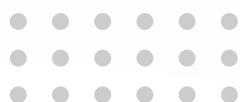




CIBN

CORPORATE GOVERNANCE REPORT



CORPORATE GOVERNANCE REPORT

1.0 GOVERNANCE STRUCTURE

The Chartered Institute of Bankers of Nigeria (CIBN) is overseen by a Governing Council which comprises of elected and appointed members with two years' tenure. The Council is the highest policy formulation and decision-making body of the Institute while the Office Holders Committee comprises of the President/Chairman of Council, 1st Vice President, 2nd Vice President and the National Treasurer. The Committee is saddled with the task of overseeing the activities of the Institute and handles urgent issues on behalf of the Governing Council. The Executive Management led by the Registrar/Chief Executive is responsible for overall management and day to day operations of the Institute from the National Secretariat

The Institute's Executive Management is led by the Registrar/Chief Executive responsible for overall management and day to day operations of the Institute from the National Secretariat and ensures the implementation of policies, goals and objectives of the Institute. The Secretariat also assists in developing and implementing strategies that will strengthen the mandate of the Institute and facilitates its operations.

The Institute has continued to expand its value-added activities towards the actualization of its vision to be the global reference point for skills and conduct in the banking and finance industry through thought leadership and capacity building. These were achieved through the formulation of policies by the Governing Council based on the recommendations of its Standing Committees and Ad-Hoc Committees set up by the Council in 2023.

The Institute has Statutory Committees established by the CIBN Act No. 5 of 2007, while the Standing and

Ad-hoc Committees are set up and approved by the Governing Council to meet required obligations and mandates of the Institute.

The Committees of the Institute are as follows:

- a) Statutory Committees: I.
 - i. Office Holders Office Holders
 - ii. CIBN Investigating Panel
 - iii. CIBN Disciplinary Tribunal
- b) Standing Committees:
 - i. Board of Fellows and Practice Licence
 - ii. Membership Development and Services
 - iii. Finance and General Purposes
 - iv. CIBN Audit Committee
 - v. Research
 - vi. Strategy and Advocacy
 - vii. Capacity Building and Certification
 - viii. CIBN Mentoring Advisory Committee
 - ix. Grants and Funds
 - x. Business and Government Relations Group
 - xi. Body of Past Presidents
 - xii. Body of Banks' CEOs.
- c) Ad-hoc Committees:
 - i. Adhoc Committee on Monitoring of President/CC Agenda
 - ii. Committee on Annual Bankers Dinner
 - iii. Consultative Committee on Annual Banking and Finance Conference
 - iv. CIBN Election Committees
 - v. Gen Z Innovation Adhoc Committee
 - vi. Fintech and Digital Innovation Adhoc Committee

- vii. 60th Anniversary Planning and Organising Committee
 - viii. Human Capital Retention Fund Management Committee
- d) CIBN Subsidiary
- I. Board of Directors of CIBNCFS

2.0 GOVERNING COUNCIL- TERMS OF REFERENCE, ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

Terms of Reference

The Governing Council provides broad policy guidelines for implementation by Management (S. 6 of CIBN Act).

Attendance

The Governing Council statutorily meets quarterly and can also meet as the need arises. Its membership and attendance at the five meetings held during the period under review are indicated in Table 1 below: Membership of Governing Council and Attendance of Meetings.

S/N	NAME	Designation	No of Meetings held (June 2023 – March 2024)	No of Meetings Attended
1.	Ken Opara, Ph.D., FCIB President/CC	Chairman	5	5
2.	Prof. Pius Oladeji Olanrewaju, Ph.D., FCIB 1 st Vice President	Member	5	5
3.	Mr. Dele Alabi, FCIB. 2 nd Vice President	Member	5	5
4.	Mrs. Moji Bakare-Asieru, FCIB National Treasurer	Member	5	5
5.	Uche M. Olowu, Ph.D., mni, FCIB Rep. Body of Past Presidents	Member	5	5
6.	Dr. Bayo Williams Olugbemi, FCIB Rep. Body of Past Presidents	Member	5	4
7.	Mrs. Rafiat Oluwatoyin Onitiri, FCIB Elected Member	Member	5	5
8.	Dr. Godwin Adolor, FCIB Elected Member	Member	5	5
9.	Mr. Olayinka Odutola, FCIB Elected Member	Member	5	5
10.	Ms. Mary Aina, FCIB Elected Member	Member	5	5

S/N	NAME	Designation	No of Meetings held (June 2023 – March 2024)	No of Meetings Attended
11.	Segun Oshadare, Ph.D, FCIB Elected Member	Member	5	5
12.	Victor Ndubuisi Agunwah, Ph.D, FCIB Elected Member	Member	5	5
13.	Prof. Uchenna Uwaleke, FCIB Chairman, FCT Branch Dr. Oballum Chikelu Edison, FCIB Chairman, FCT Branch	Member	5	1 (Tenure ended after June 2023 Meeting) 2 (appointed after June 2023 Meeting)
14.	Mr. Adeyemo A. Adeoye, FCIB Chairman, Lagos State Branch	Member	5	5
15.	Mrs. Funke Ladimeji, HCIB Chairperson, APWB	Member	5	4
16.	Mr. Rogers A Nwoke, HCIB/ Mr. Ehiemere K. Okechukwu, ACIB Chairman, Imo State Branch	Member	5	4
17.	Mr. Charles Ojakovo, HCIB Chairman, Delta State Branch	Member	5	5
18.	Alhaji Kabir Mohammed Baba Chairman, Bauchi State Branch	Member	5	4
19.	Mrs. Olabisi O. Okuyemi, FCIB Chairman, CIBN USA Branch Mr. Michael Jolayemi, FCIB Chairman, CIBN USA Branch	Member Member	5	1 (Tenure ended after June 2023 Meeting) 4 (appointed after June 2023 Meeting)
20.	Mr. Mayowa Adeyemo, ACIB Chairman, Ondo State Branch	Member	5	5
21.	Alhaji Aliyu Wada-Nas, ACIB Chairman, Kano State Branch	Member	5	5

S/N	NAME	Designation	No of Meetings held (June 2023 – March 2024)	No of Meetings Attended
22	Mr. A.S Mohammed Chairman, Niger State Branch	Member	5	1
22.	Dr. Adesola Kazeem Adeduntan, FCIB Bank Representative	Member	5	Nil
23.	Mr. Ebenezer Onyeagwu, FCIB Bank Representative	Member	5	1
24.	Mr. Hamid Joda, FCIB Bank Representative	Member	5	4
25.	Mr. Elias Igbinakenzua, FCIB Bank Representative	Member	5	4
26.	Mrs. Bukola Smith, FCIB Bank Representative	Member	5	5
27.	Mr. Nath Ude, FCIB/ Mr. Adebowale Oyedeji, HCIB Bank Representative	Member	5	2
28.	Mr. Godwin Emefiele, FCIB Governor, CBN Represented by Director, Banking Supervision Mr. Haruna Mustapha	Member	5	2 (Tenure ended after September 2023 Meeting)
	Dr. Olayemi Michael Cardoso Governor, CBN Represented by Director, Banking Supervision Mr Adedeji Adetona			2 (appointed after September 2023 Meeting)
29.	Mr. Hassan Bello, FCIB MD, NDIC Institutional Representative	Member	5	5
30.	Prof. Abubakar Adamu Rasheed Executive Secretary, NUC Institutional Representative	Member	5	Nil

S/N	NAME	Designation	No of Meetings held (June 2023 – March 2024)	No of Meetings Attended
31.	Mrs. Zainab Shamsuna Ahmed Minister of Finance Institutional Representative Mr. Olawale Edun Minister of Finance Institutional Representative Represented by Abimbola Ogunubi, Director.	Member	5	1 (Tenure ended after June 2023 Meeting) 4 (appointed after June 2023 Meeting)
32.	Mallam Adamu Adamu Minister of Education Professor Tahir Mamman Minister of Education Institutional Representative	Member	5	Nil (Tenure ended after June 2023 Meeting) Nil (appointed after June 2023 Meeting)
33.	Prof. Idris Bugaje Executive Secretary NBTE Institutional Representative Represented by Mr. Danladi Bala Akut	Member	5	4
34.	Mr. Ebilate Mac-Yoroki President Mortgage Bankers Association of Nigeria Institutional Representative	Member	5	4
35.	Mr. Joshua Ukute President, National Association of Microfinance Bank Institutional Representative	Member	5	4

