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**FOR
INFORMATION**

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EBAP/20/17

February 21, 2020

To: Members of the Executive Board

From: The Acting Secretary

Subject: **Key Transformation and Modernization Programs—January 2020 Progress
Report**

Board Action: Executive Directors' **Information**

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

February 21, 2020

EXECUTIVE SUMMARY

This is the first in a series of semi-annual progress reports for the Key Transformation and Modernization Programs, covering the six-month period of July 2019 - December 2019.

The implementation of three of the five transformation programs is well underway, with the phased rollout of the 1HR Program starting in Q1 2020, the first release of the CDMAP Program scheduled for Q3 2020, and the successful completion of the Knowledge Exchange Country Pages in the Knowledge Management Program.

Considerable progress was achieved during this reporting period: i) 1HR has completed design confirmation sessions, unit testing, and conducted multiple departmental and staff engagement activities; ii) CDMAP has completed contracting for the IT solution and the systems implementor and conducted multiple design workshops; iii) iData has finalized its statement of work and has formally issued a Request for Proposal (RFP); and iv) the Integrated Digital Workplace (IDW) program has completed the high-level design and conducted 32 use case workshops with potential bidders; v) the Knowledge Management Program has completed the Knowledge Exchange Country Pages project, has achieved the required tagging accuracy for the Autocategorization tool, and has selected the IT solution and systems implementor for the Document Management system.

Each of the programs are engaging in extensive outreach and change management activities, supported by the Change Management Unit (CMU). The CMU is also helping to prepare Departments for all modernization programs and has launched the Change Champions Network (CCN), comprised of representatives from all Fund departments, tasked with helping their colleagues to understand, accept, and adopt changes. Departments will learn more about how the CMU will support them through departmental roadshows, expected to start in February 2020.

ORM, OBP, and the PMO are engaged throughout the whole modernization process to monitor progress, risks, and cost implications. Risks related to the overall modernization effort include i) low staff adoption, ii) schedule delays, and iii) interdependent or overlapping program implementations. The iData, Digital Workplace, CDMAP and Document Management programs have close interdependencies and changes in one could result in knock-on impacts to another. Similarly, overlapping implementation timelines can create high resource demands and intense change over a short period. Staff continue to monitor these risks and take mitigating actions such as proactive project management, governance oversight, change management, and rigorous status and dependency tracking, implementing lessons learned from the HQ1 renewal project.

Approved By	Prepared by the Program Management Office in the Information
Edward Anderson	Technology Department (ITD)

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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.

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.

CMU – Change Management Unit

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. DMD Grasso is the executive sponsor for the key transformation programs.

Go-Live - The time at which a process or a software system becomes available to end users.

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.

KMU – Knowledge Management Unit

OBP – Office of Budget and Planning

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 – Request for Proposal

RFS – Request for Solution, a formal request for bidders to propose solutions based on high-level business needs. This differs from an RFP where detailed specifications and requirements are provided to bidders.

RFI – Request for Information

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 Programs (Box 1) for the period from July to December 2019.** These reports are organized around progress, schedule, budget, staff impact, and risk and will be issued bi-annually. 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, OBP, ORM, the PMO, and the CMU. The Capital Investment Framework which outlines the governance structure in greater detail will be presented in the Medium Term Budget paper in April 2020.

Box 1. Key Transformation Programs

The Fund has embarked on a modernization agenda to upgrade internal operations to be more nimble and agile in the face of rapid geopolitical, technological, and demographic shifts, as well as evolving demands from our member countries. A key pillar of this modernization is a portfolio of key transformation programs to improve processes and upgrade aging platforms.

This includes the transformation of the HR system and operating model (1HR), reformed Capacity Development Management and Administration Processes (CDMAP), development of an Integrated Digital Workplace (IDW), a next generation economic data platform (iDATA), and knowledge management (KM). The programs provide the opportunity to redesign and streamline work processes and practices to take advantage of automation and other productivity enhancements.

