

Strategy Document

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Title of Manual	IT & Systems Department Strategy Document		
Author:	FCMB Pensions Ltd		
Custodian / Title & email	Head, IT & Systems Department lukmanyusuf@fcmbpensions.com		
References & Legislation:	<ul style="list-style-type: none"> FCMB Pensions Strategy Document Pension Reform Act, 2014 		
Supporting Documents, procedures & other materials:	<ul style="list-style-type: none"> PenCom Regulation on IT Management Information Technology Infrastructure Library (ITIL) Standard 		
Audience:	FCMB Pensions staff / FCMB Group		
Next Review Date:	September, 2025		

IT STRATEGY DOCUMENT

1.0 INTRODUCTION

This strategy document summarises how information technology will be used across the whole business processes to underpin its success in all areas. It is a strategy for the company, not just for the IT & Systems Department (ITSD). The document establishes a vision for future service provision and defines a set of principles that will be applied **in order to achieve 1T25.**

The strategy is aimed at broadening the range of services offered by the IT & System department, so that other departments can rely and build upon these to support specialist activities and will have no reason to duplicate these services which can be most effectively provided centrally.

1.1 EXECUTIVE SUMMARY

This strategy document presents initiatives that must be undertaken to ensure the continued success and improvement of IT service delivery at FCMB Pensions.

Innovation plays a focal point in this plan; not simply in the introduction of information technology to the company, to introduce new methods and methodologies in approaching our practices. There is need for consistent user support and improved service delivery, increased support hours, IT infrastructure, enhanced e-mail system, increased file sharing & print services, strong IT governance, up-to-date software and operating system versions, consistent IT communication, support for mobile devices and mobile application availability. Finally, in coming up with this strategic plan, some key technological trends like the changing hardware landscape, the adoption of mobile devices, and the effects of social media are considered.

As we continue to listen to our customers, we will identify technological solutions that will give us an edge over our competitors and be more innovative and creative in the use of emerging technologies and developing new products, making the existing products more compelling to customers and attracting new customers.

1.1.1 The Purpose

An IT strategy is important for ensuring that IT is aligned with the company's business objectives; maximizes its benefits, related risks are managed appropriately while ensuring business service continuity and availability.

1.1.2 Delivering Value: Technology is both a key enabler for services, and a means to ensure efficiency in delivery and value for money. The ITSD must strive for further standardisation in the technological solutions it employs, to minimise the overall costs and maximise re-use. The use of commercial off the shelf (COTS) technologies and solutions would be the preferred option. Whilst specific customisation is necessary in such cases, it will be done consciously and when COTS offerings have been evaluated.

1.1.3 Fostering Innovation: Innovation is at the heart of what FCMB Pensions Limited delivers and the application of technological innovation would be encouraged in all aspects of the provision of technology. Externally, consumer demand is heavily influencing the means of service delivery through technology. The ITSD will embrace this and ensure that developments, opportunities and the implications of new consumer technologies are tracked and are able to influence creative services in a timely manner.

1.2 THE BACKGROUND: HOW THE STRATEGY HAS BEEN DEVELOPED

The IT Steering Committee (ITSC) has the formal responsibility of approving the IT strategy and recommending its adoption as part of IT Strategy, Policies, Standards and Procedure Document.

This document is a strategy for Information Technology (IT) at FCMB Pensions Limited:

- Systems - to support corporate, departmental and operational needs of the company.
- Services - help, support, training, systems development, business & systems analysis, and project management.
- Infrastructure - networking, computing environments and machinery.

1.2.1 Strategy Execution Timelines

This strategy document describes how IT will help the Company to be successful during the next five years (2022 – 2026). Aligning with the Company's goals and objectives as approved by the Board of Directors.

1.2.2 The Need for IT Strategy

A strategy is needed because:

- Clients' expectations have risen and will continue to rise as innovative technology evolves around us.
- The way we do business has changed. Our branches have expanded/continue to expand and will need access to computing power, internet access and capability to meet the yearning needs of our esteemed clients
- IT infrastructures are continually exposed to significant risks, hence we must strive to minimise such risks and ensure adequate data integrity and availability through effective backup system, disaster recovery and business continuity.
- It will guide the department in designing services (that are better and cheaper) for clients (internal and external) that are both highly tuned to individual needs and are efficient.

1.2.3 Relationship to Overall Business Strategy

The purpose of the IT Strategy is to ensure the optimal use of IT towards the attainment of the Company's goals and objectives as approved by the Board of Directors.

To achieve these objectives, the Company has decided upon a clear strategy that will guide its decision making in all areas, which the IT Strategy must support. In particular IT must help the Company to:

...Excel in the quality of the client experience by providing an excellent client service in an exclusive experience, using different channels (email, live chat, SMS, IVR, direct call, mobile platform, self-service etc.) through which clients can reach us. **This is to stand out as a company and excel among competitors.**

Key Strategies:

- a. Optimize the Information Technology platform to support business operations especially in the area of customer service and operational efficiency. This must include a Contact Center with the following features:
 - IVR capabilities that support inbound and outbound channels of communication.
 - An **upgraded** CRM application that has the capacity to record and store these interactions as well as track and make analysis that can be used to proactively improve the service experience of our customers.
 - The in-bound must be accessible to customers through voice (telephone), SMS, email, chat, post as well as walk-in customers.
 - The out-bound must have the capability to reach out to customers through voice, post, email, SMS, chat, social media etc.
 - Ability to pro-actively obtain feedback on services delivered.
 - Felicitate with customers on special occasions, (Birthday, Public Holidays, Sallah, Christmas, Retirement etc.)
 - A reporting capability to generate various statistical charts for decision making.

