1d
AL	Social Issue Seminar #10	1d
AM	Mini Concert #1	1d
AO	Mini Concert #2	1d
AP	Mini Concert #3	1d
AQ	Mini Concert #4	1d
AR	Removal of Decoration	1d
AS	Removal of Electrical Fittings	1d
AT	Removal of Platform	1d
AU	Removal of Bathrooms	1d
AV	Striking of Tent	1d
AW	Transportation of Tent (Return)	1d

AX	JPS removal of Temporary Connection	1d
AY	Formulate and Schedule New Believers' Bible Classes	1d
AZ	Assign Teachers	1d
BA	Assign New Believers' Mentors	1d
BB	Equip New Believers With Resource Material	1d
BC	New Believers' Social	1d
BD	Formulation of Visitation Team	1d
BE	Visitation of New Believers	30d

### 3.4.3. Sequence Activities

As observed, the activity list is quite extensive. It therefore requires a sequence that will give order to how the activities will be carried out in the Albert Town Gospel and Community Expo. Sequence Activities is the process of identifying and documenting relationships among the project activities. The key benefit of this process is, it defines the logical sequence of work to obtain the greatest efficiency given all project constraints (PMI, 2013, p 153). Please see **figure 6** below. Activities are sequenced based on information and coding in the activity list – **Chart 10**.





**Figure 6: Network Diagram (Source: A. Summerbell, Author)**

#### 4.2.4 Estimate Activity Resources

Though each activity is unique, they rely upon similar resources to produce the expected deliverables. It is therefore important that attention is given to the efficient distribution of resources. According to the PMBOK Estimate Activity Resources is the process of estimating the type and quantities of material, human resources, equipment, or supplies required to perform each activity. The key benefit of this

process is that it identifies the type, quantity, and characteristics of resources required to complete the activity which allows more accurate cost and duration estimates (PMI, 2013, p 160). Chart 7 provides a detailed description of all resources needed to complete activities as well as the project.

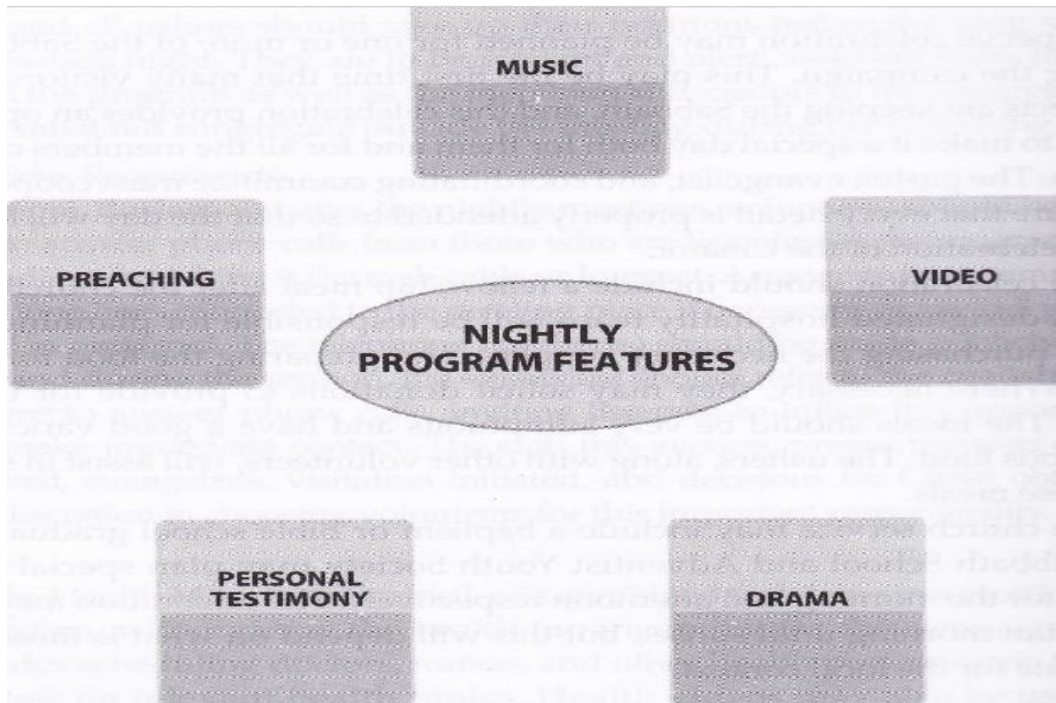
The nightly programme within the four (4) week evangelistic expo requires an outline. This is important as it guides the platform coordinators each night. It is critical that the programme begins and ends on time. The programme will begin at 7:15 PM and should not go beyond 9:30 PM. Since the expo will last for 1 month it is critical that nightly programs end on time so that persons can return home on-time to prepare for activities the next day. Four weeks of nightly services can be very tiring and proper time management of the nightly services is important.

Schantz explains that “in deciding on the actual time for the evening sessions, be flexible. You may need to consider the daylight hours, television and radio program, and the hours people spend at work or on farms. Westerners must also understand that time concepts in most non-Western setting vary greatly from their own. When a meeting is announced, for instance, as starting at 7:30 p.m., this actually means to some people that 7:30 is the time to get themselves and their families ready to go to the meeting. Thus they will arrive 15 to 30 minutes later. It is recommended that meetings still begin at the time announced; however, the first 15 to 30 minutes are taken up with song and music. This way the people will hear that the meetings have begun and will slowly assemble in the meeting place. When a reasonably sized group has gathered, the program proper can begin. The evening program may often last for one or two hours.” (Schantz, 2000, p 78). He recommends the following outline for public sessions:

- 1) Song Service
- 2) Welcome & Announcements
- 3) Opening Prayer
- 4) Health Talk
- 5) Questions from the previous night's lecture
- 6) Freewill offering (and tithe)
- 7) Lecture
- 8) Announce next meeting
- 9) Lord' prayer in unison.

**Figure 7: Nightly Programme Outline (Source: Schantz, B., (2000). *A Path Straight to the Hedges: Evangelism in Developing Areas.* (p.78). Nampa, Idaho: Pacific Press Publishing Association.**

Braham gives key features in an evangelistic program:



**Figure 8: Key Features in an Evangelistic Programme (Source: Braham, B., (2014). *A Practical Guide To Evangelism: How To Win And Keep New Members* (p. 116). Doral, Florida: Inter-American Division Publishing Association.**

Braham gives the following as a suggestion for nightly programs:

Song Service: 10 minutes  
 Opening Hymn: 3 minutes  
 Prayer : 2 minutes  
 Welcome, Recognitions, and announcements: 3 minutes  
 Special Music: 3 minutes  
 Testimony feature: 4 minutes  
 Offering: 4 minutes  
 Presentation of Special Gifts: 4 minutes  
 Video: 2 minutes  
 Theme song: 3 minutes  
 Sermon : 40 minutes  
 Drama : 5 minutes  
 Appeal: 8 minutes  
 Benediction: 2 minutes

**Figure 9: Suggested Schedule of Nightly Program (Source: Braham, B., (2014). A Practical Guide To Evangelism: How To Win And Keep New Members (p. 118-119). Doral, Florida: Inter-American Division Publishing Association.**

The following would be adopted as the nightly program outline for the Albert Town Gospel & Community Expo:

<u>Albert Town Gospel &amp; Community Expo</u> <u>Nightly Outline</u>	
Song Service	15 minutes
Theme Song	3 minutes
Opening Prayer	2 minutes
Welcome	3 minutes
Special	3 minutes
Special Feature	5 minutes
Gifts	4 minutes
Quiz	5 minutes
Offering	3 minutes
Introduction of Speaker	1 minute
Theme Song	2 minutes
Sermon	40 minutes
Appeal Song	3 minutes
Benediction	1 minute

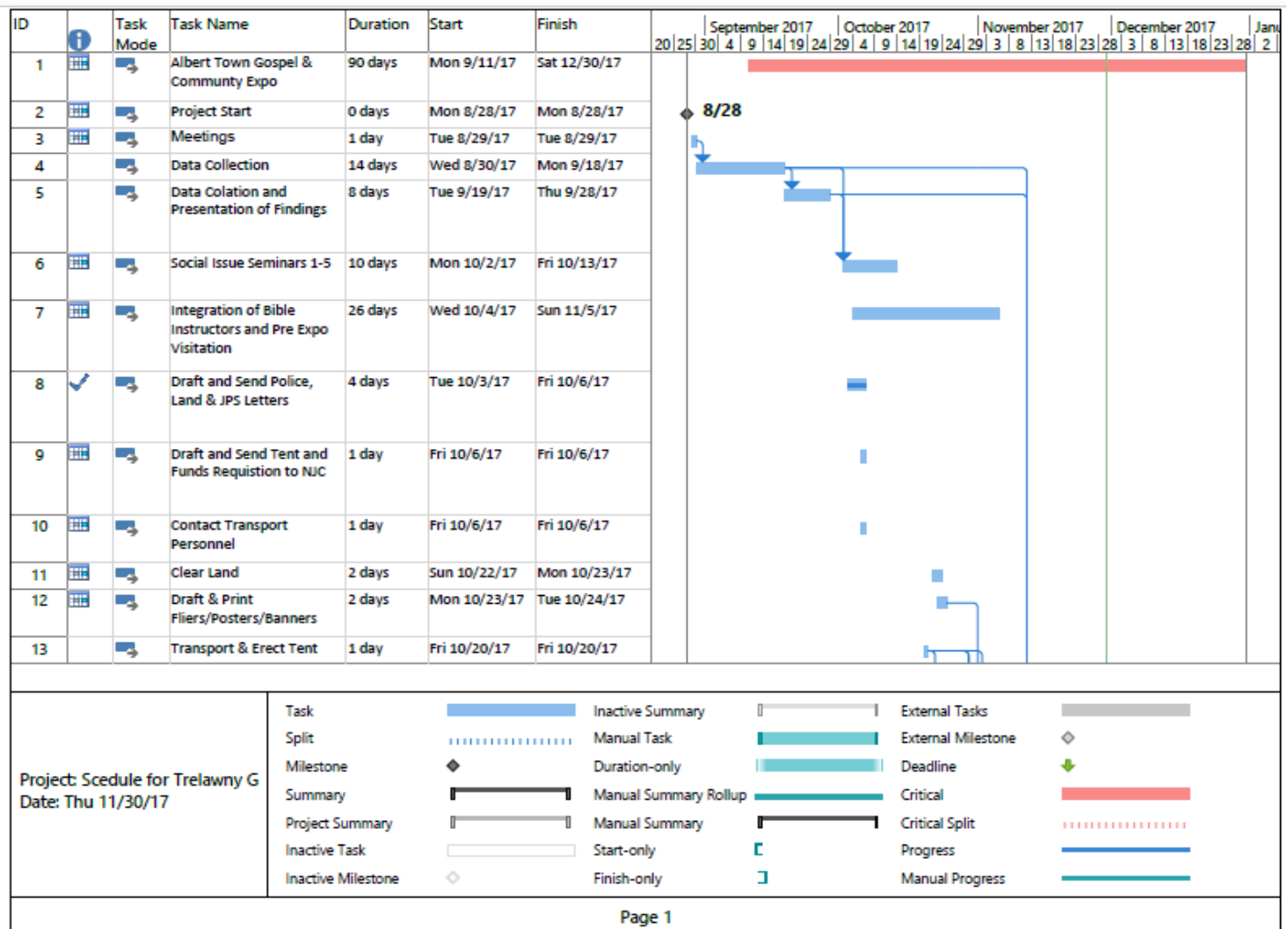
**Figure 10: Nightly Programme for Albert Town Gospel & Community Expo (Source: A. Summerbell, Author)**

#### 3.4.4. Estimate Activity Durations

Estimate Activity Durations is the process of estimating the number of work periods needed to complete individual activities with estimated resources. The key benefit of this process is that it provides the amount of time each activity will take to complete, which is a major input into the Develop Schedule process (PMI, 2013, p 165). **Chart 10** provides a list of activities and the number of days needed to complete each. Analogous and Parametric estimating are mainly used in this process.

### 3.4.5. Develop Schedule

The PMBOK defines explains this to be “the process of analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule model. The key benefit of this process is that by entering schedule activities, durations, resources, resource availabilities, and logical relationships into the scheduling tool, it generates a schedule model with planned dates for completing project activities (PMI, 2013, 172). Based on the complex nature of activities, the master schedule is necessary for smooth operation and execution of the project activities and the project. **Figure 11** shows the intended Schedule.





ID	Task Mode	Task Name	Duration	Start	Finish	September 2017					October 2017					November 2017					December 2017					Janu														
						20	25	30	4	9	14	19	24	29	4	9	14	19	24	29	3	8	13	18	23	28	3	8	13	18	23	28	2							
14	[Icon]	Install Platform and Office Space	1 day	Mon 10/30/17	Mon 10/30/17																																			
15	[Icon]	Install Bathrooms	1 day?	Mon 10/30/17	Mon 10/30/17																																			
16	[Icon]	Install Electrical Fittings	1 day	Thu 11/2/17	Thu 11/2/17																																			
17	[Icon]	Decoration	1 day?	Sun 10/22/17	Sun 10/22/17																																			
18	[Icon]	Install Sound/Public Address System	1 day	Sun 11/5/17	Sun 11/5/17																																			
19	[Icon]	Layout Chairs	1 day	Sun 11/5/17	Sun 11/5/17																																			
20	[Icon]	Post/Distribute fliers/posters	1 day	Wed 11/1/17	Wed 11/1/17																																			
21	[Icon]	Town Cry	3 days	Wed 11/1/17	Fri 11/3/17																																			
22	[Icon]	Evangelistic Expo Team Meeting	1 day	Sat 11/4/17	Sat 11/4/17																																			
23	[Icon]	Evangelistic Expo and Lectures	22 days	Sun 11/5/17	Thu 11/30/17																																			
24	[Icon]	Social Issue Seminars 6-10	5 days	Sun 11/12/17	Thu 11/16/17																																			
25	[Icon]	Mini Concert #1	1 day	Sun 11/5/17	Sun 11/5/17																																			
26	[Icon]	Mini Concert #2	1 day	Sun 11/12/17	Sun 11/12/17																																			
27	[Icon]	Mini Cincert #3	1 day	Sun 11/19/17	Sun 11/19/17																																			
28	[Icon]	Mini Concert #4	1 day	Sun 10/29/17	Sun 10/29/17																																			

Project: Scedule for Trelawny G Date: Thu 11/30/17	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Critical	
	Project Summary		Manual Summary		Critical Split	
	Inactive Task		Start-only		Progress	
	Inactive Milestone		Finish-only		Manual Progress	



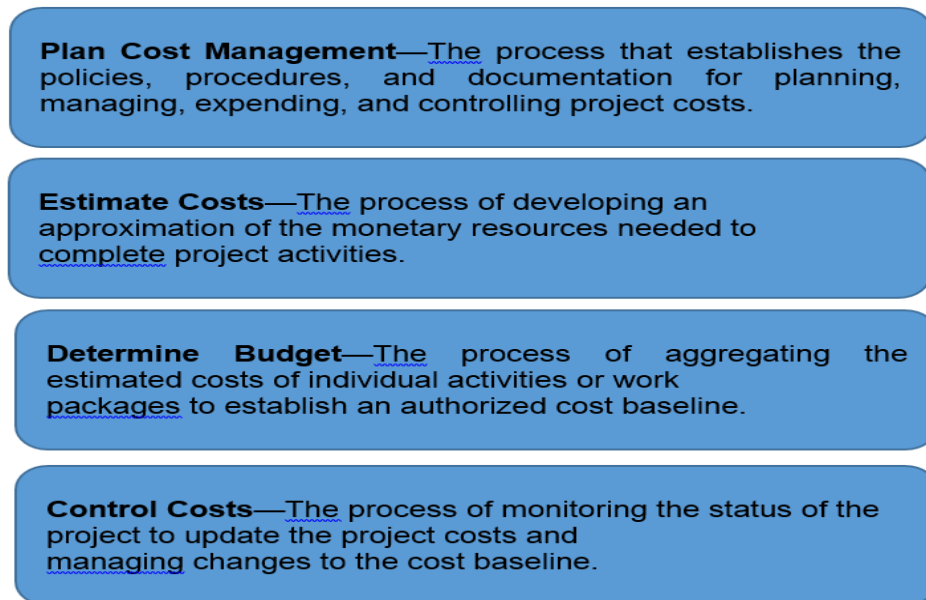
#### **4.2.6 Control Schedule**

Control Schedule is the process of monitoring the status of project activities to update project progress and manage changes to the schedule baseline to achieve the plan. The key benefit of this process is that it provides the means to recognize deviation from the plan and take corrective, preventive actions, and thus, minimize risk (PMI, 2013, p 185). In order to monitor the status of this project, it is required that all suggested changes or experienced delays be reported to the project manager at least two days (when possible) before expected change. An assessment will be made and the best course of action applied.