- **1HR** will modernize, simplify, and transform the way the Fund delivers its HR services, through streamlined business practices, best in class cloud software, and enhanced controls, providing flexibility to accommodate future policy, practice or regulatory changes (e.g., HR Strategy and CCBR).

- **CDMAP** will transform CD operations, supporting more efficient and transparent implementation of the CD governance framework. It will address process and systems weaknesses, support better decision-making, and help strengthen the integration with surveillance and lending in line with the CD strategy.

- **IDW** will provide a modern user interface where staff have improved access to knowledge, applications, and other platforms to do their work. The goal is to address the pain points experienced from existing fragmented content, information silos, and obsolete technology.

- **KM** provides a framework for efficiently capturing, storing and sharing knowledge, thereby enabling staff to more easily draw lessons and insights from the Fund's rich cross-country experience and subject-matter expertise. This includes a new document management system and enterprise search capabilities.

- **iDATA** will deliver a modern economic data lifecycle management platform that can be further extended to meet the growing business needs for creating and maintaining databases for multilateral surveillance and economic research.

PROGRESS

2.   **All programs continue to make good progress.** 1HR, CDMAP, and the Knowledge Management Program are in the implementation phase while iData and the Digital Workplace are in the design and solution selection phases. The Enterprise Architecture group in ITD is working closely

with the individual programs to ensure alignment to overall enterprise systems architecture and manage functional overlaps. The CMU is working with the individual programs to help execute change management strategies and to coordinate activities that impact staff and ensure appropriate change management actions are taken, such as stakeholder engagement, communications, and training.

3.   **The 1HR program will be implemented in three phases with the launch of Release 0 in Q1 2020, Release 1 in Q2 2020 and Release 2 in Q4 2020.** Release 0 includes the ServiceNow platform that handles HR case management and knowledge articles. Release 1 introduces the Workday system with core Human Capital Management functionality including Recruitment and Talent Management. Workday Benefits, Absence, Payroll and customized functions such as pension, tax, and complex benefits will be part of Release 2. ServiceNow design, architecture configuration, and unit testing for Release 0 have been completed and the team is preparing for deployment in coordination with HR Service Delivery related organizational changes. Workday design, architecture configuration, and customer confirmation sessions for Release 1 have been completed and the team is entering the testing phase. A change management strategy has been developed and approved by the project steering committee. As part of the change strategy, significant outreach and awareness building initiatives, robust engagement, and readiness activities have been undertaken and are in progress with key stakeholder groups. Additional resources have also been assigned to ensure that the system is well-received and fully adopted. An independent Stage Gate Review has been conducted by the PMO. Release 0 is progressing well, but risks remain for Release 1 in terms of data conversion from the current HR system, end-to-end testing and integrations. Release 2 faces risks in custom development for pension, tax, and complex benefits and the need to accommodate changes arising from the CCBR. The 1HR team progressing on activities and is actively working to mitigate these risks.

4.   **The CDMAP program has completed its Cost Benefit Analysis and is in the implementation phase.** The CBA for the CDMAP program was approved in October 2019. The program remains on track following completion of the contracting for the IT Solution (Clarizen) and Systems Implementor (Ernst and Young). The Systems Implementor has been onboarded and multiple workshops with key users targeting detailed business requirements for the first release of a three-release implementation approach have been conducted. Release 1 covers strategic planning, demand capture, prioritization, budgeting and results-based management functionality, Release 2 covers project execution, resource management, and project monitoring and control, while Release 3 covers project evaluation, reporting, and portfolio risk and issue management. A detailed implementation schedule for the first release has been developed and finalized, together with a comprehensive change management plan and stakeholder engagement strategy. The Clarizen development environment has also been set up and initial technical configurations have been completed. In terms of business design, detailed process maps and user stories have been developed, based on input and feedback from key stakeholders during user workshops. The team is currently using these detailed design blueprints to develop initial configuration settings for Release 1 which will form the basis of the next round of engagement with stakeholders in February and March 2020. An independent stage gate review process is also being established by the PMO,

components of which are scheduled to take place during key milestones of the implementation phase.

