EBAP/20/60

August 20, 2020

To: Members of the Executive Board

From: The Secretary

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

Board Action: Executive Directors' **information**

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

INTERNATIONAL MONETARY FUND

August 20, 2020

EXECUTIVE SUMMARY

This is the second in a series of semi-annual progress reports for the Key Transformation and Modernization Programs, covering the six-month period of January 2020 - June 2020.

The implementation of three of the five programs is well underway. Considerable implementation progress was achieved during this reporting period despite challenges from the COVID-19 related remote working environment. 1HR has successfully deployed Release 0 for HR case management and is now in testing for Release 1. The Capacity Development Management and Administration Program (CDMAP) has completed design and testing and is getting ready for the deployment of Release 1 in Q3 CY 2020. The Autocategorization and Enterprise Search components of the Knowledge Management Program have been successfully deployed and the contract for Document Management implementation has been executed. The remaining two programs, the Integrated Digital Workplace (IDW) and iData continue to progress on solution and vendor selection and are planning to finalize their Cost Benefit Analyses (CBAs) for onward approval by the Committee on Business and Information Technology (CBIT) in Q3 and Q4 CY 2020 and subsequent presentation to the Board[1].

The CMU continues to support each of the programs in the delivery of their ongoing change management plans. To prepare the organization for the modernization, the CMU has met regularly with the Fundwide Change Champions Network. The focus has been on building change capability with this key group of 80+ staff and positioning them as ambassadors and conduits for feedback from their respective departments. During this reporting period the CMU launched the institutional New Ways of Working initiative, which is about identifying, developing, and disseminating good working policies and practices across the organization from working remotely for an extended period of time due to the COVID-19 crisis. This initiative will advance agile working methods which will help to fully realize the benefits the modernization programs bring.

ORM, OBP, the PMO, and the CBIT are engaged throughout the modernization process to monitor progress, risks, and cost. The key risks to the modernization effort include i) emerging COVID-19 challenges, ii) low staff adoption, iii) schedule and cost overruns, and

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[1] The iData CBA was presented to the board on July 29, 2020, after the reporting period of this paper.

iv) overlapping program functionality and timelines. The full impact of COVID-19 is still being assessed but current challenges include reduced productivity, increased operational workload and difficulties in managing change remotely. Additionally, the 1HR program is facing schedule and budget risks due to the CCBR implementation and challenges related to custom development. Staff will continue to monitor risks and take mitigating actions as required.

| Approved By
Edward Anderson | Prepared by the Program Management Office in the Information 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.

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.

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. 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

OBP – Office of Budget and Planning

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 a or 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 January to June 2020.** 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 CMU.

PROGRESS

2.   **Programs continue to make good progress, adapting to COVID-19 remote working arrangements.** 1HR, CDMAP, and the Knowledge Management Program are in the implementation phase while iData and the Digital Workplace are in the sourcing phases. All teams have successfully switched to fully remote working and have established new work practices, such as virtual design workshops, chatroom discussions, remote testing, and even virtual happy hour team building events. The CMU is working with the individual programs to help adapt change management strategies to a remote working environment, paying specific attention to stakeholder engagement, communications, and training.

3.   **The 1HR program has successfully deployed Release 0 and is focusing on the next release scheduled in CY 2020 Q4.** 1HR Release 0, which includes the ServiceNow platform that handles HR case management and knowledge articles was successfully deployed in February and is operationally stable. The ServiceNow platform has been very effective in enabling the HR Department to quickly track, respond, and report on staff inquiries relating to the CCBR and COVID-19. The HR community and Fund-wide stakeholder groups are conducting remote testing in preparation for Release 1. Remediation of defects identified, and evaluation of post testing enhancements are in progress. Concurrently, information security assessments and assurance audits are in progress to confirm readiness for Release 1. Finally, extensive change management efforts continue, and training schedules are currently being finalized. Release 2 continues to have risks associated with custom development for pension, tax, and complex benefits, and changes arising from the CCBR. Additional custom development will be needed to accommodate CCBR related changes even after simplification efforts consistent with policy changes have been considered. As such, the deployment schedule for Release 2 has been shifted from Q4 CY 2020 to Q1 CY 2021. The cost implications of these schedule shifts will be discussed in the budget section.