### **4.3 Cost Management Plan for Albert Town Gospel & Community Expo.**

#### **4.3.1 Introduction**

The Albert Town Gospel & Community Expo requires great funding for its successful completion. Sponsors such as NJC, Stettin SDA Church, and the Spring Garden SDA Church will invest heavily in this project. It is therefore important that a systematic approach be taken in order to efficiently manage income and expenditure. It is imperative that a cost management plan be created. The PMBOK identifies Project Cost Management as “the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved Budget” (PMI, 2013, p 193). **Figure 12** reveals the processes that interact for the successful development and execution of the cost management plan for the ACE.



**Figure 12: Project Cost Management Processes. (Source: *A Guide to the Project Management Body of Knowledge* (p. 193), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

In the 21st century, everything comes with a price. Almost everything that exists costs something for someone. However, based on the perceived value of goods and services, people often overlook cost and indulge. Value Matters! Proclaiming the gospel through public evangelism can be very costly. However, the salvation of lost souls that comes as a result of this proclamation is priceless; and for this reason in Matthew 24:14 and 25:18-20, Jesus commissioned His church to preach the gospel to those who do not know Him. Therefore, the church must invest liberally in the fulfillment of this mission in full confidence that God will bring success to the efforts of His people. (Braham, 2014, p. 85)

#### **4.3.2. Plan Cost Management**

This is “the process that establishes the policies, procedures, and documentation for planning, managing, expending, and controlling project costs.” In planning the cost management the following must be considered:

- The budget will be done in Jamaican Dollars (JMD) which is the local currency.
- The budget must be approved by the boards of management of the Stettin and Spring Garden SDA Churches.

- The project manager submits voted budget to be submitted to NJC.
- The budget must be sent to NJC for approval.
- The Budget template provided by the NJC may be used for simplicity (**See Appendix 4**).
- The Budget must be submitted to NJC at least 3 weeks before the start of the 4 week evangelistic expo.
- All adjustments to the cost baseline must be first approved by the Project Manager.
- All matters of employment are dealt with by the project manager (sometimes upon the authorization of the team).
- Parametric, Analogous estimating, and expert analysis will be used in casting a budget.
- The reserve analysis will be catered to in the miscellaneous item of the Budget.

#### **4.3.3. Estimate Costs & Determine Budget**

Estimate Cost is defined as “the process of developing an approximation of the monetary resources needed to complete project activities.” (PMI, 2013, p. 193)

Determine Budget is defined as “the process of aggregating the estimated costs of individual activities or work packages to establish an authorized cost baseline.” (9. 193). The PMBOK also outlines that “on some projects, especially those of smaller scope, cost estimating and cost budgeting are tightly linked and can be viewed as a single process that can be performed by a single person over a relatively short period of time. Schantz (2000) gives a good idea of the general areas that should be considered when formulating a Budget. This is outlined in **Figure 13**.

Budget for Campaign Expenses  
 Hall Rental, site for tent, chairs etc.  
 Commuting expenses in the field (car rental, taxi fares, ricks, etc.)  
 Announcement of meetings  
 Loudspeaker systems  
 Musical Instruments  
 Rental of buses for bringing interested people from other areas  
 Watchmen  
 Bibles and Hymnals as free gifts for faithful attendance and for the newly baptized  
 Possible Social Concerns

**Figure 13: Areas to Consider for Budget (Source: Schantz, B., (2000). A Path Straight to the Hedges: Evangelism in Developing Areas. (p.68). Nampa, Idaho: Pacific Press Publishing Association.**

The WBS dictionary gives a clear outline of project activities and costs associated with these elements (See Chart 8: WBS Dictionary). That will assist in the formulation of the Budget for ACE. The recommended budget template given by NJC and the recommendation by Schantz, will also play a major role in categorizing and formulating the Budget. This Budget however, is more detailed and tailored for the nature of the ACE:

**Chart 11, Budget for Albert Town Gospel & Community Expo (Source: A. Summerbell, Author)**

<b>ALBERT TOWN GOSPEL &amp; COMMUNITY EXPO (ACE) BUDGETARY INFORMATION</b>	
<b>PROJECTED INCOME</b>	
NJC	\$ 400,000
Stettin SDA Evangelistic Allocation	\$ 150,000
Spring Garden Evangelistic Allocation	\$ 150,000
Stettin SDA	\$ 150,000
Spring Garden SDA	\$ 150,000
Pledges	\$ 400,000
Nightly Offering	\$ 60,000

Sabbath Offering	\$ 40,000			
Concert	\$50,000			
Gifts	\$100,000			
<b>Total</b>	<b>\$1,650,000</b>			
PROJECTED EXPENDITURE				
Category	ITEM	Estimated Quantity	Estimated Cost Per Unit	Estimated Subtotal
Promotion	Gifts (Books)	50	\$ 75	\$ 3,750
Promotion	Gifts (Phone Cards)	50	\$ 130	\$ 6,500
Promotion	Fliers	3000	\$ 3	\$ 9,000
Promotion	Posters	50	\$ 12	\$ 600
Promotion	6 x 5 Banner	1	\$ 10,000	\$ 10,000
Hospitality	4 Sabbath Celebrations	4	\$ 15,000	\$ 60,000
Team	External Bible Instructors	6	\$ 10,000 per week for 6 weeks	\$ 360,000
Team	Internal Bible Instructors	6	\$ 7,000 per week for 6 weeks	\$ 252,000
Construction	Transportation of tent	2	\$ 15,000 per Trip	\$ 30,000
Operations	Transportation of Persons at Nights	3 Buses	\$ 3,000 Per night for 5 nights per week for 4 weeks	\$180,000
Operations	Night Security	2	\$ 14,000 per week	\$ 56,000
Operations	Day Security	1	\$ 6,000 per week	\$ 24,000
Utilities	JPS Connection	1	-	\$ 12,000
Utilities	JPS Bill	1	-	\$ 8,000
Utilities	Water Installation and Usage	1	-	\$ 30,000
Construction	Land Preparation work Days (Lunch)	2	\$ 5,000 per day	\$ 10,000
Construction	Ply Board Rental	10	\$ 500 per week day for 20 days	\$ 10,000
Construction	Electrical	1	-	\$ 8,000

	installation			
Technology	Sound Equipment Rental	1	\$ 37, 500 per week for 4 weeks	\$150,000
Hospitality	Accommodation	-	\$ 10, 000 Per Week for 6 weeks	\$ 60,000
Construction	Rental/Lease of Land	1	\$ 4,000 per week	\$ 20,000
Operations	Evangelist Gift	1	-	\$ 50,000
Research	Stationery	-	-	\$ 5,000
Research	Field Officers	2	\$ 22,500 per week for 2 weeks	\$ 45,000
Operations	Seminar Presenters Gifts/Travel	10	\$ 6,000 per presenter	\$60, 000
Operations	Back-Up Generator Rental	1	\$2,000 per week	\$10,000
Construction	Portable Bathroom Rental	2	\$25,000 Per week	\$ 100,000
Promotion	Town Cry	3	\$1,500	\$4,500
Conservation	Bibles	30	\$ 700	\$ 21,000
Conservation	Hymnals	30	\$ 700	\$ 21,000
Operations	Sanitation	-	-	\$10,000
Operations	Miscellaneous	-	-	\$25,650
<b>Grand Total</b>				<b>\$ 1,650,000</b>

#### 4.3.4. Control Costs

Control Costs is the process of monitoring the status of the project to update the project costs and managing changes to the cost baseline. The key benefit of this process is that it provides the means to recognize variance from the plan in order to take corrective action and minimize risk. (PMI, 2013, 215). Cost for the ACE will be controlled with the following measures:

- Weekly meetings with treasury team to analyze income against expenditure.
- Weekly analysis of Schedule Performance and Cost Performance by treasury team.



- Requesting invoice (where possible) and receipts from all vendors before purchases.
- Furnish all team members with budgetary information with regards to their area before project execution begins.
- All decisions must be subject to the cost management plan and in line with the expectations of the Plan Cost Management Process.
- Project Manager must approve all purchases.
- Where possible, payments should be made with cheques by treasury team.
- All funds collected from fund-raising events must be immediately given to a member of the treasury team.
- Expenditure on any item cannot exceed budgeted amount unless approved by PM upon authorization of a sponsor.

#### **4.4. Quality Management Plan for Albert Town Gospel & Community Expo**

##### **4.4.1. Introduction**

Careful consideration of quality is important to the success of any project. All team members must be committed to properly satisfying the requirements of their various areas and the project overall. Quality does not come by miracle. It has to be planned into project for best results. The development of a quality management plan is therefore imperative. The PMBOK states “Quality as a delivered performance or result is the degree to which a set of inherent characteristics fulfill requirements” (PMI, 2013, p. 228). This goal must be targeted as soon as the planning begins for the project. The requirements of the project helps to shape the delivery of quality. Ellen White seemingly laments the poor quality planning and insufficient ambition of church members after a major evangelistic meeting:

I am convinced that we might have had a good hearing if our brethren had secured a suitable hall to accommodate the people. But they did not expect much, and therefore did not receive much. We cannot expect people to come out to hear unpopular truth when the meetings are advertised to be held in a basement, or in a small hall that will seat only a hundred persons. The character and importance of our work are judged by the efforts made to

bring it before the public. When these efforts are so limited, the impression is given that the message we present is not worthy of notice. Thus by their lack of faith our laborers make the work very hard for themselves (White, 1946, p. 422).

Project Quality Management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. The processes involved in formulating the quality management plan are listed in **figure 14**:

**Plan Quality Management**—The process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements.

**Perform Quality Assurance**—The process of auditing the quality requirements and the results from quality control measurements to ensure that appropriate quality standards and operational definitions are used.

**Control Quality**—The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.

**Figure 14: Project Quality Management Processes. (Source: A Guide to the Project Management Body of Knowledge (p. 227), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

#### 4.4.2. Plan Quality Management

Plan Quality Management is defined as the process of identifying quality requirements and/or standards for the project and its deliverables and documenting how the project will demonstrate compliance with quality requirements (PMI, 2013, p 227).

In order to effectively plan for quality the stakeholders must be identified and classified. This identification and classification provides the foundation to identify requirements. “Customers are sources of requirements that must be met for project

success” (Rose, 2005, p. 48). The charter of the project gives a listing of the major stakeholders for ACE. A Stakeholder Register Matrix is developed to reflect pertinent information. See **Chart 12** for stakeholder register matrix and **chart 13** for L- Shaped matrix for stakeholder prioritization. The importance of prioritization demands a rigorous, disciplined process. One such approach is the L-shaped matrix, in which customers are compared to each other on a one-to-one basis (p. 46).The same principle also applies to composing an L-shaped matrix for requirements.

**Chart 12, Stakeholder Register Matrix for Albert Town Gospel & Community Expo (Source: A. Summerbell, Author).**

Stakeholder Register Matrix Albert Town Community & Gospel Expo.					
ID	Stakeholder	Functional Area	Roles/Responsibilities	Major Requirements	Influence/Impact
1	Project Manager(s)/ Pastors	Administration	Ensure all operations are according to Project Management Plan. Verify approved change requests. Motivate, inspire and lead project team. Act as a mediator between project team and project sponsors. Consistently develop project team.	Successful completion of project activities. An efficient project Team. On-time Resource Delivery Church growth through baptism.	High
2	NJC	Sponsor	Approval of ACE activities. Approval of ACE Budget.	Successful completion of project. Church growth through baptism. Implementation of retention strategies. Reports be sent at the end of ACE.	High
3	Stettin SDA / Spring Garden (Boards)	Sponsor	Assess, approve, major changes to scope, time and cost management plans. Champion and	Church Growth through baptism.	High

			promote the vision of organization.		
4	Church Members	End User/Custom er	Promote ACE Support ACE via pledges and kind. Boost Attendance.	Comfortable central site( Chairs, lighting etc). Entertainment Church Growth through baptism. Information about Project.	Medium
5	Community Members/ Potential New Church Members	End User / Customer	Promote ACE Accept invitation to ACE.	Comfortable central site (Chairs, Lighting etc.). Entertainment. Nightly Programme ends on-time. Information about Project. Hospitality	Medium
6	Project Team	Team	Execute project activities efficiently.	Comfortable work environment. Recognition and good compensation.	High
7	Political Rep.	Government	Support ACE	Regulatory Compliant	Low

**Chart 13, L-Shaped Matrix for Stakeholder Prioritization (Source: A. Summerbell, Author**

Stakeholder Prioritization	Project Managers/Pastors	NJC	Stettin SDA & Spring Garden SDA - Boards	Church Members	Community Members	Project Team	Political Rep.	Row Total	Relative Decimal Value
Project Managers / Pastors		0.20	5	5	10	1	10	31.2	0.25
NJC	5		1	5	10	5	5	31	0.25
Stettin SDA & Spring Garden SDA - Boards	0.20	1		1	5	5	10	22.2	0.18
Church Members	0.20	0.20	1		5	0.20	5	11.6	0.09
Community Members	0.10	0.10	0.20	0.20		0.20	10	10.8	0.09
Project Team	1	0.20	0.20	5	5		5	16.4	0.13
Political Rep.	0.10	0.20	0.10	0.20	0.10	0.20		0.9	0.007
Grand Total								124.1	

Key:

1 A=B

5 A is more important than B

10 A is far more important than B

0.20 A is less important than B

0.10 A is far less important than B

The information that follows are the L-shaped matrices reflecting the requirements prioritization from each stakeholder's viewpoint. The key for chart 13 is used to calculate the values.

**Chart 14, Requirements Prioritization Matrix, PM/Pastors' View (Source: A. Summerbell, Author)**

Requirements Prioritization, PMs'/ Pastors' View	Successful Completion of Project Activities	Efficient Project Team	On-time Resource Delivery	Successful completion of project.	Church growth through baptisms	Implementation of retention strategies.	Reports be sent at the end of ACE	Comfortable Central Site	Entertainment	Information about Project	Nightly Programme Ends on-time	Hospitality	Comfortable Work Environment	Recognition and good compensation	Regulatory Compliant	Row Total	Relative Decimal Value
Successful Completion of Project Activities		1	0.20	0.20	5	0.20	5	5	5	5	5	5	0.20	0.20	0.20	37.2	0.08
Efficient Project Team	1		1	1	1	5	5	5	5	5	5	5	0.20	5	1	45.2	0.10
On-time Resource Delivery	5	1		0.20	5	0.20	5	5	5	5	5	5	1	5	1	48.4	0.11
Successful completion of project.	5	1	5		1	5	5	5	5	5	5	5	5	5	1	58	0.13
Church growth through baptisms	0.20	0.10	0.20	0.20		1	5	5	5	5	5	5	5	5	1	42.7	0.09
Implementation of retention strategies	5	0.20	5	0.20	0.10		5	5	5	1	5	1	5	5	1	43.5	0.09
Reports be sent at the end of ACE	0.20	0.20	0.20	0.20	0.20	0.20		0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	2.8	0.01
Comfortable Central Site	0.20	0.20	0.20	0.20	0.20	0.20	5		5	1	1	1	1	1	1	17.2	0.04
Entertainment	0.20	0.20	0.20	0.20	0.20	0.20	5	0.20		1	1	1	1	0.20	0.20	10.8	0.02
Information about Project	0.20	0.20	0.20	0.20	0.20	0.10	5	0.10	0.10		5	1	0.20	5	0.20	17.7	0.04
Nightly Programme Ends on-time	0.20	0.20	0.20	0.20	0.20	0.20	5	1	1	0.20		1	0.20	0.20	0.20	10	0.02
Hospitality	0.20	0.20	0.20	0.20	0.20	1	5	1	1	1	1		0.20	0.20	0.20	11.6	0.03
Comfortable Work Environment	5	5	1	0.20	0.20	0.20	5	1	1	5	5	5		1	0.20	34.8	0.08
Recognition and good compensation	5	0.20	0.20	0.20	0.20	0.20	5	1	5	5	5	5	1		0.20	33.2	0.07
Regulatory Compliant	5	1	1	1	1	1	5	1	5	5	5	5	5	5		46	0.10
Grand Total																459.1	

