

**REGISTRAR/
CHIEF
EXECUTIVE
REPORT**



1.0 OVERVIEW

Esteemed members, I warmly welcome you to this year's Annual General Meeting (AGM) of our highly revered Institute. We thank God for preserving our lives to witness another AGM. We are equally thankful to Him for the success of the general elections which were conducted into the various arms of government in our country Nigeria.

Distinguished Ladies and Gentlemen, permit me to start on a note of deep gratitude for your finding me worthy to be appointed to lead the Institute as the 7th Registrar/Chief Executive at this crucial time in its chequered history of 60 years.

This year's AGM is therefore unique in several ways. It is the first to be chaired by the 22nd President/Chairman of Council, Dr.

Ken Opara, FCIB. It will equally afford him the opportunity to give the mid-term report of his stewardship on his FUTURE Agenda.

Secondly, it is the first time I will be addressing the AGM in my new capacity. In heeding the admonition of Mr. President during his inauguration that the future is here and we either embrace it, shape it or it will take us unaware and possibly out of relevance, the Management and staff hit the ground running.

Suffice it to say that the activities of the Institute were conducted against the backdrop of developments in the country and the world at large. These developments made the year 2022 a year that was indeed more than ordinary. As we all know, the world grappled with a combination of war, inflation, energy challenge and climate change.

Indeed, Nigeria was not an exception as it was confronted with a myriad of economic and political challenges. Despite these challenges, we continue to focus on fulfilling the mandate of the Institute. We vigorously pursued the implementation of the core initiatives of the six key strategic pillars with the acronym FUTURE as presented by Dr. Opara during his inauguration. As you may be aware, FUTURE stands for:

- F - Financial innovation and transformation.
- U - Dealing with industry Uncertainties.
- T - Trade and finance Collaboration.
- U - Unveiling pathways for membership growth.
- R - Reengineering and Rebranding the industry's business model around Gen Z;
- E - Ethical conduct and governance.

We equally continued with the implementation of the strategic plan 2020-2024 which is in its third year.

As part of the tradition, my report will highlight the activities and achievements of the Institute in the year under review and provide a view into our future plans.

Dear Esteemed members, as a result of the resolve to ensure that our critical business processes are supported by up-to-date IT infrastructure and applications, I am pleased to inform you that the examinations of the Institute has been migrated to the Remote Online Proctoring Platform. This allows candidates to sit for the examinations in any part of the world and the comfort of their homes. The pilots of the implementation were successfully conducted for the certification examinations in the two diets of the examinations in the year under review. As envisaged, I am happy to report that some candidates were able to write their examinations from the Ghana, Sierra Leone, The Gambia, United Kingdom, United Arab Emirates and Canada to mention a few. It is also remarkable to note that, the new Banking Professional Examinations Syllabus was the only basis for the examinations in the year 2022 thereby effectively ending the use of the old syllabus.

Another major milestone in this regard is the commencement of the testing of the candidates for the Experimental Learning Module. The module is a complete capstone examination which requires the candidates to respond to real life, work-based activities drawing from their knowledge and experience.

Our continued efforts to review the Syllabi of

Banking and Finance Programmes in tertiary institutions paid off during the year. It was cheering to note that the Institute collaborated with the National Board of Technical Education (NBTE) to review the curriculum of the ND and HND Banking and Finance Programmes to replace the 19-year-old existing one. In addition, the Institute executed an MoU with NBTE, the MoU provides that CIBN will be represented at every accreditation or resource inspection visits to Polytechnics in Nigeria. Not only that, the accreditation or resource inspection team will be led by a CIBN member. It was also agreed that going forward all faculty members of banking and finance department of Polytechnics must be registered members of the Institute.

It will also interest you to note that the leadership of the Institute recently met with the Executive Secretary of the National Universities Commission, Prof. Abubakar Adamu Rasheed, MFR, with a view to collaborating to improve on the teaching of Banking and Finance Programme in the Universities.

It gives me a great pleasure to inform you that the collaborative agreement with the Lagos Business School (LBS) to run the Master of Business Administration/Associateship of The Chartered Institute of Bankers of Nigeria (MBA/ACIB) and Senior Management Programme/Advance Management Programme (SMP/ACIB) was further consolidated with an official launch which marked the commencement of marketing campaign for the Programme.

As you may be aware, the Programmes are to provide an exclusive pathway to fast track the attainment of the associateship qualification

(Chartered Banker Status) towards enhancing the competence and skills of the workforce in the financial services industry.

Esteemed Members, I am pleased to inform you that the Annual Banking and Finance Conference, which is the flagship programme of the Institute, continued to be enhanced, getting better than the previous editions. The 15th Annual Banking and Finance conference which took place on 13 and 14 September 2022 was no exception. The high point was the presentation of the Report of the research on the Analysis of Human Capital Attrition in an Evolving Glocal Context: A Case Study of the Nigerian Banking Industry which was commissioned by the Consultative Committee of the Conference. Impressed by the Report, the Chairman of the Consultative Committee, Mr. Abubakar Suleiman FCIB, called for a Special intervention Fund of twenty million dollars (\$20,000,000) by banks and regulators towards addressing the capacity and skill gaps in the banking industry. Mr. Suleiman, who is also the Group Managing Director/Chief Executive, Sterling Bank Plc announced the contribution of the sum of One Million US Dollars (US\$1,000,000) on behalf of his bank.

As part of further efforts at enthroning ethics and professionalism, I am pleased to inform you that the 2nd edition of the Ethics Compliance Certification Programme commenced in the year after the attainment of 95% threshold of completion of the 1st edition as directed by the Bankers Committee. It is remarkable to note that a total of Ninety-One Thousand Five Hundred and Twelve staff (91,512) from 33 banks have been enrolled with more than 30% of them having completed.

It is important to note that the Governing

Council (Majority shareholder of the CIBN Press Limited) at its meeting of June 23, 2022, considered the going concern status of the CIBN Press. The Council resolved to sell the business due to its continuous loss profile and directed the Board to arrange for an Annual General Meeting to facilitate it subject to due process. The CIBN Press Shareholders at its Annual General Meeting of October 11, 2022, resolved to voluntarily wind up the company and appointed Baker Tilly Nigeria Limited as the Liquidator to carry out the process in accordance with the Companies and Allied Matters Act. The liquidation process is near completion while business operations at the press has closed at the end of 2022.

Distinguished members, it gives me great joy to report that the statutory Annual Investiture Ceremony was also held on October 29, 2022. The high point of the event was the conferment of Honorary Senior Membership (HCIB) of the Institute on Two hundred and twenty-six (226) candidates; One hundred and thirty-eight (138) Associates were elected as Fellows (FCIB), while Twenty-two (22) distinguished personalities were conferred with the Honorary Fellowship (FCIB) of the Institute.

I am delighted to note that the 57th Annual Bankers Dinner was held on Friday, November 25, 2022, at Eko Hotel & Suites, Victoria Island, Lagos with 1,663 participants in attendance, and the Governor of Central Bank of Nigeria, Mr. Godwin Emefiele, CON, FCIB, was the special Guest of Honour

As part of its advocacy role, the CIBNCFS, a subsidiary of the Institute organized some high impact programmes towards enlightenment and empowerment of the Institute members. These include:

- **CIBN Platform Series 3** - The third series with theme – **“Leadership and Value Creation in Uncertainty: A Guide for Bankers”**.
- CIBN Advocacy Dialogue Series 5 – The 5th edition of the CIBN Advocacy Dialogue Series with the title *“Exploring Sustainable Agricultural Finance Models for Rural Nigeria”*.
- A Breakfast Session on the theme **“Smart Trade & The ACFTA Agreement: Post-Covid Innovations for African Business”**.
- The CIBN Advocacy Dialogue Series 6.0 with theme; **“Driving Innovation through Open Banking: Exploring Challenges and Opportunities for Growth”**.
- The Annual Banking and Technology Forum 2022 with the theme **“Leveraging on Technology to gain a Competitive Edge.”**

The Institute rounded up the year 2022 with appreciation to the Almighty God by hosting **An Evening of Songs 4.0** on Thursday, December 15, 2022. This Programme provided a platform for the esteemed members and other stakeholders of the Institute to come together to celebrate and share warm moments together in the spirit of the yuletide season. The event was well attended.

Esteemed members, it gives me joy that our Institute is celebrating 60 years of impactful existence this year 2023. The Office Holders and the Governing Council have constituted a Committee to roll out the drums and celebrate the Diamond Jubilee of our Institute. I wish to seek your support to ensure the success of the activities marking the milestone.

Distinguished members, may I humbly present as hereunder stated, the detailed reports of the activities and achievements of the various directorates, departments/units, and subsidiaries for the year 2022:

- Membership Services Directorate
- Capacity Building, Certification and Standard Directorate
- Finance & Admin Directorate
- Learning and Development Directorate
- Ethics and Governance Directorate
- The Registrar's Office
- CIBN Subsidiaries

2.0 MEMBERSHIP SERVICES DIRECTORATE REPORT

2.1 Membership Registration

The Institute has two categories of membership i.e., INDIVIDUAL and CORPORATE Members. Membership registration for each category in the year under review is as stated below:

2.1.1 Individual Members

The number of individual members of the Institute grew from 149,967 as of March 24, 2022, to **163,321** as of April 30, 2023, representing an increase of **13,354** that is a **8.9%** over the previous year. The distribution of the additional 13,354 members based on the membership categories is shown in the table below:

S/N	Category	2021	2022	Increase
1	Fellow	1,595	1,713	118
2	Honorary Fellow	145	170	25
3	Honorary Senior Members	1,635	1,830	195
4	Associates	7,293	7,961	668
5	Microfinance Certified	6,525	6,993	468
6	Student Members	120,644	131,991	11,347
7	Ordinary Members	12,130	12,663	533
	Total	149,967	163,231	13,354

The Membership strength of the Institute as at April 30, 2023 is captured in the table below:

S/N	Category	Active	Dormant	Total
1	Fellows	1,033	680	1,713
2	Honorary Fellows	149	21	170
3	Honorary Senior Members	1,218	612	1,830
4	Associates	3,251	4,710	7,961
5	Microfinance Certified	2,643	4,350	6,993
6	Student Members	28,678	103,318	131,996
7	Ordinary Member	1,456	11,207	12,663
	Total	38,428	124,898	163,321

2.1.2 Corporate Members

Two (2) Microfinance Banks were added to the corporate Membership of the Institute, fully registered and issued certificate in line with the provision of the CIBN Act No. 5 2007. This addition brings the total number of Microfinance banks to (473) and Fintech (3)

S/N	BANKS	NUMBER REGISTERED
1.	Regulators	2
2.	DMBs/Non-Interest Banks	27
3.	Merchant Banks	6
4.	Mortgage Banks	15
5.	Development Banks	6
6.	Microfinance Banks	473
7.	Fintech	3

It is therefore my pleasure to welcome all the new members (individual and corporate) to the CIBN family.

2.2 Zonal Offices and Branch Development

I am pleased to report that the National Secretariat continued to receive unalloyed support from the zonal offices, which ensured that the services and offerings of the Institute were made available to all members across the country. The Zonal offices and National Secretariat Annex, Abuja replicated the services provided by the National secretariat in their locations.

Below are the highlights of the activities and achievements of the Zonal Offices:

2.2.1 Northwest Zonal Office - Kano

- The Past President/Chairman of Council, Dr. Bayo Olugbemi, FCIB performed the Groundbreaking Ceremony for the Construction of a 200-Seater Hall, a CIBN Legacy Project endowed to Department of Banking and Finance Kano State Polytechnic on April 12, 2022.
- CIBN Katsina State Branch held its Annual General Meeting on June 19, 2022.
- The Zonal Office accompanied the President and Chairman of Council Dr. Bayo Olugbemi, FCIB, to the various stakeholder engagements, he visited Kano state on April 11, 2022. These stakeholders were; Bayero University, Kano, Yusuf Maitama Sule University, The Emir of Kano Palace, The Branch Controller of Central Bank of Nigeria, Kano and the Zonal Controller of NDIC, Kano.
- Zonal Office and Kano State Branch attended the Linkage Committee meeting of Kano State Polytechnic and held an interactive session with the HND II Students on

the importance of writing the Banking Professional Examinations for the October 2022 diet.

- CIBN Jigawa State Branch organized career talk for the students of Dutse Model International College on June 16, 2022.
- CIBN Jigawa state Branch featured on NTA Dutse TV Programme discussion forum on Banker-Customer relationship, the legal perspective.
- CIBN Katsina State Branch held a career talk for the students of the Saldefi International Secondary School June 29, 2022
- Kano State Branch Executive Committee (EXCO) in company of the Zonal Coordinator visited the Vice Chancellor of Bayero University and donated sporting equipment for the development of sports in the University.
- CIBN Kano State Branch held a Career talk for the students of Kano State Polytechnic on August 19, 2022.
- CIBN Kano State Branch and the Zonal Office participated in the Kano State Polytechnic's 25th Annual Bankers Day organized by the National Association of Banking and Finance Students (NABAFS) on August 20, 2022
- The Zonal Office and Kano State Branch EXCO had a stakeholder engagement with Prof. Sadiq Zubairu Abubakar, Vice Chancellor, Capital City University, Kano on Linkage partnership on Wednesday August 24, 2022
- CIBN Kano State Branch attended the Third Quarter Linkage Committee meeting of Kano State Polytechnic, School of Management Studies on September 28, 2022
- CIBN Kano State Branch and the Zonal Office attended the Bankers Dinner and Award Night organized by the CBN and all commercial Banks in Kano on September 29, 2022
- CIBN Kano state Branch 12th Inter-Bank Games 2022 kicked off at Bayero University Kano on October 12th, 2022.
- CIBN Kaduna state Branch held a Career talk for the Students of Kaduna Polytechnic on October 04, 2022.
- CIBN Kaduna state Branch held Annual General Meeting to discuss the branch activities and membership drive on September 16, 2022
- Kaduna State Branch and the Zonal Coordinator visited The Company Secretary, Mrs. Sameerah A. Gwandu and the Head of the Learning Centre, New Nigeria Development Company (NNDC), Alh. Nasiru Aminu Daneji to follow up on the strategic collaboration between the organization and the Institute on October 21, 2022
- The Zonal Office and Jigawa state Branch organized a sensitization session for staff of Central Bank, Dutse Branch, Jigawa on October 13, 2022
- The Zonal Coordinator and Katsina Branch had an engagement with Prof. Nasiru Musa Yauri, Vice Chancellor Al-Qalam University Katsina on Linkage Partnership Programme on September 22, 2022.

