



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 to serve for a period of two years. The Council is the highest policy formulation and decision-making body of the Institute while the Office Holders a body which includes the President/Chairman of Council, 1st Vice President, 2nd Vice President and the National Treasurer, oversee the Institute's activities 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.

A full-fledged Secretariat was established to implement the Institute's policies, goals and objectives. The Secretariat also assists in developing and implementing strategies that will strengthen the mandate of the Institute as well as facilitate its operations. It also facilitates the dissemination of information to increase awareness and broad based participation.

The Institute continues to expand its value-adding activities towards the actualization of its vision to be a 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 and Ad hoc Committees set up by the Council in 2022.

The Standing Committees are:

- i. Office Holders Committee
- ii. Body of Past Presidents
- iii. Board of Fellows and Practice Licence

- iv. Capacity Building and Certification
- v. Finance and General Purposes
- vi. Membership Development and Services
- vii. Research
- viii. Strategy and Advocacy
- ix. CIBN Disciplinary Tribunal
- x. CIBN Mentoring Advisory Committee
- xi. CIBN Investigating Panel
- xii. CIBN Audit Committee
- xiii. Grants and Funds Committee
- xiv. Business and Government Relations Group
- xv. Body of Banks CEOs
- xvi. Fintech and Innovation Committee
- xvii. Generation Next and Innovation Committee

Ad hoc Committees are:

- i. Ad hoc Committee on Annual Bankers Dinner
- ii. Monitoring Committee for the Actualisation of P/CCS Agenda
- iii. Consultative Committee on Annual Banking and Finance Conference
- iv. Election Committees
 - Election Rules and Standards Committee
 - Election Organising Committee
 - Dispute Resolution Committee

Other Committees: Two (2) CIBN Subsidiaries

- i. Board of Directors of CIBNCFs
- ii. Board of Directors of CIBN Press

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	No of Meetings Attended
1.	Ken Opara, Ph.D., FCIB President/Chairman of Council	Chairman	5	5
2.	Prof. Pius Oladeji Olanrewaju, Ph.D., FCIB 1 st Vice President	Member	5	4
3.	Mr. Dele Alabi, FCIB. 2 nd Vice President	Member	5	5
4.	Mrs. Mojisola Bakare-Asieru, FCIB National Treasurer	Member	5	4
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
11.	Dr. Segun Oshadare, FCIB Elected Member	Member	5	5
12.	Dr. Victor Ndubuisi Agunwah, FCIB Elected Member	Member	5	4
13.	Prof. Uchenna Uwaleke, ACIB Chairman, FCT Branch	Member	5	3
14.	Mr. Peter Ashade, FCIB Chairman, Lagos State Branch	Member	5	5
15.	Mrs. Funke Ladimeji, HCIB Chairperson, APWB	Member	5	5
16.	Mr. Rogers A Nwoke, HCIB Chairman, Imo State Branch	Member	5	5
17.	Mr. Charles Ojakovo, HCIB Chairman, Delta State Branch	Member	5	5
18.	Alhaji Kabir Mohammed Baba Chairman, Bauchi State Branch	Member	5	Nil
19.	Mrs. Olabisi O. Okuyemi, FCIB Chairman, CIBN USA Branch	Member	5	4

S/N	NAME	Designation	No of Meetings held	No of Meetings Attended
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
22.	Mr. A.S Mohammed Chairman, Niger State Branch	Member	5	1
23.	Dr. Adesola Kazeem Adeduntan, FCIB Bank Representative	Member	5	2
24.	Mr. Ebenezer Onyeagwu, FCIB Bank Representative	Member	5	3
25.	Mr. Hamid Joda, FCIB Bank Representative	Member	5	4
26.	Mr. Elias Igbinakenzua, FCIB Bank Representative	Member	5	4
27.	Mrs. Bukola Smith, HCIB Bank Representative	Member	5	3
28.	Mr. Nath Ude, FCIB Bank Representative	Member	5	4
29.	Mr. Godwin Emefiele, FCIB Institutional Representative	Member	5	2
30.	Mr. Hassan Bello, FCIB Institutional Representative	Member	5	4
31.	Prof. Abubakar Adamu Rasheed Institutional Representative	Member	5	Nil
32.	Mrs. Zainab Shamsuna Ahmed Institutional Representative	Member	5	2
33.	Mallam Adamu Adamu Institutional Representative	Member	5	Nil
34.	Prof. Idris Bugaje Institutional Representative	Member	5	3
35.	Mr. Ebilate Mac-Yoroki Institutional Representative	Member	5	2
36.	Mr. Yusuf Ahmed Gyallesu, MCIB Institutional Representative	Member	1	1 (Tenure ended after June 2022 Meeting)
	Mr. Joshua Ukute Institutional Representative	Member	4	3 (appointed after June 2022 Meeting)

