



MINISTRY OF EDUCATION-IELCO (2019)

STRENGTHENING THE MISSION OF THE LUTHERAN EVANGELICAL SCHOOLS OF COLOMBIA

Project Summary

The Project is a means of strengthening the missional and institutional work of the Lutheran Evangelical schools of Colombia known as CELCO by its acronym in Spanish. The transversal axis in this project are evangelization as the differential work of our schools as well as the added value we offer with an education grounded in solid Christian values. The substantial improvement this project will make to the existing infrastructure will make our facilities and spaces safe, pleasing and consistent with the learning processes we offer in our institutions.

Currently there are four schools at the national level, each one with the objective of contributing needed services and greater mission capacity to the communities of IELCO in their respective local contexts. Since there are four schools included in this project, it has been decided for each school to develop its own work initiative. Such subcomponent or small project is part of the big project. Subcomponents are: CELCO El Cocuy, CELCO Paz de Aripuro, CELCO Sogamoso y CELCO San Lucas (Bogotá). Each school project will be implemented in three stages. For the sake of this document, we are providing the description and breakdown of the first stage.

This missional and institutional work of the CELCOS embraces the social context in which our schools are located as Christian Lutheran schools and takes into account that Colombia has been gestating processes to which we are not strangers and of which we are part in terms of its transformations. Such healing process involve our pedagogical contributions to the ongoing peace processes, reconciliation, respect for diversity and peaceful resolution of conflicts. For the CELCO Schools these topics are treated not only from conceptual aspects but also from the real practice in our daily work. Our CELCO schools make the difference with the added Christian values which are core to our Lutheran Schools, our service to Colombian society and to the respective communities where the schools are serving.

The purpose of this first stage is to define the objectives and scope of the CELCO Schools project. This document will define in detail the prioritized need for this first stage in each of the four Schools and are outlined in four plans.

Background

Through the Ministry of Education of IELCO, the four Lutheran schools of the Evangelical Lutheran Church of Colombia have developed a list of improvements needed to maintain and advance (improve) the education of students in each of the respective regions of Colombia. In the context of this series of project plans, there are four schools represented as CELCOS:



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- CELCO El Cocuy
- CELCO Paz de Ariporo
- CELCO Sogamoso
- CELCO San Lucas

Each of the four schools represents the diversity of Colombia; economically, geographically and socially. Beyond the contextual diversity of the four schools, the common needs of students and their communities represent a growing demand for additional services in the number of students to be enrolled in the Lutheran Evangelical Schools of Colombia- CELCOS. The pressing need for greater spaces in the classroom, improvements to the CELCO's infrastructure and common needs are prioritized, though they may be somewhat different in each school. These common needs include construction or adequacy of the courtyards (decks) of each school. Another aspect that applies to the four CELCO schools is the critical need to update computer labs for students and teachers.

The four CELCO Schools are affiliates of The Evangelical Lutheran Church of Colombia. Independent of their geographical location, the mission of the CELCO Schools is to holistically educate for life and transform their students, parents and surrounding community with the ongoing values and practice of the Gospel of Jesus Christ. Having the unique privilege to teach and to form in the tender and formative stage of the primary education cycle, the CELCO Schools are highly recognized and valued for laying the bases for an education which is transformative, participative, socially responsible and fully committed to the well-being of their local communities.

Below is the information that each school manages for the formulation of this project in this first stage. This information socializes the particular needs of each school in its own physical and infrastructure environment and the aspects of their process regarding the required construction or improvements.

CELCO EL COCUY

1. Opportunity

For 65 years, CELCO El Cocuy has represented an alternative and different proposal of education for the Northeastern Region in the Department (State) of Boyacá. With its motto "EDUCATE FOR LIFE" it has been and continues to be an oasis of peace in all kinds of situations, especially during critical times of violence. CELCO El Cocuy is known for its Christian formative education which generates and promotes life. In the province formed by 6 different municipalities, we are the only private educational



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institution legally constituted before the authorities of the Colombian State. We enjoy great recognition by the same State and especially by the surrounding communities.

It has been - and continues to be - our goal to educate people who embrace the discipline of education, value life, base their knowledge on Christian ethical values, and whose lives are also offered in service to the neediest in the community. It is a great pleasure to for CELCO El Cocuy to see and find its fruits scattered all over the world serving in its most diverse professions (pastors, doctors, artists, fathers and mothers, politicians), all of them with huge appreciation for this institution and a high commitment to life lived in service. Being an institution of education guided by the Christian values of our Lutheran tradition and vision, it is our duty and joy to remain faithfully committed to be incubators of unity in the midst of diversity. In this way we remain an open space for all without discrimination of any kind.