4.   The CDMAP program is progressing well and is on-track to deploy the first of three releases in Q3 CY 2020, addressing strategic planning, demand capture, prioritization, budgeting, and results-based management functionality. The program team has finalized design, integration testing, user acceptance testing and is currently undergoing data conversion. Multiple design workshops have been conducted and the team completed detailed walkthroughs and reviews. A comprehensive communications and change management campaign as well as extensive end user training have been initiated as part of addressing user adoption risk. Some minor scope exclusions have been made to Release 1 to meet the target deadline such as support for multi-country training, regional workshops and integration to the document management systems. These features will be included in a minor Release 1.5 update early in CY 2020 Q4.

5.   The iData program is on-track and expected to have selected a systems implementor and finalized its Cost Benefit Analysis (CBA) by July 2020. The purpose of the iData program is to mitigate data and operational risks stemming from the Fund's aging, highly customized data and management platforms and to replace them with a modern solution that will produce flagship data products, facilitate access to relevant and timely data, and improve users' experience by leveraging market leading visualization tools. RFP responses from twelve bidders have been evaluated and a recommendation to the Steering Committee for the selection of the systems implementor made. The finalized CBA will be presented to the CBIT for approval and shared with the Board in late July[2]. Thereafter, procurement will initiate deeper contract negotiations with the selected vendor.

6.   The Digital Workplace Program is in the sourcing phase and helped improve existing collaboration tools in response to COVID-19. The program team has completed the evaluation of its RFP and has down selected to two potential systems integrators. Preliminary Information Security, Technology Architecture, and Third-Party risks analysis have also been initiated pending formal project approval. The CBA is being prepared and will be presented to the respective governance committees for approval in Q4 CY2020, and for subsequent presentation to the Board. In parallel, the Digital Workplace program team has also initiated a pilot rollout of the OneDrive tool in response to COVID-19 remote working demands. The OneDrive tool offers advanced document co-authoring and collaboration functionality that would enable staff to work as effectively as possible during the extended remote conditions. The Digital Workplace program has experienced delays as a result of remote working and the re-allocation of resources for the OneDrive rollout. As such the timeline for the completion of the sourcing phase and the finalization of the CBA has been shifted to Q4 CY 2020.

7.   The Knowledge Management Program consists of four inter-related projects, the Knowledge Exchange Country Pages[3], Enterprise Search, Autocategorization, and Document Management. The program has made significant progress over the last six months with the successful deployment of the Enterprise Search and Autocategorization systems. Both systems are

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[2] This paper documents status as of June 30th, the iData team has since finalized the CBA and presented to the board on July 29th, 2020.

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

now operationally stable and are in post-production support. Continuous improvements are also being made to the Knowledge Exchange Country pages including the addition of country strategy notes in eDocs DM and Multilateral Development Bank contacts. The team is now focusing its efforts on the last remaining project, the Document Management system. The contract has been executed with OpenText for the software license and systems implementation services. Implementation is expected to begin in Q3 CY 2020.

SCHEDULE

8.   **All programs have experienced limited schedule slippage as a result of COVID-19 but have adapted to the remote working environment.** The sudden switch to remote working in March resulted in an average four-week delay in key milestones. Workshops, testing, and training sessions that were intended to be conducted "in person" had to be redesigned for remote working, for example, with shorter sessions spread across several days, scheduling around demands from crisis related work, and breaking into smaller groups to maintain participant engagement. Programs have also increasingly leveraged online collaboration tools like WebEx, Box, and OneDrive which have proven to be very effective. Schedules have been adjusted and mitigation actions have been taken but risks of further schedule impacts remain in this time of uncertainty. Other potential impacts from COVID-19 include increased work pressures on staff, challenges in childcare, and balancing family and work commitments, and these will continue to be monitored. Key milestones over the next six months include i) the deployment of CDMAP Release 1, ii) the deployment of 1HR Release 1; iii) the start of implementation for the Document Management system and iv) the start of implementation for the iData program.

