STANDARD PROJECT MANAGEMENT PROCESS
Version1.0

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Change Control

The contents of this document are subject to change control

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1. PURPOSE

This document seeks to provide a detailed process flow for establishing, executing, and monitoring projects to ensure that they are not only delivered but the proposed objectives which include budget, time, scope, and quality are met. It also outlines the delivery approaches for Enterprise projects and defines the roles and responsibilities of the individuals and teams responsible for directing, managing, and delivering the different project activities.

2. PROJECT MANAGEMENT SERVICES GROUP

The Project Management Services Group serves as the project management office of PremiumTrust Bank. Her responsibilities include providing project support to different execution teams in the Bank, hands-on project management to ensure successful execution and aligning projects to the strategy of the Bank.

Specific Responsibilities of PMS include:

- Work with Project Managers to formulate project plan, budget control, schedules, reporting and contract management.
- Develop and implement strategy for the control and tracking of project related items including issues, assumptions, dependencies and associated costs and resources.
- Develop a strategy for and provide communications of project, including documentation, meeting minutes and presentations.
- Identify and capture risks and exceptions and subsequently monitor, track and manage them.
- Support and provide enforcement of the following:
    - Being compliant to firm's project management standards
    - Project governance on risk, financials, resources, scope, communication, timeline, post-go-live monitoring
    - Vendor contract management and invoice processing

The Projects that will be directly managed by the group include:

- Enterprise Business Applications/Products
- Enterprise Resources Planning (ERP) solutions for core business processes
- Process Automations and Workflows for back-office operations
- Major Technology infrastructure projects

3. APPLICABILITY AND SCOPE

Process Name	Project Delivery Process
Process Description	This framework describes the approach to establish, execute, and monitor projects to ensure that the proposed objectives i.e. budget, time, scope, and quality are met.
Process Objective	To coordinate all aspects, methodology, practices, and nomenclature for project processes, and provide the resources and tools necessary to consistently improve the success of projects being implemented across the Bank.
Process Ownership	**Project Management Services**
Methodology	The methodology adopted is a hybrid of applicable concepts, techniques, and practices from global standards for project management tailored to the organization; these include but not limited to: • Project Management Institute • Prince 2 • Scrum Framework
Benefits to the Department	• Operational Efficiency • Enhanced service delivery to our internal customers • Improved Synergy within the team • Greater institutionalization for attainment of best practices • Proper documentation of all executed projects in the Bank
Benefits to Bank	• Enhanced productivity • Standardized processes and procedures for Project Delivery • Enhanced Customer Satisfaction • Improved time to market of new products and services • Effective alignment of project portfolios with the Bank's strategy and capabilities to achieve greater results • Provides the Bank with a platform to achieve its long-term goals in a more effective and efficient manner • Value realization and benefits tracking of delivered projects
Process Controls	• Quality Control Measures - Quality Gate Reviews by Quality Assurance team • Financial Risk and Operational Risk – Information Security Office, Conduct and Compliance, Operational Risk, Expense Control, and Internal Audit are responsible for identifying, highlighting risks and making recommendations. • The Project Manager and Business owner will review, analyze, and mitigate any of these risks in each milestone. • Operational Control Measures – Risk and issue monitoring through-out the project
Key Performance Measures	Actual delivery measured against expected outcomes, scope, quality, time, and budget
Inputs	Project requests from Groups/Management
Outputs	Successful Completion of the Project with well documented reports for future reference

4. PROCESS OVERVIEW

4.1 Process Overview:

This framework is made up of three main pillars: Process, Stakeholders and Principles.

PROCESS: Pre-Initiation, Initiation, Planning, Execution, Monitoring and Controlling, Closing

STAKEHOLDERS: Business Owners, Project Managers, Business Relationship Managers, Quality Assurance, Project Steering Committees, Product Owners, Compliance and control, Audit etc.

PRINCIPLES: Collaboration, Building incrementally, Tailor to suit our environment, Learn from Experience, Early customer value, Manage risks efficiently

5. ADOPTED PROJECT METHODOLOGIES

Project Management will be delivered using two approaches: The Waterfall model and the Agile model. The determination of an approach will be dependent on a number of factors as captured in the table below.

