

**FOR
INFORMATION**

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To: Members of the Executive Board

From: The Secretary

Subject: **Key Transformation and Modernization Programs—Progress Report**

Board Action: Executive Directors' **information**

Questions: Mr. Leong, ITD (ext. 39889)



March 18, 2021

KEY TRANSFORMATION AND MODERNIZATION PROGRAMS PROGRESS REPORT

EXECUTIVE SUMMARY

This is the third in a series of semi-annual progress reports for the Key Transformation and Modernization Programs, covering the period from July 2020 to January 2021.

The implementation of modernization programs is well underway. The COVID-19 remote working environment has resulted in some disruption, but staff have adapted well. The 1HR program has deployed Releases 0 and 1 of the Workday system and is working on Release 1.5. Likewise, the Capacity Development Management and Administration Program (CDMAP) has also deployed Releases 1 and 1.5 and is working on Release 2. Both teams are following up on their deployments with enhanced end user support. The integrator contract for the iData program has been executed and the implementation phase has begun. The Knowledge Management Program continues to make good progress on the implementation of the Document Management system with the completion of the technical architecture. The scope and approach of the Digital Workplace program has been adjusted to better respond to immediate institutional priorities and work has started on Collaboration tools as the broader program and CBA are being fleshed out.

The Office of Innovation and Change (OIC)¹ continues to support change management for each Program. The OIC further developed the Fundwide Change Champions Network as ambassadors and conduits for feedback from their respective departments. During this reporting period the OIC continued to deliver on an institutional New Ways of Working initiative to help the Fund emerge stronger from this remote working period.

ORM, OIA, OBP, the PMO, and the CBIT are engaged throughout the modernization to monitor progress, mitigate risks, manage costs, and share lessons learnt. The key risks of i) staff workload, ii) low staff adoption, iii) schedule and cost overruns, iv) change fatigue, and v) overlapping program functionality and timelines are being actively mitigated. In this context, the 1HR program is facing schedule and budget overruns for Release 2 due to complexities in custom development and internal resource limitations which will be covered in more detail in succeeding sections.

¹ Formerly the Change Management Unit (CMU). The Office of Innovation and Change was established by the merger between the CMU and the Innovation Lab Unit in December 2020.

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Glossary

Business Analysis Consultant – Consulting services firm that works with clients to improve and re-design business processes, clarify scope, and develop requirements in advance of a software selection or systems implementation.

CDMAP – Capacity Development Management and Administration Program

CBIT – Committee on Business and Information Technology. A senior governance body for the information technology capital budget made up of Directors of departments such as HRD, FIN, STA, OBP, FAD, COM, MCM, and MCD. Responsible for the approval and oversight of all IT capital projects and the allocation of the IT capital budget envelope.

Configuration - A means of setting up or installing a system via the selection of pre-determined parameters, values, and options in the software package to meet business requirements.

Customization – A modification of a software system through the development of new code or integration of customized objects beyond the pre-determined configuration options.

Data Migration – The process of selecting, preparing, extracting, and transforming data and permanently transferring it from one computer storage system to another.

Executive Sponsor - Executive champion for the program and liaison to Fund Management. Responsible for providing strategic guidance, commissioning the program, making executive decisions, and monitoring progress in collaboration with the Steering Committee. Typically a member of the Office of the Managing Director.

IDW – Integrated Digital Workplace Program

Implementation Partner / Systems Implementor – Technical consulting services firm that has been certified by the software vendor and has deep expertise with the software product and is contracted to implement the software.

Implementation Phase – A phase in the project lifecycle where a software solution is implemented and released after the completion of scoping and design and sourcing phases.

Integration Testing – A state of software testing during which individual software modules are combined and tested as a group.

KMP – Knowledge Management Program consisting of KE Country Pages, Autoclassification, Enterprise Search and Document Management System projects

KMU – Knowledge Management Unit

NWOW – New Ways of Working initiative

OBP – Office of Budget and Planning

OIC – Office of Innovation and Change, the new Office formed in December 2020 by the merger between the Change Management Unit and the Innovation Lab Unit.