S/N	NAME	Designation	No of Meetings held	No of Meetings Attended
37.	Mrs Yvonne Isichei, FCIB Co-opted Member	Member	4	3 (appointed after June 2022 Meeting)
38.	Barr. (Mrs.) Toyin Ojo, FCIB Co-opted Member	Member	4	3 (appointed after June 2022 Meeting)
39.	Dr. Nosike Agokei, FCIB Co-opted Member	Member	4	2 (appointed after June 2022 Meeting)
40.	Mrs. Risikatu Ahmed, FCIB Co-opted Member	Member	4	3 (appointed after June 2022 Meeting)
41.	Dr. Don Iheanyichukwu Ogbonna, FCIB Co-opted Member	Member	4	4 (appointed after June 2022 Meeting)
42.	Mr. Ade Bajomo Co-opted Member	Member	4	3 (appointed after June 2022 Meeting)
43.	'Seye Awojobi, Ph.D, FCIB/ Mr. Akin Morakinyo, HCIB	Secretary	5	5 (Tenure ended after November 2022 Meeting)

Achievements

Council approved:

- ❖ The proposal on reconstitution of Council and Council Committees
- ❖ The ratification of the April 2022 Examination Results subject to the position of Office Holders in the Experiential Learning module.
- ❖ The proposal for the review of the benefits of the Past Presidents, Office Holders, Serving Governing Council members and Past Registrars
- ❖ The proposal to commence Phase II of the Institute's Legacy projects in compliance with the Agenda of the 22nd President/Chairman of Council, Ken Opara, Ph.D., FCIB

- ❖ The initiative on organisation of an Annual Forum for Gen-z/Millennials
- ❖ The launch of the Linkage Partnership with Lagos Business School (LBS)
- ❖ The payment of year 2021 Productivity Bonus.
- ❖ The review of the 2022 Budget to capture all necessities and unforeseen expenditures.
- ❖ Accreditation and re-accreditation of Tuition Centres
- ❖ Accreditation and re-accreditation of Bank Academies
- ❖ The termination of Gratuity Scheme and Payment of gratuity to eligible staff
- ❖ The retirement and payment of exit

- ❖ package for the Sir 'Seye Awojobi, Ph.D., FCIB, Registrar/Chief Executive
- ❖ The appointment of Akin Morakinyo, HCIB as Registrar/Chief Executive
- ❖ Proposal for establishment of Mentoring Ambassadors Forum under the Heads of Human Resources Forum
- ❖ Constitution of 2023 Consultative Committee of Annual Banking and Finance Conference
- ❖ Constitution of the CIBN 60th Anniversary Celebration Planning Committee
- ❖ 50% discount on payment of outstanding subscription by members who are indebted as of December 31, 2022

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 Governing 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 six 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	No of Meetings attended
1.	Ken Opara, Ph.D., FCIB	President/CC	6	6
2.	Prof. Pius Oladeji Olanrewaju, Ph.D., FCIB	1 st Vice President	6	6
3.	Mr. Dele Alabi, FCIB.	2 nd Vice President	6	6
4.	Mrs. Mojisola Bakare -Asieru, FCIB	National Treasurer	6	6

Achievements

Office Holders approved/recommended the following:

- ❖ The engagement of KPMG to handle the recruitment of the Heads of the Human Resource and Corporate Communications/Brand Management Departments with the assistance of the Association of Corporate Affairs Managers of Banks (ACAMB).
- ❖ The proposal on reconstitution of Council and Council Committees
- ❖ The proposal for the review of the benefits of the Past Presidents, Office Holders, Serving Governing Council members and Past Registrars
- ❖ The proposal to commence Phase II of the Institute's Legacy projects in compliance with

- ❖ the Agenda of the 22nd President/Chairman of Council
- ❖ The inclusion of the Experiential Learning Module
- ❖ The initiative on organisation of an Annual Forum for Gen-z/Millennials
- ❖ The engagement with the Director, Legal Services, CBN to clarify issues and obtained their buy-in to the CIBN Act
- ❖ The launch of the Linkage Partnership with Lagos Business School (LBS)
- ❖ The Exit package for the former Registrar/CE, Sir 'Seye Awojobi, Ph.D., FCIB.
- ❖ Payment of Gratuity to eligible staff.
- ❖ Completion of restructuring and recruitment exercise
- ❖ Further Review of 2021 Staff Appraisal Results
- ❖ Constitution of 2023 Consultative Committee of Annual Banking and Finance Conference
- ❖ Constitution of the CIBN 60th Anniversary Celebration Planning Committee
- ❖ Constitution of the 2023 Annual Bankers Dinner Committee
- ❖ Constitution of Generation Next Annual Forum Committee
- ❖ Approval of an Independent & Comprehensive Corporate Governance Assessment of the Institute
- ❖ The framework for Managing the Banking Industry's Human Capital Retention Fun

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 as the need arises, held three 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	3	Nil
2.	Mr. R. K. O. Osayameh, FCIB	Asst Chairman	3	3
3.	Mr. J. O. Ekundayo, FCIB	Member	3	3
4.	Prof. Wole Adewunmi, FCIB	Member	3	3
5.	Mazi O. C. K. Unegbu, FCIB	Member	3	3
6.	Mrs. Juliet A. Madubueze, OON, FCIB	Member	3	Nil
7.	Dr. Erastus Akingbola, OON, FCIB	Member	3	Nil
8.	Mr. 'Laoye Jaiyeola, FCIB	Member	3	2
9.	Dr. Segun Aina, OFR, FCIB	Member	3	3
10.	Otunba (Mrs.) Abosede Adebola Osibogun, FCIB	Member	3	3
12.	Professor Segun Ajibola, Ph.D., FCIB	Member	3	3
13.	Uche M. Olowu, Ph.D., Mni, FCIB	Member	3	3
14.	Dr. Bayo Olugbemi, FCIB	Member	3	2
15.	'Seye Awojobi, Ph.D., FCIB	Secretary	3	3

Achievements

The Body advised that:

- ❖ The Institute should encourage members from the North to participate in the hierarchy of governance of the Institute.
- ❖ The Institute should work towards getting grants from funding organisations, which would help in the quest to attain self-funding status.
- ❖ The Body approved a proposal on welfare and self-funding for Past Presidents' extra-curricular and bonding activities.

