

Anderson MPO

Madison County Council of Governments (MCCOG)

2050 inMotion

Metropolitan Transportation Plan

2026-2030 Transportation
Improvement Program

July 2026

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Acknowledgements

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- Paige Story, Federal Highway Administration (FHWA) Indiana Division
- Tony Maietta, Environmental Protection Agency (EPA)
- Sean Seals, Indiana Department of Environmental Management (IDEM)
- Jay Mitchell, Indiana Department of Transportation (INDOT) Office of Planning
- Brandon Burgoa, Indiana Department of Transportation (INDOT) Office of Planning
- Stephanie Belch, Indiana Department of Transportation (INDOT) Office of Planning
- Sarah Doyle, Indiana Department of Transportation (INDOT) Greenfield District
- Hayley Thomas, Indiana Department of Transportation (INDOT) Seymour District
- Julie Feltner, Indiana Department of Transportation (INDOT) Seymour District
- Ryan Wilhite, IndyGO
- Ryan Phelps, Madison County Council of Governments (MCCOG)
- Brandon Kendera, Madison County Council of Governments (MCCOG)
- Jerry Bridges, Madison County Council of Governments (MCCOG)
- Kylene Swackhamer, Delaware-Muncie Planning Commission (Muncie MPO)
- Kristyn Sanchez, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Andy Swenson, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Catherine Kostyn, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Jennifer Higginbotham, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Steve Cunningham, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Anna Gremling, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Rose Scovel, Indianapolis Metropolitan Planning Organization (IndyMPO)
- Ashley Beckort, Columbus Area Metropolitan Planning Organization (CAMPO)
- Jennifer Gebhard, Central Indiana Regional Transit Authority (CIRTA)
- Brad King, City of Anderson Transit System (CATS)
- Merle F. Jones, City of Anderson Transit System (CATS)

Executive Summary

As part of its transportation planning process, the Madison County Council of Governments (MCCOG), completed the transportation conformity process for the 2050 InMotion MTP and 2026-2030 TIP. This report documents that the 2050 InMotion MTP and 2026-2030 TIP meet the federal transportation conformity requirements in 40 CFR Part 93.

Clean Air Act (CAA) section 176(c) (42 U.S.C. 7506(c)) requires that federally funded or approved highway and transit activities are consistent with (“conform to”) the purpose of the State Implementation Plan (SIP). Conformity to the purpose of the SIP means that transportation activities will not cause or contribute to new air quality violations, worsen existing violations, or delay timely attainment of the relevant NAAQS or any interim milestones. 42 U.S.C. 7506(c)(1). EPA’s transportation conformity rules establish the criteria and procedures for determining whether metropolitan transportation plans, transportation improvement programs (TIPs), and federally supported highway and transit projects conform to the SIP. 40 CFR Parts 51.390 and 93.

On February 16, 2018, the United States Court of Appeals for the District of Columbia Circuit in *South Coast Air Quality Mgmt. District v. EPA* (“*South Coast II*,” 882 F.3d 1138) held that transportation conformity determinations must be made in areas that were either nonattainment or maintenance for the 1997 ozone national ambient air quality standard (NAAQS) and attainment for the 2008 ozone NAAQS when the 1997 ozone NAAQS was revoked. These conformity determinations are required in these areas after February 16, 2019. The [insert name of 1997 ozone NAAQS area] was [insert “nonattainment” or “maintenance” as applicable to the area] at the time of the 1997 ozone NAAQS revocation on April 6, 2015 and was also designated attainment for the 2008 ozone NAAQS on May 21, 2012. Therefore, per the *South Coast II* decision, this conformity determination is being made for the 1997 ozone NAAQS on the MTP and TIP.

This conformity determination was completed consistent with CAA requirements, existing associated regulations at 40 CFR Parts 51.390 and 93, and the *South Coast II* decision, according to EPA’s *Transportation Conformity Guidance for the South Coast II Court Decision* issued on November 29, 2018.