The reason why CELCO El Cocuy has provided its primary preschool and basic education service in an uninterrupted way for 65 years it is because of the unconditional support of parents who year after year bring their children to receive the high-quality education offered here. We can say that the greatest Interested in the continuity of this school and its physical improvements is the community in general. For us as Lutheran congregation it is indeed a great joy and satisfaction to contribute our efforts in the construction of generations with high esteem for and practice of solid Christian values.

The region of El Cocuy and Colombia in general cries out for these social contributions and this training in leadership as the engine of their reconciliation, sustainable development and quality of life for all.

2. Scope of the project

The scope of the project involves the covering (roof) of the lower courtyard. The foreseen scopes and those that will be considered beyond the scope of the project are described here for CELCO El Cocuy.

CELCO El Cocuy project consists of two stages:

Stage of needed adaptations and coverage of the inner courtyard. The purpose of this stage is to adapt and enable a space for approximately 180 square meters. Currently this space is uncovered and without the necessary conditions to be able to be used in different times given the climatic conditions of the region. These needed adjustments will offer students, families, members of the church and community in general a spacious and comfortable space to be used as multipurpose space. We do need it to implement pedagogical activities, events with the educational community like BINGOs, assemblies and celebrations of integration, among others. In the same way it will be a space where the community in general can have social and



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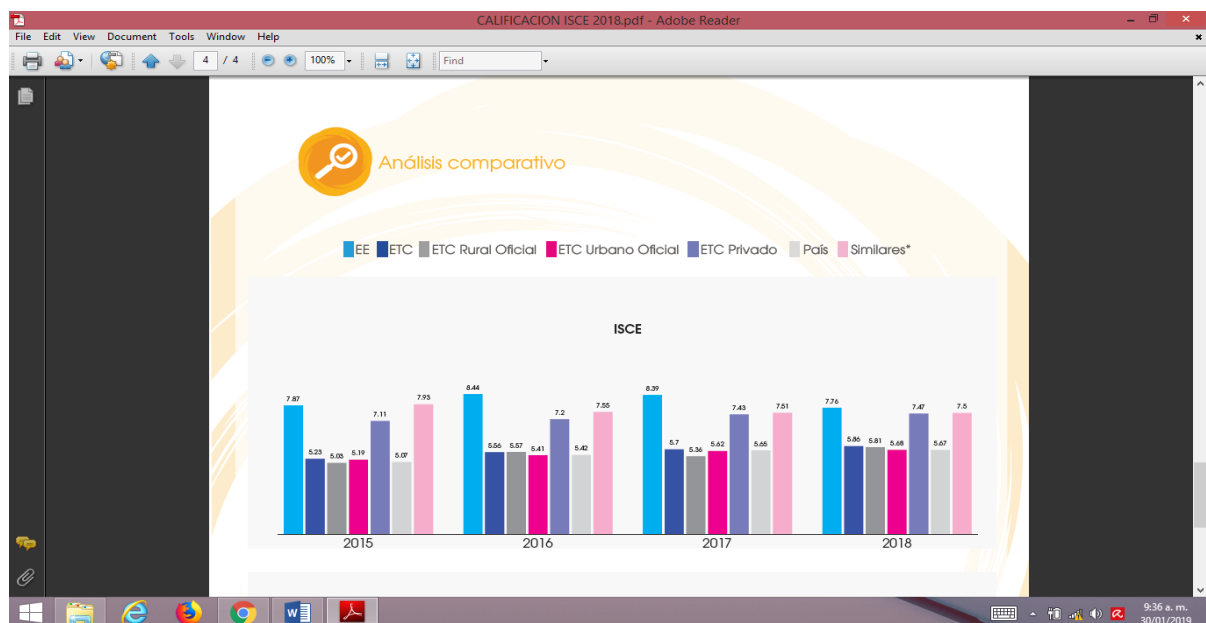
community events which in turn would generate additional visibility and income to the school. This project would generate precious savings of financial resources because once implemented, we would not need to rent spaces of this size for the activities of our educational community.

The adaptations and coverage (roofing) of this space will offer as an additional and very important benefit, warmer conditions for classrooms and other dependencies of the institution because currently, during most of the year, the weather is very cold.

The second envisioned stage of the project is the extension of educational services beyond the elementary level. Although the first phase of institutional strengthening (Coverage of Courtyard) is now the most pressing need, other key areas of strengthening include implementing bilingualism, having computer labs and, by direct request of the community, parents, local and regional authorities, the possibility of gradually expanding the area of primary education to include secondary education. This expansion has very real possibilities not only of attracting students at local level but also of other surrounding communities.

Although It is true that the State offers facilities with sufficient capacity for students in the region, there is no public education school that offers the quality of education which is offered by CELCO El Cocuy.

(Attached is the comparative chart by the Government Ministry of National Education for the year 2018, (We are the color that corresponds to EE).