Waterfall Model: The waterfall model is designed using a hybrid of PMP and Prince2 methodologies in order to leverage the rich techniques and process frameworks of both methodologies. The following will characterize projects that will be implemented using the waterfall model:

1. Projects that have defined scope
2. Projects that have one unique result that cannot be broken down in iterations
3. All the requirements are known, clear, and fixed
4. There are no ambiguous requirements
5. The project is short and simple

The Agile Model: The Agile model delivers projects through either using iterations or increments. Iterations deliver a progressive enhancement of a product while increments deliver and add features progressively. The model will be used in the following scenario:

1. The project can be delivered in increments of products.
2. The requirements are ambiguous and changes are expected as the project progresses
3. There is a need for a very fast go-to-market need.

6. PROCESS STEPS

PRE-INITIATION PHASE

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
1	Establish a business need	Strategy, market research etc.	Business owner	Dependent on project	Project Concept brief
2	Document the business justification and business case for the need	Business Need	Business owner	Dependent on project	Business Case
3	Establish delivery option (make or buy decision)	Business Case	Procurement Officer	3 days	Delivery approach
	For buy option,				
4	Develop Request for proposal (RFP) and send to potential vendors	Business requirement	Procurement officer	Dependent on project	Request for Proposal (RFP)
5	Shortlist potential vendors based on response to the RFP	RFP	Procurement Officer	Dependent on project	Shortlisted vendors
6	Proceed through the vendor evaluation and procurement process	Potential vendors	Procurement Officer	2 weeks	Selected Vendor
7	Obtain approval for implementation	Negotiated cost, justification	Procurement Officer	1 week	Management Approval
8	Sign award and implementation contracts with selected vendor	Business Requirement, Scope of Work	Procurement Officer	2 weeks	Award letter, Implementation contract, Scope of work, Non-disclosure agreement (NDA)
	For Made option:				
9	Identify the in-house delivery team (Digital Banking, Information Technology etc.)	Business requirement	Head, PMS	3 days	NA
10	Formally engage the in-house delivery team and agree on accountabilities	Scope of Work	Head, PMS	2 days	Email or official memo depending on the project size.

INITIATION PHASE

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
1	Appoint a Project Manager to the project for implementation and management.	Project approval	Head, PMS	1 day	Project Manager

2	Develop a project Charter (Project Initiation Document)	Business Need	Project Manager	2 days	Project Charter
3	Identify project Stakeholders	Business Case, Project Charter	Project Manager	1 day	Stakeholder register
4	Develop the project governance framework including the Project Steering committee, working committees etc.	Project Charter	Project Manager	1 day	Governance framework
5	Develop detailed scope of Work	Business requirement	Project Manager	5 days	Scope of Work
6	Develop the acceptance Criteria from the Scope of Work	SOW	Project Manager	1 day	Conditions of Acceptance
7	Conduct a Project Kick-off meeting	Potential vendors	Procurement Officer	1 day	Minutes of kick-off meeting
8	Open up logs (issue log, daily log, risk log etc.	Business Requirement, Scope of Work	Procurement Officer	1 day	Award letter, Implementation contract, Scope of work, Non-disclosure agreement (NDA)
9	Conduct elicitation and gathering of requirements from all stakeholders	Business Requirement	Business Analyst	Depending on the project size	Business Requirement Document (BRD)

PLANNING PHASE

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
1	Breakdown the Scope of work into activities	Project approval	Project Manager	2 days	Gantt Chart
2	Develop an activity schedule for the project (For vendor delivered projects, this will be received from the vendor and reviewed by the stakeholders)	Lessons learnt document	Project Manager	3 days	Gantt Chart
3	Develop other plans: Communication, risk management, quality management etc.	Business Need	Project Manager	2 days	Project Management Plan
4	Put up the project team (business and technical) to deliver the project. Assign resources to the activity schedule	Business Case, Project Charter	Project Manager	2 days	Resource assignment (Gantt Chart)
5	Engage stakeholders on the developed plan	Project plan	Project Manager	1 day	Reviewed project plan
6	Baseline your scope, time and cost (where applicable)	Project plan	Project manager	1 day	Sign-off on the baselines