S/N	NAME	Designation	No of Meetings held (June 2023 – March 2024)	No of Meetings Attended
36.	Mrs Yvonne Isichei, FCIB Co-opted Member	Member	5	5
37.	Barr. (Mrs.) Toyin Ojo, FCIB Co-opted Member	Member	5	5
38.	Dr. Nosike Agokei, FCIB Co-opted Member	Member	5	4
39.	Mrs. Risikatu Ahmed, FCIB Co-opted Member	Member	5	4
40.	Dr. Don Iheanyichukwu Ogbonna, FCIB Co-opted Member	Member	5	4
41.	Mr. Ade Bajomo Co-opted Member	Member	5	5
42.	Mr. Akin Morakinyo, HCIB Registrar/Chief Executive	Secretary	5	5

2.1.2 Achievements

Council approved:

- ❖ The revised guidelines for misconduct and penalties for online proctoring examinations.
- ❖ The framework for the Fintech Certification Programme detailing the course contents, the stages of examinations, deployment methodologies and assessment modalities.
- ❖ Approved the Whistle-Blowing Policy of the Institute to enable employees, members, and other relevant stakeholders to report acts of impropriety to appropriate authorities.
- ❖ CIBN Procurement Policy to ensure procurement of goods and services at the right quantity, quality, price, and time in line with the Council's approved budget and decisions.
- ❖ The Governing Council Charter as a part of the Corporate Governance requirement of the Institute.
- ❖ The creation of the CIBN Health and Safety Policy, which itemizes CIBN's responsibility to provide a safe and healthy environment for the Institute, its members, staff, stakeholders and vendors.
- ❖ An induction programme for new Council and Committee members to familiarize them with their responsibilities, governance structure, and risk management.
- ❖ The modalities/timelines for the renewal of the CIBN Strategic Plan
- ❖ The discontinuation of outsourcing of Clerical Staff
- ❖ Enhancement of the CIBN Mentoring Scheme
- ❖ Approved the composition of the CIBN Election Rules and Standards Committee (CERSC), CIBN Election Organising Committee and CIBN Dispute Resolution
- ❖ The alignment of the new syllabus with the M.Sc/MBA/MBF/ACIB Linkage Programme
- ❖ A 10% commission to accredited tuition centre operators as an incentive for marketing the examinations and certification programmes.
- ❖ Commencement of the automation of the production and issuance of certificates to members of the

- ❖ Institute (Inductees and Investees).
- ❖ sponsorship of Elected Members of the Council to attend Banking and Finance Conference
- ❖ Accreditation of Educational Training Service Providers (ETSPs), Bank Academies, Accreditation of Tuition Centres and Linkage Institutions & Accreditation
- ❖ The review of the 2024 budget to capture all necessities and unforeseen expenditures.
- ❖ Ratification of the Institute's Examination Results
- ❖ Constitution of the Board of Trustees of the CIBN Banking School.

3.0 OFFICE HOLDERS COMMITTEE- TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

Terms of Reference

- To administer the Institute and oversee the general administration of the Institute on behalf of the Council.
- To consider and handle urgent issues on behalf of the Governing Council and present its decisions to Council for consideration and ratification.
- To ensure that other Committees of Council carry out their responsibilities in line with their Terms of Reference.
- To consider proposals from Management and present to Council.

Membership and Attendance

The Committee which meets quarterly and as the need arises, held four meetings during the period under review. Its Membership and attendance at the meetings are shown in Table below:

S/N	NAME	Designation	No of Meetings held March 14, 2024	No of Meetings attended
1.	Ken Opara, Ph.D., FCIB	President/CC	5	5
2.	Prof. Pius Oladeji Olanrewaju, Ph.D., FCIB	1 st Vice President	5	5
3.	Mr. Dele Alabi, FCIB.	2 nd Vice President	5	5
4.	Mrs. Moji Bakare-Asieru, FCIB	National Treasurer	5	5

Achievements

Office Holders approved/recommended the following:

- ❖ The Governing Council Charter as a part of the Corporate Governance requirement of the Institute.
- ❖ The creation of the CIBN Health and Safety Policy, which itemizes CIBN's responsibility to provide a safe and healthy environment for the Institute, its members, staff, stakeholders and vendors.
- ❖ An induction programme for new Council and Committee members to familiarize them with their responsibilities, governance structure, and risk management.
- ❖ Whistle-Blowing Policy of the Institute to enable employees, members, and other relevant stakeholders to report acts of impropriety to appropriate authorities.
- ❖ A 10% commission to accredited tuition centre operators as an incentive for marketing the examinations and certification programmes.
- ❖ Commencement of the automation of the production and issuance of certificates to members of the Institute (Inductees and Investees).
- ❖ sponsorship of Elected Members of the Council to attend Banking and Finance Conference
- ❖ The Audited Financial Statements of the Institute for presentation to the Governing Council
- ❖ Constitution of the Board of Trustees of the CIBN Banking School.

4.0 BODY OF PAST PRESIDENTS

TERMS OF REFERENCE, ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

Terms of Reference

- To consider and advise the Governing Council on matters referred to it.
- To serve as representatives, ambassadors and elders of the Institute as may be deemed necessary by the Governing Council.
- To serve as arbiters in matters of conflict that could affect the Institute.
- To initiate and propose to the Governing Council, issues the Body considers important for the Institute/the banking industry in particular and the Nigerian economy in general
- To give support to strategies that will support realization of the objectives and ideals of the Institute.

Membership and Attendance

The Body, which meets two times in a year and as the need arises, held two meetings during the period under review. Its membership and attendance at the meeting are shown in table below:

Membership and Attendance

The Body, which meets two times in a year and as the need arises, held two meetings during the period under review. Its membership and attendance at the meeting are shown in table below:

S/N	NAME	Designation	No of Meetings held	No of Meetings attended
1.	HRH, Prof. EZE Green O. Nwankwo, OON, FCIB	Chairman	2	Nil
2.	Mr. R. K. O. Osayameh, FCIB	Asst Chairman	2	2
3.	Mr. J. O. Ekundayo, FCIB	Member	2	2
4.	Prof. Wole Adewunmi, FCIB	Member	2	2
5.	Mazi O. C. K. Unegbu, FCIB	Member	2	2
6.	Mrs. Juliet A. Madubueze, OON, FCIB	Member	2	Nil
7.	Dr. Erastus Akingbola, OON, FCIB	Member	2	1
8.	Mr. 'Laoye Jaiyeola, FCIB	Member	2	2
9.	Dr. Segun Aina, OFR, FCIB	Member	2	2
10.	Otunba (Mrs.) Abosede Adebola Osibogun, FCIB	Member	2	2
11.	Professor Segun Ajibola, Ph.D., FCIB	Member	2	2
12.	Uche M. Olowu, Ph.D., Mni, FCIB	Member	2	2
13.	Dr. Bayo Olugbemi, FCIB	Member	2	2
14.	Akin Morakinyo, HCIB	Secretary	2	2

Achievements

The Body advised/resolved as follows:

- ❖ The Institute should examine collaborative programmes with other organizations and strive to provide local unique content, which is essential to maintain relevance and a distinct identity.
- ❖ The Institute should encourage members from every geo-political zone to participate in the hierarchy of governance of the Institute.

5.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS OF BOARD OF FELLOWS AND PRACTICE LICENCE

Terms of Reference

- To consider applications for Fellowship election and make recommendations to the Governing Council.
- To consider nominations for Honorary Fellowship and make recommendations to the Governing Council.
- To consider applications for the grant of the Practice Licence and make recommendations to the Governing Council.
- To review, as at when due the criteria for Fellowship election /Honorary Fellowship and make recommendations to the Governing Council.
- To review as at when due, the criteria for the grant of Practice Licence and make recommendations to the Governing Council.
- To initiate strategies to elevate the standing of Fellows and Practice Licensees in professional circles.
- To consider all matters referred to it by the Governing Council and others, relevant and material to its mandate

Membership and Attendance

The Committee met once during the period under review with membership attendance as shown below:

S/N	Names	Designation	Number of Meetings Held	Number of Meetings Attended
1.	Prof. Deji Olanrewaju, FCIB,	Chairman/1 st Vice President	1	1
2.	Mr. R.K.O Osayameh, FCIB	Past President	1	1
3.	Mr. J.O. Ekundayo, FCIB	Past President	1	1
4.	Prof. Wole Adewunmi, FCIB	Past President	1	1
5.	Mazi O.C.K Unegbu, FCIB	Past President	1	1
6.	Mr. Laoye Jaiyeola, FCIB	Past President	1	0