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In the wake of this reality and need, the regional community and the same government officials responsible for monitoring the quality of education in the state have been suggesting us the expansion of our services to include high school students. This undertaking is for the region a necessity since students graduated from the public institutions that need to enter the universities do not have the necessary academic training that will facilitate their admission to them.

The expanding for secondary grades is established in two stages. Expand high school grades 6th to 9th b) Expand high school grades 10th and 11th. This expansion will initially require external resources to subsidize 60% of the salaries for teachers in a time of three years as well as the physical adaptation, implementation and renovation of the computer lab which also must include reliable Internet access.

- **Out of Scope**

- Unless we are blessed with external financial support, there is no possibility of realizing this project.
- The current uncovered state of the building still exposes us to the rigors of climate.

3. Assumptions

The following assumptions are identified that may well be real or unfounded as potential impacts to the project:

- The cover for the playground is the main priority for the CELCO El Cocuy.
- The adequacy and installation of the roof does not need anchors. The roof will be placed and secured to the existing structure.
- For The project to be functional it includes the adaptation of the existing floor, electrical installations and proper management of rainwater.
- For safety reasons, the construction will take place during the large school brake between December 1st and 31st of January.
- The covering to be carried out will be of permanent type and include materials such as iron, heavy duty polycarbonate, galvanized zinc sheets, PVC pipe, 12 gauge copper wire cable, cement, tablet for heavy traffic type floor and other accessories.
- General plans will not require approval by authorities of the municipal government but if must comply with all building code requirements.



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- The property where these adjustments will be made is from the IELCO, granted to the Evangelical Lutheran Church El Salvador, as a tool for the development of its mission.

4. Risks

The following risks have been identified and will be addressed accordingly and outlined with each risk:

Description	Impact	Probability	Strategy
Lack of funding	High	High	By sharing this project with different bodies of sister churches and being rooted in the practice of shared mission relations, we hope to have full funding for the project.
Lack of Government approval local	High	Low	Local Policies require permission for new constructions or the remodeling of frontage space. In our case, the work is internal and does not change the external view.

5. Project Scheduling

The Following is a project timeline for the design and construction of the cover for the patio:

No.	Description	Planned Start	Planned Finish
1	Develop Design and specifications		
2	Make the pre-inspection visit		
3	Get Government approval local		
4	Buy Building Permit		
5	Identify Contractor Resources		



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6	Get Contractor proposals		
7	Award Contracts		
8	Sign Contracts		
9	Start Construction		
10	Preparation of Structural Anchors		
11	Complete Construction		
12	Inspect Construction		
13	Get Final approval		
14	Celebrating termination		

6. Communication Matrix

The Communication matrix defines the tasks and milestones (achievements) of the project, the stakeholders throughout the life cycle of the project and the type of responsibility each stakeholder group has towards each task y Milestone. The expectations of each group of stakeholders in the communication process are defined as follows:

Manager ((R1) It defines the group of stakeholders with the highest level of decision-making. This Group will have the responsibility to provide final approval of the scope, cost and schedule.

LOCAL ADMINISTRATIVE COUNCIL AND HEAD OF THE SCHOOL.

ROSA ASTRID BALLESTEROS	President
MARCOS SUAREZ	Vicepresident
GLADYS LIZARAZO	Treasurer
LUZ DARY GARCIA	Treasurer
LUZ MARINA CAÑIZARES	Fiscal (one who oversees the full operation)
OLIVERIO MORA	Director CELCO, El Cocuy

Responsible (R2) – Defines the stakeholder group with the level of responsibility to ensure the quality and timely termination of the task.

OLIVERIO MORA – DIRECTOR.

ROSA ASTRID BALLESTEROS –PRESIDENT OF THE LOCAL ADMINISTRATIVE COUNCIL)



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Consulted (C) – Defines the stakeholder group with the level of commitment, to ensure that the necessary (input) queries are requested and documented prior to the completion of the task.

OLIVERIO MORA – DIRECTOR AND LOCAL ADMINISTRATIVE COUNCIL

Informed (I) – Defines the stakeholder group with the level of participation, so that the communication is provided during and at the end of the task.

OLIVERIO MORA-DIRECTOR

(Fill in the table with the charges)

Task/function	IELCO Leadership	Project Manager	Resource Management	Community
Finish Scope/Requirements	A. Price	R	I	C
Develop Project Plan	A	R. Local Administrative Committee – CAL.	I	I
Get Government Approval	A/R	R. Does Not Apply	I	I
Securing funding	A/R	CEN and CAL	A/R	I

7. Cost Management

The estimated cost and budget requirements of the project are described. Estimates are based on historical projects of a similar scope and have a projected variation of 10-20%. Final costs shall be determined when the final quotes of the contractor is obtained and the working contract is approved. An expected 10% reserve will be included in the final budget to ensure any possible contingency.

