

# MAA INTERNATIONAL



## PROJECT POLICY

Policy number	POL-PRJ106	Effective date:	01 August 2025
Version No:	2.0	Approved by Board on:	13 July 2025
Department:	Project	Next scheduled review date:	31 December 2026

Work Product Unique ID: POL-PRJ106

© Copyright MAA, 2023

# Table Of Contents

1	INTRODUCTION .....	3
1.1	MAA’S PROJECT PROCESSES FRAMEWORK .....	3
1.2	POLICY SCOPE .....	4
1.3	DEFINITIONS .....	4
2	PURCHASE ORDER PROCESS & APPROVAL .....	7
2.1	PROJECT DESIGN .....	7
3	PROJECT FUNDING .....	10
3.1	Funds Disbursement.....	10
4	Implementation and Reporting.....	14
4.1	Project Implementation and Reporting.....	14
4.2	Project Change Order Policy .....	15
5	Project Evaluation .....	16
5.1	Project Evaluation .....	16
6	Delivery Partner Obligations.....	19
	Project Process Workflow .....	20
7	REVISION HISTORY .....	21

# 1 INTRODUCTION

---

Non-Government Organisations (NGOs) represent a significant component of civil society, and as such, can be powerful agents for change and development. NGOs enable communities to play an active role in the development process – from ensuring that programs and projects are designed such that they are inclusive, relevant and effective to suit the needs of a community to helping shape policy and partnerships to safeguard the rights and protection of all citizens.

Thus, it becomes imperative for NGOs to adopt effective management of such projects to advance and successfully implement their key goals and outcomes. Effective management requires policies, processes and solid frameworks that govern the undertaking of the projects throughout the project lifecycle.

MAA International (MAA) strives to ensure its strong project framework, coupled with MAA's governing policies and process guidelines are followed and implemented to ensure:

- The objective selection of projects that align with MAA's strategic plan, mission and vision,
- Effective management and implementation of projects;
- MAA's funds are disbursed and utilised appropriately and is strictly directed towards humanitarian aid and development projects only, in alignment with MAA's ethos.
- The appropriate management of all MAA's corporate risks including its financial risks, operation risks, corporate risks, strategic risks and internal risks.
- Efficiency through adopting world-class practices and business frameworks

## 1.1 MAA'S PROJECT PROCESSES FRAMEWORK

Work processes across all business units carried out within the realm of MAA are governed by MAA's International Enterprise Process Framework (EPF) (*MAA\_OPS003-EPF-PRJ000*). This framework governs MAA's international projects processes, financial processes, compliance processes, operational processes, IT processes and human resources (HR) processes.

MAA's international projects are governed by its Project Processes Framework which consists of 5 consecutive stage-based procedures, namely:

1. Partner Compliance & Onboarding Process
2. Purchase Order Process
3. Funding Process
4. Implementation and Reporting Process
5. Evaluation Process

The following diagram graphically illustrates MAA’s Projects Lifecycle. As can be noted from the diagram, the project lifecycle is primarily based on the Project Management “Water Fall” approach and method.



Figure 1 Illustrations of MAA’s Development/Aid Project’s Lifecycle

## 1.2 POLICY SCOPE

This policy applies to all business units and subsidiaries of MAA, and to all persons employed or engaged by MAA that are involved in, or take part in the development, assessment, design, implementation, funding, monitoring or evaluation of any of MAA’s aid or development projects.

## 1.3 DEFINITIONS

**ACFID** Australian Council for International Development. Peak body for Australian international development non-government organisations

**ACNC** Australian Charities and Not-for-profits Commission. Australia’s independent national regulator of charities.

**ATO** Australian Taxation office. Australian Government’s principal revenue collection agency

**Civil society organisation (CSO)** Includes non-government organisations (NGOs), not-

for-profit organisations (NPOs), charities and community-based organisations (CBOs). Can also include religious organisations, trade unions, foundations and any institutions outside of the corporate and government sectors.

**Compliance Risks** are risks associated with inadequate compliance with the Australian law, regulations, contracts, internal and external standards and corporate policies applicable to MAA's operations.

**Development** Activities undertaken in order to reduce poverty and address global justice issues. In the non-government organisation sector, this may occur through a range of engagements that includes community projects, humanitarian response and emergency management, community education, advocacy, volunteer sending, provision of technical and professional services and resources, environmental protection and restoration, and promotion and protection of human rights.

**Direct Costs/ Project Outcomes (Product/Service) Cost** Refers to the expenses that are directly related to the project, including material, services and logistics, and can be measured with a relatively good degree of accuracy.

**Due diligence** Research and analysis of an organisation done in preparation for a business transaction, prior to signing a contract.

**Financial Risk** are the risk associated with inadequate adherence to the financial structure, financial resource management operations, and transactional and money handling policies to ensure adequate corporate cash-flow and liquidity to maintain the running of day-to-day operations.

**Guidelines** Information which outlines an organisation's expectations for a given process; a guide for a course of action or activities that can include rules, checklists, plans, procedures.