7	Conduct a risk assessment on the project and document potential risks and mitigants	Project documents	Project Manager	2 days	Risk register
8	For Agile (Scrum) implementation, carry out initial planning to consider the entire scope of the project and develop a high-level roadmap	SOW	Scrum Master	2 days	Project delivery roadmap

EXECUTION PHASE

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
A	**Waterfall Model**				
1	Create work streams and delegate project deliverable with timelines.	Project schedule	Project Manager	Depending on project scope	Work assignment (Emails)
2	Advise each team member of his/her respective project activity/tasks (work package)	Project schedule	Project Manager	Depending on project scope	Work assignment (Emails)
3	Monitor and support the Team Leads to ensure delivery to timelines.	Project schedule	Project Manager	Depending on project scope	Work performance information
4	Update issue log and risk register for proper monitoring of issues/risks on the project on daily basis.	Logs	Project Manager	Depending on project scope	Updated logs
5	Prepare periodic report to the PSC on the progress of the project	Work performance information	Project manager	Depending on project scope	Project Reports
6	Provide update to the Business Owner /Sponsor as agreed in the project	Work performance information	Project manager	Depending on project scope	Project Reports
7	Update Project Plan where this is in variance	Project Plan	Project Manager	Depending on project scope	Updated Plan
8	Raise Exception reports to the Sponsor and obtain change approval where applicable	Request for Change	Project Manager	Depending on project scope	Change Approval

9	**<u>Quality Assurance</u>**
	• Initiate the testing phase of the project once product has been delivered
	  • Unit testing
	  • System & Security testing
	  • Functionality testing
	  • Performance testing
		BRD, System architecture, Business rules, Built solution	Testing/QA officer	Depending on project scope	Test Report

10	**<u>Deployment/Go-Live</u>** • Initiate Request for change (RFC) for the Go live of the release/staged • Get approval for go-live • Organize deployment dependencies • Release/staged Deployment Product is deployed to live	Approved test report, change management approval	Project Manager, Change Manager	Depending on project scope	Approval for go-live
	Agile (Scrum) Model				
1	Setup up the Scrum team. The team is dedicated to deliver the project mandate within a timeframe.	Organogram	Scrum Master	3 days	Scrum Team
2	Draw up initial delivery plans for various sprints	Statement of Work	Scrum Master	2 days	Project Roadmap
3	Agree on modalities of the scrum ceremonies (daily stand up, sprint, sprint reviews and retrospectives)	NA	Scrum Master	1 day	Ground rules
4	Maintain a repository for scrum artifacts and other project documents	NA	Scrum Master	1 day	Project documents
5	For each Sprint, conduct a Sprint Planning event to draw up plan for the sprint		Scrum Master	1 day	Sprint plan
6	Conduct daily stand-up meetings to review what was done the previous day, what will be done on the current day and impediments		Scrum Master	15 minutes daily	Project impediments, progress report
7	Conduct review of the delivered product after each sprint	Built product	Scrum Master	1 day	Reviewed product
8	Conduct a retrospective to capture lessons learnt after the end of the sprint		Scrum Master	1 day	Lessons learnt
9	**<u>Quality Assurance (Performed per Sprint by the development team) in line with definition of Done agreed by the scrum team</u>** • Confirms the tasks for the release/sprint is done and ready for testing • Initiate the testing phase of the sprint • Unit testing • Integrated testing • System & Security testing • Performance testing	BRD, System architecture, Business rules, Built solution		Immediately after the sprint	Test result per sprint
10	**<u>Deployment/Go-Live</u>** • Initiate RFC for the Go live of the release/sprint • Get approval from for go-live	Approved test report, change		Depending on the scope of delivery	Approval for go-live