**Chart 15, Requirements Prioritization Matrix, NJC's View (Source: A. Summerbell, Author)**

Requirements Prioritization, NJC's View	Successful Completion of Project Activities	Efficient Project Team	On-time Resource Delivery	Successful completion of project.	Church growth through Baptisms	Implementation of retention strategies.	Reports be sent at the end of ACE	Comfortable Central Site	Entertainment	Information about Project	Nightly Programme Ends on-time	Hospitality	Comfortable Work Environment	Recognition and good compensation	Regulatory Compliant	Row Total	Relative Decimal Value
Successful Completion of Project Activities		5	5	0.20	0.20	0.20	0.20	5	5	1	5	5	5	5	0.20	42	0.08
Efficient Project Team	0.20		5	0.20	0.20	0.20	0.20	5	5	0.20	5	5	1	1	0.20	28.4	0.06
On-time Resource Delivery	0.20	0.20		0.20	0.10	0.20	0.20	0.20	5	5	5	5	1	0.10	0.20	22.6	0.05
Successful completion of project.	5	5	5		1	1	1	5	5	5	5	5	5	5	0.20	53	0.11
Church growth through Baptisms	5	5	10	1		5	5	5	5	5	5	5	5	5	1	62	0.12
Implementation of retention strategies	5	5	5	1	0.20		1	5	5	5	5	5	5	10	1	58.2	0.17
Reports be sent at the end of ACE	5	5	5	1	0.20	1		5	5	1	5	5	5	5	1	49.20	0.10
Comfortable Central Site	0.20	0.20	5	0.20	0.20	0.20	0.20		1	0.20	1	1	0.20	0.20	0.20	10	0.02
Entertainment	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1		0.20	1	1	0.20	0.20	0.20	5.2	0.01
Information about Project	1	5	0.20	0.20	0.20	0.20	1	5	5		5	5	5	5	0.20	47	0.10
Nightly Programme Ends on-time	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20		1	0.20	0.20	0.20	5.2	0.01
Hospitality	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20	1		0.20	0.20	0.20	5.2	0.01
Comfortable Work Environment	0.20	1	1	0.20	0.20	0.20	0.20	5	5	0.20	0.20	5		1	0.20	19.6	0.04
Recognition and good compensation	0.20	1	10	0.20	0.20	0.10	0.20	5	5	0.20	5	5	1		0.20	33.3	0.07
Regulatory Compliant	5	5	5	5	1	1	1	5	5	5	5	5	5	5		58	0.12
Grand Total																498.9	

**Chart 16, Requirements Prioritization Matrix, Stettin SDA & Spring Garden SDA Boards' View (Source: A. Summerbell, Author)**

Requirements Prioritization, Stettin SDA & Spring Garden SDA – Boards' View	Successful Completion of Project Activities	Efficient Project Team	On-time Resource Delivery	Successful completion of project.	Church growth through Baptisms	Implementation of retention strategies.	Reports be sent at the end of ACE	Comfortable Central Site	Entertainment	Information about Project	Nightly Programme Ends on-time	Hospitality	Comfortable Work Environment	Recognition and good compensation	Regulatory Compliant	Row Total	Relative Decimal Value
Successful Completion of Project Activities	5	5	1	0.20	0.20	5	5	5	5	1	5	5	5	5	0.20	47.6	0.10
Efficient Project Team	0.20	5	1	0.20	5	5	5	5	5	1	5	5	1	5	1	44.4	0.10
On-time Resource Delivery	0.20	0.20	1	0.20	0.20	5	5	5	5	1	5	5	0.20	5	0.20	33.2	0.07
Successful completion of project.	1	1	1	1	1	5	5	5	5	1	5	5	5	5	1	42	0.05
Church growth through Baptisms	5	5	5	1	5	5	5	5	5	5	5	5	5	5	1	62	0.13
Implementation of retention strategies	5	0.20	5	1	0.20	5	5	5	5	1	5	5	5	5	1	48.4	0.10
Reports be sent at the end of ACE	0.20	0.20	0.20	0.20	0.20	0.20	5	5	5	1	5	5	5	5	0.20	32.4	0.07
Comfortable Central Site	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20	1	1	0.20	5	0.20	10	0.02
Entertainment	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	0.20	0.20	1	1	0.20	5	0.10	9.9	0.02
Information about Project	1	1	1	1	0.20	1	1	0.20	5	5	5	5	1	5	1	28.4	0.06
Nightly Programme Ends on-time	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20	1	1	1	0.20	0.10	5.9	0.01
Hospitality	0.20	0.20	0.20	0.20	0.20	0.20	5	1	1	0.20	1	1	1	5	0.20	15.6	0.03
Comfortable Work Environment	0.20	1	5	0.20	0.20	0.20	0.20	5	5	1	1	1	1	5	5	26	0.06
Recognition and good compensation	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	5	0.20	1	5	0.20	8.4	0.02
Regulatory Compliant	5	1	5	1	1	1	5	5	10	1	10	5	0.20	5	55	0.12	
<b>Grand Total</b>																<b>469.2</b>	



**Chart 17, Requirements Prioritization Matrix, Community Members' View**  
**(Source: A. Summerbell, Author)**

Requirements Prioritization, Community Members' View	Successful Completion of Project Activities	Efficient Project Team	On-time Resource Delivery	Successful completion of project.	Church growth through Baptisms	Implementation of retention strategies.	Reports be sent at the end of ACE	Comfortable Central Site	Entertainment	Information about Project	Nightly Programme Ends on-time	Hospitality	Comfortable Work Environment	Recognition and good compensation	Regulatory Compliant	Row Total	Relative Decimal Value
Successful Completion of Project Activities	1	1	1	1	1	0.20	1	5	0.10	0.20	0.20	0.10	1	1	1	13.8	0.03
Efficient Project Team	1	1	0.20	1	5	1	5	0.10	5	0.20	0.20	0.10	1	5	0.20	25	0.05
On-time Resource Delivery	1	5	1	1	0.20	1	1	0.20	0.20	0.20	0.20	0.20	1	1	0.20	12.4	0.03
Successful completion of project.	1	1	1	1	1	1	1	0.20	0.20	0.20	0.20	0.20	1	1	1	10	0.02
Church growth through Baptisms	1	0.20	5	1	1	1	1	0.10	0.20	0.20	0.20	0.20	1	1	0.20	12.3	0.03
Implementation of retention strategies	5	1	1	1	1	1	1	0.20	0.20	0.20	0.20	0.20	1	1	0.20	13.2	0.03
Reports be sent at the end of ACE	1	0.20	1	1	1	1	1	0.20	0.20	0.20	0.20	0.20	1	1	0.20	8.4	0.02
Comfortable Central Site	0.20	10	5	5	10	5	5	1	1	0.20	1	1	5	5	1	54.4	0.12
Entertainment	10	0.20	5	5	5	5	5	1	1	0.20	5	1	5	5	1	53.4	0.12
Information about Project	5	5	5	5	5	5	5	5	5	1	5	5	5	5	1	66	0.14
Nightly Programme Ends on-time	5	5	5	5	5	5	5	1	0.20	0.20	1	1	5	5	1	48.4	0.11
Hospitality	10	10	5	5	5	5	5	1	1	0.20	1	1	10	5	5	68.2	0.15
Comfortable Work Environment	1	1	1	1	1	1	1	5	5	0.20	0.20	0.10	1	1	1	19.50	0.04
Recognition and good compensation	1	0.20	1	1	1	1	1	0.20	5	0.20	0.20	0.20	1	1	0.20	13.2	0.03
Regulatory Compliant	1	5	5	1	5	5	5	1	1	1	1	5	1	5	1	42	0.09
Grand Total																460.2	

**Chart 18, Requirements Prioritization Matrix, Stettin Project Team's View (Source: A. Summerbell, Author)**

Requirements Prioritization, Project Team's View	Successful Completion of Project Activities	Efficient Project Team	On-time Resource Delivery	Successful completion of project.	Church growth through Baptisms	Implementation of retention strategies.	Reports be sent at the end of ACE	Comfortable Central Site	Entertainment	Information about Project	Nightly Programme Ends on-time	Hospitality	Comfortable Work Environment	Recognition and good compensation	Regulatory Compliant	Row Total	Relative Decimal Value
Successful Completion of Project Activities		0.20	0.20	0.20	0.20	5	1	5	5	1	5	5	0.20	5	1	34	0.08
Efficient Project Team	5		1	5	1	5	1	5	5	1	5	5	1	1	1	42	0.10
On-time Resource Delivery	5	1		5	5	5	5	5	5	1	5	5	1	1	1	50	0.12
Successful completion of project.	5	0.20	0.20		1	1	0.20	5	5	1	5	5	1	1	1	31.6	0.07
Church growth through Baptisms	5	1	0.20	1		1	5	5	5	1	5	5	5	5	1	45.2	0.11
Implementation of retention strategies	0.20	0.20	0.20	1	1		1	5	5	1	5	5	1	5	0.20	30.8	0.07
Reports be sent at the end of ACE	1	1	0.20	5	0.20	1		5	5	1	5	5	0.20	0.20	0.20	30	0.07
Comfortable Central Site	0.20	0.20	0.20	0.20	0.20	0.20	0.20		1	0.20	1	1	0.20	1	0.20	6	0.01
Entertainment	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1		0.20	1	1	0.20	0.20	0.20	5.2	0.01
Information about Project	1	1	1	1	1	1	1	5	5		5	5	1	0.20	1	29.2	0.07
Nightly Programme Ends on-time	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20		1	0.20	0.20	0.20	5.2	0.01
Hospitality	0.20	0.20	0.20	0.20	0.20	0.20	0.20	1	1	0.20	1		1	0.20	0.20	6	0.01
Comfortable Work Environment	5	1	1	1	0.20	1	5	5	5	1	5	1		1	0.20	32.4	0.08
Recognition and good compensation	0.20	1	1	1	0.20	0.20	5	1	5	5	5	5	1		0.20	30.8	0.07
Regulatory Compliant	1	1	1	1	1	5	5	5	5	1	5	5	5	5		46	0.11
Grand Total																424.4	

The pastors are assigned by the local conferences to the churches. He is the chairman of the board. “Every church must have a functioning board whose members have been elected during a church business meeting. Its chief concern is having an active discipleship plan in place, which includes both the spiritual nurture of the church and the work of planning and fostering evangelism” (Secretariat General Conference of Seventh-day Adventists, 2015, p 129). In such a case the board speaks on behalf of the church membership. The member of parliament’s impact is very low hence no need matrix.

It is important to note the following in the plan quality management process, based on the results of the matrices:

The PMs/Pastors have greater priority, followed by the NJC and the church boards respectively as stakeholders.

The PMs/Pastors has greater priority placed on the ‘successful completion of the project followed by ‘on-time resource delivery’ requirements.

The NJC has greater priority placed on ‘church growth through baptisms’ followed by ‘implementation of retention strategies’ requirements.

The Church Boards have greater priority placed on the ‘church growth through baptisms’ followed by ‘the implementation of retention strategies’ requirements.

The Community Members have greater priority placed on the ‘hospitality’ followed by ‘information about the project’ requirements.

The Project Team has greater priority placed on the ‘on-time resource delivery’ followed by ‘regulatory compliant’ requirements.

These requirements will help to guide the perform quality assurance process.

#### **4.4.3. Perform Quality Assurance**

Plan Quality Management is the process of identifying quality requirements and/or standards for the project and its deliverables, and documenting how the project will demonstrate compliance with relevant quality requirements. The key benefit of this process is that it provides guidance and direction on how quality will be managed and validated throughout the project (PMI, 2013, p 231). The inputs, The following activities will be done to improve quality delivery based on the requirements listed in the Plan Quality Management process:

- Early contact made with all service and product providers.
- Contracts prepared and signed as soon as negotiations are complete.
- Contracts must include expected date of delivery and possible penalties for late delivery.
- Bible instructors will be provided with necessary resources (decision and pledge cards, phone cards, notebooks etc) before they are dispatched (See appendices 9-11).
- Church members receive basic training in evangelism in areas such as: Friendship Evangelism, Bible Doctrine, How to Conduct a Bible Study.
- Church members exposed to the objectives of the Expo.
- Prayer Team activated in September.
- Weekly fasting and prayer before, during and after Expo.
- New believers class teachers assigned and notified before the end of four (4) week Expo.
- Spiritual mentors assigned two (2) weeks before the end of four (4) week Expo.
- Hospitality team meetings held once per week.
- Promotional material distributed at least a week before four (4) week Expo.
- Flier and poster design secured at least two (2) weeks before four (4) week Expo.
- All activities requiring approval be sent as expressed scope management baseline.

#### **4.4.4. Control Quality**

Control Quality is the process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes. The key benefits of this process include: (1) identifying the causes of poor process or product quality and recommending and/or taking action to eliminate them; and (2) validating that project deliverables and work meet the requirements specified by key stakeholders necessary for final acceptance (PMI, 2013, p 248).

Steps to be taken to control quality:

- 1) The team will meet periodically to review baselines and conduct progressive elaboration if necessary.
- 2) Participation rosters required from sub-committees.
- 3) Documents to be distributed or shared with the public must be proof read before printing.
- 4) Activities that are time sensitive are monitored closely with the aid of the activities sequence.
- 5) Weekly team meetings to assess performance.
- 6) Performance evaluation done after project based on community's view.

## **4.5 Human Resource Management Plan for Albert Town Gospel & Community Expo.**

### **4.5.1. Introduction**

Human Resource Management (HRM) within a project is critical for success. An effort such as the ACE will require the skill sets as well as products and services of varying individuals (volunteer and contracted). These must be carefully organized and managed for efficiency and productivity. The PMBOK outlines Project Human Resource Management includes the processes that organize, manage, and lead the project team. The project team is comprised of the people with assigned roles and responsibilities for completing the project. Project team members may have varied skill sets, may be assigned full or part-time, and may be added or removed from the team as the project progresses. Project team members may also be referred to as the project's staff (PMI, 2013, p 255). Schantz makes a careful observation. He says, "before advancing into the highways and hedges the wise evangelist will do extensive study, planning, and preparation. Money, time, and frustrations are saved when the daily programs - with their deadlines and evangelistic strategies, financial requirements, and logistical arrangements - are thought through, put down on paper, and communicated to everyone involved in each part of the campaign (Schantz, 2000, p 50). Ellen White recognized the value of HRM in such evangelistic endeavors:

It is essential to labor with order, following an organized plan and a definite object. No one can properly instruct another unless he sees to it that the work to be done shall be taken hold of systematically and in order, so that it may be done at the proper time. Well defined plans should be freely presented to all whom they may concern, and it should be ascertained that they are understood. They require of all those who are at the head of the various departments to co-operate in the execution of these plans. If this sure and radical method is properly adopted and followed up with interest and good will, it will avoid much work being done without any definite object, much useless friction (White, 1946, p 94).

**Figure 15** shows the processes involved in creating a project HRM plan for ACE.

**Plan Human Resource Management** - The process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan.

**Acquire Project Team** — The process of confirming human resource availability and obtaining the team necessary to complete project activities.

**Develop Project Team** — The process of improving competencies, team member interaction, and overall team environment to enhance project performance.

**Manage Project Team** — The process of tracking team member performance, providing feedback, resolving issues, and managing changes to optimize project performance.

**Figure 15: Project Human Resource Management Processes.** (Source: *A Guide to the Project Management Body of Knowledge* (p. 255), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)

#### 4.5.2. Plan Human Resource Management

Plan Human Resource Management is the process of identifying and documenting project roles, responsibilities, required skills, reporting relationships, and creating a staffing management plan. The key benefit of this process

is that it establishes project roles and responsibilities, project organization charts, and the staffing management plan including the timetable for staff acquisition and release (PMI, 2013, p 258). Defining roles, responsibilities as well as establishing a project organizational chart is crucial for the ACE to operate efficiently. The organizational chart also gives the basic layout of the reporting structure.