9.   **The schedule and timeline for 1HR Release 2 has been revised due to the CCBR and ongoing challenges related to custom development.** The 1HR steering committee has approved an extension of the go-live date of Release 2 from Q4 CY 2020 to Q1 CY 2021. This decision was taken in light of the need to accommodate CCBR changes as well as grandfathering of existing policies and ongoing delays faced by our implementation partners in the design and development for complex benefits such as pension and tax allowances. Staff are tracking the progress and are actively working on these issues, which will take more time to resolve.

BUDGET

10.   **Delays in the 1HR program result in incremental budget demands that will be absorbed within the existing capital budget envelope.** Staff are working with implementation partners to manage any potential budget impacts arising from extension of the 1HR Program timeline. Where possible, we are partially absorbing these increases through contingencies or underruns (for example, consultants travel budget) within the existing approved budget of 1HR program. Increases that cannot be offset internally by the program will then be accommodated through re-allocations within the existing FY21 capital budget envelope. Once costing details are finalized, an updated CBA will be presented to the CBIT and the Board.

11.   Updated budget estimates for the iData program. The budget estimates for the iData implementation has been revised to $20.5m[4] over a two-and-a-half-year period based on bids received from the ongoing Request for Proposal (RFP). This is an increase from the original implementation estimate which was derived from an earlier RFP two years ago that is no longer valid[5]. This revised budget estimate of the iData program will be factored into the medium-term capital budget envelope. Staff will continue to monitor spending needs across the programs and will adjust FY21 - 23 medium term capital allocations as required. A more detailed discussion on the medium-term capital budget will be included in subsequent budget briefings.

CHANGE MANAGEMENT

12.   CMU resources are actively supporting the five modernization programs; working closely with the respective Program Change Managers. Specific change management activities vary depending on where each program is in its life cycle. CDMAP is the next major program to begin implementation, with Release 1 planned for August. The CMU is working with teams to consider how to support impacted departments to ensure they are ready for the needed organizational process and behavioral changes. The CMU is working with the team to prepare managers and staff to adopt the self-service features of 1HR Release 1. The CMU is also heavily engaged with the HRD reorganization and transition to the new Service Delivery Model. The iDW, and iData programs are at the sourcing phases and the CMU is partnering to ensure the selected vendors have the appropriate change management experience and resources. Additionally, in rapid response to the COVID-19 crisis, the CMU partnered with iDW, KMU, and ITD to launch and train users on the Box coauthoring collaboration tool as an enabler to effective remote working

13.   The CMU is focusing its communications efforts to ensure staff are prepared and equipped for change at the Fund. The CMU continues to work closely with the established Change Champions Network to communicate and engage with Department stakeholders, secure buy-in and commitment, and maximize user adoption as each program goes live. The Change Champions contributed significantly to the institutional New Ways of Working initiative, sourcing over 270 examples and ideas of good working practices from across all departments which will be distilled into practical recommendations to help the Fund emerge stronger from the COVID-19 crisis. The CMU is conducting the second semi-annual Change Readiness Assessment in July 2020 to understand how prepared the Fund is for the Modernization Programs, as well as their level of optimism towards change at the Fund; this Change Readiness Assessment will gauge views from an expanded list of participants, including titled managers from across the organization. For all upcoming engagement efforts, the CMU will continue to leverage the Change Champions Network and Modernization Program teams.

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[4] Not including amounts already spent on scoping and procurement phases of the work.

[5] A preliminary RFP was issued in FY19 to investigate the possibility of replacing the aging Prognoz platform. Bids were received, but a decision was taken not to proceed as the proposals were incomplete and inadequate for our needs. Pending the conclusion of the iData RFP, these earlier bids were used as the basis for the budgetary estimates.

RISK MANAGEMENT

14.   Programs have adapted to COVID-19, but change management and implementation risks remain. COVID-19 challenges have arisen such as the remote work environment and increased operational workload against a background of finite resources, which adversely impacts the productivity of the implementation team and the engagement of key stakeholders. Programs have adapted well to remote working and the use of collaboration tools like WebEx, BOX and OneDrive have proven to be an effective mitigation. As projects move into implementation, the user adoption risk becomes exacerbated as it becomes harder to engage and obtain buy-in from stakeholders in a remote setting. Additionally, iData and the KMU Document Management program will be onboarding new systems integrators in a remote setting, which may impact their ability to adapt to the Fund environment and culture. These risks require careful mitigation actions both in terms of tailored communications, customized training, and user acceptance but also in terms of anticipating impacts on resourcing, schedules and budgets. The Office of Internal Audit will also be performing readiness assessments (pre go-live) for each release of each of the modernization programs to identify key areas that need further attention for successful implementation.