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

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	1
2.	Mr. R.K.O Osayameh, FCIB	Member	1	1
3.	Mr. J.O. Ekundayo, FCIB	Member	1	1
4.	Prof. Wole Adewunmi, FCIB	Member	1	1
5.	Mazi O.C.K Unegbu, FCIB	Member	1	1
6.	Mr. Laoye Jaiyeola, FCIB	Member	1	0
7.	Dr. Segun Aina, OFR, FCIB	Member	1	1
8.	Otunba Debola Osibogun, FCIB	Member	1	1
9.	Prof. Segun Ajibola, FCIB	Member	1	1
10.	Uche Olowu, Ph.D, mni, FCIB	Member	1	1
11.	Dr. Bayo Williams Olugbemi, FCIB	Member	1	1
12.	Mr. Victor Odozi, FCIB	Member	1	1
13.	Alhaji Umaru Ibrahim, mni, FCIB	Member	1	1
14.	Mr. Ernest Ebi, MFR, FCIB	Member	1	1
15.	Mrs. Osaretin Demuren, FCIB	Member	1	1
16.	Dr. Kingsley Obiora, FCIB	Member	1	0
17.	Uju Ogubunka, Ph.D, FCIB	Member	1	1
18.	Dr. 'Seye Awojobi, Ph.D, FCIB	Secretary	1	1

Achievements

- Recommended 143 (one hundred and forty-three) Associates for election into the 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 the consideration and approval of the Governing Council.
- 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 had 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 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 an 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 FINANCE & GENERAL-PURPOSE COMMITTEE- TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Terms of Reference

- To develop, review and recommend to the Governing Council appropriate policy and guidelines on all financial matters and ensure their implementation by Management.
- To review the Institute's quarterly Management and Annual Accounts as prepared by the Management (and audited by the auditors annually) and make appropriate recommendations to Council.
- To consider the annual budget proposals and periodic budget reviews as prepared by the Management and make appropriate recommendations to the Governing Council.
- To review the Institute's short-, medium- and long-term strategic plans and make appropriate recommendations to the Governing Council on alternative viable funding sources including grants/endowments to actualize the plans.
- To propose and recommend to the Governing Council broad policy for the Institute's Investments, monitor the implementation of the policy and performance of the investments.
- To consider internal Human Capital matters including capacity building, performance management, staff condition of service etc.
- To review general administrative issues and guide management as appropriate while reporting observations to the Governing Council.
- To review major capital projects prior to execution.
- To handle all other relevant matters as may be referred to it by Governing Council.

Attendance & Membership

The meeting met three times during the period under review with membership attendance as shown below:

S/N	NAMES	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
1	Mrs. Mojisola Bakare-Asieru, FCIB	Chairman	3	3
2	Mrs. Ibiye Ekong, FCIB	Vice Chairman	3	2
3	Mrs. Chijioke Ugochukwu, FCIB	Member	3	3
4	Mrs. Ijeoma D. Ozulumba	Member	3	2
5	Mrs. Morisola Agbeke Kembu, FCIB	Member	3	3
6	Mr. Ndubuisi Onuoha, FCIB	Member	3	3
7	Mr. Jude Monye, FCIB	Member	3	2
8	Mr. Tajudeen Ahmed, HCIB	Member	3	3
9	Mr. Hayatudeen Atiku Awwal, HCIB	Member	3	1
10	Mr. Olakunle Onobote	Member	3	3
11	Mr. Benjamin Adeoye Fakunle	Member	3	3
12	Mrs. Bashirat Odunewu, HCIB	Member	3	3
13	Mr. Babatunde Isreal Bajela, FCIB	Member	3	3
14	Mr. Oluwole Adeosun, FCIB	Member	3	3
15	Mr. Anogwi Anyanwu, HCIB	Member	3	3
16	Mr. Olufunmilayo Lewis	Member	3	3
17	Dr. Romeo Savage, ACIB	Member	3	3
18	Sir Seye Awojobi, Ph.D, FCIB	Secretary till October 2022	3	3
19	Mr. Akin Morakinyo, HCIB	Secretary from November 2022	3	3

Achievements

- Reviewed and recommended the approval of 2022 Supplementary Budget.
- Reviewed and recommended the Financial Statements and Accounts for the Year ended 31st December 2022.
- Reviewed and recommended the approval of the Institute's Budget for 2023.
- Reviewed and recommended the approval of quarterly Financial Performance Reports.
- Ensured the full compliance with the Investment Policy as approved by Governing Council.
- Considered all other matters referred to it by the Governing Council.

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

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.