**Indirect Costs** Refers to the expenses that are not directly related to the project including monitoring, reporting, evaluation and logistics. Indirect costs can also be measured with a relatively good degree of accuracy.

**Internal Risks** are risk associated with the inadequate adherence to MAA work policies, established work guidelines and employee responsibilities and behavior. Internal risk management refer to, but is not limited to: employment, premises, confidentiality, diversity, service delivery, training and volunteering involvement.

**Non-development activity:** Includes activity undertaken to promote a particular religious adherence or to support a particular party, candidate or organisation affiliated to a political par

**Operations Risk** are the risks associated with inadequate or failed internal processes, people or systems, or from external events that impact the day-to-day operations of MAA.

**Project** Refers to a defined set of consecutive activities that have ultimate set of goals, and are normally initiated in response to a need. These activities have defined start and end times, with particular tangible or services deliverables, with direct or indirect benefits.

**Project Administrative Costs** Refers to the costs that help the Delivery Partner perform its activities but are not easily traceable to one specific project. These include administrative & support costs, management costs, office accommodation, office expenses, operating expenses, communication costs, travel expenses, insurance & professional indemnity.

**Project Management** is the discipline of planning, organizing, securing, and managing resources to achieve specific goals. It has become an industry best practice to breakdown complex projects into stages with clearly defined milestones. These stages and milestones are typically defined within a well-defined project lifecycle.

**Budget** means the budget for a Project set out in a Purchase Order.

**Change Order** a written request for a Change developed and submitted by a party in accordance with MAA policies.

**Purchase Order** a document duly entered into by the parties titled "Purchase Order"

## 2 PURCHASE ORDER PROCESS & APPROVAL

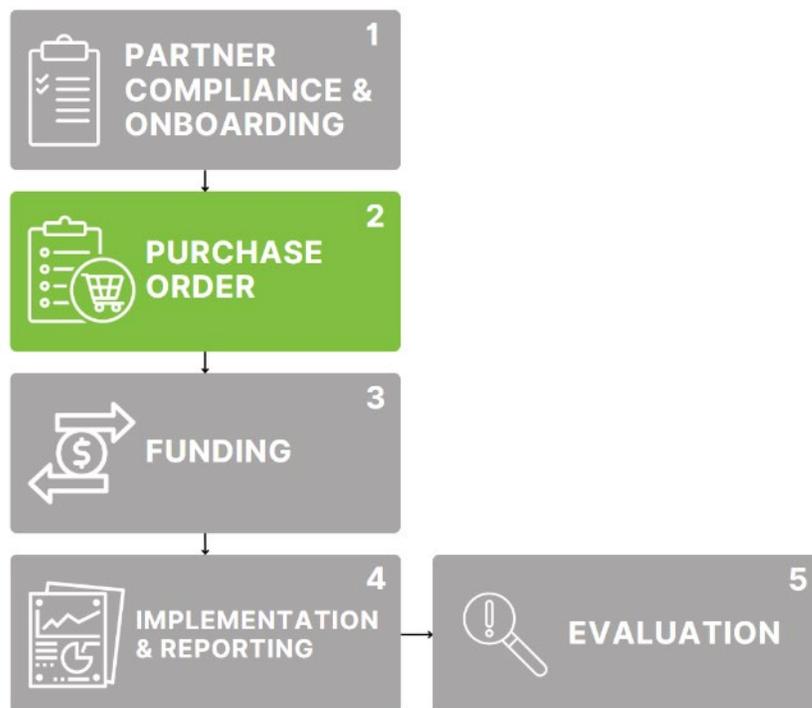


Figure 2 focuses on Stage 2 of MAA's Aid/Development Projects, (Coloured section of the illustration).

Projects that are on Stage 2 of MAA's Project Lifecycle implies that that the project has successfully completed and proceeded from Stage 1 of the cycle, namely the Partner Compliance & Onboarding Process (refer to MAA's POL-PRJ101 Partner and Project Assessment Policy for complete Policy)

### 2.1 PROJECT DESIGN

MAA holds a firm position in ensuring that all the steps within the Purchase Order Process is followed stringently to maintain and continue the organisation's world-class project work practices and reporting. It is the responsibility of all staff, personnel and project managers involved in the Purchase Order Process stage to adhere to, and ensure observation of the following policy statements:

- 2.1.1. Projects in the Purchase Order Process must be accompanied by the following mandatory work products:
- a. Master Service Agreement:

- b. Schedule: Determines the Country of distribution, Beneficiary Nationality, products the Delivery Partner can deliver, estimated number of beneficiaries per item, and the Delivery Partner’s delivery capacity.
- c. Purchase Order (PO): ONLY Products listed within the Schedule are to be included in the Purchase Order.  
 PO identifies: Products to be delivered, cost analysis, product descriptions, quantities, prices, instalment dates, whether beneficiary lists are required, reporting requirements, planned delivery & end dates, planned delivery locations, and planned beneficiary numbers.