- The Zonal Coordinator and Katsina state Branch visited Prof. Sunusi Mamman, Vice Chancellor of Umaru Musa Yar'adua University to present the CIBN Certificate of Accreditation and Linkage on September 22, 2022
- CIBN Katsina state Branch Inter-Bank Sporting Competition kicked off at Arabian Arena Katsina on October 8, 2022
- CIBN Katsina state Branch held its Annual General Meeting to discuss the branch activities and membership drive on October 16, 2022
- CIBN Katsina State Branch held a career talk for the students of FCE Demonstration Secondary School Katsina on October 26, 2022
- Jigawa state Branch and the Zonal Coordinator visited the Registrar of Jigawa State Polytechnic, Alhaji Iliyasu Hussaini Jahun to follow up on mentoring Scheme and Career talk Programme for the Students on October 13, 2022.
- Kaduna State Branch held career Talks for the Students of Banking and Finance Department of Kaduna Polytechnic on October 4, 2022
- CIBN Katsina State Interbank Sports Competition was held between October 26, 2022, to December 3, 2022
- Katsina State Branch held its Annual Lecture series on the Currency Redesign; The Pros & Cons presented by Dr. Abdullahi Abdurrahman on 09/12/2022.
- Kaduna State Branch in collaboration with the Zonal Office organized a Career Talk for students of the Department of Banking and Finance Nuhu Bamalli Polytechnic Zaria, on November 2, 2022.
- Kaduna state Branch held its Annual Lecture and Dinner Award Night on December 10, 2022, at Mold Treasury Suites, Kaduna. Dr. John Aliu, the Managing Director of Kaduna Polytechnic Microfinance Bank made a presentation on tackling corruption in Nigeria – Naira Redesign Approach.
- Katsina State Branch Annual Dinner was held on 09/12/2022 at Katsina Motel - GRA, Katsina, with 180 people in attendance.
- Katsina state Branch had Courtesy Visit and interactive session with the Managing Director, KSITM-LABS, Alhaji Abubakar Abdu on collaborations to further develop Banking Education in the state on October 16, 2022.
- The Zonal Office and Kaduna state Branch visited the Rector, Nuhu Bamalli Polytechnic Zaria, Engr. Dr. Mohammed Kabir Abdullahi on Linkage programme.
- Jigawa State Branch embarked on '*Catch them young*' session at Dutse Model International Secondary School Kiyawa Road Dutse Jigawa State on November 9, 2022.
- The Chairman of Jigawa state Branch, Dr. Ibrahim Adam, FCIB participated in Jigawa State Stakeholders Forum on 2023 Budget Implementation Held at Jigawa State Assembly presided by Hon. Abubakar Saddiq Jallo, House Committee chairman on Finance, Budget, and Economic Planning between 23rd to 25th November 2022

- Jigawa State Branch Chairman participated in Television Programme on NTA Dutse discussing the Implication of Naira Redesign on Businesses in Rural Communities on November 8, 2022
- Jigawa State Branch participated in the Students Day event organized by the Branch at Federal University Dutse on Thursday November 3, 2022.
- The Zonal Office and Kano State Branch participated in the commissioning ceremony of the CIBN Legacy Hall at Kano State Polyethnic which was conducted by the President/Chairman of Council, Dr. Ken Opara, FCIB on December 19, 2022

2.2.2 North-East Zonal Office – Gombe

- CIBN Adamawa state Branch conducted its awareness programme at Modibbo Adama University (MAUTECH) on June 6, 2022, to sensitize the students on the activities of CIBN and encourage them to write the Banking Professional Examinations.
- CIBN Adamawa State Branch visited MAUTECH to encourage the management of the school to apply for the Institute's Linkage Programme.
- CIBN Adamawa State Branch also embarked on visit to the following banks for membership drive:
 - Access Bank
 - Breathe MFB
 - Standard MFB
 - JEN MFB
- The Chairman of Bauchi State branch and his members participated in the commissioning of the Legacy Project at Abubakar Tafawa Balewa University (ATBU) Bauchi.
- Bauchi State Branch carried out a sensitization programme at UBA branch on the CBN circular on the registration of staff of the bank.
- The Borno State branch had an engagement with the management of Ramat Polytechnic on Linkage Partnership Programme.
- Borno State branch Exco embarked on courtesy visits to the underlisted in the State as part of marketing strategy:
 - CBN Branch Controller, Alhaji Tijani Lawan Nuriana
 - VC University of Maiduguri, Prof. Aliyu Shugaba
 - Dean Banking & Finance Dept UNIMAID, Prof. Muhammad Madawaki
 - Managing Director (MD) Unimaid MFB, Mr Samuel Pukuma.
- Gombe State branch created awareness on the Remote online proctoring mode of the Institute Examinations in some of the banks in the state.
- The branch visited the Gombe State Polytechnic and solicited partnership with the school on the Linkage Partnership Programme.
- The branch visited the Gombe state Commissioner for Finance, Malam

Muhammad Gambo Magaji and the Commissioner for Land, Muhammad Danladi Adamu to solicit for allocation of land to build the Northeast Zonal office/ The branch office. The branch was directed to formally present a request which has been made.

- Taraba State branch Exco held stakeholders meeting on how to boost its membership drive in the state.
- Yobe State Branch organized a career talk for the students at Government Secondary School Damaturu, Yobe State on June 9, 2022

2.2.3 South-East Zonal Office – Owerri

The South-East Zonal Office is responsible for the coordination of the Institute's activities in five (5) States: Abia, Anambra, Ebonyi, Enugu and Imo States. The Zone also manages Nine (9) Linkage institutions.

- The zone coordinated the quarterly virtual meetings with the Branch Chairmen and Secretaries as follows:
 - 1st quarter meeting - March 4, 2022
 - 2nd quarter meeting - July 17, 2022
 - 4th quarter meeting - October 14, 2022
- The following branches held their Annual General Meeting during the year under review:
 - CIBN Ebonyi State branch - December 8, 2022
 - CIBN Enugu State branch - August 25, 2022
 - CIBN Anambra State branch - November 3, 2022
 - CIBN Abia State branch - December 10, 2022
- Linkage Committee meetings were held by CIBN Anambra, Imo and Enugu State Branches in various Institutions during the year under review:
 - Federal Polytechnic Nekede on July 15, 2022;
 - Imo State Polytechnic, in July 2022
 - Godfrey Okoye University, in July 2022;
 - Federal Polytechnic Oko, in October 2022;
 - Chukwuemeka Odumegwu Ojukwu University Igbariam, in October 2022,
- Branch Executives and general meetings were held regularly by branches during the year under review.
- Branches within the zone actively participated in the programmes of the National Secretariat such as the Annual General Meeting & Elections, Graduate Inductions/Prize Award, Banking & Finance Conference, Fellowship Investiture etc.
- Federal Polytechnic Nekede, won the 2nd best Linkage Institution.
- The CIBN Enugu State Branch held the 2nd edition of its Bankers Forum on August 13, 2022 at the Oakland Hotel, Enugu. The event which was held as a blended programme with participants attending both online and physically was well attended by members/stakeholders within and outside the industry. The theme of

the forum '**Agency Banking System in Nigeria: Perceptions, Operations, Challenges and Opportunities**' was delivered by Mr. Abednego O. Ugwueke, Head, Financial Inclusion Services, First Bank of Nigeria Ltd. Discussants during the programme were representatives of: CBN, NDIC, MTN and OPay.

- The CIBN Enugu State held its Year 2022 Annual Dinner/Lectures on Friday, December 2, 2022, at the Amaedo Event Place, Enugu. The Managing Director/CEO Juhel Nigeria Ltd. Dr. Ifeanyi Okoye, OFR, mni, was the Chairman on the occasion, while the lecture theme: '**Currency Notes Management in Nigeria: Perceptions, Adoptions & Implications**' was addressed by Prof. Josaphat U.J. Onwumere, HCIB, Director, UNN Business School. The National Secretariat was ably represented by the Registrar/Chief Executive, Mr. Akin Morakinyo, HCIB.
- Futhermore, the CIBN Enugu State Branch successfully executed a well organised Corporate Social Responsibility Programme tagged '**Operation Clean Our Environment Exercise**' complimenting the efforts of ESWAMA in keeping Enugu City clean on Saturday, June 11, 2022. This was widely publicized /reported within and outside the State.
- CIBN Enugu State branch paid courtesy visits to the State Commissioner for Finance, Mrs. Kene-Uyanwune Ada Patricia, State Commissioner for Budget, Mr. David Ugwunta, Branch Controller, CBN, Emmanuel C. Okonjo HCIB, Zonal Controller, NDIC, Mrs. Pamela Roberts and the Managing Director/CEO Juhel Nigeria Limited, Dr. Ifeanyi Okoye during the preparations of its programmes. One of the outcomes of the visit was that the State Commissioner for Budget being inducted as HCIB in 2022.
- CIBN Enugu State Branch organized tutorials for students to help them to prepare for the April and October 2022 Diet Examinations
- Enugu State branch embarked on career talk and sensitization on the banking professional examinations for the students of the Banking & Finance department and faculty members, University of Nigeria, Enugu Campus), Enugu on March 2022.
- Enugu State branch held a Career talk and enlightenment campaign for the students and faculty members of the Institute of Management Technology (IMT), Enugu on September 15, 2022. The opportunity was used to discuss the Linkage Partnership programme with the Institution.
- CIBN Anambra State Branch won the 2nd Runner Up, Best Branch in membership drive, 2021.
- Anambra State Branch actively participated in the burial of the late Past President of the Institute, Chief Luke Okafor, FCIB held on March 18, 2022, at Abagana in Anambra State.
- Anambra State Branch continued with its newly introduced weekend brain Teaser for prospective professionals on Applied Banking and Finance in Global Markets

with cash prizes for winners sponsored by key/stakeholders.

- Anambra State Branch continued with its enforcement of online mandatory members update for the State Members Directory which has helped to track dormant members for possible reactivation.
- The CIBN Anambra State held its Year 2022 Annual Bankers Luncheon Lectures on Saturday, December 3, 2022, at the Banquet Hall, Vertex Hotel, Anambra State. Hon. Justice C.E. Kalajine Anigbogu (Rtd) was the Chairman on the occasion while the lecture on the theme: **"Human Capital Attrition in an Evolving Glocal Context: A case study of the Nigerian Banking Industry"** was delivered by Prof. Vincent Ezeabasili, HCIB, Director, Chukwuemeka Odumegwu Ojukwu University, Igbariam Anambra State. The event was graced by the 1st Vice President of the Institute, Prof. Deji Olarenwaju, FCIB, and The Registrar/Chief Executive, Mr. Akin Morakinyo, HCIB
- CIBN Anambra State branch paid courtesy visit to the Managing Director, Anambra State Investment & Promotion Agency, Mr. Mark Okoye, the Vice Chancellor, Nnamdi Azikiwe University, Awka, Prof... Charles Okechukwu Esimole, and the Vice Chancellor, Chukwuemeka Odumegwu Ojukwu University, Igbariam, Prof. Greg Nwakobi, the Rector, Federal Polytechnic Oko, Eng. Dr. Fransica Nwafolugo, HCIB and Hon. Justice C.E. Kalajine Anigbogu (Rtd) during preparations for its branch programmes. One of the outcomes of the visit was that the Rector Federal Polytechnic Oko, applied for and was inducted HCIB in 2022.
- CIBN Imo State Branch held a very colourful Annual Dinner, Lecture and Awards on Saturday November 19, 2022, at the Rockview Hotel, Owerri Imo State. One of the outcomes of the was that the event was graced by members/ stakeholders in the Industry, Government, Academia, Private Sectors and prominent sons and daughters from the State. Mr. Anthony Okonkwo, ACIB, Director FIRS, Abuja was the Chairman of the occasion while the Dinner Lecture on theme **'Building Resilience for Economic Growth in a Challenged Economy: The Agriculture Finance Option'** was delivered by Mr. Linus Okafor, FCIB, the Accountant General of Imo State. The National Secretariat was ably represented by the 2nd Vice President, Mr. Dele Alabi, FCIB.
- CIBN Imo State Branch organized its maiden edition of Bankers Football Tournament which featured the Football Teams of Zenith Bank, First Bank of Nigeria Ltd, Access Bank and United Bank for Africa Plc. A branded Trophy was handed over to the Winner, Zenith Bank Plc, by the State Hon. Commissioner for Finance while Medals were given to the 1st and 2nd runners up, UBA Plc and Access Bank Plc respectively.
- CIBN Imo State Branch paid courtesy visits to the following members/stakeholders in the State: Imo State Accountant General, Mr. Linus Okafor, FCIB, The State Commissioner for Finance, Dr. Doris Nkiruka Uzoka Anite,

the Rector, Federal Polytechnic Nekede, Engr. Dr. Michael C. Arimanwa, HCIB, Zonal Head, Access Bank Plc, Mr. Charles Chigozie Oguibe, ACIB, Regional Head, United Bank for Africa Plc, Mr. Raymond Ahumibe during the planning of its branch activities.

- CIBN Imo state branch participated in the commissioning ceremony of the 160-seater Ultra-Modern Lecture Theater bequeathed to the Federal Polytechnic Nekede, Owerri Imo on May 5, 2022. The event attracted the presence of the Deputy Governor of Imo State, Prof. Placid Njoku, the Minister of State for Education, Dr. Chukwuemeka Nwajiuba, and important dignitaries within and outside Imo State.
- CIBN Imo State Branch held a successful Financial Literacy Week Programme on March 2022. The branch visited Madonna Secondary School and Alvana Model School Owerri on March 17, 2022, and engaged the students in interactive sessions. Prizes were given during Questions & Answers on financial literacy and career talk.
- The Imo State branch had another career talk with SSS1 - SSS3 students of Owerri City Secondary School on November 15, 2022, as part of its Bankers Week.
- CIBN Abia State Branch facilitated the successful Linkage Accreditation exercise/visit to the Abia State Polytechnic, Aba on March 9, 2022.
- CIBN Abia State Branch coordinated the 2022 Graduate Induction/Prize Awards of the Inductees/members from Abia State and used the opportunity to enlighten the inductees on the Institute/branch programmes on August 26, 2022. It was a memorable event that provided the platform for the Inductees to celebrate with their colleagues, families, and friends.
- CIBN Abia State Branch held a successful sensitization programme for Banking & Finance students of Abia State Polytechnic on September 9, 2022, at Central Bank of Nigeria Umuahia, Abia State
- On the June 24, 2022, the Imo State Branch Executive members paid courtesy visit to Mrs Chinwe Bob-Diwe (FCA), the Group Head of Southeast 3 of First Bank Nigeria Ltd. The branch used the opportunity to enlighten her on the activities of the Institute and Honorary Senior Membership of the Institute
- CIBN Abia State Branch held its Annual General Meeting & Elections that brought in Princess Rose Ogalabu, FCIB as the Branch Chairman.
- CIBN Ebonyi state Branch actively participated and facilitated during the 2022 Farmer's Award and Best Bank Financiers to Farmers organized by Central Bank of Nigeria on May 2022 at Abakaliki, Ebonyi State. Banks were encouraged to lend to Farmers, especially the Deposit Money Banks because of their large credit capacity.
- On June 24, 2022, the Ebonyi Branch Executives paid a courtesy visit to the State

Hon Commissioner for Commerce and Industry, Dr. Stephen Odo to discuss possible areas for collaboration. The opportunity of the was used to request for land allocation for the building of the State Branch Secretariat in Ebonyi State to the State Governor and marketing of Honorary Senior Membership to the Hon. Commissioner

- The Membership Drive and Education Committee of the State branch visited the new Head of Banking & Finance Department Ebonyi State University, Dr. Nwambeke Uchenna on June 30, 2022, to reactivate discussion on the Linkage Partnership Programme.
- The Ebonyi State Branch also participated and made a presentation at the Financial Providers Seminar to the Value Chain Development Programme (VCDP) under the aegis of **IFAD, FMAD, USAID and ADP (write in full)** in the State on June 30, 2022. The CBN officially invited the Branch for the presentation.
- CIBN Ebonyi State held its maiden Bankers Dinner on December 8, 2022, at New Haven Hotels Abakaliki with the theme: **Sustainable Youth Empowerment through Entrepreneurship**. The lecture was delivered by Prof. Ogbonnaya Ogbu of Ebonyi State University and Prof. Adeyeye of Alex Ekwueme University. The event was graced by members/stakeholders, Academia, and Government officials and students.in Ebonyi State.
- CIBN Ebonyi State branch organized a successful training for staff in Account Units of banks in Ebonyi State on **Practical Approach to IFRS** in on Thursday, December 8, 2022, at CBN Conference Hall, Abakaliki, Ebonyi State
- Ebonyi State Branch also participated in the burial of the Late Past President of the Institute, Chief Luke Okafor, FCIB in Anambra State
- Ebonyi State Branch organized a successful mentoring programme in collaboration with Central Bank of Nigeria tagged '**Savings Prepares You for A Better Future**' on Ebonyi Radio, EBBC programme, Abakaliki, Ebonyi State on October 31, 2022. Eight (8) Secondary Schools in Abakaliki participated in the mentorship programme.