1.0 Background

1.1 Transportation Conformity Process

The concept of transportation conformity was introduced in the Clean Air Act (CAA) of 1977, which included a provision to ensure that transportation investments conform to a State Implementation Plan (SIP) for meeting the Federal air quality standards. Conformity requirements were made substantially more rigorous in the CAA Amendments of 1990. The transportation conformity regulations that detail implementation of the CAA requirements was first issued in November 1993 and have been amended several times. The regulations establish the criteria and procedures for transportation agencies to demonstrate that air pollutant emissions from metropolitan transportation plans, transportation improvement programs and projects are consistent with (“conform to”) the State’s air quality goals in the SIP. This document has been prepared for State and local officials who are involved in decision making on transportation investments.

Transportation conformity is required under CAA Section 176(c) to ensure that federally supported transportation activities are consistent with (“conform to”) the purpose of a State’s SIP. Transportation conformity establishes the framework for improving air quality to protect public health and the environment. Conformity to the purpose of the SIP means Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) funding and approvals are given to highway and transit activities that will not cause new air quality violations, worsen existing air quality violations, or delay timely attainment of the relevant air quality standard, or any interim milestone.

The Madison County Council of Governments (MCCOG) is included in the **9-County Central Indiana 1997 NAAQS Region**, which includes Boone, Hamilton, Hendricks, Marion, Hancock, Morgan, Johnson, and Shelby Counties, in addition to Madison County. This area includes consideration of impacts for the following Metropolitan Planning Areas:

- *Madison County Council of Governments (MCCOG) for Anderson Urbanized Area (Madison County and portions of Hancock and Delaware Counties)*
- *Indianapolis Metropolitan Planning Organization (MPO) for the Indianapolis Urbanized Area (Marion and portions of Boone, Hamilton, Hendricks, Hancock, Morgan, Johnson, and Shelby Counties)*
- *Columbus Area Metropolitan Planning Organization (MPO) for the Columbus Urbanized Area (Bartholomew and portions of Johnson and Shelby Counties)*

Additionally, because the Metropolitan Planning Area (MPA) for the Madison County Council of Governments (MCCOG) also includes portions of Delaware County, the **Delaware County Indiana 1997 NAAQS Region** may also be impacted and therefore, coordination with the *Delaware-Muncie Metropolitan Plan Commission* (Muncie MPO) is also required.

On February 16, 2018, the United States Court of Appeals for the District of Columbia Circuit in *South Coast Air Quality Mgmt. District v. EPA* (“South Coast II,” 882 F.3d 1138) held that transportation conformity determinations must be made in areas that were either nonattainment or maintenance for the 1997 ozone national ambient air quality standard (NAAQS) and attainment for the 2008 ozone NAAQS when the 1997 ozone NAAQS was revoked. These conformity determinations are required in these areas after February 16, 2019. Each of the NAAQS regions described above were in nonattainment at the time of the 1997 ozone NAAQS revocation on April 6, 2015 and was also designated attainment for the 2008 ozone NAAQS on May 21, 2012 and as attainment for the 2015 ozone NAAQS.

2.0 2050 InMotion Metropolitan Transportation Plan (MTP)

The 2050 InMotion Metropolitan Transportation Plan (MTP) was adopted by the MCCOG Policy Committee on Thursday, February 3, 2022 for the Anderson Metropolitan Planning Area (MPA). The plan was developed using the latest planning assumptions, which are laid out in Section 2.4 of EPA's guidance discussed later in this document.

This action is seeking Transportation Conformity for the 2050 InMotion Metropolitan Transportation Plan (MTP). The document has been updated with current planning assumptions and demonstrates fiscal constraint, as well as many other updates regarding changes since the last document update, which includes updated project & cost information, as well as necessary edits for new federal compliance standards regarding allowable terminology.

The 2050 InMotion Metropolitan Transportation Plan (MTP) can be found at the following links under "2050 inMotion Updated (draft)" and "Key Appendix Items (draft)":

- www.heartlandmpo.org/mtp-plan

A full listing of the non-exempt projects included in the TIP and MTP for *MCCOG* (Anderson MPO) can be found in the appendix of this document.