S/N	Names	Designation	Number of Meetings Held	Number of Meetings Attended
7.	Dr. Segun Aina, OFR, FCIB	Past President	1	1
8.	Otunba Debola Osibogun, FCIB	Past President	1	1
9.	Prof. Segun Ajibola, FCIB	Past President	1	1
10.	Uche Olowu, Ph.D, mni, FCIB	Past President	1	1
11.	Dr. Bayo Williams Olugbemi, FCIB	Immediate Past President	1	1
12.	Mr. Victor Odozi, FCIB	Former Deputy Governor, CBN	1	1
13.	Alhaji Umaru Ibrahim, mni, FCIB	Former MD/CEO NDIC	1	1
14.	Mr. Ernest Ebi, MFR, FCIB	Former Chairman Board of Directors, Fidelity Bank	1	1
15.	Mrs. Osaretin Demuren, FCIB	Chairman, GT Bank Plc	1	1
16.	Dr. Kingsley Obiora, FCIB	Deputy Governor, Economic Policy Central Bank of Nigeria (CBN)	1	0
17.	Uju Ogubunka, Ph.D, FCIB	Past Registrar	1	1
18.	Mr. Akin Morakinyo HCIB	Registrar/CEO	1	1

- To consider applications for the grant of the Practice Licence and make recommendations to the Governing Council.
- To review, as at when due the criteria for Fellowship election /Honorary Fellowship and make recommendations to the Governing Council.
- To review as at when due, the criteria for the grant of Practice Licence and make recommendations to the Governing Council.
- To initiate strategies to elevate the standing of Fellows and Practice Licensees in professional circles.
- To consider all matters referred to it by the Governing Council and others, relevant and material to its mandate

Membership and Attendance

The Committee met once during the period under review with membership attendance as shown below:

Achievements

- Recommended 143 (one hundred and forty-three) applications of Associates for election into Fellowship cadre of the Institute for Governing Council consideration and approval.
- Recommended 250 (two hundred and fifty) applications for Honorary Senior Membership of the Institute for Governing Council consideration and approval.
- Recommended 9 (nine) applications for Practice Licence to the Governing Council for consideration and approval.
- Recommended a total of 22 (twenty-two) eminent persons who have made their marks in the banking and finance industry as well as the economy for the award of Honorary Fellowship of the Institute
- Recommended the review of the Institute's setting of cut-off mark for Practice Licence Application at 50% minimum score on each of the variables on the grading sheet and 65% minimum score on the Aggregate.
- Recommended that the interview session for Practice Licence Applicants be conducted physically going forward to guide against applicants being left out of the interview due to technical and network connectivity challenges.
- Played active role in the Interactive Session held with Honorary Fellowship Awardees on Saturday, October 29, 2022
- Featured prominently at the 2022 CIBN Fellowship Investiture held on Saturday, October 29, 2022
- Considered all other matters referred to it by the Governing Council.

6.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS OF CAPACITY BUILDING & CERTIFICATION COMMITTEE

Terms of Reference

The Terms of Reference of the Committee are as follows:

- Determine the standards of knowledge and skills to be attained by persons seeking to become members of the banking profession.
- Conduct professional examinations leading to the awards of certificates as may be prescribed by the Institute.
- Collaborate with the Central Bank of Nigeria and seek cooperation of the other stakeholders towards the actualization of the Institute's mandate as the Sole Accreditation Agency for the implementation of the Competency Framework for the Nigerian Banking Industry.
- Develop and review the curriculum/syllabi and regulations of the Banking Professional Examinations and other Certification Programmes.
- Develop and implement strategies to grow the number of candidates writing the examinations and foster acceptability/recognition of the ACIB qualification and the Certification Programmes by banks, other financial institutions and other stakeholders.
- Drive and implement the use of technology in the conduct of the examinations in line with Governing Council's decision.
- Set, review and ensure proper coordination, administration and management of the Examinations with a view to maintaining its integrity.
- Set, review and ensure implementation of standards for the appointment and appraisal of Examiners/Faculties.
- Set, review and implement the Endowment Policy for Scholarship and Awards.
- Consider all other matters referred to it by the Governing Council.

Membership and Attendance

The Capacity Building and Certification Committee had four (4) meetings in the year under review. The membership and attendance of the Committee is as shown below:

S/N	Members	Designation	No. of Meetings Held	No. of Meetings Attended
1.	Mr. Abdulrahman Yinusa, FCIB Chairman	Newly elected Chairman in May 2022	3	3
2.	Mr. Saubana O. Ogunpola, FCIB Vice Chairman	Vice Chairman	3	3
3.	Prof. Wole Adewunmi, FCIB	Member	3	2
4.	Miss Nkiru Eunice Asiegbu, HCIB	Member	3	2
5.	Mr. Edwin Esangbedo	Member	3	1
6.	Dr. Franklin Nakpodia, FCIB	Member	3	3
7.	Mr. Chinedum G. Anowuru, FCIB	Member	3	3
8.	Prof. Dele Olaolu, FCIB	Member	3	3
9.	Dr. Babatunde Onadeko, FCIB	Member	3	3
10.	Mr. Stanley Jacobs, FCIB	Member	3	3
11.	Mrs. Rafiat Oluwatoyin Onitiri, FCIB	Member	3	3
12.	Mr. Olakunle Olasore	Member from May 2022	3	0
13.	Dr. Joan Dim Nwanedo, HCIB	Member	3	3
14.	Mrs. Patricia Aderibigbe, HCIB	Member	3	3
15.	Mr. Muiyiwa Olulaja, HCIB	Member	3	3
16.	Mrs. Olufunke Amobi, HCIB	Member	3	3
17.	Mrs. Lara Ogunlaja, HCIB	Member from May 2022	3	2
18.	Mr. Abdulkareem Mohammed Sani	Member	3	3
19.	Prof Olayinka David-West	Member	3	2

S/N	Members	Designation	No. of Meetings Held	No. of Meetings Attended
20.	Dr. (Mrs.) Okanya Ogochukwu.	Member	3	2
21.	Dr. Isedu Mustapha	Member	3	3
22.	Representative of KPMG Nigeria - Mrs. Ngozi Chidozie	Member	3	2
23.	Representative of Deloitte - Dr. Oduware Uwadiae	Member	3	3
24.	Mr. Mohammed Abba	Member from May 2022	3	2
25.	Prof. Abubakar Adamu Rasheed Executive Secretary, NUC Institutional Representative	Member	3	0
26.	Mr. Bala Danladi Akut Institutional Representative of NBTE	Member from May 2022	3	3
27.	Alhaji Yusuf Gyallesu Ahmed, MCIB National President	Member from May 2022	3	3
28.	Dr. Ezekiel Oseni, Ph.D	Member from May 2022	3	3
29.	Mr. Robert Nnaji, FCIB	Member from May 2022	3	3
30.	Mr. Ade Bajomo	Member from May 2022	3	3
31.	Mr. Ikemefuna Mbagwu HCIB	Member from May 2022	3	3
32.	Prof Folaji Adegbie	Member from May 2022	3	3

S/N	Members	Designation	No. of Meetings Held	No. of Meetings Attended
33.	'Seye Awojobi, Ph.D., FCIB	Secretary till November 2022		
34.	Mr. Akin Morakinyo, HCIB	Secretary from November 2022		
35.	Mr. Segun Shonubi, HCIB	Under Secretary till January 2023		
36.	Mr. Babatunde Apena	Under Secretary from February 2023		

Achievements

The Committee is responsible for implementing Curriculum Review and Development, Accreditation and Linkage Programmes as well as the Conduct of Examinations.

In light of the above, the Committee successfully accomplished the following:

A. Accreditation/Linkage Partnership

i. Bank Academies

Accreditation and re-accreditation of one (1) academy and seven (7) bank academies respectively to bring the total number of Academies/Learning Centers till date to Twenty-two (22). which has translated to generous exemptions to graduates of the Academies and facilitating their early qualification as Professional Bankers (ACIB).

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

ii. Tuition/Lecture Centres

Two (2) Tuition centres were re-accredited.

iii. Educational Training Service Providers (ETSPs) and Unsolicited Accreditation of Institutions/Professional Bodies

A total of Twelve (12) Educational Training Service Providers were accredited. Additionally, Thirteen (13) Educational Training Service Providers were re-accredited in line with the provisions of the Competency Framework in the Nigeria Banking Industry.

iv. Linkage Partnership

The Governing Council approved three (3) applications for Linkage Partnership as recommended by

the Capacity Building & Certification Committee thereby increasing the number of institutions on the HND/BSc/ACIB Linkage Programme to seventy-nine (79) from seventy-six (76) in the previous year.