2.2.4 South-West Zonal Office - Osogbo:

The South-West Zonal Office is responsible for the coordination of the Institute's activities in Seven (7) States (Edo, Ekiti, Kwara, Ogun, Ondo, Osun, and Oyo States). The Zone also manages Thirty – Five (35) Linkage institutions.

- The Kwara State Branch organized a webinar on Fintech and Banking: themed: Establishing synergies on Tuesday May 17, 2022
- The Kwara State branch organized a Bankers Walk Day on Saturday November 19, 2022.
- The Kwara State branch visited the Orphanage Home on Saturday December 17, 2022

- The Kwara State branch organized a career talk for the students of Kwara State Polytechnic on Thursday, November 24, 2022.
- Kwara State branch participated in the Convocation ceremony of Kwara State Polytechnic on Thursday October 20, 2022
- The Kwara State branch held AGM/Elections on Saturday September 10, 2022
- Ogun State branch organized a training on Loan & Credit Challenges & Recovery Processes for Gateway Mortgage bank Ltd on Thursday June 16, 2022
- Ogun State Branch participated in the CIBN/NABAFs day at the Federal Polytechnic, Ilaro on Wednesday September 28, 2022
- Ogun State branch presented a paper at the Ogun State Ministry of Commerce and Industry Stakeholders' engagement on Business Permit and Ease of Doing business organized by the Ogun State Government on Thursday July 21, 2022
- Ogun state branch participated at the Ground-breaking Ceremony of Legacy Project at Olabisi Onabanjo University on Friday October 21, 2022
- Ogun State branch held its Annual Bankers Dinner/Award on Wednesday December 21, 2022
- Ogun state branch Inaugurated the Ijebu Ode Chapter on Friday October 21, 2022
- Ogun State branch organized an Annual Career talk for the secondary school students in Abeokuta on Tuesday October 25, 2022
- Ogun State Branch organized Learning Engagement and Mentoring Opportunities (LEMO) programme on Wednesday December 21, 2022.
- Oyo State Branch organized a Public Forum on ATM issues, challenges, and dispute resolution on Wednesday August 24, 2022
- Osun state branch paid a courtesy visit to the newly appointed acting Rector of Osun State Polytechnic Iree, Dr. Tajudeen Odetayo, FCIB on Wednesday June 22, 2022
- Osun State branch paid a courtesy visit to the Vice Chancellor of Fountain University, Prof. Amidu Sanni on Wednesday June 22, 2022
- Osun State branch held Linkage engagement meeting with the Vice Chancellor of Adeleke University, Prof. Solomon Adebola, FCIB on Wednesday June 15, 2022
- Osun State Branch organized career talk for the students at Osun State University Okuku during the school's Bankers Day on Thursday, March 2, 2022.
- Osun State Branch participated in Osun State 2023 Budget review at Osun State Broadcasting Cooperation TV on Thursday, October 21, 2022
- Osun State Branch held AGM/Elections on Saturday, November 12, 2022

2.2.5 South-South Zonal Office – Port Harcourt:

The South-South Zonal Office is responsible for the coordination of the Institute's activities in five (5) States i. e. Akwa Ibom, Bayelsa, Cross Rivers, Delta, and Rivers States. The Zone also manages seven (7) Linkage institutions.

- Bayelsa State branch held its AGM on April 21, 2022, during which Mr. Ijiekhuamhen Santos Osareme, ACIB emerged as the branch Chairman.
- Akwa-Ibom State branch held its AGM on July 28, 2022, during which Hon. Charles Udoh, HCIB, the State Commissioner for Environment emerged as the branch Chairman.
- Rivers State branch held its AGM on January 22, 2022, during which Mr. Nwachukwu Njoku, ACIB emerged as the branch Chairman.
- Delta State branch Seminar/Gala and Award Night was held on 26th October 2022. The theme of the programme was **Central Bank Intervention Policies & Economic Stability in Nigeria**. The Guest Speakers were Prof. Raphael Igbinosa Adeghe, Deputy VC Igbinedion University Okada and Dr. Godwin Okafor, Branch Controller, Central bank of Nigeria Asaba, Delta State.
- Cross Rivers State branch Bankers Dinner/Award was held on December 18, 2022. The Theme was "Industrialization and Banking". The Guest speaker was the Executive Governor, Cross River State, Senator Prof. Ben Ayade.
- Bayelsa Stat branch Annual Thanksgiving and Annual Dinner was held on December 10, 2022
- Rivers State branch Annual Bankers Dinner and lecture was held on December 10, 2022. The theme of the Programme was: "Technological Disruption and the future of the Banking industry in Nigeria" was addressed by the Guest Speaker: Mrs. Ibiye Asime Ekong, FCIB, Director, Wema Bank Plc.
- 2022 Branch Merit Awards: CIBN Cross Rivers State branch won the 1st Runner Up in organization of Activities and functions in 2022.
- Rivers State branch organized Catch them young programme at Geomarvel International School, SARS Road, Port Harcourt
- Rivers State branch facilitated Financial Literacy engagement with the students of Banking and Finance at Rivers State University, University of Port Harcourt and Elechi Amadi, Polytechnic (Port Harcourt Polytechnic Rivers State).
- Rivers State branch paid a courtesy visit to the CBN Branch Controller, Mr Kayode Shokunbi and the Zonal Coordinator of NDIC, Mr. Maxwell Okafor.
- Rivers State branch partnered with GOF/DLB foundation to organize: Business Proposal and Speech Presentation for all the tertiary institutions in Rivers State. It was named All Rivers Inter-Tertiary Championship.
- River State branch paid a courtesy visit to the immediate past Chairman of NAMBS Rivers State who is now the South-south Chairman of NAMBS/MD U & C MFB Dr. Paul Nnaji.
- River State Branch paid courtesy visits to NDIC Zonal Controller - Mr. Celestine Okafor, FCA.
- Delta State branch paid a courtesy visit to the Provost Federal College of Education & Technical, Asaba, Dr. Josephine Emebiziogo Anene-Okeakwa
- Delta State branch paid a courtesy visit to the Vice Chancellor, Dennis Osadebe University, Asaba, Delta State.
- Delta State branch paid a courtesy visit to the Vice Chancellor Delta State University, Agbor, Prof. Mrs Stella Chiemeke.
- Delta State branch paid a courtesy visit to the Rector Delta State Polytechnic, Ogwashi - Uku, Prof. (Bldr) Emmanuel Achenu.

- Delta State branch visited the School of Business Education, Federal College of Education (Technical), Asaba.
- Cross Rivers State branch paid a courtesy visit to the Executive Governor, Senator Prof. Ben Ayade, the Accountant General of the State, and the Attorney General of the State Mr Tanko Ashang, and the Vice Chancellor of University of Calabar, Prof. Florence Obi, the opportunities of the visits were used to equally market Honorary Senior Membership to the senior government officials. The outcome was that the Accountant General applied for and was inducted as HCIB. They also visited Cross River State NYSC camp for Membership drive.
- Bayelsa State branch visited the following schools: Federal University Otuoke for membership sensitization with the faculty of Management Science students, Federal University, Otuoke to hand over the Linkage Certificate to the Vice Chancellor, Prof. Teddy Charles Adias and Hon. Commissioner of Education, Bayelsa State, Hon. E. Emelah.
- Bayelsa State branch sponsored 20 students of Banking & Finance Department from Niger Delta University and Federal University Otuoke, in Bayelsa State to write the April & October 2022 Diets of the Institute's ACIB Examinations.
- Rivers State Branch visited Rivers State University to interact with Banking and Finance students and share knowledge on contemporary developments in the banking Industry.
- Bayelsa State branch visited the Dean Faculty of Management Sciences Niger Delta University, Prof. Peter Ayunku and the Branch Controller, CBN Yenagoa Mr. Asuquo Francis HCIB.
- Cross River State branch visited the VC of the University of Calabar, Prof. Florence Obi on Linkage Partnership Programme.
- Bayelsa State branch visited the Motherless babies' home, Igboghene in July 2022
- Bayelsa State branch visited Goldcoast Foundation in collaboration with the public sector unit of Access Bank South-South.
- Cross River State branch had its Annual Football Competition with 12 Banks participating.
- Akwa Ibom State Branch held a dinner in honour of the President/Chairman of Council and Registrar/Chief Executive on March 26, 2022, at Ann's Haven Hotels & Suites in Uyo.
- Rivers State Branch attended the Banker's Committee meeting at Central Bank of Nigeria, Port Harcourt, for Membership drive.
- Rivers State branch paid a courtesy visit to NDIC Branch Controller - Mr. Celestine Okafor.
- River State branch attended the National Association of Microfinance Banks (NAMB), Rivers State Chapter year 2022 Business Summit with the theme: "Strengthening Microfinance Banks.
- Akwa Ibom State Branch represented the Institute at the 2022 APBN Presidential Retreat in Uyo, Akwa Ibom State.
- Akwa Ibom State Branch represented the President/Chairman of Council at the 2022 Fellows' Induction ceremony of the Nigerian Institution of Estate Surveyors and Valuers.
- Akwa Ibom State branch attended the inauguration of the Nigerian Economic Society, Akwa Ibom State Branch.
- Delta State branch published an Article on Financial Literacy in Pointer Newspaper, owned by the Delta State Government.
- Rivers State branch and the CBN Port Harcourt participated in a joint Bankers Trade Fair at the CBN premises in Port Harcourt.

- River State branch participated in the Manufacturers Association of Nigeria, Capacity Building workshop on Industrial Energy Efficiency, held on August 31, 2022.
- Rivers State branch and Zonal Coordinator represented the President/Chairman of Council at NIES held at Obi Wali International Conference Centre, Port Harcourt, River State.

2.2.6 National Secretariat Annex, Abuja (NSAA)

- NSAA organized and participated in the Presidential Stakeholders' Engagement with Managing Director/Chief Executive Officer, Development Bank of Nigeria (DBN), Dr. Tony Okpanachi, FCIB on Monday, September 12, 2022.
- NSAA organized and participated in Presidential Stakeholders' Engagement with Managing Director/Chief Executive Officer, TAJ Bank, Mr. Hamid Joda, FCIB on Monday, September 12, 2022.
- NSAA coordinated the official commissioning of the Bankers House, Abuja and the Alliance of African Institute of Bankers permanent secretariat in Abuja on Thursday, March 3, 2022.
- NSAA and CIBN FCT Branch participated in a Senate Public Hearing on a Bill for an Act to Establish the Chartered Institute of Mortgage Bankers and Brokers of Nigeria on June 23, 2022, during which the Institute submitted a memorandum.
- NSAA participated in a Senate Public Hearing on a Bill for an Act to Repeal the NDIC Act No.16. 2006 and Re-enact the NDIC Act. 2022 which took place on Wednesday December 7, 2022, during which the Institute submitted a memorandum.
- NSAA participated in a Senate Public Hearing on a Bill for an Act to Establish the Chartered Risk Management Institute of Nigeria – 2022 which held on Thursday February 24, 2022, during which the Institute submitted a memorandum.
- NSAA participated in a House of Representatives Public Hearing on a Bill for an Act to amend the Bank Employees Act (Declaration of Asset CAP B1 LFN 2004) to reflect the prevailing situation in the country and for related matters (HB.1303) 2022 which held on Thursday February 24, 2022, during which the Institute submitted a memorandum.
- NSAA organized a General Training on AML/CFT between March 16th-17th 2022.
- NSAA organized and administered implant training on AML/CFT for staff of FMBN between May 9th-12th 2022.
- NSAA organized and administered an implant training on Vault Management for staff of FMBN between May 24-25, 2022.
- NSAA organized and administered an implant training on Forensic Audit and Fraud Investigation in 2 streams for staff of FMBN between July 18-21 and July 25-28, 2022.
- NSAA organized and administered an implant training on Internal Control Design, Implementation & Monitoring in 2 streams for staff of FMBN between Aug 30-31 and Sept 6-7, 2022.
- The Chairman, FCT Branch, Prof. Uche Uwaleke, FCIB represented President/Chairman of Council as Chairperson at the Executive Course on Budgeting and Fiscal Transparency (ECBFT) which held at the Nigerian Army Resource Centre Abuja on September 26, 2022.

- NSAA participated in the 2nd and 3rd quarter 2022 meetings of the Industry Consumer Advisory Forum organized by NCC which held on Tuesday August 30, 2022.
- NSAA represented the Institute on Tax Reform Forum organized by G2C Interface in collaboration with FIRS which took place on Thursday, December 8, 2022, at the NAF Conference Center, Abuja.
- NSAA represented the Institute at Nigerian Institute of Architects Conference which held on the Thursday, October 6, 2022, at the Umaru Musa Yar'Adua Centre, Abuja.
- The Chairman FCT branch, Prof. Uche Uwaleke, FCIB and NSAA represented the Institute at the Association of Professional Bodies of Nigeria (APBN) Investiture of Mr. Mason Rubainu as the 18th President of APBN which held on Thursday, December 8, 2022, at Rockview Hotel, Abuja.
- The Chairman FCT Branch and NSAA represented the Institute at the Farewell Dinner for the former Managing Director/CEO, JAIZ Bank, Malam Hassan Usman FCIB which held on Sunday, December 12, 2022, at Frasier Suites, Abuja.
- NSAA represented the Institute at DBN 3rd Annual Lecture Series, which was held on Tuesday September 29, 2022, at Transcorp Hilton Abuja.
- NSAA represented the Institute at the opening ceremony of the 6th Real Estate and Construction Expo (RECON EXPO 2022) which was held on October 25, 2022, at Abuja Trade & Convention Centre.
- The Chairman FCT Branch, Prof. Uche Uwaleke, FCIB and NSAA represented the Institute at the CSCS 25TH Anniversary-Themed Cyber Security Conference which held on Thursday October 27, 2022, at Transcorp Hilton Abuja.
- NSAA represented the Institute at Nigeria Institute of Architects – Integrated Infrastructure Research for Development Conference & National Development Plan Programme Launching which held on October 6, 2022, at Umar Musa Yaradua Center, Abuja.
- NSAA organized and participated in the engagement of the Registrar/CE with Director Payment Systems Management, Central Bank of Nigeria, Mr. Musa Jimoh which was held on Tuesday August 9, 2022.
- NSAA represented the Institute at a one-day meeting to review a draft model financial transparency code for the private sector organized by ICPC which was held on Monday July 25, 2022.
- NSAA participated alongside the Registrar/CE at the 7th Annual Symposium of the Nigerian Microfinance Platform (NMP) which held on Thursday, April 28, 2022, at the Ladi Kwali Hall, Sheraton Hotel and Towers, Wuse, Abuja.
- The Chairman FCT Branch, Prof. Uche Uwaleke, FCIB and NSAA represented the Institute at 24th Annual Tax Conference which held on Wednesday May 18, 2022, at International Conference Center Abuja.
- FCT branch organized a career talk for the students at Veritas University, Abuja on Wednesday June 1, 2022.
- NSAA represented the Institute at the launch of the National Human Capital Development Strategy Document of the Federal Government, which was held on June 23, 2022, at Transcorp Hilton Abuja.