	• Organize deployment dependencies Release/Sprint Deployment	management approval			

MONITORING AND CONTROLLING

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
1	Conduct periodic project assessment (weekly or monthly depending on the duration of project.	Work performance information	Project Manager	Throughout the project	Project progress report
2	Track the general health of the project using the schedule performance Indices (SPI) Cost Performance Indices (where necessary)	Work performance report	Project Manager	Throughout the project	Project health report

CLOSING

S/N	Activities	Input(s)	Responsibility	Execution Timeline	Output (s)
1	Provide post Go live support to Business after project Go live (depending on the scale of the project).	Project approval	Project Manager	Depending on project scope	Gantt Chart
2	Officially hand over the built solution and all relevant artifacts on the project for onward monitoring/support to ITSM and Applications Management/ Support team.	Project artefacts	Project Manager	5 days	Deliverables
3	Project transcends fully into Business as Usual (BAU).	Project artefacts	Project Manager		
4	Hold a close-out meeting with stakeholders	Final project Report	Project Manager	1 day	Minutes of close-out meeting
5	Prepare a closure report	Deliverables,	Project Manager	3 days	Closure Report
6	Close all Quality, Issue log & Risk registers and file for record purposes.	Business Need	Project Manager	1 day	Project Management Plan
7	Documents Lessons Learnt on the project		Project Manager	2 days	Lessons learnt

Note: The output documents can be captured as sub-sections of a major document. Refer to section 5 for tailoring to specific project sizes.

5. TAILORING DETAILS

These are generic tailoring principles that will guide all projects. However, individual projects could also have peculiar tailoring that would apply.

TYPE	Description	INITIATION	PLANNING	EXECUTION	CLOSING
TYPE C Projects	These projects impact on one or at most two units of the Bank and with one delivery phase	No elaborate documentations. Emails can substitute formal documents in some cases.	A simple project plan for the project and a kick-off meeting. No stage plans	A sponsor can play the role of PSC Daily Log could be used to record issues, risks, lessons etc. Email highlight reports acceptable Work package can be advised via email. Same as checkpoint reports which could also be verbal	No elaborate closing ceremony. A closure document could suffice
TYPE B Projects	These projects impact a few groups in the Bank (between 3 and 5) and can be broken into one or two stages or phases.	The Project brief will contain business case and other justifications	All the documents required for the PID. Proper kick-off meeting. No stage plans but provide full project plan	PSC will be limited to only impacted units Separate logs and registers. Monthly highlight reports to the PSC. Work package to be included in a generic Business Requirement Document or emails. Highlight report via emails	Close out meeting and project closure report
TYPE A Projects	These projects impact the entire enterprise and deliver different products in phases	Full documentation required.	All the documents required for the PID. Proper kick - off meeting	PSC will be constituted with stakeholder from across the Enterprise Separate logs and registers. Monthly highlight reports to the PSC. Work Packages could be advised in separate documents depending on scope. Highlight reports could be sent via email updated in DevOps	Close out meeting and project closure report

6. ROLES AND RESPONSIBILITIES

Role	Responsibility	Department
Project Manager	Responsible for the project organization, management, and overall accountability for delivery	PMS

Business Analyst/Business Relationship Manager	Responsible for defining the business requirement	PMS
Business Owner (Initiator)	Responsible for providing project justification and business case. Also defines requirements and owns value delivery of the project	Different business units
Quality Assurance Officer	Testing and quality assurance	PMS
Release Manager	Request for change approval and deployment of solutions to production environment	IT Service Management (ITSM)
Workstream Leads	Responsible for the different workstream deliveries e.g., Development, infrastructure deployment, testing etc.	Different business units
Change Manager	Responsible for managing the transition in terms of user adoption, training, and awareness	PMS
Risk Assessment Officer	Responsible for identifying potential hazards, analyze what could happen if a hazard occurs and possible mitigants.	Digital and Operational risk / Information Security Officer

7. EXCEPTIONS

The above framework applies for Enterprise projects only. However, there could be exceptions where some elements of the framework may not be fully applied, is tailored or a slight deviation is introduced to achieve the desired outcome.