2.1.2. MAA personnel and project managers involved in the project design must have strong communication with the implementing Delivery Partners to ensure that the work products are documented and described with high precision to reflect the project design in the most accurate manner.

2.1.3. MAA must take appropriate care and due diligence when completing the mandatory fields within the Risk Management tool (PRJ211) for the accurate and precise calculation of the Project Risk Rating. MAA’s Project Risk Rating is calculated using a complex formula which incorporates the Delivery Partner’s level of competency and maturity within their policies and corporate framework, project-specific risks, the project’s total project value (TPV) and MAA’s level of experience and confidence with the implementing Delivery Partner and/or country of implementation. It must be assured that all of these fields have been addressed for the most accurate project Risk Rating, which is automatically generated. Figure 3 below illustrates the rating matrix that is employed by MAA for the selection of Project-specific risk rating.

Risk/TPV	<\$300K	<\$500K	<\$750K	>\$1M
Very High	5	7	9	10
High	4	6	8	9
Medium	3	5	7	8
Low	2	4	6	7
Very Low	1	3	5	

Figure 3 MAA’s Risk Rating matrix. The project risk rate is automatically generated using a well-defined complex, relationship-based formula. *MAA’s Risk Rating Syntax: 8 (Medium & >\$300K (AUD))*

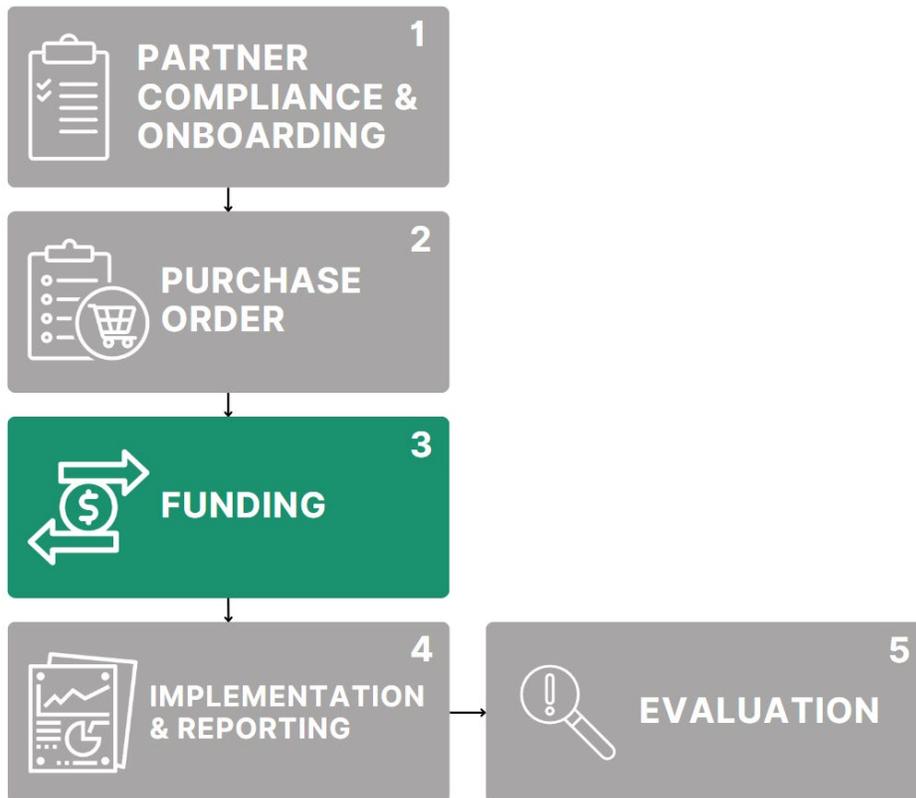
2.1.4. It is mandatory for the Purchase Order to be reviewed and signed by relevant personnel in the order that has been laid out through *Project Process Workflow (Illustrated in Figure 8)* order to successfully pass into stage 3 of the project lifecycle, namely the Project Disbursement /Funding Process