5.   **The iData program is in the sourcing phase.** Substantive work was done by the iData working group to streamline, reformat, and prioritize requirements. An external consultant was then engaged to review the Statement of Work and Requirements for robustness in reflecting institutional requirements and achievability relative to available technical solutions in the industry. The updated Statement of Work and Requirements was then released to bidders for an industry engagement event in November, and a formal RFP was issued in December. Twelve vendors participated in the industry engagement event which covered our vision and goals, detailed business requirements, information security policies, and contract terms. RFP bids will be expected back in mid-February and the team is confident of a robust response.

6.   **The Digital Workplace is in the design and sourcing phase and has issued a Request For Solution (RFS).** Eight technical responses were received, and staff have conducted 32 bilateral use-case workshop sessions with participating bidders as part of the evaluation process. Staff will leverage these workshops to gain a better understanding of current industry trends, potential technical solutions, shortlist bidders, and finalize the To-be state for the upcoming formal RFP. In parallel, Design Wireframes and the Device Agnostic Intuitive User Interface were completed. Multiple coordination workshops, facilitated by the Enterprise Architecture group and the PMO, have also been conducted with the iData, CDMAP, and Document Management teams to identify and map overlaps. Staff have also begun working on the CBA with the goal of a formal presentation to the Steering Committee, the CBIT, and the Board in Q2 of 2020.

7.   **The Knowledge Management Program consists of four inter-related projects, the Knowledge Exchange Country Pages[1], Enterprise Search, Autocategorization, and Document Management and was approved by the Board in Q1 2018.** The Knowledge Exchange Country Pages project is completed while the Enterprise Search project is still in implementation and due to be completed by Q2 2020. The Autocategorization system will be completed in Q1 2020 but will only be launched when the new Document Management solution is ready; some early benefits from the Autocategorization project will be visible via topical tagging on IMF.org. RFPs have been completed for the Document Management project and the software solution (OpenText) and systems implementor (Deloitte) have been selected. Due to the urgent need to mitigate operational risks arising from the deteriorating performance of the aging legacy system, the team intends to start implementation once contract negotiations are complete in end Q1 2020. Beyond risk mitigation, the Document Management project is expected to deliver significant benefits such as, improved user experience from spending less time searching for documents, greater opportunities for collaboration and content sharing, and fewer technical issues. Direct capturable savings have not been assigned to the project and will be integrated into the Digital Workplace project CBA,

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[1] The work on Knowledge Exchange Topics will be rescoped in collaboration with the Integrated Digital Workplace, where topical information will be made available.

considering the primary benefits are qualitative (better information accessibility) and risk mitigation (due to foundational nature of the Document Management and Search platforms).

SCHEDULE

8.   Staff continue to closely monitor both individual program schedules as well as coordinate activities across multiple programs. While detailed implementation timelines for iData, Document Management, and the Integrated Digital Workplace have yet to be established, all programs are expected to be completed in the next three years. As in all complex implementations, each program occasionally runs into operational delays from time to time and staff are working to ensure that these do not result in significant shifts of key milestones relative in their implementation schedules. Key milestones over the next six months include i) the launch of the 1HR Releases 0 and 1; ii) the completion of Autocategorization and Enterprise Search in the Knowledge Management Program; iii) the start of implementation for the Document Management system; and iv) the completion of the CBAs for the iData, and Digital Workplace Programs. A high-level timeline of the programs can be found in Appendix I.