These institutions are as follows:

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

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

B. EXAMINATION PROCESSES

The Committee closely monitored the administration, management and conduct of the examinations and other activities as follows:

- Prompt publication of Examiners' Reports
- Monitoring of examinations at the various Centres as Compliance Officers.
- Monitoring of the activities of the:
 - Sub-Committee on the Review of Linkage Programmes;
 - Sub-Committee on Exemption
 - Sub-Committee on the Review of Examination Misconduct Cases
 - Sub-Committee of Otunba (Mrs.) Debola Osibogun National Essay Competition and
 - Steering Committee for CIBN/NIBSS.
- Maintaining the standard and integrity of all Institute's examinations, including those of Chartered-Banker MBA in collaboration with Bangor University, Wales and Chartered Institute of Bankers, Scotland.

C. OTHER ACHIEVEMENTS

The Committee recommended as follows:

- The Collaboration with Lagos Business School (LBS) on the Master of Business Administration/ Associateship of the Chartered Institute of Bankers (MBA/ACIB) and Senior Management/Advance Management /Associateship of the Chartered Institute of Bankers (SMP/AMP/ACIB) Programmes.
- The activation of the Automation Software on Question Setting, Selection and Moderation of the examinations
- The activation of Experiential Learning Module examination.
- The training of examiners on the use of the Automation Software on Question Setting, Selection and Moderation
- Conduct of a Revision Class for the October 2022 Diet Banking Professional and Certification Examinations
- The collaboration with strategic partners such as: Fintech Nigeria, Financial Services Innovators (FSI) and Financial Inclusion Centres Training Network.
- The sponsorship of the review of the ND/HND Banking and Finance Curriculum by the National Board for Technical Education (NBTE). The CIBN was represented by four (4) technical partners and three (3) observers at the review of the curriculum which held on February 6 - 11, 2023 in Kaduna, Nigeria.

7.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS OF MEMBERSHIP SERVICES & DEVELOPMENT COMMITTEE

Terms of Reference

- Review Current practice, generate new ideas and implement Annual marketing plan for Membership recruitment, retention, and renewal.
- Compile statistics, create and regularly update prospective and existing Members database.
- Commission periodic conduct of Membership satisfaction Survey and implement recommendations to increase members' satisfaction and commitment.
- Develop, publish, review, and implement comprehensive Members benefit system to address the specific needs of various categories.
- Create an avenue for two-way communication with all categories of members.
- Review and regularly improve on Membership criteria, dues structure and pricing of services to reflect international standards.
- Establish, support and develop Branches and Chapters in all parts of the Country, banks and tertiary Institutions to make the services of the Institute available to members at the grass root.
- Recommend to the Governing Council initiatives or budget priorities for consideration in the development of each year's operating plan and budget.
- To handle all other relevant matters referred to it by the Governing Council

Membership and Attendance

The Committee held four meetings in the year under review as follows:

S/N	NAME	DESIGNATION	NO. OF MEETING HELD	NO. OF MEETINGS ATTENDED
1.	Mr. Rotimi Omotoso, FCIB	Chairman	4	4
2.	Mr. Peter Ashade, FCIB	Vice Chairman	4	3
3.	Mrs Taiwo Ige, FCIB	Member	4	3
4.	Mr. Olawale Osisanya, FCIB	Member	4	2
5.	Mrs. Olabisi Okuyemi, FCIB	Member	4	4
6.	Mr. Samuel Aderemi, FCIB	Member	4	4
7.	Mr. Olusegun Akinwande, FCIB	Member	4	4
8.	Mr. Innocent Anyanonu, ACIB	Member	4	4
9.	Mrs. Binta Larai Hassan, ACIB	Member	4	4
10.	Mr. Aliyu Wada-Nas, ACIB	Member	4	4
11.	Mr. Sunday Adeniyi, HCIB	Member	4	3
12.	Mr. Charles Nwachukwu, HCIB	Member	4	4
13.	Mr. Rogers Nwoke, MCIB, HCIB	Member	4	1
14.	Mr. Taiwo Joda, HCIB	Member	4	2
15.	Mrs Abike Wesey	Member	4	1
16.	Mr. Olukayode Ariyo	Member	4	3
17.	Mr. Michael Odere, FCIB	Member	4	3
18.	Mr. Adekunle Adewuyi, HCIB	Member	4	3
19.	Mr. Ozzy Anyanonu, FCIB	Member	4	1
20.	Mr. Chibuzoe Anthony Efobi	Member	4	1
21.	Dr. Victor Ndubuisi Agunwah, FCIB	Member	4	1
22.	Mr. Akin Morakinyo, HCIB	Member	4	4
22.	Mr. Tolu Adeyemi, FCIB	Secretary	4	4

Achievements

- Recommended Stake Holder Engagements with Branches.
- Recommended Training and Briefing Session for Branch leadership
- Recommended the Reclassification of Membership Status i.e. active and dormant.
- Recommended the review of key performance indicators for branches: Local & Internal
- Recommended upward revision of the annual subvention to branches, introducing and variable pay structure which has helped to improve the operations of the branches.
- Recommended the overall review of Guidelines for Creation of New Branches
- Recommended the Establishment of CIBN Branch in Kebbi State

8. 0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS OF THE CIBN RESEARCH COMMITTEE

Terms of Reference of the CIBN Research Committee

- 1) Generate research projects that will influence policies and enhance the growth of the Sector.
- 2) To propose and attract funding for such projects.
- 3) To collaborate with the CIBNCFS to promote knowledge events for advocacy.
- 4) To collaborate with National and International Institutions to conduct sectorial based research.
- 5) To collaborate with the Funds & Grants Committee of the Governing Council to attract funds for the Committee
- 6) To maintain a relevant database of Researchers and Consultants across the sector and tertiary institutions.

Membership and Attendance

The Research Committee statutorily meets quarterly and can also meet as the need arises. Its membership and attendance at the four meetings held during the period under review are indicated in the table below:

S/N	NAME	DESIGNATION	NO OF MEETING S HELD	NO OF MEETINGS ATTENDED
1.	Dr. Biodun Adedipe, FCIB	Chairman	4	4
2.	Prof. Uchenna Joseph Uwaleke, FCIB	Vice Chairman	4	3
3.	Prof. Josaphat Uchechukwu J. Onwumere, HCIB	Member	4	4
4.	Dr. (Mrs) Felicia Anyanwu, HCIB	Member	4	4
5.	Prof. Olalekan Asikhia	Member	4	2
6.	Mr Marcel Okeke, HCIB	Member	4	4
7.	Dr Afolabi Olowookere	Member	4	2
8.	Dr Sunday Oluyemi	Member	4	2
9.	Mrs. Adebisi Adebola, Ph.D., FCIB	Member	4	4
10.	Mr. Bola Ogunsola, FCIB	Member	4	4
11.	Prof Franca Ovadje	Member	4	2
12.	Prof. Badayi M. Sani	Member	4	1
13.	Prof. Phillip Olomola	Member	4	4
14.	Dr. (Mrs) Olubisi Makinde	Member	4	2

Achievements

- Facilitated and made valuable inputs in the successful production of the Monograph for the 9th National Economic Outlook
- Ensured the review of articles and ensured that quality research papers and articles are published in the Institute's Publications -Journal of Banking and Nigerian Banker publication respectively.
- Made invaluable contributions towards the completion of research projects such as;
 - a. Financial Inclusion as a Catalyst for Economic Growth in Nigeria'
 - b. Draft on the 'Nigerian Banks as Drivers of the African Continental Free Trade Agreement (AFCFTA): Payment Challenges and Opportunities'.
- Provided guidance and direction for CIBN knowledge sharing events and other activities of the CIBN Centre for Financial Studies
- Considered other matters referred to it by the Governing Council.

9.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS OF THE CIBNCFS BOARD

Terms of Reference

- Provide strategic direction and a policy-based governance system for the Centre and ensure it is within the framework of the Institute's strategic vision.
- Monitor and oversee a periodic review of the operational activities of the CIBNCFS to ensure the fulfillment of all its objectives.
- Scrutinize and provide inputs/comments on the management accounts and an annual budget of the Centre. Monitor and control the business model to fund the Centre's research projects.
- Approve proposed research and publications on topical and emerging issues in the banking and finance industry and oversee the composition and assessment of Editorial Boards for CIBNCFS publications.
- Ensure that the CIBNCFS periodically holds knowledge-sharing events for top-level executive employees in the Nigerian Finance Sector
- Advise the Governing Council of any exceptional matters relating to operations and take responsibility for matters delegated by the Council.
- Provide support to the CIBNCFS Director in achieving the objectives set for the Centre.
- Ensure that Management develops, maintains and complies with risk management processes
- Ensure the periodic production of policy position papers with a view to influencing policymaking bodies.