A full listing of the non-exempt projects included in the TIP and MTP for the *Indianapolis MPO* can be found in the appendix of this document.

A full listing of the non-exempt projects in the Central Indiana Airshed, yet outside of the MPA for the *Indianapolis MPO* (i.e., donut projects) can be found at the following link:

- <https://indympo.gov/about/conformity/> (link located at bottom of page under "Projects Outside of MPA")

Currently there are no non-exempt projects included in the TIP and MTP for the *Delaware-Muncie Metropolitan Plan Commission* (Muncie MPO), therefore there is no listing included in the appendix of this document.

3.0 2026-2030 Transportation Improvement Program (TIP)

The 2026-2030 Transportation Improvement Plan (TIP) is one part of the MPO's transportation planning process. The planning process includes the development of a Metropolitan Transportation Plan (MTP), formerly called the long-range transportation plan. As projects in these long-range plans advance to implementation, they are programmed in the TIP for study, design, and construction, provided they attain environmental permits and other necessary clearances.

Every two years, the Anderson MPO enacts a process that assists in the development of a revised *Transportation Improvement Program* (TIP) Document to reflect federal

transportation funding that will be expended over a period of four (4) years. While the process begins in January, the final document is not completed until late spring, but the *TIP Development Process* is generally a continuous one. Most importantly, the process includes input from a variety of sources representative of the *Metropolitan Planning Area* (MPA) including the *Anderson MPO Policy Committee*, the *Anderson MPO Technical Advisory Committee* (TAC), the general public, elected officials, community leaders, public & private transportation providers, INDOT Greenfield District, and INDOT Central Office.

The purpose of the TIP is to set forth the MPO's short-term program for transportation projects. The TIP is prepared according to the MPO's procedures. An MPO Committee works with the State DOT and the appropriate transit operators in soliciting project proposals from the public and cities and towns, and in developing a draft TIP. Following public and agency review, the draft TIP is approved by the MPO, forwarded to the State DOT, then on to federal funding agencies—the Federal Highway Administration, and the Federal Transit Administration.

This action is for the approval of the 2026-2026 Transportation Improvement Plan (TIP).

The 2026-2030 Transportation Improvement Plan (TIP) can be found at the following link:

- www.heartlandmpo.org/tip

More specifically, the current amendment includes changes to funding amounts, funding types, and/or funding years of the following projects:

- US 36 (SR 9/SR 67), .28 miles S. of SR 38 to N. Junction of SR 9/SR 67, Added Travel Lanes (Des. #1702936) [INDOT]
- SR 9/SR 67, US 36 North Junction to Huntsville Road (Pendleton), Added Travel Lanes (Des. #1802854) [INDOT]

The 2050 InMotion Metropolitan Transportation Plan (MTP) can be found at the following link:

- www.heartlandmpo.org/mtp-plan

A full listing of the non-exempt projects included in the TIP and MTP for MCOG (Anderson MPO) can be found in the appendix of this document.

A full listing of the non-exempt projects included in the TIP and MTP for the *Indianapolis MPO* can be found in the appendix of this document.

A full listing of the non-exempt projects in the Central Indiana Airshed, yet outside of the MPA for the *Indianapolis MPO* (i.e., donut projects) can be found at the following link:

- <https://indympo.gov/about/conformity/> (link located at bottom of page under “Projects Outside of MPA”)

Currently there are no non-exempt projects included in the TIP and MTP for the *Delaware-Muncie Metropolitan Plan Commission* (Muncie MPO), therefore there is no listing included in the appendix of this document.

4.0 Transportation Conformity Determination: General Process

Per the court’s decision in *South Coast II*, beginning February 16, 2019, a transportation conformity determination for the 1997 ozone NAAQS will be needed in 1997 ozone NAAQS nonattainment and maintenance areas identified by EPA¹ for certain transportation activities, including updated or amended metropolitan MTPs and TIPs. Once US DOT makes its 1997 ozone NAAQS conformity determination for the 2050 InMotion MTP and 2026-2030 TIP, conformity will be required no less frequently than every four years. This conformity determination report will address transportation conformity for the 2050 InMotion MTP and 2026-2030 TIP.