APPENDIX A: CRITERIA FOR PROJECT REVIEW AND APPOINTMENT OF PROJECT MANAGER

A: OVER-ARCHING OBJECTIVES

Benefits – are clear ROI/benefits described in quantitative and/or qualitative terms?
Add Business Value - are they in alignment with the Bank's 3 pillars – AGILITY, SPECIALIZATION, DIGITIZATION
Digitization – does it support automation?
Operational efficiency- will it improve operational efficiency?

B: PROJECT RANKING

Indices for project ranking system is as defined below:

1. **Project Priority**

S/N	Project benefits	Priority
1	• High business value/Competitive advantage • Regulatory/Legal implications	5
2	• Cost savings/blockage of leakages • Risk reduction	4
3	• Operational efficiency/process improvement • Improving quality and system performance	3
4	• Process workflows impacting only one or two units.	2

2. **Project Complexity**

S/N	Classification	Description	Weight
1	High Complexity projects	The most complicated of projects and will need the full set of tools required to initiate, plan, execute, monitor, and complete the project in a timely and cost-effective manner. Will involve vendors, partners, and multiple stakeholders in the Bank. Involves deployment of separate infrastructure and integrations to more than two endpoints (internally and externally).	5
2	Medium Complexity projects	More complex than a low complexity project and will need more rigor around its project management. Typically, it will take a few months (2 to 3 months) to execute, involve resources from multiple departments. May or may not involve separate infrastructure deployment and involve integration to one or two end points.	4
3	Low complexity projects	Very simple to execute, needs few resources (majorly one developer) and only takes a brief amount of time to implement (not more than one month). Does not require separate infrastructure provisioning and involves one or two integration points only.	3

The project ranking will be determined by a combination of the project priority and complexity. This determines the Cumulative weight of the project.

Ranking (Cumulative weight) = Priority x Weight

For effective management, we recommend that a project manager should not manage more than 2 projects with a cumulative ranking of more than 20 at a time. This can be combined with a portfolio of other projects with a lower cumulative ranking.

However, a project manager is limited to not more than 5 projects which have a cumulative weight of less than 10, per time. An ideal mix could be 2 High Complexity projects and 2 middle or low complexity projects per time.

This ranking does not apply to Agile projects. When using Scrum, a project manager or Scrum Master can only manage one project per time. Unless scaled Scrum methodologies is applied.

C. PROJECT FILTERING CRITERIA

S/N	Filtering Criteria	Response	If No
1	Does the request qualify to be a project (using project qualification criteria)	Yes	Decline request
2	What is the priority ranking?	High	If low or medium, prioritize accordingly.
3	Is there available project manager to undertake project?	Yes	If no, defer project or re-prioritize against low-priority projects
4	Is there available resource (internal) to implement or provide support?	Yes	If no, defer project or re-prioritize against low-priority projects

A project will be accepted if the responses to Nos 1, 2 and 4 are YES. Depending on the priority of the project, it could either be prioritized or deferred.

APPENDIX B: CRITERIA FOR ENTERPRISE PROJECT CLASSIFICATION

The project must meet at least two of the underlying project criteria:

- Enterprise Business solutions, Enterprise Resource Planning (ERP) solutions for core banking processes, process automation, major technology infrastructure.
- All projects that have high customer impact or are beneficial to external customers and the business irrespective of budget.
- Projects that involve third-party vendors and with a considerable budget of not less than N25 million.
- Projects that involve stakeholders from three or more units and departments in the Bank.

APPENDIX C: STAKEHOLDER ENGAGEMENT AND COMMUNICATION MANAGEMENT STRATEGY

- Identify and engage required Stakeholders throughout project.
- Provide continuous feedback .
- Define project governance framework and communication plan.
- Socialise Project Delivery Framework and Project Objectives.
- Gather key conditions of acceptance from Project Sponsor/Business Owners.
- Highlight the roles and responsibilities, escalation paths, and communication medium for each stakeholder.