# Signatories Required

Risk	Risk Level	TPV AUD	MAA					Delivery Partner		
			Project Manager	Compliance	Finance	Chief Operating Officer	1 Board Member	Project Manager	CEO/Board Member	Board Member
Very Low	1	<=\$300K	✓	✓	✓	✓	✗	✓	✓	✗
Low	2	<=\$300K	✓	✓	✓	✓	✗	✓	✓	✗
Medium	3	<=\$300K	✓	✓	✓	✓	✗	✓	✓	✗
High	4	<=\$300K	✓	✓	✓	✓	✗	✓	✓	✗
Very High	5	<=\$300K	✓	✓	✓	✓	✗	✓	✓	✗
Very Low	1	>\$300K	✓	✓	✓	✓	✓	✓	✓	✗
Low	2	>\$300K	✓	✓	✓	✓	✓	✓	✓	✗
Medium	3	>\$300K	✓	✓	✓	✓	✓	✓	✓	✗
High	4	>\$300K	✓	✓	✓	✓	✓	✓	✓	✗
Very High	5	>\$300K	✓	✓	✓	✓	✓	✓	✓	✗
Very Low	3	<\$500K	✓	✓	✓	✓	✓	✓	✓	✗
Low	4	<\$500K	✓	✓	✓	✓	✓	✓	✓	✗
Medium	5	<\$500K	✓	✓	✓	✓	✓	✓	✓	✗
High	6	<\$500K	✓	✓	✓	✓	✓	✓	✓	✗
Very High	7	<\$500K	✓	✓	✓	✓	✓	✓	✓	✗
Very Low	5	<\$750K	✓	✓	✓	✓	✓	✓	✓	✓
Low	6	<\$750K	✓	✓	✓	✓	✓	✓	✓	✓
Medium	7	<\$750K	✓	✓	✓	✓	✓	✓	✓	✓
High	8	<\$750K	✓	✓	✓	✓	✓	✓	✓	✓
Very High	9	<\$750K	✓	✓	✓	✓	✓	✓	✓	✓
Low	7	>\$1M	✓	✓	✓	✓	✓	✓	✓	✓
Medium	8	>\$1M	✓	✓	✓	✓	✓	✓	✓	✓
High	9	>\$1M	✓	✓	✓	✓	✓	✓	✓	✓
Very High	10	>\$1M	✓	✓	✓	✓	✓	✓	✓	✓

### 3 PROJECT FUNDING POLICY



*Figure 4 focuses on Stage 3 of MAA's Aid/Development Projects, (Coloured section of the illustration).*

Projects that are on Stage 3 of MAA's Project Lifecycle imply that the project has successfully completed and progressed from Stage 1: Partner and Project Assessment Process (refer to MAA's POL-PRJ101 Partner and Project Assessment Policy), and Stage 2: Purchase Order and Approval Process.

#### 3.1 Funds Disbursement

MAA holds a firm position in ensuring that all the steps within the Funding and Disbursement Process are followed stringently to maintain and continue the organisation's world-class project work practices and reporting, and to reduce any form of operational, compliance and financial risks. It is the responsibility of all staff, personnel and project managers involved in the Funding Process stage to adhere to, and ensure observation of the following policy conditions and statements:

**3.1.1** The disbursement of all international-related project funds will only be granted

to Delivery Partners who have co-signed MAA's Purchase Order and Master Service Agreement. These legally binding documents set out the terms, conditions and obligations (see Delivery Partner obligations in section 2.3) of funding, service delivery, and accountability for both the Delivery Partner and MAA, as determined by MAA.

- 3.1.2 MAA does not disburse funds to individuals' bank accounts, for-profit organisations, or unregistered not-for-profits. MAA disburse funds only to officially registered not-for-profits, and only for public benevolence or charitable activities. MAA can also disburse funds to suppliers and service providers as part of MAA's charitable and public benevolence activities.
- 3.1.3 MAA must know and screen all parties involved in the projects who receive MAA funds, such as subcontractors, suppliers and other NGOs, whether they are receiving funds directly from MAA, or indirectly through MAA delivery-partners.
- 3.1.4 Delivery Partners and MAA Field offices must disclose to the MAA Project Management Office (PMO) all subcontractors, suppliers and/or other partnering FP/NFP organisations that will receive or benefit from MAA funds or the project. The MAA PMO must undertake the screening and due-diligence for such subcontractors, suppliers and/or other partnering FP/NFP organisations.
- 3.1.5 No promises of funding can be made by MAA staff to any field-partner, sub-partners, and/or subcontractors prior to signing off the respective Funding/Supply/SoW Agreement.
- 3.1.6 MAA must follow its Field-Partner Membership Rate system (See Figure 3) and practice its necessary expertise to determine the number of instalments (synonymously referred to as phase payments) for each Project.



Figure 5 below illustrates the criteria that MAA follows to determine the Field-Partner rate.

		GOLD	SILVER	BRONZE	BLOCKED
1	Security Checks	Pass	Pass	Pass	Failed
2	Partner Competency	Audited financial reports Project process Or Operation procedure process	Financial statements Project process Or Operational procedure process	Financial statements Project process Or Operational procedure process	No Financial statements No Project processes
3	Quality of reporting	Average: 4-5 Level 3: > 90% of Artefacts provided	Average: 2-3 Level 2: > 60% of agreed upon Artefacts provided	Average: 2-3 Level 2: > 60% of agreed upon Artefacts provided	Average: 0-1 Level 1: < 60% of agreed upon Artefacts
4	History of Projects	At least 4 projects >80 % completed < 20% unsatisfactory due to MAA approved field related issues	At least 3 projects 100% completed	No projects implemented on behalf of MAA	At least 3 projects < 60% completed > 50% implemented > 40% failed
5	Disbursement Limits	- Above AUD\$300K per project  Instalment: 1st 80%, 2nd 20%  COO And CMP approval required for limit increase	Max AUD\$300K per project  Instalment: 1st 80%, 2nd 20%  COO And CMP approval required for limit increase	- 1st project max AUD\$50K - 2nd project max AUD\$100K - 3rd project max AUD\$150K per project  Instalment: 1st 80%, 2nd 20%  COO And CMP approval required for limit increase	No disbursements allowed