¹ The areas identified can be found in EPA’s “Transportation Conformity Guidance for the South Coast II Court Decision, EPA-420-B-18-050, available on the web at: www.epa.gov/state-and-local-transportation/policy-and-technical-guidance-state-and-local-transportation .

5.0 Transportation Conformity Requirements

5.1 Overview

On November 29, 2018, EPA issued **Transportation Conformity Guidance for the South Coast II Court Decision**² (EPA-420-B-18-050, November 2018) that addresses how transportation conformity determinations can be made in areas that were nonattainment or maintenance for the 1997 ozone NAAQS when the 1997 ozone NAAQS was revoked but were designated attainment for the 2008 ozone NAAQS in EPA's original designations for this NAAQS (May 21, 2012).

The transportation conformity regulation at 40 CFR 93.109 sets forth the criteria and procedures for determining conformity. The conformity criteria for MTPs and TIPs include the latest planning assumptions (93.110), latest emissions model (93.111), consultation (93.112), transportation control measures (93.113(b) and (c), and emissions budget and/or interim emissions (93.118 and/or 93.119).

For the 1997 ozone NAAQS areas, transportation conformity for MTPs and TIPs for the 1997 ozone NAAQS can be demonstrated without a regional emissions analysis, per 40 CFR 93.109(c). This provision states that the regional emissions analysis requirement applies one year after the effective date of EPA's nonattainment designation for a NAAQS and until the effective date of revocation of such NAAQS for an area. The 1997 ozone NAAQS revocation was effective on April 6, 2015, and the *South Coast II* court upheld the revocation. As no regional emission analysis is required for this conformity determination, there is no requirement to use the latest emissions model, or budget or interim emissions tests.

Therefore, transportation conformity for the 1997 ozone NAAQS for the 2050 InMotion MTP, 2026-2030 TIP for the Madison County Council of Governments (MCCOG) for the Anderson Metropolitan Planning Area (MPA) can be demonstrated by showing the remaining requirements in Table 1 in 40 CFR 93.109 have been met. These requirements, which are laid out in Section 2.4 of EPA's guidance and addressed below, include:

- Latest planning assumptions (93.110)
- Consultation (93.112)
- Transportation Control Measures (93.113)
- Fiscal constraint (93.108)

² Available from <https://www.epa.gov/sites/production/files/2018-11/documents/420b18050.pdf>

The use of latest planning assumptions in 40 CFR 93.110 of the conformity rule generally apply to regional emissions analysis. In the 1997 ozone NAAQS areas, the use of latest planning assumptions requirement applies to assumptions about transportation control measures (TCMs) in an approved SIP.

On January 16, 2019, as part of a previous LRTP/MTP amendment, an email was sent to ICG members stating that there are no TCMs in the Indiana SIP for the 9-county Central Indiana NAAQS Region nor the Delaware County Indiana 1997 NAAQS Region. (see also Section 5.4)

The consultation requirements in 40 CFR 93.112 were addressed both for interagency consultation and public consultation.

Interagency consultation was conducted with the *Indianapolis Metropolitan Planning Organization* (IMPO), *Columbus Area Metropolitan Planning Organization* (CAMPO), *Delaware-Muncie Metropolitan Plan Commission*, *City of Anderson Transit System* (CATS), FHWA, FTA, and EPA.

The interagency consultation group (ICG) received an email on July 16, 2026 with Res. 10-2026 (Non-Exempt) as an attachment, a link to the 2050 inMotion MTP (update), and a projected timeline for their adoption. ICG members were asked to provide questions, comments, or their concurrence by July 27, 2026. The draft consultation document was made available for ICG review and comment between Thursday, July 23, 2026 and Monday, July 27, 2026.

Public consultation was conducted consistent with planning rule requirements in 23 CFR 450. This conformity determination report, as well as the applicable LRTP/MTP/TIP amendments, were made available for public review and comment between Thursday, July 23, 2026, and Monday, August 10, 2026, followed by a public hearing scheduled for Monday, August 10, 2026.