OIA – Office of Internal Audit

ORM – Office of Risk Management

PMO – Project Management Office

Program Sponsor – The business owner that is ultimately accountable for the program from an institutional perspective. Ensures that the program is focused throughout its life on achieving its objectives and delivering the forecast outcomes or benefits. The Program Sponsor chairs the Steering Committee.

Release – Large implementation programs are divided into phases, with the launch or “go-live” of each phase typically referred to as a Release.

RFP / RFI – Request for Proposal, a formal request for bidder proposals based on a set of requirements or a statement of work. An RFI is a Request for Information where bidders provide information but not necessarily binding proposals.

Scoping and Design Phase – A phase in the project lifecycle where scope is determined, requirements are gathered, business processes are reviewed, and the end state solution is designed.

Sourcing Phase – A phase in the project lifecycle where an RFI or RFP is conducted to select the software solution and implementation partner. Takes place after the scoping and design phase.

Steering Committee – Provides senior level program guidance and is accountable to the Executive Sponsor for the success of the program. Provides a forum for strategic and technical direction and senior-level decision-making on scope, budget, timelines, quality, benefits, and risks. Typically includes Directors of key end-user departments, OBP, and ITD.

Systems Integrator – Consulting services firm that is responsible for integrating multiple software products to develop a business solution that meet client needs. The Integrator is responsible for business analysis, solutions design as well as technical integration of the solution.

“To-Be” Model – The design of end state after process improvement and re-engineering. As opposed to the “As-Is” model, which documents the current state.

User Acceptance Testing - The last phase of the software testing process. During UAT, end-users test the software to make sure it can handle required tasks in real-world scenarios, according to standards and specifications.

INTRODUCTION

1. This report provides an update on the progress of the Key Transformation and Modernization Programs for the period from July 2020 to January 2021. These bi-annual reports are organized around progress, schedule, budget, staff impact, and risk. The programs have continued to move forward under the guidance of sponsors in HRD, ICD, STA, ITD, SPR, and the KMU, with close support from their respective Steering Committees, the CBIT, OBP, OIA, ORM, the PMO, and the OIC.

PROGRESS

2. Programs continue to make strong progress in spite of disruptions posed by COVID-19. Beyond that initial disruption during the switch to remote working, all teams have successfully established new work practices, such as virtual design workshops, chatroom discussions, and remote testing. Workload pressures remain elevated and Program teams are consciously managing stress and motivation levels over the medium term through appreciation events and virtual team building events. The Programs continue to make progress, with the phased deployments of 1HR and CDMAP.

3. The 1HR program has deployed Release 1 and is working on Release 1.5. Release 1 was successfully deployed Fundwide in Q4 CY20, providing Workday functionality for the core human capital management functions, recruitment, talent management, and base compensation. This was the first major transition into the new system and stabilization and refinement activities are underway. User adoption has been high and to-date there have been over 3,900 unique logins to the Workday system. Focused change management efforts, such as, training for staff and managers, including overseas offices, are continuing for user adoption and feedback for refinements. After the period of stabilization, additional reporting on service delivery and overall value to the organization will be shared for more strategic refinement. Staff are continuing to work on the rolling adoption of additional features and domains under Release 1.5 scheduled for deployment through Q1 and Q2 of CY21, such as learning² and succession planning.

4. The 1HR program is facing complexities and delays for the final release (Release 2), which covers complex benefits, allowances, absence management, pension, tax and payroll. This is primarily due to i) longer than expected timelines on both 1HR and CCBR initiatives, ii) underestimation of implementation efforts for custom applications, including external partner capabilities and iii) limited internal resources with specialized knowledge, some of which had to be re-deployed to also address other institutional priorities including COVID-19 response. Additionally, due to the delay, the 5-year Staff Retirement Plan (SRP) Review, and the implementation of the changes related to the CCBR will now overlap and conflict with 1HR activities. At the request of the Program Sponsors and Steering Committee, staff are evaluating alternative approaches for the implementation of Release 2. A formal set of alternatives is being reviewed, including alternate

² In the Workday system, learning refers to staff training and the administration of training courses

vendor partners, to allow implementation of SRP and CCBP reforms on a timely basis while delivering on the remaining scope of 1HR. Current program funding will be fully utilized by end FY21 and additional budget resources will be required to complete the program. An updated CBA will be shared with the Board when cost estimates are finalized.