The above are to be implemented and operational before the end of **March 2023, and should be improve upon as need arises.*

Expected Impacts: This is hope to help the company; achieve operational efficiency and effectiveness comparable to its competitors by vigorously enhancing service delivery. It will improve competitiveness by ensuring that IT infrastructure financing, aligns with client's demand while optimising business processes that do not contribute directly to the quality of client experience for efficiency.

- b. IT and Systems Department will strive to reduce overall cost and ensure effective utilisation of infrastructure by:
 - Meeting the IT needs of all its stakeholders. We will continuously support units and departments to developed services to help improve the quality of client experience; and provide an environment that encourages leading employers to choose FCMB Pensions as their preferred PFA.

- Ensuring strong maintenance ethics to proactively reduce downtime, improve availability to derive the greatest value from our IT investments by maximising the benefits accruing from each IT service while minimising their costs.
- c. Invest in its centrally provided IT services so as to prepare for a reduction in total aggregated spending on IT by:
- Upgrading core services and applications **such as CRM, Sage and Docuware** to place them on a sustainable footing
 - Broadening the scope of services so as to meet a wider spectrum of IT and data management needs
 - Enabling all IT professionals involved in delivering these services to work together as a single team within the same operational processes and standards.
 - **Deploying centralised print service(MPS) so as to reduce hardware, software and support costs**
- d. Integrate **(a new ERP solution) to improve the current enrollment and recapture processes of customers** and uploading directly to PenCom in a “straight through processing mode”.
- **To be able to reduce processing time for PIN generation and recapture process.**
 - To be able to seamlessly register transferred customers who already have PINs
- e. Strive to reduce the number of customers physically visiting our offices to conduct business and as such utilize the following:
- **Internet** - Every Customer Solution designed and developed or purchased would be web-enabled. This will ensure that customers can basically do all their business wherever they have internet access.
 - **SMS** – This technology will be utilized to contact our clients and conduct business with them. The SMS gateway software should be able to send and receive Text Messages to and from customers. This will reach a wider Nigerian

audience considering its acceptance in the country. With these, we could achieve among others, the following:

- i. Allowing customers to confirm their balances and view transactions.
 - ii. Creating an avenue for customers to make enquiries and receive feedbacks.
 - iii. Use the avenue to sample customer opinions.
 - iv. Allow us to have access to basic customer information for quick strategic decisions using customers' mobile phones.
 - v. Send good-will and birthday messages to customers so as to improve our relationship with our customers.
- **IVR – Interactive Voice Response** allows customers to access FCMB Pensions' database via a telephone voice prompt, after which they can service their own enquiries by following the instructions. The IVR systems will be used to service high call volumes, reduce cost and improve the customer experience.
 - **Mobile App** – This is a mobile platform that allows clients to access their Pension Account on the go (RSA/Retiree). This will enable clients to keep tab on the status of their pension account without the need to physically visit any of our branches (The app is up and running and necessary upgrades will be carried out on a need to basis).
 - **USSD** – This allows customers access to self-service on their phones from the comfort of their homes.
 - **WEB Portal** – Create a web portal that serves as the single point of access for information, curated specifically for the user.
- f. Implement a paperless program by embracing digital solutions which includes the following:
- Implementing HR software where staff can check their KPIs, apply for leave, view the user manual and do a lot of other processes.
 - Implementing an incident management application (Manage Engine) where staff can log in their requests and also view solutions to errors that are encountered on a regular basis.

- g. **Infrastructure:** The current infrastructure will be used through the strategy period. The infrastructure will be upgraded if the need arises.

NOTES:

- i. Continuous improvement and redesign of the above platforms will follow upon successful deployment from **January 2022** onward while considering user's feedback, industry requirement and changes in the Company's direction.
- ii. The above will ensure that:
 - o Clients; from initial enquiry to resolution and beyond, receive a personalised service via web chat, phone call, walk-in, mobile-app etc., such that anyone the client engages, appears fully informed and will have access to their complaints and status of previous interactions that may have occurred.
 - o Communications from the company will always be carefully targeted to reflect the particular context of the client receiving them.
 - o Constant review of all web chat log and phone response is undertaken by all stakeholders (IT & Systems, Operations, Benefit Administrations, Corporate Resources, Risk, Business Development and Compliance departments).

h. 1T25

		Initiatives	Activities	Responsible (R)	Accountable (A)	Start Date	Priority
1	Financial	Focused campaign on digital on-boarding enlightenment (Enable RSA growth rate from 7.7% in 2022 to 8.9% in 2025)	1.Service channels				
			Web portal (Corp Comm., IT; H1 2022)	Lukman, wale & Osar	HS	Feb-22	HILT
			Website (Corp Comm, IT; H1 2022)	Lukman, wale & Osar	HS	Feb-22	HILT

			USSD (Q2 2023)	Wale, Victoria, Lukman	HS	Sep-22	HIHT
			2.Campaign via SMS (Corp. Comm. Q2 2022)	Wale, Lukman, Osa, Victoria	HS	Mar-23	HIHT
			3.Campaign via email (Corp. Comm. Q1 2022)	Wale, Lukman, Osa, Victoria	HS	Mar-22	HILT
			IVR				
			4. live chat	Wale, Lukman, Victoria	HS	Mar-22	HILT
			5.Physical Campaign				
			One on One with customers (BDD, Q1 2022)	Osa, Victiria, Nkiru	HBD, HCS	Feb-22	HILT
			Referral/wor d of mouth (BDD/ all staff)	Osa, Victiria, Nkiru	HS	Feb-22	HILT
			6.Print media (Corporate Comm. 2023)	Wale, Lekan	HS	Mar-23	HIHT