9.   Timeline for 1HR Release 2 has been extended due to the CCBR and challenges related to customizations but has no impact on broader timeframes for the modernization effort. The 1HR steering committee has approved an extension of the go-live date of Release 2 from Q3 2020 to Q4 2020. This decision was taken in light of the need to accommodate recently approved CCBR changes and delays faced by our implementation partners in the design and development for complex benefits such as pension and tax allowances. Our benefits are complex and unique and cannot be readily accommodated in the standard Workday platform. Automation for these processes have to be separately developed as customizations. Staff are working to ensure that the revised schedules are realistic and to minimize further delays.

BUDGET

10.   Programs in the implementation phase are being closely monitored for potential budgetary risks and adherence to approved budgets and cost plans. Staff are working with vendors to manage any potential budget impacts arising from extension of the 1HR Program timeline. Mitigating actions taken by the 1HR team include securing fixed price contracts for the customization work and having non-essential vendor staff work remotely during the extension period to save on travel expenses. The cost of the transformation programs is reflected in the overall capital budget envelop that will be set in the context of the Medium Term Budget paper.

11.   Capital budget needs for the medium-term FY 21-23 are being formulated and will be proposed in the upcoming budget paper. The positive benefits from the 1HR investment have been factored into future administration budgets as will expected benefits from the other projects once CBAs have been completed and approved. Any future CBAs for major transformation programs will be comprehensively reviewed by their respective Steering Committees, the CBIT, and

cross-functional stakeholders including OBP, ORM, and OIA and shared with the board prior to the beginning of implementation.

CHANGE MANAGEMENT

12.   CMU resources have been assigned to the five transformation and modernization programs. Each of the key transformation and modernization programs receives individualized support and coaching from one or more members of the CMU. The CMU works closely with embedded change resources in each program to plan and execute change management activities depending on where the program is in the life cycle. Since 1HR will be the next major program to go live, the CMU has been engaged with the development of communications and stakeholder engagement touchpoints. For CDMAP, the CMU partnered with program resources to develop and review the Change Management Plan and communication materials. Document Management, iDW, and iData are early in their project phases so the CMU is helping develop change management plans and perform stakeholder analysis.

13.   The Change Management Unit (CMU) successfully launched the Change Champions Network, a group of leaders and representatives from all Departments. The CMU will work closely with the Champions to communicate and engage with Department stakeholders, secure buy-in and commitment, and maximize user adoption as each program goes live. To prepare for this baseline Change Readiness Assessment was conducted by CMU to understand how prepared the Fund is to absorb the significant changes coming with the modernization programs. The results of this assessment will be used to design and tailor a change implementation approach that reduces staff adoption risk and works best within the culture of the Fund. More information will be shared with the Executive Board at the CMU informal briefing in late February. All departments are devoting significant staff resources towards implementing the Modernization programs and the associated change management.

RISK MANAGEMENT

14. Risk identification and assessing institutional implications. Individual programs are working with the ORM on harmonizing the risk management approach with the institutional approach, including through the use of self-assessments. ORM assesses the institutional impacts of the transformational agenda across the Fund's risk register. Identified key risks to the programs include the risk that the programs fail to produce the expected efficiency gains, as well as implementation risks related to interdependencies, overlapping schedules, and the IT capital budget.