Attendance & Membership

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	NAMES	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
1.	Mr. Abdulrahman Yinusa, FCIB	Chairman	3	3
2.	Mr. Saubana O. Ogunpola, FCIB	Vice Chairman	3	3
3.	Prof. Wole Adewunmi, FCIB	Member	3	2
4.	Miss Nkiru Eunice Asiegbo, HCIB	Member	3	2
5.	Mr. Edwin Esangbedo	Member	3	1

S/N	NAMES	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
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	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	3	2
18.	Mr. Abdulkareem Mohammed Sani	Member	3	3
19.	Prof Olayinka David West	Member	3	2
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	3	2
25.	Prof. Abubakar Adamu Rasheed	Member	3	0
26.	Mr. Bala Danladi Akut	Member	3	3
27.	Alhaji Yusuf Gyallesu Ahmed, MCIB	Member	3	3
28.	Dr. Ezekiel Oseni, Ph.D	Member	3	3
29.	Mr. Robert Nnaji, FCIB	Member	3	3

S/N	NAMES	DESIGNATION	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
29.	Mr. Robert Nnaji, FCIB	Member	3	3
30.	Mr. Ade Bajomo	Member	3	3
31.	Mr. Ikemefuna Mbagwu HCIB	Member	3	3
32.	Prof Folaji Adegbe	Member	3	3
33.	'Seye Awojobi, Ph.D., FCIB	Secretary till October 2022	1	1
34.	Mr. Akin Morakinyo, HCIB	Secretary from November 2022	2	2
35.	Mr. Segun Shonubi, HCIB	Under Secretary till January 2023	2	2
36.	Mr. Babatunde Apena	Under Secretary from February 2023	1	1

Achievements

The Committee has been striving to ensure the achievement of the Institute's major mandate through Curriculum Review and Development, Accreditation and Linkage Programmes, and Conduct of Examinations etc.

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

- ❖ Accreditation and re-accreditation of one (1) academy and seven (7) bank academies to bring the total number of Academies/Learning Centers till date to twenty-two (22). In addition, graduates of these accredited Academies were granted exemptions thereby facilitating their early qualification as Professional Bankers (ACIB). The Academies/Learning Centres are being closely monitored to maintain the standards of the accreditation and ensure continuous compliance with the terms of the accreditation.
- ❖ Two (2) Tuition centres were re-accredited.
- ❖ 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.
- ❖ The Governing Council approved three (3) applications for Linkage Partnership as recommended by the Capacity Building & Certification Committee thereby increasing the number of institutions in the HND/BSc/ACIB Linkage Programme to seventy-nine (79) from seventy-six (76) in the previous year.
- ❖ The Committee closely monitored the administration, management and conduct of the examinations and other activities which include prompt publication of Examiners' Reports, monitoring of examinations at the various centres as Compliance Officers, monitoring of the activities of the other sub-committees.
- ❖ Maintaining the standard and integrity of all the Institute's examinations, including those

of Chartered-Banker MBA in collaboration with Bangor University, Wales and Chartered Institute of Bankers, Scotland.

❖ **Recommended:**

- 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 Institute's 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.

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

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 recommendation to increase members' satisfaction and commitment.
- Develop, publish, review, and implement comprehensive Members benefit system to address the specific needs of various categories.
- Create 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.

Attendance & Membership

S/N	Names	Designation	No of Meetings Held	No of Meeting Attended
1.	Mr. Rotimi Omotoso, FCIB	Chairman	4	4
2.	Mr. Peter Ashade, FCIB	Vice Chairman	4	2
3.	Mr. Chibuzor. A Efobi	Member	4	1
4.	Mr. E. A. Esangbedo	Member	4	1
5.	Mrs. Abike Wesey	Member	4	3
6.	Mrs Binta Larai Hassan, ACIB	Member	4	4
7.	Mr. Adekunle Adewuyi	Member	4	3
8.	Mr. Michael Odere, ACIB	Member	4	2
9.	Mrs. Olabisi Okuyemi, FCIB	Member	4	3
10.	Mr. Sunday Adeniyi, HCIB	Member	4	3
11.	Mr. Charles Nwachukwu	Member	4	4
12.	Mr. Taiwo Joda, HCIB	Member	4	3
13.	Alhaji Kabir Mohammed Baba	Member	4	1
14.	Alhaji Aliyu Wada-Nas, ACIB	Member	4	4
15.	Mr. Samuel Aderemi, FCIB	Member	4	2
16.	Mrs. Taiwo Ige, FCIB	Member	4	4
17.	Mr. Sunday Adeniyi, HCIB	Member	4	3
18.	Mr. Rogers Nwoke, MCIB	Member	4	2
19.	Mr. Kayode Ariyo,	Member	4	2
20.	Mr. Innocent Anyanonu, FCIB	Member	4	4
21.	Mr. Wale Osisanya, FCIB	Member	4	2
22.	Mr. Segun Akinwande, FCIB	Member	4	3
23.	Dr. 'Seye Awojobi, FCIB/ Mr. Akin Morakinyo, HCIB	Secretary	4	4

Achievements

- Facilitated the Central Bank of Nigeria's circular to banks on their staff registrations and annual subscription.
- Facilitated the bulk registration of banks, Microfinance banks and other financial Institutions.
- Recommended the appointment of Committee Members and virtual engagement for the linkage schools.
- Recommended the invitation of FinTech Companies members of the Institute.
- Approved some staff as Relationship Officers for each bank as well as individual members of the Institute for the collection of annual subscriptions and other deliverables.

