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THE NIGERIAN

# Accountant



JOURNAL OF THE INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA



**ICAN To Partner With  
FG On Strategies To  
Encourage Investment  
And Drive National  
Prosperity**

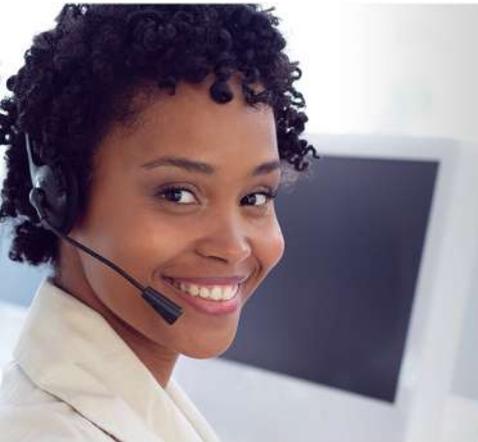




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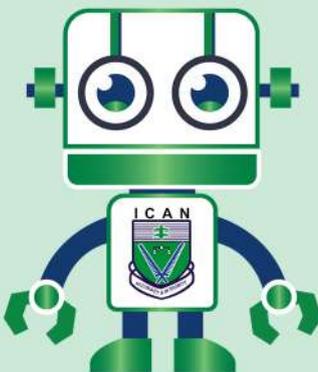
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## 55 Years of Excellent Accounting Services to to our Nation

Established by the Act of Parliament No.15 of 1965 to among others determine the standards of knowledge and skill to be attained by persons seeking to become members of the Accounting Profession and raise those standards from time to time as circumstances permit in the Public Interest.



The President, Dame Onome Joy Adewuyi, BSc, MSc, FCIB, FCA, on the occasion of the 55th Anniversary of ICAN celebrates the Doyen of the Accounting Profession in Nigeria, Mr Akintola Williams, CBE, CFR, B.Comm, FCA, the Founding Fathers, Past Presidents, the Governing Council, Members of the Institute, Staff of the ICAN Secretariat and our teeming stakeholders.

At 55, ICAN has established itself as a household name in the country. In its public interest mandate, the Institute has championed initiatives that continue to impact growth and development of the nation.

We are also an active participant on the international scene as a founding member of the International Federation of Accountants (IFAC), Chartered Accountants Worldwide (CAW), Pan African Federation of Accountants (PAFA) and the Association of Accountancy Bodies of West Africa (ABWA)

We are not just poised at sustaining the enviable legacy of the Institute but we are determined to **Reposition ICAN for Greater Visibility.**

Happy Anniversary!, Long Live ICAN, Long Live Nigeria.

### Our Achievements in 55 Years Speak...

- 51,285 members from 250 at inception.
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- 363,251 Students
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- ICAN members occupying strategic positions in both the public and private sectors of the economy.
- Contributing to budget process through Budget Symposium and Economic Discourse.
- Thought leader in accounting and finance matters.
- Promoting transparency in public sector governance through the ICAN Accountability Index.
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- President, Association of Accountancy Bodies in West Africa. (ABWA)





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# FROM THE REGISTRAR



**Prof. Ahmed M. Kumshe FCA**  
Registrar/Chief Executive

It is my deepest pleasure to welcome you to the 3rd quarter edition of The Nigerian Accountant for 2020. This edition features the historic investiture of the 56th President of The Institute of Chartered Accountants of Nigeria (ICAN), Dame Onome Joy Adewuyi, B.Sc, M.Sc, FCIB, FCA. Participants at the virtual investiture of the 56th President would attest to the fact that the choice of Dame Adewuyi as ICAN President is timely at this critical juncture. Her rich Acceptance Speech, which is reproduced in this edition, remains an important reference point to the strategic direction of the Institute.

Let me, once again, congratulate Madam President and let me, once again, congratulate Madam President and wish her a successful tenure of office as she leads the Governing Council of the Institute to **Reposition ICAN for Greater Visibility**. The 56th President's passion for the Institute to continue to produce future-ready Chartered Accountants was well articulated in her Acceptance Speech. The drive with which she is leading the Institute to pursue this passion leaves no one in doubt of her preparedness for the enviable, albeit challenging, position of the ICAN President.