REVIEW MEETINGS

- Periodic review meetings with the Business Owners & all relevant Stakeholders
- Discuss progress reports & obtain feedback
- Assess risks & mitigation factors
- Review and monitor Project Schedules/Timelines

- Present changes for Project Sponsor/Steering Committee ratification

TIMING/FREQUENCY OF COMMUNICATION ACTIVITIES

- Project Sponsor – Monthly reports and Sponsor engagement sessions as the need arises.
- Business Owner - Report at every milestone achieved/discussion session as the need arises.
- GH PMS – Status update report weekly, monthly reports and engagement sessions as required.

PROPOSED MEDIUM FOR COMMUNICATION

- E-Mails
- Telephone discussions
- Reports
- Meetings/discussion sessions
- Online Sessions i.e. Microsoft teams, Skype, WebEx sessions etc

APPENDIX D: VENDOR SELECTION PROCESS

This is done according to the Bank's Vendor selection framework

APPENDIX E: PROJECT SELECTION CRITERIA

Alignment with the Bank's strategy

Regulatory Compliance

Measurable Value Proposition

Impact and Scale

Enhancement of Operational Efficiency

Cost savings and prevention of losses

APPENDIX F: POST IMPLEMENTATION REVIEW

- PM conducts a workshop on lessons learnt not later than three (3) months after project to review its implementation and highlight the lessons learnt. Lessons learnt from projects are collated and shared with the bank via medium like SharePoint for ease of referencing by all staff.

- For any failed project, the root-cause analysis should be carried out by the Project Management Services Group to identify the individuals or units to be held accountable for the failure.

APPENDIX H: AGILE PROJECT PROCESS WITH RELEASES AND SPRINTS

APPENDIX G: REQUIREMENTS FOR TESTING/QA

1. For digital products built internally by the Solutions Engineering team:
   a. the Business Requirement Document (BRD) - signed by appropriate stakeholders
   b. Test scripts

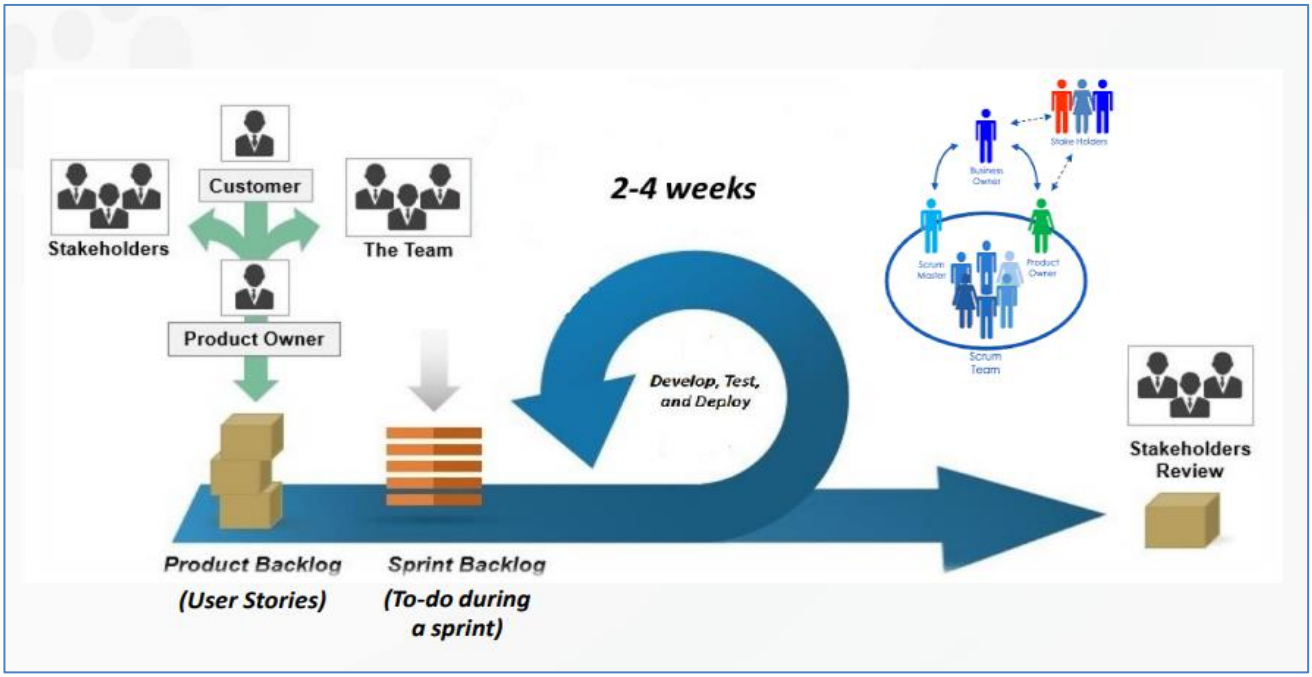
2. 3rd-party-implemented applications (built by vendors and not our internal Solutions Engineering teams) that require the testing team to test and deployment on PremiumTrust Bank's environment should come with the following:
   a. BRD/SWR for the Solution being handed over to PremiumTrust Bank
   b. Test scripts/evidence of tests carried out by the vendor