There is a recommended listing of the team members for an evangelistic programme by the organization (**see appendix 5**). The listing must be modified however, based on the nature of the project. A person is normally assigned to each work package and automatically becomes a part of the team. The list is not as comprehensive and does not support the hierarchy of the project. For the ACE, two teams exist. The general team consisting of all persons involved and the executive team that only comprises of the coordinators of each major area: Research, Human Resource, Communication, Programming, Construction, Technology. The roles and responsibilities are defined in the WBS. **Chart 18** summarizes roles, responsibilities, competency and authority. The table will list specific competencies to the areas as Peters gives a list of the general characteristics of any missionary that should be shared by each member of the outreach team. These are:

- 1) A life yielded to God, controlled by His Spirit.
- 2) A restful trust in God for the supply of all needs.
- 3) A sympathetic spirit and willingness to take the lowly place.
- 4) Tact in dealing with men and women and adaptability toward circumstances.
- 5) Zeal in service and steadfastness in discouragement.
- 6) Love for communion with God and for the study of His Word.
- 7) Some experience and blessing in the Lord's work at home.
- 8) A healthy body and vigorous mind. (Peters, 1972, p 298)

**Chart 19, Roles, Responsibilities, Competency and Authority Outline in HR Management for ACE (Source: A. Summerbell, Author)**

ROLES	RESPONSIBILITIES	COMPETENCY	AUTHORITY
Project Manager(s)	<ul style="list-style-type: none"> <li>- Oversee the general operation of the project.</li> <li>- Measure and monitor project scope.</li> <li>- Ensure all team members function effectively.</li> <li>- Facilitate and asses all concerns from the sponsors and stakeholders.</li> <li>- Ensure proper communication is done of any approved change requests.</li> <li>- Update documentation of all scope changes.</li> <li>- Chairman of all general team meetings.</li> <li>- Field reports from sub-committees, especially the finance committee.</li> <li>- Guide project scope based on strategic plan, values</li> </ul>	<ul style="list-style-type: none"> <li>- Experience in Project Management.</li> <li>- Experience in evangelism management.</li> <li>- Excellent, communication, leadership, organization and negotiation skills.</li> <li>- Sound judgement and problem solving skills.</li> </ul>	<ul style="list-style-type: none"> <li>- Apply project resources.</li> <li>- Sign approvals requests.</li> <li>- Recommend suggested change requests to sponsor(s).</li> <li>- Chose work methods.</li> <li>- Approve contracts.</li> <li>- Affirm biblical standards and organizational policies.</li> </ul>



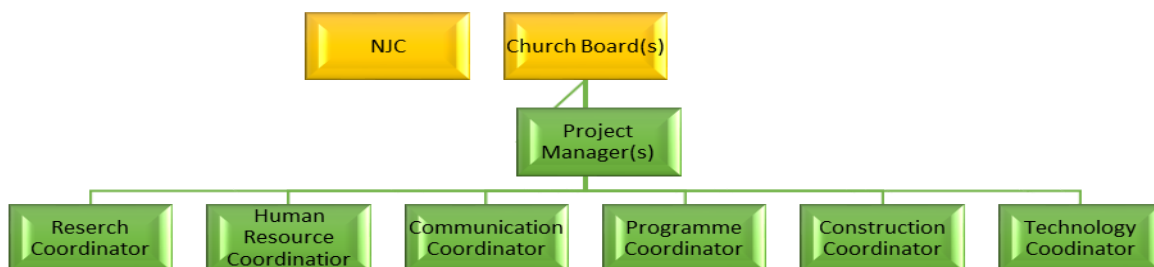
	<p>and objectives of project as well as higher organization.</p> <ul style="list-style-type: none"> <li>- Represent NJC &amp; JAMU in all matters.</li> <li>- Chairman of Executive Team</li> </ul>		
Executive Team – Research Coordinator	<ul style="list-style-type: none"> <li>- Overseas all research aspects of project.</li> <li>- Ensure demography study and needs assessment are done on-time.</li> <li>- Be present at all general and executive team meetings.</li> <li>- Comply with all approved change requests.</li> <li>- Chair Research Committee.</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledgeable in the area of research and management.</li> </ul>	<ul style="list-style-type: none"> <li>- Asses and report findings.</li> <li>- Recommend action plan based on findings.</li> </ul>
Executive Team – Human Resource	<ul style="list-style-type: none"> <li>- Monitors all employment issues.</li> <li>- Consults Executive Team before any major decisions.</li> <li>- Comply with HR plan.</li> <li>- Comply with organizational standards on</li> </ul>	<ul style="list-style-type: none"> <li>- Basic knowledge of HRM.</li> <li>- Experience in HRM.</li> </ul>	<ul style="list-style-type: none"> <li>- Recommend actions for project team in HR department.</li> <li>- Enforce best practices in relation to HRM.</li> </ul>

	<ul style="list-style-type: none"> <li>- employment.</li> <li>- Directly monitor Bible instructor with PM.</li> <li>- Use initiative to improve HR sector.</li> <li>- Schedule workers (volunteer and contracted) under guidance of PM.</li> </ul>		
Executive Team – Communication coordinator	<ul style="list-style-type: none"> <li>- Direct Communication management of ACE.</li> <li>- Ensures correspondences and approval requests are sent on-time.</li> <li>- Using initiative to improve communication.</li> <li>- Ensure project and activities are properly promoted.</li> <li>- Internal and External communication.</li> <li>- Chair communication committee.</li> <li>- Relate to national media.</li> </ul>	<ul style="list-style-type: none"> <li>- Experience in Communication</li> <li>- Management skills</li> <li>- Good command of the English language.</li> <li>- Working Knowledge of social media.</li> <li>- Excellent communication skills.</li> <li>- Balanced personality.</li> <li>- Balanced emotionally.</li> </ul>	<ul style="list-style-type: none"> <li>- Create project presence on social media sites.</li> <li>- Edit, approve or reject outbound correspondences.</li> <li>- Initially engage external entities (printing of fliers, posters etc)</li> </ul>
Executive Team –	<ul style="list-style-type: none"> <li>- Ensure platform party</li> </ul>	<ul style="list-style-type: none"> <li>- Excellent organizational and</li> </ul>	<ul style="list-style-type: none"> <li>- Start and end programs at the time</li> </ul>

<p>Programme Coordinator</p>	<p>is organized each night.</p> <ul style="list-style-type: none"> <li>- Ensure seminars are properly organized.</li> <li>- Ensure programs begin and end on-time.</li> <li>- Make suitable recommendations to project team for improvement of project programming.</li> <li>- Chair Programme Committee.</li> </ul>	<p>planning skills.</p> <ul style="list-style-type: none"> <li>- Works well with others.</li> <li>- Very aware of time.</li> </ul>	<p>scheduled.</p> <ul style="list-style-type: none"> <li>- Appoint suitable persons to participate in programs.</li> </ul>
<p>Executive Team – Construction Coordinator</p>	<ul style="list-style-type: none"> <li>- Relate directly to PM on construction matters.</li> <li>- Use initiative in selecting potential service providers.</li> <li>- Ensure Central site is equipped with all essential structures (as listed in WBS and otherwise)</li> <li>- Guide each construction activity.</li> <li>- Chair construction committee.</li> </ul>	<ul style="list-style-type: none"> <li>- Experience in evangelism construction.</li> <li>- Ability to rally tradesmen.</li> <li>- Good negotiation skills.</li> <li>- Skilled in construction.</li> </ul>	<ul style="list-style-type: none"> <li>- Authorize infrastructure construction/development in keeping with project management plan.</li> </ul>
<p>Executive Team – Technology</p>	<ul style="list-style-type: none"> <li>- Manage technological aspect of</li> </ul>	<ul style="list-style-type: none"> <li>- Vast knowledge in information technology (A</li> </ul>	<ul style="list-style-type: none"> <li>- Handle all equipment in technology area.</li> <li>- Adjust visual system</li> </ul>

Coordinator	<ul style="list-style-type: none"> <li>- project. Assist communication coordinator.</li> <li>- Ensure project is equipped audio visually.</li> <li>- Place contingent measures in place.</li> <li>- Fix or contract someone to fix damaged equipment.</li> <li>- Chair Technology Committee.</li> </ul>	<ul style="list-style-type: none"> <li>- degree would be an asset).</li> <li>- Experience in Sound system</li> </ul>	<ul style="list-style-type: none"> <li>- for suitability. Adjust audio system for suitability.</li> </ul>
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The following figure displays the project organizational chart. It also gives guidance to the implied chain of command. A project organization chart is a graphic display of project team members and their reporting relationships. It can be formal or informal, highly detailed or broadly framed, based on the needs of the project (PMI, 2013, 265). In this case the reporting is bottom up.



**Figure 16, Project Organizational Chart for ACE (Source: A. Summerbell, Author)**

ACE will be guided by the information outlined above.

### 4.5.3. Acquire Project Team

Acquire Project Team is the process of confirming human resource availability and obtaining the team necessary to complete project activities. The key benefit of this process consists of outlining and guiding the team selection and responsibility assignment to obtain a successful team (PMI, 2013, p 267).

The process of obtaining and confirming human resource to complete project activities is different based on the nature of the project. It is to be noted that:

- Most persons are volunteer and each team member must be in regular standing with the church.
- Normally the only contracted service providers who are a part of the team are Bible instructors, field officers, and security (watchmen). The others who are contracted may be external to the organization and are not automatically a part of the team by virtue of their office.
- Similar projects may be in operation simultaneously or may overlap that can cause a shortage in experienced external Bible instructors. It is therefore important that they are contacted early (at least two months before) by the project manager as he is competing with others PM's for their services. The PM must ensure what he proposes (wages, accommodation) is attractive. Therefore, strength in negotiating is key.
- Internal Bible instructors are normally easier to acquire as they only need to possess a godly spirit, willingness to learn, and a knowledge of the local geography, to assist the external Bible instructor.
- As the budget outlines, Bible Instructors and security personnel are paid on a weekly basis.
- The Bible Instructors are expected to complete at least eight (8) hours per day, Sundays – Thursdays. They are also expected to be in attendance on Sabbaths.

- The Security is expected to always have a presence at the central site. The night watchmen begin their shift at 10 PM and are relieved at 7 AM by the day watchman.

**Chart 20, Expectations of Bible Instructors and Security Personnel for ACE (Source: A. Summerbell, Author)**

Worker	Responsibilities
Bible Instructors	<ul style="list-style-type: none"> <li>• Be aware of visitors that come to expo.</li> <li>• Generate an Interest list of candidates for baptism</li> <li>• Schedule daily appointments with interests for Bible study.</li> <li>• Collect contact information when individuals respond to altar calls.</li> <li>• Use tact in approaching persons.</li> <li>• Consistently invite to community members to evangelistic expo.</li> <li>• Promote the project and its activities appropriately.</li> <li>• Communicate community feedback to PM.</li> <li>• Be present at nightly meetings.</li> </ul>
Security Personnel	<ul style="list-style-type: none"> <li>• Secure central site during the day and night.</li> <li>• Alert Police and when there is danger.</li> </ul>

	<ul style="list-style-type: none"> <li>• Keep area clean and neat (arrange chairs, sweep, dusting chairs etc).</li> <li>• Be punctual.</li> </ul>
--	---

- Bible Instructors work for six (6) weeks at a rate settled on between them and the PM.
- Bible Instructors are assigned to a zone in pairs. They may be reassigned before the six (6) weeks are complete.
- Major workdays are normally planned for Sundays as most volunteers are available on this day.

#### **How the team is selected.**

- The team is selected via appointment at a board meeting. Each area is assigned someone who is qualified and capable to carry out the work package.
- The assignments can also be done at a committee with evangelistic emphasis. This committee is known as the personal ministries committee. The list of assignments is then presented to the board as a recommendation. The board then reviews the recommendation, and then approves.
- The assignments are voted on by the board.
- After being ratified by the board, the list is read at regular church services at least 3 times before the Expo begins so that each person is well aware of the area they are being asked to serve in.
- As stated earlier, the PM is responsible for finding and negotiating with external Bible instructors.
- This process is guided by the PM(s)/Pastor(s).

#### **4.5.4. Develop Project Team**

Develop Project Team is the process of improving competencies, team member interaction, and overall team environment to enhance project performance. The key benefit of this process is that it results in improved teamwork, enhanced people

skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance (PMI, 2013, 273).

The team for the ACE will be developed using the following tools and techniques:

- 1) Training – Since most team members are members of the church, there will be training seminars on Sabbath/Saturday afternoons leading up to the programme. As outlined in the QM plan, they can be trained in areas such as Friendship Evangelism, Bible Doctrine, How to Conduct a Bible Study., Communication skills, Emotional Intelligence, and Conflict Resolution.
- 2) Team Meetings – Meetings that evaluate team performance and emphasize the vision, mission and values of organization will be hosted on a weekly basis during expo.
- 3) Team Rules – Team Rules are developed to create a framework of understanding. Rules such as:
  - All team members are expected to come out early.
  - Team members must respect each other. Disrespect will not be tolerated.
  - Discrimination (race, class etc) will not be tolerated.
  - Team members are expected to execute activities to the best of their abilities.
  - Team members must respect the chain of command.
  - Failure to comply with rules will result in removal from team and possibly discipline by the church.
  - All team members are expected to follow Jesus Christ's recommendation on conflict management in Matthew 18.
- 4) Recognition and Rewards – Team members can qualify in any of the following areas for a cash award at any point during the project based on management's discretion:
  - Most Supportive
  - Most Evangelistic
  - Most Improved
  - Most Committed



- Most Flexible
  - And any other category suitable as recommended by team.
- 5) Strengths, Weaknesses. Opportunities, Threats (SWOT) Analysis – Each Team member will be asked to do a SWOT analysis before the Expo begins
- 6) Evaluation – An evaluation is done at the end of the project to assess performance.

#### 4.5.5. Manage Project Team

Manage Project Team is the process of tracking team member performance, providing feedback, resolving issues, and managing team changes to optimize project performance. The key benefit of this process is that it influences team behavior, manages conflict, resolves issues, and appraises team member performance (PMI, 2013, p 279).

The team will be managed through:

Weekly Meetings – Weekly meetings will be held to assess the performance of the team so far. This assessment will be done using the scope, time, and cost baselines as guides.

Appraisals – Appraisals of each department will be done at each executive team meeting. The appraisals will be done by the coordinators of other departments. A coordinator is not allowed to appraise his/her department. The appraisal results will then be given to the department that was appraised. The appraisal form will also have a slot for recommendations. See **chart 21** for sample appraisal form.

**Chart 21, Departmental appraisal form for ACE (Source: A. Summerbell, Author)**

Question	Values	Recommendations
How would you Rate the performance of the _____ Department?	1   2   3   4   5	1. _____ 2. _____ 3. _____

SWOT Analysis – at one meeting, the team members can be asked to revisit their SWOT analysis to ensure they are capitalizing on all opportunities.

**Chart 22, ACE Concern & Suggestion Slip (Source: A. Summerbell, Author)**

ACE SUGGESTION SLIP	
1.	1.
2.	2.
3.	3.

Evaluation - At mid point of the Expo twenty-five (25) church members will be presented with a concern and suggestion slip (**Chart 22**) to evaluate and adjust team performance.

#### **4.6. Communications Management Plan for Albert Town Gospel & Community Expo.**

##### **4.6.1. Introduction**

Human beings engage in communication everyday. The same is also true in project management. Effective communication is important for the entire life of any project. For the project to be successful there must be a clearly established system that will foster proper communication. The PMBOK states, "Project managers spend most of their time communicating with team members and other project stakeholders, whether they are internal (at all organizational levels) or external to the organization. Effective communication creates a bridge between diverse stakeholders who may have different cultural and organizational backgrounds, different levels of expertise, and different perspectives and interests, which impact or have an influence upon the project execution or outcome" (PMI, 2013, p. 287). Communication is defined as a systemic process of interaction through symbols to create and interpret meaning (Wood, 2012, p. 3).

Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (p .287).

The processes that interact for the development of an effective communications management plan are shown in **figure 17**.

**Plan Communications Management**—The process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets.

**Manage Communications**—The process of creating, collecting, distributing, storing, retrieving and the ultimate disposition of project information in accordance with the communications management plan.

**Control Communications**—The process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met.

**Figure 17: Project Communications Management Processes.** (Source: *A Guide to the Project Management Body of Knowledge* (p. 287), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)

#### 4.6.2. Plan Communications Management

Plan Communications Management is the process of developing an appropriate approach and plan for project communications based on stakeholder’s information needs and requirements, and available organizational assets (PMI, 2013, p. 289). The budget (chart 10) would have reflected that some provision would have been made to get information to the public via town cry, fliers and a banner. While this is good, it does not adequately capture how communication will occur effectively internally and externally. It only reflects the advertisement aspect of the project. Cameron suggests that advertising must be done through various mediums. However, one wants to be cautious about spending large sums of money on advertisements which are unproductive. It has been observed that the best medium of advertisement is that of individuals telling friends and relatives (Cameron, 1996, p. 80). It is clear these things are still limited and in no way define

a complete communications plan. Chart 23 will detail the stakeholders, their classification, their communication requirements, methods used to communicate with them and the person or group responsible for communicating with them.

**Chart 23, Stakeholder Communications Assessment for ACE (Source: A. Summerbell, Author)**

Stakeholder	Classification	Communication Requirements	Methods of Communication	Person/group Responsible
Project Manager(s) / Pastor(s)	Internal	All relevant information be shared expeditiously.  Team Feedback on project performance.  Efficient Communication Department  Transparency.  Respect	Phone calls  Text Message  Whatsapp Group  Emails  During team meetings	Executive team coordinators.  Team members.
NJC	Internal	Project Information be sent at least three weeks before Expo begins.  Updates on Progress of Project.	Phone Calls  Report forms  Emails	Project Manager(s)/ Pastor(s)
Stettin SDA / Spring Garden (Boards)	Internal	Technical Information about project (budget, scope, risks etc).  Occasional Project Updates	Meetings	Project Manager(s)/ Pastor(s) or his designee
Church Members	Internal	General Project Information (Date, Time Venue, Seminars)  Committees they	Text Messages  Church Services  Business Meetings	Project Manager(s)/ Pastor(s) or his designee.  Communication Coordinator.

		serve on. *Fliers to invite friends and strangers.  Relevant Project Updates.	Notices displayed on screen nightly.  Social Media	
Community Members/ Potential New Church Members	External	General Project Information (Date, Time Venue, Seminars)  Sound Reminder.  Visual invitation.  Timely Communication.  Constant Reminders.  Efficient Public Address System	Fliers  Town Cry  Banner  Notices displayed on screen nightly  Social Media  Word of Mouth  Nightly meetings at central site.	Project Manager(s)/ Pastor(s) or his designee.  Communication team  Church Members
Project Team	Internal	Technical Information about the project.  Project Management Plan Updates	Whatsapp Group  Meetings  Memos  Letter  Text Messages  Phone Calls  Emails	Project Manager(s)/ Pastor(s) or his designee.  Communication Team
Political Rep.	External	General Information about the project.	Letter of Invitation  Phone Call	Project Manager(s)/ Pastor(s)
* - See <b>appendix 7</b> for sample flier/poster/ banner.				