Membership and Attendance

The Board held two meetings in the period under review as follows:

S/N	NAME	STATUS	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1	Dr. Okwu Joseph Nnanna, FCIB	Chairman	2	1
2	Professor Chris Ogbechie	Member	2	Nil
3	Prof. Antonia Taiye Simbine	Member	2	1
4	Professor Segun Ajibola, FCIB	Member	2	2
5	Alhaji Tijjani Borodo	Member	2	2
6.	Mr. Akuma Kings Chukwu	Member	2	2

Achievements

The Board achieved the following:

- Considered the Management Report on Financial Statements for the Year Ended 31 December 2022.
- Proposed strategies to further enhance the financial sustainability of the CIBN Centre for Financial Studies
- Proposed amendments for the Memorandum of Association and Articles of Association for the CIBN Centre for Financial Studies.

1.0 STRATEGY AND ADVOCACY COMMITTEE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

The Terms of Reference of the Committee are as follows:

- Promote high ethical standards and evaluate various strategy and advocacy initiatives of the Institute to ensure adherence to global best practices.
- Initiate, supervise, evaluate, and monitor the implementation of the Institute's Strategic Plan and make regular reports and update the Governing Council
Strengthen the Institute's advocacy and communicate effectively to policy makers and other stakeholders on emerging topical issues in the Banking and Finance industry and the economy as a whole.
- Collaborate with CIBNCFs to create awareness on the advocacy projects of the Institute, policymakers and other relevant stakeholders.
- Consider and deliberate over all other matters referred to it by Council.

Attendance & Membership

S/N	Name	Designation	No Of Meetings Held	No of Meetings Attended
1.	Mrs. Yvonne Isichei, FCIB	Chairperson	4	4
2.	Dr. Jude Monye, FCIB	Member	4	3
	Dr. Don Ogbonna, DBA, FCIB	Member	4	4
3.	Mr. Tajudeen Ahmed, HCIB	Member	4	4
4.	Mrs Kafilat Araoye, HCIB	Member	3	3
5.	Mr. Anya Duroha	Member	4	3
6.	Mr. Segun Olukoya	Member	4	2
7.	Dr Franklin N. Ngwu	Member	4	3
8.	Mrs Eyitope (Topsy) Kola-Oyeneyin	Member	4	0
9.	Mrs Ivie Okpanachi, ACIB	Member	4	3
10.	Benson Ogundeji FCIB	Member	4	4
11.	Lola Cardoso	Member	4	0
12.	Mr. Olufemi Bakre, HCIB	Member	4	4
13.	Teslim Shitta-Bey	Member	4	4

Achievements:

- Appraised the performance of the 2019 – 2024 Strategic Plan
- Commencement of renewal of 2025 – 2030 Strategic Plan
- Review and ratification of the framework for developing the Institute's policy stance documents.
- Devised of new strategies to improve the Institute's brand and perception.
- Supported the Institute by circulating promotional materials of the newly launched LBS/CIBN programme to a network of SMP practitioners.
- Consider inclusive programmes that can encourage more people from less represented demography to register for the Institute's exams e.g. Women, Gen-Zs, etc.
- Used stakeholder engagements as a subtle campaign to encourage more banks to register their staff for the Institute's examinations.
- Suggested strategies to drive advocacy mandates of the Institute.
- Suggested that the Secretariat document the status of implementation of its various collaborations/partnership.

11.0 THE ADHOC MONITORING COMMITTEE FOR THE ACTUALIZATION OF THE PRESIDENT/CC'S AGENDA - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

The Terms of Reference of the Committee are as follows:

- Supervise and monitor the focal points of the strategic issues regarding the President's Agenda.
- Effectively analyze the Action points, its means of executing and issue reasonable timelines for completion.
- Receive the progress of implementation of the summarized Action Items compiled by the strategy unit from all Council Committees and Divisions on issues as relating to the President/CC's Agenda points.
- Consider and deliberate over other matters as conveyed by the President and Council.

Members of the Committee as well as corresponding meetings attended are as follows:

S/N	Name	Designation	No of Meetings Held	No of Meetings Attended
1.	Mr. Akin Fanimokun, FCIB	Chairman	4	4
2.	Mrs. Caroline Anyanwu, FCIB	Member	4	3
3.	Mr. Peter Ashade, FCIB	Member	4	3
4.	Mrs. Yvonne Isichei, FCIB	Member	4	4
5.	Dr. Don Iheanyichukwu Ogbonna, FCIB	Member	4	4

Achievements:

- Contributed towards ensuring that the PCC's Agenda is achieved before the end of his tenure in May 2024.
- Suggested that the participants from the Generation Next Forum be converted to members of the Institute
- Directed the inclusion of weights in the ratings report to give a clear picture of the level of achievements regarding each initiative.

- Suggested that the Institute should consider concluding on both Automation/Digitalization of Business Processes and Network Connection / Wireless Access upgrades by March 2024.

12.0 THE GEN. Z/ INNOVATION COMMITTEE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

The Terms of Reference of the Committee are as follows.

- Provide oversight roles on Gen Z and Innovation programmes.
- Support with services that will attract the Millennials and Gen-Zs
- Generate strategies to nurture members of the group.
- Play advisory role on collaboration with Institutions that focus on Millennials and Gen-Zs on trainings/Programmes useful for these groups.
- Play active roles in the annual Gen Z and Millennial conference where members of the group are to come together to network, and share knowledge and experience that will enhance their career development.
- Come up with strategies/ programs that will radically increase membership of the Institute from the Gen Z community.
- Consider and deliberate overall other matters referred to it by Council.

Membership and Attendance

S/N	Names	Designation	No of Meetings held	No of Meetings attended
1	Mr Chima Azubuike, HCIB	Chairperson	4	4
2	Mr Saheed Ibrahim ACIB	Vice-Chairman	4	4
3	Mrs Ose Osundeko	Member	4	2
4	Dr. Meksley Nwagbo	Member	4	1
5	Ms Mary Aina, ACIB	Member	4	3
6	Mr Onyinyechi Ekwereonu, FCIB	Member	4	2
7	Mr Michael Odere, ACIB	Member	4	2
8	Ms Uju Claudia Osuji	Member	4	0
9	Mr Babajide Olusesi	Member	4	0
10	Ms Bukola Majekodunmi, ACIB	Member	4	3

***NB – It is important to note that the Gen-Z & Innovation Committee also regularly communicate via the dedicated WhatsApp Group.**

Achievements:

- ❖ Conceived of the framework for planning and execution of Maiden Edition of Generation Next Forum held on 3 August 2024
- ❖ Redeployed and presented the final report of the Gen-Z & Millennial Survey

13.0 HUMAN CAPITAL RETENTION FUND COMMITTEE

The Terms of Reference of the Committee are as follows.

- Provide oversight roles on Gen Z and Innovation programmes.
- Support with services that will attract the Millennials and Gen-Zs
- Generate strategies to nurture members of the group.
- Play advisory role on collaboration with Institutions that focus on Millennials and Gen-Zs on trainings/Programmes useful for these groups.
- Play active roles in the annual Gen Z and Millennial conference where members of the group are to come together to network, share knowledge and experience that will enhance their career development.
- Come up with strategies/ programs that will radically increase membership of the Institute from the Gen Z community.
- Consider and deliberate overall other matters referred to it by Council.

Membership and Attendance

S/N	Names	Designation	No of Meetings held	No of Meetings attended
1	Mr. Dele Alabi, FCIB	Chairman	2	2
2	Dr. Uche M. Olowu, FCIB	Vice-Chairman	2	2
3	Mr Abubakar Suleiman, FCIB	Member	2	2
4	Mrs. Yvonne Isichei, FCIB	Member	2	2
5	Mr. Muiyiwa Olulaja	Member	2	2
6	Mr. Francis Agboola, ACIB	Member	2	1
7	Mrs. Kafilat Araoye, FCIB	Member	2	2
8	Mr. Chibuzor A Efobi	Member	2	0
9	Dr. Enase Okonedo	Member	2	1

Achievements:

- Develop[ed the Framework for the Fund has been drafted and approved
- Created Funding and Technical Sub-Committees to address mandates of the Committee.
- Succeeded in raising N287.55m towards the Fund in 2023
- Collated key skill gaps from all HR Managers in the Banking Industry

14.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS OF THE BUSINESS AND GOVERNMENT RELATIONS GROUP 2022 – 2024

Terms of Reference

1. Provide access and mediate between the Institute, Policy makers and private sector players with the sole aim of deepening the Institute's robust advocacy programmes.
2. Establish and maintain relationships with top echelon of government across all arms (Executive, Legislative at Federal and State levels) as well as key players in the private sector of Nigeria's Economy.
3. Attract and network with other strategically placed individuals and government authorities with the ability to aid the Institute's development in both the public and private sector.
4. Ensure the attraction of high – profile influencers to the Institute's programmes, events and activities

- that also support the cause of the Institute from time to time.
5. Identify organizations/ institutions the Institute could collaborate with.