6	Next Stage Requirments	No next stage requirements	Must implement at least 1 successful project as Silver and provide the necessary documentation to move to Gold	Must implement at least 3 successful projects to move to Silver	Failure to abide by MAA processes and policies when delivering MAA funded project results in the delivery partner being blocked.
7	Project Implementation Capabilities	<p>Delivery partners will be assessed on their capacity to deliver upon specific projects/programs through successful implementation and reporting of projects.</p> <p>Should MAA and the delivery partner decide to undertake a project that has not yet been assessed, initial disbursement limits will apply to the delivery partner for that unassessed project.</p>	<p>Delivery partners will be assessed on their capacity to deliver upon specific projects/programs through successful implementation and reporting of projects.</p> <p>If MAA and the delivery partner agree to implement the project not yet assessed, Bronze level disbursement limits will apply to the delivery partner for the unassessed project.</p>	Delivery partners will be assessed on their capacity to deliver upon specific projects/programs by MAA	
8	Field Reporting	General Individual	General	General	

## 4 Implementation and Reporting

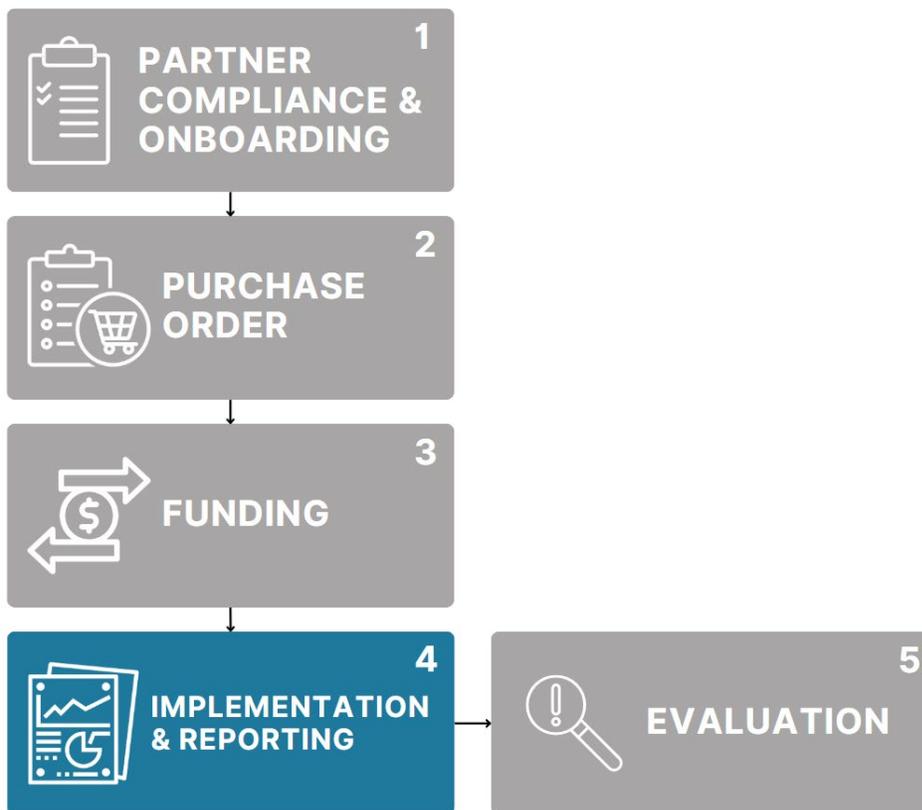


Figure 6 focuses on Stage 4 of MAA's Aid/Development Projects, (Coloured section of the illustration).

Projects that are on Stage 4 of MAA's Project Lifecycle implies that that the project has successfully completed and progressed from Stage 1: Partner and Project Assessment Process; Stage 2: Purchase Order and Approval Process and Stage 3: Funding Process

### 4.1 Project Implementation and Reporting

MAA has an established system that enable it to track the progress and determine the effectiveness of the work of its international partners and programs. These systems enable MAA to collect sufficient project/program progress information to analyse progress and make appropriate decisions, particularly with regards to MAA's future partnership with the executing Delivery Partner. Monitoring and reporting are expected to reflect key project management and development principles, such as attention to community empowerment, sustainability, gender, the environment, financial accountability and risk management.

