



ADIB – Standard

Technology Portfolio Governance Standard STD-ITD-009

Date: 30th January 2024

Version: 20.2



Dept./ Unit: Technology / GRC

Issue Date: 30th January, 2024

ITD Standard: STD-ITD-009 Technology Portfolio Governance Standard

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Version Control & Change Management

Version	Issue Date	Details of Change	Reason for change
20.2	January 2024	<ul style="list-style-type: none">Document reviewed no change required	Full Review
20.1	May 2023	<ul style="list-style-type: none">Changes to strategic projects requires project steering committee approval, and ITSC will be informed about the changes	To clearly define strategic process changes' approval.
20	May, 2023	<ul style="list-style-type: none">BCIC approval is mandatory for all projects above 5M.	Revised budget planning process.
19.1	April, 2023	<ul style="list-style-type: none">Instated that projects' managers must maintain projects' documents in EPM for at least 2 years.	Projects' documents retention must be held for at least two years for auditing purposes.
19	February, 2023	<ul style="list-style-type: none">Updated the PIR requirements.Updated planned & unplanned projects budget approval process.Cure of aged projectsCurrent project global status criteriaChange Request process update	Aligned with Audit findings
18.0	January, 2023	<ul style="list-style-type: none">Project Category definition added.Dropped project reinstatement update.IT PMO standard review frequency update.Term LHP replaced with Strategic Projects.Non-Strategic Projects are termed as Operational Projects.MEP requirements update for CAPEX year 2022-2023.Driver selection process added.Project carry forward process added.Portfolio category criteria added.Added Health index parameters and criteria.Updated the RACI matrix.Removed ORAP & benefit realization reporting	Aligned with ADIB IT Current practices
17.0	January, 2022	<ul style="list-style-type: none">Added Pre-Initiation Phase.Reviewed and updated the Governance structure.Incorporated Agile projects governances	Aligned with ADIB Technology current practices
16.0	Publishing Date	Revamped process to align with Portfolio Management. Added post implementation process details.	Process revamped
15.0	Publishing Date	Revamped process and modified controls to align with Portfolio Management	Align with best practices
14.0	Publishing Date	Modified Control: In case of implementation of any new system and material modifications in existing system, Operational Risk representatives should be included in the DRB sessions	To include existing systems as well
13.0	Publishing Date	Added: In case of implementation of any new system, Operational Risk representatives should be included in the DRB sessions.	Operational Risk should be involved in the DRB
12.0	Publishing Date	Removed Project Management Plan (PMP)	To improve project delivery times across the IT Project Portfolio
11.0	Publishing Date	Added Benefit Realization Reporting	To evaluate whether the Target Measures of the Benefits claimed in



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			the Business Case have been fulfilled using the described Metrics
10.0	Publishing Date	Added controls: ITD PMO will receive notifications on all Risks recorded in EPM ITD PMO will perform a check / review on the received Risks. ITD PMO will communicate by email with Program / Project Manager in charge in case of required clarifications and changes to those Risks.	Process enhancements
9.0	Publishing Date	Updated Unplanned Process Added Stakeholder Register Criteria	Aligned with ADIB IT Current practices
8.0	Publishing Date	Added RACI Matrix Added Project Change Assessment Committee Criteria	Aligned with ADIB IT Current practices
7.0	Publishing Date	Added Criteria/Principles for agile project management methodology	Aligned with ADIB IT Current practices
6.0	Publishing Date	Converted Into New ORM Template Format Controls Added represent the criteria for classifying an initiative as Strategic. Specified the frequency of Projects' Reprioritization	Converted Into New Template Format
5.0	Publishing Date	Added Portfolio Management Updated Project Management Process	Document Review – updated as per current practice
4.0	Publishing Date	Updated scope: PMM is applicable to ITD Projects and BAU. - Added conditions for Projects and BAU - Added Section for Roles & Responsibilities - Added new phase "Submission phase"	Document Review – updated as per current practice
3.0	Publishing Date	Added the section for Post Implementation Review and updated the template to address the ARR finding; The Project Benefit Realization STD and PRC are to be withdrawn	Close an ARR finding
2.0	Publishing Date	Updated the annexure 2 with criteria and scoring legends for evaluating IT project managers by IT PMO and introduce a new form for evaluation of the same.	Closure of ARR point # ARR-APP1-I-3
1.0	Publishing Date	Creation	Creation

Prepared by	Approved by	Reviewed by
PMO Officer	Head of Technology GRC	Technology Governance Manager Head of Program Management Office



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1 PURPOSE

The ITD PMO is established to address ITD portfolio project management needs, support business units, and enhance our portfolio projects management delivery capabilities. The purpose of this document is to define the ITD portfolio projects management Standard for the Bank and outline the various requirements expected from projects stakeholders within the Bank. In defining this Standard, the PMO hopes to reach the following goals:

- Provide a common point of reference and standardized vocabulary for communicating about the project management practices for technology projects with ITD.
- Define and elaborate different initiative types and compliance requirements.
- Increase the awareness about processes, procedures, and standards to help streamline the portfolio governance and project delivery.
- Define the roles and responsibilities of all the stakeholders in ITD Portfolio.