3. 3rd-party-implemented applications (built by vendors and not our internal Solutions Engineering teams) that require the testing team to test but CANNOT be deployed or DO NOT require deployment on the environment should come with the following:
   a. BRD/SWR for the Solution being handed over to PremiumTrust Bank
   b. Test scripts/evidence of tests carried out by the vendor
   c. Requirements for connection to the vendor's environment for testing.

APPENDIX I: WORKFLOW DIAGRAM

After deployment, there is an early-life support by the Project manager or Scrum team before an handover to operations/business team

Delivering phase using SCRUM Process



DEFINITIONS/ACRONYMS

Agile: The Agile method is a project methodology which assists teams in responding to the unpredictability of constructing software. It uses incremental, iterative work sequences that are commonly known as Sprints.

PMS: This is the acronym for Project Management Services, the department responsible for the initiation, coordination, execution and monitoring of all enterprise projects within Premium Trust Bank to deliver the project objectives on time and on budget in an effective and efficient manner making use of skills, knowledge, experience and material resources acquired and built over time.

Product Backlog: A list of features for a product. The list may be made up of user stories which are structured in a way that describes who wants the feature, provide details of the feature, and explains why the feature is needed.

Project: A temporary organization that is created for the purpose of delivering one or more unique business products according to an agreed Business Case.

Quality Gate: A Quality Gate is a collection of completion criteria and sufficiency standards representing satisfactory execution of a project phase or milestone.

SOW: Statement of Work. This depicts the expected work/deliverables for a project

Sprint: A sprint is a set period during which specific work has to be completed and made ready for review. It is typically between 1 and 4 weeks in an agile project.

Sprint Backlog: A sprint backlog is a subset of the product backlog that is planned to be delivered in the sprint.

Sprint Retrospective: The Sprint Retrospective is an opportunity for the team to inspect itself and create a plan for improvements to be enacted during the next Sprint. The Sprint Retrospective occurs after the Sprint Review and prior to the next Sprint Planning. This is at most a three-hour meeting for one-month Sprints. For shorter Sprints, the event is usually shorter.

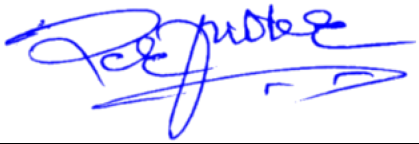
Sprint Review: An inspect-and-adapt activity that occurs after sprint execution where the Scrum team shows to all interested parties what was accomplished during the sprint. The sprint review gives everyone with input into the product development effort an opportunity to inspect what has been built so far and adapt what will be built next.

User Story(ies): A user story is a requirement used in Agile project management to capture a description of a feature from an end-user perspective. The user story describes the type of user, what they want and why. A user story helps to create a simplified description of a requirement.

Work streams: The progressive completion of tasks completed by different groups within an organization which are required to finish a single project.

PMIS: A Project Management Information System (**PMIS**) is a software program or application that organizes and controls the flow of project data and information.

APPROVAL

Name	Group	Signature
Louis Azegba	Head, Project Management Services	
Cosmas Uwaezuoke	Chief Compliance Officer	
Cyril Osheku	Chief Operating Officer	
Emmanuel Emefienim	MD/CEO	