In September 2020, we celebrated ICAN's 55 years of excellent professional services to our nation. We used the opportunity of the occasion to showcase the contributions of ICAN to national development. Let me state that we owe a debt of gratitude to the Doyen of the Accounting Profession in Nigeria, Mr. Akintola Williams, CBE, CFR, FCA, the Founding Fathers and Past Presidents of this great Institute. The solid foundation they laid provides the base upon which we are building a truly global professional body.

You would recall that I noted in the 2nd edition of this Journal that the Institute was reviewing the various policy pronouncements of government for an opportune time to resume its examinations. I am pleased to inform you that we conducted the postponed

March/July Diet of the examinations from September 15 – 17, 2020. This was after we secured the approval of the Presidential Task Force on COVID-19 to conduct the examinations. With this, the three-diet examinations of the Institute had commenced. We would continue to sustain the integrity of the examination processes to ensure we produce competent accounting professionals for the economy.

It is also noteworthy that we recently launched a revised syllabus in line with our commitment to timely responses to the changing market. The new syllabus, which would take effect from the March 2021 Professional examinations of the Institute, has incorporated a test of students' knowledge on emerging developments ranging from soft skills for accountants, the Finance Act 2019, the Companies and Allied Matters Act (2020) and the ICAN Accountability Index.

We fully understand the impact of the pandemic on business operations and employment generally, and particularly on our members. As a result, the Governing Council of the Institute mandated the Entrepreneurship and Employment Generation Committee to run series of free Webinars on entrepreneurship. These programmes afford participants practicable ideas on opportunities available to become job creators and employers of labour.

As usual, this edition of the journal is laden with helpful and engaging articles that would appeal to diverse audiences and people of different interests. It has not only focused on technical contents but also dwell on how to preserve our health while improving our wealth. This edition has benefited from contributions by subject-matter experts from diverse backgrounds and experiences.

It is important to remind our esteemed readership of the various channels through which you can contact the Institute, including the social media handles. The newly launched help lines are equally available to promptly respond to enquiries from our teeming stakeholders.

Permit me to conclude my message for this 3rd quarter edition of the Nigerian Accountant on a rather sad note. On September 7, 2020, we lost one of our highly cerebral and committed members of the Council of the Institute – Mr Tola Ogundipe, FCA. The death of Tola Ogundipe came to us as debilitating news, not only because of his seminal input on the floor of Council but also because of his palpable desire and interest for the growth of the accounting profession. While we pray for the repose of his gentle soul, our hearts and prayers remain with the family, colleagues and friends that he left behind. As part of our farewell to this icon, we have documented his immense contributions to the Institute and the accounting profession in this edition.

I encourage you all to continue to keep safe and abide by the various health guidance provided by the relevant agencies.

**Do have an insightful read!**

**T**he journey of a thousand miles starts with a step as they say, and the earlier one commences the journey, the better. This was boldly engraved in the psyche of the 56th President of The Institute of Chartered Accountants of Nigeria (ICAN), **Dame Onome Joy Adewuyi** when at a tender age she opted to study accounting at the University.

She pursued this lofty career with all her might until she reached the peak of the profession.

In the interview granted the Editorial team of this journal, Adewuyi spoke on the nation's dwindling economy and disclosed that ICAN is ready to partner with government on strategies to make the nation's environment business-friendly, encourage investment and drive national prosperity.

Not only that, the ICAN President also spoke about repositioning the Institute for greater visibility in the scheme of things within and outside the country. Her strategy to achieve this is to raise the performance metrics for the various committees set up to drive ICAN to remain a truly global professional body.

We have the details in this edition.

Amazingly, the Institute is 55 this September, meaning fifty-five years of rendering excellent accounting services to the country and beyond. Isn't this great? We publish for you in this edition, the step-by-step metamorphosis of ICAN and its wonderful achievements since inception till where it is today.

In spite of the negative effects of the Covid-19 pandemic, the Institute is determined to press forward, as a body saddled with the task of producing future-ready professional accountants who would become key players in the emerging business landscape.

An article entitled "The Corona virus Pandemic and Survival of SMEs in Nigeria" dwelt on COVID-19 as it affects the survival of SMEs and human resources. The article explained the unexpected effect of the pandemic and challenges posed to organization's corporate performance leading to staff lay-off, loss of income and decline in consumption of goods and services.