Membership and Attendance

The Committee held one meeting in the period under review as follows:

S/N	Members	Designation	Meetings Held	Meetings Attended
1	Otunba Femi Pedro, FCIB	Chairman	1	1
2	Mr. Oscar N. Onyema, OON	Vice Chair	1	0
3	Hajia Risi L. Ahmed, FCIB	2 nd Vice	1	1
5	Dr Mahmoud Isa-Dutse, FCIB	Member	1	0
6	Otunba Bimbo Ashiru	Member	1	1
7	Chief Asuquo Ekpenyong, OON, FCIB	Member	1	0
8	Mrs. Habiba Balogun	Member	1	1
9	Ms. Mary Joseph-Uduk, FCIB	Member	1	1
10	Mr. Bola Oyebamiji, FCIB	Member	1	0
11	Mr. Laoye Jaiyeola, FCIB	Member	1	1
12	Senator (Dr) Adebayo Ibrahim Rafiu, Ph.D, FCIB	Member	1	1
13	Mrs Mosun Olusoga, HCIB	Member	1	1
14	Prof. G.O.C Okenwa, MON FCIB	Member	1	0
15	Mr. Nduka Obaigbena	Member	1	0
16	Mr. Tobi Lawal	Member	1	0
17	Mr. Ben Akabueze, FCIB	Member	1	0
18	Mr. Samuel Awwersuo Egube, HCIB	Member	1	0
	Mr. Akin Morakinyo, HCIB	Secretary	1	1

Achievements:

The Business and Governance Relations Group (BGR Group) demonstrably served as a linchpin for the Institute's legislative and advocacy efforts in 2023. Notably, the Group spearheaded a strategic initiative to expedite the review of the CIBN Act. By leveraging their well-honed network, the group ensured the legislative process stayed on course despite the transition in government. Moreover, the Group exhibited strategic foresight by identifying alternative channels to facilitate the Act's eventual passage. These ongoing efforts hold significant promise for achieving a timely legislative outcome.

Furthermore, the BGR Group played a key role in planning and executing the CIBN's 60th Anniversary Stakeholders Engagement plan. This initiative fostered strong relationships with government officials, policy makers and other relevant stakeholders. By facilitating discussions and advocating for continued

collaboration, the Group helped strengthened the Institute's position as a respected voice within Nigeria's economic landscape.

15.0 Terms of Reference, Membership Attendance of Meetings and Achievements of the CIBN Mentoring Advisory Committee

Terms of Reference

- Develop, review and update the processes and procedures of the Mentoring Programme.
- Set Criteria for selection of Mentors and Mentees.
- Create awareness of the value of mentoring scheme towards enhancing professionalism.
- Recruit and expand the pool of Mentors and Mentees.
- Establish an industry Forum of Heads of Human Resources that will serve as ambassadors to mobilize young professionals for the mentoring scheme
- Evaluate the effectiveness of the Programme.
- Consider all other related matters referred to it by the Governing Council.

Membership and Attendance Membership and Attendance

SN	Name	Status	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1.	Mrs. Bukola Smith, FCIB,	Chairman	4	3
2.	Mr. Roosevelt Ogbonna, HCIB	1 st Vice Chairman	4	3
3.	Mr. Nath Udeh, FCIB	2 nd Vice Chairman	4	3
4.	Mr. Abba Muhammad Aliyu	Member	4	1
5.	Mrs. Nneka Okekearu	Member	4	3
6.	Barr. (Mrs.) Toyin Ojo, FCIB	Member	4	4
7.	Mr. Adedoyin Dosumu	Member	4	2
8.	Prof. Solomon Adebola, FCIB	Member	4	1
9.	Mrs. Kathleen Erhimu, FCIB	Member	4	3
10.	Mr. Francis Agboola, FCIB	Member	4	2
11.	Dr. Banjo Obaleye, HCIB	Member	4	2
12.	Mr. Olumuyiwa Olulaja, HCIB	Member	4	0
13.	Mr. Alhassan Abdulkarim, HCIB	Member	4	3
14.	Mr. Linus Okafor, FCIB	Member	4	1
15.	Mrs. Florence Nyokabi, HCIB	Member	4	1
16.	Mrs. Ololade Ogungbenro, HCIB	Member	4	4
17.	Mr. Fadipe Ayoade, FCIB	Member	4	4
18.	Mr. Akin Morakinyo, HCIB	Secretary	4	4
19.	Mr. Tolu Adeyemi, FCIB	Under Secretary	4	4

Achievements

- Inclusion of terms of reference of Mentoring Ambassador's Forum in that of Committee of Heads of Human Resources.
- On-boarding mentors and mentees on the stream three of the mentoring scheme.
- Upgrade of the Mentoring Platform for improved performance of activities
- Recommended to the Governing Council and got approval on the following:
 - Extension of invitation to the top two most engaged mentors and mentees to the Institute's Annual Banking and Finance Conference and Annual Bankers' Dinner (including all expenses)
 - Award of 10 CCPD (Continuing Professional Development) points to active mentors and mentees who are members of the Institute upon successful completion of the mentoring scheme.
 - Acknowledge and celebrate the contributions of mentors and mentees in daily highlights and Institute's events
 - Award of badge of recognition to Mentors at the Bankers' Dinner. Letters of commendation to their offices can be added to recognize mentors' contributions.
 - Provide mentors and mentees with discounted or free access to the Institute's programs and access to the Institute's virtual learning platform.
 - Create opportunities for Mentors and Mentees to network with each other as well as with other professionals through the Institute's events, online fora, mentorship-focused workshops, or social gatherings.
 - Organize a bi-annual hybrid interactive webinar session on contemporary issues to be facilitated by high-profile individuals within or outside the banking and finance space.
- Enlisting senior mentors and mentees as brand ambassadors of the mentoring scheme.
- Implementation of quarterly feedback survey to evaluate the effectiveness of the mentoring scheme.
- Implementation of the graduation and issuance of e-certificate to stream two mentees on the mentoring scheme

16.0 TERMS OF REFERENCE, ATTENDANCE OF MEETINGS AND ACHIEVEMENTS OF THE CIBN AUDIT COMMITTEE

Terms of Reference

The Terms of Reference of the Committee are as follows:

- Ascertain whether the accounting and reporting policies of the Institute are in accordance with legal requirements and agreed ethical practices.
- Review the scope and planning of audit requirements.
- Review the findings on management matters in conjunction with the External Auditor and Departmental responses thereon.
- Keep under review the effectiveness of the Institute's system of accounting and internal control.
- Make recommendations to Council in regard to the appointment, removal and remuneration of the External Auditors of the Institute; and
- Authorise the Internal Auditor to carry out investigations into any activities of the Institute which may be of interest or concern to the committee.
- To consider all other related matters referred to it by Office Holders and Council
- To consider all other assignments the Institute may give to the Individual member or all members of the committee.

Membership and Attendance

The Committee held a total of three (3) meetings in the period under review

SN	NAME	DESIGNATION	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1	Mr. Babatunde Oluseyi, FCIB	Chairman	3	3
2	Dr. Bulama Abatcha, FCIB	Member	3	3
3	Mrs. Olufunmilayo Balagun, FCIB	Member	3	3
4	Pastor Modupe Babalola, FCIB	Member	3	0
5	Mr. Alex Chinelu Ojukwu, FCIB	Member	3	3
6	Mrs. Yetunde Oluwatoyin Aina Ogunseye, HCIB	Member	3	2
7	Mr. Akin Morakinyo, HCIB	Registrar/Chief Executive	3	3
8	Mr. Ayodele Adewole	Secretary	3	3

Achievements

In line with its mandate, the Audit Committee, was able to accomplish the following.

- Review Audit Strategy of the External Auditor, Rosewater Partners
- Maintaining a level of transparency regarding the Institute's internal controls, financial management and risk management procedures.
- Review of Internal Audit Risk Based Audit Report for the Year under consideration.
- Review of the audited financial statements for the year ended 31 December 2023
- Review of the Report to the Management from the External Auditors for the period ended as well as Management's responses thereon.
- Ascertaining that the accounting and reporting policies of the Institute for the period ended are in accordance with legal requirements and agree with ethical practices.
- Make recommendations on issues that bothers on regulatory expectations.

17.0 TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS OF THE AD-HOC COMMITTEE ON ANNUAL BANKERS DINNER

Terms of Reference

The Terms of Reference of the Committee are as follows:

- Plan and organise a successful Annual Bankers Dinner
- Determine and ensure high quality profile participation at the Dinner
- Source funds for the Dinner
- Perform other relevant and necessary duties that would make the Dinner successful.