A project manager must determine how many communication channels are needed to fulfill the communication requirements of each stakeholder. The PMBOK states the project manager should also consider the number of potential communication

channels or paths as an indicator of the complexity of a project's communications. The total number of potential communication channels is  $n(n - 1)/2$ , where  $n$  represents the number of stakeholders. For example, a project with 10 stakeholders has  $10(10 - 1)/2 = 45$  potential communication channels. As a result, a key component of planning the project's actual communications is to determine and limit who will communicate with whom and who will receive what information (PMI, 2013, p. 292). Using the same formula, the potential number of communication channels required is shown below:

$$\begin{aligned} \text{Potential Channels} &= n(n-1)/2 \\ &= 7(7-1)/2 \\ &= 7(6)/2 \\ &= 42/2 \end{aligned}$$

Potential # of Channels = 21

Based on information shared in chart 23 the following human and material resources resources will be needed to accomplish effective communication in ACE:

**Chart 24, Human and Material Resource for ACE Communication Management (Source: A, Summerbell, Author)**

Communication Resources	
Human	Material
Communication Team	Projector
Communication Coordinator	Printer & Paper
Contracted Sound Provider	Smart Cell Phones/ Cell Phones
Contracted Graphic Designer	Internet / Data
Contracted Printing Services	Credit
Contracted Electrical Service Provider	Meetings
Projector Operator	
Church Member Engagement	

#### 4.6.3. Manage and Control Communications

Manage Communications is the process of creating, collecting, distributing, storing, retrieving, and the ultimate disposition of project information in accordance to the

communications management plan. The key benefit of this process is that it enables an efficient and effective communications flow between project stakeholders (PMI, 2013, p. 297). Control Communications is the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. The key benefit of this process is that it ensures an optimal information flow among all communication participants, at any moment in time (p. 303).

Communications will be managed and controlled through the following measures:

- 1) Set up communications team for monitoring and controlling communication.
- 2) Appoint a communications coordinator.
- 3) Encourage team members to adhere to chain of command outlined by project organizational chart.
- 4) Internal and external communications must be approved by PM(s)/Pastor(s) before dissemination.
- 5) Language specialist on communications team will edit all correspondences before dissemination.
- 6) View samples of service providers before engaging services.
- 7) Whatsapp group set up for the team named "ACE Team".
- 8) A list of all team members and their contact information posted in office area at central site.
- 9) Critical information (posters, fliers, sound clips, videos) under consideration to be shared with general public must first be approved by the executive team.
- 10) Weekly meetings held for evaluation.
- 11) It is assumed that the PM(s)/Pastor(s) will relate directly to news media if the need arises.
- 12) Emphasize team rules and how to communicate in conflict management.
- 13) Communication activities must stay within budgeted appropriations. Changes must first be approved by executive team.

## 4.7. Risk Management Plan for Albert Town Gospel and Community Expo

### 4.7.1. Introduction

Decisions are made on a daily basis. These decisions are accompanied by risks that must be identified and carefully planned for. The same principle applies to project management. “A Project risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, and quality” (PMI, 2013, p. 310). Project risk management therefore “includes the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project. The objectives of project risk management are to increase the likelihood and impact of positive events, and decrease the likelihood and impact of negative events in the project (p. 309).

It must be noted that “there is no single textbook answer on how to manage risk—one size does not fit all projects or circumstances. The project manager must rely upon sound judgment and the use of the appropriate tools in dealing with risk” (Kerzner, 2009, p. 745). Risks are inevitable hence, the importance of proper risk management in projects. The processes that will be interacting in this section are displayed in **figure 18**.

**Plan Risk Management**—The process of defining how to conduct risk management activities for a project.

**Identify Risks**—The process of determining which risks may affect the project and documenting their characteristics.

**Perform Qualitative Risk Analysis**—The process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact.

**Perform Quantitative Risk Analysis**—The process of numerically analyzing the effect of identified risks on overall project objectives.

**Plan Risk Responses**—The process of developing options and actions to enhance opportunities and to reduce threats to project objectives.

**Control Risks**—The process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project.

**Figure 18: Project Risk Management Processes. (Source: *A Guide to the Project Management Body of Knowledge* (p. 309), Project Management**



Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)

#### 4.7.2. Plan Risk Management

Plan Risk Management is the process of defining how to conduct risk management activities for a project. The key benefit of this process is it ensures that the degree, type, and visibility of risk management are commensurate with both the risks and the importance of the project to the organization (PMI, 2013, p. 313).

In order to develop a suitable for and identify risks, there must be a categorization. “Project risk has its origins in the uncertainty present in all projects” (p. 310). A risk breakdown structure (RBS) is a suitable tool that can be used to achieve this. The RBS is a hierarchical representation of risks according to their categories (p. 317). The WBS for the ACE decomposes the work into smaller packages. The first two (2) levels of the WBS will also function as the first two (2) levels of the RBS. Please view **figure 19** for RBS.

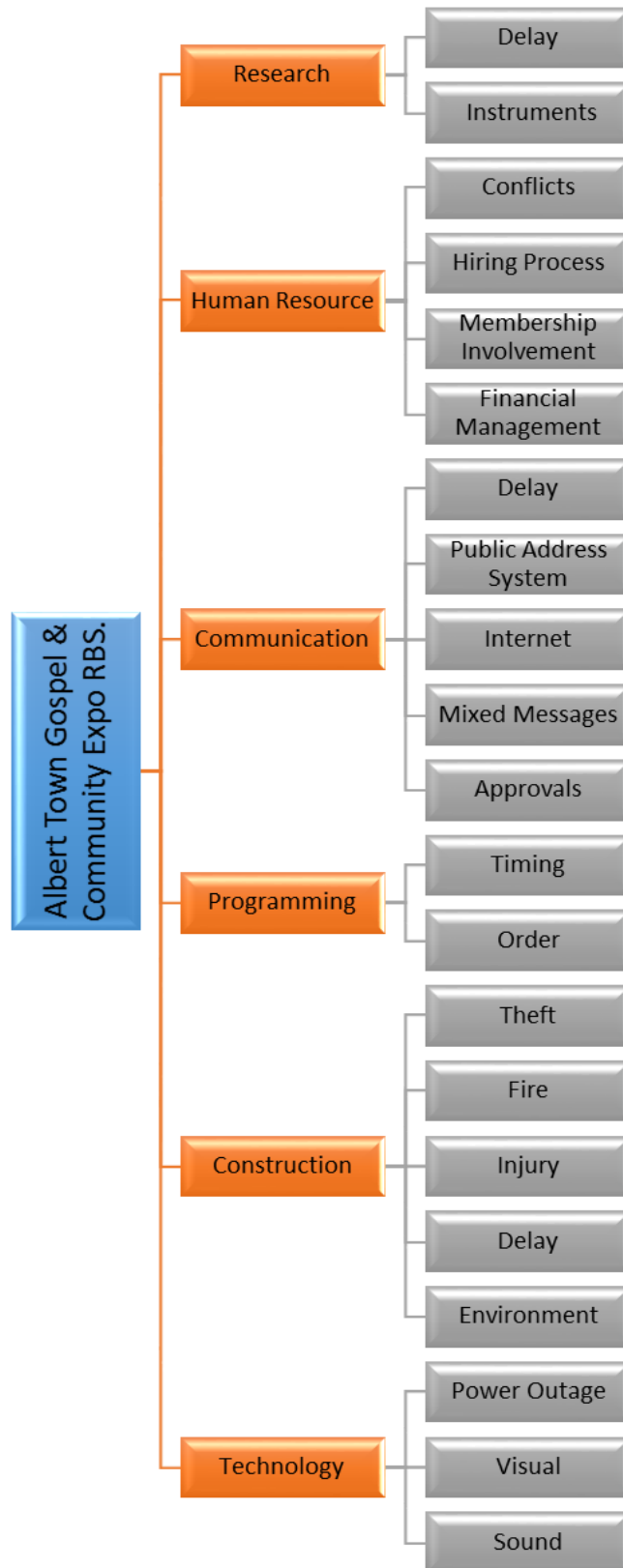


Figure 19, RBS for ACE (Source: A. Summerbell, Author)

The tools that will be used to create a platform for the other processes (identify risks, perform qualitative risk analysis, perform quantitative risk analysis, Plan risk response, and control risks) are probability and impact scales as well as a probability and impact matrix. This helps to determine the likelihood of a risk occurring and assessing the potential impact each risk may have on the project.

**Chart 25** is the probability scale. It classifies the risks into specific categories according to the degree of probability of occurrence. For ACE, five (5) categories are determined and described.

**Chart 25, Probability Scale of Risks (Source: A. Summerbell, Author)**

Probability Category	Probability	Description
Very High	0.9	Highly likely to occur. There is a >90% chance of the occurrence.
High	0.7	Likely to occur. There is a 70%-90% chance of the occurrence.
Moderate	0.5	Possibility to occur. There is a 50%-69% possibility of the occurrence.
Low	0.3	Most Likely will not occur. There is a 30%-49% chance of the occurrence.
Very Low	0.1	Highly unlikely to occur. There is a < 30% chance of the occurrence.

The impact scale classifies risks into specific categories based on the severity of their impacts. Five categories for the impacts are outlined in **chart 26**.

**Chart 26, Impact Scale of Risks (Source: A. Summerbell, Author)**

Impact Category	Rating	Description
Very High	0.8	Great potential for bodily harm; devastating effects on the project overall; potential for >20% increase in overall budget and schedule.
High	0.4	Has potential to be damaging to the project; can create costly effects

		(10%-20% increases); impede efficiency and project deliverables; overall schedule slippage (10%-20%)
Moderate	0.2	May affect the project's ability to meet its objectives with 5%-10% cost increase and schedule.
Low	0.1	May cause < 5% increase in costs and schedule slippage; not an immediate threat; may be dealt with in progressive elaboration and updates.
Very low	0.05	Does not pose a threat to the project's/organization's activities.

A probability and impact matrix is a grid for mapping the probability of each risk occurrence and its impact on project objectives if that risk occurs (PMI, 2013, 318). The following chart reflects Probability & Impact Matrix. In this matrix, the combinations of probability and impact results will classify a risk as high risk (red), moderate risk (yellow), and low risk (green).

**Chart 27, Probability & Impact Matrix (Source: A. Summerbell, Author)**

Probability Impact Matrix							
Probability Rating	Very High	0.9	0.05	0.09	0.18	0.36	0.72
	High	0.7	0.04	0.07	0.14	0.28	0.56
	Moderate	0.5	0.03	0.05	0.10	0.20	0.4
	Low	0.3	0.02	0.03	0.06	0.12	0.24
	Very Low	0.1	0.01	0.01	0.02	0.04	0.08
			0.05	0.1	0.2	0.4	0.8
			Very Low	Low	Moderate	High	Very High
Impact Rating							

Score to risk rank	
Score	Risk
0.01-0.05	Low
0.06-0.15	Moderate
0.16-0.72	High

### 4.7.3. Identify Risks, Perform Qualitative Risk Analysis & Perform Quantitative Risk Analysis.

Identify Risks is the process of determining which risks may affect the project and documenting their characteristics. The key benefit of this process is the documentation of existing risks and the knowledge and ability it provides to the project team to anticipate events (PMI, 2013, p. 319).

Perform Qualitative Risk Analysis is the process of prioritizing risks for further analysis or action by assessing and combining their probability of occurrence and impact. The key benefit of this process is that it enables project managers to reduce the level of uncertainty and to focus on high-priority risks (p. 328).

Perform Quantitative Risk Analysis is the process of numerically analyzing the effect of identified risks on overall project objectives. The key benefit of this process is that it produces quantitative risk information to support decision making in order to reduce project uncertainty (p. 333).

These processes are reflected in **Chart 28**. The risks are numbered in their RBS categories as they appear from top to bottom.

**Chart 28, Risk Identification & Analysis for ACE (Source: A. Summerbell, Author)**

RBS Category	Cause	Risk Statement	Consequence	Probability	Impact	Pxl	Trigger	Owner
Research 1	Poor Planning	Can cause possible delay to begin research process.	Can cause 5% extension in project schedule	0.3	0.2	0.06	Instruments not received on-time.	Research Coordinator
Research 2	Poor or no editing/consultation	Can lead to ineffective research Instrument / Errors on research Instrument.	Can cause information gathered to be misleading and reflect poorly on administration.	0.5	0.1	0.05	Instruments not received or edit don-time	Research Coordinator

Human Resource 1	Poorly defined conflict resolution techniques or poor leadership	Creating under-managed conflict.	may decrease team efficiency and delay project work up to 5%	0.5	0.2	0.1	Negative Team abrasion	HR Coordinator
Human Resource 2	Poor HR management practices	Causing substandard work/workers and resources	that can affect project implementation resulting in a 15% extension in timeline and costs.	0.5	0.4	0.2	Delayed start to hiring process.	HR Coordinator
Human Resource 3	Bad HR Management practices	Cause church members to be misinformed or misguided on what is expected of them.	Decrease in membership involvement (physically)	0.5	0.4	0.2	Increased inquiries and low workday turnout.	HR Coordinator
Human Resource 4	Poor financial management	Results in theft or misappropriation of funds.	Could result in cost increase of up to 50%.	0.5	0.8	0.4	Weak finance team.	HR Coordinator
Communication 1	Poor communications management	Can cause delay in critical information being shared with stakeholders.	Results in delayed response and timely delivery of project resources.	0.5	0.4	0.2	Increased inquiries.	Comm. Coordinator
Communication 2	Poor sound equipment	Causes poor sound quality.	Causing major distraction in communication process.	0.5	0.4	0.2	Temporary unavailability of sound.	Comm. Coordinator
Communication 3	Remote locations	Can cause lack of or limited	Resulting in delayed internet	0.7	0.1	0.07	No 4G Services	Comm. Coordinator

		internet Access.	communication.					
Communication 4	Poor communication management	Can lead to mixed messages to stakeholders.	Resulting in confusion and delay in project deliverables.	0.3	0.4	0.12	Increased inquiry and delayed execution of individual activities.	Comm. Coordinator.
Communication 5	Delay in seeking approvals	Causes delays in start of project activities.	Leading to significant delays in Schedule and embarrassment.	0.7	0.8	0.56	Delays in applications	Comm. Coordinator
Programming 1	Poor time management	Can cause sessions to start late	Causing programs to be pushed back and audience to be dissatisfied.	0.5	0.2	0.1	Unsettled environment just before major sessions.	Prog. Coordinator
Programming 2	Under-utilization of programme schedule	Can affect flow of programme	Resulting in poor execution.	0.5	0.1	0.05	No visible Schedule and participants.	Prog. Coordinator
Construction 1	Poor/no security framework	Can aid in the theft of equipment	Causing up to 20% delay in Schedule and cost increase.	0.7	0.8	0.56	Hostile Environment	Construction Coordinator
Construction 2	Unprofessional electrical	Can lead to fire	Resulting in major devastation.	0.5	0.8	0.4	Sparks /Short circuits	Construction Coordinator.

	installation						ng	
Construction 3	Poor structural integrity or poor safety practices	May lead to serious injury	Resulting in human resource shortage and project delays.	0.7	0.8	0.56	Number of Injuries	Construction Coordinator
Construction 4	Delay in delivery of construction resources	May cause delay construction	Resulting in delay of project activities and project overall.	0.5	0.2	0.1	Delay in Deliverables	Construction Coordinator
Construction 5	Breach of environmental regulations and policies.	Can cause use of harmful substances	Causing negative effects on environment.	0.3	0.2	0.06	Erosion of soil/ improper disposal of waste.	Construction Coordinator
Technology 1	Power outage	will affect lighting, sound, visibility	Causing the operations to be delayed.	0.7	0.2	0.14	No electrical power.	Technology Coordinator
Technology 2	Malfunctioning visual equipment	Will affect attendants' ability to view presentations	Causing discomfort and disappointment.	0.5	0.1	0.01	Sudden visual loss from projector.	Technology Coordinator
Technology 3	SAME CONDITIONS AS COMMUNICATION 2							

#### 4.7.4. Plan Risk Responses and Control Risks

Since there are risks, it is imperative that plans be in place to address them. The plan risk responses and control Risks processes facilitates this. For the purpose of this project, both processes are merged. Plan Risk Responses is the process of developing options and actions to enhance opportunities and to reduce threats to project objectives. The key benefit of this process is that it addresses the risks by



their priority, inserting resources and activities into the budget, schedule and project management plan as needed (PMI, 2013, 342).