		Implement a paperless print program	1.Collection of email addresses from clients (front office, CSOS, A/c Officers; Q1 2022)	Osa, Victoria, Nkiru	HCS, HB	Feb-22	HILT	
			2.Rigorous campaign through all the channels, e.g. web portal, website, & email (Corp Comm. &IT; Q1 2022)	Osa, Victoria, Nkiru, Wale	HIT	Mar-22	HILT	
			3.Fully embrace digital solutions					
			HR Software (CRD; H1 2022)	Osa, Wale, Victoria, Nkiru	HIT	Feb-22	HILT	
			Managed Engine (CRD; H1 2022)					
			CRM Software (CRD; H1 2022)					
			Target is 5% of funded					

			RSAs annually					
		Create and implement Managed Print Services (MPS)	1. Deploy centralised print service (ITSD&CRD); Q1 2022	Victor, Lukman	HIT	Feb-22	HILT	
		Create digital workflow of processes	Embrace;					
			1. HR solution	All HODs	HIT	Feb-22	HILT	
			2. Managed engine			Feb-22	HILT	
			3. CRM			Mar-22	HILT	
			4. Docuware management system			Apr-22	HIHT	
			5. Sage evolution accounting software			Feb-22	HILT	
			6. New PFA software			Feb-22	HILT	
			(CRD, ITSD, Cust Service, Fincon, Operations, Investment, all; H1 2022)					

Upgrade	Customer	Aggressive campaign on service channels and incentives for usage	1.Loyalty program and vouchers based on frequency of usage (Corp Comm. & Bus Dev; H2 2022) Target is 10%, 14%, 18% & 20% for 2022 - 2025	Victoria, Wale, Lukman	HCS	Mar-23	LIHT
		Deploy advanced CRM platform (Reduce attrition from annuity by 25% on an annual basis)	Upgrade CRM	Lukman, Victoria	HIT/HCS	Feb-22	HILT
3	People	Campaign for change on the use of digital platform	1.Constant engagement with staff through email and intranet quarterly (IT, Corp Comm., CRD, Q1 2022)	Lukman, Victor	Chris	Apr-22	HIHT
			2.Workshop with staff quarterly on IT solutions and services	Lukman, Victor	Chris	Jul-22	HIHT

			through Ms Teams (IT, Corp Comm., CRD, Q1 2022)				
			3.Sanctions for non-usage to include query, warning and possible dismissal			Jul-22	HIHT
			4.The reward for usage is recognition from the MD quarterly. This is measured via use or log in to intranet, HR solution, agent portal, IT Help Desk, less request for IT services/ report etc. (H2, 2022)			Jul-22	HIHT
			Target: Develop an aggregate mix of all digital platform and achieve 30%,	Osa, Victoria, Wale, Lukman	Mai	Jul-22	HIHT

			50%, & 70% & 85% by 2022, 2023, 2024 & 2025 respectively				
		Regular training and re-training on existing new technology	Same as above	Victor, Lukman	Chris	Jul-22	HIHT
4	Innovation	Virtual presentations on status of digital transformation and newsletters	Meeting with all staff quarterly via MS Teams to present a progress report on staff's usage of digital platforms and the different IT project initiated (Strategy, Corp Comm., IT; Q1 2022)	Victor, Lukman	Chris	Apr-22	LIHT
		Agent mobile App	To develop mobile app for BD Staff	Lukman	Chris	Sep-22	HIHT
		Institute regular brainstorming sessions with departments on their challenges	Quarterly Tech meetup to start in 2023 Q1 (ITSD & Corp Comm.)	Lukman, Wale	Mai	Feb-23	LILT

		-to develop IT solutions					
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1.3 RESOURCE REQUIREMENTS

- Staffing: The ITSD will ensure adequate training and development of its staff to ensure premium quality of service delivery that will drive the overall business success. The department emphasizes the need for team work and knowledge sharing to ensure that everyone is at the top of their game in delivering quality service.
- Budgets: Adequate budget provision will be proposed on key IT infrastructure and staff development to cope with demanding and dynamic needs required to excel in the industry.

1.4 INTERNAL CAPABILITIES

1.4.1 IT Project Portfolio Management - The ITSD will continually demand that vendors respond to issues aligned with Service Level Agreements (SLA) and will query any erring vendor that fails to meet up with the targeted resolution time as contained in our Vendor’s Management Policy.

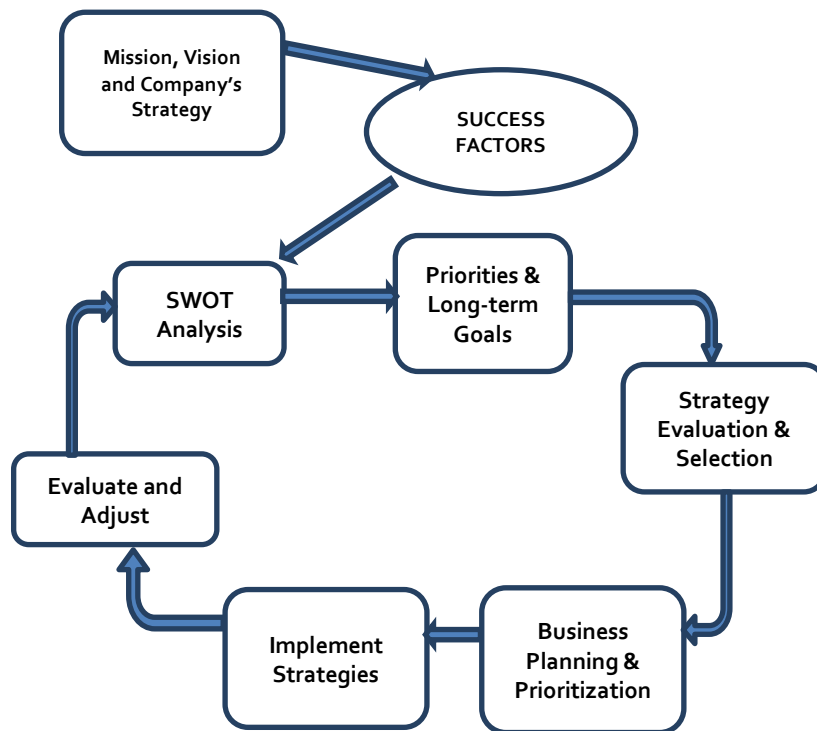
The department currently manages the following solutions and infrastructure for effective running of business operation.