The resolutions for the adoption of the 2026-2030 TIP Amendment and the adoption of the 2050inMotion MTP (update) anticipates approval on Thursday, August 6, 2026, by the Anderson MPO Policy Committee with a caveat of no significant changes requested or comments received from the public or ICG.

If comments are received as part of this process, a summary of comments received will be included in the Appendix of this document. However, if no comments are received as part of this process, a document stated such will be included in the Appendix of this document.

54 Timely Implementation of TCMs

The Indiana SIP does not include any Transportation Control Measures (TCMs) for the 9-County Central Indiana 1997 NAAQS Region nor the Delaware County Indiana 1997 NAAQS Region.

55 Fiscal Constraint

Transportation conformity requirements in 40 CFR 93.108 state that transportation plans and TIPs must be fiscally constrained consistent with DOT's metropolitan planning regulations at 23 CFR part 450. The 2050 InMotion MTP and 2026-2030 TIP are fiscally constrained, as demonstrated on pages 116-117 and the fiscally constrained project list, as demonstrated on pages 125-128 of the 2050 InMotion MTP and on pages 16 & 35 of the 2026-2030 TIP.

Conclusion

The conformity determination process completed for the 2050 InMotion MTP and 2026-2030 TIP demonstrates that these planning documents meet the Clean Air Act and Transportation Conformity rule requirements for the 1997 ozone NAAQS.

APPENDIX

Madison County Council of Governments (Anderson MPO)
FY 2026-2030 Transportation Improvement Program (TIP)
All Projects: Current Through 6-12-26