5. CDMAP is progressing well with the completion of the deployment of the first two releases. Release 1 included functionality to facilitate the strategic planning process, demand capture, prioritization, budgeting, and results-based management functionality, while Release 1.5 provided multi-country CD project design and funding program proposal creation capabilities. Both releases facilitate the CD medium-term work prioritization and planning process. The program team continues to offer ongoing support to users as the FY22-24 work planning process gathers steam through the extended provision of hypercare services as functional and area departments begin to use the new system for prioritization and planning of CD delivery in advance of the new fiscal year. To date staff adoption has been strong, over 3,000 capacity development projects and 7,000 activities have been entered in the system. The deployment date for Release 2 has been shifted from end-February to mid-April 2021 to give the program team more time to finalize functional and integration requirements but will have no impact on the overall program timeline.

6. The Cost Benefit Analysis of the iData program has been approved, and the program is in the implementation phase. The contract negotiations with the selected implementation partner, EPAM, were completed following the presentation of the iData CBA to the Board in late July CY20. EPAM has been fully onboarded and implementation is progressing smoothly. The team has conducted multiple planning and requirements gathering workshop discussions with EPAM covering change management, program governance, solution development, and implementation strategy, including for data migration. This is a key step in the implementation process and business stakeholders will be closely consulted when establishing requirements.

7. The implementation approach for the integrated Digital Workplace Program has been updated and work has started on Collaboration tools. Staff have developed an updated, modularized program proposal that addresses the urgent staff needs for collaboration while allowing more time to further clarify the scope and approach for advanced capabilities like structured templates and workflows. The Digital Workplace has been restructured as a portfolio of five coordinated modules, i) Collaboration, ii) Intranet, iii) External Relationship Management, iv) Document Flow and Review and v) Workstream Automation under the sponsorship of the relevant stakeholder Departments (e.g. SPR, ITD, KMU, COM). The benefits of this approach include better cost control, greater strategic alignment with Fund priorities and improved risk management. Work is progressing well, and staff expect Collaboration tools to be fully rolled out by Q1 CY21. This new toolset would not only enhance collaboration for staff working from home, but also between staff and member country authorities. The CBA for the entire program will be shared with the Board by Q2 CY21.

8. The Document Management project is also progressing smoothly. The contract for the final component of the Knowledge Management Program, the Document Management project, has been executed and the implementation vendor, OpenText, was successfully onboarded. Staff are

developing the foundational documents that will guide implementation, including the completed information architecture, user experience strategy and quality assurance plan. Further work continues on functional requirements, metadata design specifications and technical migration architecture. Validation sessions with business owners of small libraries have been completed. Business and functional requirement validation sessions with end users and content owners are ongoing and are expected to be completed by Q1 CY21. Additionally, the recently deployed Enterprise Search platform has also been well received by staff with high user satisfaction scores.³

SCHEDULE

9. The sequencing of some program activities have been adjusted to accommodate remote working but schedule pressures remain. Staff working directly on Programs as well as end users of the new systems continue to face pressures in terms of increased workload, childcare, and other family commitments. Program teams are actively monitoring staff workload and stress levels, and where necessary, have been spreading out or re-prioritizing program milestones to create more breathing room. They have also allocated more time for training and engaging staff in a remote environment. Key milestones over the next six months include i) the deployment of CDMAP Release 2, ii) the deployment of 1HR Release 1.5, and iii) the deployment of collaboration tools for the Integrated Digital Workplace.