- FCT Branch organized a Training Programme on Collateral Registry in August 2022.
- FCT Branch organized a career talk for the students at the Federal Government Boys college Apo on Jun 29, 2022.
- NSAA coordinated the Commissioning of the CIBN Bankers Hall, a Legacy Project bequeathed to the Federal Polytechnic, Nasarawa held on Wednesday, October 12, 2022.
- NSAA staff accompanied the 1st Vice President, Prof. Pius Olanrewaju, FCIB who represented the President/Chairman of Council at the ICAN Conference opening ceremony held on Tuesday, October 11, 2022.

2.3 Branches

2.3.1 Local

Lagos State Branch

- The branch held its Annual General Meeting held on 30th April 2023 on a hybrid mode at CIBN Learning Center, 7, Turton Street, Sabo Yaba
- The branch organized a Welcome Dinner for the 2022 elected FCIBs and HCIBs on December 1, 2022, at Oriental Hotel, Victoria Island.
- The branch organized a Youth Conference for Banking & Finance Students of the Tertiary Institutions in Lagos State on December 10, 2022, as a hybrid event at CIBN Learning Center, 7, Turton Street, Sabo Yaba. The Guest Speakers Mrs. Nneka Udezue, Programme Director, Access Bank School of Banking Excellence; Mrs. Ololade Ogungbenro, Chief Human Resources Officer, Wema Bank and Prof. Godwin Oyedokun, FCIB, spoke on the theme: "**Towards a Sustainable Growth in Banking & Finance Industry.**"
- The branch paid Courtesy visits to the following:
 - The Rector, Yaba College of Technology, Dr. Uduak Inyang-Udoh on February 3, 2022.
 - Director General, Lagos Chamber of Commerce, and Industry, Dr. Chinyere Almona on July 4, 2022.
 - The President/Chairman of Council, CIBN on August 12, 2022
 - The Managing Director, Nigeria Railway Corporation, Fidet Okhiria on September 6, 2022.
 - The Branch Controller, Central Bank of Nigeria, Lagos, Mr. Bariboloka Koyor on 9th November 2022.
- Held a webinar on Bridging Knowledge Gap & Professional Skills: Re- New CIBN Professional Examinations & Certifications on January 29, 2022.
- Held a Conference: on theme: **Nigeria Economy Review in a Pre-Election Year: 2022 Economic Outlook & Prognosis** on February 17, 2022.
- Held a webinar on **E-Naira & the Banking Public: Implementation, Ethics & Ethos in Nigeria** in collaboration with Brecil Consulting Limited on May 26, 2022.
- Held a webinar on **Pathway to Making Your Success Rate Easy in Your Banking Examinations** held on June 18, 2022.
- Held a webinar on **Fundamental of Cyber-security and its Impact in**

Safeguarding Valuable Information in collaboration with Brecil Consulting Limited on October 19, 2022

- Held a webinar on **Strategic Risks and Policy Management** in collaboration with Herald Development Konsult on October 27, 2022.
- Held a Webinar on **Mental Health Awareness at Workplace** on November 23, 2022.
- Held a Re-Run of the Webinar on **Fundamental of Cyber-security and its Impact in Safeguarding Valuable Information** in collaboration with Brecil Consulting Limited on November 29, 2022.
- Held Webinar on **Defining the Right Strategy to Becoming a Chartered Banker** on December 17, 2022.
- Organized a Youth Conference for the Banking and Finance Students of Tertiary Institutions in Lagos State.
- Held Ground-Breaking Ceremony of the proposed Lagos Bankers House
- The Branch made the following career visits to schools in the state during the period under review:
 - Wesley Girls Secondary School on February 24, 2022
 - Queens College on March 2, 2022
 - Tombey Foundation School & Essy Gold College both on March 16, 2022
 - Waslat School and Mainland Senior High School both on June 21, 2022
 - CMS Grammar School on July 1, 2022
 - St. Finbarrs College, Akoka on July 21, 2022
- The following Institutions visited the Branch/Institute for career orientation during the period under review.
 - EKO College of Management & Technology on June 16, 2022,
 - The Banking & Finance Students of Lagos State Polytechnic, Isolo Campus on October 12, 2022
- The Branch attended the Annual Day programme of the Banking & Finance Students, Lagos State University of Science & Technology, Ikorodu Chapter on October 13, 2022.
- The Branch attended the Annual Corporate Day of the Association of Banking & Finance Students, Yaba College of Technology on November 30, 2022.

Association of Professional Women Bankers (APWB)

- Organized a Corporate symposium with theme "**Evolution of Leadership in the 'Now' of Work**" held on December 12, 2022 at the Ballroom, Oriental Hotel, Lekki Epe Expressway, Lekki, Lagos with Mrs. Yemisi Edun, FCIB, MD/CEO FCMB as the keynote Speaker. The Panelists were Mrs. Temi Dalley, Chief Human Resources Officer, Sterling Bank Plc, Mr. Joseph Olofinsola, Partner, Human Capital Consulting, West Africa, Deloitte & Touche, Mrs Funke Amobi, Regional Head, People & Culture, Nigeria and West Africa, Standard Bank Group while the moderator Mr. Yemi Fasehun, Chief Talent Officer at YF Talent Partners.

- Paid a visit to Love Home Orphanage on July 5, 2022, where gifts ranging from beverages to food items and stationery were given to the children. A cash gift of N200,000 was also presented.
- The Association participated in a workshop themed "**Waste to wealth - A tool to Eradicate poverty**" organized by the Lagos State Ministry of Women Affairs and Poverty Alleviation for women focused NGOs held at WDC Agege on the January 22, 2022.
- Organized the first training session for women in executive management level (AGM to ED or it's equivalents) on August 11, 2022, at the Capital Club, Victoria Island. The session was facilitated by Mrs. Bola Adesola, FCIB Non-Executive Director, Ecobank.
- Organized the second leadership training series facilitated by Mrs. Bola Adesola, a Non-Executive Director, Ecobank for women in executive management (AGM to ED or it's equivalents) on November 18, 2022, at Capital Club, Victoria Island and on November 21, 2022 at Radisson Blu, Ozumba Mbadiwe, Victoria Island, Lagos.
- Organized a virtual training session on December 1, 2022, for women in Entry level in banking (ET-SBO or it's equivalents) facilitated by Mr. Yemi Fasehun, Chief Talent Officer, YF Talent Partners.
- Organized a virtual training session for women in middle management (AM to SM or it's equivalents) facilitated by Mrs. Funke Amobi, Regional Head, People & Culture, Nigeria and West Africa, Standard Bank Group on 1 December 15, 2022.
- Organized Female Bankers Connect event on September 3, 2022, at the CIBN Bankers House, Adeola Hopewell Victoria Island Lagos. The event was targeted at having female bankers come together to network, learn, and have fun. The Speakers at the event were Mrs. Funke Ladimeji, Executive Director at Coronation Merchant Bank and the Chairperson of APWB, Mrs. Chinwe Egwim, Chief Economist at Coronation Merchant Bank, and Nkem Onwudiwe, Founder, Her Network
- APWB Launched the Professional Women Bankers Coffee table book during the year under review.
- The branch paid courtesy visits to the MD/CEO of FCMB, Mrs. Yemisi Edun, FCIB, the MD/CEO of FSDH Merchant Bank, Mrs. Bukola Smith, FCIB, and the MD/CEO of CITI Bank Nigeria Limited, Mrs. Ireti Samuel-Ogbu, FCIB.

FCT Abuja Branch

The FCT Abuja Branch embarked of the following activities during the year under review:

- The Chairman FCT Branch, represented the President/Chairman of Council at the Associates Induction ceremony of Nigerian Institution of Estate Surveyors and Valuers which held on Thursday December 9, 2021, at NAF Conference Centre and Suites, Abuja.
- The Chairman FCT Branch, represented the President/Chairman of Council at Association of Professional Bodies of Nigeria (APBN) Board Meeting which took place

- on Tuesday December 7, 2021, at Reiz Continental Hotel Abuja
- The FCT Branch represented the Institute at the Public Hearing organized by House Committee on Tertiary Education on The Bill for an Act to establish the Chartered Institute of Islamic Finance Professionals which took place on Thursday December 16, 2021, at the National Assembly and presented the Institute's position/input on the bill.

2.3.2 Foreign

The Institute's foreign branches namely, United Kingdom, Canada and USA continue to provide platforms for CIBN members in diaspora to interact, socialize and network. Below are some of the laudable activities carried out by them during the year under review.

- USA Branch paid courtesy visits to the City of Franklin Mayor, Phil Kramer, and Mr. Charles Onyejiaka, Hon. Councilman, Franklin Township, New Jersey, USA.
- USA Branch met with the Presidents of Nigerians in Diaspora Organization (NIDO) Atlanta and New Jersey Chapters.
- USA branch held CATE Series 4, 5, & 6 during the period under review
- USA Branch had Interactions with Ambassador Peter Lot Egopija, Consul General, Consulate of Nigeria, New York, USA; Mrs. Abike Dabiri-Erewa, Chairman/CEO Nigerian Diaspora Commission; Mr. Ade Shonubi FCIB, Deputy Governor, Central Bank of Nigeria; Dr. Segun Aina OFR, FCIB, President, Africa Fintech Network, Mr. Abubakar Suleiman FCIB, GMD/CEO of Sterling Bank Plc; Dr. Abiodun Adedipe FCIB, Chief Consultant, B. Adedipe Associates Limited; and Mrs. Toyin Umesiri, CEO Nazaru LLC, USA in preparation for the Biennial Conference and other Branch activities.
- USA branch hosted the 2022 Biennial Conference at New Jersey August 18 - 21, 2022
- CIBN UK Branch held its 2022 year-end Branch Bankers Dinner on January 21, 2023, at The Patio, 26 Smithfield Street, London EC1A 9LB, United Kingdom. Mr. Ben Anwuri, FCIB (Chief Risk & Compliance Officer, FCMB Bank UK Limited) spoke on the theme: **"The Challenging Regulatory Environment for International Banks in the UK."**
- CIBN UK held Career Clinic Workshop virtually on March 5, 2022, with Mr. Ben Anwuri, FCIB (Chairman, CIBN UK Branch) as the facilitator.

2.4 Year 2022 Branch and Stakeholders' Awards

The seventh edition of the Branch and Stakeholders' Award instituted to foster innovation, productivity and competitiveness among the Institute's branches was held during the 15th Annual Banking and Finance Conference which took place on September 13 - 14, 2022 at Transcorp Hilton Abuja. Prizes were presented to deserving winners during the event. The categories of the awards and their criteria are as follows:

SN	Category of Award	Criteria
1	Overall Best Branch in the Year 2021	Branch with the Highest Score from the Branch KPI Assessment Scorecard.
2	Best Branch in Membership Drive in the Year 2021	Branch with the highest number of Membership Registration in the year
3	Best Branch in Organization of Activities & Functions in the Year 2021	Branch with the highest number of impactful membership development activities such as AGM, Dinner, Bankers' forum/Lecture, Stakeholders Engagement, Special Programmes etc
4	Best Linkage Institution in the Year 2020	Institution with highest number of Membership Registration, Exam Registration, and payment of Annual Subscription
5	Best Bank Academy in the Year 2021	Bank Academy with the highest number of Membership Registration
6	Most Supportive Microfinance Bank	MFB with the highest number of members that paid annual subscription.
7	Best International Branch in the Year 2021	International Branch with the Highest Score from the International Branch KPI Assessment Scorecard.

The winners and runners up of the Awards are captured in the table below:

S/N	Award Category	1 ST	2 nd Place	3 rd Place
1	Overall Best Branch in the Year 2021	Lagos State Branch	FCT Branch	Ogun State Branch
2	Best Branch in Membership Drive in the Year 2021	Lagos State Branch	Oyo State Branch	Anambra State Branch
3	Best Branch in Organization of Activities & Functions in the Year 2021	USA Branch	Cross River Branch	APWB
4	Best Linkage Institution in the Year 2021	Lagos State University of Science and Technology, Ikorodu (Former Lagos State Polytechnic, Ikorodu)	Kwara State University	Federal Polytechnic, Nekede
5	Best Bank Academy in the Year 2021	Keystone Bank Limited	Access Bank Plc	Union Bank of Nigeria Plc
6	Most Supportive Microfinance Bank	Accion Micro-Finance Bank Ltd	Nigeria Police Force Micro-Finance Bank Ltd	Letshego Micro-Finance Bank Ltd
7	Best International Branch in the Year 2021	United Kingdom Branch	USA Branch	Canada Branch

2.5 Year 2022 CIBN Graduates Induction and Prize Awards Day

The year 2022 CIBN Graduates' Induction and Prize Awards Day was held virtually on Saturday, August 27, 2022.

The Special Guests of Honour, **Dr. Babatunde Lemo, FCIB**, Former Deputy Governor, Central Bank of Nigeria, Chairman, Titan Trust Bank Limited and Chairman FERMA and **Alhaji Ahmad Abdullahi**, Chairman, FBN Holdings and Former Director Banking Supervision CBN. The Guest Speaker, **Mrs. Kafilat Araoye, FCIB**, Managing Director/CEO, Lotus Bank Limited spoke on the theme **"Career Development in a Changing World: Strategies for Financial Services Professionals."**

The Event had a total number of 1,499 persons in attendance.

The capstone of the event was the conferment of Associateship (ACIB) and Microfinance Certified Bankers (MCIB) of the Institute on candidates who had successfully completed their ACIB and MCIB programmes, by the president/Chairman of Council, Dr. Ken Opara, FCIB. A total of **496** graduates were conferred with MCIB while **912** graduates were conferred with ACIB (842 candidates via the regular route, 47 candidates via Chartered Banker MBA route and 23 candidates via the MSc/ACIB Linkage Programme route).

2.6 Year 2022 CIBN Investiture

The 2022 CIBN Investiture was held on Saturday, October 29, 2022, at Queen's Park Events Centre, Water Corporation Drive, Victoria Island Lagos. The programme recorded a combined physical and virtual attendance of One Thousand, Four Hundred and Thirty-four (1434).

The Guest Speaker, **Mr. Opuiyo Oforiokuma**, Senior Partner, Africa50 Infrastructure Acceleration Fund delivered an address on the theme of the Investiture: **"Bridging the Infrastructure Deficit: The Role of Financial Institutions."**

The Chairman of the occasion was Alhaji Suleiman Barau, OON, FCIB, Chairman, Family Homes Funds Ltd. and former Deputy Governor, Central Bank of Nigeria while the Special Guest of Honour was Dr. Mosun Bello Olusoga, HCIB, Principal Consultant/ Programme Director, KRC Limited and former Chairman, Access Bank Plc.