Control Risks is the process of implementing risk response plans, tracking identified risks, monitoring residual risks, identifying new risks, and evaluating risk process effectiveness throughout the project. The key benefit of this process is that it improves efficiency of the risk approach throughout the project life cycle to continuously optimize risk responses. **Chart 29** outlines the risk according to the classification and identification given in **chart 28**. It also gives the responses as well as the control measures. Please note that all the risks have potentially negative effects hence the response strategies for negative risks. The PMBOK gives for strategies for managing negative risks. These are:

- Avoid - Risk avoidance is a risk response strategy, whereby the project team acts to eliminate the threat or protect the project from its impact.
- Transfer - Risk transference is a risk response strategy, whereby the project team shifts the impact of a threat to a third party, together with ownership of the response.
- Mitigate - Risk mitigation is a risk response strategy, whereby the project team acts to reduce the probability of occurrence or impact of a risk.
- Accept - Risk acceptance is a risk response strategy, whereby the project team decides to acknowledge the risk and not take any action unless the risk occurs (PMI, 2013, p. 344-345).

**Chart 29, Risk Response and Risk Control Methods for ACE (Source: A. Summerbell, Author).**

Risk	Response	Controls Description
Research 1	Mitigate	1. Set deadline and grace period for the finalization and printing of instrument.
Research 2	Mitigate	1. Mandate research team to edit instrument before approval and finalization.
Human Resource 1	Mitigate	1. Emphasize team rules in meetings. 2. Educate team on possible

		<p>consequences of misconduct in conflict.</p> <ol style="list-style-type: none"> <li>3. Remind team about chain of command.</li> <li>4. Do brief sessions on conflict management with team.</li> </ol>
Human Resource 2	Mitigate	<ol style="list-style-type: none"> <li>1. Enter early negotiations with possible workers.</li> <li>2. Follow procurement best practices as much as possible.</li> <li>3. Engage reputable workers and contracted product/service providers.</li> <li>4. Ensure contracts reflect exactly what is expected of contracted product/service providers.</li> </ol>
Human Resource 3	Mitigate	<ol style="list-style-type: none"> <li>1. Ensure workday schedule and membership responsibilities are shared at weekly Sabbath services leading up to the expo.</li> <li>2. Ask persons to serve on select teams.</li> </ol>
Human Resource 4	Mitigate	<ol style="list-style-type: none"> <li>1. Mandate that all funds collected be turned over to the treasurer as quickly as possible.</li> <li>2. Mandate that funds never be counted by any one individual. Funds must be counted by a team. At least three persons must be present.</li> <li>3. All expenditure on project activities must remain within funds allocated unless approved by relevant authorities.</li> </ol>

		<ol style="list-style-type: none"> <li>Effort must be made to secure invoices before funds are disbursed and receipts for proof of purchases.</li> </ol>
Communication 1	Avoid	<ol style="list-style-type: none"> <li>Follow project schedule and sequence of activities.</li> <li>Ensure all members have a copy of the sequence.</li> </ol>
Communication 2	Transfer	<ol style="list-style-type: none"> <li>Contract sound provision to a service provider.</li> <li>Ensure contracted service provider has experience and good track record in the area.</li> </ol>
Communication 3	Accept	<ol style="list-style-type: none"> <li>Investigate area for internet services prior to start of expo.</li> <li>Use external internet services for internet promotion.</li> </ol>
Communication 4	Mitigate	<ol style="list-style-type: none"> <li>Mandate team to observe and follow Communications Management plan.</li> </ol>
Communication 5	Mitigate	<ol style="list-style-type: none"> <li>Encourage team to follow time management plan and observe activity sequence.</li> </ol>
Programming 1	Accept	<ol style="list-style-type: none"> <li>Will be dealt with at the appropriate time.</li> </ol>
Programming 2	Mitigate	<ol style="list-style-type: none"> <li>Ensure programme outlines are printed and ready for each session.</li> <li>Ask all programme participant to be present at least 10 minutes before start of session.</li> </ol>
Construction 1	Mitigate	<ol style="list-style-type: none"> <li>Employ security/watchmen.</li> <li>Ask police to do occasional patrol of area.</li> </ol>

Construction 2	Mitigate	<ol style="list-style-type: none"> <li>1. Ensure electrician is certified.</li> <li>2. Acquire fire extinguisher.</li> <li>3. Ensure water is always on spot.</li> </ol>
Construction 3	Mitigate	<ol style="list-style-type: none"> <li>1. Build with expert recommended material.</li> <li>2. Ensure medical personnel are always on spot.</li> <li>3. Educate team on safety practices.</li> </ol>
Construction 4	Accept	<ol style="list-style-type: none"> <li>1. Engage companies and stakeholders at an early stage.</li> </ol>
Construction 5	Mitigate	<ol style="list-style-type: none"> <li>1. Educate team on environmentally friendly practices.</li> <li>2. Encourage team to seek advice before doing anything questionable.</li> </ol>
Technology 1	Avoid	<ol style="list-style-type: none"> <li>1. Secure back-up generators.</li> <li>2. Notify JPS as soon as there is a power outage.</li> <li>3. Have modified worship outline just in-case.</li> </ol>
Technology 2	Mitigate	<ol style="list-style-type: none"> <li>1. Acquire a stand-by projector.</li> <li>2. Prepare to rent if necessary.</li> </ol>
Technology 3	Transfer	<ol style="list-style-type: none"> <li>1. Contract sound provision to a service provider.</li> <li>2. Ensure contracted service provider has experience and good track record in the area.</li> </ol>

#### **4.8. Procurement Management Plan for Albert Town Gospel & Community Expo.**

#### 4.8.1. Introduction

No project can be successful if there is no clear definition of how products and services will be acquired. The management of this important aspect must be done carefully. The PMBOK introduces Project Procurement Management in the following way:

Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. The organization can be either the buyer or seller of the products, services, or results of a project.

Project Procurement Management includes the contract management and change control processes required to develop and administer contracts or purchase orders issued by authorized project team members.

Project Procurement Management also includes controlling any contract issued by an outside organization (the buyer) that is acquiring deliverables from the project from the performing organization (the seller), and administering contractual obligations placed on the project team by the contract (PMI, 2013, p. 355).

The same principles are applicable to ACE. The processes that will guide this procurement management plan are outlined in **figure 20**.

**Plan Procurement Management**—The process of documenting project procurement decisions, specifying the approach, and identifying potential sellers.

**Conduct Procurements**—The process of obtaining seller responses, selecting a seller, and awarding a contract.

**Control Procurements**—The process of managing procurement relationships, monitoring contract performance, and making changes and corrections as appropriate.

**Close Procurements**—The process of completing each project procurement.

**Figure 20: Project Procurement Management Processes. (Source: A Guide to the Project Management Body of Knowledge (p. 355), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

#### 4.8.2. Plan Procurement Management

Plan Procurement Management is the process of documenting project procurement decisions, specifying the approach, and identifying potential sellers. The key benefit of this process is that it determines whether to acquire outside support, and if so, what to acquire, how to acquire it, how much is needed, and when to acquire it (PMI, 2013, p 358). The WBS, WBS Dictionary, Quality Management Plan as well as the Risk Management Plan serve as suitable inputs for this process.

Chart 30 provides a 'make-or-buy' analysis, and other important details of the resources necessary to successfully complete project activities and project overall. A 'make-or-buy' analysis is a general management technique used to determine whether particular work can best be accomplished by the project team or should be purchased from outside sources (PMI, 2013, 365).

**Chart 30, Make-or-buy Analysis for ACE (Source: A. Summerbell, Author)**

Product/Service	Justification	Acquisition Deadline	Make/Buy
Printer	To print correspondences and necessary communication information.	26/08/17	Make (Administrators posses printers)
Stationery (Paper, pens, etc)	For communication purposes	26/08/17	Buy
Electricity Service	For lighting and general operation of electrical equipment at expo.	30/11/17	Buy
Public Address System Service	For quality Sound at Expo.	03/11/17	Buy
Computer	Technological	27/08/17	Make

	purposes		
Programme outline Templates	Nightly Seminar Outline	04/11/17	Make
Trucking Service	Transport of Tent and Equipment to central site and back to NJC Headquarters (HQ)	29/10/17	Buy
Projector	Visual aid at seminars	27/08/17	Buy
Projector Screen	Visual aid at seminars	27/08/17	Make
Tent, Poles, Flaps <b>(See appendix 8 for tent application form provided y NJC)</b>	Central Site	27/10/17	Make
Catering Service	Hosting and food preparation	27/08/17	Make
Poster Design Service	Design poster/flier/banner	22/10/17	Buy
Printing Service	Print promotional material	25/10/17	Buy
Internet Service	To boost promotion on the world wide web	27/08/17	Buy
Town Cry	Audio promotion	01/11/17	Buy
Certified Electrician Service	Wire and install electrical fittings at Central Site	02/11/17	Buy
Mason Service	Build Platform	01/11/17	Make

Ply Board	Build Platform	31/10/17	Buy
Back-up Generator	Provide electricity in case of power outage.	05/11/17	
Bible Instructor/ Counselors	For developing and following up on interests/candidates for baptism.	08/10/17	Buy
Transportation Service	To transport attendees to and from expo nightly.	01/11/17	Buy
Security Service	Secure Property	05/11/17	Buy
Bathroom Rental Service	Sanitation and restrooms for expo attendees.	03/11/17	Buy
Evangelist	Nightly Preacher	06/10/17	Buy
Water Service	Potable water at central site	01/11/17	Buy
Gifts	Prizes and give-a-ways	05/11/17	Buy
Guest Presenters	For Seminars	02/11/17	Buy
Music Ministers	Sing for mini concerts	01/11/17	Buy

#### **4.8.3. Conduct, Control and Close Procurements**

Conduct Procurements is the process of obtaining seller responses, selecting a seller, and awarding a contract. The key benefit of this process is that it provides alignment of internal and external stakeholder expectations through established agreements (PMI, 2013, p. 371).

Control Procurements is the process of managing procurement relationships, monitoring contract performance, and making changes and corrections to contracts



as appropriate. The key benefit of this process is that it ensures that both the seller's and buyer's performance meets procurement requirements according to the terms of the legal agreement (p. 379).

Close Procurements is the process of completing each procurement. The key benefit of this process is that it documents agreements and related documentation for future reference (p. 386).

After assessing what will be needed and whether they will be bought or made (from make-or-buy analysis), the processing of acquiring these products and services must begin. The product/service labeled 'buy' in **Chart 30** will be sought outside of the project. Some entities (JPS, NWC etc.) provide a standard contract which must be adhered to when applying for the company's services. There are those services that will require a contract developed by the project administration. Some service providers may remain since they probably would have developed a good relationship with the church based on services previously provided, and appointing them would save time and money. The following standard process will be utilized:

- Advertisement of required products/services via announcement and word-of-mouth.
- Responders are listed and briefly interviewed based on statement of work (SOW), stakeholder requirements, price and ability to provide service legally and in an environmentally friendly way, (for example, the truck or buses that will be used must be properly registered, have a valid insurance and fitness certificate).
- Product/service providers are also required to provide invoices.
- The responses are documented.
- Executive team meets and awards contract to the product/service provider who has the best offer. If the process is proving to be abnormally difficult, then negotiations can be entered.
- When a contract is awarded, the seller signs a standard contract. This is shown in **figure 21**.
- All payments are to be made in keeping with the cost management plan.

- Payments should be made in cheques and a receipt provided by the seller. If this not possible the seller is required to sign a declaration. An example is in **figure 22**.
- Service/Product providers are then graded and performance documented for future projects. **Chart 31** shows the category and possible scores to be assessed. Each category is out of ten (10).

I, <u>(JOHN DOE)</u> will provide _____ for the <u>ACE</u>		
On <u>(DATE)</u> for the cost of \$ _____.		
I understand fully that failure to provide these products/services without proper justification after signing this contract may result in legal action.		
Sign: <u>JOHN DOE</u>	Treasurer:	Witnessed by:
Date: <u>dd/mm/yyyy</u>		

**Figure 21, Standard Contract for ACE Product/Service providers, Source: A. Summerbell, Author).**

I, (JOHN DOE) acknowledge the receipt of \$\_\_\_\_\_ from  
the ACE after providing \_\_\_\_\_.

On (DATE) \_\_\_\_\_.

Sign: \_\_\_\_\_ Treasurer: \_\_\_\_\_ Witnessed by: \_\_\_\_\_  
JOHN DOE \_\_\_\_\_

Date: \_\_\_\_\_  
dd/mm/yyyy \_\_\_\_\_

**Figure 22, Financial Declaration Form for ACE Products/Service Provider, (Source: A. Summerbell, Author)**

**Chart 31, Performance Assessment of ACE Service/Product Providers (Source: A. Summerbell, Author)**

Service/Product Provider	Assessment Areas					
	SOW Fulfillment /10	Stakeholder Requirements Fulfillment /10	Pricing /10	Legal & Environmental Awareness /10	Customer Friendly /10	Total /50
John Doe						
Jane Doe Inc.						

## **4.9. Stakeholder Management Plan for Albert Town Gospel & Community Expo.**

### **4.9.1. Introduction**

Proper stakeholder management has great bearing on the success of any project. Project stakeholders are individuals, groups, or organizations who may affect, be affected by, or perceive themselves to be affected by a decision, activity, or outcome of a project. They are comprised of persons and organizations such as customers, sponsors, the performing organization, and the public who are actively involved in the project, or whose interests may be positively or negatively affected by the execution or completion of the project (PMI, 2013, p. 394). There must be a plan in place to effectively monitor the interactions between stakeholders, more specifically the stakeholders for ACE. The processes involved in stakeholder management are listed in **Figure 23**. These processes interact with each other and with processes in other Knowledge Areas (p. 391). Hence, throughout the development of the stakeholder management plan reference may be made to other sections of the FGP.

**Identify Stakeholders**—The process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project; and analyzing and documenting relevant information regarding their interests, involvement, inter-dependencies, influence, and potential impact on project success.

**Plan Stakeholder Management**—The process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success.

**Manage Stakeholder Engagement**—The process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle.

**Control Stakeholder Engagement**—The process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders.

**Figure 23: Project Stakeholder Management Processes. (Source: *A Guide to the Project Management Body of Knowledge* (p. 391), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**

#### 4.9.2. Identify Stakeholders

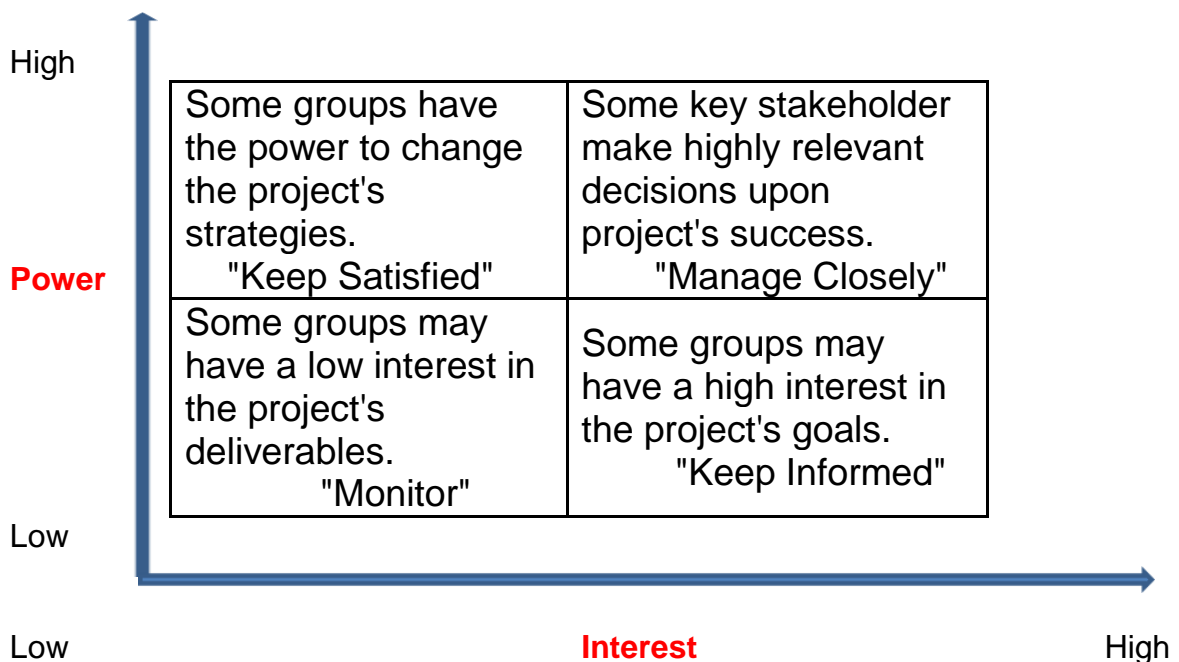
Identify Stakeholders is the process of identifying the people, groups, or organizations that could impact or be impacted by a decision, activity, or outcome of the project, analyzing and documenting relevant information regarding their interests, involvement, inter-dependencies, influence, and potential impact on project success. The key benefit of this process is that it allows the project manager to identify the appropriate focus for each stakeholder or group of stakeholders (PMI, 2013, p 393).