10. The implementation timeline for 1HR Release 2 will be revised as the team considers alternate implementation approaches. In this context, a re-phased approach for Release 2 will allow implementation of reforms stemming from the Five-Year SRP Review and CCBR reforms and deployment of the remaining elements of the Workday system, before implementation of the eventual solution for delivering complex benefits. Based on this re-phasing, the remaining delivery of the scope of the 1HR program, including complex benefits, allowances, absence management, pension, tax and payroll is expected to be completed through CY21 and CY22. The schedules for the other programs remain on target.

BUDGET

11. Additional funding will be required to complete the 1HR program which will be absorbed in the proposed medium-term budget. The original approved budget for the entire 1HR program will be fully utilized in FY21. The 1HR program team is working to finalize the incremental budget needs. An updated CBA will be presented to the Board when these costs are finalized. This additional demand would be funded via re-allocations from other projects in the IT capital portfolio in accordance with the criteria outlined in the Capital Investment Framework

12. All other programs are on-budget and are closely monitored under the updated Capital Investment Framework (CIF). The updated CIF features close governance from the management-chaired and Director-level Committee for Business and Information Technology (CBIT)

³ Based on survey results, staff dissatisfaction with Search has decreased from 50% to 16%

and clear procedures for decision-making, progress monitoring, and issue escalation. The framework also calls for an empowered corporate Program Management Office (PMO) reporting to the CIO and accountable to the CBIT that operationally oversees the progress and budgets of the modernization programs. All other programs remain broadly on-budget and staff will update the Board if there are any significant deviations in capital needs beyond what was presented in the CBAs. A summary of the budget status and expected steady state savings from the modernization programs can be found in the Appendix. A more detailed discussion on the medium-term capital budget is included as part of the [preliminary medium-term budget paper](#).

CHANGE MANAGEMENT

13. OIC resources are actively supporting the five modernization programs with the respective Program Change Managers. The OIC has worked closely with the 1HR Change Management Team throughout Release 1, supporting a comprehensive series of staff engagements for *MyWorkday*. OIC worked alongside CDMAP to facilitate a series of workshops with Resource Managers across functional departments to help staff adapt departmental structures, processes, and responsibilities to the new way of working introduced by CDMAP. OIC worked with the IDW to design Module 1, enabling collaboration through the rollout of MS Teams, and ensuring staff teams are equipped to start using and embedding this new way of working into their day-to-day collaboration. OIC also supported KMU to prepare for the development and launch of the new Document Management system, helping to onboard the service provider and map the stakeholder engagement activities needed throughout the development phase. iData has been progressing through the sourcing stage and OIC partnered to ensure the selected vendors have the appropriate change management experience, and that the project team is sufficiently resourced.

14. The OIC is focusing its communications efforts to ensure staff understand, are prepared and equipped to embrace the modernization efforts at the Fund. The OIC continues to work closely with the Change Champions Network, and consults with the Internal Communications team, to communicate and engage staff broadly; but also key internal stakeholders to secure understanding, buy-in and commitment, and maximize user adoption. From a corporate perspective, COM in partnership with CSF, will advise the programs and OIC on how to position and sequence Fund-wide information to prioritize messages while supporting each initiative with efficient and complementary communication plans.

15. The OIC delayed the launch of the third semi-annual Change Readiness Assessment in December 2020, to support the all-staff sentiment survey. Data gathered through this exercise will help the CMT mitigate ongoing issues raised by the extended remote work period. OIC will launch a Change Readiness Assessment in Q4 FY21, when there is an opportunity to engage staff about their level of preparedness for the Modernization Programs, as well as their level of optimism towards change at the Fund. This assessment will also account for staff workload which impacts the level of engagement and preparedness for modernization initiatives. The OIC is aware that extended periods of heavy workload may have dented staff morale and the pace of deployment of the modernization programs may have resulted in some change fatigue among staff members.