MAA uses its own standard reporting templates to report on the implementation and monitoring of each of its projects. The following conditions and statements apply to project managers, Delivery Partners and other key personnel involved in MAA's Implementation and Progress

process:

- 4.1.1 It is mandatory for all Delivery Partners to complete MAA's Implementation and Report templates in order to be eligible to receive subsequent instalments. The Project Purchase Order I Report contains the necessary artefacts that the Field-Partner needs to report on the progress of the project they are undertaking. MAA Progress reporting:
- a. Must be read and considered in parallel with the MSA, Schedule and Purchase Orders.
  - b. Enables the Field-Partner to demonstrate to MAA International their progress against the agreed project plan, namely the project objectives, project deliverables and project costs.
  - c. Enables funding of the next instalment. Failure to deliver this progress report at a reasonable quality will likely affect the Field-Partner to receive funding of the next instalment.
  - d. Provides MAA donors with the necessary evidence and subsequently confidence that their donations have been appropriately used.
  - e. Allows MAA to update and track the Field-Partner's Rate Card. The quality of the Report (and Evaluation Report) directly affects the rating of the Field-Partner.

## 4.2 Project Change Order Policy

The Change Order agreements are legal agreements between MAA and the Delivery Partner that constitute changes within the Master Service Agreement (Service Change Order), Schedule Change, and Purchase Order Change. These agreements are necessary when there's a required adjustment or change in the initial scope of the project. The Change Agreement documents task the necessary information required to effectively manage project change from project inception to delivery. The Change Order Agreements are created as and when required by either party. Its intended audience is the project manager, project team, project sponsor and any senior leaders whose support is needed to carry out the plan. The following conditions and statements must be adhered to in the case where a Scope Change Agreement is needed:

- 4.2.1 Delivery Partners must disclose precisely the area of change in either the Service Change Order, Schedule Change, and Purchase Order Change documents.
- 4.2.2 Once the Change Order Agreements are signed by both parties, only the particulars stated in this agreement will supersede those mentioned in either the Master Service Agreement, Schedule, and Purchase Order
- 4.2.3 If the details stated in the Master Service Agreement, Schedule, and Purchase Order have not been changed on the Change Order Agreements, those details will continue to be in effect.
- 4.2.4 MAA must ensure that the Change Order Agreements are reviewed and signed by responsible personnel. The Project Risk Level (or Risk rating) will determine the number of

signatories that are needed. This, thus in fact, requires the same signatory requirements as per the MAA Project Funding process (see stage 3: Project Funding).

- 4.2.5 No changes or payments to be applied prior to the approval of the Change Agreement and signage by all required stakeholders.

## 5 Project Evaluation

---

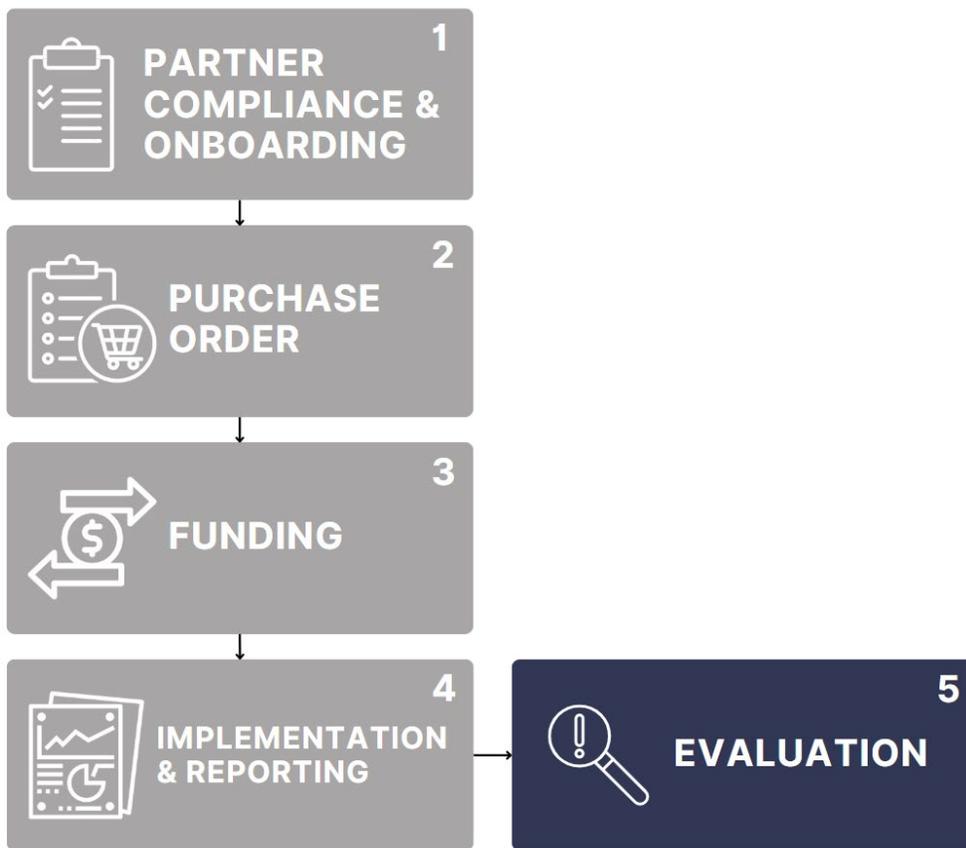


Figure 7 focuses on Stage 5 of MAA's Aid/Development Projects, (Coloured section of the illustration).