QUOTATIONS FROM PREVIOUS YEARS FOR THIS WORK USING HIGH QUALITY MATERIALS AND ATTENDING AT THE RESPONSIBILITY TO OFFER SAFE SPACE, WE HAD A QUOTE CLOSE TO \$45,000,000 (FORTY FIVE MILLION COLOMBIAN PESOS). I'M SORRY I DON'T HAVE THE QUOTATION AT THIS TIME. WE CAN START A NEW QUOTATION PROCESS. I UNDERSTAND THAT THIS WOULD BE AN EDGE OF THE OVERALL PROJECT BUT I DON'T KNOW IF THIS HAS CHANGED.

Detail	Value	Total
4 Straps in 16 caliber 10x4 profile	\$800.000 EACH	\$3.200.000
30 Trusses in 4x8 profile 18 caliber	\$66.500 EACH	\$1.995.000
Anticorrosive Application	\$250.000	\$250.000
Oil Paint Application	\$250.000	\$250.000



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9 sheets in heavy type polycarbonate	\$870.000	\$7.830.000
16 mts. Trestles in lamina Galvanized	\$20.000	\$320.000
Accessories		
1. Connector Tape (9 PCs)	\$150.000	\$1.350.000
2. Corking tape (60mt.)	\$3.000	\$180.000
3. u taponadora (60mt)	\$8.000	\$480.000
4. Hardware	\$500 EACH	\$500.000
Labor for the roof		\$8.000.000.
180 m2 of heavy traffic-type tablet, including manpower for installation.	\$80.000 mt2	\$14.400.000
4 LED Type Lamp	\$70.000	\$280.000
3 lampholders or rosettes including manpower	\$35.000	\$105.000
3 Rolls of 12 gauge wire.	\$120.000	\$360.000
6 points outlet including labor.	\$35.000	\$210.000
5 Tubes of 4 "	\$75.000	\$375.000
Accessories Connectors		\$100.000
Manpower installation for rainwater and making of a receiving box		\$300.000
Unfurnished/contingencias		4.048.500
TOTAL		\$44.533.500

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8. Approval of the project

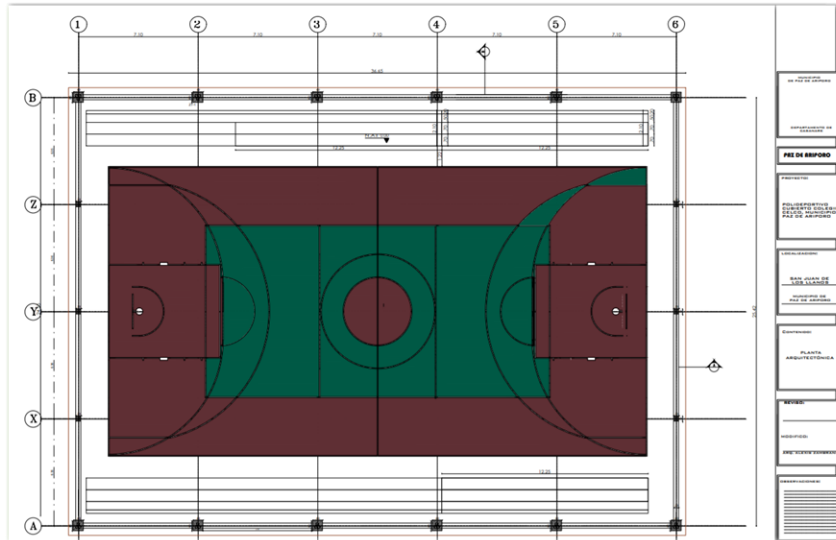
ROSA ASTRID BALLESTEROS	President
MARCOS SUAREZ	Vice-president
GLADYS LIZARAZO	Treasurer
LUZ DARY GARCIA	Treasurer
LUZ MARINA CAÑIZARES	Fiscal
OLIVERIO MORA	DIRECTOR



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CELCO PAZ DE ARIPORO (PLAN TO BE PART OF LARGER PROJECT)



Architectural Plan of the court

1. Opportunity

Our School is located in a warm region of the Eastern Plains of Colombia, in a flat territory, where the livestock and cultivation of rice, plantain and fruits are prevalent. Our students mostly are children of settlers of the municipality and some children of local government officials.

Celco Paz de Ariporo, began its work with emphasis on Christian values and English, offering this opportunity to children of the region. It is located in a municipality far from the main cities of the Department (State) and from Bogota and, therefore, CELCO Paz de Ariporo represents the best educational opportunity for the inhabitants of the surrounding municipalities.

Community that would benefit:

- The whole Community of Celco School (Students – Parents)
- Teachers
- Emanuel Lutheran Church
- Christian Community of Peace Of Ariporo
- Community in General



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2. Scope of the project

The scope of the project in this first stage consists in the adaptation ((renovation) of a patio and the construction of a courtyard that will be the first step toward having a multi-sport facility for the community.