15. Program interdependencies and overlapping program schedules pose risk to implementation. If these risks materialize, they could also create medium-term budget and human capital impacts such as workload, overtime, and openness to change. Staff is actively managing the interdependencies and implementation sequence of the various programs to identify where issues in one program could result in unintended knock-on impacts to other dependent programs, including from the pre-requisite projects. Where necessary, staff will mitigate interdependency risks by spreading out some activities to avoid congestion, moderate the pace of change, and even-out
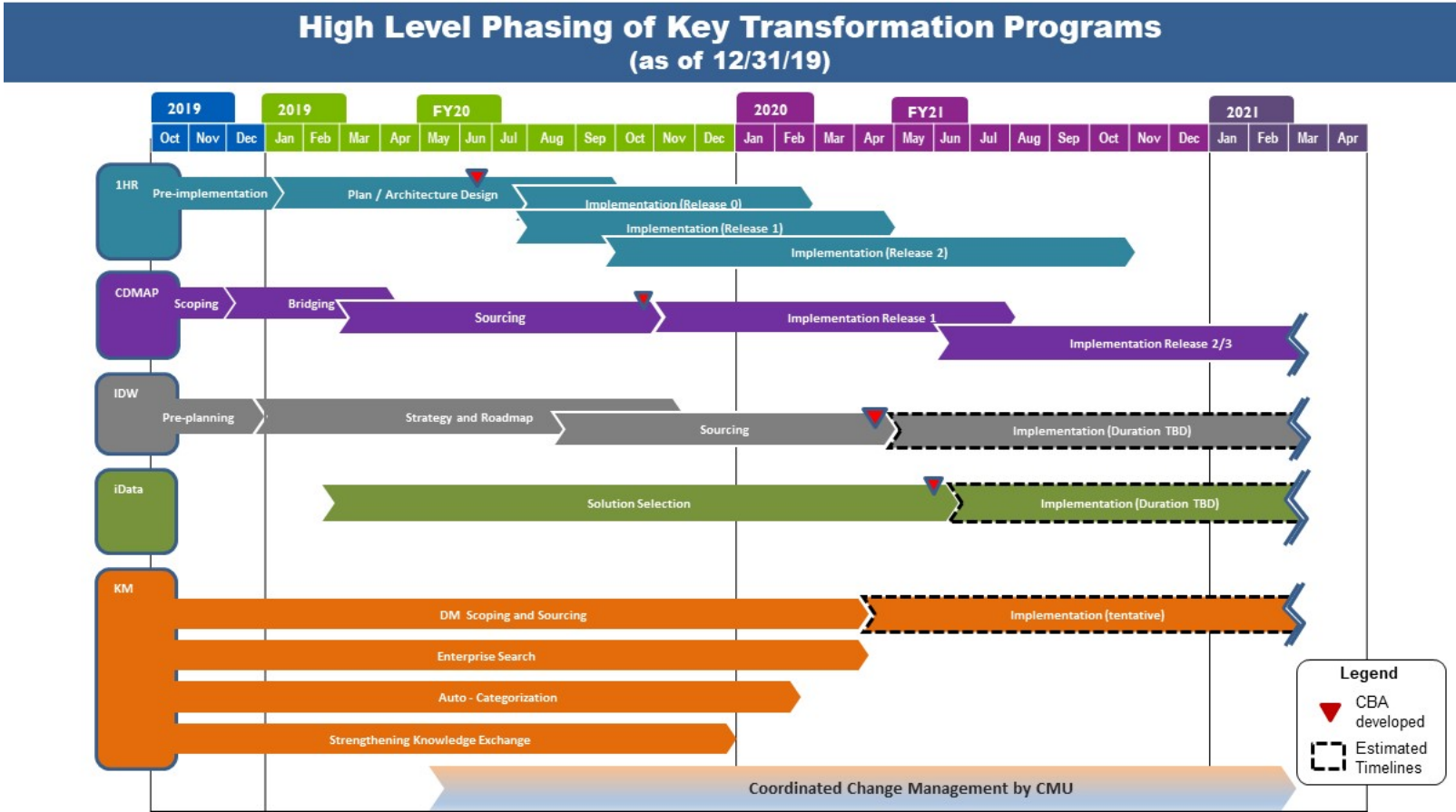
demand on financial and personnel resources. This may include deferring work on some functions, or adopting a more measured, multi-phased implementation approach. Overlapping program schedules pose institutional risks related to the volume and intensity of organizational change. Staff are working to mitigate these risks and potential change fatigue by preparing, equipping, and supporting Fund staff during the transition to a new way of working.