2 STANDARD APPLICABILITY & REVIEW FREQUENCY

This Standard is applicable for all initiative which are part of Technology Capex and are managed by Technology Team in ADIB UAE

3 STANDARD OWNER

Head of Program Management Office-PMO

4 STANDARD STATEMENT

- All projects within the scope of this Technology PMO Standard must adhere to the process and compliance requirements for each project life cycle stage defined in this document.
- Email notification shall be sent to DRB members upon project charter approval to initiate DRB if required.
- IT Work Leader (RM) is responsible for assigning the Project Manager for each project. Project Manager is responsible for obtaining Charter, Stakeholder Register, Scope Document, Cost Baseline, Change Requests, Closure Report, and Post Implementation Review, where applicable.
- Project Manager is responsible for understanding the business case and ensure that the required scope and business requirements are well understood and delivered.
- Project Manager must lead the project throughout the project lifecycle and maintain project Status Updates, Project Schedule, Risk, Issues, Dependencies, Change Request, Closure Report and Post Implementation Report (PIR), where applicable.
- Project manager is required to maintain projects' documents in EPM as centralized project site; therefore, projects data retention must be available in EPM for a minimum of 2 years.
- Post Implementation Review should be conducted for all Strategic projects regardless of budget and for all Operational projects with budget value of AED 3M and above.
- Project Steering Committee shall be conducted for all Strategic Projects and for **Operational Projects which their driver is Regulatory/Control or Improve Service and Budget is AED 3M or above**
- Change Requests will be required to rebase line the projects constraints including scope (addition/ removal/ split into two projects if total budget is not changed from the approved budget time and cost. Change request approval will follow the approval chain workflow in Appendix II
- EPM will be used as project portfolio management tool for all Waterfall and Agile projects. Jira will be used for Agile projects release delivery. Kiplot will be used as Technology Portfolio interactive dashboards tool project progress monitoring tool for technology leaders and Managements focused projects insights.
- All projects global statuses are required to be checked quarterly by IT PMO & delivery team to avoid status aging and have accurate project status. Results of these periodic checks for those aged projects status are then



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going to be reported to BRCC for review and approval.

- IT PMO have below defined global statuses: These are the project global status IT PMO currently maintain for all approved projects.
 - Not Started- project status is marked “Not Started” when project charter is not submitted yet.
 - In Progress- project status is marked “In Progress” once project charter is approved by PMO and project schedule is being prepared.
 - Completed- project status is marked “Completed” when all go live activities are 100%.
 - Closed- project status is marked “Closed” when the closure milestone and project schedule is 100%.

5 GOVERNANCE STRUCTURE:

Meeting	Frequency	Required Stakeholder	Purpose
IT Steering Committee	Monthly	<ul style="list-style-type: none">▪ SC Members▪ PMO	This meeting is intended to present overview of overall Strategic program progress to CEO. Our Reference for this is ITSC charter.
Project Steering Committee- all Strategic & Operational which Category is Regulatory/Control or Improve Service and Budget is AED 3M or above)	Monthly	<ul style="list-style-type: none">▪ IT PM/Scrum Master▪ Business Owner▪ Business Lead▪ IT Work Lead▪ Business Department SME (if required)	This meeting is intended to discuss, share, and report project health/progress between PM and other project stakeholders. It should include, not limited to: <ul style="list-style-type: none">▪ Completed deliverable▪ Risks/issues/dependencies.▪ Management attention items.
Technology Portfolio Review Status Review with CIO	Bi-Weekly	<ul style="list-style-type: none">▪ PMO Team▪ IT Work Leads▪ CIO	This meeting is intended to present ITD Portfolio Progress to CIO. The purpose is to present portfolio momentum and highlight key items that require CIO attention.

Meeting Minutes

Meeting minutes should be documented and should be circulated no later than **2 days** after the governance meetings mandated in **section 5**. All the action items identified should be tracked and closed by the assigned and agreed target dates.

- For Technology Portfolio Review Status Review with CIO, PMO is responsible for meeting minutes management.
- For monthly project steering committee meetings, Project Manager/Scrum Master is responsible for sharing the minutes with PMO and ensuring that action items are being tracked and closed.



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6 PROJECT MANAGEMENT LIFECYCLE: PROCESS GROUPS

Budgeting Cycle Approval Process [Output: Approved Business case]

Planned Initiatives: All the initiatives presented and reviewed by ITSC during the budget cycle time “Q4 of each year” will qualify as “Planned” initiatives and budget will be approved as part of the annual budget cycle.

Submitter: Business Owner.

Reviewer: IT Leader, PMO

Approving Forum: IT Steering Committee/BCIC

- Annual budget cycle starts in the third quarter (September) of each year and approvals required to be obtained in the first quarter of the subsequent year.
- PMO will communicate with IT Leaders the projects that are required to be completed by the end of the current year and projects that will be carried forward.
- At the beginning of annual budget cycle, Business Owner is required to submit the Business Case using the standard TML-ITD-107 Business Case Template to IT Work Leader then IT work Leader is responsible to review & assess the Business case applicability for implementation and provide cost and time estimation. PMO manage to obtain all assessed Business cases for final PMO review, in which PMO participate in the business case review workshops with key stakeholders, IT leaders & CIO to finalize & short list final business cases (IT Capex) that will be presented to the ITSC for approval.
- BCIC approval is required for IT Capex above AED 5M.
- GCFO approval is required for IT Capex projects of Investment value AED 5M and below. once approval received, IT PMO Head will communicate the approved list with IT Leaders, FCD & PMO team for project creation (Financial account and Project code creation)
- ITD Leader will be required to communicate the approved projects to Business Group Heads and provide the assigned Project Manager who will be in charge to implement the project.