RISK MANAGEMENT

16. Programs have adapted to COVID-19, but there continue to be resourcing challenges and user adoption risks. As discussed in paragraph 9, staff continue to face pressures in terms of increased workload, childcare, and other family commitments. Increased demands from core activities have placed resource pressures on all programs. Where necessary, programs have been re-prioritizing milestones or exploring options for augmenting with vendor and contractual resources. HRD and OBP continue to monitor work pressures using a plethora of indicators such as overtime and leave usage, as well as indirect indicators such as training uptake. These indicators are discussed with Departmental leadership and Management in the context of the Accountability Framework and will also be featured in ORM's risk analyses. User adoption risk is also exacerbated as more projects move from implementation into deployment creating more pressure for staff to learn new systems over a short period of time, for example, CDMAP Release 2 and 1HR Release 1.5 are scheduled to be deployed within the same six month period. As such program teams and the OIC are allocating more time for end user training, communications, and stakeholder engagement. The PMO is also working with Program teams to spread out and re-sequence activities where possible. Program teams are also taking additional efforts to ensure that the functional design and process flows are sufficiently linked to and address end-user needs.

17. Risk of schedule delays and technical challenges increase as programs get closer to deployment. Staff have seen increased risks for schedule delays as projects such as CDMAP and 1HR get close to deployment with many critical activities needing to be completed over a short period of time. The schedules for the upcoming CDMAP Release 2 and 1HR Release 1.5 deployments are tight but remain broadly on-track. Any delays may put pressure on operational activities due at the end of the fiscal year, for example, the medium term capacity development workplan. The challenges faced by 1HR Release 2 will result in increased schedule and budget risks, while there are no significant knock-on effects to the other modernization programs, impacts to the pre-requisite projects like the Corporate Datawarehouse are being addressed. The PMO continues to closely monitor the schedule and budget progress of each of the programs as well as their pre-requisite systems through weekly progress reviews.

18. Subsequent modernization programs are benefitting from the lessons of 1HR and CDMAP. The PMO and OIC are also actively facilitating knowledge sharing across programs. Best practices such as managing delays, working with vendors and controlling budget overruns, from more advanced programs like 1HR and CDMAP can be passed to other programs earlier in their lifecycle. Workshops have already been conducted to share best practices on agile implementation and vendor management. Further sessions have been scheduled to discuss lessons learnt from change management, staff engagement and project resourcing. Beyond this, there is also an opportunity to reflect more deeply on the challenges and lessons inherent in undertaking modernization programs in parallel, as well as the additional difficulties posed by pursuing disruptive innovation in the face of the unprecedented operational shock of COVID-19. Staff will report on these lessons learnt in future Board engagements.

19. The Office of Internal Audit and the PMO are performing a comprehensive series of reviews in advance of critical deployment milestones. OIA has conducted a series of readiness assessments for both the 1HR and CDMAP programs. OIA’s readiness assessments are designed to provide a timely and independent view of the program’s readiness to deploy, in informing the deliberation of key stakeholders on the decision to go-live. OIA’s assessments also provide key inputs and lessons for project managers (and teams) for immediate remediation and for future releases. The PMO also conducts periodic Stage Gate reviews at critical program milestones such as User Acceptance Testing, Data Migration and Pre-deployment, providing independent oversight and helping to identify gaps and areas for improvement. The PMO and OIA work together to provide an effective second and third line⁴ of defense to supplement existing internal controls to mitigate program risks. OIA’s Program of Work also includes reviews of modernization program CBAs to provide an independent view and objective validation of the principles, approach and assumptions. To date, OIA has completed CBA reviews of the 1HR, CDMAP, and iData programs. The respective teams are also working with the Office of Risk Management to track and evaluate risks in accordance with the institutional risk frameworks.⁵