The high point of the event was the conferment of Honorary Senior Membership (HCIB) of the Institute on Two hundred and twenty-six (226) candidates, one hundred and thirty-eight (138) Associates were elected as Fellows (FCIB).and Twenty-two (22) distinguished personalities were conferred with the Honorary Fellowship (FCIB) of the Institute. The Honorary Fellows are as follows:

- Mr. Lamido Yuguda, Director General, Securities and Exchange Commission (SEC)
- Mr. Mustapha M. Ibrahim, Executive Director, Operations, Nigeria Deposit Insurance Corporation (NDIC)
- Mr. Benjamin A. Fakunle, Director Finance, Central Bank of Nigeria (CBN)
- Mr. Mustapha Chike Obi, Chairman, Bank Directors Association of Nigeria, &

Fidelity Bank Plc

- Mr. Joda Hamid Abubakar, HCIB, Managing Director/CEO, TAJ Bank Limited
- Mr. Wole Adeniyi, Managing Director/CEO, Stanbic IBTC Bank Plc
- Mr. Innocent Ike, HCIB, Managing Director/CEO, Polaris Bank Plc
- Mrs. Irete Samuel-Ogbu, HCIB, Managing Director/CEO, Citibank Nigeria.
- Mrs. Nneka Onyeali-Ikpe, HCIB, Managing Director/CEO, Fidelity Bank Plc.
- Mr. Olufemi Bakre, HCIB, Managing Director/CEO, Parallax Bank Ltd
- Mrs. Yemisi Edun, HCIB, Managing Director/CEO, FCMB Plc
- Mr. Bayo Ritimi, Managing Director/CEO, Greenwich Merchant Bank Ltd
- Mrs. Bukola Smith, HCIB, Managing Director/CEO, FSDH Merchant Bank Ltd
- Mrs. Kafilat Araoye, HCIB, Managing Director/CEO, Lotus Bank Ltd
- Mr. Oluwatobiloba Lawal, HCIB, Managing Director/CEO, Lagos Building Investment Company PLC (LBIC)
- Mr. Korode Adedayo, Group Managing Director/CEO, FirstTrust Mortgage Bank Plc
- Dr. Doyin Salami, Chairman, Kainos Edge Consulting
- Mr. Taiwo Otiti, HCIB, ED, Operations, and Information Technology, FSDH Merchant Bank
- Mr. Agada Apochi, HCIB, Managing Director/CEO, Unified Payment Services Ltd.
- Mr. Mike Oghalu III, HCIB, Chief Executive Officer, Pan African Payment Settlement System (PAPSS).
- Professor Sheriffdeen Tella, Professor of Economics, Olabisi Onabanjo University, Ago Iwoye, Ogun State
- Mr. Simon Thompson, Chief Executive, Chartered Banker Institute, Scotland

2.7 Year 2022 Entrepreneurship Development Programme/Public Presentation of Practice License/Seal

The 2022 Entrepreneurship Development Programme/Public Presentation of Practice License/Seal of the Institute was held on Thursday December 8, 2022, at the Ijewere Hall with the theme: **“Sustainability Strategies for SME Growth and Relevance”**. The event which was chaired by Dr. Ken Opara, FCIB, President/Chairman of Council, had the following notable persons in attendance:

- Special Guest of Honour, Barr. Allen Onyema, Founder/CEO, Air Peace Limited
- Guest Speaker, Dr. Benson Uwheru, FCIB, Managing Director/CEO, Port Harcourt Electricity Distribution Company.
- Panelists, Mr. Abidemi Sonoiki, FCIB, Honorary Consular General Grenada/CEO Noik Energy Limited.
- Panelist, Mr. Niyi Adeseun, FCIB, Managing Director/CEO, Greenbond Finance Company Ltd.
- Panelist Mr. Akeem Oyewale, FCIB, Founder/Chief Executive Officer, Marble Capital Limited.
- Moderator, Mrs. Opeyemi Oduwale, Associate Director/ Head, Family Office & Private Clients, KPMG

The Programme which was held on a blended virtual mode had over 277 participants in attendance.

The high point of the programme was the public presentation of the CIBN Practice Licence and seal to 9 members of the Institute who satisfied the conditions for grant of the Practice Licence.

2.8 CIBN Mentoring Programme

Mentoring activities on the CIBN Mentoring platform have been running efficiently and effectively with over 1500 nominees from 32 banks and other financial institutions in Nigeria.

The Secretariat organized a graduation event as part of the closing formalities for the 302 Stream two Mentees who had been on the programme. While the Mentees will be exiting the formal mentoring scheme, the Mentors are at liberty to remain on the scheme and will be assigned new Mentees in line with the Approved Framework.

In line with the approval of the Governing Council for a third stream of the scheme which took off in January 2023, the approved organizations to nominate Mentors and Mentees to participate in the Scheme. Consequently, over 400 Mentors and Mentees have been nominated by some of the approved Institutions whilst the Secretariat is following-up on the rest of the approved institutions to receive their responses to the request for nomination of their staff to the scheme.

2.9 Group Life Insurance

During the year 2022, a total of 3,437 professional members were covered under the Group Life Insurance Scheme instituted for the benefit of the families of deceased members. Only professional members who are up to date in their financial obligations are eligible for the Scheme.

In the year under review, the beneficiaries/spouses of three deceased Members of the Institute, Late Prince Muraina Ademola Abiade, FCIB, Late Mr. Patrick Okoye, MCIB and Late Mr. Ilugbemi Albert Olusanmi, FCIB, who were financially up to date before their demise, were paid the sum assured of **N1,000,000** each by the insurance company.

It is noteworthy to mention that payment of the sum assured by the insurance company was very prompt as beneficiaries were credited within days of completing all necessary documentation. The scheme provides coverage for Professional members who are below 70 years of age.

2.10 Transition into Glory

A total of eight (8) members passed unto glory in the period under review. We pray to the Almighty God to Grant them eternal rest in His bosom and their families the fortitude to bear the irreparable losses. The table below captures the details of the deceased members.

SN	NAME	AGE	CATEGORY	MEMBERSHIP NO.	DATE OF DEATH
1	Mr. Funminiyi Abayomi Adedayo	70	FCIB	461	July 5, 2022
2	Prince Muraina Ademola Abiade	63	FCIB	493	April 22, 2022
3	Mr. Patrick Okoye	64	MCIB	35236	February 12, 2022
4	Mr. Udoye Patrick Emeka	60	FCIB	3177	September 4, 2021
5	Mrs. Priscilla Manyang Gang	44	MCIB	118613	March 9, 2022
6	Alh. Raheem Iyiola Owolabi	73	ACIB	2847	August 26, 2022
7	Mr. Ilugbemi Albert Olusanmi	53	FCIB	25712	September 2, 2022
8	Mrs. Christiana Titilayo Sunmola	42	ACIB	113544	December 23, 2022

3.0 DIRECTORATE OF CAPACITY BUILDING, CERTIFICATION AND STANDARDS

3.1 Educational Development Services

3.1.1 Re-Accreditation of Tuition Centres, Microfinance Training Service Providers, Educational Training Service Providers and Accreditation of Institutions/Professional Bodies

The accreditation of the Tuition Centres and Educational Training Service Providers continued to be a part of the activities of the Institute in line with its role as the sole Accreditation Agency for the implementation of Competency Framework in the banking and finance industry.

In view of this, two (2) Tuition Centres were re-accredited having satisfied the stipulated criteria as approved by the Governing Council. In the same vein, ten (10) Educational Training Service Providers were accredited while eleven (11) re-accredited.

These Institutions are well established and recognized in line with the Competency Framework for the Nigerian Banking industry. The details of the Accreditation and re-accredited institution in the different categories are as follows:

S/N	Re-Accredited Tuition Centre
1	Epitoney Investment Nigeria Limited
2	CIBN, Lagos Branch

List of Accredited Educational Training Service Providers

S/N	Newly Accredited Educational Training Service Providers
1.	Crosstie Solutions Limited
2.	Digital Jewel Limited
3.	KSBC Knowledge Resources Limited
4.	Netherwood Learning
5.	Pearl Mutual Consulting Limited
6.	Semi Colon Village Limited
7.	Simplialpha Consulting Limited
8.	The Listening School
9.	Universal Horizon Solutions Limited
10.	XEMC Limited

S/N	Re-accredited Educational Training Service Providers
1.	Agusto Consulting Limited
2.	Braincraft Limited
3.	Control Edge Consulting Limited
4.	Excel Professionals Services Limited
5.	Human Capital Partners
6.	Info Waves Technologies
7.	Leadership Paradigm Consultants Limited
8.	Leaps and Bounds Partner Limited
9.	LYD Consulting Limited
10.	Makintouch Technologies Limited
11.	Phillips Consulting Limited

These Institutions are engaged annually to monitor their programmes, ensure continued compliance to the standard of accreditation and re-accreditation as stipulated by the Competency Framework.

A townhall meeting was held with all the existing Tuition Centres to upskill them on strategies to effectively prepare candidates for examinations, given to the full adoption of the New Banking Professional Examinations and Certification Syllabus.

3.1.2 Accreditation of Bank Academies

The drive to pursue the agenda of developing highly competent professional bankers continued with the accreditation and re-accreditation of Bank academies as follows:

Newly Accredited Bank	Re-Accredited Bank Academies
Academies	
Rand Merchant Bank Academy	Access Bank School of Banking Excellence
	GTBank Academy
	FCMB Training Academy
	Fidelity Crest Academy
	Unity Bank Academy

The accreditation of Rand merchant Bank Academy has brought the total number of Academies/Learning Centers accredited till date to twenty-two (22). Apart from establishing standards, the benefit of the exercise was the grant of the more/generous exemptions to graduates of the Academies thereby facilitating their early qualification as Professional Bankers (ACIB).

The Academies/Learning Centres are closely monitored to maintain the set standards and ensure continuous compliance with the terms of the accreditation.

3.1.3 Execution of Collaboration Agreement with Lagos Business School on the MBA/ACIB and SMP/ACIB Programmes

The Institute executed a collaborative agreement with the Lagos Business School (LBS) to run the Master of Business Administration/Associateship of The Chartered Institute of Bankers of Nigeria (MBA/ACIB) and Senior Management/Advance Management Programme/Associateship of The Chartered Institute of Bankers of Nigeria (SMP/AMP/ACIB) Programmes for suitable and qualified students on Friday, March 11, 2022.

An elaborate official launch for awareness creation amongst key stakeholders marked the commencement of the marketing campaign for the programmes was held on Friday, November 4, 2022

The collaborative programmes provide an exclusive pathway to fast track the attainment of the Associateship status thereby enhancing competence and skills in the financial services industry.

3.1.4 Linkage Programmes

The number of Institutions under the Linkage Partnership Programme grew from Seventy-Six (76) to Seventy-Nine (79) within the period under review.

The list of the newly linked Institutions are as follows:

ACIB/B.Sc/HND Banking & Finance and Other Social Science Courses and MBA/ACIB

- Abia State Polytechnic, Abia
- Federal Polytechnic Bauchi
- Lagos Business School

3.1.5 Competency Framework for the Nigerian Banking Industry

The second edition of the Annual Ethics Compliance Certification Programme for Managers and below cadre commenced in the year under review. The Certification, which is an initiative of the Bankers' Committee, Sub-Committee on Competency, and Industry Standards (CISSC) witnessed a significant compliance level.

Additionally, the Institute was instrumental to the success of the underlisted initiatives of the CISSC:

- **Documentation of Non-core banking skills:** The Secretariat coordinated the articulation and submission of the draft framework documenting the skillsets of non-banking competencies and its governance. The document which had input of other key players in other relevant sectors was submitted to the Central Bank of Nigeria (CBN) and expected to serve as an input to the ongoing review process of the Competency Framework by the CBN.
- **Survey on Staff exit in the Banking Industry:** The survey on the industry attrition rate was conducted and recommendations on actions to ensure that the industry does not suffer adversely from the syndrome were made.

3.2 Exemptions

All the various routes were utilized by a total of one thousand and seventy-eight (1,078) students whose applications for Exemptions were processed and approved. It has been observed that The exemption granted to various qualifications reduced because of the modular structure of New Banking Professional Examinations Syllabus.

3.3 Certification Programmes

3.3.1 Certification Programmes

The approval of the Governing Council was received for the creation of stand-alone Certification Programmes on FinTech and Agency Banking which are expected to engender the commoditization of competencies as well as deepen knowledge in the key operation areas of the banking industry. This brings the total number of Certification Programmes to nineteen (19) as listed below:

- Microfinance Certification Programme
- Sustainable Banking (in collaboration with International Finance Corporation (IFC))
- Ethics & Corporate Governance
- Banking Law, Regulation & Supervision
- Deposit Insurance (in collaboration with Nigeria Deposit Insurance Corporation (NDIC))
- Corporate Banking
- Retail Banking
- Digital Banking
- Corporate and Development Finance
- Non-Interest Banking or Islamic Banking (in collaboration with IIIBF, Bayero University, Kano)

- Certified Risk Managers (in collaboration with Risk Management Association of Nigeria (RIMAN))
- Financial Markets (in collaboration with The Financial Markets Dealers Association of Nigeria (FMDA))
- Reporting and Compliance
- Banking Operations
- Loan Processing and Documentation (in collaboration with Nigerian Bar Association (NBA))
- Professional e-Payment Certification
- Public Sector Banking and Finance
- Fintech
- Agency Banking

3.3.2 Certified Risk Managers Certification Examination (CRM)

The enrolment for the Certified Risk Managers Certification Programme in collaboration with Risk Management Association of Nigeria (RIMAN) saw a total of Two hundred and twenty-eight (228) candidates sitting for the examinations in 2022 as against Two hundred and twenty-five (225) candidates who sat for the examinations in 2021. A total of Thirty-eight (38) candidates completed the certification.

3.3.3 Ethics Compliance Certification Programme

The 2nd edition of the Ethics Compliance Certification Programme in the year after about 95% of those enrolled by the bank for the first edition had completed it. Subsequently, a total of Ninety-One Thousand, Five Hundred and Twelve (91,512) bankers from thirty-three (33) banks were profiled and enrolled for the 2nd edition Programme.

The Certification was approved as an Annual Programme to facilitate the understanding of Ethics and Professionalism in the banking sector in Nigeria as well as entrench a strong and consistent culture of customer-focused ethical standard among all employees of banks in Nigeria as prescribed by the Global Banking Education Standards Board (GBESTB).

3.3.4 Microfinance Certification Programme (MCP)

A total of one thousand nine hundred and ninety-three (1,993) candidates sat for the examinations in the year under review against Two Thousand and Twenty-Five (2,025) candidates who sat for the examinations in year 2021. A total of Five Hundred and Ninety-Seven (597) candidates completing the programme.

3.3.5 Treasury Management Certification (TMC) Programme

The enrolment for the Treasury Management Certification (TMC) Programme in collaboration with The Financial Markets Dealers Association of Nigeria (FMDA) increased to fourteen (14) candidates as against Twelve (12) in year 2021, an increase of 10%. In the year under review, three (3) candidates completed the Programme.

3.3.6 Professional e-Payment Certification Programme

The enrolment for the Professional e-Payment Certification Programme in collaboration with the Nigeria Inter-Bank Settlement System Plc (NIBSS) increased in the year under review as a total of sixty-Six (66) candidates wrote the examinations. Six (6) of the candidates complete the Programme.

3.4 Examination Services

In April and October, the Institute held its regular examination diets. The only basis for the examination was the New Syllabus of the Banking Professional and Certification syllabi. A total of seventy-four (74) subjects from the Banking Professional & Certification Programmes were examined in all the CIBN centres both in Nigeria and foreign outposts.

3.4.1 Conduct of Examinations

The examinations were conducted via Computer Based Testing (CBT) and Remote Online Proctoring Platforms. The Banking Professional Examinations have continued to attract more candidates as more banks encouraged their staff to sit for the examinations.

3.4.2 Implementation of Remote Online Proctoring for Examinations

Following the Governing Council's approval for the adoption of Remote Online Proctoring, the Institute commenced the pilot phase with the certification examinations in April and October diets. The remote online proctoring model is a digital form of assessment that allows the students to sit for examinations at any place or from any location of their choice with advanced security and monitoring features.

3.4.3 Management of Examinations Misconduct

In line with the provisions of the Banking Professional Examinations Regulations and Syllabus, the four (4) candidates who were involved in various types of Misconduct were given the opportunity to defend themselves, thoroughly investigated and appropriate sanctions were recommended for the approval of the Governor council.