16.   Schedule delays and budget overruns pose risks to implementation and the capital investment portfolio. The concentration of IT capital investment towards the modernization programs also raises the risk that IT capital projects important for risk mitigation could be crowded out. This risk would be aggravated by schedule delays and budget overruns. Staff in the PMO are closely monitoring the schedule and budget progress of each of the transformation programs as well as their pre-requisite foundational systems through weekly progress reviews. The management-chaired CBIT provides governance oversight of the progress and budget ensuring that sufficient resources are allocated to other critical security and risk mitigation projects. Schedule risk has been identified in the 1HR program and is being actively mitigated.

NEXT STEPS

17.   The next progress report to the Board will be in Q3 2020 and will cover activities from the period of January 2020 to June 2020.

High Level Phasing of Key Transformation Programs
(as of 12/31/19)

	2019			2019			FY20											2020				FY21								2021			
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr

1HR
- Pre-implementation
- Plan / Architecture Design
- Implementation (Release 0)
- Implementation (Release 1)
- Implementation (Release 2)

CDMAP
- Scoping
- Bridging
- Sourcing
- Implementation Release 1
- Implementation Release 2/3

IDW
- Pre-planning
- Strategy and Roadmap
- Sourcing
- Implementation (Duration TBD)

iData
- Solution Selection
- Implementation (Duration TBD)

KM
- DM Scoping and Sourcing
- Implementation (tentative)
- Enterprise Search
- Auto - Categorization
- Strengthening Knowledge Exchange

Coordinated Change Management by CMU

Legend
- ▼ CBA developed
- [ ] Estimated Timelines

1HR

Key Accomplishments

✓Work on ServiceNow and Workday for Releases 0 and 1 are proceeding as planned. Key activities and milestones completed over the last month include:
  ✓Completion of functional testing for ServiceNow
  ✓Completion of Data Validation (PeopleSoft to Workday)
  ✓Change Network Kick Off and multiple outreach engagements with HR Community
✓Program team has also successfully concluded contract and scope negotiations with DxC for the fixed priced development of Pension and Tax custom applications.

Upcoming Activities

- Final User Acceptance Testing ServiceNow (Release 0)
- HR Operations User Training
- Remediation of Data Issues from Data Validation and End to End Testing for Release 1
- Continue Change Management and Outreach Activities focused on transformative areas / biggest set of changes
- Contract finalization for Customization of Complex Allowances (Post CCBR approval)

Items for Awareness

- Budget health has reverted back to Green as multiple contract negotiations by program team has resulted in fixed price for contracts for custom development that remains within the existing budget envelop.
- Release 0 is proceeding as planned with the ServiceNow UAT activities. Release 1 is still on schedule but there are some potential risks which have caused it to go Yellow, specifically, results of data validation and LTX and STX processes.
- Schedule health is still Red pending the stabilization of the Custom Apps plans (Pension, Tax, Complex Allowances) for Release 2. While a revised contract has been established with Customization partner, confirmation of regular sprint cadence over a period of few weeks will be required to shift status from red.

Get to Green Activities (where applicable)

- Approval of detailed sprint plan for Pension and Tax, agreed to by all parties, Mercer, DxC, ITD and FIN. Execution of a regular sprint cadence for 4 sprints to ensure the backlog reviews, design, build, test, QA, UAT and remediation processes are all functioning.
- Initiation of development work on allowances that are unlikely to be simplified by CCBR, e.g. Spouse/Child and Educational and the clarification of the remaining CCBR benefits after the December board meeting.

CDMAP

Key Accomplishments

- CDMAP is on track and completed the contracting for Clarizen (IT Solution), and EY (Systems Implementor / Business Analyst). Key milestones and activities include:
    - Offsite cross-departmental process design workshop (Dec 3-4) with over 60 participants for CDMAP Release 1 covering level 4 and 5 processes.
    - Completion of the change readiness survey as part of the process design workshop.
    - Preparation of 5 cross-departmental working sessions (Dec 17 – Jan 16) to develop user stories and increase the design confidence index from 70 to 80%
    - Scheduling of 5 cross-departmental working sessions (Jan 29 – Mar 3) to the future state through a first simulation of business processes within CDMAP
    - Completion of Clarizen Production, Sandbox and Development Instance setup including Single Sign On .
- Draft plan for Stage Gate reviews with 5 gates over the 2 year implementation timeframe has been reviewed by Program leadership and will be integrated into the project plan.