Foreseen scopes and those that will be considered beyond the scope are described for Celco Paz de Ariporo.

- **In Scope:**

- Foundation of the courtyard
- Construction of the courtyard
- Construction of the electrical installations of the multi-sports facility

- **Out of Scope:**

- The construction of bleachers is not included in this stage
- The covering (roof) of the multi-sports courtyard is not included in this stage
- Does not include metal structure (larger project is still in planning process)

3. Assumptions

These assumptions are identified that may well be real or unfounded as potential impacts to the project:

- The soil studies not being correct
- The design is not appropriate or approved by the corresponding authorities
- This important initial step will not be included in the major project of a functional multi-sports courtyard

4. Risks

The following risks have been identified and will be addressed accordingly and outlined with each risk:

Description	Impact	Probability	Strategy
Lack of funding	High	Middle	REQUIRE THE NECESSARY SUPORT FROM OFFICE OF



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Description	Impact	Probability	Strategy
			MAYOR, GOVERNOR AND COMPANION CHURCHES AT INTERNATIONAL LEVEL
Lack of local Government approval	High	Low	LEVERAGE THE GOOD IMAGE OF THE SCHOOL BEFORE THE LOCAL GOVERNMENT ENTITIES

5. Project Schedule

The Following is a project timeline for the design and construction of the foundations for the patio. As long as funding is available.

Matter	Description	Planned Start	Planned Finish
1	Develop Design and specifications	I Semester 2019	
2	Make the pre-inspection visit	I Semester 2019	
3	Get Local Government approval	1 Semester 2,019	
4	Buy Building Permit		II Semester 2,019
5	Identify Contractor Resources	I Semester 2,019	
6	Get Contractor proposals	I Semester 2,019	
7	Award Contracts		II Semester 2,019
8	Sign Contracts		II Semester 2,019
9	Start Construction		II Semester 2,019
10	Preparation of Structural Anchors		II Semester 2,019
11	Complete Construction		I Semester 2020



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12	Inspect Construction		I Semester 2020
13	Get Final approval		I Semester 2020
14	Celebrating termination		I Semester 2020

6. Communication Matrix

The Communication matrix defines the tasks and milestones (achievements) of the project, the stakeholders throughout the life cycle of the project and the type of responsibility each stakeholder group has towards each task y Milestone. The expectations of each group of stakeholders in the communication process are defined as follows:

Responsible ((R1) – Defines the group of stakeholders with the highest level of decision-making. This Group will have the responsibility to provide final approval of the scope, cost and schedule. (Place the charges and names)

President: CYRUS EDWARDS

Treasurer: RAQUEL ZAMBRANO

Fiscal: JOHN FREDY PÉREZ V.

Responsible (R2) – Defines the stakeholder group with the level of responsibility to ensure the quality and timely termination of the task

Civil Engineer - LORENA PÉREZ FONSECA

Architect - LUIS ZAMBRANO

Consulted (C) – Defines the stakeholder group with the level of commitment, to ensure that the necessary (input) queries are requested and documented prior to the completion of the task.

Monitoring and Control Committee

ISABEL DURAN

ASTRID E. GÓMEZ

WILSON VILLAMIZAR

Informed (I) – Defines the stakeholder group with the level of participation, so that the communication is provided during and at the end of the task.



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Rector LIC. WILLIAM VARELA

Pastora MARÌA ELENA ROOTS COBOS

Board of Directors

Parent Board

7. Cost Management

The estimated cost and budget requirements of the project are described. Estimates are based on historical projects of a similar scope and have a projected variation of 10-20%. Final costs shall be determined when the final quotes of the contractor is obtained and a contract is approved. A planned 10% reserve will be included in the final budget to ensure Any possible contingency.

(Work A excel with real values)

Detail	Value	Total
Construction Foundation Court	\$32.942. 900	
Construction Electrical Installations	\$40.795.600	
Construction Court	\$75.023.200	
	\$34.182.000	
	TOTAL	\$150.000.000

8. Approval of the project

President – CIRO EUDES ABRIL

Treasurer – RAQUEL ZAMBRANO

Prosecutor – JOHN FREDY PÉREZ V.

Rector – LIC. WILLIAM VARELA

Pastora – MARÌA ELENA RACINES COBOS



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COLEGIO CELCO SOGAMOSO

1. Opportunity

With its own economic possibilities, CELCO Sogamoso has maintained its physical plant with the small surpluses of the pensions that the students pay annually and has expanded spaces to meet the needs

for greater enrollment that the community requests. We have grown from 350 students in the year 2016 to 500 in the 2018 and expected a larger population for the 2019 from the grades of pre garden to eleventh grade of high school. We are covering the full spectrum of elementary and high school formal education.