Unplanned Initiatives-Any initiative that is proposed after the annual budget cycle (CAPEX) & during the year due to new regulation or business demands is called “Unplanned Initiative” and will be approved by ITSC by email or in the upcoming scheduled ITSC meeting. Below is the approach followed for unplanned project budget approval.

- a. All unplanned projects must have business case built by the business owner and assessed by technology leader and shared with the IT PMO to be presented to the ITSC member approval.
- b. Projects business cases with investment value above AED 5M need to be approved by ITSC voting members and business owner has to obtain approval from BCIC to qualify projects creation.
- c. Project business cases with investment value AED 5M and below need to be approved by ITSC voting members only.
- d. PMO Head communicate the approval to IT Leaders, FCD and PMO team and request to create the project.

Initiation

Project driver selection process: Business Cases that have been submitted with multiple drivers:

Most common driver will be selected from the multiple drivers submitted with an agreement with business.



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Strategic Projects selection:

Revenue growth, cost reduction, improve customer service and regulatory projects that has impact on ADIB Strategy will be selected as strategic projects and need to be presented in ITSC with status update and directions.

Portfolio Categorization:

Each portfolio initiative will be categorized as Project, BAU or Budget Item. The below criteria shall be used to categorize each item type:

Criteria	Item Type
Tech Refresh New solution/Application	Projects
Tech Refresh Replacement/Migration (Software)	Projects
Tech Refresh HW Capacity	Budget Item/BAU. If Budget is less than AED 0.5M then BI otherwise it will be BAU. Further can be decided based on Business Case assessment.
Tech Refresh Replacement/Migration (Hardware)	BAU
Tech Refresh Additional Licenses	Budget Item
Regulatory Operational (AED 3M and above)	Project
Regulatory Operational (below AED 3M)	BAU
Regulatory Strategic	Project
All Revenue Growth	Strategic Project
All Cost Reduction	Strategic Project
Improve Service Strategic	Project
Improve Service Operational (AED 3M and above)	Project
Improve Service Operational (below AED 3M)	BAU

Note: Further project category can be decided based on business case assessment.

PM Appointment: [Output Appointment and/or Handover Form]

IT Work Leader (RM)s are responsible for assigning the Project Managers (New/Replacement) for driving the project forward.

- **New:** For Agile projects, Scrum Master is appointed to manage the product delivery by Agile Chapter.
- **Replacement:** In case of Project Manager replacement, Work leader is responsible to ensure that handover is taken place and communicate on email the assignment of new PM.

MEP Requirement:

- MEP approval is NOT REQUIRED for the initiatives approved in CAPEX year 2022 and onward. ITD PMO will refer to the approved and signed business cases to reconcile the project cost baseline.
- MEP approval was mandated for all the initiative approved in CAPEX year 2020-2021 having Budget value above AED 1M.

Project Creation: [Output: Finance Code and Project Code]

- Once planned project is approved by BCIC, Finance Code will be created by FCD, and Project Code will be created by PMO



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Project Charter Approval: [Output: Approved Project Charter]

- To formally initiate the project and add to the active ITD portfolio Capex, Project Manager is required to create and submit project charter in Enterprise Project Management. Project Manager should obtain the required stakeholders' approvals.

Planning Phase

Project Methodology Selection: [Output: Jira Code]

- IT Work Leader (RM) should evaluate if the project can be implemented using Agile Methodology. Only if it is found that agile implementation is not possible for a particular project, waterfall implementation methodology needs to be considered.
- Also, for Agile projects, Project Manager/Scrum Master will refer to the Agile Project Implementation Standard (STD-ITD-578) to align with the agile methodology.

Stakeholder Identification & Communication Plan: [Output: Stakeholders Register]

- Project Manager is responsible for identifying the stakeholders of the project and create the Stakeholder Register in EPM. Stakeholder Register must have at minimum SC members, working groups members and project implementation team.
- Project Manager is responsible for preparing Project Organization Chart. Stakeholder Register is required only for Strategic Projects/BAUs and BAUs that have the budget value of AED 3M and Above. Please refer [Annexure 11: Project Org Charts \(Waterfall and Agile\)](#).

Requirement Gathering: [Output: Scope Document/Product Backlog]

Scope Document are required for **Project and BAUs** that fulfill the requirement criteria. Business Owner and IT Work Leader (RM) capture and elaborate the business requirements. PM facilitates business owners to conduct requirement-gathering workshops and captures the information in relevant artifact.

- For Projects:
 - For Agile Projects, product backlog is considered as Scope Document. Product backlog is reviewed by IT Work Leader (RM) /SME/Product Owner and is approved by Sponsor/Business Owner.
 - For Waterfall projects, Scope Documents will be submitted in the PMO standard template in EPM and approved accordingly.
- For BAUs:
 - BAUs that are primarily for any infrastructure upgrade including but not limited to OS upgrade and DB Upgrade will not require Scope Document.
 - BAUs that are for application upgrade (workflow upgrade, functional/feature upgrade etc.) are required to submit Scope Document.
 - Strategic BAUs will be governed as per the Strategic Project Governance requirements and require Scope Document.