9.0 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, policy makers 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.	Mr. Akin Fanimokun, FCIB	Chairman	4	4
2.	Mr. Peter Ashade, FCIB	Member	4	2
3.	Mrs. Caroline Anyanwu, FCIB	Member	4	4
4.	Mrs. Yvonne Isichei, FCIB	Member	4	4
5.	Dr Don Ogbonna, DBA, FCIB	Member	4	4
6.	Dr. 'Seye Awojobi, Ph.D, FCIB	Secretary till October 2022	3	3
7.	Mr. Akin Morakinyo, HCIB	Secretary from November 2022	1	1
8.	Dr Oreitan Adigun	Under Secretary	4	4

Achievements:

- Suggested the inclusion of Improved Governance to the Brand & Perception Focus Area initiatives of the 2020 – 2024 CIBN Strategy Plan. Improved Governance would include transparent budgeting whereby the Institute could partner with Government agencies to improve financial governance and prudence. This would rub off positively on the Institute's brand creating the perception of an ethical institution.
- Suggested digitization of CIBN Certification to be posted on the LinkedIn platform
- Made input on how to improve marketing of CIBN/LBS Collaboration

10.0 RESEARCH COMMITTEE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Terms of Reference

The Terms of Reference of the Committee are as follows:

- Generate research projects that will influence policies and enhance the growth of the Sector.
- To collaborate with the CIBNCFS to promote knowledge events for advocacy.
- To propose and attract funding for such projects.
- To collaborate with the Funds & Grants Committee of the Governing Council to attract funds for the Committee
- To collaborate with National Institutions
- To maintain a relevant database of researchers and Consultants across the sector and tertiary institutions.

Attendance & Membership

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

Achievements

- Initiated the ongoing research on Nigerian Banks as Drivers of the African Continental Free Trade Agreement (AFCFTA): Payment Challenges and Opportunities,
- Recommended and facilitated the successful execution of the Maiden edition of the Annual Banking and Technology Forum held on August 2022 with the theme "Leveraging on Technology to gain a Competitive Edge"
- Initiated action on research collaborations with other Institutions e.g Institution of Islamic Banking & Finance, Bayero State University
- Considered other matters referred to it by the Governing Council.

11.0 THE CIBN DISCIPLINARY TRIBUNAL - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

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 & Membership

S/N	Names	Designation	No of Meetings Held	Meetings Attended
1	Mr. Dele Alabi, FCIB	Chairman	3	3
2	Mr. Yemi Adeola, FCIB	Vice Chairman	3	3
3	Barr. Clem Osuji, FCIB	Member	3	3
4	Mr. Patrick Akinwuntan, FCIB	Member	3	3
5	Mr. Hassan Bello, FCIB	Member	3	3
6	Mrs. Bukola Smith, FCIB	Secretary	3	3
7	Mr. Hamid Joda, FCIB	Member	3	3
8	Hon. Justice Olteru Olagbegi	Member	3	3
9	Mr. Banjo Adegbohunbe	Member	3	1
10	Mr Tomi Somefun, FCIB	Member	3	1
12	Dr. 'Seye Awojobi, Ph.D, FCIB/ Mr. Akin Morakinyo, HCIB	Secretary	3	3

12.0 THE CIBN INVESTIGATING PANEL - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

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.

Attendance & Membership

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

Achievements

- ❖ Concluded an investigation of a petition against a member and forwarded recommendations to the Disciplinary Tribunal.

13.0 THE CIBN MENTORING ADVISORY COMMITTEE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

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

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

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 stream three of the mentoring scheme.
- The mentoring scheme was instrumental to the career progression of some mentees during the period under review.
- 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 one mentees on the mentoring.

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

Terms of Reference

The Terms of Reference of the Committee are as follows:

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

Attendance of Meeting

In the year under review, the Audit Committee held a total of two (2) meetings. Its membership and attendance of these meeting are indicated in Table 1 below:

Table 1: Membership of Audit Committee and Attendance of Meetings from May 2021 – May 2022

S/N	NAME	DESIGNATION	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1	Mr. Babatunde Oluseyi Oduwaye, 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 Chinelo Ojukwu, FCIB	Member	3	3
6	Mrs. Yetunde Oluwatoyin Aina Ogunseye, HCIB	Member	3	2
7	Mr. Akin Morakinyo, HCIB	Member	3	2
8	Mr. Ayodele Adewole	Secretary	3	3

Achievements

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

- ❖ Reviewed the 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 the audited financial statements for the year ended 31 December 2022
- ❖ 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.

15.0 GRANTS AND FUNDS - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Grants and Funds Terms of Reference

- Source for grants and funds for developmental projects from foundations, donor agencies, individual as well as corporate donors, locally and internationally.
- Ascertain necessary requirements and come up with grant proposals as well as donation requests to foundations, individual & corporate donors where applicable.
- Lead and execute specific grants and donations
- Ensure the funds raised are used for the designated purpose.
- Maintain relationships with donors, grant agencies, and sponsors.
- Institute a post grant reporting process to ensure responsible and efficient usage of received funds.
- Carry out all other assignments as referred to it by the Governing Council.