For cultural events such as the "TRIADa CELQUISTA" (poetry, singing and folkloric dances) and Bible day we had to rent the Sogamoso covered Coliseum because they gather more than a thousand people and we do not have a large covered space to address these real needs. Thus our need to cover (roof) the sports field. The inner courtyard is very small to meet the exposed needs and is not suitable for sports because it has brick floors and very wide platforms.

The area of the sports court to Roof is 32 by 18 meters for a total of 576 square meters. With a height of five meters on the sides and six (6) meters in the normal center for the basketball game. The cover can be in sheet metal or other durable material. The Quote of "SINGLE DECKs" curved roofs in galvanized metal, metallic structure and autosupport. The price per square meter is \$170.000.00 which includes foundations, columns and beams plus the metal structure or cover all cost a total of \$97,920,000.00 pesos **(Once finished it will look like the image provided below).**





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2. Scope of the project

The scope of the project in this first stage is to cover the school's sports field. This includes the cover (roof) upon iron and cement foundations, columns and iron beams.

The scope of this project will provide needed infrastructure to offer several services.

- Sports for students who will be protected from sun or rain.
- For parent meetings or assemblies.
- For realization of cultural events both for the school and the surrounding community.

Out of Scope

- The court already has electrical lighting.

3. Assumptions

The following assumptions are identified as potential impacts to the project:

- Adaptation and installation of the cover will be done in a month time as long as the funding is available.
- Work will be done on the mid-year school break or at the end of the year school break.
- General plans will not require approval by city government entities but must comply with all building code requirements.

4. Risks

The following risks have been identified and will be addressed accordingly and outlined with each risk:

Description	Impact	Probability	Strategy
1. Lack of funding	High	Middle	Work will not start until securing the funding.
2. Lack of local Government approval	High	Low	No permission is required because it



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Description	Impact	Probability	Strategy
			constitutes a locative adjustment.

5. Project Schedule

1	Technical visit of the supplier and the contractor	February 2019	February 2019
2	Receive Contractor and Vendor requirements		
3	Get Contractor and Vendor proposals		
4	Contractor and Supplier Award Contracts		
5	Sign contracts and approval of advances		
6	Start Construction footings		
7	Preparation of Structural Anchors		
8	Cover Installation.		
9	Inspect Construction		
10	Get Final approval		
11	Start work when funding is secured.	July/December 2019.	

6. Communication Matrix

The Communication matrix defines the tasks and milestones (achievements) of the project, stakeholders throughout the life cycle of the project, and the type of responsibility each stakeholder group has toward each task or milestone. The expectations of each group of stakeholders in the communication process are defined as follows:

Responsible (RI): Defines the group of stakeholders with the highest level of decision-making. This Group will have the responsibility to provide final approval of the scope, cost and schedule.

Charge	Number
GOVERNING SCHOOL BOARD	Dr. Antonio Lara, Pr. Rocío Morales, Ms.



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	Rosa Gámez.
Legal Representative of the School and Principal	José Benjamín Ojeda
School Accountant.	Yaneth Araque
Legal Representative IELCO	Bishop Atahualpa Hernández

7. Cost Management

The estimated cost and budget requirements are described. Estimates are based on historical projects of a similar scope and have a projected variation of 10-20%. Final costs will be determined when the contractor's definitive estimates is obtained and the contract is approved. A planned 10% reserve will be included in the final budget to ensure any possible contingency and price variation over time.

Detail	Value	Total
Develop Design and specifications	\$ 3.000.000	\$ 3.000.000
Final technical Visit of the supplier and the contractor	\$ 500.000	\$ 500.000
Contractor Award Contract Anchors-footings, columns, beams and cover	\$97.920.000,00	\$ 94.420.000
TOTAL PROJECT		\$97.920.000

These values will need to include the aggregated purchasing taxes for the year 2019 which is 19%.

8. Approval of the project

Position	Name
GOVERNING BOARD OF THE SCHOOL:	Dr. Antonio Lara, Pastora Rocío Morales and Ms. Rosa Gámez.
Legal Representative of the School and Rector	José Benjamín Ojeda
School Accountant.	Yaneth Araque
Legal Representative IELCO	Bishop Atahualpa Hernández