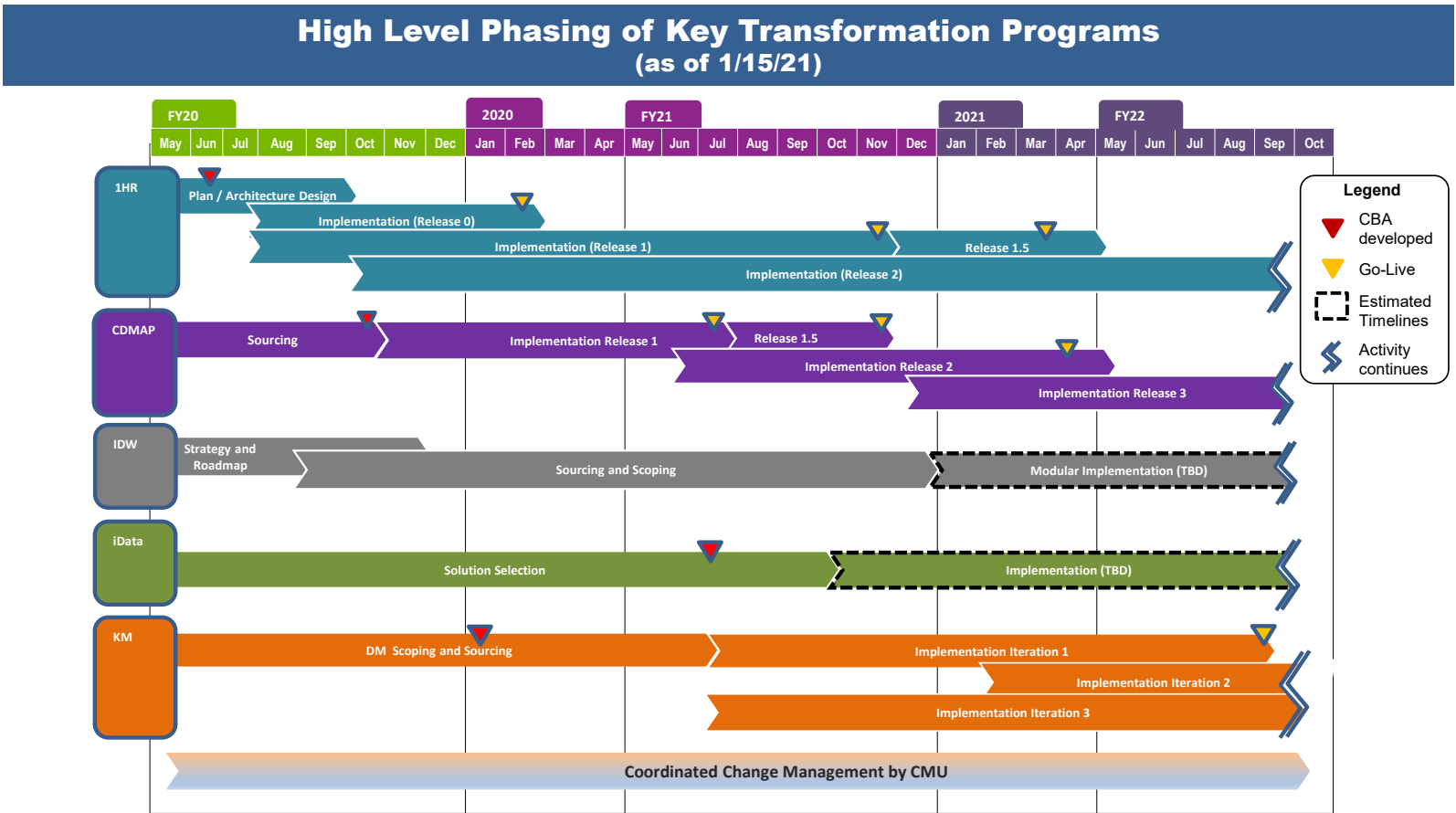
NEXT STEPS

20. The next progress report to the Board will be in Q3 CY2021 and will cover activities from the period of January to June 2021.

⁴ In the Three Lines of Defense model, management control is the first line of defense in risk management, the various risk control and compliance over-sight functions established by management are the second line of defense, and independent assurance is the third

⁵ OIA’s Audit of the Fund’s Enterprise Risk Management (ERM) Framework will include a section on Enterprise Risks relating to the Fund’s Modernization Programs and key considerations going forward.

