

ADIB –Procedure
(ADIB & Subsidiaries)

Portfolio Management PRC-ITD-573

Date: 30th January 2024

Version: 1.1



Dept./ Unit: Technology GRC
ITD Procedure: PRC-ITD-573 Portfolio Management

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Version Control & Change Management

Version	Issue Date	Details of Change	Reason for change
1.1	30 th January, 2024	Document reviewed No change required	Annual Review
1.0	30 th January, 2023	Introduce new procedure for Portfolio Management.	Align with Document change Management.

Prepared by	Approved by	Reviewed by
Technology Governance Specialist	Head of Technology GRC	Head of Program Management Office- PMO



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1 Purpose & Scope

The purpose of the document is to provide guidelines on PMO activities related to program and project lifecycle management at ADIB Technology Division. The document shall ensure Technology Department has clear definitions and is able to deliver all related activities in timely controlled and smooth manner.

2 Procedure Owner

Head of Program Management Office-PMO

3 Other stakeholders

- Technology - Digital Banking Platforms
- Technology - Enterprise Architecture
- Technology - Enterprise Solutions & Data Platform
- Technology - GRC
- Technology - Operations
- Technology - Retail Banking Platform
- Technology - WBG, Treasury & Risk Platforms
- Technology - Reg & Ops Platforms
- ADIB Business Departments

4 RACI

ROLE	Business Owner	Sponsor	IT work Lead	Steering Committee	IT Project Manager	Tech SME/Vendor	Functional SME	Project Team Member	Developer	Administrative support	QA	Consultant	PMO	VMCP
Project Deliverable (Or Activity)	Project Leadership				Project Team Members				Project Sub- Teams					
Business Case Creation	R/A	-	C	-	-	-	-	-	-	-	-	-	I	-
Budgeting cycle approval	C	-	R	R	-	-	-	-	-	-	-	-	A	-
Market Research/Vendor RFI	C	-	R/A	-	-	-	-	-	-	-	-	-	I	C
RFP Creation	C	-	R/A	-	-	-	-	-	-	-	-	-	I	-
RFP Floating	C	-	C	-	-	-	-	-	-	-	-	-	I	R/A
Technical/Security Evaluation	C	-	R/A	-	-	-	-	-	-	-	-	-	-	-
Commercial Evaluation	C	I	C	I	-	-	-	-	-	-	-	-	-	R/A
Vendor Awarding	I	I	C/I	I	-	-	-	-	-	-	-	-	I	R/A
Vendor Onboarding	I	I	R/A	I	-	-	-	-	-	-	-	-	I	R
Assign PMs & SMEs	I	-	R/A	-	I	I	I	I	I	-	-	-	I	-
Kick off Project Activities	-	-	C	-	R/A	C	C	C	C	C	C	C	-	-
Project Charter	I	I	C	-	R/A	C	C	I	-	-	-	-	C	-
Scope Document	I	-	C	-	R/A	C	C	I	-	-	-	C	I	-
Project Plan Activities	-	-	C	-	R/A	R	R	I	C	C	C	C	C/I	-



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Bi-Weekly Project Status Update	-	-	R	-	R	-	-	-	-	-	-	-	A	-
Monthly IT Steering Committee Meetings	I/C	I/C	R	I/C	-	-	-	-	-	-	-	-	A	-
Execution Phase Activities	I	I	R	I	R/A	R	R	R	R	R	R	R	I	-
Monthly Projects Status Report	I	I	C	I	R/A	-	-	-	-	-	-	-	I	-
Change Management Process	I/C	I	R	I	R/A	-	-	-	-	-	-	-	I	-
Conduct SIT/UAT/Pent. testing	R	-	C	-	R	R	R	R	R	R	A	R	-	-
Post Implementation Review including Quality Assurance & Gaps validation	R	-	R	-	R/A	-	-	-	-	-	-	-	-	-
Deploy Solutions on ADIB environments	-	-	-	-	R	R/A	C	R	R	R	-	-	I	-
Closure Activities	-	-	C	-	R/A	R	R	R	R	R	R	R	-	-
Create Project Closure Report	-	-	I/C	-	R/A	-	-	-	-	-	-	-	I	
Approve Project Closure	R	R	R	-	R/A	-	-	-	-	-	-	-	R	

5 Process/ Work instructions

5.1 Budgeting Cycle Approval

Sr No.	Process Step Description	Responsibility	Document (Record, WI) / Tool Reference
1.	Submit the Business Case to IT Work Leader	Business Owner	TML-ITD-107 Business Case Template
2.	Review and provide cost estimation and breakup of each business case	IT work Leader (RM)	
3.	Submit business case to IT PMO for ITSC approval	IT work Leader (RM)	
4.	Present all initiatives to ITSC member for approval	IT PMO	
5.	Approve/Reject presented initiatives	ITSC Members	
6.	Communicate all approved initiatives list with FCD for Finance account creation	IT PMO	
7.	Communicate the approved projects to business Group Heads	IT Work Leader (RM)	
8.	Will Required approval from BCIC once approved by ITSC member for initiatives above or equal AED 5M	IT PMO	