15.   Program interdependencies, functional overlaps and status quo vulnerabilities continue to be major risk elements. If these risks materialize, they could also create medium-term budget and human capital impacts such as increased workload, overtime, and openness to change. The PMO is actively managing the interdependencies and implementation sequence of the various programs and the various foundational pre-requisite systems[6]. Additionally, the IT department will also be transiting to a new managed services provider and operating model which will require close coordination with the modernization programs over the next six months. Functionality overlaps have been identified between the Document Management system and the Digital Workplace solution which are actively being resolved through workshops and design sessions[7]. The status quo risk of major disruption to multilateral data operations, including production of flagships, remains critical for the iData program, and there is an urgency to replace the legacy system.

16.   Increased risk of schedule delays as programs get deep into implementation. 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. As discussed, we have seen slippages in the 1HR timeline. The schedule for CDMAP is tight but remains on-track. The PMO continues to closely monitor the schedule and budget progress of each of the programs as well as their pre-requisite foundational systems through weekly progress reviews. The PMO and CMU are also actively encouraging knowledge sharing so that best practices from the more advanced programs, such as managing delays, customizations and budget overruns, can be passed to other programs earlier in their lifecycle. Additionally, the management-chaired CBIT

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[6] For example, the updated Corporate Data Warehouse and the Identify Access Management systems are critical pre-requisites for the 1HR system

[7] For example, both the Document Management and the Digital Workplace software solutions have co-authoring and collaboration capabilities and project teams will need to determine which is activated in order to provide a consistent user experience.
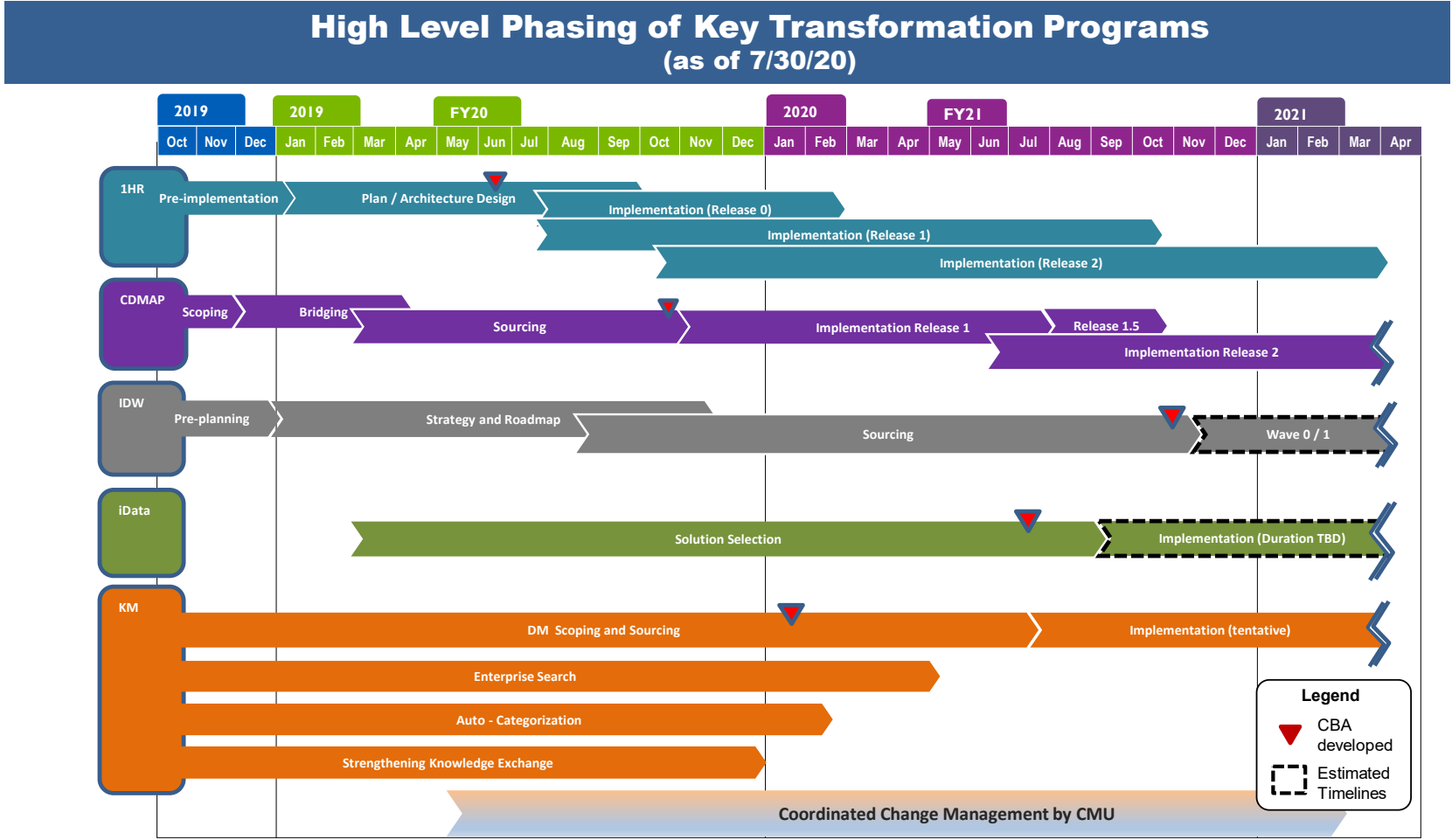
provides governance oversight of the progress and budget ensuring that sufficient resources are allocated to other critical security and risk mitigation projects. Further discussion on the risk impacts will be discussed as part of subsequent institutional risk briefings.