The stakeholders for ACE are identified and assessed in **chart 12**. It is a Stakeholder Register Matrix which carefully identifies the stakeholders as well as

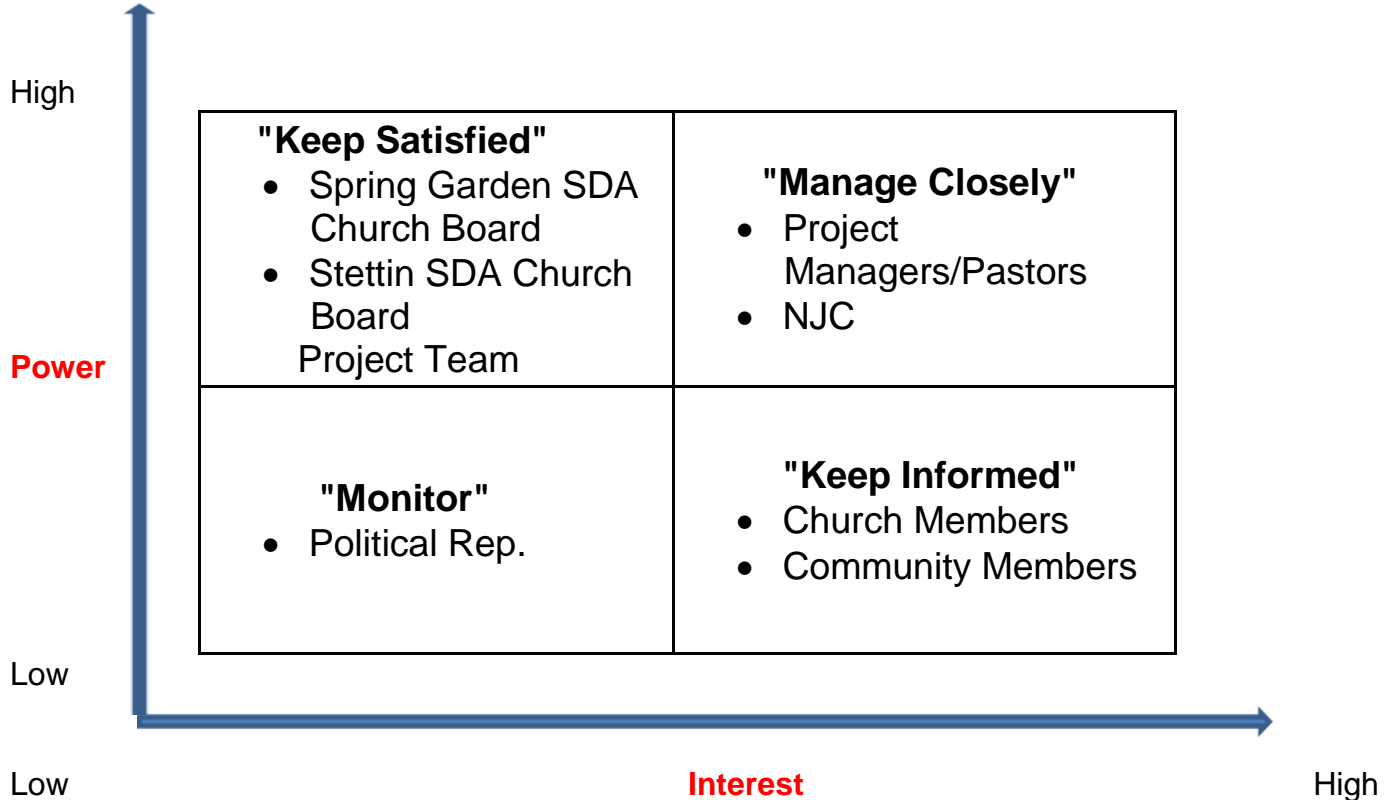
their functional areas, roles/responsibilities, major requirements and influence/impact on the project. They are also prioritized in **chart 13** and their requirements assessed in **charts 14, 15, 16, 17 & 18**. (please see charts 14-18).

#### 4.9.3. Plan Stakeholder Management

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests, and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project's interests (PMI, 2013, 399). A power-interest analysis will be done to aid in effectively planning stakeholder management. The power interest grid groups "the stakeholders based on their level of authority ("power") and their level of concern ("interest") regarding the project outcomes" (PMI, 2013, p. 396). **Figure 24** provides the key and **figure 25** provides groupings of the a fore mentioned.



**Figure 24, Key for Power-Interest Grid. (Source: *A Guide to the Project Management Body of Knowledge* (p. 397), Project Management Institute, 2013, Project Management Institute. Copyright 2013 by Project Management Institute, Inc.)**



**Figure 25, Power-Interest Grid for ACE (Source: A. Summerbell, Author)**

Along with the information above, a comparative analysis of the current vs. desired engagement levels will be presented in **chart 32**. The current engagement level of all stakeholders needs to be compared to the planned engagement levels required for successful project completion. Stakeholder engagement throughout the life cycle of the project is critical to project success. The engagement level of the stakeholders can be classified as follows:

- Unaware - Unaware of project and potential impacts.
- Resistant - Aware of project and potential impacts and resistant to change.
- Neutral - Aware of project, yet neither supportive nor resistant.
- Supportive - Aware of project and potential impacts and supportive to change.
- Leading - Aware of project and potential impacts and actively engaged in ensuring the project is a success.

The current engagement can be documented using Stakeholders Engagement Assessment Matrix, where C indicates the current engagement, and D indicates the desired engagement. The project team needs to identify the desired engagement level for the current phase of the project, based on available information (PMI, 2013, p. 402).

**Chart 32, Stakeholders Engagement Assessment Matrix (Source: A. Summerbell, Author)**

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
PM's/Pastors					CD
NJC				C	D
Stettin SDA & Spring Garden SDA Church Boards				CD	
Church Members				C	D
Community Members			C	D	
Project Team					CD
Political Rep.			C	D	

#### **4.9.4. Manage & Control Stakeholder Engagement**

Manage Stakeholder Engagement is the process of communicating and working with stakeholders to meet their needs/expectations, address issues as they occur, and foster appropriate stakeholder engagement in project activities throughout the project life cycle. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success (PMI, 2013, p. 404).



Control Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. The key benefit of this process is that it will maintain or increase the efficiency and effectiveness of stakeholder engagement activities as the project evolves and its environment changes (p. 409).

In order to effectively manage and control stakeholder engagement the following measure will be implemented:

- Emphasize the rules and conditions of the communication management plan for efficient stakeholder notification and feedback.
- Emphasize stakeholder communications requirements in communication management plan.
- Stakeholder feedback will be shared and encouraged at weekly status review meetings.
- Emphasize major requirements and objectives at status review meetings.
- Emphasize team rules to manage conflict.
- Create an environment that allows each person the right to share information without fear of discrimination.
- Build trust through transparency in communication.
- Provide each major stakeholder with a copy of project objectives and plans.

## CONCLUSIONS

1. The project management plan for ACE was developed using the PMBOK as a guide to apply to the appropriate tools and techniques of project management to an evangelistic approach within the Seventh-day Adventist church, thus creating a model for pastors and administrators to use on major projects. It was found that project management tools and techniques can be successfully applied to major evangelistic endeavours.
2. The project charter was earlier developed in this process using a template. It outlined important elements such as: objectives, project purpose, description of products or services to be generated by the project, assumptions, constraints, preliminary risks, milestones, relevant stakeholder information and a stakeholder list.
3. In order to setup a scope management plan, roles/responsibilities were outlined, and a WBS and WBS Dictionary created. This was done to determine and define resource requirements for the life of the project.
4. To ensure efficiency in project activities and the project, a time management plan was done. It included an elaboration of the milestones, activity list, network diagram, nightly programme outlines, and a project activity schedule.
5. A cost management plan was developed, in which a budget was created and measures given to control cost, in order to guide cash flow and the appropriate distribution and allocation of funds.
6. To create the quality management plan, the output for specific objective four (4), a stakeholder register matrix was done, along with an L-Shaped Matrix for all stakeholders and L-Shaped matrices comparing stakeholder requirements.
7. A human resource management plan was drafted to effectively deploy resources. It was composed of a chart demonstrating roles, responsibilities, competency, and authority as well as a project organizational chart and specific expectations of Bible instructors along with security personnel. A Departmental appraisal form and suggestion slip for ACE were created. All

was done to provide suitable standards to be adopted in the management of the project.

8. A communication management plan was done consisting a breakdown of stakeholder communication assessment and requirements as well as necessary resources for communication. This was done to foster effective internal and external communication throughout the life of the project.
9. In order to effectively plan for and respond to risks throughout the life of the project, a risk management plan was completed. It was made up of important elements, such as; an RBS, probability and impact scales of risks, probability and impact matrix, risk identification and analysis and a risk response strategy.
10. Procurement and standards to maintained are integral to this project. A procurement management plan was done as output for specific objective eight (8). Major elements of the plan are 'make-or-buy' analysis, and contracts formulated for agreements. A performance assessment form was also created to evaluate the product/service providers.
11. To properly monitor and engage stakeholders, a stakeholder management plan was developed. Stakeholders were identified, then rated in relation to the power-interest on a grid. Then a stakeholder engagement matrix developed.
12. Although the SDA church has pioneered large evangelistic programs, it can only serve as a positive if project management tools and techniques are carefully applied to major projects/initiatives, not only in evangelism but other areas. This plan offers an evangelistic model specifically for evangelistic projects, but in principle, applies to any other project in the organization.

## RECOMMENDATIONS

Having completed the exercise the student sees it fit to recommend the following to the president of JAMU and NJC respectively. These recommendations are in relation to the aligned to the general and specific objectives:

1. JAMU and NJC should look closely into utilizing project management tools and techniques in projects.
2. A basic project management template can be created at NJC to be completed by each pastor or organizer. This will act as a guide for overall organizational requirements as well as persons who have no formal training in project management.
3. JAMU and NJC should consider and implement training for pastors who are automatically project managers based on expectations of the organization.
4. The employing organizations should require the development of a scope management plan for similar projects to ACE in order to define resource requirements.
5. A time management plan should be created for major projects for effective project schedule management, of project and project activities.
6. NJC should improve cost instrument into a template for a comprehensive cost management plan to guide cash flow and appropriate allocating of funds in projects.
7. Workers should be trained by NJC in quality management and quality requirements identification for major projects to ensure quality requirements are met and maintained.
8. NJC administration or personal ministries department should require pastors to submit human a resource management plan before the projects begin.
9. A compulsory risk management plan for all projects must be completed by pastors in order to plan effectively for risks that may arise in evangelistic projects.
10. Project managers should monitor and engage all stakeholders through the development and execution of a stakeholder management plan.

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## APPENDICES

### Appendix 1: FGP Charter

#### PROJECT CHARTER

**Process inputs:** Business case, statement of work, agreements, enterprise environmental factors, organizational project assets.

**Tools and techniques:** Expert judgment, facilitation techniques.

**Outputs:** Charter

PROJECT CHARTER	
<b>Date</b>	<b>Project Name:</b>
August 22, 2017	Project Management Plan for Albert Town Gospel & Community Expo
<b>Knowledge Areas / Processes</b>	<b>Application Area (Sector / Activity)</b>
<b>Knowledge areas: Scope, Time, Cost, Quality, Human Resource, Communication, Risk, Procurement and Stakeholder</b> <b>Process groups: Initiation and Planning</b>	Community Development
<b>Start date</b>	<b>Finish date</b>
August 22, 2017	February 17, 2018
<b>Project Objectives (general and specific)</b>	
<p>General objective: To create a project management plan for the Albert Town and &amp; Community Expo Project in order to create a model for effective planning, resource deployment and evangelism in North Jamaica Conference.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> <li>1. To set up a scope management plan in order to easily define the resource requirements for the life of the project.</li> <li>2. To outline a time management plan to ensure efficiency in each activity and the project.</li> <li>3. To develop a cost management plan that will guide the cash flow of the project and appropriate allocation of funds.</li> <li>4. To construct a quality management plan to provide suitable standards to be adopted in the management of the project.</li> <li>5. To draft a human resource management plan to effectively deploy resources.</li> <li>6. To establish a communications management plan to foster effective internal and external communication throughout the life of the Albert Town Gospel and Community Expo.</li> <li>7. To compose a risk management plan to identify, evaluate and mitigate risks throughout the life of the project.</li> <li>8. To create a procurement management plan to clearly define requirements for the acquisition of products and services.</li> <li>9. To create a stakeholder management plan to properly monitor and engage relevant individuals in the process.</li> </ol>	
<b>Project purpose or justification (merit and expected results)</b>	
<p>The Albert Town Gospel and Community Expo is organized? by two Pastoral Districts in the North Jamaica Conference of Seventh-day Adventists in Jamaica. Over the last twenty years the church has seen growth through evangelistic efforts but it is believed that the growth can be even better if the church also appeals not only the spiritual but temporal needs of individuals.</p> <p>The church appreciates its mandate to preach, teach and make disciples of Christ. That is its primary objective. The Church, however, is often accused of only caring about baptizing individuals and not being sensitive to the needs of those it seeks to disciple or the needs of the society at large. Some of these needs include, medical care, mental health care, legal guidance, and even entertainment. It is also affected by poorly planned evangelistic thrusts that result in the poor response and the wasting of valuable resources. It is strongly supported that these woes can be overcome by applying best practices.</p> <p>It is upon this platform that the Albert Town Gospel and Community Expo is built; an initiative that caters to all aspects of the human being. Aspects such as the spiritual, social, emotional and, physical. This evangelistic thrust will not only be about church growth but also largely about the needs of the community and those potential disciples. This project management plan</p>	

for the Albert Town Gospel and Community Expo will, through the use of project management best practices, act as a model for future programmes similar in nature in the North Jamaica Conference of Seventh-Day Adventists.

### Description of Product or Service to be generated by the Project – Project final deliverables

The specific objectives are expected to generate the following products/ services throughout and at the end of the project:

- Clear outline of the intended span of the project
- An air-tight budget that governs all financial resources of the project.
- An efficient start and end to each phase and activity of the project.
- Identification, acknowledging and prioritization of all stakeholders and appropriate relationships established.
- The development of an effective communication system and protocol.
- The composition of a suitable governing system that facilitates quality testing, inspecting and execution.
- Most resources are used appropriately.
- All risks are properly identified, categorized and neutralized.
- All products and services are acquired according to organizational and governmental policies and standards.

### PROJECT CHARTER

**Process inputs:** business case, statement of work, agreements, enterprise environmental factors, organizational project assets.

**Tools and techniques:** expert judgment, facilitation techniques.

**Outputs:** Chart

### Assumptions

It is assumed that persons are readily open to the initiative.  
 It is assumed that the given time frame is enough.  
 It is assumed that all the major stakeholders will do their part..  
 It is assumed that the FGP requirements will remain the same.  
 It is assumed that the FGP template will remain the same.  
 It is assumed the two pastors involved will assume managerial roles.  
 It is assumed that resources are available to achieve objectives.  
 It is assumed that risks are inevitable and will need close attention.  
 It is assumed student has all resources to complete FGP.

### Constraints

Time: The schedule must be honoured in order to have the phases carried out on time.  
 Cost: Contributing stakeholders must make their contributions on time.  
 Availability: Resource persons must be available to carry out work packages.  
 Approvals: Approvals from Local Police, Parish Council, and Power Company is necessary.  
 Communication: Poor Communication and its management will cause severe breakdown in team engagement and productivity.  
 Quality: If team members do not execute activities properly, quality of deliverables will be poor.  
 Geography: Distance makes communication more difficult as face-to-face would be better for this phase of the course.  
 Resource: Lack of availability of resource personnel can cause an increase in the time and cost.

### Preliminary risks

Loss of stakeholder participation due to discouragement.  
 Poor comprehension of project objectives by stakeholders causing poor performance.  
 Vandalism and theft of equipment.  
 Delays affect dates on promotional material.  
 Spending on promotional material that may require correction.  
 Delay in receiving start-up funds from investors on time.

### Budget

Budget will include all costs associated with completing FGP.

### Milestones and dates

Milestone	Start date	End date
-----------	------------	----------



Demographic Study and Needs Assessment	August 28, 2017	September 29, 2017
Response to Study and Assessment	October 2, 2017	October 27, 2017
Integration of Bible Instructors	October 22, 2017	December 2, 2017
Reaping Campaign and Expo.	November 5, 2017	December 2, 2017
Consolidation	December 3, 2017	December 30, 2017

### Relevant historical information

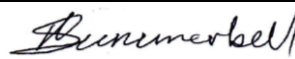
The institution is well known for its constant evangelistic thrusts year after year. Hence, there is a myriad of information available for the evangelistic aspect of this project. Also, the primary stakeholders hold strong relationships with specialists expected to share in the project.