Another article in this edition: "The Bane of Insurance in Nigeria" also dissected the challenges of insurance industry and how to conquer them to achieve set goals.

Other articles include "Pension Practices and Wealth Creation: The Individual and the Nation"; "Modern Issue in Telemedicine and Insurance" and "Social Impact Investing and Impact Finance"

On the health page, a contributor wrote extensively on how individuals can maintain a healthy lifestyle and avoid self-medication.

Regrettably, we lost a member of our Governing Council, Mr. Tola Ogundipe in September. May God repose his gentle soul.

Your comments on the interview and articles published in this edition are welcome.

Please write to [editor@ican.org.ng](mailto:editor@ican.org.ng) or [aowolabi@ican.org.ng](mailto:aowolabi@ican.org.ng)

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To be a leading global professional body

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To produce world-class chartered accountants, Regulate and continually enhance their ethical standards and technical competence in the public interest.

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## ICAN To Partner With Government On Strategies To Make The Environment Business Friendly, Encourage Investment and Drive National Prosperity. - Adewuyi



The 56th President of The Institute of Chartered Accountants of Nigeria (ICAN), **Dame Onome Joy Adewuyi** knows what she actually wanted to do and achieve in life. So, she set for the journey right from her University days when she opted to study Accounting and graduated with a Second Class Upper division in 1982. She also went for her Masters in Banking and Finance. She's an alumna of the Harvard Business School, Boston Massachusetts USA; the Wharton Business School of Pennsylvania, USA and the Kellogg Business School, Chicago USA. She is also an alumna of the International Banking Summer School, USA and the Lagos Business School.

In this interview, she highlighted her plans for ICAN and the relationship with all stakeholders especially government. Excerpts:

**You were elected recently as the 56th President of the Institute of Chartered Accountants of Nigeria, which to us, is a no mean feat. What are the programmes you hope to put in place to create more opportunities for members of the institute?**

Since I took over the reins of leadership of this great Institute, the Council under my leadership has commenced the implementation of strategies designed to achieve the theme of the 2020/2021 Presidential year titled: Repositioning ICAN for Greater Visibility. Indeed, to accelerate the process, the Governing Council has approved the composition of its 30 Standing Committees and

defined their respective terms of reference with emphasis on their strategic focus. With their approved terms of reference, the Council has raised the performance metrics for these committees to ensure that ICAN remains a truly global professional body. Let me give you an insight to some of them.

Notwithstanding the challenges imposed on individuals and corporate entities by the pandemic called COVID-19, we are determined as a body to press forward with the task of producing future-ready professional accountants. Pursuant to this, we plan to review our training and examination syllabi capture emerging business dynamics. Given the imperative of the social distancing protocol, our examination model will tend towards Computer-Based Testing without compromising its established standard and integrity. Also, the Council will intensify capacity building for our members, especially those in Small and Medium Practices, through webinar trainings, in order to further equip them with skills to address practice challenges occasioned by Corona Virus and the inevitability of the new normal of remote working. On the economy, we will partner with the government to evolve strategies that will make the environment business

friendly, encourage investment that will drive business growth and national prosperity.

**In your acceptance speech and inaugural address, you mentioned that you would partner with the government to redefine national values and economic priorities. Post-COVID-19, what do you think should be the economic priorities of the country?**



As you are aware, the COVID-19 pandemic seriously disrupted productive activities in all sectors of the economy. The lockdown precluded many people and corporate entities from going about their value-creating activities.

The hardest hit were SMEs, SMPs and other players in the informal sector. As we emerge from the health/economic crisis, the government's focus should be on how to support these entities and people who contribute the most to national economic growth. Many of them may have consumed their capital in order to survive. There is need for them to be given one-year interest free loans by development institutions so that they can revive their businesses. When they start to grow and prosper, they will pay back the loans while the government will reap taxes from them. We will engage with relevant government agencies to work out



the modalities for accomplishing this strategy which should be a national priority. One value that needs to be embraced Post-COVID is the use of **Made in Nigeria** products. With the pandemic and lockdown, Nigerians brought to the fore their ingenuity by producing their own face masks, water/ soap dispensers, sanitizers, personal protective equipment (PPE) and ventilators.