Activity Planning: [Output: Project Schedule]

- Project Manager owns the entire project plan including vendor implementation plan and all other activities required to deliver the expected project functional deliverables. Accordingly, project manager is required to maintain project schedule compliant with below guidelines:



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- Each task identified in project schedule **must** have resource accountable for that specific task.
- Task sequencing **must** have clear dependency structure and project schedule should be auto scheduled.
- Project schedule **must** be in line with PMO I2E template and pre-defined milestones should not be removed. For Agile Projects, respective project needs to be created in Jira with release/epics dates clearly marked out for next 12 weeks (3 months).
- Project Manager should ensure that schedule clearly factors activities and timelines including, not limited to, contracting, vendor onboarding, resource onboarding, environment readiness, UAT sign offs, training, Knowledge Transfer, and production go-live approvals where applicable. For vendor professional services, the PM must align with the Vendor Management Standard.
- For **Strategic projects**, project milestones/releases should be in line with SC masterplans.

Any changes to the baselined projects milestone/releases/finish dates should be managed and approved through change control process and should go through respective approvals.

Refer to [Appendix II: Project Change Management](#)

Risk and Issues: [Output: Risk and Issues in EPM/JIRA]

- Project manager is responsible to discuss all project issues & risks with Work leader and log that are approved. PM will be responsible for managing, tracking with mitigation owner till closure.
- All Issues & Risks that are identified as high and approved by Work Leader should be presented to CIO along with action. Conclusion about the action may have them escalated to the IT steering committee for direction.
- Any change raised for the baselined scope, time and or cost should have appropriate risk/issue logged ahead of time.
- PM should ensure that all risks and issues are closed before Project is marked completed.

Detailed Cost Planning: [Output: Cost Baseline/Plan]

- Project Manager is responsible for preparing and uploading Project Cost Baseline in EPM along with the Project Schedule.
- Project Manager is responsible for obtaining the Cost Baseline approvals. Project Cost Baseline should be in line budget breakdown in approved Business case or with the approved MEP (if applicable) submitted else it will be rejected.
- Cost Baseline should include PM Cost, Resources Cost, Hardware, Software, Testing Services, Implementation and Customization, Training, Consultancy, Support& Maintenance and Contingency with their planned expenditure dates.
- Any changes to the cost baselines must be initiated through Change Request. [Appendix II: shows the Change Control process.](#)

Execution Phase

Project Progress Reporting: [Output: PSR, EPM/JIRA Updates]

- Once the project has entered in the execution phase, Project Manager is responsible for regular project schedule update. Project Manager should ensure to:
 - Circulate monthly project status report with the respective project stakeholders in the last week of every month.



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- For Waterfall projects, update project activities progress (percentage of completion) in EPM regularly.
 - For Agile Projects, update project activities progress (percentage of completion) in Jira regularly. Releases planned for the next 12 weeks (3months) will be considered in progress reporting.
- Please refer [Appendix I](#) for Project Status report details.

Performance Reporting: [Output: Monthly Portfolio Health Index]

- PMO is responsible for 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%.
- Projects (waterfall and agile) and BAUs will be considered in Monthly Health Index Report. Budget Items will not be part of the Monthly Compliance Health Check Report.
- For each health index component:
 - Project Schedule
 - Project Charter
 - Cost Baseline
 - Scope Document
 - Monthly PSR
 - Project Steering Committee
 - PIR
 - Project Closure Report

Please refer [Appendix III](#) for Compliance Parameters.

Integrated Change Control: [Output: Change Request]

- Project Manager is responsible for submitting the change request when project's baselined scope, time or cost is impacted and requires to be changed. For Agile projects, schedule change will be considered for the baselined releases for the next 3 month/12 weeks.

Change request will go through the designated list of approvers and can either be approved or rejected. Required changes should only be implemented once it has been approved. For the detailed process and related steps, please refer to [Appendix II: Project Change Management](#)

Project Completion and Closure

Project Completion: [Output: PIR]

- Project will be marked **Completed** once all deliverables/releases and Go-Live/ Production Roll-Out phase is marked 100% in the project schedule.
- PMO allows the Project Manager to factor maximum of 3 months as postproduction/go-live stability period. During this duration, PM can retain some of the required resources/services to facilitate the completion of these postproduction stability activities.
- Project Manager is responsible for submitting Post Implementation Report (PIR) all strategic projects regardless of budget and all operational projects with budget value of AED 3M and above. Project Manager should obtain the PIR approvals before project closure request is initiated. Project closure report will be approved once PIR is completely approved.



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Project Closure/Financial Closure: [Output: Project Closure/Capitalization, Closure Report]

- No commitments/PRs shall be raised after the project target finish date. This duration is between project go-live and project closure and will include post go-live support/warranty/post implementation stability period. This duration should not exceed 2months from the project completion/go-live phase.
- Project manager should ensure that Post-Production Implementation activities are completed including postproduction support, training and handover. PM should also ensure that all risks, issues, CRs are closed, and lesson learned register is submitted before marking the project Closed.
- Project manager is responsible for completing and submitting Closure Report. Project Manager should obtain Closure Report approvals within one-month of the submission. Closure Report is mandatory to close the project.
- All contractual engagements and commitment will be considered closed, and no PR will be processed post closure/capitalization date.