Upcoming Activities

- Finalization of the detailed business processes for CDMAP Release 1 by end Jan-2020
- First cross-departmental working session (Aggregate Envelope & Strategic Planning) to simulate targeted business processes in Clarizen
- Completion of EIP architecture design working with EIP (MuleSoft) and Clarizen by early Jan-2020.
- Completion of the Clarizen EIP Security Threat Modelling exercise and EARB review.
- Finalization and baselining of detailed project plan and schedule for Release 1

Items for Awareness

- CDMAP is intending to leverage the Agile methodology for implementation. While this approach has many advantageous (e.g. speed, flexibility, quick feedback and adaptation), there are also pitfalls that the project team needs to be aware of. Project team met with 1HR to understand their experiences with Agile and ensure that appropriate mitigation measures are in place.
- Team is working with EY to clarify deliverables and finalize the schedule for change management workstream.

Get to Green Activities (where applicable)

- N/A

iDATA

Key Accomplishments

✓ Post-Industry Day bi-lateral feedback sessions were completed as planned on November 27th with 11 vendors (CGI, Cognizant, Deloitte, DXC Technology, EPAM, Ernst & Young, Infosys, KPMG, LTI, SAIC, Wipro)
✓ Vendor bi-lateral sessions indicated no significant structural issues with iData requirements or the Scope of Work and the iData RFP has been finalized and formally issued to 11 vendors on December 18th.
✓ Completed detailed planning exercising with Procurement to map out detailed activities and baseline the project schedule for the remainder of the sourcing phase

Upcoming Activities

- Bidders will review RFP and pose clarifying questions by January 13th and the IMF team will respond by January 21st. RFP responses with written proposals will be due back on February 14th.
- iData Advisory Committee will meet in January 2020 to discuss RFP process, including proposed approach to evaluating the proposals.
- Evaluation team will review written proposal and conduct oral presentation in March/April before shortlisting finalists for the all-day workshop with the goal of making the selection and executing the contract by June 2020.
- Team will also begin developing the CBA for Steering Committee and CBIT approval in April / May 2020.

Items for Awareness

- The final solution will require integration of multiple SW systems, the target of finalizing contracts with selected providers by June 2020 is highly dependent on the complexity and duration of the contract negotiations. Past legal negotiations for some software platforms have taken up to 4 months from vendor selection to contract execution.

Get to Green Activities (where applicable)

- Work with procurement to secure resources for contract negotiations with SW vendors. Failing which, schedule needs to be rebaselined to account to extended negotiations.

KMP

Key Accomplishments
✓**Autocategorization**. Configuration and fine tuning continue. ✓**Document Management**. Contract review by LEG, ISG and Technical Team and negotiations with OpenText. Hiring of the Information Architect is in progress. Finalizing staffing of technical lead and business analysis. ✓**Search**. Tool will be deployed to staging environment this month and indexing and configuration is underway. ✓**Knowledge Exchange**. The project has been completed and has met its objectives on time and on budget. It has been formally closed and excess capital funds returned to the CBIT pool.
Upcoming Activities
• **Autocategorization**. Final round of subject matter expertise validation of tags will take place in January. • **Document Management**. Continuation of contractual negotiations with OpenText and Deloitte. Evaluation of technical feasibility to align IDW and DM timelines. Finalization of business case and financials. • **Search**. Continuing User Acceptance Testing among project team and planning further testing with departments for early February.
Items for Awareness
• A new risk has emerged on the need for alignment of DM and iDW implementation approach and rollout plan. Program teams are working with the Enterprise Architecture group to pro-actively clarify overlaps, and dependencies. This can potentially affect contractual negotiations timeline, overall project timeline and budget. • LEG's timeline to complete contractual negotiations and risk evaluation subject to change. Assuming 4 months to complete based on CDMAP example.
Get to Green Activities (where applicable)
• **Document Management:** LEG to provide an estimate to complete the contractual negotiations with OpenText and Deloitte in January 2020. PMO overseeing the evaluation of technical dependencies between IDW and DM projects, in collaboration with EA, DM and IDW technical teams. Proposal to change DM implementation approach, subject to technical feasibility review and CMU's review to be presented to KM Steering Committee for approval. • **Search:** Schedule delays due to the indexing of EDMS data and the User Acceptance Testing on the staging environment. At this point the team is working on a catchup plan to keep to the finish date. • **Autocategorization:** Schedule delays due to technical configuration by vendor not meeting contracted requirements. Project team is working with vendor to resolve, no impact on budget expected.