17.   **The modernization programs create some new third-party risks to the Fund.** There are high inherent risks to relying on third parties for mission-critical or highly sensitive processes. Although the likelihood of third-party events, like bankruptcies or cloud security breaches is low, the impact on the Fund could be critical. Each of the modernization projects have been assessed under the Third-Party Risk Management (TPRM) and cloud security frameworks in an effort to ensure that the vendor risks are adequately identified and can be mitigated to tolerable levels at procurement. After the programs have deployed, residual TPRM risk plans will guide continuous monitoring and assessment of identified risks.

NEXT STEPS

18.   **The next progress report to the Board will be in Q1 2021 and will cover activities from the period of July 2020 to December 2020.**

High Level Phasing of Key Transformation Programs
(as of 7/30/20)

	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 ▼ (CBA developed)
- Implementation (Release 0)
- Implementation (Release 1)
- Implementation (Release 2)

CDMAP
- Scoping
- Bridging
- Sourcing ▼ (CBA developed)
- Implementation Release 1
- Release 1.5
- Implementation Release 2

IDW
- Pre-planning
- Strategy and Roadmap
- Sourcing ▼ (CBA developed)
- Wave 0 / 1 (Estimated Timelines)

iData
- Solution Selection ▼ (CBA developed)
- Implementation (Duration TBD) (Estimated Timelines)

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

Coordinated Change Management by CMU

Legend
- ▼ CBA developed
- ▢ Estimated Timelines

Appendix II. Detailed Program Dashboards

1HR

Key Accomplishments (as of 6/30/20)

- ◆ Release 1: End to end (E2E) testing for position management, recruiting, and talent were completed. E2E testing on other HR functions are also under way. Drafts of business process and controls documentation are being prepared. Information security assessments are being performed. Adaptive Insights security accreditation was completed and environment provisioned. The Workday tenant build for user acceptance testing (UAT) was started.
- ◆ Began Release 2: Resolving open design issues. Began planning for E2E testing phase. Continued sprint development of custom HR apps (pension, tax, spouse and child allowance).

Upcoming Activities

- ◆ Release 1: Completion of the E2E testing for remaining HR functions. Prioritize mitigation of identified defects, gaps, and enhancements. Complete UAT tenant build and finalize plans for UAT testing. Training for R1 functionality. Continue ISG security accreditations.
- ◆ Release 2:   Finalize open design issues. Finalize plans for E2E testing. Continue sprint development for custom HR apps (pension, tax, spouse and child allowance) and begin sprint development of education allowance and home leave transition.
- ◆ Alternate plans for CCBR items effective Oct 1 in progress.