Portfolio Rationalization/Prioritization

ITSC will prioritize IT investment initiatives and deliver final approvals and/or recommendations on proceeding with proposed IT projects.

Carry Forward Process:

- Projects that are planned and completed within the budgeted year will be capitalized by the end of same year by FCD.
- In case these projects are not completed for any reason and or dependency, they will be carried forward for the next year along with their respective budgets. FCD assess these projects and guides the carry forward projects process.

General Roles & Responsibilities

The following are a set of general roles & responsibilities for reference and knowledge purposes.

- **Project Sponsor**
 - Owns Business Case and accountable for the project delivery.
 - Responsible to provide projects budget approval to fund the project cost.
 - Chair project/program steering committee.
- **Business Owner**
 - Maintains oversight and accountability for the business alignment.
 - Assign the right SME as business resources to work on the project.
 - Owns all the non-technical business deliverables.
 - Approve project deliverables to ensure benefits to be realized.
 - Resolve escalations raised by the project manager risks and issues.
 - Facilitate all projects approval requirements from relevant business units (Sharia, Compliance, Legal, GISD, etc.).
 - Ensure business requirements scope is comprehensive and does cover all the business priorities.



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▪ **Business Lead**

- Act as change manager for the project.
- Owns project business change management plan that include all activities pertain to the change impacts on business process, operation risks assessments, business training and awareness.
- Review and approve project SOW "FSD".
- Report and escalate non-technical issues and risks to business owner.
- Report on the project progress to the business owner jointly with the PM.

▪ **IT Work Lead**

- Manage program resources.
- Manage program risk.
- Monitor and control progress.
- Develop Program level reporting to the work stream "portfolio" leaders
- Manage dependencies between projects.

▪ **IT Project Manager**

- Manage the delivery of the project according to the approved Project Management Plans and Monitor project variances, plan, and perform corrective actions.
- Comply with ADIB Project Management Methodology and adhere to IT PMO Governance Standard.
- Record and monitor project risks and issues and put plans to mitigate and resolve them.
- Maintain project-related documents in the Project Management Information System (EPM).
- Coordinate with Procurement Department for a smooth and timely floating of RFP.
- Coordinate and collaborate with the concerned line managers and Project Steering Committee to assign resources (Proposals Evaluation Team) to perform a proper evaluation of RFP responses and consolidation of Technical Proposals.
- Escalate matters that are beyond his/her control to the concerned party in a timely manner.
- Plan, coordinate and manage the creation of various IT environments (Dev, SIT, Test, Pre-Prod, Prod, DR) as required by the plan. Follow the change management, release management processes and coordinate with relevant teams.

▪ **ITD Project Governance office**

- ITD PMO team reports to the CIO.
- ITD PMO is responsible for developing, managing maintain and updating the Portfolio Governance Standard and will review it quarterly.
- ITD PMO will be governing the IT Projects being executed by ITD Work Leaders and facilitate project managers progressing in project delivery.
- PMO conducts the required awareness sessions and tools training to ensure that Project Managers aware and aligned with PMO Governance Standard Procedure, Standards, Organization Hierarchy, etc. and project management tools.
- PMO owns the Strategic presentation to Steering Committee every month and is responsible for preparing the consolidated SC pack for the presentation.
- PMO is responsible for publishing monthly compliance report indicating the portfolio health in terms of projects/programs compliance to the prescribed KPIs.
Please refer [Appendix III: Health Index/Compliance Report](#)

▪ **IT Work Leader (RM) / SME**

- IT Work Leader (RM) / ITD SME provide related initial estimates (i.e.: resource estimates, timeframe, initial cost) using estimation guidelines on submitted Business Cases for new initiatives.



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- Prior to acquiring Project Managers, IT Work Leader (RM)s or other ITD SMEs may act as Project Managers; ITD PMO shall ensure assignment of PM within reasonable time.

■ **AGILE METHODOLOGY CHAPTER**

- Support organization units in transforming their projects to Agile by defining processes and best practices to be applied across projects portfolio.
- Periodic review of Agile policies, procedures, templates and ensure that chapter's guidelines are applied consistently across projects.
- Agile Project Managers and Scrum Masters. Ensure Agile Project Managers and Scrum master's is fully aware of ADIB Standard, Procedure, Standards, Organization Hierarchy, etc.
- Assign competent Agile Project Managers and Scrum master's and track Scrum Master performance.
- Ensure smooth hand-over of duties from one Agile Project Managers and Scrum master's to another and assign replacement Agile Project Managers and Scrum master's while the assigned PM is on leave or unavailable for any other reason.
- Take ownership and accountability of developing and finalizing the FSD, if applicable, where PM shall provide the coordination support or PM shall get it delivered from vendor, in case of vendor application.
- Review and provide inputs to the Project Execution Plan as requested by the Project Manager.