Appendix I. High Level Program Timeline



Appendix II. Detailed Program Dashboards

1HR	Key Accomplishments (as of 1/20/21)
	<ul style="list-style-type: none"> ◆ Final preparations have been made for Release 1.5 deployment in Q1 CY21. Thereafter, there will be a rolling adoption of features and additional sub-modules with each sub-module having its own deployment and hypercare timelines. ◆ Release 2 (remaining scope that covers complex benefits, allowances, absence management, pension, tax, and payroll) has a new approach and timeline that is pending approval by the 1HR Steering Committee.
	Upcoming Activities
	<ul style="list-style-type: none"> ◆ Finalization of the Long-Term Experts process lifecycle, Talent extensions and Successions, and enhancements to Position Management tools. ◆ Design sessions with all key stakeholders for the Long-Term Experts process ◆ Release 2 project plans will be developed, and resource plans will be finalized and presented to the CBIT and Board
	Items for Awareness
	<ul style="list-style-type: none"> ◆ Release 2 included work with Azure-based custom application build. The service contract for custom development work was stopped with Steering Committee approval due to the provider's inability to complete the required deliverables. ◆ Negotiations to exit current contract and to partner with an alternate provider are in progress.

CDMAP	Key Accomplishments (as of 1/20/21)
	<ul style="list-style-type: none"> ◆ CDMAP is broadly on track, key milestones and activities include: <ul style="list-style-type: none"> ◆ Preparation of detailed design documentation (excluding reports). ◆ Finalization of Release 2 configurations to initiate System Integration Testing. ◆ Completing development of CDMAP integrations with Fund legacy systems. ◆ Ongoing Hypercare support for deployed releases.
	Upcoming Activities
	<ul style="list-style-type: none"> ◆ Completion of Release 2 detailed design and configurations by Q1 CY21. ◆ Completion of detailed design requirements for Release 2 reports. ◆ Finalizing pending integration requirements including LTX TA Costing by Q1 CY21. ◆ Completion of R2 integrations and application changes for TRACES, KK, Budgets and TIMS ◆ Development of test scripts and System Integration Testing plan
	Items for Awareness
	<ul style="list-style-type: none"> ◆ R2 minimum capabilities are being prioritized and project plan is being adjusted accordingly. ◆ Integration Requirements are largely completed, pending finalization of TIMS, TA Costing and Commitment Control ◆ R2 Go-live date is currently on target, but solution development activities (integrations and configurations) are on critical path.

iDATA	Key Accomplishments (as of 1/20/21)
	<ul style="list-style-type: none"> ◆ Continued to work with vendor on solution development and project plan, including features roadmap, minimum viable product (MVP) scope and product migration strategy. ◆ Continued Organization Change Management activities, including stakeholder interviews and the development of stakeholder personas and of the outreach strategy.
	Upcoming Activities
	<ul style="list-style-type: none"> ◆ Finalization of operating model for and logistics setup for the Offshore Develop Center¹ (ODC). ◆ Continue working on implementation planning and finalize Kickoff Phase deliverables such as the development of functional requirements, data architecture and technical architecture. ◆ Finalize initial round of stakeholder interviews.
◆	Items for Awareness
	<ul style="list-style-type: none"> ◆ Systems access for the ODC is taking longer than originally anticipated. Delivery of equipment has been delayed due to global supply chain constraints.