- **Network:** An extensive network spanning the two buildings at Head Office, and Disaster Recovery (DR) site. Both sites are fully networked with internet access at Head Office.
- **Data Centre:** The Company’s main data centre is located at the Head Office, with another Data Centre at the DR site.
- **Core Services:** These include services such as network file storage, printing, and email.
- **Enterprise Desktop:** This includes the installation of software as well as support of all PCs at Head Office and branches nationwide.

- **Applications:** This includes all application software that drive overall business operation and service delivery of the company.

1.4.2 Implementation Plan/Architectural Directions: The implementation plan will follow the Company’s strategy plan and direction as it related to the IT department. Starting from January, 2022, we will review our current status, prioritise our long-term goals, aligned our implementation to the company’s goal, implement upon approval, and continuously evaluate and adjust our output to meet the reality of the industry and technology positions.

This will cover 5 years’ period from 2022 to 2026. Summary of this is represented below.



1.5 CURRENT ITSD SWOT ANALYSIS

The table below represent current overview of IT and Systems Department Strength, Weakness, Opportunity and Threat (SWOT Analysis).

Strength	Weakness
<ul style="list-style-type: none"> ○ Quality and skilled staff that support the Network, Hardware, applications and procurement of accessories. ○ Cross functional teams with focus on developing in-house solution to support other departments. ○ Establishment of IT Steering Committee to oversee overall activities of the department ○ Continuous review of past and ongoing activities and application of best practices/lessons learn in service delivery. 	<ul style="list-style-type: none"> ○ IT training financing and budgeting restriction. ○ Most staff at off-location branches do not take proper care of their PCs which often leads to downtime when issues occur. ○ Lack of strict adherence to maintenance guidelines and tips by off-location staff and ability to conduct regular check as obtainable at head office.
OPPORTUNITIES	THREAT
<ul style="list-style-type: none"> ○ Implementation of cutting-edge technology solutions which is at par with other players in the industry. ○ Expansion of mobile app to cover other platforms (Windows Phone and Blackberry.) ○ Provision of Android Tablet for field staff for quick delivery of pension service. ○ Investment on networking infrastructure and power system that will ensure faster processing at lower costs. 	<ul style="list-style-type: none"> ○ Financial/Budgetary constraints. ○ Natural disaster/war or other epidemics. ○ Fierce competition from industry player driven by technology. ○ Industry regulation.

1.6 OPERATIONAL PRINCIPLES

The ITSD is accountable to staff, Management, and the Board of Directors. The department will operate based on the following principles;

- To the Management and Board of Directors: To ensure that our service delivery is in line with the company's objective with strong emphasis on cost reduction and return on investment.
- To the entire staff: To strive to provide the staff with the necessary tools and services that will enhance their efficiency and service delivery.
- To the IT Staff: To provide IT staff with a healthy work environment that is engaging, fulfilling, with appropriate learning opportunities.
- To strive to deliver overall services in a friendly, financially responsible and efficient way as we aspire to be innovative in the delivery and support of Information Technology at FCMB Pensions Limited.

In General, the ITSD will be employing the following:

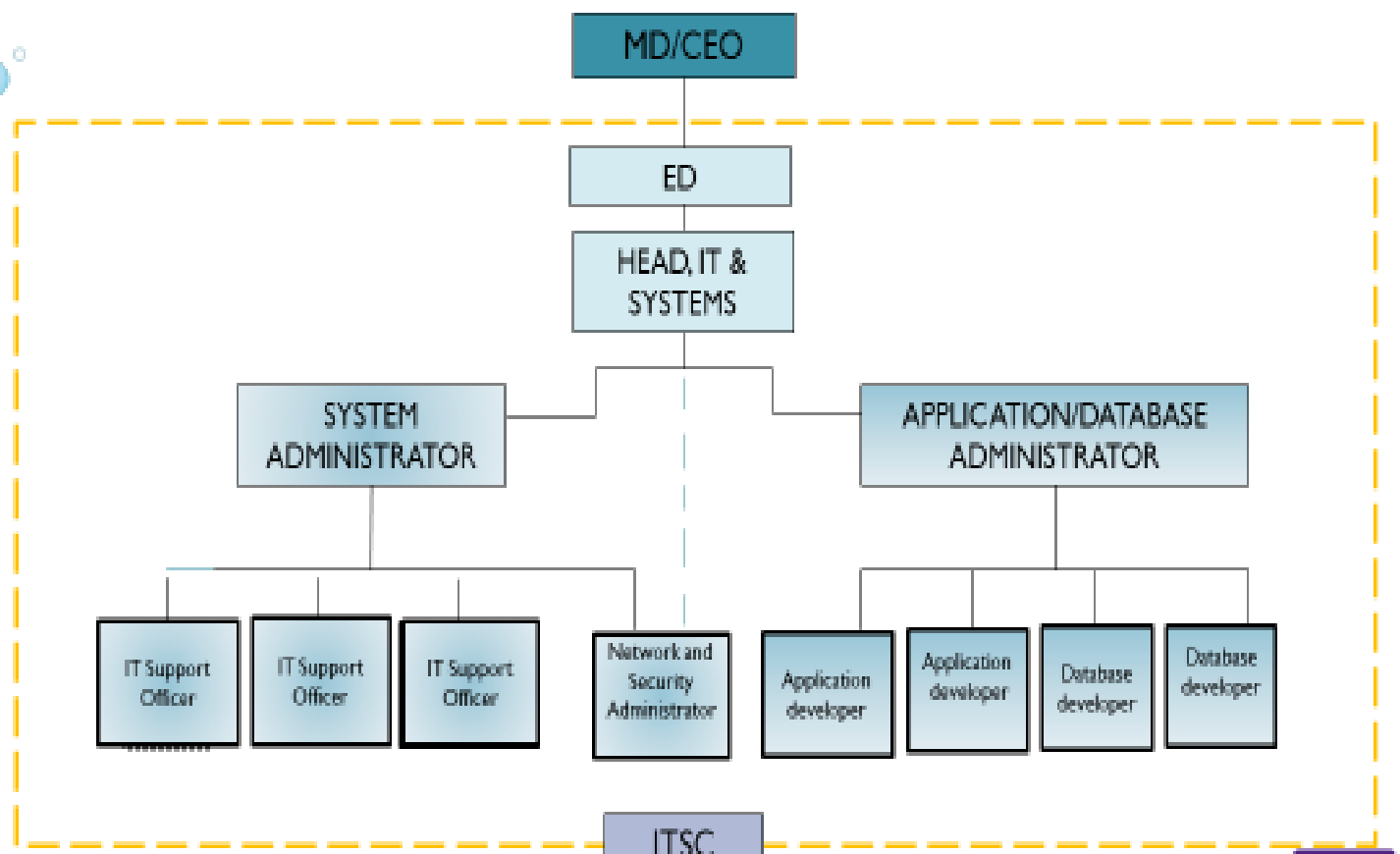
- Introduce new technologies and innovations while retiring aging technologies before they pose any threat to the Company. These actions will consider; Management consultations, industry trends and the current state of our infrastructure.
- Take deliberate and collaborative actions to weave technology in product and service delivery.
- Increase our commitment to service delivery, making it predictable, measurable and easier to access.
- Maintain and introduce transparency in all projects and operational activities to demonstrate accountability for everything we do.
- Seek out operational efficiencies and approaches to leverage technology by way of intentional collaboration.
- Increase our commitment to training internally and externally to the department.
- Take deliberate actions to interrogate our budgets and to diligently align our resources to the IT strategic objectives.

1.7 ITSD ORGANIZATION STRUCTURE AND GOVERNANCE

- IT organization roles and responsibilities

The organogram below represents the current organization roles and responsibilities of the ITSD.

IT ORGANOGRAM



Job Description	
Job Title:	Head, Information Technology & Systems
Reporting to:	ED
Qualification: Minimum of B.Sc. Computer Science, minimum of 10 years core IT experience.	
Key performance indicators	
<ul style="list-style-type: none"> ➤ Ensure compliance with internal and external policies, guidelines and regulations. ➤ Provide each department or unit with ICT solutions that will enhance their productivity and services by reducing or completely eliminating manual processes. ➤ Create a highly professional department that optimally utilizes all ICT infrastructures to give FCMB PENSIONS an edge over its competitors. 	
Role and Responsibilities	
<ul style="list-style-type: none"> ✓ Responsible for the management and smooth running of the department and IT services of the organization. ✓ Coordinate and manage all ICT resources, including human, material and time. ✓ Provide the strategies, plans and procedures, mission, vision and general direction of IT department and IT services in the organization ✓ Obtain all necessary management approvals and funds for the management and provision of all requirements for all assigned task including IT infrastructure, IT architecture and standards. ✓ Ensure all staff of the department are well trained, motivated, challenged and properly appraised and rewarded. ✓ Provide guidance and leadership on all Information Technology issues. ✓ Liaise with management external parties, statutory and regulatory authorities, vendors and solution providers on behalf of the department and the organization. ✓ Advice the management of all IT developments, progress and trends. ✓ Ensure discipline is upheld within the department. ✓ Represent the department or delegate someone at meetings involving the department. ✓ Responsible for the overall security and maintenance of the organization's data, 	

information and IT infrastructure.

- ✓ Responsible for the alignment of IT strategies to the organizations strategies and plans.
- ✓ Overall responsibility for IT policies, security and business continuity.
- ✓ Optimize the use of IT infrastructure.

Job Description	
Job Title:	System Administrator
Reporting to:	Head, Information Technology & Systems
Qualification: Minimum of B.Sc. In IT related field, minimum of 5 years core System Administration/Networking experience.	
Key performance indicators	
<ul style="list-style-type: none">➤ Minimal downtime of network and communication services.➤ High availability of applications and ICT hardware across the entire organization.➤ Quick and prompt response to system/network/hardware failure calls.	
Role and Responsibilities	
<ul style="list-style-type: none">✓ Responsible for design, implementation and administration of the organizations system and network.✓ Ensure network and system security✓ Performs Network and communication audit.✓ Provides and implement enterprise firewall and antivirus defence systems.✓ Monitors and control internet and intranet activities.✓ Liaise with the organizations providing network and communication services to ensure high network availability.✓ Liaise with all stakeholders in the Pension scheme to ensure network connectivity and its availability.✓ Maintenance of the LAN, MAN and WAN for the organization.✓ Responsible for the administration of messaging and collaboration system.✓ Any other related responsibility that might be assigned by the Head, IT and Systems department.	