In accordance with the recommendation, the Governing Council sanctioned the candidates involved to emphasize its zero tolerance for examination misconduct.

3.4.4 Review of the Policy on Examinations Misconduct

The Policy of Examination Misconduct was strengthened to cover observed gaps for the newly introduced Remote Online Examinations and provide heavier sanctions for culprits to maintain the sanctity of the examinations.

3.4.5 Examiners Reports

The Examiners Reports which have become invaluable tools for the students preparing for examinations were promptly compiled and uploaded online after each of the examination diets.

3.4.6 The New Banking Professional Examinations Syllabus

The newly approved banking professional examinations syllabus constituted the only basis for conducting the examination in the year under review.

The new Syllabus remains at its three (3) levels of achievement: Diploma, Intermediate Professional and Chartered Banker Levels. Each level contains four (4) modules while the Chartered Banker Level has an additional eight (8) elective modules out of which a candidate is required to pass at least one. In addition, the candidate is expected to pass the Experiential Learning Module which tests the summary of what the students had learnt from Diploma to Chartered Banker Level before he can be said to complete the examination.

3.5 Strategic Collaborations/Partnerships

The relationship with the Institute's local and international strategic partners has continued to be strengthened in the year under review with the creation of new opportunities to enhance the competencies and skills of the industry practitioners. These include among others:

3.5.1 Fintech Nigeria and Financial Service Innovator

In the year under review, the Institute entered a collaboration with the Fintech Nigeria and Financial Service Innovators to jointly introduce a stand-alone Fintech Certification Programme which would set the standards and deepen the knowledge among the practitioners and new entrants in the industry.

3.5.2 Society for Agency Banking

In the year under review, the Institute entered a collaboration with the Society for Agency Banking to jointly introduce a stand-alone Agency Banking Certification Programme. The Certification is expected to increase the understanding of agency banking practices and regulations, improve the ability to identify, evaluate, and manage risk associated with agency banking operations and set the standard for Agency Banking in Nigeria.

3.6 Awards

3.6.1 Chartered Banker MBA (CBMBA) Scholarship Award

Miss Chisom Stella Uche emerged as the winner of the 5th edition of the Chartered Banker MBA (CBMBA) Scholarship Award instituted for Best Graduating Student of a Linkage Institution. She competed with **four (4)** other best graduating students in Banking & Finance department from other Linkage Institutions in the two stages of written Assessment and Oral Interview. **(More than four people competed for the award)**

The prize of the Chartered Banker MBA Scholarship Award is £18,000 (Eighteen Thousand pounds), the tuition fee of the programme.

3.6.2 Fifth Edition of the Otunba (Mrs.) Debola Osibogun Awards

Mr. Chukwujekwu, Victor Amaechi of University of Nigeria, Nsukka, Enugu State won the 5th edition of the Otunba (Mrs.) 'Debola Osibogun National Essay Competition for Undergraduates in Nigerian Tertiary Institutions. The theme of the Competition was "The Future of Work in the Global Financial Services Industry".

The Runners up were as follows:

- a. National Essay Competition
 - 1st Runner Up**
 - Saheed, Akorede Adeyemo, University of Ilorin
 - 2nd Runner Up**
 - Sheriff, Oluwafeyisayo Bakare, University of Lagos

In the same vein, Professor Joseph Nnamdi Mojekwu emerged as the winner of the Chief Examiner's Award for Excellence and Outstanding Performance.

The Runners up were as follows:

- b. CIBN Examiner's Award for Excellence and Outstanding Performance
 - Category B – Best Assistant/Deputy Chief Examiner**
 - Dr. Alfred Ajayi, FCIB (Lending and Credit Administration)
 - Category C – Best Examiner**
 - Dr. Mrs. Adebisi Adebola, FCIB (Finance in Global Market)

All the Winners were presented with their Awards at the **CIBN Graduates' Induction and Prize Awards** ceremony, which was held on Saturday, August 27, 2022.

The two awards were instituted by Otunba (Mrs.) 'Debola Osibogun, FCIB to broaden the knowledge as well as improve the writing skills of students in Nigeria whilst encouraging excellence among the resource persons who play vital roles in the Examination's value chain respectively.

4.0 FINANCE AND CORPORATE SERVICES

4.1 Finance

Statutory Compliance

All required statutory returns to various ministries and departments of government were undertaken during the year. Pension, Taxes, and other statutory deductions were also done during the year under review.

2022 corporate Subscription

During the year under review, I wish to inform you that most Money Deposit Banks and Other Financial Institutions paid their Annual Development Fund and Corporate

Subscriptions. Some Development Banks and Microfinance Banks were yet to meet their obligations.

Below are the details of the amount collected during the year 2022.

SUMMARY BY FINANCIAL INSTITUTIONS						
S/N	Classes	Amount Due =N=	Amount Paid =N=	Balance Outstanding =N=	Amount Paid (%)	
1	Regulators & Deposit Money Banks	500,000,000.00	500,000,000.00	-	100.00%	
2	Development Banks	10,000,000.00	8,500,000.00	1,500,000.00	85.00%	
3	Mortgage Banks	1,000,000.00	1,000,000.00	-	100.00%	
4	Microfinance Banks	7,780,000.00	3,640,000.00	4,140,000.00	46.79%	
	Total	518,780,000.00	513,140,000.00	5,640,000.00	98.91%	

4.2 Administration

4.2.1 Legacy projects

4.2.2.1 Completion of Phase 1 Legacy Project

In the year under review, efforts were made to complete and commission some of the on-going Legacy Projects to enhance the visibility of the Institute in tertiary institutions in Nigeria and more importantly increase the membership base.

The beneficiary Institutions of the first phase of the project which has been completed and commissioned are as follows:

SN	Institution	Geo Political Zone
1.	The Polytechnic Ibadan	South-West
2.	Abubakar Tafawa Balewa University, Bauchi	North-East
3.	Federal Polytechnic Nekede	South-East
4.	Rivers State University, Port Harcourt	South-South
5.	Kano State Polytechnic	North-West
6.	Federal Polytechnic Nasarawa	North-Central

4.2.2.2 Phase Two Legacy Project

The Governing Council during the year, approved two additional institutions in the Phase 2 of the Legacy Project. Beneficiary institutions are Olabisi Onabanjo University, Ago Iwoye Ogun State and Nnamdi Azikiwe University, Awka in Anambra State. The Ground-breaking ceremonies were held at the Olabisi Onabanjo University, Ago-Iwoye, Ogun State on Friday October 21, 2022, and Nnamdi Azikiwe University, Awka, Anambra State on Friday, April 14, 2023, respectively by the President/Chairman of Council, Dr. Ken Opara, FCIB.

The project at Olabisi Onabanjo University, Ago Iwoye is due for commissioning on May 31, 2023 while that of Unizik is expected to be commissioned before the end of the third quarter of the year.

4.2.3 Purchase of Laptop

For operational efficiency and enhancement of the performance of staff, twenty-two laptops were purchased in the year under review. Some of the Laptops were for the newly appointed staff while the rest where to replace fully depreciated and malfunctioning ones.

4.3 Human Resources

4.3.1 Staff Strength

The Institute closed for the year with a staff strength of Sixty-Five (66) core staff, complemented by Thirty-Three (33) outsourced personnel, Four (4) National Youth Service Corp members and Three (3) industrial Trainees.

4.3.2 Employee Performance Appraisal

In line with the Institute's practice to reward and recognize staff for good performance and to motivate them for higher productivity, a 360-Degree Workforce Performance Evaluation was carefully conducted during the period under review. The outcome of the appraisal defined strategic interventions such as redeployments, talent management in the areas of staff promotion, performance pay, training and development.

In summary, based on the outcome of the year 2021 performance appraisal exercise, staff members were rewarded effective January 1, 2022, as shown below:

S/N	Appraisal Outcome	NUMBERS OF STAFF
1	Promotion	24
2	3 Notches	15
3	2 Notches	19
4	1 Notch	2
5	0 Notch	0

4.3.3 Staff Recruitment

During the period under review, the underlisted Core Staff were recruited:

S/N	Name	Cadre	Directorate/Dept	Resumption Date
1	Mr. Akin Morakinyo, HCIB	Registrar/Chief Executive	CEO	November 1, 2022
2	Mr. Mary-Fidelis Chidoziem Abiahu, MCIB	Director	Head, CIBNCFS	May 4, 2022
3	Mr. Akinpelu Akinyemi Akinola	Assistant Director	Group Heads Ethics & Governance	May 4, 2022
4	Dr. Oreitan Adigun, HCIB	Assistant Director	Head of Economics & Strategy	April 4, 2022
5	Mr. Enyinnaya Douglas Ijoma	Principal Manager	Head, Artificial Intelligence, Digital Information & Innovation (ICT)	May 16, 2022
6	Ms. Adeola Rukayat Bukoye	Senior Manager	Head, International Affiliations	May 16, 2022
7	Mr. Tunde Simeon Ogungbemi	Senior Manager	Group Head, Finance & Administration	May 4, 2022
8	Mr. Ayodeji Kayode	Senior Manager	Head, Human Resources	May 18, 2022
9	Mr. Oluwatoyin Festus Osho	Manager	Finance	May 17, 2022
10	Mr. Francis Agoh	Officer II	CIBN/CFS	May 20, 2022
11	Mr. Ikechukwu David Ndubuisi	Asst Manager	PA to PCC	September 1, 2022

4.3.4 Confirmation of Appointment

The appointment of Six (6) staff were confirmed upon successful completion of their probation period with satisfactory performance during the review period. Meanwhile, the probation period of one of the staff was extended by three (3) months for failure to meet the set target/expectation.

4.3.5. Employee Exit

During the period under review Eight (8) Core and one (1) outsourced staff exited the service of the Institute as shown below:

S/N	Name	Designation	Date Of Entry	Date Of Exit	Mode Of Exit
1	Mr. Kayode Adeyemi	Senior Manager, Capacity Building, Certification & Standards	May 4, 2015	January 27, 2022	Resignation
2	Miss Opeoluwa Aluko	Officer II, CIBN Library	April 1, 2019	February 7, 2022	Resignation
3	Mr. Oluwatoyin Joshua Lawal	Asst. Manager, Human Resources	November 1, 2017	June 19, 2022	Resignation
4	Mr. Kayode Ayodeji	Senior Manager, Human Resources	May 18, 2022	July 21, 2022	Resignation
5	Mrs. Olaoluwa Oyenola	Asst. Manager, Learning & Devt	Dec 5, 2016	August 1, 2022	Resignation
6	Mrs. Cynthia Akiotu	Officer I, ICT	Dec 5, 2016	August 19, 2022	Resignation
7	Miss Omolola Ogunbanjo	Asst Manager, CIBN/CFS	Nov. 1, 2017	Sept. 16, 2022	Resignation
8	Mrs. Oyindamola Olushile-Oyenuga	Officer I, Finance	Nov. 1, 2017	October 5, 2022	Resignation
9	Dr. Oluseye David Awojobi, FCIB	Registrar/CE	January 3, 2000	November 1, 2022	Retirement
10	Mrs. Adenike Akinyemi	Manager, CIBN Library	April 1, 2019	December 31, 2022	Voluntary Retirement
11	Oluseun Oladokun	Outsourced, Supervisor, Internal Audit & Compliance	Nov. 5, 2015	November 14, 2022	Resignation
12	Nuruden Oluwasegun Shonubi	Director, Capacity Building and Certification	January 4, 1993	January 4, 2023	Retirement
13	Tolulope Oduyebo	Assistant Manager, Membership Services	November 1, 2017	February 24, 2023	Resignation
14	Ms. Adeola Rukayat Bukoye	Senior Manager/ Head, International Affiliations	May 16, 2022	March 6, 2023	Resignation

4.3.6 Staff Training and Development

In the year under review, 50 core staff members (75% of core staff strength) were exposed to quality local and foreign training programmes as appropriate for their career development and productivity enhancement based on identified knowledge and skill gaps.

Also, five (5) in-house training courses on various soft skills were organized for the staffs to strengthen their positive and professional attitudes.

4.3.7 Staff Welfare and Motivation

4.3.7.1 Productivity Bonus

In recognition of the outstanding financial results, the Office Holders and Governing Council magnanimously approved the payment of a productivity bonus to all staff to motivate them for increased performance.

4.3.7.2 Other Employee Engagements

- As part of the employee engagement, the Institute's staff celebrated the 2022 cultural day and Miss Omolola Beckey Ogunbanjo emerged as the winner.
- Three (3) staff members celebrated their weddings during the year under review. Members of staff were fully represented accompanied by a welfare package.
- Four (4) Staff Members gave birth to new babies during the period.
- Staff members benefited from paternity and maternity leave during the year in line with the Institute's Employee policy.
- The Institute's Staff end of year party was held December 20, 2022, after several years of not holding it. As is the usual practice, long service and various categories of awards were presented to deserving staff.

4.3.7.3 Health Insurance Scheme

Members of Staff and their dependents as well as the Institute's Past Presidents and their Spouses continued to enjoy the benefits of the Health Insurance Scheme through the HMO Plan with Axa Mansard and Hygeia respectively. Health tips, awareness and updates and other health concerns were provided periodically to staff members.

4.3.7.4 Group Life and Personal Accident Insurance

The Institute continued to provide insurance cover for the staff through the provision of Group Life Assurance and Group Personal Accident Insurance in case of any eventuality.

5.0 LEARNING AND DEVELOPMENT

5.1. STATUTORY PROGRAMMES

5.1.1 TRAINING & CONSULTANCY STATUTORY PROGRAMMES

5.1.1 15TH ANNUAL BANKING & FINANCE CONFERENCE

The Institute held its Annual Banking and Finance Conference as a hybrid event which took place concurrently at the Congress hall, Transcorp Hilton Hotel, Abuja and virtually through Zoom Teleconference Platform. The Theme of the Conference was 'Repositioning the Financial Services Industry for an Evolving Local Context.

The Conference was graced and declared open by His Excellency President-Muhammadu Buhari GCFR, President of the Federal Republic of Nigeria, who was represented by Mrs. Zainab Ahmed, Hon. Minister of Finance, Budget, and National planning.

Several distinguished personalities were in attendance, some of who delivered goodwill messages. They are:

- His Excellency, Mr Babajide Sanwo-Olu, Executive Governor of Lagos State represented by Mr. Rabiun Oluwo, Hon. Commissioner for Finance, Lagos State,
- Prof. Oliver Turnbull, Deputy Vice chancellor, Bangor University, Bangor Wales.
- Mr Tod Burwell, President and CEO Bankers Association for Finance and Trade
- Mr. Ben Akabueze, FCIB, Director General, Budget Office of the Federation
- Mrs. Ronke Shokefun, Chairman NDIC
- Mr. Bello Hassan, FCIB Managing Director/Chief Executive NDIC
- Prince Adeyemi Adeniran, Statistician General of the Federation.
- Mr. Farouk Gumel, Chairman, the Board of Directors, Union Bank of Nigeria Plc, the Keynote Speakers,

The President/Chairman of Council, Dr. Ken Opara FCIB, who was the host presented the Welcome Address while the Chairman of the Consultative Committee of the Conference, Mr. Abubakar Suleiman, FCIB gave the vote of Thanks.

The Findings of the Research on the Analysis of Human Capital Attrition in an Evolving Context: A Case Study of Banking Industry which was ordered to be carried out was presented during the Conference. Impressed by the research outcome, the Chairman of the Consultative Committee who is also the Group Managing Director/ Chief Executive.