5.2 Initiation

Sr No.	Process Step Description	Responsibility	Document (Record, WI) / Tool Reference
1.	Create approved project in Enterprise Project Management (EPM)	IT PMO	EPM
2.	Create Finance Code	Finance Team	
3.	Assign the Project managers/Scrum masters for driving project forward	IT Work Leader	EPM
4.	Provide all required access on respective projects.	IT PMO	EPM
5.	Formally initiate the project by submitting the charter and obtain required all stakeholder's approvals.	Project Manager	EPM
6.	Identify and register all project's stakeholders in EPM	Project Manager	EPM
7.	Capture and elaborate the business requirements	Business owner, IT Work Leader	
8.	Facilitates business owner to conduct requirement gathering session and capture the information.	Project Manager	
9.	Submit Scope document once requirement is finalized	Project Manager	EPM
10.	Required to create and maintain project schedule as per PMO guidelines	Project Manager	EPM
11.	Preparing and uploading the project cost baseline and obtain required all stakeholder's approvals.	Project manager	EPM
12.	Log all risk and issues of related project and Track with mitigation owner	Project manager	EPM

5.3 Execution

Sr No.	Process Step Description	Responsibility	Document (Record, WI) / Tool Reference
1.	Required regular project status and schedule update	Project Manager	EPM
2.	Circulate monthly project status report with the respective project stakeholders in the last week of every month.	Project Manager	Kiplot
3.	Preparing and circulating monthly Portfolio Health Index Report to the IT Work Leader (RM) highlighting the areas that needs to be improved to achieve target compliance of 100%.	PMO	Power BI report
4.	submitting the change request when project's baseline scope, time or cost is impacted and requires to be changed.	Project Manager	EPM



5.4 Completion and Closure

Sr No.	Process Step Description	Responsibility	Document (Record, WI) / Tool Reference
1.	Schedule will be marked 100% once all deliverable is completed	Project Manager	EPM
2.	Submit Post Implementation Report (PIR) for all Strategic Projects with the budget of AED 3M and above and obtain required all stakeholder's approvals.	Project Manager	EPM
3.	Project will be marked completed once all deliverables are completed	PMO	EPM
4.	ensure that Post-Production Implementation activities are completed including postproduction support, training, and handover		
5.	Closure Report is mandatory to close the project and obtain approvals within one-month of the submission	Project Manager	EPM
6.	All contractual engagements and commitment will be considered closed, and no PR will be processed post closure/capitalization date.		
7.	Ensure that all risks, issues, CRs and any pending approvals are closed before marking the project Closed.	Project Manager	

6 Key Performance Indicators (KPI)

Sr. No.	Key Performance Indicators	Target	Frequency	Reporting to whom	Source	Formula
1	% of projects with deviation of finish dates from baseline values.	<5%	Quarterly	Technology Management	EPM Power BI Kiplot	(Projects finished as per baseline – Project deviated from baseline) / Total number of projects * 100

7 Risks and Controls

Risk ID (As per GRC System)	Risk Name	Control ID	Controls	Control Reference (section number in the procedure)
R-326614	Failure to Monitor and Report Project Manager performance	C-336775	Awareness session is conducted for new PMs	6.2 Initiation
R-326609	Failure to Deliver Projects on time.	C-336768	Health Index Report forecasting the delayed projects comparing to planned finish dates. the projects portfolio status is prepared by the	6.3 Execution



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			PMO and sent to ITD leaders.	
R-326610	Inadequate analysis of business case.	C-336769	Business cases analyzed using specific business drivers. Projects classified by PMO based on the standard project definition; prioritized using business drivers and/or other drivers mandated by ITSC. Final Project list is presented to ITSC for approval.	6.1 Budgeting Cycle Approval
R-326618	Failure to comply with Project Management Standards	C-336781	PMO Standards and Policies are regularly reviewed & updated; and approved by ITD Management	6.4 Completion and Closure
R-326621 Failure to Review and Monitor projects baselines changes		C-336785	EPM System has restricted access rights – Baseline change privilege is not available to PMs, but only to authorized PMO administrator	6.4 Completion and Closure
		C-336786	All baseline changes should be done by authorized user, and approved	6.3 Execution

8 Key risk Indicators (KRI)

Metric Name	Metric Calculation Method
ITD Projects with over run budget	Percentage of Strategic Projects delivered within budget. (ITD Projects with over run budget / Total no. of projects)

9 Appendixes

Annex III: References

Standard	STD-ITD-009 Technology Portfolio Management Standard
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