### Stakeholders

PM – Amiel Summerbell  
 Pastors - Amiel Summerbell & Jermaine Johnson  
 Employing Organizations – North Jamaica Conference & Jamaica Union Conference  
 Sponsoring Churches – Stettin & Spring Gardens S.D.A.  
 Church Members  
 Community Members  
 Political Representatives  
 Project Team

**Project Manager:**  
**Amiel Summerbell**

**Signature:**



**Authorized by:**

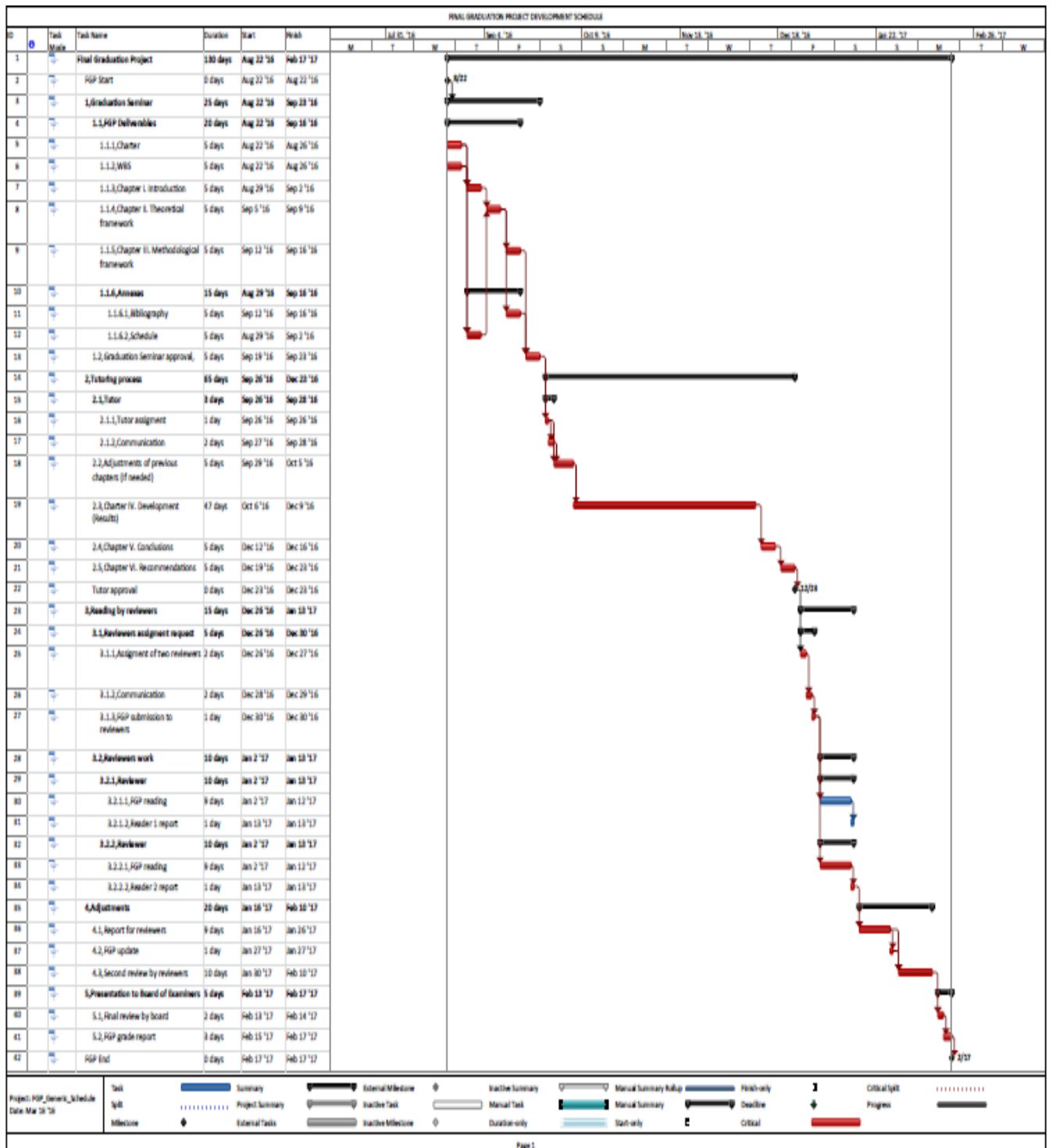
**Signature:**

Appendix 2: FGP WBS

Final Graduation Project



### Appendix 3: FGP Schedule



**Appendix 4: NJC Evangelistic Allocation Request Form (Source: NJC)**

**NORTH JAMAICA CONFERENCE**  
**EVANGELISTIC ALLOCATION**  
**REQUEST FORM**

Name of Series:

Name of Evangelist:

Name of District Pastor:

Sponsoring Church/es/District:

Site:

Duration:

Type of Evangelistic Series:

1. Have you done a demographic study of the communities involved?
2. What ground work preparations are being made?

---

3. How long before the series will the groundwork begin?
4. Will there be Bible Counselors in the area prior to the series?

---



---

5. What follow-up programs will be in place for new believers?

---



---

6. Will a Bible Counsellor remain in the area following the series?

If yes, state reasons:

**EVANGELISTIC CRUSADE  
BUDGETARY INFORMATION**

**THEME:**

**PROJECTED INCOME**

**PROJECTED EXPENDITURE**

MISSION/CONF	\$	GIFTS	\$
CHURCH(ES)	\$	TRACTS	\$
PLEDGES	\$	BANNER	\$
OFFERING	\$	CELEBRATIONS	\$
GIFTS	\$	BIBLE WORKERS	\$
SABB. OFFERING	\$	TRANSPORTATION	\$
CONCERT	\$	SECURITY	\$
SOCIAL	\$	UTILITIES	\$
		CONSTRUCTION	\$
		SOUND	\$
		RENTAL/LEASE	\$
		ACCOMMODATION	\$
		MISCELLANEOUS	\$
		ELECTRICAL INST.	\$
		EVANGELIST GIFT	\$
		.....	\$.....
<b>TOTAL</b>		<b>TOTAL</b>	\$

Submitted By:

Church Pastor

Approved By: \_\_\_\_\_

Date: \_\_\_\_\_

President/Lay Act. Dept. Director

Amount Approved: President \$.....

Personal Ministries \$.....

**Appendix 5: Sample Approval Letters to Police and JPS (Source: A. Sumerbell, Author)**

October 5, 2017  
 The Superintendent in Charge of Trelawny  
 Falmouth Constabulary Station  
 Falmouth P.O.  
 Trelawny

Dear Sir,

Re: Police Patrol Albert Town Gospel & Community Expo

In keeping with the Gospel Commission of St. Matthew 28:19, 20, "Go ye therefore and teach all nation..." the Seventh-day Adventist Churches in Stettin and Spring Garden will be hosting an Evangelistic Campaign in Albert Town from November 5, 2015 to December 2, 2017. The series of meetings will be convened under a tent Sundays to Thursdays 7:00-9:30 p.m. and on Sabbaths from 9:15 a.m to sunset.

We use this medium to inform you of our intentions and ask for your approval. We also ask for frequent patrols by the police so any unforeseen upheavals can be averted. We look forward to the partnership as you continue to serve, protect and reassure the citizens of this country, Jamaica- land we love.

Yours sincerely,

.....  
 Amiel Summerbell  
**(Pastor & Project Manager)**

October 5, 2017

The Manager  
Jamaica Public Service Company Ltd.  
13 Wellington Street  
Falmouth P.O.  
Trelawny

Dear Sir,

Re: Electricity Supply Application

I use this medium to request the temporary connection of electricity supply to the tent site established in Albert Town, Trelawny courtesy of the Stettin and Spring Garden Seventh-day Adventist Churches.

Thanks for the service and I anticipate your prompt action in this regard.

Yours sincerely,

.....  
Amiel Summerbell (Mr.)  
**(Pastor & Project Manager)**

December 4, 2017

The Manager  
Jamaica Public Service Company Ltd.  
13 Wellington Street  
Falmouth P.O.  
Trelawny

Dear Sir,

Re: Termination of Electricity Supply Contract

I use this medium to request the disconnection of the electricity supply to the tent site established in Albert Town, Trelawny by the Stettin & Spring Garden Seventh-day Adventist Churches. The account number is \*\*\*\*\*\_\*\*\*\*\*.

Thanks for the service and I anticipate your prompt action in this regard.

Yours sincerely,

.....  
Amiel Summerbell (Mr.)  
**(Pastor & Project Manager)**



**Appendix 6 : Recommended Evangelistic Team Listing by Organization**

<b>TEAM</b>	
Evangelist/Co-Evangelist	:
Manager	:
Prayer Band	:
Ushers	:
Musicians	:
Hospitality	:
Praise Team	:
Platform Coordinators	:
Infrastructure	:
Health & Medical Team	:
Treasury	:
Security	:
Decoration	:
Quiz Master	:
Transportation	:
Sound & Technician	:
Research Team	:
Bible Instructors	:

Appendix 7: Sample flier/poster/banner (Source: Derman Watson, Graphic designer)

SEVENTH-DAY  
ADVENTIST CHURCH | LORRIMERS  
invites you to

The **Salvation Train** Gospel Campaign

DESTINATION: THE PROMISED LAND

**MARCH 5 - APRIL 1, 2017**  
7 PM Sun-Thurs & 9:15 AM Sabbaths

under the **Blue and Yellow Tent**  
Lorrimers SDA Church Grounds

WITH **EVANGELIST**  
**J. Fitzroy Johnson**

**CO-EVANGELIST**  
**Elder Lee Roy White**

**Opening Night's Topic:**  
*"It Wasn't Me"*

**Other Topics Include:**

God's Facebook Page	From Almshouse to God's House
A Yah Suh Nice	Divine Rest For Human Restlessness
Who Colt The Game?	Jim Screechy
Matey and Wifey Bangarang!	And Many More...
Naughty By Nature	
Gully, or Gaza?	

**Appendix 8: Tent Application Form (Source: NJC)**

**NORTH JAMAICA CONFERENCE**  
**TENT APPLICATION FORM**

Name of Pastor \_\_\_\_\_

Name(s) of Sponsoring Church (es) \_\_\_\_\_

Name of Evangelist \_\_\_\_\_

Proposed Location of Campaign \_\_\_\_\_

Date of Campaign \_\_\_\_\_

Equipment Requested

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

Authorized by: Administrator \_\_\_\_\_

Personal Ministries Dir. \_\_\_\_\_

Received by \_\_\_\_\_

Date \_\_\_\_\_

Returned by \_\_\_\_\_

Date \_\_\_\_\_

**Appendix 9: Sample Pledge Card, Front and Back, (Source: NJC)**

**My Pledge**

*"I can do all things through Christ which strengtheneth me." - Phil. 4:13*

**BY GOD'S GRACE I PLEDGE**

1. To accept by faith the sacrifice of the Lord Jesus as full payment for my sins and deliverance therefrom.
2. To accept the Bible as my only rule of faith and practice. - *Matt. 4:4.*
3. To daily pray and read my Bible for strength and guidance. - *Matt. 7:7; 2 Tim. 3:16.*
4. To "Remember the Sabbath Day to keep it Holy." Hence to do no secular work on Saturday. - *Exodus 20: 8-11.*
5. To attend the House of Worship on the Sabbath. *Luke 4:16; Acts 18:4.*
6. To faithfully support the Church with Tithes and Offerings-as God prospers me. - *Mal. 3:6-9; Matt. 23:23.*
7. To abstain from fornication and adultery by God's power. - *Isa.41:10.*
8. To abstain from unclean meats such as Pork, etc. - *Lev. 11:7,8.* (Read the whole chapter.)
9. To abstain from strong drink such as Liquor, Wine, Beer and Tobacco in all of its forms. - *Deut. 29: 18-20, Provo 20: 1.*
10. Not to wear ornamental jewellery such as rings, earrings, bracelets and painted faces (lipstick and rouge.) - *Isa. 3:16; 1Tim. 2:9.*
11. It is my desire, by the grace of God and the power of the indwelling Christ, to follow my Saviour in baptism. - *John 3:5.*

NAME .....

ADDRESS .....

## BAPTISMAL IDENTIFICATION CARD

LAST NAME						
FIRST NAME			MIDDLE			
ADDRESS		STREET		HOUSE #		
APT#	PO BOX	DISTRICT	KY-			
DATE OF BIRTH			M	D		
			Y	GENDER		
			<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px;">M</td> <td style="padding: 2px 10px;">F</td> </tr> </table>		M	F
M	F					
COUNTRY OF BIRTH			OCCUPATION			
TELEPHONE:		CELL	HOME			
EMAIL:						
MARITAL STATUS						
SINGLE	MARRIED	SEPARATED	DIVORCED	WIDOWED		
PREVIOUS RELIGION			BAPTISMAL DATE			
INSTRUCTOR'S NAME			SIGNATURE			

### BAPTISMAL PREPARATION

You will need:

- a. A big towel
- b. A big handkerchief
- c. A spare set of underclothing (baptismal robes are provided)
- d. A cap is allowed for women who desire it.

*He that believeth and is baptized the same shall be saved  
but he that believeth not shall be damned, Mark 16:16*

## Appendix 10: Sample Covenant Card (Source: Braham, 2014, p. 60)

**Form B: Sample Covenant Card**

**My Personal Covenant With God**

My name is: \_\_\_\_\_

I have accepted Jesus as my personal Savior and decided to become a Christian.

I have wandered from Jesus, but I choose to wander no more. I hereby give myself fully to Him.

I have been a follower of the Lord Jesus, but I have now accepted the additional biblical truth of the seventh-day Sabbath and have decided to live in harmony with the whole truth of Scripture.

Recognizing that complete obedience is my responsibility, I covenant to be baptized.

Date of my baptism: \_\_\_\_\_

My address: \_\_\_\_\_

My phone number: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Appendix 11: Sample Decision Card (Source: NJC)**

<p style="text-align: center;"><b>My Decision For God</b> “I can do all things through Christ who Strengthens me”</p> <p>NAME: _____</p> <p>ADDRESS: _____ _____</p> <p>Phone #: _____ _____</p> <p>EMAIL: _____</p> <p style="text-align: center;"><b><i>Please check the appropriate:</i></b></p> <p><input type="checkbox"/> I want to surrender my life to God</p> <p><input type="checkbox"/> I want to b baptized but I have challenges</p> <p><input type="checkbox"/> I have decided to be baptized</p> <p><input type="checkbox"/> I ave decided to be re-baptized</p>
---

**Appendix 12: Sample Needs Assessment Instrument (Source: Braham, 2014, p 44)**

<b>Table 2: Survey of Community Needs</b>	
	Name of church:
	Name of survey-team member:
	Geographical area:
	Population of geographical area:
	Number of Adventist churches in geographical area:
1.	What are the dominant religious groups in your community? <b>1.</b> Christian <b>2.</b> Jewish <b>3.</b> Muslim <b>4.</b> Others _____
2.	What are the dominant denominations of Christian churches? <b>1.</b> Reformed <b>2.</b> Presbyterian <b>3.</b> Baptist <b>4.</b> Methodist <b>5.</b> Adventist <b>6.</b> Pentecostal <b>7.</b> Catholic <b>8.</b> Anglican <b>9.</b> Mormon <b>10.</b> Others _____
3.	What are the principal employers in your community?
4.	How would you describe the average economic level of your community?
5.	What ethnic groups are represented in your community? <b>1.</b> Latin American <b>2.</b> African American <b>3.</b> Afro-Caribbean <b>4.</b> Caucasian <b>5.</b> Native American <b>6.</b> Jewish <b>7.</b> Asian <b>8.</b> Middle Eastern <b>9.</b> African <b>10.</b> Others _____
6.	What language groups are represented in your community? <b>1.</b> English <b>2.</b> Spanish <b>3.</b> French <b>4.</b> Portuguese <b>5.</b> Chinese <b>6.</b> Korean <b>7.</b> Arabic <b>8.</b> Others _____
7.	In what ways could our church connect socially with the different demographic groups within your community?
8.	In what ways could our church connect spiritually with the different demographic groups within your community?
9.	What are some of the specific needs of the families in your community?



## Appendix 13: Revision Dictum

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December 13, 2017

To: ADMINISTRATION UNIVERSITY FOR INTERNATIONAL COOPERATION,  
SAN JOSÈ, COSTA RICA

RE: Philological approval letter of thesis written by Mr. Amiel Summerbell

Dear Sir/Madam

I, Miss Tara Johnson-Munroe, hereby declare that the thesis entitled;

PROJECT MANAGEMENT PLAN FOR ALBERT TOWN GOSPEL & COMMUNITY EXPO

has been reviewed and corrected thoroughly and meets the requirements corresponding to a master's level dissertation.

Yours sincerely,

*T. Johnson*

Mrs Tara Johnson-Munroe, BSc. in English

8762879251

[jtara221@yahoo.com](mailto:jtara221@yahoo.com)

## Appendix 14: Qualifications of Language Specialist



**THE UNIVERSITY OF THE WEST INDIES**

**Tara Rochelle Johnson**

having completed the Course of Study approved by the University and having satisfied the Examiners, has this day been admitted by the Senate to the Degree of

**BACHELOR OF ARTS**

**Literatures in English (Major)**

July 1, 2014

DATE

*Con. R. Horn's*

VICE-CHANCELLOR

*C. William Horn*

UNIVERSITY REGISTRAR