Sterling Bank Plc, Mr. Abubakar Suleiman, FCIB, called for a Special Intervention Fund of twenty million Us Dollars (\$ 20,000,000) from banks and regulators. He said that this would enable capacity and skill gaps in the banking industry to be

addressed and invariably upscale the human talent requirements.

To set the ball rolling, Mr. Suleiman announced the sum of one million US Dollar (\$1,000,000) on behalf of his bank as Intervention Seed Fund.

The Conference had an attendance 848 physical and 1,046 virtual participants. The 15th edition was rounded up with the exchange of baton from Sterling Bank Plc to FSDH Merchant Bank Limited as the Chairman of the 16th edition to be supported by Development Bank of Nigeria and Taj Bank Limited.

5.1.1.2 THE 15TH ANNUAL RETREAT FOR HEADS OF SECURITY OF BANKS AND OTHER FINANCIAL INSTITUTIONS

The 15th Annual Retreat for Heads of Security of Banks and others financial institution in Nigeria with theme "Straightening Security Architecture in the Financial Services industry. The Role of the 21st Century Practitioner" was held from 26th October 2022 to 29th October 2022.

In attendance at the event were the following distinguished personalities:

- Mr. Mohammed Nasiru Atiku, Ag. Director of Security Services, Central Bank of Nigeria who was represented by Dr. Charles Bassey, Assistant Director Security Services, CBN.
- AIG Bode Adeleke, Assistant Inspector General of Police, Zone 2, Nigeria Police Force represented by DC Umar Shellen, DC Criminal Investigation Department, Nigeria Police Force.
- Mr. Shelleh Waziri, Lagos State Director, Department of State Services represented by Mrs. Elizabeth Johnson.
- Mrs. Anne Rinu, Head of Property, Nigeria and West Africa, Standard Chartered Bank
- Col. Sam Agbanusi, RTD, Chairman Committee of Chief Security Officers of Banks and Other Financial Institutions represented by ACP Jacob Ogbara, RTD, Vice Chairman of the Committee and Chief Security Officer Polaris Bank Ltd
- CP Abiodun Alabi, Commissioner of Police, Lagos State Command.

The retreat had 59 participants in attendance.

5.1.2 TRAINING & CONSULTANCY DEPARTMENTAL PROGRAMMES

The following project/programmes were executed by the Department:

- Recruitment exercise for West African Banker's Association.
- Collaboration with Resort Consult to implement a Workshop on "**Business Sustainability & Succession Planning**", March 23 & 24, 2022.
- Collaboration with the Credit Bureau Association of Nigeria (CBAN) to

implement a National Workshop on **“Enhancing Financial Inclusion in Nigeria: Changing the Narrative”**, June 30, 2022.

- In-plant training for Central Bank of Nigeria (1st Stream) on **“Cyber Threat, Detection and Mitigation for Financial Stability”**. April 19 & 20.
- In-plant training for Central Bank of Nigeria (2nd Stream) on **“Cyber Threat, Detection and Mitigation for Financial Stability”**, April 24 & 25, 2022.
- Collaboration with the Nigerian Exchange Group Limited (NGX) to deliver an intensive 2-day workshop on **“Effective Investment Analysis & Portfolio Management for Business Sustainability”**, August 17&18, 2022.
- Open Training on **“Emerging Strategies for Digital Fraud Prevention, Detection and Control”**, held August 25, 2022.
- Training on **“Anti-Money Laundering Policies & Compliance: Whistleblowing Standards and Policy Implementation”**, held on August 30&31, 2023.

5.2 COMPULSORY CONTINUING PROFESSIONAL DEVELOPMENT (CCPD) DEPARTMENT

The Department executed Twelve (12) programmes for members and other stakeholders in various institutions.

5.2 STATUTORY PROGRAMMES FOR CCPD

As customary, the following statutory programmes were organized by the Department in the year 2022:

5.2.1 2022 BANKERS' GRADUATE INDUCTION CCPD PROGRAMME

The 2022 CCPD Induction Programme was organized for Student Members who successfully completed the professional examinations and were to be inducted as Associates and Microfinance Certified professionals respectfully. This was held virtually on August 26, 2022, with the theme **“Ethics, Values and Corporate Governance: A Critical Success Factor for Leadership”**.

The event was chaired by Prof. Pius Olanrewaju, PhD, FCIB, 1st Vice President, CIBN who gave the Opening Remark. The Guest Speaker, Otunba Femi Pedro, FCIB, Chairman SMEDAN, presented a paper on the theme while Mrs. Tomi Somefun, FCIB, Managing Director, Unity Bank and Mrs. Toluleke Adenmosun, Senior Partner, Verraki Consulting Ltd. discussed the paper.

5.2.1.2 2022 CIBN INVESTITURE CCPD PROGRAMME

The 2022 Investiture CCPD Programme was organised for members whose applications for Fellowship and Honorary Senior Membership were approved by the Board of Fellows. The Programme held on October 28, 2022, was chaired by Prof. Pius Olanrewaju, PhD, FCIB 1st Vice President, CIBN who gave the opening Remark. The Guest Speaker,

Mr. Bolaji Lawal, FCIB, the Managing Director Ecobank Nig. Ltd addressed the topic **“The Leadership Quotient: Scaling for Innovation & Economic Transformation”**.

The Panelists Mr. Muyiwa Akinyemi, FCIB, Deputy Managing Director, UBA, Mr. Ben Afudego, Consulting Leader, Ernst and Young, West Africa and Mrs. Chijioke Ugochukwu, FCIB, Independent Director, First Guarantee Pensions Ltd discussed the paper.

5.2.1.3 CCPD OPEN PROGRAMMES

The Department organized and executed the following conventional programmes:

- Expanding Frontiers Through Agency Banking
- Risk Based Auditing for Microfinance Banks
- Business Performance Reporting and Scorecard Analytics
- Cultural Competency and Diversity Management
- Design Thinking for Innovation
- Credit Risk Portfolio Management and Debt Recovery
- Cyber Risks, Threat, Detection and Mitigation
- Resilient Leadership Strategies for Enhancing Corporate Performance

5.2.1.4 CCPD CUSTOMIZED PROGRAMMES

The Department executed two customized trainings:

- Bank Fraud Detection Workshop for the Nigeria Deposit Insurance Corporation (NDIC)
- Masterclass on Consulting Digital Skills for Managing Successful Business (for the Institute's Practice License Applicants)

5.2.1.5 CCPD TRAINING COLLABORATIONS

The Department, in line with the strategic focus of the Institute had a collaboration with **Chase IT Consult, Canada** to organize a programme on **“Business Optimization Leveraging Data Analytics & Visualization: Power BI Masterclass”**.

5.3 THE E-LEARNING PROGRAMMES

The Department deployed the second edition of the Annual Ethics & Compliance Certification. A total of 90,502 participants across 30 banks were enrolled and participated in the course in the year under review.

1. The CIBN Bookshop has continued to sustain profitability through the continuous efforts and initiatives of its management.
2. New vendors /suppliers have been attracted and agreements signed with them to improve their income while strengthening their relationship with vendors.

Other activities of the eLearning in the year under review includes:

- Deployment of several self-paced courses
- Execution of the following proctored test: Chartered Banker MBA Scholarship Examination, Mock Test for the April and October Diet Examination, 4th Stage Screening Test for the Otunba Debola Osibogun Essay Competition.

5.4 THE CIBN BOOKSHOP

The CIBN Bookshop has continued to sustain profitability through the continuous efforts and initiatives of its management.

New vendors/ suppliers have been attracted and agreements signed with them while strengthening their relationships with existing vendors/suppliers to improve their income.

The Subsidiary has also consolidated on its existing relationship with higher institutions and professional bodies by supplying books to their libraries as well as selling to CIBN foreign partners in Sierra-Leone, Ghana, and Liberia.

In the same vein, the Bookshop improved its marketing strategies by attending the Institute's activities, various book fairs and exhibitions and establishing presence in social media.

We are pleased to inform you that the CIBN Bookshop's fund in the pool of the Institute's investment has risen to ₦47,758,331.07.

6.0 ETHICS AND GOVERNANCE DIRECTORATE

The Ethics and Governance Directorate continues to play a pivotal role in the Nigerian Banking Industry. In line with the mandate of the Bankers' Committee, Sub-committee on Ethics & Governance in resolving disputes relating to unethical and unprofessional infractions between banks, banks, and their customers. Additionally, the directorate coordinates the Investigative Panel and Disciplinary Tribunal to decide on issues of ethical conduct and professionalism as it pertains to individual banking professionals.

6.1 Bank Customers' Complaints

In the year under review, the Ethics & Professionalism Directorate received a total of Twenty-five (25) petitions/cases with claims amounting to about **N8.7 billion** (Eight Billion, Seven Hundred Million Naira) only.

Meanwhile, a total of Thirty-Five (35) cases, composed of 30 previous and 5 new ones, were fully resolved with the amount of **N3.5b** refunded to petitioners.

The tables below show a representation of cases resolved in 2022, since inception and a five-year trend.

Analysis of Petitions/Cases Handled in the Year 2022

Number of cases received	25	
Number of cases resolved	35	
Total Amount claimed on all cases received during the year.	N8.7b	Nil
Total amount awarded on cases resolved during the year	N3.5b	Nil

Analysis of Petitions/Cases Handled from inception since the Year 2002

Number of cases received	2,281	
Number of cases resolved	2,241	
Total Amount claimed on all cases received from Inception	N377.6b	\$428.7m
Total amount awarded on cases resolved from inception	N34.12b	\$19.48m

A Five-Year Trend of the Cases Received and Resolved by the Sub-committee.

YEAR	NO OF CASES RECEIVED	AMOUNT CLAIMED		AMOUNT AWARDED	
		(NGN)	USD		
2018	99	9,613,897,697.54	1,553,779.88	1,693,769,769.52	266,545.33
2019	62	10,884,263,598.48	6,649,774.48	1,242,920,588.94	1,384,595.79
2020	67	11,746,581,438.11	5,872,534.51	1,718,343,294.44	368,323.29
2021	35	4,262,240,769.67	0	651,471,196.16	335,643.72
2022	25	8,676,397,805.78	0	3,469,951,575.66	0

6.2 Referrals from the Courts

In addition to the bank/customer related cases/disputes which were brought to the Committee for resolution, the Nigerian Judicial System recognized the mediation roles of the Institute and has continued to refer cases it for the independent professional reviews and opinions to aid the judicial process in court.

Three cases were received in the year under review while one (1) was concluded and reported back to the Court.

6.3 The CIBN Investigating Panel

The CIBN Investigating Panel had its statutory meetings and considered cases against members of the Institute who were found culpable of unethical/unprofessional conduct. During the period under review, the Panel considered Two (2) of such cases and referred one (1) to the Disciplinary Tribunal.

6.4 The CIBN Disciplinary Tribunal

The Disciplinary Tribunal is currently hearing three (3) cases referred to it by the Investigating Panel.

6.5 The Code of Conduct in the Nigerian Banking Industry

The Directorate has continued to ensure that the new staff of banks attest to the code of Conduct in the Nigerian banking Industry with the help of the bank which encouraged their members of staff to undertake the attestation through the link sent to them. A total of 11,620 attestations were done by the staff of banks and MFBs in the year 2022.

6.6 Collaborations with Relevant Institutions

The Sub-committee continues to collaborate with the following Institutions in the discharge of its mandate.

- i. Central Bank of Nigeria (Consumer Protection Department and the Banking Supervision Department)
- ii. Nigeria Deposit Insurance Corporation (NDIC)
- iii. The Nigerian Judiciary.
- iv. Lagos Multi-Door Court House.

7.0 REGISTRAR'S DIRECTORATE

7.1 SECRETARIAT SERVICES DEPARTMENT

7.1.1 VOLUNTARY LIQUIDATION OF THE CIBN PRESS LIMITED

The Governing Council of The Chartered Institute of Bankers of Nigeria (Majority shareholder of the CIBN Press Limited) at its meeting of June 23, 2022, considered the going concern status of the CIBN Press and resolved to sell it due to its continuous loss profile. The Council directed the Board to arrange for an Annual General Meeting to facilitate the sale subject to due process.

The CIBN Press Shareholders at its Annual General Meeting of October 11, 2022, resolved to voluntarily wind up the company and appointed the Baker Tilly Nigeria Limited as the Liquidator to carry out the process in accordance with the Company and Allied Matters Act.

The Liquidation of the CIBN Press is almost completed.

7.1.2 REGISTRATION OF NEW BOARD MEMBERS OF THE CIBNCFS BOARD WITH THE CORPORATE AFFAIRS COMMISSION

The Governing Council approved the registration of Mr. Akuma Kings Chukwu to replace Mr. Temitope Oshikoya, FCIB, who resigned his membership of the Board for personal reasons.

The Council also approved the registration of Prof. Antonia Taiye Simbine, who replaced Dr. Folarin Gbadebo-Smith as Director General of the Nigerian Institute of Social and Economic Research (NISER), an institutional representative on the CIBNCFS Board.

The Director of the CIBNCFS, Mary-Fidelis Chidoziem Abiahu was also approved to be registered as a Board member once his employment with the Institute is confirmed.

7.1.3 INPUTS TO FINANCE RELATED BILLS

As part of its crucial advocacy role for the banking and finance industry, the Institute in conjunction with the Body of Banks CEOs presented the banking industry position to the National Assembly on the Bill to repeal the Nigeria Deposit Insurance Corporation (NDIC) Act No. 16, 2006 and re-enact the NDIC Act 2022 and for other related matters.

The Bill seeks to enhance the operational performance of NDIC and enable it to perform its primary mandate of protecting depositors and contributing to financial system stability in a more robust, effective, and efficient manner in line with global best practices.

7.1.4 UPDATE ON THE CIBN ACT REVIEW

As part of its efforts to review the CIBN Act and align it with modern realities in banking and finance, the Institute received further input as well as obtained the buy-in of the Central Bank of Nigeria for the proposed CIBN Act.

The Ministry of Finance has also concluded its review and is expected to forward the reviewed Bill to the Federal Executive Council, after the sign off, the Minister of Finance.

7.1.5 INAUGURATION OF COUNCIL COMMITTEES

In 2022, the Governing Council inaugurated the following Council Committees for the purpose of executing various strategic mandates of the Institute:

- ❖ 2022-2024 Governing Council Committees
- ❖ Organizing Committee on the National Seminar on Banking and Allied Matters for **Judges**

- ❖ Consultative Committee of the 16th Annual Banking & Finance Conference
- ❖ The CIBN 60th Anniversary Planning and Organizing Committee

7.1.6 COURT CASE AGAINST PEES INVESTMENT

The Institute recorded success in its bid to recover outstanding rent and accompanying damages from the previous tenant, Pees Investment Limited.

Hon. Justice I. O Harrison (Mrs.) at the High Court of Lagos State, made the Order Nisi absolute against the 8th Garnishee Fidelity Bank Plc to the extent of the judgement debt of N8,540,975.92k (Eight Million, Five Hundred and forty Thousand, Nine Hundred and Seventy-five Naira and Ninety-two kobo) and ordered same to be paid the Institute (Judgement Creditor).

The sum has been paid to the Institute.

7.2 ECONOMICS AND STRATEGY DEPARTMENT

7.2.1 IMPLEMENTATION OF CIBN 2020-2024 STRATEGIC PLAN

The Institute rigorously drove the implementation of the 2020-2024 Strategic Plan and the ratings of achievements of KPIs for the initiatives indicate significant milestones had been achieved.

7.2.2 REPORT ON ACTUALIZATION OF THE AGENDA OF THE PRESIDENT/CHAIRMAN OF COUNCIL.

The action points on the FUTURE Agenda of the 22nd PCC were effectively analysed and assigned with reasonable timelines. It should be noted that the Progress Report on the actualization of the agenda reflects satisfactory performance.