Attendance and Membership

S/N	MEMBERS	STATUS	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
1.	Mrs. Nneka Onyeali-Ikpe, FCIB Managing Director/Chief Executive, Fidelity Bank	Chairman	4	4
2.	Mr. Bolaji Lawal, HCIB Managing Director/Chief Executive, Ecobank Nigeria	Co-Chairman	4	3
3.	Mrs. Halima Buba, FCIB Managing Director/Chief Executive, Suntrust Bank Plc	Co-Chairman	4	4
4.	Mr. Johnson Chukwu, HCIB Managing Director /CEO, Cowries Assets Management	Member	4	4
5.	Mr. Korede Adedayo, FCIB Managing Director/CEO, FirstTrust Mortgage Bank Plc	Member	4	4
6.	Mr. Muiyiwa Akinyemi, HCIB Deputy Managing Director, UBA Plc	Member	4	3
7.	Mr. Peter Ashade, FCIB, MD/CEO United Capital/ Chairman, Lagos Branch	Member	4	4
8.	Mrs. Rafiat Onitiri, FCIB Member Governing Council	Member	4	4
9.	Mr. Tajudeen Ahmed, HCIB GM, BUA Group	Member	4	4
10.	Mr. Akinwummi Lawal, FCIB MD/CEO, NPF Microfinance Bank/ 2nd Vice Chairman, CIBN Lagos Branch	Member	4	4
11.	Mrs. Chijioke Ogochukwu, FCIB Former ED, Fidelity Bank/Vice Chairman LBS Alumni Association	Member	4	4
12.	Mrs Funke Ladimeji Chairperson, APWB	Member	4	3
13.	Mrs Yewande Shoneye Deputy General Manager, Access Bank	Member	4	3
14.	Mr. Abidemi Sonoiki, FCIB Honorary Consular General Grenada and CEO, NOIK Energy Ltd	Member	4	4

S/N	MEMBERS	STATUS	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
15.	Ms. Mracajac Branka, HCIB MD/CEO, 9Payment Service Bank	Member	4	4
16.	Mr. Isa Abdulmumuni, Ag. Director, Corporate Communication, CBN	Member	4	4
17.	Mrs. Chetachi Ezenagu, Regional Bank Head, Fidelity Bank Plc and winner X-factor Award 2022	Member	4	4
18.	Mr. Ohi Phil Odia Head, News Desk, Arise TV	Member	4	4
19.	Mr. Tunji Kazeem Executive Director Nigeria Security Printing and Minting Company (NSPMC)	Member	4	4
20.	Mr. Rasheed Bolarinwa, President, ACAMB/Head, Brand Management, Polaris Bank Ltd	Member	4	4
21.	Mr. Y.S. Mohammed Director HR, NDIC	Member	4	4
22.	Mr. Philip Wondi Director, Governor's Office, Central Bank of Nigeria	Member	4	3
23.	Mr. Femi Jaiyeola, HCIB CCO Access Bank	Member	4	3
24.	Ms. Mary Aina, FCIB, Chairman, CIBN Canada Branch	Member	4	3
25.	Mrs Caroline Anyanwu, FCIB Non -Executive Director United Bank for Africa	Member	4	4
26.	Dr. Meksley Nwagboh Divisional Head, Brand and Marketing Communications, Fidelity Bank	Member	4	3
27.	Miss Jamilat Babalola Polaris Bank (Next Generation Class of 2022)	Member	4	3
28.	Miss Tolu Adeniran Standard Chartered Bank Ltd (Next Generation Class of 2022)	Member	4	4
29.	Akin Morakinyo, HCIB Registrar/Chief Executive, CIBN	Secretary	4	4
30.	Akintayo Olufolake Head Corporate Communications & Brand Management	Under Secretary	4	4

Achievements

- Facilitated the hosting of a hybrid Dinner (physical and virtual through Zoom Teleconferencing) which turned out to be a very successful dinner.
- Facilitated the presentation of new Awards categories in the following categories at the 58th Annual Bankers Dinner:
 - Legendary Award
 - Outstanding Integrity Award
 - Sectoral Stellar Award
 - X-factor
 - Next Generation Class of 2023
- Mobilized sponsorship and funding for the dinner with the full support of Bankers Committee and the Nigerian Deposit Insurance Corporation.
- The programme received very good and enormous participation both in attendance and reviews globally.
- Recorded over 1 billion viewership. The programme was aired live on three International TV stations (Channels TV, NTA and Arise TV) as well as the Central Bank's Website, the Institute's website and all her social media platforms. Broadcasted on over 20 Television and radio stations and reported in all digital and print media
- The Programme trended Number One on Xapp(twitter) and across all social media platforms.

18.0 THE CONSULTATIVE COMMITTEE ON THE 16TH ANNUAL BANKING AND FINANCE CONFERENCE – TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Terms of Reference

- Plan and organise a successful Conference in 2023.
- Determine the Conference theme and sub-themes.
- Determine and secure the acceptance of Conference Facilitators/Resource Persons.
- Determine and design the Conference Programmes of events.
- Source for funds for the hosting of the Conference.
- Ensure high attendance of participants at the Conference.
- Provide an exceptional media coverage and publicity for the Conference.
- Render reports of the activities of the Consultative Committee to the Governing Council.
- Perform other relevant and necessary functions that would ensure a successful Conference.

Membership and Attendance

The Committee held eight meetings in the period under review as follows:

S/N	MEMBERS	DESIGNATION	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1.	Mrs. Bukola Smith, FCIB	Chairman	8	8
2.	Mr. Hamid Joda, FCIB	Co-chair	8	7
3.	Dr. Tony Okpanachi, FCIB	Co-chair	8	5
4.	Mrs. Moji Bakare-Asieru, FCIB	Member	8	8
5.	Mr. Akin Morainyo, HCIB	Secretrary	8	8
6.	Ijeoma Ozulumba	Member	8	4
7.	Mr. Segun Alebiosu	Member	8	4
8.	Mr. Taiwo Otiti, FCIB	Member	8	8
9.	Mr. Rasheed Bolanrinwa	Member	8	8
10.	Mrs. Tolulope Opayinka, MCIB	Member	8	8
11.	Mr. Ayotunde Kuponiyi, HCIB	Member	8	7
12.	Dr. Sunday Enebeli-Uzor	Member	8	5
13.	Mr. John Obaro, FCIB	Member	8	3
14.	Mrs. Funke Amobi, HCIB	Member	8	4
15.	Mrs. Temi Dalley, HCIB	Member	8	4
16.	Dr. Don Iheanyichukwu Ogbonna, FCIB	Member	8	8
17.	Mr. Mark Oguh	Member	8	8
18.	Mr. Jide Sipe	Member	8	4
19.	Mr. Adedayo Oketola	Member	8	3
20.	Mrs. Wunmi Adelusi, ACIB	Member	8	6
21.	Mrs Emily Chidima Osuji	Member	8	5
22.	Mr. Benjamin Fakunle, FCIB	Member	8	4
23.	Mr. Tunde Mabawonku, HCIB	Member	8	5
24.	Dr. Bashir A. Nuhu	Member	8	5
25.	Mr. Olukayode Ariyo, HCIB	Member	8	3
26.	Mr. Kofo Salam-Alada, HCIB	Member	8	6
27.	Dr. Ayotunde Coker, HCIB	Member	8	6
28.	Mrs. Folake Ani-Mumuney, HCIB	Member	8	3
29.	Mr. Tobi Lawal, FCIB	Member	8	4
30.	Mr. Akeem Oyewale, FCIB	Member	8	6
31.	Ms. Tinuade Awe	Member	8	5
32.	Mr. Ramon Nasir	Member	8	4
33.	Mr. Kingsley Uranta	Member	8	6
34.	Mrs Chioma Nwankwo, HCIB	Member	8	4
35.	Mr. Ayodeji Lamina	Member	8	6
36.	Miss Venessa Ezeoke	Member	8	3
36.	Dr. Sunday Ebong	Under Secretary	8	8