Job Description	
Job Title:	Application Administrator
Reporting to:	Head, Information Technology & Systems
Qualification: Minimum of B.Sc. In IT related field, minimum of 5 years Application/System Development experience.	
<p>Key performance indicators</p> <ul style="list-style-type: none"> ➤ Minimal downtime of business application within the organization. ➤ High availability of application software across the entire organization. ➤ Support of the organizations core pension administration solution (ENPOWER Admin & Moneytor IBS) and any other software solution deployed in-house. 	
<p>Role and Responsibilities</p> <ul style="list-style-type: none"> ✓ Responsible for design, implementation and administration of the organizations business applications. ✓ Liaise with the Head, IT and Systems department to prepare software development technical and user documentations and guides. ✓ Ensure application accessibility and security. ✓ Quick and prompt response to software failure and issues. ✓ Liaise with software vendors providing core business application solution to ensure optimal functions in line with the SLA. ✓ Ensure that applications software work optimally to meet daily business objective. ✓ Perform any other related responsibility that might be assigned by the Head, IT and Systems department. 	

Job Description	
Job Title:	Network & Security Administrator
Reporting to:	System Administrator
Qualification: Minimum of B.Sc. In IT related field, with experiences on core Networking/Hardware and Systems infrastructure maintenance.	
Key performance indicators	
<ul style="list-style-type: none"> ➤ Minimal downtime of network and communication services. ➤ High availability of ICT hardware across the entire organization. ➤ Quick and prompt response to network/hardware failure calls. 	
Role and Responsibilities	
<ul style="list-style-type: none"> ✓ Responsible for implementation and administration of the organizations network. ✓ Ensure network and system security ✓ Manage Cyber Security ✓ Ensure adequate working condition of hardware and network infrastructures. ✓ Ensure that antivirus applications on all the workstations are up to date. ✓ Maintenance of the LAN, MAN and WAN for the organization. ✓ Worked with System Administrator to ensure effective administration of messaging and collaboration system. ✓ Perform any other related responsibility that might be assigned by the Head, IT and Systems department or the System Administrator. 	

Job Description	
Job Title:	Database Administrator
Reporting to:	System Administrator
Qualification: Minimum of B.Sc. or equivalent in Computer Science or IT related field.	
Key performance indicators	
<ul style="list-style-type: none"> ➤ Support development of Software solutions to meet business requirements. ➤ Support of the organizations core application database administration. ➤ Configuration and administration of Databases 	
Role and Responsibilities	
<ul style="list-style-type: none"> ✓ Responsible for analysis, design, development, implementation and support of database and software solutions. ✓ Liaise with various departments to identify data/information requirements for software development. ✓ Ensure availability, security and integrity of databases. ✓ Ensure compliance with the organizations software development and maintenance policies. ✓ Liaise with the organizations providing software solutions and services to ensure high availability of software solutions. ✓ Liaise with all stakeholders in the Pension scheme to ensure software integration and data transfer. ✓ Perform any other related responsibility that might be assigned by the head, IT and Systems department. 	

Job Description	
Job Title:	Software Developer
Reporting to:	Application Administrator
Qualification: Minimum of B.Sc. or equivalent in Computer Science or IT related field, with core relevant experience in application development.	
Key performance indicators	
<ul style="list-style-type: none"> ➤ Development of Software solutions to meet business requirements. ➤ Support of the organizations core pension administration and any other software solution deployed in-house. ➤ Quick and prompt response to software failure/issue calls. 	
Role and Responsibilities	
<ul style="list-style-type: none"> ✓ Responsible for analysis, design, development, implementation and support of software solutions. ✓ Liaise with various departments to identify software development requirements. ✓ Configuration, availability and administration of application software ✓ Ensure compliance with the organizations software development and maintenance policies. ✓ Liaise with the organizations providing software solutions and services to ensure high availability of software solutions. ✓ Liaise with all stakeholders in the Pension scheme to ensure software integration and data transfer. ✓ Perform any other related responsibility that might be assigned by the Head, IT and Systems department. 	

Job Description	
Job Title:	IT Application Support
Reporting to:	Application Administrator
Qualification: Minimum of B.Sc. or equivalent in IT related field.	
Key performance indicators	
<ul style="list-style-type: none"> ➤ Provide support to ensure 100% IT Solutions availability ➤ Highly efficient IT Help desk. ➤ Proper documentation of fault calls, problem resolutions and solutions documentation. 	
Role and Responsibilities	
<ul style="list-style-type: none"> ✓ Support to provide 100% IT solutions availability. ✓ Responsible for IT HELP DESK and for escalation of problems to respective units, and to the Head, IT & Systems Department. ✓ Responsible for resolutions of all IT related problems, (hardware, software, and communications) at the head office and for all staff on field assignments. ✓ Provide periodic maintenance of all hardware and IT infrastructure within the scope assigned above ✓ Responsible for the smooth day-to-day running of all IT related functions in all department and units of the company. ✓ Maintenance of records of all fault calls, problem resolutions and pending issues. ✓ Continues monitoring of users responsibilities and other IT units as it relates to the smooth IT operations of users. 	

1.8 IT GOVERNANCE

The IT Governance framework is aimed at ensuring that the ITSD align its IT strategy with the company's business strategy, and help the company stay on track to achieve her strategies and goals, and implementing good ways to measure ITSD's performance.

The importance of IT governance is about how to obtain optimum returns from investment in IT and how to ensure that measurable and transparent long-term sustainable stakeholder value is achieved.

IT Governance is focus on improving the management and control of Information Technology for the benefit of the primary stakeholders. This is being managed by the IT Steering Committee.

IT Governance spans the culture, organisation, policy and practices that provide for IT management and control across five key areas:

- Business Alignment – Provide for strategic direction of IT and the alignment of IT and the business with respect to services and projects
- Value Delivery – Confirm that the IT is designed to drive maximum business value from IT. Oversee the delivery of value by IT to the business, and assess ROI.
- Risk Management – Ascertain that processes are in place to ensure that risks have been adequately managed; includes assessment of the risk aspects of IT investment.
- Resources Management – Provide high-level direction for sourcing and use of IT resources. Oversee the aggregate funding of IT and ensure there is an adequate IT capability and infrastructure to support current and expected future business requirements.
- Performance Measurement – Verify strategic compliance, i.e. achievement of strategic IT objectives. Review the measurement of IT performance and the contribution of IT to the business (i.e. delivery of promised business value).