Items for Awareness

- ◆ The Release 1 is in End to End testing. Results have been positive, but schedule is highly dependent on the ability to prioritize and mitigate defects, especially for defects that are only identified in later test cycles.
- ◆ Release 2 timeline has been revised for a go live in March-April 2021 due to ongoing challenges in custom development for pension, tax & complex benefits. Program team is looking to minimize cost impacts through re-allocation from unused travel and contingency funds.
- ◆ Program team is actively evaluating contingency plans mitigate risks to Release 2 timelines and to address CCBR items that are effective Oct 1.

Get to Green Activities (where applicable)

- ◆ Completion of end to end / UAT testing for Release 1 with extended stakeholder group.
- ◆ Finalization of the revised schedules and milestones for Release 2, including potential budgetary impacts.
- ◆ Rebase line of plan for revised R2 release dates, with resource loading & the availability of suitable status reporting for confirmation delivery success.

CDMAP

Key Accomplishments (as of 6/30/20)
◆ CDMAP is broadly on track, key milestones and activities include: 　◆ R1 Minimum Viable Product has been prepared for UAT, incorporating feedback from the Ways of Working workshops. 　◆ UAT kick-off completed on 06/18 for three waves of planned UAT targeted completion by 07/10. 　◆ Initial set of UAT scripts for first wave completed. Finalization of UAT scripts targeted by 06/26. 　◆ Implementation of Privileged Access Management (PAM) for R1 integrations completed. 　◆ B4 roundtable and a demo of the solution was completed on 06/16. 　◆ Completed the Change Champion Touchpoint on 6/17 and distributed the impact materials. 　◆ Developing training material for the two pre-requisite training courses and plan for training registrations.
Upcoming Activities
◆ Finalize test cases/scripts for User Acceptance Testing (UAT) and completion of end-to-end Integration testing by end June in parallel with first wave of UAT. ◆ Finalize migration data with departments for a sub-set of projects with data gaps. ◆ Develop and communicate transitional requirements post R1 go-live for the interim period. ◆ Finalize training registration plan and complete training material development and initiate pre Go-live training by mid-July. ◆ Initiate and operationalize impact specific departmental outreach following the outreach calendar. ◆ Steering Committee meeting to approve release 1 date and budget for release 2 will take place on 06/30.
Items for Awareness
◆ Implementation schedule remains tight leading up R1 go-live mainly due to impact of COVID 19. The go-live date has been slightly shifted from end July to mid-August to allow more buffer for user training. Ontime deployment is expected but residual risks remain mainly centered around successful completion of User Acceptance Testing. ◆ A potential (and relatively minor) Release 1.5 is planned for October – September to complete scope items that were excluded from R1 due to schedule constraints.
Get to Green Activities (where applicable)
◆ Complete end-to-end integration testing by 06/26. ◆ Finalize UAT Scripts by 06/26 and complete UAT as planned by 07/10.

iDATA

Key Accomplishments (as of 6/30/20)

◆ RFP evaluation and solution selection process is ongoing. Technical evaluation has been completed. Consolidated final technical and financial scores for the Phase 2 finalist vendors. Briefed program sponsors and Advisory Group members on the evaluation outcome and vendor recommendation.

◆ Reviewed Third Party Risk Management (TPRM) findings with Procurement. No known issues or show stoppers and this point.

◆ Finalizing Cost Benefit Analysis (CBA), conducted preliminary reviews with OBP, OIA and ORM.

Upcoming Activities

◆ Validate and finalize costs and savings estimates for the CBA

◆ Present CBA for approval at the upcoming Committee on Business and IT (CBIT) meeting on July 13th

◆ Present CBA to the board by end July

◆ Finalize contract negotiations with selected vendor

Items for Awareness

◆ Vendor selection will be finalized in early July. Potentially complex contract negotiations—negotiations for previous cloud platforms have taken 3 to 4 months—may impact start of the implementation phase, currently planned for early September

◆ CBA Development and approval: The iData CBA is premised on risk mitigation and will be completed and presented to CBIT for on July 13th and subsequently to the board by end July.