Achievements

- ❖ The Conference had in attendance 1,328 physical and 6,046 online participants. The physical participation recorded a marked increase of 36.01% over last year's attendance.
- ❖ The 2023 Conference recorded a 43.7% increase surplus compared to 2022 and a 110.2% budget achievement.
- ❖ The choice of topics for the various Business and Break-out Sessions stimulated enriched conversations and intellectual engagements throughout the Conference.
- ❖ The event started with a Pre-conference/Welcome Cocktail and Fire-side Chat which took place on the eve of the Conference. The Fire-side Chat which was tagged "Next-Gen Financial Services: Accelerating Growth through Talent and Technology" was used a platform, in a convivial atmosphere, to inspire and motivate the youths to rise to the pinnacle of their professions.
- ❖ The Conference was graced by dignitaries across the country some of whom were: His Excellency, Vice President Kashim Shettima, GCON, Honourable Minister of Budget and Economic Planning; His Excellency, Senator Abubakar Bagudu, CON; Senator Representing Cross River South, Senator Asuquo Ekpeyong, Senator Representing Gombe South, Senator Anthony Siyako Yaro, HCIB; Senate Chair on Capital Market, Senator Osita Izunaso; Acting Governor, Central Bank of Nigeria, Mr. Folashodun Ade Shonubi, FCIB; Deputy Governor, Financial System Stability, Central Bank of Nigeria, Mrs. Aishah Ahmad, FCIB; Chairman, Body of Bank CEOs and Group Managing Director/CEO, Zenith Bank, Dr. Ebenezer Onyeagwu, Country Director, World Bank Group, Professro Shubham Chaudhuri, etc.
- ❖ The Conference Dinner was a night of celebration and recognition which featured a variety of scintillating activities to depict the convivial mood of the night. Some of the activities included a Dance Drama Performance by Afritheatre Company to reflect the 60th anniversary of the Institute, Salsa Performance by Tru Dance Art and a live performance by the Veentage Music Band to serenade and electrify the atmosphere. It was truly a beauteous evening with a potpourri of yumminess.

19.0 CIBN ELECTION RULES & STANDARDS COMMITTEE (CERSC)

Terms of Reference

The Committee shall:

- i. Prepare the rules and standards for the 2024 CIBN Election of officers.
- ii. Ensure that the election rules & standards are robust, fair to all concerned and conform to best practices.
- iii. Establish criteria & weighting for determining the suitability of candidates for the various elective posts, while ensuring diversity, generational representation, and gender consideration.
- iv. Propose modifications to the Revised CIBN Electoral Process approved by the Annual General Meeting (AGM) in 2017 if need be.
- v. Submit report to the Governing Council for approval of election rules and standards.
- vi. Circulate election rules and standards at least 90 days before the election.

Membership and Attendance

The Committee held three meetings in the period under review as follows:

S/N	NAME	DESIGNATION	NO. OF MEETING HELD	NO. OF MEETINGS ATTENDED
1	Mr. Patrick Akinwuntan, FCIB	Chairman	3	3
2	Mr. Johnson Chukwu, HCIB	Member	3	3
3	Mrs. Osepiribo Ben-Willie, ACIB	Member	3	3
4	Mr. Haruna Mustapha	Member	3	2
5	Ms. Stella Henshaw, HCIB	Member	3	3
6	Mrs. Aina Amah, FCIB	Member	3	3
7	Mr. Olawale Osisanya, FCIB	Member	3	3
8	Prof. Uche Uwaleke, FCIB	Member	3	3
9	Mr. Idris Yakubu, HCIB	Member	3	1
10	Akin Morakinyo, HCIB	Registrar/CE, Secretary	3	3
11.	Tolu Adeyemi, FCIB	Under Secretary	3	1

Achievements

The Committee reviewed and updated the Institute's rules and standards for the 2024 CIBN Election of officers which was implemented by the CIBN Election Organising Committee.

20. CIBN ELECTION ORGANISING COMMITTEE (CEOC)

Terms of Reference

The Terms of Reference of the Committee are as follows:

- ❖ Implement defined election rules & standards.
- ❖ Invite applications from qualified members for the various elective posts.
- ❖ Screen all candidates for elections based on established criteria and present recommendation to the Governing Council.
- ❖ Present & publish all eligible candidates for elections and host their profiles on the CIBN website.
- ❖ Conduct a free, fair, and credible election in line with the election rules and standards.
- ❖ Ensure Election of Officers is held at least 6 weeks before the inauguration of the new Governing Council.
- ❖ Ensure elections open 72 hours before the 2024 AGM/Election of Officers
- ❖ Selection of Electronic Voting System Vendor.
- ❖ Ensure the voting exercise is free from any form of interference or compromise.
- ❖ Monitor the elections to ensure it is hitch free.
- ❖ The Chairman of the Committee as the returning Officer, shall announce the election results and declare the winners of elections.
- ❖ Issue Certificate of Return within 7 days, to every candidate who has won an election.

Attendance

The Committee held 3 meetings during the period under review as follows:

S/N	NAME	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
1.	Mrs. Caroline Anyanwu, FCIB	Chairman	3	3
2.	Mrs. Emily Osuji, FCIB	Member	3	3
3.	Mr. Roosevelt Ogbonna, FCIB	Member	3	2
4.	Mrs. Nkiru Asiegbu, HCIB	Member	3	1
5.	Mr. Benson Ogundeji, FCIB	Member	3	3
6.	Hajia Risikat Ahmed, FCIB	Member	3	3
7.	Mr. Boye Ogunmolade, HCIB	Member	3	3
8.	Mr. Innocent Anyanonu, FCIB	Member	3	2
9	Mrs. Funke Ladimeji, HCIB	Member	3	2
10.	Akin Morakinyo, HCIB	Secretary	3	3
11.	Tolu Adeyemi, FCIB	Under Secretary	3	3

Achievements

- ❖ The Committee implemented the updated CIBN Election Rules & Standards for the year 2024 elections.
- ❖ Facilitated the screening of the candidates for the 2024 elections based on the established criteria. All recommendations were approved by the Governing Council.
- ❖ Presented & published all the eligible candidates for the elections and hosted their profiles on the CIBN website and other social media platforms.

21. THE CIBN INVESTIGATING PANEL

TERMS OF REFERENCE

The Terms of Reference of the Panel are as follows:

- ❖ To investigate alleged breaches of the Code of Conduct in the Nigerian Banking Industry and any other relevant laws by members of the Institute
- ❖ Recommend to the Governing Council changes and enhancements to the Investigating Process as it considers appropriate.
- ❖ Oversee the implementation of procedures in place for the Investigation of complaints against Members of the Institute.
- ❖ Raise awareness of the Code of Conduct aimed at encouraging Members of the Institute to uphold the Highest Standards of Professional Practice and Conduct.

- ❖ Contribute its expertise and insight to the regular reviews of the Code, recommending changes to the current Code for consideration by the Governing Council.
- ❖ Deciding whether the case should be referred to the Disciplinary Tribunal for adjudication.
- ❖ Considering all other assignments, the Institute may give to the individual member or all members of the Panel.

STATISTICS OF ATTENDANCE AT THE CIBN INVESTIGATING PANEL MEETINGS

S/N	Names	Designation	No of Meetings Held	Meetings Attended
1	Dr. Godwin Adolor, FCIB	Chairman	2	2
2	Dr Femi Fabanwo, FCIB	Member	2	1
3	Mr. Uduak N. Udoh, ACIB	Member	2	2
4	Mr. Akinwunmi Lawal, FCIB	Member	2	1
5	Barr. (Mrs.) Toyin Ojo, FCIB	Member	2	2
6	Registrar/Chief Executive, CIBN	Secretary	2	2

22. THE CIBN DISCIPLINARY TRIBUNAL

Terms of Reference

The Terms of Reference of the Tribunal are as follows:

- ❖ Conduct formal disciplinary hearings upon alleged breaches of the Institute's Code of Conduct or any other relevant laws on any case referred to it by the Investigating Panel.
- ❖ Apply the Disciplinary Tribunal Rules in all its proceedings.
- ❖ Make recommendations for sanctions against members where appropriate.
- ❖ Consider, determine, and observe rules of evidence in proceedings before it.
- ❖ Ensure that parties are given a fair hearing.
- ❖ Deliver its ruling in writing and signed by the sitting members.
- ❖ Consider all other assignments the Institute may give to the individual member or all members of the Tribunal.

Attendance and Membership

The Committee held four meetings in the period under review as follows:

S/N	Names	Designation	No of Meetings Held	Meetings Attended
1	Mr. Dele Alabi, FCIB (2 nd Vice President)	Chairman	4	4
2	Mr. Yemi Adeola, FCIB	Vice Chairman	4	2
3	Barr. Clem Osuji, FCIB	Member	4	4
4	Mr. Patrick Akinwuntan, FCIB	Member	4	3
5	Mr. Hassan Bello, FCIB	Member	4	4
6	Mrs. Bukola Smith, FCIB	Secretary	4	3
7	Mr. Hamid Joda, FCIB	Member	4	2
8	Hon. Justice (Dr) Olateru- Olagbegi	Assessor	4	3
9	Registrar/Chief Executive, CIBN	Secretary	4	3

Achievements

- The tribunal brokered settlement between a Fellow of the Institute and his business partners.
- Concluded on the case and declared the member not guilty.