Attendance & Membership

SN	Name	Designation	No Meeting Held	No of Meeting Attended
1	Nneka Onyeali-Ikpe, FCIB	Chairperson	1	1
2	Theo Onadeko,	Member	1	1
3	Mr. Johnson Chukwu, HCIB	Member	1	1
4	Mr Wale Oyedeji, HCIB	Member	1	1
5	Dr Baba Musa	Member	1	1
6	Akin Morakinyo, HCIB	Member	1	0

Achievements of the Grants & Funds Committee

Through negotiations and engagements of banks for the development of Legacy projects, the committee raised a total of N85,000,000.00 broken down as follows:

- **Branding** - NGN25,000,000.00
- **Sponsorship** - NGN59,000,000.00

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

Terms of Reference

- 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

Membership and Attendance

S/N	MEMBERS	STATUS	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
1.	Mr. Ebenezer Onyeagwu, FCIB	Chairman	4	4
2.	Mrs. Yemisi Edun, FCIB	Co-Chairman	4	4
3.	Mr. Michael Larbie, FCIB	Co-Chairman	4	2
4.	Mr. Tajudeen Ahmed, FCIB	Member	4	4
5.	Mr. Osita Nwanisobi	Member	4	2
6.	Mrs. Bola Atta	Member	4	0
7.	Mr. Johnson Chukwu	Member	4	4
8.	Mr. Oluwatoyin Ayoade, FCIB	Member	4	4
9.	Mrs. Chima Patience Steve-Ebor	Member	4	3
10.	Mr. Peter Ashade, FCIB	Member	4	2
11.	Mrs. Kemi Aina, FCIB	Member	4	3
12.	Mrs. Mojisola Garber	Member	4	3
13.	Mr. Mobolawa Olaniyan, FCIB	Member	4	4
14.	Mr. Bayo Rotimi, FCIB	Member	4	2
15.	Mr. Linus Okafor, FCIB	Member	4	3
16.	Mrs. Sylvia Nwawkue, FCIB	Member	4	4
17.	Mrs. Christabel Onyejekwe, HCIB	Member	4	4
18.	Mr. Tolulope Ogunjobi	Member	4	1
19.	Mr. Tunji Kazeem	Member	4	4
20.	Mr. Rasheed Bolarinwa	Member	4	4

S/N	MEMBERS	STATUS	NO. OF MEETINGS HELD	NO. OF MEETINGS ATTENDED
22.	Alhaji Aminu Gwadabe,	Member	4	2
23.	Mr. Joseph Omayuku	Member	4	3
24.	Mr. Oguche Agudah, FCIB	Member	4	3
25.	Mr. Ben Anwuri, FCIB	Member	4	3
26.	Mrs. Caroline Anyanwu, FCIB	Member	4	4
27.	Miss Chionso Cynthia Oguh	Member	4	3
28.	Uju Clandia Osuji	Member	4	2
29.	Emmanuel Chidubem Edozie	Member	4	1
30.	Sir. 'Seye Awojobi, Ph.D, FCIB/ Akin Morakinyo, HCIB,	Member	4	4

Achievements

- ❖ Facilitated the hosting of a successful hybrid Dinner.
- ❖ Facilitated the presentation of Awards in the following categories at the 57th Annual Bankers Dinner:
 - X-factor award-- recognition of a leading female banker breaking the glass ceiling and inspiring a more gender inclusive Industry. The winner of the award was Mrs. Chetachi Ezenagu, Assistant General Manager/ Regional Bank Head, Fidelity Bank Plc.
 - Affiliated of the year- recognition of an industry affiliate/agent whose performance has enhanced the Industry's goal of financial inclusion. The winner of the award was Remita.
 - Next Generation Customer Award of the Year- recognition of a business in an identified strategic sector that has been catalyzed by the industry's support. The winner of the award was Mobi Health
 - Next Generation – Class of 2022- recognition of a class of young bankers across the industry who are excelling and have contributed exceptionally to the industry and economy.
- ❖ Mobilized sponsorship and funding for the dinner with the full support of Bankers Committee and the Nigerian Deposit Insurance Corporation.
- ❖ Facilitated the airing of the event 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

17.0 THE CONSULTATIVE COMMITTEE ON 15TH ANNUAL BANKING AND FINANCE CONFERENCE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Terms of Reference

- Plan and organise a successful Conference in 2022
- Determine the Conference theme and sub-themes
- Determine and secure the acceptance of Conference Resource Persons
- Determine and design the Conference programmes of vents
- Source funds for the Conference.
- Ensure a high attendance of participants at the Conference
- Render reports of its activities to the Governing Council
- Perform other relevant and necessary functions that would make the Conference successful.