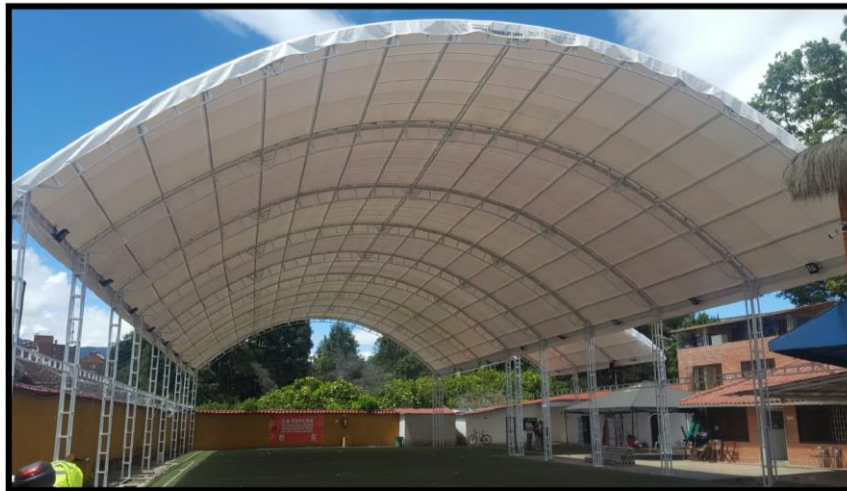
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CELCO SAN LUCAS (BOGOTA)

1. Opportunity

Though we have been remodeling the existing facilities of the school in order to fulfill earthquake resistant norms and adapting the crowded spaces for a better use, the demand of students is much greater to the number of children we can house. This year 2018 we have a total of 1009 students in preschool, elementary and high school. We do not have green areas inside the institution and the existing courtyard it is also used for cultural activities, covering the courtyard is necessary to protect students and teachers of rain in the winter season and from the Sun during the summer. The first stage of this proposed project is to cover the courtyard with a carp type hangar of 12X4 mts. This carp will be secured to 5 mts columns as seen in the graphic below.



Picture of the proposed patio cover

2. Scope of the project

The scope of the project is represented in the renovation of an existing courtyard. Below are the anticipated scopes and those that will be considered beyond the scope of the San Lucas project:

- **In Scope:**
- Place a cover on the Patio (sports field) hangar type.
- Lighting under the tent
- Foundations are required for shoring and anchoring to the floor the covered structure



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- **Out of Scope:**
 - Although other needs are presented, we will focus on the patio deck.
 - The patio cover will not initially require renovation to the floor.
 - The patio cover will be static and not retractable.
3. Assumptions

The following assumptions are identified that may well be real or unfounded as potential impacts to the project:

- The adequacy and installation of the tent requires two weeks of work.
- The delivery of the tent is immediate and depends on the anchorage.
- The Construction will take place during the year-end break session between November-January or during the half-year break mid-June-July.
- The patio deck is the top priority for San Lucas.
- The improvement of the property of the campus of San Lucas will include the development of security requirements, taking into account that the carp is mobile-dismountable but it is planned to place it as permanent structure anchored to the floor by means of mooring shoes, weights and anchorage of the cover to reduce the risk of flying in the event of winds.
- Improvements will be made to San Lucas property to include access for students with physical disabilities, improving existing ramps.
- General plans will not require approval by city government entities but must comply with all building code requirements.

4. Risks

The following risks have been identified and will be addressed accordingly and outlined with each risk:

Description	Impact	Probability	Strategy
Lack of funding	High	Middle	Present the project to different contributing entities. Start-up work will not begin until there is security for funding.
Lack of local Government			No permission is required



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Description	Impact	Probability	Strategy
approval	High	Low	because it constitutes a locative adjustment.
Decrease in the luminosity of the three rooms on the first floor facing the courtyard.	Middle	Middle	The use of artificial light during class hours will be increased in the three classrooms on the first floor.
Decreased luminosity in the courtyard.	Middle	High	The project will include placing electric light under the tent for the luminosity of the patio both day and night.
Failure of contractors	High	Media	The contract will be a two-week contract, having a real margin of three weeks ' vacation. The contract includes a non-compliance clause.

5. Project Schedule

The Following is a project timeline for the design and construction of the deck for the patio:

Matter	Description	Planned Start	Planned Finish
1	Develop Design and specifications	14-01-2019	21-01-2019
2	Design Approval and Specifications	21-01-2019	21-01-2019
3	Final technical visit of the supplier and the contractor	28-01-2019	28-01-2019
4	Receive Contractor and Vendor requirements	1-02-2019	8-02-2019
5	Get Contractor and Vendor proposals	11-02-2019	22-02-2019
6	Contractor and Supplier Award Contracts	15-03-2019	15-03-2019
7	Sign contracts and approval of advances	20-03-2018	20-03-2019
8	Start Construction footings (anchors)	17-06-2019	28-06-2019
9	Preparation of Structural Anchors	2-07-2019	3-07-2019
10	Hangar-style Tent Installation	4-07-2019	5-07-2019
11	Inspect Construction	4-07-2019	4-07-2019
12	Get Final approval	5-07-2019	5-07-2019
13	Beginning of work with students	8-07-2019	8-07-2019



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6. Communication Matrix

The Communication matrix defines the tasks and milestones (achievements) of the project, the stakeholders throughout the life cycle of the project and the type of responsibility each stakeholder group has towards each task y Milestone. The expectations of each group of stakeholders in the communication process are defined as follows:

Responsible ((R1) – Defines the group of stakeholders with the highest level of decision-making. This Group will have the responsibility to provide final approval of the scope, cost and schedule.