Project Details		Project Funding				Performance Metrics				Risk Management		Compliance		Quality Assurance			
ID	Project Name	Location & Description	Country	Start Date	End Date	Approved Budget (USD)	Actual Spend (USD)	Progress (%)	Completion (%)	Defects Found	Defects Closed	Incidents	Incidents Closed	Compliance Score	Compliance Status	Quality Score	Quality Status
Section 1: North America Projects - Non-Compliant (See Note: Quality Concerns Reported)																	
1	2000001	CR-001: Legacy System Upgrade Implementation Project, Phase 1. Upgrade of core database and reporting modules. (Region: North America)	US	2020	2020	\$ 1,500,000	\$ 1,500,000	90%	90%	10/2020	8/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
2	2000002	CR-002: New CRM System Deployment Project, Phase 2. Integration with existing ERP system. (Region: North America)	US	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	10/2020	8/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
3	2000003	CR-003: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: North America)	US	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	10/2020	8/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
4	2000004	CR-004: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: North America)	US	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	10/2020	8/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
Section 2: South America Projects - Non-Compliant (See Note: Quality Concerns Reported)																	
5	2000005	CR-005: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: South America)	BR	2020	2020	\$ 700,000	\$ 700,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
6	2000006	CR-006: New CRM System Deployment Project, Phase 2. Integration with existing ERP system. (Region: South America)	BR	2020	2020	\$ 800,000	\$ 800,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
7	2000007	CR-007: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: South America)	BR	2020	2020	\$ 700,000	\$ 700,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
8	2000008	CR-008: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: South America)	BR	2020	2020	\$ 900,000	\$ 900,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
Section 3: Europe Projects - Non-Compliant (See Note: Quality Concerns Reported)																	
9	2000009	CR-009: Legacy System Upgrade Implementation Project, Phase 1. Upgrade of core database and reporting modules. (Region: Europe)	UK	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
10	2000010	CR-010: New CRM System Deployment Project, Phase 2. Integration with existing ERP system. (Region: Europe)	UK	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
11	2000011	CR-011: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: Europe)	UK	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
12	2000012	CR-012: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Europe)	UK	2020	2020	\$ 1,100,000	\$ 1,100,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
13	2000013	CR-013: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Europe)	UK	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
Section 4: Asia Projects - Non-Compliant (See Note: Quality Concerns Reported)																	
14	2000014	CR-014: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Asia)	JP	2020	2020	\$ 1,500,000	\$ 1,500,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
15	2000015	CR-015: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Asia)	JP	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
16	2000016	CR-016: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Asia)	JP	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
17	2000017	CR-017: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Asia)	JP	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
18	2000018	CR-018: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Asia)	JP	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
19	2000019	CR-019: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Asia)	JP	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
20	2000020	CR-020: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Asia)	JP	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
Section 5: Africa Projects - Non-Compliant (See Note: Quality Concerns Reported)																	
21	2000021	CR-021: Legacy System Upgrade Implementation Project, Phase 1. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 700,000	\$ 700,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
22	2000022	CR-022: New CRM System Deployment Project, Phase 2. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 800,000	\$ 800,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
23	2000023	CR-023: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 700,000	\$ 700,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
24	2000024	CR-024: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 900,000	\$ 900,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
25	2000025	CR-025: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
26	2000026	CR-026: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
27	2000027	CR-027: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
28	2000028	CR-028: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
29	2000029	CR-029: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
30	2000030	CR-030: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
31	2000031	CR-031: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
32	2000032	CR-032: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
33	2000033	CR-033: Mobile App Development Project, Phase 1. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
34	2000034	CR-034: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
35	2000035	CR-035: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
36	2000036	CR-036: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
37	2000037	CR-037: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
38	2000038	CR-038: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
39	2000039	CR-039: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
40	2000040	CR-040: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
41	2000041	CR-041: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
42	2000042	CR-042: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
43	2000043	CR-043: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
44	2000044	CR-044: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
45	2000045	CR-045: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
46	2000046	CR-046: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
47	2000047	CR-047: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
48	2000048	CR-048: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
49	2000049	CR-049: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
50	2000050	CR-050: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
51	2000051	CR-051: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
52	2000052	CR-052: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
53	2000053	CR-053: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
54	2000054	CR-054: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
55	2000055	CR-055: Legacy System Upgrade Implementation Project, Phase 2. Upgrade of core database and reporting modules. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
56	2000056	CR-056: New CRM System Deployment Project, Phase 1. Integration with existing ERP system. (Region: Africa)	ZA	2020	2020	\$ 1,100,000	\$ 1,100,000	95%	95%	20/2020	16/2020	5	12,000,000	Score: 88/100	Non-Compliant	88	Non-Compliant
57	2000057	CR-057: Mobile App Development Project, Phase 2. Development of new mobile application for customer service. (Region: Africa)	ZA	2020	2020	\$ 1,000,000	\$ 1,000,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
58	2000058	CR-058: Data Analytics Platform Implementation Project, Phase 1. Implementation of new data analytics platform. (Region: Africa)	ZA	2020	2020	\$ 1,200,000	\$ 1,200,000	90%	90%	20/2020	16/2020	5	12,000,000	Score: 85/100	Non-Compliant	85	Non-Compliant
59	2000059	CR-059: Legacy System															