Stage 5 is the final Stage of MAA's Project's lifecycle. Projects that are on Stage 5 of MAA's Project Lifecycle implies that that the project has successfully completed and progressed from Stage 1: Partner Compliance & Onboarding Process; Stage 2: Purchase Order and Approval Process; Stage 3: Funding Process and Stage 4: Implementation & Reporting Process.

### 5.1 Project Evaluation

Evaluation is critical for MAA to progress towards advancing the effectiveness of its aid and developmental projects. Through the generation of evidence-based and objective information, project evaluations enable managers to make informed decisions and plan strategically. MAA's success depends, in part, on the ability of MAA and its counterparts, namely its Delivery Partners, to carry out credible evaluations and use them to make evidence-based decisions. The effective conduct and use of evaluation require adequate human and (sometimes) financial resources, a sound understanding of evaluation and most importantly, a culture of results-orientation, learning, inquiry and evidence-based decision-making. Everyone in MAA and its stakeholders has to share the same vision and be open to change. When evaluations are used effectively, they support programme improvements, knowledge generation and accountability.

MAA has an established system that enables it to critically evaluate its completed projects and determine the effectiveness of the work of its international partners and programs. These systems enable MAA to make appropriate decisions, particularly with regards to MAA's future partnership with the executing Delivery Partner.

MAA uses its own standard reporting templates to report and evaluate each of its projects. The following conditions and statements apply to project managers, Delivery Partners and other key personnel involved in MAA's Evaluation Process:

- 5.1.1 It is mandatory for all Delivery Partners to complete MAA's Project Evaluation Reporting. The Purchase Order I Report contains the necessary artefacts that the Delivery Partner needs to report on the final evaluation of the project they are undertaking, which will inherently reflect on the effectiveness of the Delivery Partner themselves. MAA's evaluation reports must contain the following data:
  - a. Section which evaluates the Project Cost Model. This section will consider the direct costs, indirect costs and project administrative costs that were depicted in the Purchase Order and compare them against the actual cost of each of the unit costs. This section must present evidence of purchases either directly in the document or as an attachment (any attachments need to be speculated/made reference to within the report). In the case where there is an obvious discrepancy between the planned and actual cost, a justification of failure must be completed within the section.
  - b. Section which describes the lessons learnt from the project. The lessons learned from an evaluation comprise the new knowledge gained from the particular project that is applicable to and useful in other similar contexts. Frequently, lessons highlight strengths or weaknesses in preparation, design and implementation that affect performance, outcome and impact.
  - c. Significant challenges that may have been endured on an operational or management level. In this section, field partners must speculate whether or not all the risks were accounted for and taken into consideration in the Purchase Order Process.
- 5.2.1 Upon completing Project Evaluation reporting, MAA Project Managers must ensure the following:

- f. All the necessary work products throughout the Project lifecycle are in MAA's document repository under the correct directory. All documents must be checked and named accordingly.
- g. All 'evidence-based' documents such as proof of purchases, invoices, photographs, and videos that were speculated in the Purchase Order are present, thoroughly checked, scanned and filed in MAA's repository.
- h. All Work Products are checked, and all critical information is present, such as important dates, project expenses etc.
- i. MAA's Customer Relationship Management (CRM) system is updated with the latest project details and documents
- j. Delivery Partner rating and evaluation are completed based on the level of reporting that was presented to them throughout the duration of the project lifecycle. This includes (but is not limited to): quality of reporting, quality of media content, quality of the project execution and adherence to the project timeline/

5.2.2 MAA may conduct random site visits to check the progress of projects. This is mostly dependent on the Project risk rating

- a. For Projects of Rates 9 & 10, MAA must conduct an In-Field Confirmation visit.
- b. For Projects of Rates 7 & 8, MAA will endeavour (but is not obliged) to conduct an In-Field Confirmation visit.
- c. For Projects of Rates 5 & 6, MAA may wish to conduct random In-Field Confirmation visit.
- d. Other Projects of Rating 1 to 4, an In-Field Confirmation visit may likely be unjustified due to the small size and low risk level.

## 6 Delivery Partner Obligations

---

Delivery Partners receiving funds from MAA must recognize and ensure it has read all its responsibilities across all stages of the project lifecycle. This section details Delivery Partner obligations, which includes a list of conditions that must be adhered to throughout the lifecycle of the project agreement to ensure the success and completion of the project:

- 6.1.1 It is an obligation that the Delivery Partner commits to deliver and provide the deliverables that have been detailed in the Purchase Order
- 6.1.2 It is an obligation that the Delivery Partner commits to provide the required reporting information that has been detailed in the MSA, as well as any other information, including access to the Field-Partner's records relating to the Project, as reasonably requested by MAA
- 6.1.3 The ongoing maintenance of the deliverables of this project is the responsibility of the local community<sup>1</sup>
- 6.1.4 Use of MAA Logo: The Field-Partner is not allowed to use MAA's logo without MAA specific and written permission to do so. The Field-Partner will typically use MAA logo on aid products delivered to the beneficiaries, such as, food packs, water wells, comfort aid packs, and medical equipment.