Membership and Attendance

The Committee attendance is shown in the table below:

S/N	MEMBERS	DESIGNATION	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
1.	Mr. Abubakar Suleiman, FCIB	Chairman	6	6
2.	Mrs. Risikatu Ladi Ahmed, FCIB	Co-Chair	6	4
3.	Mrs. Funke Feyisitan-Ladimeji, HCIB	Co-Chair	6	5
4.	Mrs. Ijeoma D. Ozulumba	Co-Chair	6	6
5.	Mrs. Yemisi Lowo-Adesola	Co-Chair	6	4
6.	Mr. Rasheed Bolanrinwa	Co-Chair	6	3
7.	Mrs. Moji Bakare-Asieru, FCIB	Member	6	5
8.	'Seye Awojobi, Ph.D., FCIB	Member	6	6
9.	Mr. Benjamin Fakunle	Member	6	2
10.	Dr. B. A. Nuhu	Member	6	3
11.	Mr. Agada Apochi, HCIB	Member	6	2
12.	Mr. Akeem Oyewale, FCIB	Member	6	6
13.	Mrs. Tolulope Opayinka, MCIB	Member	6	6
14.	Mr. Ayotunde Kuponiyi, HCIB	Member	6	4
15.	Dr. Sunday Enebeli-Uzor	Member	6	4
16.	Dr. Ayotunde Coker, HCIB	Member	6	2
17.	Mr. Gboye Soyannwo	Member	6	2
18.	Mrs. Bukola Oluyadi, HCIB	Member	6	4
19.	Mrs. Kehinde Olomogboji, ACIB	Member	6	6
20.	Mrs. Toyin Sanni, FCIB	Member	6	4

S/N	MEMBERS	DESIGNATION	NO OF MEETINGS HELD	NO OF MEETINGS ATTENDED
21.	Mr. Ramon Nasir	Member	6	3
22.	Mr. Dayo Obisan	Member	6	4
23.	Mr. Kingsley Uranta	Member	6	6
24.	Mr. Temiloluwa Shobowale	Member	6	5
25.	Mr. Babatunde Apena	Secretary	6	6
26.	Mr. Oti Omaghomi	Co-opted Member	6	4
27.	Mrs. Emmanuela Tijani	Co-opted Member	6	3
28.	Mr. Ademola Adeshina	Co-opted Member	6	6
29.	Mrs. Wumi Adelusi	Co-opted Member	6	3
30.	Mr. Olamide Adeosun	Co-opted Member	6	4
31.	Mrs. Funmi Ogunlesi	Co-opted Member	6	1
32.	Mrs. Opeyemi Sanusi	Co-opted Member	6	1
33.	Mr. Gbenga Agboola	Co-opted Member	6	1

Achievements

- The choice of topics for the various Business and Break-out Sessions stimulated enriched conversations and intellectual engagements throughout the Conference.
- The array of resources persons was top-notch and were on point as anticipated.
- The introduction of a Pre-conference/Welcome Cocktail which was targeted at operators within the Fintech space. This added a fresh and completely new flavour to the entire Conference.
- The Business and Break-out Sessions provided enduring interventions to the myriad of challenges confronting Nigeria's business ecosystem and the financial services industry.
- There was an introduction of a Research Sub-committee which carried out a Research on "The Analysis of Human Capital Attrition in an Evolving Context: A Case-study of the Banking Industry". The study was to amongst others, examine the causes of human capital attrition with a focus on the banking industry. The study was to also diagnose the impact of human capital attrition on the Banking Industry and offer recommendations towards addressing same. Sequel to the presentation of the outcome of the Research, there was a pledge of an intervention fund of Twenty Million Dollars (20,000,000 USD) by banks towards addressing the capacity and skills gaps in the Banking Industry. Further to

this, the Chairman of the Consultative Committee, Mr. Abubakar Suleiman, announced the donation of a seed fund of One Million Dollars (1,000,000 USD) on behalf of his Institution, Sterling Bank Plc. The intervention fund is to be applied for the upscaling of human capital in the banking industry.

18.0 THE CIBN ELECTION ORGANISING COMMITTEE - TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE AT MEETINGS AND ACHIEVEMENTS

Terms of Reference

- Implement defined election rules & standards.
- Invite applications from qualified members for the various elective posts to apply online
- Screen all candidates for elections based on established criteria.
- 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 AGM/Election of Officers is held at least 6 weeks before the inauguration of the new Governing Council
- Ensure elections open 72 hours before the 2022 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.
- Submit a comprehensive report on the election exercise to the Governing Council

Membership and Attendance

S/N	Members	Status	No. of Meeting Held	No. of Meeting Attended
1	Mrs. Ibiye Ekong, FCIB	Chairman	3	3
2	Mr. Temitayo Osundosumu, FCIB	Member	3	3
3	Mr. Ebenezer Kolawole, HCIB	Member	3	3
4	Mrs. Binta Larai Hassan, ACIB	Member	3	3
5	Mr. U. Maitambari	Member	3	3
6	Mrs. Nneka Onyeali-Ikpe, HCIB	Member	3	3
7	Mr. Jeremiah Abue, HCIB(Deceased)	Member	3	0
8	Mrs. Tinuke Leye-Isola, FCIB	Member	3	2
9	Mr. Bonaventure Okhaimo, HCIB	Member	3	3
10	Dr. Seye Awojobi, FCIB	Secretary	3	3

Achievements

- Successful conduct of a free, fair and credible election in line with the election rules and standards.
- Announcement of results and presentation of the certificates to the elected candidates.