Get to Green Activities (where applicable)

◆ N/A

iDW

Key Accomplishments (as of 6/30/20)

◆ Completed Third Party Risk Management (TPRM) report for the top two providers
◆ Conducted follow up presentations for top two providers with the CIO and Program Sponsor.
◆ Successfully rolled out OneDrive to the pilot users from a select number of crises countries.
◆ Discussed elements of the To-Be State to the Steering Committee

Upcoming Activities

◆ Continue discussions with Steering Committee on To Be State and conduct bilateral meetings with Steering Committee members.
◆ Conduct Vendor Demos for Steering Committee.
◆ Present first draft of CBA to Steering Committee.
◆ Conduct further analysis of Tech Stack and information security workshops with the top two providers.

Items for Awareness

◆ **Alignment risks between KMU and iDW** on collaboration, accountability, and overlaps, possibly impacting iDW deliverables and timeline.
◆ **Timeline Delays**: Program schedule delayed due to the COVID19 and the OneDrive Pivot. Final vendor selection has shifted to July and the completion of the CBA has shifted to the July / August timeframe.
◆ **Budget Shortfall:** Project has funding gaps due to COVID-19 delays and the reallocation of resources to the OneDrive Pivot. A Lapse of Time (LOT) request has been sent to the CBIT and funding will be released when questions from CBIT members have been addressed. Beyond this request, additional funds will still be needed to bridge the program to the implementation phase.

Get to Green Activities (where applicable)

◆ Finalize RFP short listing and update the timeline for the contract negotiations and CBA.
◆ Get approval from CBIT on bridging budget (July - October).

KMP

Key Accomplishments (as of 6/30/20)
◆ **Document Management**: The KM Steering Committee has approved OpenText as the Implementation partner for the OpenText Document Management system.
◆ **Search**. Successfully deployed beta version on May 11th . Overall feedback has been positive. Program team has implemented hot fixes and minor enhancements. Obtained Steering Committee approval for project extension to complete outstanding integrations (SP2013 and ServiceNow) and usability improvements. No financial impact anticipated. Finalizing statement of work with implementation vendor for outstanding SP2013 and ServiceNow integration and other usability improvements.
Upcoming Activities
◆ **Document Management**. Conclude contract negotiations with OpenText by end June. Update CBA and cost estimates if necessary. Finalize and issue cloud approval memo to Committee on Business and IT. Project kick-off targeted for mid-July.
◆ **Search**. Initiate planning for SP2013 and ServiceNow integration.
Items for Awareness
◆ The original Document Management implementation partner requested a significant increase in consulting fees at the closing stages of contract negotiations citing additional risk and uncertainty. The project team has since pivoted and shifted negotiations to the 2nd placed bidder OpenText.
◆ Further alignment conversations between DM and iDW on functionality overlaps are expected as the IDW finalizes vendor selection.
Get to Green Activities (where applicable)
◆ **Search**: Cost variances due to pending invoices which will be resolved over time. Ongoing schedule pending the availability of ServiceNow and SharePoint 2013 for integration
◆ **Document Management:** Conclusion of contract negotiations with OpenText

Appendix III. Cost Tracking Report

Table 1. Key Transformation and Modernization Programs Cost Tracking Report
Summary of Individual Programs as of June 30,2020
(in $M)

Programs	A Total Estimated Cost	B Spent	C Committed	D = B + C Spent + Committed	E = A - D Balance
1HR 1/	44.1	27.5	2.0	29.5	14.8
CDMAP 1/	18.9	7.6	1.7	9.3	9.6
Knowledge Management 2/	24.1	6.8	0.3	7.1	17.0
iDATA 3/	22.6	1.9	0.0	1.9	20.7
Integrated Digital Workplace - Scoping and Design 4/	4.8	3.6	0.0	3.6	1.2
Total 5/	**114.5**	**47.4**	**4.0**	**51.4**	**63.1**

1/ Based on approved CBAs.
2/ For implementation of Autocategorization, Search, Knowledge Exchange and Document Management.
3/ Based on a Scoping and Procurement phase of $2.1M and the Implementation phase of $20.5M.
4/ Only for scoping and design, pending completion of RFPs and approval of CBAs.
5/ Does not include 1HR and CDMAP program contingencies.