1. Some development for the iData program will be done at our vendor partner, EPAMs, offshore development center (ODC) in the Ukraine.

iDW	Key Accomplishments (as of 1/20/21)
	<p>Module 1: Collaboration</p> <ul style="list-style-type: none"> ◆ Wave 1: 4 departments, completed onboarded in December/January. The team continues to provide support and guidance to users and review collected initial feedback. ◆ Wave 2: 8 departments including OMD, started in early January, and the team is working on use cases and adjusting the plan for each department ◆ Wave 3: started orientation and early adapters sessions. OED will be included in wave 3. ◆ Release 2: Planning to enable external file sharing from Teams and OneDrive which eventually will replace Box functionality. The team will plan a gradual migration from Box aiming to complete by end Summer 2021. <p>Module 2: Intranet</p> <ul style="list-style-type: none"> ◆ The team is working on drafting the Statement of Work and obtain implementation cost estimates which will be factored into the overall program CBA.
	Upcoming Activities
	<p>Module 1: Collaboration</p> <ul style="list-style-type: none"> ◆ Complete rollout activities for Wave 2. Finalize the plan and communication for Release 2. <p>Module 2: Intranet</p> <ul style="list-style-type: none"> ◆ Submit the Statement of Work to MSPs and start the evaluation and selection recommendation process <p>Modules 3: External Relationship Management, 4: Workflows and 5: Country Operations:</p> <ul style="list-style-type: none"> ◆ Ongoing discussions to finalize sponsor for module 3 ◆ Ongoing work with SPR and KMU to refine scope and resource plan for modules 4 and 5.
	Items for Awareness
<ul style="list-style-type: none"> ◆ CBA for Module 1 has been finalized and CBIT has approved a funding request for \$130k for scoping activities for the remainder of the fiscal year. Additional funding requests for FY22 will be reflected in the overall CBA for the program and presented to the Steering Committee and CBIT prior to presentation to the Board 	

KMP	Key Accomplishments (as of 1/20/21)
	<p>Document Management:</p> <ul style="list-style-type: none"> ◆ Signed-off on Information Architecture design and conducted validation sessions with all IMF departments/units for EDMS/IR libraries (31 sessions total). ◆ Completed review of Migration Architecture document. Presented Iteration 1 & 2 technical architecture to ITD Enterprise Architecture Review Board ◆ Finalized engagement with Mulesoft for Proof of Concept (POC) for systems integration.
	Upcoming Activities
	<p>Document Management</p> <ul style="list-style-type: none"> ◆ Complete user experience design sessions with Iteration 1 library owners ◆ Finalize technical design and begin migration planning activities ◆ Complete validation of content structure for Iteration 3 libraries <p>Search</p> <ul style="list-style-type: none"> ◆ Sprint 3 to be released to production and project will be closed out
	Items for Awareness
<ul style="list-style-type: none"> ◆ There have been delays in the finalization of the Functional Requirements Document with OpenText and the project team will be following up closely to resolve. ◆ The DM team confirmed with OpenText that previously descoped out of the box functionalities can be rescoped. The DM team will also work closely with iDW to ensure that other descoped functionalities will be included in iDW Module 4 scope. 	

Appendix III. Cost Tracking Report

Table 1. Key Transformation and Modernization Programs Cost Tracking Report
Summary of Individual Programs as of December 31,2020
(in \$M)

Programs	A Total Estimated Cost	B Spent	C Committed	D = B + C Spent + Committed	E = A - D Balance	Estimated spend at year end	Net Annual Savings 4/
1HR 1/	46.1	38.0	3.0	41.0	5.1	46.1	6.5
CDMAP	18.9	10.3	1.9	12.2	6.7	15.4	3.4
Knowledge Management	24.6	10.1	0.9	11.0	13.6	12.5	-
iDATA 2/	22.6	2.5	0.4	2.9	19.7	4.5	0.7
Integrated Digital Workplace 3/	23.1	4.3	0.0	4.3	18.8	4.5	0.4 5/
Total	135.3	65.2	6.2	71.4	63.9	83.0	11.0

1/ Does not include potential additional funding that is still being finalized

2/ Based on a Scoping and Procurement phase of \$2.1M and the Implementation phase of \$20.5M.

3/ Based on approved CBAs for scoping, design and Module 1 and estimates for Modules 2,3,4 and 5.

4/ Net annual administrative budget savings in the steady state (steady state capturable admin savings minus steady state admin costs)

5/ Savings for Module 1, savings for Modules 2, 3, 4, and 5 have yet to be quantified.