7.2.3 COORDINATION OF HUMAN CAPITAL ATTRITION RESEARCH PROJECT

The Economics and Strategy Department was involved in the development of a research project titled Analysis of Human Capital Attrition in An Evolving Global Context: A Case Study of The Nigerian Banking Industry. The project which aimed to examine the causes of human capital attrition with a focus on the banking industry was presented during the 15th Annual CIBN Banking and Finance Conference held from the 13th -14th of September 2022 at the Transcorp Hilton Hotel, Abuja. The Project was positively received leading to the call for the institutionalization of a \$20m (Twenty Million US Dollars) Human Capital Retention Fund (HCRF).

7.4 ICT UNIT

7.4.1 Digitalization of Election Application Process.

To enhance the CIBN Investiture, an App System was developed for the Investiture process. The digitization which made the Investiture process fully digital end to end enables applicants to submit their information from the comfort of their homes in any part of the globe.

7.4.2 Digitalization of Question Setting Process

The Institute's Question setting, and moderation processes had been fully digitalized. This development will allow Subject Matter Experts all over the world to contribute to the exercises this very exercise.

7.4.3 Membership/Stakeholders Engagement.

The Institute has commenced the utilization of digital channels such as Microsoft Teams, Zoom, YouTube, Facebook etc. in its membership/stakeholders' engagements. This has helped to reach and engage stakeholders using best-in-class digital platforms.

7.4.4 Digitalization of Event Attendance

The attendance of the event by the stakeholders of the Institute has been developed. This has been made it easy for the participants to have brochures and programme of the event ahead of time as well as afford them the opportunity to possess the soft copies of these materials.

7.4.5 Email marketing Solution

An email marketing solution for campaign automation has been developed. The development of the solution has made the marketing campaign from the different directorates to be more efficient.

7.4.6 General Support

The Unit has continued with support service to enhance the efficiency of the directorates during the year under review. The Unit was equally heavily relied upon to facilitate the smooth running of the Annual General Meeting (AGM), Graduates Induction and Prize Awards Day, Fellowship Investiture, Entrepreneurship Development Programme/Public presentation of Practice License, Seminar for Judges and Banking & Finance Conference online.

7.5 THE CIBN CENTRE FOR FINANCIALS SERVICES

7.5.1 Knowledge Events

a. CIBN Platform Series 3

The third series with theme -***Leadership and Value Creation in Uncertainty: A Guide for Bankers*** was held on March 10, 2022, virtually. The event was Chaired by Dr. (Mrs) 'Dere Josephine Awosika, MFR, mni, Board Chairman, Access Bank Plc and moderated by Dr. (Mrs) Adaeze Udensi, HCIB, Executive Director, Titan Trust Bank Nigeria. The event recorded a total of 223 participants across the globe.

b. CIBN Advocacy Dialogue Series 5 The 5th edition of the CIBN Advocacy Dialogue Series with the theme; ***Exploring Sustainable Agricultural Finance Models for Rural Nigeria*** was held virtually on March 31, 2022. The event was chaired by Mr. Kola Masha, Managing Director, Babban Gona Farmer Services, Nigeria Limited who delivered the Keynote Address. Mrs. Daniela Richter, Team Lead, Agriculture and Finance Consultants, Mr. Chuka Mordi, Chief Executive Officer, Ellah Lakes Plc, Mr. Ibrahim Salau, Managing Director, Environmental Accord Limited, Prof. Victor Olusegun Okoruwa, Department of Agricultural Economics, University of Ibadan discussed the paper. The session was expertly moderated by Mr. Seyi Ifelaja, Chairman, Lagos State Chapter, Institute of Agribusiness Management Nigeria.

- c. CIBNCFS Breakfast Session
A Breakfast Session with the theme '**Smart Trade & The ACFTA Agreement: Post-Covid Innovations for African Business**' was held on April 26, 2022. The Keynote Speaker was Dr. Ify Ogo, Regional Coordination Specialist on AfCFTA, UNDP ably represented by Mr. Babajide Sodipo, Senior Manager, AfCFTA, African Union and Trade Policy, Afrexim Bank. Panellists at the event were Dr. Chinyere Almona, Director General, Lagos Chamber of Commerce & Industry (LCCI) ably represented by Mr. Sunnie Omeiza-Michael, Ass. Director, Research & Advocacy, LCCI, Mr. Ayodeji Balogun, Chief Executive Officer, AFEX Commodities ably represented by Mrs. Samirah Ade-Adebiyi, Managing Director, AFEX Commodities, Mr. Khrushchev Ekwueme, Senior Partner, Dispute Resolution Practice, Olaniwun Ajayi
- d. CIBNCFS Breakfast Session
A Breakfast Session with the theme; **Data Analytics and the Future of Credit Risk Management** held on May 31, 2022. The Keynote Address was ably delivered by Dr. Blaise Ijebor, Director, Risk Management Department, CBN. The programme was organised to enlighten stakeholders on the benefits of data analytics for efficient deployment of such innovation towards effective credit management.
- e. Collaborative Webinar
A webinar with the theme; **Enhancing Financial Inclusion in Nigeria: Changing the Narrative** which held on June 30, 2022, was organized in collaboration with the Learning & Development Directorate and the Credit Bureau Association of Nigeria. The Keynote Address was expertly delivered by Mrs. Luz Maria Salamina, Lead Financial Sector Specialist, World Bank Group.
- f. The CIBN Advocacy Dialogue Series 6.0
The sixth edition of the CIBN Advocacy Dialogue Series with the theme; **Driving Innovation through Open Banking: Exploring Challenges and Opportunities for Growth** was held on July 5, 2022. The Keynote Speaker was **Mrs. Aishah Ahmad, FCIB**, Deputy Governor, Financial Systems Stability Directorate, CBN ably represented by **Mr. Musa Itopa Jimoh**, Director, Payments Systems Management, CBN. The panelists in attendance were Prof. Chris Onalo, Registrar/CEO, Institute of Credit Administration (ICA), Nigeria ably represented by Dr. Chioma Nwafor, Director of Research and Investment, CEDAF, Mr. Yomi Ibojiola, Chief Data and Analytics Officer, Union Bank, Mr. Ademola Adesalu, Managing Director, CRC Data Analytics Limited while the session was moderated by Mr. Olusegun Owadokun, Chief Operating Officer, Augusto Consulting Limited.

Mid-Year Review of Year 2022 Economic Outlook

The Second edition of the Mid-Year Review event, which was held as a hybrid event on July 26, 2022, was organized in collaboration with B. Adedipe Associates Limited (BAA Consult). The Keynote Speaker was **Dr. Michael Adebiyi, Director, Research Department, CBN** ably represented by **Dr Adeniyi Adenuga**, Deputy Director & Head, Macroeconomic Modeling

Research Department, CBN while an overview of the first half year was presented by Dr. Biodun Adedipe, FCIB. The session was designed to evaluate the implementation of the projected macroeconomic policies and indexes as well as assess the developments and achievements in the Nigerian Economy during the first half of year 2022 particularly the Nigerian Financial Sector.

Annual Banking and Technology Forum 2022

The Annual Banking and Technology Forum 2022 with the theme “**Leveraging Technology to gain a Competitive Edge**” was held as a hybrid event on August 25, 2022. A Goodwill Message was delivered by **Mrs. Rakiya Mohammed**, Director, Information Technology Directorate, CBN ably represented by **Mr. Afolabi Michael Adeleye**, Assistant Director, Information Technology Directorate, CBN. The Keynote Address was delivered by **Mr. Adjiedj Bakas**, Trendwatcher, Speaker & Author, the Netherlands.

7.5.2 Surveys

7.5.2.1 Survey on the CIBN Proposed Public Finance Certification

The Centre for Financial Studies conducted a survey to ascertain the relevance of launching a Certification in Public Finance. The survey was aimed at gauging members' potential interest in the subject matter while also gaining insights on how the Certification programme could be best deployed.

Findings from the survey revealed positive interest in the Certification Programme. The survey was approved and is currently being carried out.

7.5.2.2 Surveys for 2021 Appraisal Surveys

The CIBNCFS worked with the CIBN Human Resources Department to develop and deploy over 35 surveys aimed toward the assessment and appraisal of CIBN staff for the year 2021. The exercise was successfully completed.

7.5.2.3 CIBN Affinity & Loyalty Scheme Survey

The CIBNCFS conducted a survey to review and update the current Loyalty Scheme in line with the needs and interests of members of the Institute while also identifying the gaps/areas for Improvement. The Scheme was designed strategically to boost membership value by creating avenues where members can access services at discounted rates from organizations.

7.5.2.4 Mentoring Impact Assessment Survey for Participating Banks

The CIBNCFS conducted a survey at the end of the first stream of the CIBN Mentoring Scheme for participating banks to assess its impact and identify gaps/areas to improve the overall experience of participants in subsequent editions.

7.5.2 Publications

Nigerian Banker Publication

All editions of the Nigerian Banker for the year 2022 were published.

7.5.3 Journal of Banking

All editions of the Journal of Banking for the year 2022 were published.

7.5.5 Grant

The CIBNCFS has engaged the services of Hawksworth Advisors Limited for the purpose of securing a grant for the Centre.

7.6 CORPORATE COMMUNICATION AND EXTERNAL RELATIONS (CCER)

7.6.1 PUBLICITY, BRAND, AND IDENTITY MANAGEMENT

7.1 PUBLICITY, BRAND, AND IDENTITY MANAGEMENT

The Institute enjoyed positive and enormous publicity in the local and international media during the period under review. Various media channels such as CIBN Daily highlight, print media, digital media, Short Message Service, and emails were used to publicize the regular activities of the Institute. The Institute also featured distinctively in public comments and enlightenment programmes. The statutory programmes in the year under review received good support and wide coverage by the media. Some of the media platforms that highlighted the Institute's activities during the year under review includes Channels TV, Arise TV, Plus TV, MiTV, AIT, LTV, ProshareWebTV, NTA, Silverbird TV, TVC, Rahma TV, ARTV, OGTV. Others include News Agency of Nigeria (NAN); Rhythm FM, Raypower FM, Inspiration FM, Cool FM, Star FM, Classic FM, Nigeria Info FM, Splash FM, Lagelu FM Ibadan, all Nigerian Newspapers, blogs and online media in the Country.

7.2 YEAR 2022 ANNUAL BANKERS DINNER

The 57th Annual Bankers Dinner was held on Friday, November 25, 2022, at Eko Hotel & Suite, Victoria Island, Lagos. The Dinner which was executed as a hybrid of both physical and virtual through Zoom Teleconferencing brought together eminent personalities from the banking and financial services industry, government functionaries, thought leaders from the private and public sectors, members of the business and diplomatic communities as well as other critical stakeholders in the Nigerian economy to unwind and network.

The Keynote Address, which was delivered by Mr Godwin Emefiele, CON, FCIB, Governor of Central Bank of Nigeria (CBN) was centred an assessment and impact of COVID-19 on the Nigerian economy and the plans of the Central Bank for year 2023. The Goodwill Message was delivered by His Excellency, Mr. Babajide Sanwo-Olu, Executive Governor of Lagos State, represented by Mr. Samuel Avwerosuo Egube, HCIB Commissioner for Economic Planning and Budget, Lagos State. The toast of the Institute was delivered by Mr. Rubainu Manason, President, Association of Professional Bodies of Nigeria while the toast of the federation was delivered by Mr. Kalim Shah, Senior Country Manager for Nigeria.

A total of 1,665 participants attended the event which also enjoyed impressive media attention including live coverage on three television stations.

7.3 Stakeholders Engagements

7.3.1 Local Stakeholders engagements

The President/Chairman of Council led the Institute's delegations to **Dr. Godwin Emefiele, FCIB** and other stakeholders across the country for visitations and

engagements. The main objective was to deepen existing relationships and champion new routes to drive the Institute to greater heights. Some of the Institutions visited include - Nigerian Television Authority (NTA) and Daily Trust Newspaper.

7.3.2 International Stakeholders engagements

The Chartered Institute of Bankers of Nigeria, USA Branch hosted the President/Chairman of Council during their Biennial Conference held in New Jersey during year under review.

7.3.3 Stakeholder Engagements

Some organizations paid courtesy visits to the Institute, under the leadership of Dr. Ken Opara, Ph.D, FCIB, President/Chairman of Council under the year review.

They are :

a) CIBN branches

- CIBN Lagos State Branch
-
- Association of Professional Women Bankers (APWB)
- CIBN Cross Rivers State Branch
- CIBN Rivers State Branch
- CIBN Enugu State Branch
- CIBN Anambra State Branch
- CIBN Ogun State Branch
- CIBN Delta State Branch
- CIBN Osun State Branch
- CIBN Gombe State Branch
- CIBN Kwara State Branch
- CIBN Akwa Ibom State Branch
- CIBN Imo State Branch
- CIBN USA Branch
- CIBN Kano State Branch
- CIBN Borno State Branch
- CIBN United Kingdom Branch

b) Banks and Other Institutions

- Association of Cooperate Affairs Managers of Bank (ACAMB)
- MD/CEO, Zenith Bank
- MD/CEO, Coronation Merchant Bank
- MD/CEO, Premium Trust Bank
- Vice Chancellor, Yusuf Maitama Sule University
- Vice Chancellor, Ado Bayero University
- Rector, The Polytechnic, Nasarawa
- Vice Chancellor, Olabisi Onabanjo University
- Emir of Kano
- BC, CBN Kano
- NDIC, Kano

- Rector, Kano State Polytechnic
- Imo State Branch
- MD/CEO, Parallelex Bank
- MD/CEO, Development Bank of Nigeria
- MD/CEO, Taj Bank
- MD/CEO, NOVA Merchant Bank
- MD/CEO, Heritage Bank
- MD/CEO, FCMB
- MD/CEO, FSDH Merchant Bank
- MD/CEO, Lotus Bank Ltd
- National Board of Technical Education (NBTE)
- National University Commission (NUC)
- Nnamdi Azikiwe University, Akwa

8.0 APPRECIATION AND CONCLUSION

Esteemed Members, we have many reasons to thank God for the successes recorded in the year. My heart is full of gratitude to God for giving us all, sound health, sound mind and for His guidance and grace that saw us through the year.

My unreserved appreciation also goes to the President/Chairman of Council, Ken Opara, Ph.D, FCIB and other Office Holders of the Institute, for the unalloyed support given to Management and providing the leadership which aided our performance. I cannot but thank the members of the Governing Council, our highly revered Past Presidents, Past Registrars, our Regulators, the Central Bank of Nigeria (CBN) and Nigeria Deposit Insurance Corporation (NDIC) for your unquantifiable support without which we would not have been able to deliver on our mandate.

I also want to appreciate in a very special way, the Body of Banks CEOs ably led by Dr. Ebenezer Onyeagwu, FCIB, for their unflinching support and for being such a dependable ally. I thank all our members, numerous stakeholders, sponsors, partners, collaborators and indeed the media who in no small measure contributed to the success recorded in the year. We will, without doubt, continue to rely on our collective efforts to grow and develop the Institute, its members, the banking industry and the economy at large.

I commend the Executive Management and Staff of the Institute for their commitment, dedication, loyalty, and contribution to the upliftment of the Institute and the attainment of its statutory responsibilities.

Distinguished Ladies and Gentlemen, once again, I thank you all, even as I continue to count on your continued support as we together build an Institute that will become a global reference point for all and sundry.

Akin Morakinyo, HCIB
Registrar/Chief Executive