■ **Scrum Master**

- Organize and facilitate Agile ceremonies.
- Ensure team's adherence to agile best practices.
- Build self-organized teams and safeguard them from distractions and keep them focused. Scrum master should be authorized to shield the team from any decisions that may be detrimental to the team's long-term productivity.
- Empowered to raise risks and get them resolved.
- Ensure appropriate metrics collection and reporting.
- Facilitate release level activities.
- He/she should be consulted in all release & scope related decisions so that he/she can assess the impact on team's goals and plans.

■ **Product Owner**

- Communicate with business sponsors, scrum team and stakeholders.
- Define business themes, overall product vision, strategy, MVPs and features.
- Collaborate with product owners to ensure timely delivery of products / journeys.
- Creates roadmaps, strategy, and release plans, define product vision and goal, manage product backlog, priorities, manage product backlog, priorities and build winning products with feedback from business and various SMEs.
- Define requirements and acceptance criteria by means of JIRA user stories and accountable for reviewing iterative product development.
- Is accountable for decisions taking to proceed with deferred defects for audit/risk/compliance purpose and to secure required concurrence from ORM/Business for deferred defects.

■ **Agile-Project Steering Committee**

- Provide overall direction and strategic inputs to the project.
- Monitor progress of project timeline and status.
- Discuss & resolve implementation issues escalated.
- Discuss & resolve key issue and risk factors.
- Help to resolve cross team or cross-organization dependencies.



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■ Waterfall- Project Steering Committee

- Present the key strategic decision-making body for the project.
- Proactively monitor, challenge and support project team on the project's progress.
- Accept and decide on matters escalated from project manager or the team.
- Set priority of the project work streams and ensure the project delivers its intended benefits and objectives.
- Ensure that have the right resources and expenditure that fulfill project requirements.
- Address and approve any issue that has major implications on the project timelines.
- Keep the Project Scope under control and align with change management process
- Ensure the project risks and issues are mitigated.

7 APPENDIX

Appendix I: Project Monthly Status Reporting

End of each month, the Project Managers extract the PSR for their current assigned projects, using Kiplot project dashboard. The Project Manager submits the PSR in the last week in the month. If need be, PMO will review and share the feedback on the submitted report to ensure alignment with submitted schedule and Kiplot Milestones. If the project manager did not submit the report in the last week of the month, the project will be marked non-compliant for the said KPI.

Appendix II: Project Change Management

Project Change Management Process:

The Change Management process establishes an orderly and effective procedure for tracking the submission, coordination, review, evaluation, categorization, and approval for release of all changes to the project's baselines. All project related changes that affect the approved scope, timeline, cost, or duration must adhere to the IT PMO Change Management Processes. The below is an excerpt of the mentioned process.

Change Request Process Flow

The below table outlines the CR process:

No.	Step	Description
1	Identify Project Changes	A stakeholder (Initiator) identifies a need for a change in the project scope, cost, timeline, or duration and discusses with the PM.
2	Validate Change & perform/update Thorough impact analysis	PM should evaluate and validate the changes requested and thoroughly analyses the impact and discusses alternatives with Business/ SMEs and project team if required.
3	Submit CR in EPM	Once the CR details and contents have been analyzed thoroughly, PM will create an entry under the project workspace in EPM.
4	Review CR for completeness and correctness	IT PMO will review the CR to ensure all the required details are correctly reflected and will align with PM. IT PMO may reach out to PM in case any further details or clarifications are required. Incomplete CR's will be sent back to the PM who will go through Step No. 2 again.



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5	CR Approval/Rejection	Change request will go through designated series of approvers for each project based on the project category (strategic projects' changes require project steering committee approval and will be communicated to ITSC for their information , operational projects require project SC approval for projects above AED 3M) if the CR is rejected by any of the approvers, then change is not approved.
6	Change Reflection	Once the CR is approved, the subsequent series of actions should be proceeded as per ADIB's PMO Standard.

Appendix III: Health Index/Compliance Report parameters

Project will be marked as compliant only if all the approvals are obtained in the workflow. In case of pending approvals or not submission, project will be marked as non-Compliant. Below is the criteria to select the data for Compliance report.

1. **Operational Year:** 2020, 2021,2022 & 2023
2. **Type:** Project & BAUs
3. **Status:** Completed & In Progress

#	Parameters/Attribute	Compliance Criteria
1	Schedule	If Project schedule is structured as per PMO I2E schedule template and required milestones are defined in each stage, then the parameter will be marked as compliant else will be marked non-compliant.
2	Project Charter	<ul style="list-style-type: none">- If Project start date is passed & charter is not submitted in EPM, project will be non-compliant.- If charter is submitted in EPM but still under approval, project will be non-compliant.- If charter is submitted in EPM and approved, project will be compliant.
3	Cost Baseline	<ul style="list-style-type: none">- If Project is in execution phase & cost baseline is not submitted in EPM, project will be non-compliant.- If cost baseline is submitted in EPM but still under approval, project will be non-compliant.- If cost baseline is submitted in EPM and approved, project will be compliant Note: <ul style="list-style-type: none">- For CF, MEP breakdown is the source of budget validation.- For New projects (Capex 2022/2023), Business case budget breakdown will be used as validation source.
4	Closure Report	<ul style="list-style-type: none">- If Project is in closure phase(E5) & closure report is not submitted in EPM, project will be non-compliant.- If closure report is submitted in EPM but still under approval, project will be non-compliant.- If closure report is submitted in EPM and approved, project will be compliant.
5	PSR	<ul style="list-style-type: none">- If Project is in execution phase & monthly PSR is not submitted before the end of the month (29th) through Kiplot, project will be non-compliant.- Else will be marked compliant.
6	SC meeting	Eligibility criteria: All Strategic projects, All Operational (Type = project AND Category = Regulatory/Control or Improve Service AND Budget = 3M or above) Compliance Criteria:



