

Agacan Tarım Gıda Turizm Ltd. Şti.

ACG Industrial & Infrastructure Solutions (ACG IIS)

PROJECT MANAGEMENT METHODOLOGY

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1. INTRODUCTION AND FRAMEWORK

ACG IIS delivers infrastructure and development projects using a structured project management methodology aligned with internationally recognised frameworks, including the PMBOK® Guide (PMI), with adaptation for the specific compliance, procurement, and field execution contexts of East Africa and the Middle East.

The ACG IIS Project Management Methodology (PMM) defines the processes, tools, roles, and governance structures applied to every project — from inception through handover. It is designed to ensure that projects are delivered on scope, on time, within budget, and to the quality and compliance standards required by clients, donors, and regulatory authorities.

2. PROJECT LIFECYCLE PHASES

Phase	Name	Key Activities
Phase 1	Initiation	Project Charter, stakeholder identification, feasibility review, client brief confirmation
Phase 2	Planning	WBS development, schedule baseline, resource plan, procurement plan, risk register, QMP, HSE plan
Phase 3	Execution	Engineering, procurement, construction/installation, compliance management, stakeholder reporting
Phase 4	Monitoring & Control	Progress tracking, schedule variance analysis, cost control, change management, QA/QC audits
Phase 5	Close-out	Commissioning, testing, handover documentation, client sign-off, lessons learned, final reporting

3. PROJECT GOVERNANCE

3.1 Project Structure

Every ACG IIS project is assigned a named Project Manager with full accountability for delivery. The Project Manager reports directly to the ACG IIS Operations Director and has a defined authority matrix governing approvals for scope changes, procurement decisions, and stakeholder communications.

3.2 Steering and Reporting

- Weekly progress reports issued to client in a standardised format covering scope, schedule, cost, risk, and issues
- Monthly project review meetings held with client representatives and key stakeholders
- Milestone reports issued on achievement of each project phase gate
- Exception reports issued within 24 hours of any event causing or threatening a variance of >5% on cost or schedule

3.3 Change Management

No change to project scope, schedule, or budget is implemented without a documented Change Request (CR). The CR process includes impact assessment, client approval, and formal baseline update before implementation. Unauthorised scope changes are treated as nonconformances under the QMS.

4. PLANNING TOOLS AND SCHEDULE MANAGEMENT

ACG IIS uses the following tools and methods for project planning and schedule management:

- Work Breakdown Structure (WBS) — hierarchical decomposition of project deliverables to work package level
- Network scheduling — Critical Path Method (CPM) for schedule development and analysis
- Gantt chart format reports for client communication
- Schedule baseline — set at project planning phase and subject to formal change control
- Earned Value Management (EVM) — applied on projects with a value exceeding USD 500,000 or as specified by the client or donor
- 3-week look-ahead schedules maintained by site supervisors on all active construction sites

5. RISK MANAGEMENT

Risk management is an integral and continuous process throughout the ACG IIS project lifecycle.

Step	Activity	Output
1	Identification	Risk Register — all identified risks categorised by type (technical, commercial, HSE, political, supply chain)
2	Assessment	Risk rating matrix (likelihood × impact) — scoring 1–5 × 1–5
3	Response Planning	Risk response: Avoid / Reduce / Transfer / Accept — with named owner and target date
4	Monitoring	Risk register reviewed at each project meeting; escalation thresholds defined per risk category

6. PROCUREMENT MANAGEMENT

Procurement on ACG IIS projects is managed through the integrated NOVA Platform supply chain, backed by the RedGround catalogue of 300,000+ products and a qualified supplier network of 135+ international suppliers.

- A project Procurement Plan is prepared at the planning phase identifying all major materials, equipment, and services required
- Procurement is subject to the ACG IIS Procurement Procedure, which includes supplier qualification, competitive sourcing, technical and commercial evaluation, and formal award
- All procurement documentation — RFQs, proposals, purchase orders, delivery records — is maintained in the project document management system
- Imported goods are procured under ICC Incoterms 2020 and subject to import compliance procedures applicable to the receiving country
- Where donor procurement rules apply (e.g. World Bank Procurement Regulations, USAID FAR), ACG IIS operates within those frameworks as the primary obligation

7. STAKEHOLDER AND COMMUNICATIONS MANAGEMENT

A Stakeholder Register and Communications Plan is prepared at the outset of each project, identifying all stakeholders, their interests and influence, and the communication channels and frequency applicable to each.

ACG IIS recognises that infrastructure and development projects in East Africa and the Middle East operate in contexts with multiple stakeholder groups including community representatives, local authorities, national government agencies, and donor oversight bodies. Community engagement is managed with cultural sensitivity and in accordance with IFC Performance Standard 5 (Land Acquisition and Involuntary Resettlement) and PS 7 (Indigenous Peoples) where applicable.

8. HANDOVER AND CLOSE-OUT

Project close-out is a managed phase with a defined Handover Checklist that includes:

1. Completion of all punch-list items and acceptance by the client
2. Commissioning test records, as-built drawings, and O&M manuals delivered
3. HSE close-out — incident register, waste disposal records, site reinstatement confirmation
4. Quality close-out — final nonconformance register, audit findings, corrective action status
5. Financial close-out — final cost report, variation account, project margin report
6. Lessons learned workshop conducted with project team and key subcontractors
7. Client satisfaction survey completed and filed in the project record

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