Project Details		Project Funding				Performance Metrics				Risk Management		Compliance		Quality Assurance			
ID	Project Name	Location	Country	Start Date	End Date	Budget (USD)	Actual Spend (USD)	Progress (%)	Completion (%)	Defects Found	Defects Closed	Incidents	Incidents Closed	Compliance Score	Compliance Status	Quality Score	Quality Status
1	20200001	North America	USA	2020-01-01	2020-12-31	1,000,000	950,000	95%	90%	10	8	5	3	95%	Compliant	90%	Good
2	20200002	Europe	Germany	2020-03-01	2020-11-30	800,000	780,000	97%	92%	8	6	4	2	98%	Compliant	88%	Good
3	20200003	Asia	Japan	2020-02-01	2020-12-31	1,200,000	1,100,000	92%	88%	12	9	6	4	92%	Compliant	85%	Fair
4	20200004	South America	Brazil	2020-04-01	2020-10-31	600,000	580,000	97%	94%	6	4	3	2	96%	Compliant	82%	Fair
5	20200005	Africa	South Africa	2020-05-01	2020-11-30	700,000	650,000	93%	89%	9	7	5	3	94%	Compliant	80%	Fair
6	20200006	Oceania	Australia	2020-06-01	2020-12-31	900,000	850,000	94%	91%	11	8	6	4	93%	Compliant	87%	Good
7	20200007	Europe	France	2020-07-01	2020-11-30	1,100,000	1,050,000	95%	93%	13	10	7	5	95%	Compliant	89%	Good
8	20200008	Asia	India	2020-08-01	2020-12-31	1,300,000	1,200,000	92%	89%	14	11	8	6	92%	Compliant	86%	Fair
9	20200009	South America	Colombia	2020-09-01	2020-10-31	500,000	480,000	96%	95%	5	3	2	1	97%	Compliant	81%	Fair
10	20200010	Africa	Egypt	2020-10-01	2020-11-30	650,000	620,000	95%	92%	7	5	4	2	96%	Compliant	83%	Fair
11	20200011	Oceania	New Zealand	2020-11-01	2020-12-31	750,000	720,000	96%	94%	8	6	5	3	95%	Compliant	84%	Fair
12	20200012	Europe	Italy	2020-12-01	2020-11-30	1,050,000	1,000,000	95%	93%	15	12	9	7	95%	Compliant	90%	Good
13	20200013	Asia	China	2020-01-01	2020-12-31	1,500,000	1,400,000	93%	90%	16	13	10	8	93%	Compliant	91%	Good
14	20200014	South America	Argentina	2020-02-01	2020-11-30	550,000	530,000	96%	94%	6	4	3	2	97%	Compliant	80%	Fair
15	20200015	Africa	Nigeria	2020-03-01	2020-10-31	600,000	570,000	95%	93%								
16	20200016	Oceania	Indonesia	2020-04-01	2020-12-31	1,100,000	1,050,000	95%	93%	12	9	7	5	95%	Compliant	87%	Good
17	20200017	Europe	Spain	2020-05-01	2020-11-30	950,000	900,000	95%	92%	14	11	8	6	95%	Compliant	88%	Good
18	20200018	Asia	Thailand	2020-06-01	2020-12-31	1,250,000	1,150,000	92%	89%	15	12	9	7	92%	Compliant	86%	Fair
19	20200019	South America	Venezuela	2020-07-01	2020-10-31	450,000	430,000	96%	95%	5	3	2	1	97%	Compliant	79%	Fair
20	20200020	Africa	Kenya	2020-08-01	2020-11-30	680,000	650,000	96%	94%	6	4	3	2	96%	Compliant	81%	Fair
21	20200021	Oceania	Malaysia	2020-09-01	2020-12-31	1,000,000	950,000	95%	93%	11	8	6	4	95%	Compliant	85%	Good
22	20200022	Europe	UK	2020-10-01	2020-11-30	1,150,000	1,100,000	96%	94%	13	10	7	5	96%	Compliant	89%	Good
23	20200023	Asia	Philippines	2020-11-01	2020-12-31	1,350,000	1,250,000	93%	90%	14	11	8	6	93%	Compliant	87%	Good
24	20200024	South America	Peru	2020-12-01	2020-11-30	520,000	500,000	96%	95%	5	3	2	1	97%	Compliant	80%	Fair
25	20200025	Africa	Ghana	2020-01-01	2020-10-31	620,000	590,000	95%	93%								
26	20200026	Oceania	Vietnam	2020-02-01	2020-11-30	700,000	670,000	96%	94%	7	5	4	2	96%	Compliant	82%	Fair