1.8.1 Stakeholder's Management (Internal, External, Partners and Regulatory authorities)

The ITSD values the importance of all stakeholders, and will continue to provide an enabling technology environment to enable the company create value, meet stakeholder needs and ensure resource optimization to deliver quality services to all our customers.

❑ **Internal** - For its internal processes and operations, the ITSD will use an IT strategy that ensures best practices, professionalism, efficiency and cost effectiveness. The following are the general strategies that would be adopted.

- All internal processes and operations will be computerized/automated and the different solutions should be integrated together to share data and resources. There has to be consistency in the back-end database software used.
- All correspondences between FCMB Pensions staff should be via corporate Emails on the intranet or the internet.
- All desks must have a PC connected to the network to enhance operations and electronic correspondences.

❑ **External** - The customers are the most important component in the whole system and as such FCMB Pensions will use Information Technology to listen to them and provide them with good services so as to develop their confidence and trust in the company.

❑ **Regulatory Authorities** - In order to maintain its license and be a leading Pension Fund Administrator in the country, FCMB Pensions, via the Information Technology department, should as a strategy ensure strict compliance to the ICT Guidelines for Pension Fund Administrators provided by the National Pension Commission. This will be better achieved by being pro-active rather than reactive.

Note: This document shall be reviewed with changes in electronic solutions and business needs.

		Initiatives	Activities	Responsible (R)	Accountable (A)	Start Date	Priority
1	Financial	Focused campaign on digital on-boarding enlightenment (Enable RSA growth rate from 7.7% in 2022 to 8.9% in 2025)	1.Service channels				
			Web portal (Corp Comm., IT; H1 2022)	Lukman, wale & Osar	HS	Feb-22	HILT
			Website (Corp Comm., IT; H1 2022)	Lukman, wale & Osar	HS	Feb-22	HILT
			USSD (Q2 2023)	Wale, Victoria, Lukman	HS	Sep-22	HIHT
			2.Campaign via SMS (Corp Comm. Q2 2022)	Wale, Lukman, Osa, Victoria	HS	Mar-23	HIHT
			3.Campaign via email (Corp Comm. Q1 2022)	Wale, Lukman, Osa, Victoria	HS	Mar-22	HILT
			IVR				
			4. live chat	Wale, Lukman, Victoria	HS	Mar-22	HILT
			5.Physical Campaign				

			One on One with customers (BDD, Q1 2022)	Osa, Victiria, Nkiru	HBD, HCS	Feb-22	HILT
			Referral/world of mouth (BDD/ all staff)	Osa, Victiria, Nkiru	HS	Feb-22	HILT
			6.Print media (Corporate Comm., 2023)	Wale, Lekan	HS	Mar-23	HIHT
		Implement a paperless print program	1.Collection of email addresses from clients (front office, CSOS, A/c Officers; Q1 2022)	Osa, Victoria, Nkiru	HCS, HB	Feb-22	HILT
			2.Rigorous campaign through all the channels, e.g. web portal, website, & email (Corp Comm. &IT; Q1 2022)	Osa, Victoria, Nkiru, Wale	HIT	Mar-22	HILT
			3.Fully embrace digital solutions				

			HR Software (CRD; H1 2022)	Osa, Wale, Victoria, Nkiru	HIT	Feb-22	HILT		
			Managed Engine (CRD; H1 2022)						
			CRM Software (CRD; H1 2022)						
			Target is 5% of funded RSAs annually						
		Create and implement Managed Print Services (MPS)	1. Deploy centralised print service (ITSD&CRD); Q1 2022	Victor, Lukman	HIT	Feb-22	HILT		
		Create digital workflow of processes	Embrace;						
			1. HR solution	All HODs	HIT	Feb-22	HILT		
			2. Managed engine					Feb-22	HILT
			3. CRM					Mar-22	HILT
			4. Docuware management system					Apr-22	HIHT
			5. Sage evolution accounting software					Feb-22	HILT

			6.New PFA software			Feb-22	HILT
			(CRD, ITSD, Cust Service, Fincon, Operations, Investment, all; H1 2022)				
Upgrade	Customer	Aggressive campaign on service channels and incentives for usage	1.Loyalty program and vouchers based on frequency of usage (Corp Comm. & Bus Dev; H2 2022) Target is 10%, 14%, 18% & 20% for 2022 - 2025	Victoria, Wale, Lukman	HCS	Mar-23	LIHT
		Deploy advanced CRM platform (Reduce attrition from annuity by 25% on an annual basis)	Upgrade CRM	Lukman, Victoria	HIT/ HCS	Feb-22	HILT
3	People	Campaign for change on the use of digital platform	1.Constant engagement with staff through email and intranet	Lukman, Victor	Chris	Apr-22	HIHT

			quarterly (IT, Corp Comm., CRD, Q1 2022)				
			2.Workshop with staff quarterly on IT solutions and services through Ms Teams (IT, Corp Comm., CRD, Q1 2022)	Lukman, Victor	Chris	Jul-22	HIHT
			3.Sanctions for non-usage to include query, warning and possible dismissal			Jul-22	HIHT
			4.The reward for usage is recognition from the MD quarterly. This is measured via use or log in to intranet, HR solution, agent portal, IT Help Desk, less request for IT			Jul-22	HIHT

			services/ report etc. (H2, 2022)				
			Target: Develop an aggregate mix of all digital platform and achieve 30%, 50%, & 70% &85% by 2022, 2023, 2024 & 2025 respectively	Osa, Victoria, Wale, Lukman	Mai	Jul- 22	HIHT
		Regular training and re-training on existing new technology	Same as above	Victor, Lukman	Chris	Jul- 22	HIHT
4	Innovation	Virtual presentations on status of digital transformation and newsletters	Meeting with all staff quarterly via MS Teams to present a progress report on staff's usage of digital platforms and the different IT project initiated (Strategy, Corp	Victor, Lukman	Chris	Apr- 22	LIHT