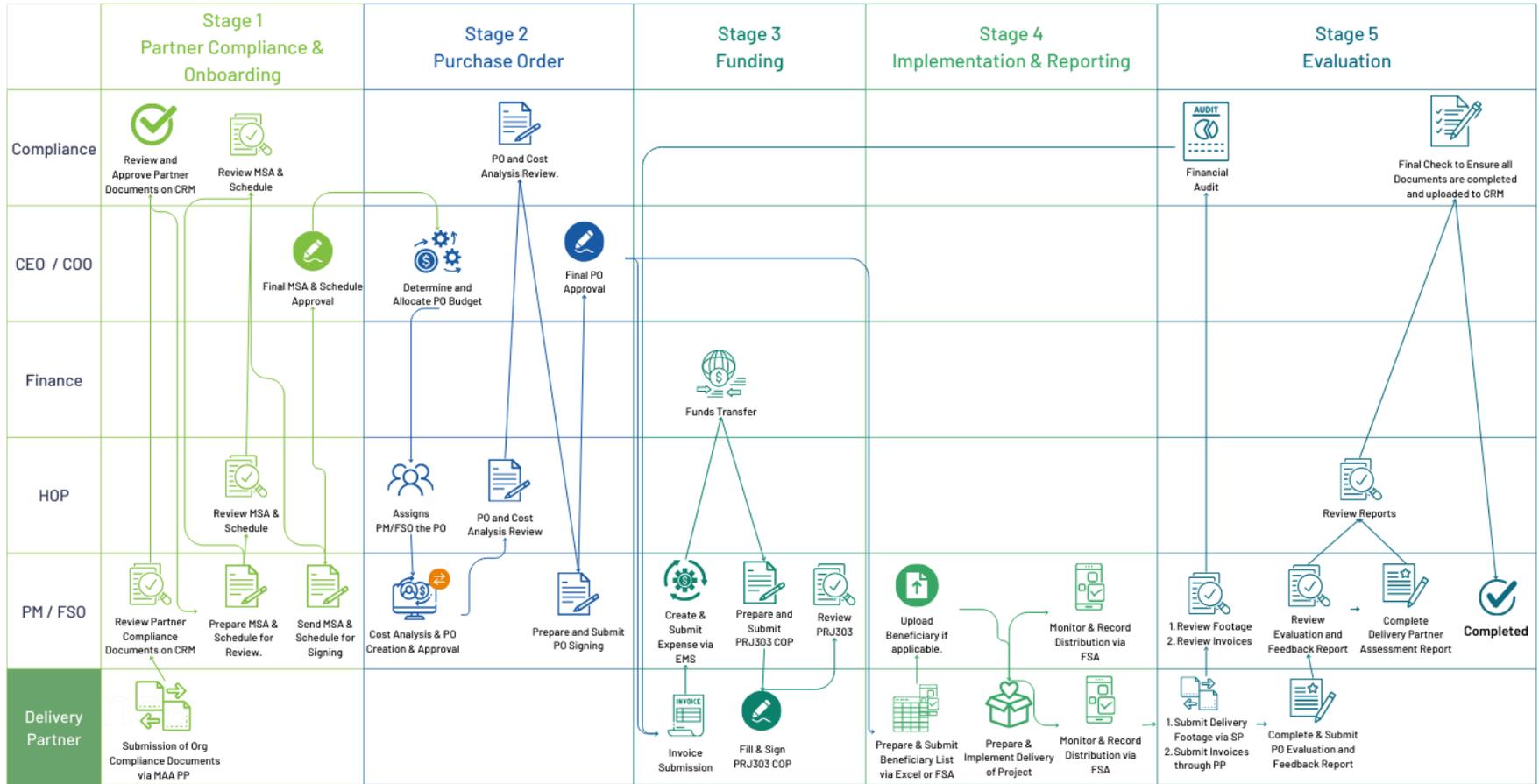
---

<sup>1</sup> This may not be applicable to all projects, decided by MAA.

# Project Process Workflow

All MAA projects must strictly follow the Project Process Workflow which is shown in Figure 8 below

## Project Process Workflow



The next page contains: MSA & Schedule Signing Process PO Signing Process EMS Approval Process If PO changes, a Change Order is required and the PO needs to be updated. Included all reasonings within the amended PO and begin the process from the section indicated.

Figure 8 Project Process Workflow.

## 7 REVISION HISTORY

---

Revision Number	Revision Date	Summary of Changes	Changes Marked?
1.0	24/01/2023	Initial version	N
1.1	20/07/2023	Updated: Logo, Project Process Workflow, Risk matrix Added: Signatories	N
1.2	30 January 2024	No changes	N
1.3	14 November 2024	Reviewed	N
2.0	31 July 2025	Updated: Figure 3: risk rating matrix, Signatories required, Figure 5: field-partner rate.	Y