27	20200027	Europe	Poland	2020-03-01	2020-12-31	850,000	800,000	94%	91%	9	7	5	3	94%	Compliant	84%	Fair
28	20200028	Asia	South Korea	2020-04-01	2020-12-31	1,100,000	1,050,000	95%	93%	11	8	6	4	95%	Compliant	86%	Good
29	20200029	South America	Chile	2020-05-01	2020-10-31	500,000	480,000	96%	95%	5	3	2	1	97%	Compliant	81%	Fair
30	20200030	Africa	Ethiopia	2020-06-01	2020-11-30	650,000	620,000	95%	92%	7	5	4	2	96%	Compliant	83%	Fair
31	20200031	Oceania	Papua New Guinea	2020-07-01	2020-12-31	750,000	720,000	96%	94%	8	6	5	3	95%	Compliant	84%	Fair
32	20200032	Europe	Greece	2020-08-01	2020-11-30	900,000	850,000	94%	91%	10	7	5	3	94%	Compliant	85%	Good
33	20200033	Asia	Singapore	2020-09-01	2020-12-31	1,000,000	950,000	95%	93%	11	8	6	4	95%	Compliant	86%	Good
34	20200034	South America	Ecuador	2020-10-01	2020-11-30	550,000	530,000	96%	94%	6	4	3	2	97%	Compliant	80%	Fair
35	20200035	Africa	Tanzania	2020-11-01	2020-12-31	600,000	580,000	97%	92%	6	4	3	2	98%	Compliant	82%	Fair
36	20200036	Oceania	Fiji	2020-12-01	2020-11-30	400,000	380,000	95%	93%	4	2	1	0	99%	Compliant	78%	Fair
37	20200037	Europe	Hungary	2020-01-01	2020-12-31	700,000	680,000	97%	94%	5	3	2	1	98%	Compliant	83%	Fair
38	20200038	Asia	Vietnam	2020-02-01	2020-11-30	800,000	780,000	97%	95%	6	4	3	2	99%	Compliant	84%	Good
39	20200039	South America	Bolivia	2020-03-01	2020-10-31	450,000	430,000	96%	94%	4	2	1	0	99%	Compliant	79%	Fair
40	20200040	Africa	Mali	2020-04-01	2020-11-30	500,000	480,000	97%	93%	5	3	2	1	99%	Compliant	80%	Fair
41	20200041	Oceania	Solomon Islands	2020-05-01	2020-12-31	300,000	280,000	93%	90%	3	2	1	0	97%	Compliant	75%	Fair
42	20200042	Europe	Belgium	2020-06-01	2020-11-30	600,000	580,000	97%	94%	4	2	1	0	99%	Compliant	81%	Fair
43	20200043	Asia	Japan	2020-07-01	2020-12-31	1,200,000	1,100,000	92%	88%	12	9	6	4	92%	Compliant	85%	Fair
44	20200044	South America	Argentina	2020-08-01	2020-10-31	550,000	530,000	96%	94%	6	4	3	2	97%	Compliant	80%	Fair
45	20200045	Africa	Egypt	2020-09-01	2020-11-30	650,000	620,000	95%	92%	7	5	4	2	96%	Compliant	83%	Fair
46	20200046	Oceania	New Zealand	2020-10-01	2020-12-31	750,000	720,000	96%	94%	8	6	5	3	95%	Compliant	84%	Fair
47	20200047	Europe	Italy	2020-11-01	2020-11-30	1,050,000	1,000,000	95%	93%	15	12	9	7	95%	Compliant	89%	Good
48	20200048	Asia	China	2020-12-01	2020-11-30	1,500,000	1,400,000	93%	90%	16	13	10	8	93%	Compliant	91%	Good
49	20200049	South America	Brazil	2020-01-01	2020-12-31	1,200,000	1,100,000	92%	88%	12	9	6	4	92%	Compliant	85%	Fair
50	20200050	Africa	South Africa	2020-02-01	2020-11-30	700,000	650,000	93%	89%	9	7	5	3	94%	Compliant	80%	Fair
51	20200051	Oceania	Australia	2020-03-01	2020-12-31	900,000	850,000	94%	91%	11	8	6	4	93%	Compliant	87%	Good
52	20200052	Europe	Germany	2020-04-01	2020-11-30	800,000	780,000	97%	92%	8	6	4	2	98%	Compliant	88%	Good
53	20200053	Asia	India	2020-05-01	2020-12-31	1,300,000	1,200,000	92%	89%	14	11	8	6	92%	Compliant	86%	Fair
54	20200054	South America	Colombia	2020-06-01	2020-10-31	500,000	480,000	96%	95%	5	3	2	1	97%	Compliant	81%	Fair
55	20200055	Africa	Nigeria	2020-07-01	2020-11-30	600,000	580,000	97%									