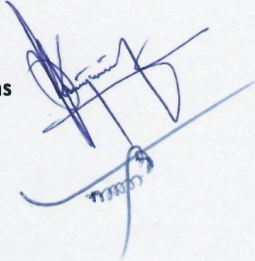
			Comm., IT; Q1 2022)				
		Agent mobile App	To develop mobile app for BD Staff	Lukman	Chris	Sep-22	HIHT
		Institute regular brainstorming sessions with departments on their challenges -to develop IT solutions	Quarterly Tech meetup to start in 2023 Q1 (ITSD & Corp Comm.)	Lukman, Wale	Mai	Feb-23	LILT

CONTROL PAGE

Approval Dates: 17/06/2013
 16/12/2014
 29/03/2016
 21/09/2017
 28/04/2019
 28/03/2022

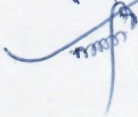
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Head, IT and Systems



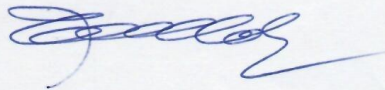
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Chairman ITSC



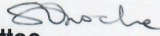
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MD/CEO



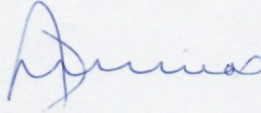
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Chairman, Risk Committee



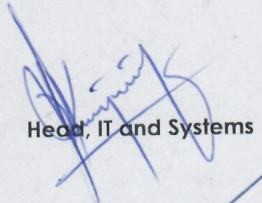
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Chairman BoD.

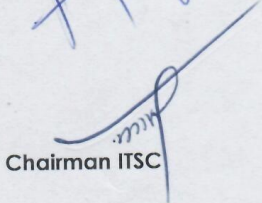


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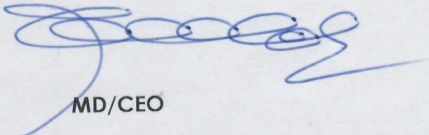
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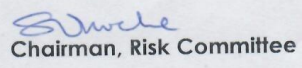
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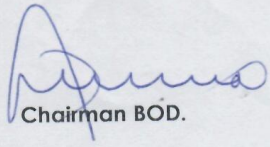
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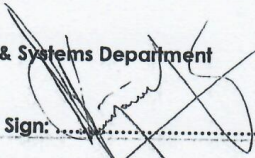

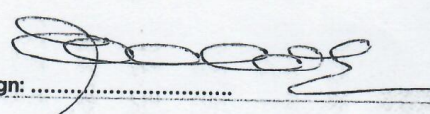
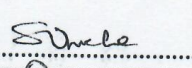
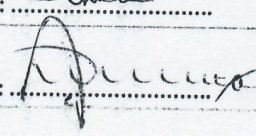
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Chairman, Risk Committee

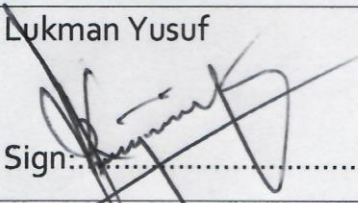
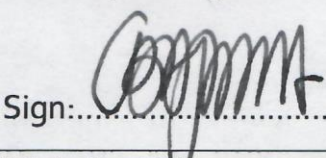
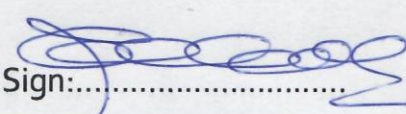
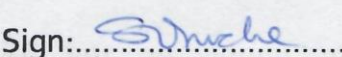
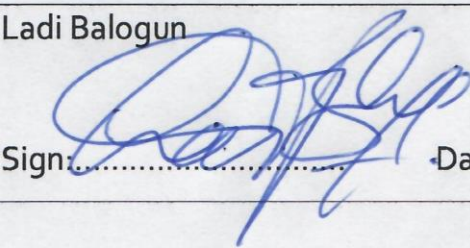
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Chairman BOD.

Date: 26/05/2016

DEPARTMENT	IT & SYSTEMS DEPARTMENT
TITLE OF DOCUMENT:	IT & SYSTEMS DEPARTMENT STRATEGY DOCUMENT
	Approved by:
AUTHOR / PREPARED BY:	<p>Lukman Yusuf Designation: Head, IT & Systems Department</p> <p>Date: 20/09/2017 Sign: </p>
EXECUTIVE MANAGEMENT	<p>Christopher B. Bajowa Designation: Executive Director, Operations & Services</p> <p>Date: 20/09/2017 Sign: </p>
MANAGING DIRECTOR/CEO	<p>Misbahu Umar Yola</p> <p>Date: 20/9/17 Sign: </p>
CHAIRMAN BOARD RISK MANAGEMENT COMMITTEE	<p>Date: 21/9/17 Sign: </p>
BOARD CHAIRMAN	<p>Date: 21/9/17 Sign: </p>

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IT & SYSTEMS DEPARTMENT	
Designation	
Head, IT & Systems Department	Lukman Yusuf Sign:  Date: 20/7/19
Executive Director, Operations & Services	Christopher Bajowa Sign:  Date: 18/4/19
Managing Director/CEO	Misbahu Yola Sign:  Date: 18/4/19
Chairman, Board Risk Management Committee	Suzanne Iroche Sign:  Date: 30/7/19
Chairman, Board of Directors	Ladi Balogun Sign:  Date: 20/7/19