POSITION	NAME
President of the Administrative and Financial Committee	Helena Palencia Mora
Treasury Administrative-Financial Committee	Bertha Sanchez
Fiscal Administrative and Financial Committee	Adriana Pinzón
Observer Administrative-Financial Committee	Pastor John Rojas
Representative National Committee IELCO	Bishop Atahualpa Hernández

Responsible (R2) – Defines the stakeholder group with the level of responsibility to ensure the quality and timely termination of the task.

POSITION	NAME
President of the Administrative and Financial Committee	Helena Palencia Mora
Treasury Administrative-Financial Committee	Bertha Sanchez
Fiscal Administrative and Financial Committee	Adriana Pinzón
Observer Administrative-Financial Committee	Pastor John Rojas
Rectory	Nubia Gualdrón R
Carp Supplier	Tents and Parasols León LTDA.



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Contractor footings and moorings	We Cover S.A.
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Consulted (C) – Defines the stakeholder group with the level of commitment, to ensure that the necessary (input) consultations are requested and documented prior to the completion of the task.

Charge	Number
President of the Administrative and Financial Committee	Helena Palencia Mora
Treasury Administrative-Financial Committee	Bertha Sanchez
Fiscal Administrative and Financial Committee	Adriana Pinzón
Observer Administrative-Financial Committee	Pastor John Rojas
Rectory	Nubia Gualdrón R
Carp Supplier	Tents and Parasols León LTDA.
Contractor footings and moorings	We Cover S.A.

Informed (I) – Defines the stakeholder group with the level of participation, so that the communication is provided during and at the end of the task. (Place the charges and names)

POSITION	NAME
President of the Administrative and financial Committee	Helena Palencia Mora
Treasury Administrative-Financial Committee	Bertha Sanchez
Observer Administrative-Financial Committee	Pastor John Rojas
Rectory	Nubia Gualdrón R
Carp Supplier	Tents and Parasols León LTDA.
Contractor footings and moorings	We Cover S.A.



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Task/function	Leadership	Project Manager	Resource Management	Community
Finish Scope/Requirements	Bishop	Rectory-Presidency Committee	Rectory-Administrative-Financial Committee	Administrative Committee
Develop Project Plan	Financial Committee-Rectory	Rectory-Presidency Committee	Rectory-Administrative-financial Committee	Administrative-Financial Committee
Securing funding	Bishop-Rectory	Rectory-Presidency Committee	Bishop-Rectory	Administrative-Financial Committee
Project Completion and production start-up	Bishop-Rectory - Administrative-Financial Committee	Rectory-Presidency Committee	Bishop-Rectory-Financial Committee	Administrative-Financial Committee

7. Cost Management

The estimated cost and budget requirements of the project are described. Estimates are based on historical projects of a similar scope and have a projected variation of 10-20%. Final costs shall be

determined when the final quotes of the contractor is obtained and the working contract is approved. A planned 10% reserve will be included in the final budget to ensure any possible contingency.

Detail	Value	Total
Develop Design and specifications	\$ 2.200.000	\$ 2.200.000
Final technical Visit of the supplier and the contractor	\$ 50.000	\$ 2.250.000
Contractor Award Contract Anchors-foundations	\$ 29.000.000	\$ 31.250.000
Electrical Contract and materials	\$ 5.700.000	\$ 36.950.000



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Detail	Value	Total
Manufacturing Contract and Installation hangar type Carp	\$ 30.000.000	\$ 66.950.000
Contingencies	\$ 6.695.000	\$ 73.645.000
TOTAL	\$ 73.645.000	

These values will need to include the aggregated purchasing taxes for the year 2019 which is 19%.

8. Approval of the project

Charge	Number
President of the Administrative and financial Committee	Helena Palencia Mora
Treasury Administrative-Financial Committee	Bertha Sanchez
Fiscal Administrative and Financial Committee	Adriana Pinzón
Observer Administrative-Financial Committee	Pastor John Rojas

Final helpful notes.

The general budgets are in Colombian Pesos. Though the exchange rate of the US dollar changes every day, it is safe to estimate an exchange rate of \$3,000 (three thousand Colombian Pesos) per US dollar.

We are planning to develop interpretative resources, stories, photos and short videos in English to help socialize this vital and impactful project. To be good stewards of limited resources, those materials will be available at the webpages of both the Lutheran Church of Colombia at www.ielco.org and also at the website of Emmaus Road Ministries at www.emmausroadhope.org.

A summarized brief general presentation of this project is enclosed. This presentation includes costs both in Colombian Pesos as well as in English.

Start children off on the way they should go, and even when they are old, they will not turn from it.

Proverbs 22:6 NIV

Bogotá D.C., Colombia - March 2019