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#	Parameters/Attribute	Compliance Criteria
		Projects which are in execution phase, PM will schedule and conduct SC meeting and share the SC mom/presentation which they circulate with stakeholders' post SC meeting every month. 4 months duration will be considered to calculate the compliance as mentioned below: - If SC not happened for more than 2 times out of 4 months, Project will be marked non-Compliant else will be marked compliant.
7	Scope document	- If Project is in execution phase & scope document is not submitted in EPM, project will be non-compliant. - If scope document is submitted in EPM but still under approval, project will be non-compliant. - If scope document is submitted in EPM and approved, project will be compliant
8	PIR	Eligibility criteria: all Strategic projects and operational projects a- with the budget above or equal AED 3M. Compliance Criteria: - If Project is in closure phase & PIR is not submitted in EPM, project will be non-compliant. - If PIR is submitted in EPM but still under approval, project will be compliant

8 ANNEXURE

Annexure 1: Initiative Types

Initiative Type	Definition
Technology Projects	Any new initiative, service or product that is introduced for the first time in Banks's IT Landscape and once may be transitioned into operations
BAUs	Initiative planned to support the operational function for new or existing project
Budget Items	Budget line created for existing project to be funded for license/budget top. Once completed should be marked as Completed and follow closure process).
Any other strategic initiative designated by CEO or the Board.	

Annexure 2: Projects Evaluation Criteria:

Project evaluation criteria is dynamic and is updated every year based on the strategic priorities of the bank. However, Compliance, Revenue/cost saving, and Customer Experience related initiatives are always prioritized. Current practice does not use Budget Cap and new initiatives are selected with mutual consensus of Business and IT SC.

Annexure 3: Project Artifact Submission RACI

Project Artifacts	Stage	Waterfall Project	Agile Projects	BAU	Budget Item	Prepared by / Submitted by
Business Case	Submission	Required	Required	Required	Required	Business Owner/ IT Work Leader (RM)
Project Charter	Initiation	Required	Required	Required for all Regulatory control or Budget AED 1M+	Not Required	IT Work Leader (RM) / PM



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Project Artifacts	Stage	Waterfall Project	Agile Projects	BAU	Budget Item	Prepared by / Submitted by
Stakeholder Register	Initiation	Required	Required – (EPM)	Required for all Regulatory control or Budget AED 1M+	Not Required	Project Manager
Project Schedule	Initiation	Required	Required – (Sprint Planning in Jira)	Required for all Regulatory control or Budget AED 1M+	Not Required	Project Manager
Cost Baseline	Execution	Required	Required - EPM	Required	Required	Project Manager
Scope Document	Execution	Required for Strategic or Budget AED 1M+	Required – (Product Backlog will be considered as the project scope)	Required for Strategic or Budget AED 1M+ or Functional Upgrade	Not Required	Project Manager
Project Status Reports	Execution	Required	Required - (Sprint planning and tracked as story/task completion at Jira)	Required for Strategic or Budget AED 1M+	Not Required	Project Manager
Project Steering Committee Meeting-Monthly	Execution	Required for Strategic & operational (projects/ Regulatory/Control or Improve Service/Budget AED 3M+	Required for Strategic & operational (projects/ Regulatory/Control or Improve Service/Budget AED 3M+	Required for Strategic& operational (projects/ Regulatory/Control or Improve Service/Budget AED 3M+	Not Required	Project Manager
PIR (for all strategic projects regardless of budget and all operational projects with budget	Closure	Required	Required	Required	Not Required	Project Manager



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Project Artifacts	Stage	Waterfall Project	Agile Projects	BAU	Budget Item	Prepared by / Submitted by
value of AED 3M and above.						
Project Closure	Closure	Required	Required - (EPM)	Required	Required	Project Manager

NOTE: BAU projects that are for Infrastructure Upgrade including OS Upgrade, DB Upgrade will not require BRD and Scope Document.

Annexure 4: RAG

RAG for the projects shared in Status Update Packs (Steering Committee/Biweekly Strategic /Monthly PSR) can be different than those reflected in Kiplot as Kiplot reflect the Realtime updates Annexure 5: Waterfall Project RAG

Status	Description
On track	For all Milestones in EPM, or for the overall project Schedule (i.e., WBS = 0 in MSP plan), if the total number of milestones in the project that exceed a "Delayed" or "> 20% off track does not exceed 10% of the total incomplete milestones.
At Risk	For all Milestones in EPM, or for the overall project Schedule (i.e. WBS = 0 in MSP plan), if the total number of milestones in the project that exceed a "Delayed" or "> 20% off track is between 10% and 20% of the total incomplete milestones.
Delayed	For all Milestones in EPM, or for the overall project Schedule (i.e. WBS = 0 in MSP plan) if the total number of milestones in the project that exceed a "Delayed" or > 15% off track is >20% of the total incomplete milestones.
Complete	For all Milestones in EPM, or for the overall project Schedule (i.e., WBS = 0 in MSP plan), if all of the milestones are greater than 100% then the project is marked complete.