IDW

Key Accomplishments

✓The sourcing and solution selection process is proceeding as planned. Continued working with Procurement on the overall RFP plan and the detailed milestones, as well as the evaluation criteria and scoring process.
✓Completed first round evaluation scoring of bidder submissions for the initial RFP vendor proposals.
✓Conducted 16 bilateral workshops with 8 vendors, focusing on iDW Business Requirements, Tech choices, and Design options. All sessions were highly attended by iDW Evaluation Committee members and key stakeholders.
✓Completed workshop with MCM on FSAP work processes and the functionalities of MTS.
✓Completed two field missions to RCDCs (Singapore and Guatemala), as part of our study of functionalities for CD activities (focusing on delivering training).
✓Initiated work on the CBA.

Upcoming Activities

✓Complete the third set of workshops with the 8 bidders during the week of Jan 6, 2020.
✓Complete the Information Security sessions with all bidders and submit the assessment report to the iDW evaluation Committee.
✓Complete and submit the evaluation scoring for the three workshop sessions and down select bidders to 4-5 based on the overall scoring results.
✓Develop a revised Statement of Work for the iDW RFP by late January/early February.
✓Continue to work with ITD's Enterprise Architecture on the alignment with the other modernization projects.

Items for Awareness

• Budget proposal for Sourcing Phase (January – April 2020) was discussed with the Steering Committee in October for LOT approval. Proposal will now be formally submitted to CBIT for their approval in January 2020.
• The work with ITD Enterprise Architecture on identifying overlaps and touchpoints across the modernization projects will have a significant impact on iDW.
• Closely look at alignment between iDW and DM business capabilities, timeline for delivery, and mode of delivery. Significant need to co-design both projects around Life Cycle Management of knowledge. Agile rollout plans need to be considered for both projects.

Get to Green Activities (where applicable)

• N/A

Table 1. Key Transformation and Modernization Programs Cost Tracking Report
Summary of Individual Programs as of December 31, 2019
(in $M)

Programs	A Total Estimated Cost	B Spent	C Committed	D = B + C Spent + Committed	E = A - D Balance
1HR 1/	44.1	20.5	1.8	22.3	21.8
CDMAP 1/	18.9	3.5	2.4	5.9	13.0
Knowledge Management 2/	24.1	6.2	0.4	6.6	17.5
iDATA 3/	13.7	1.4	0.0	1.4	12.3
Integrated Digital Workplace - Scoping and Design 4/	4.8	2.5	0.2	2.7	2.1
Total 5/	**105.6**	**34.1**	**4.8**	**38.9**	**66.7**

1/ Based on approved CBAs.
2/ For implementation of Autocategorization, Search, Knowledge Exchange and Document Management.
3/ Estimates based on previous candidate solution proposed by SAS. Revised estimates upon finalization of RFP.
4/ Only for scoping and design, pending completion of RFPs and approval of CBAs.
5/ Does not include 1HR and CDMAP program contingencies.