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

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

S/N	2020-2024 Members	Status	No. of Meeting Held	No. of Meeting Attended
1	Dr. Okwu Joseph Nnanna, FCIB	Chairman	1	1
2	Dr. Tope Oshikoya, FCIB	Member	1	1
3	Professor Chris Ogbechie	Member	1	1
4	Dr. Folarin Gbadebo-Smith	Member	1	1
5	Alhaji Tijjani Borodo	Member	1	1
6	Professor Segun Ajibola	Member	1	1
7	'Seye Awojobi, Ph.D., FCIB/ Mr. Akin Morakinyo, HCIB	Member	1	1
8	Barr. (Mrs.) Rita Adeyanju	Secretary	1	1

Achievements

The Board achieved the following:

- ❖ Ensured and facilitated the conduct of research on Nigerian Banks as Drivers of the African Continental Free Trade Agreement (AFCFTA): Payment Challenges and Opportunities.
- ❖ Facilitated the success of the Maiden edition of the Annual Banking and Technology Forum 2022 with the theme "Leveraging on Technology to gain a Competitive Edge"

20.0 THE ADHOC MONITORING COMMITTEE FOR THE ACTUALIZATION OF THE PRESIDENT/CHAIRMAN OF COUNCIL'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.	Mr. Peter Ashade, FCIB	Member	4	2
3.	Mrs. Caroline Anyanwu, FCIB	Member	4	4
4.	Mrs. Yvonne Isichei, FCIB	Member	4	4
5.	Dr Don Ogbonna, DBA, FCIB	Member	4	4
6.	Sir. 'Seye Awojobi Ph.D, FCIB/ Mr. Akin Morakinyo, HCIB	Member	4	4
7.	Dr Oreitan Adigun, HCIB	Under-Secretary	4	4

Achievements:

- A structure should be created around the development of consulting units in the geopolitical zones of the Country.
- Under the Ethical Conduct and Governance Action Point of the 22nd President/Chairman of Council's Agenda, the Ad hoc Committee suggested that the CIBN partners with regulatory bodies such as the Code of Conduct Bureau, NDIC (Nigeria Deposit Insurance

Corporation) and The Securities and Exchange Commission (SEC) on relevant training programmes.

21.0 BOARD OF DIRECTORS OF THE CIBN PRESS LIMITED- TERMS OF REFERENCE, MEMBERSHIP ATTENDANCE OF MEETINGS AND ACHIEVEMENTS

Terms of Reference

- Provide entrepreneurial leadership for the CIBN Press operations and ensuring competent and prudent management of adequate systems of internal control, adequate accounting and other records.
- Provide strategic direction including strategic plans, and business plan for the immediate turnaround of the CIBN Press.
- Render regular reports of CIBN Press activities to the Governing Council.
- Consider all other matters referred to it by the Governing Council.

Membership Attendance of Meetings

S/N	NAME	Designation	No of Meetings held	No of Meetings attended
1.	Professor Pius Oladeji Olanrewaju, Ph.D., FCIB	Chairman	3	3
2.	Prof. Russell Olukayode Christopher Somoye, Ph.D., HCIB	Member	3	3
3.	Mr. Dele Alabi, FCIB	Member	3	3
4.	Mrs. Caroline Anyanwu, FCIB	Member	3	3
5.	Mr. Korede Adedayo, HCIB	Member	3	2
6.	Mr. Samuel Oyeleke	Member	3	3
7.	Mr. 'Seye Awojobi, Ph.D., FCIB	Member	3	3
8.	Barr. Rita Adeyanju (Mrs.)	Secretary	3	3

Achievements

The Board of the CIBN Press:

- Carried out a wholistic feasibility plan of the CIBN Press
- Obtained the unanimous buy-in of shareholders for the liquidation of the CIBN Press Limited following the consistent loss-making profile of the company.
- Approved Baker Tilly Nigeria Limited as liquidator to execute the member voluntary winding up of the CIBN Press Limited following a transparent process.
- Currently Overseeing the winding up of the CIBN Press Limited.

22.0 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, 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 Attendance of Meetings

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

Achievements:

- ❖ The Gen-Z & Innovation Committee following its inauguration in July of 2022 has been developing a Report/Strategy document to guide the Institute on new avenues towards attracting and keeping Gen-Z and millennial members. Content within the Roadmap includes the following:
- ❖ The Committee conducted a survey to gain insight into the public's awareness and participation level in the Chartered Institute of Bankers Nigeria (CIBN). The first survey was done with a total of 615 respondents. The survey report was presented to the Council with the following findings:

- Gen-Z & Millennial Awareness of The Chartered Institute of Bankers is high with over 96% responding positively.
 - The high awareness of CIBN does not translate to high membership as 74.3% of participants polled are not members
 - However, interestingly, 94% of respondents indicated that they are willing to join the CIBN
 - Career progression, personal development and networking are the top three reasons for being willing to join the CIBN
 - 34.5% of respondents were between 25-30 years of age
 - 19.8% of respondents are between the ages 31-35 years of age.
- ❖ It is pertinent to note that the Gen-Z Committee held meeting every Thursday between August and October. For the rest of the year 2022, the Committee discussions were made on the WhatsApp platform. Furthermore, the Committee has met on five occasions in the first quarter of 2023.