Annexure 5: Agile Project RAG

RED	AMBER	GREEN
One or more releases has missed the target date	One or more releases may miss the target date	Releases are on target
One or more EPICS has missed the target date	One or more EPICS may miss the target date	Epic timelines are met
One or more Sparing Goals have not been achieved	One or more Sparing Goals may not be achieved	Sprint goals are achieved
One or more high severity bugs are open	One or more medium severity bugs are open	All medium and high severity bugs are closed
Budget variance is >10%	Budget variance is >5%	No Budget variance

Annexure 6: Risk RAG

RAG Logic	RAG
If the due date of Risk is not elapsed or elapsed by 1-2 working days	Green
If the due date of Risk is elapsed by 3-10 working days	Amber
If the due date of Risk is elapsed by more than 10 working days	Red
Risks RAG is calculated in terms of due date of the Risk	

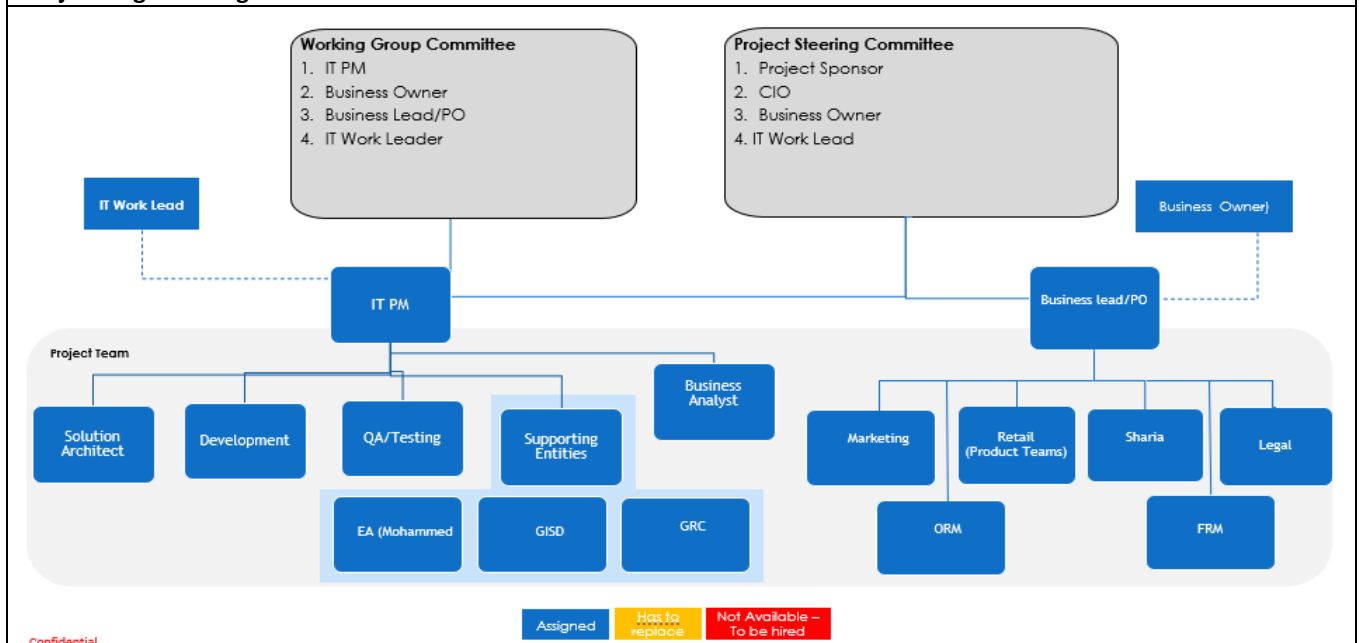
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Project Org Chart-Agile



Annexure 11: Acronyms

AC	Approval Committee	PMM	Project Management Methodology
ADIB	Abu Dhabi Islamic Bank	PMO	Project Management Office
BAU	Business as Usual	PR	Purchase Request
BRD	Business Requirements Document	PSR	Project Status Reports
CIO	Chief Information Officer	RAG	Red, Amber, Green (Project Status)
CR	Change Request	SC	Steering Committee
DR	Disaster Recovery	SME	Subject Matter Expert
EPM	Enterprise Project Management	SOW	Statement of Work
FCD	Finance Control Department	STD	Standard
GRC	Governance Risk Compliance	UAE	United Arab Emirates
GRM	Governance Risk Management	UAT	User Acceptance Testing
IT	Information Technology	MEP	Major Expense Report
IT RM	IT relationship manager	MOM	Minutes of Meeting
ITD	Information Technology Department	ORMD	Operational Risk Management Department
IT WL	IT Work Leader	PMM	Project Management Methodology
MIS	Management Information Systems	PMO	Project Management Office
BCIC	Board Credit Investment Committee	ITSC	IT Steering Committee