**A lot of financial experts have predicted an economic recession as a result of the Corona Virus pandemic. What does this portend for Nigeria?**

Recession occurs when an economy records two successive quarters of negative growth. With COVID-19, the nation and indeed, the global economy lost the 1st quarter of year 2020. The fear is rife that the 2nd quarter may not record any growth as economic activities have failed to commence, let alone, pick and accelerate. June 30 is the end of the 2nd quarter and there does not appear to be any respite in sight. This implies that global recession may be inevitable. For Nigeria, the dependence on oil has exacerbated the situation as its price crashed to about US\$20pb prompting the government to review its 2020 budget expectations downwards. The fear is rife that the Nigerian economy will record a 2nd negative growth thereby making recession inevitable. What the government should be striving to achieve is to avert an economic depression which is a situation in which negative growth is experienced for a much longer period or several years.

Therefore, rejigging of the budget and the medium-term expenditure framework must include a reduction in the amount set aside for debt servicing so that more money will be available to lubricate the local economy. Fiscal stimulus introduced by the government and the monetary incentives by CBN, should be implemented scrupulously to achieve the goal of minimizing economic recession and averting a depression. Given the lag in policy measures, immediate short term initiatives are key. For instance, many employers may need to be supported so that they don't lay off workers. Mass layoffs will affect aggregate demand, reduce investment, growth and taxes that would have been earned. Again, COVID-19 is a clarion call to

diversification of the economy. The pace at which this is being done must be accelerated.

**You also spoke about national values. Expatriate more on that**

It is common knowledge that Nigerians are hardworking and trustworthy people. Only a few bad eggs are giving the nation a bad name. We need to change this narrative by aggressively marketing Nigeria to the world. The renaissance should start with the National Orientation Agency (NOA) stirring and driving the actions of Nigerians and their leaders as envisaged by the 2nd stanza of the National Anthem. It says, **"O God of Creation, direct our noble cause; Guide our Leaders Right; Help our Youths the Truth to Know; in Love and Honesty to Grow; Living Just and True; Great Lofty Heights Attain, To Build a Nation Where Peace and Justice Shall Reign"**.

**Import: leaders should pursue noble causes and the common good with integrity;**

**Youths should know the truth, grow in love and honesty;**

**Youths should live a just and true life in order to attain lofty heights; and**

**Collectively, we should join hands to build a nation where peace and justice shall reign!**

These noble words, which represent our national values, should be publicized, taught, lived and celebrated by the citizenry.

To reinforce this, the government needs to urgently consider reintroducing civics and history into the curricula of primary and secondary schools so that the youths will realize that the "bad" image of Nigeria they know is wrong. Pursuant to this, only those who genuinely contribute to national development should be honoured as role models. The ICAN Accountability Index (ICAN AI) report and recommendations should be embedded in public policies to aid value for money expenditure in the public sector.

Also, ethical standards must be set for public officers whether elected or career-oriented. All malfeasances, economic and other crimes must be punished according to law. To ensure this, the judicial process should be reviewed to expedite the trial

processes. The wheel of justice should not move slowly, as justice delayed, is justice denied.

**What important steps have to be taken to set Nigeria on the path of economic growth?**

The banes of economic growth and development of Nigeria are over dependence on oil and poor infrastructure: power supply, roads, rail, health, education facilities and potable water. Diversification of the national source of foreign exchange must be done not only in words and plans but in real investment in infrastructure. India, as a nation, is now the reference point in information technology. Yet Nigerians in diaspora are leaders in this field! We must evolve a strategy for the export of our intangible human expertise. We must create our own Silicon Valley to drive our development. The nation should create business hubs based on specialization in different zones of the country. While agriculture is key and should be mechanized, except the nation adds value to its products before export, we would continue to be at the mercy of our trading partners. We need to process our agricultural products to add value and earn foreign exchange.

**Beyond being a body of accountants, in what novel ways does ICAN add value to society?**

Let me state that where there is no accounting, there cannot be accountability. Through their attestation functions, ICAN members add credibility to corporate reports. As a body which produces skilled manpower required to drive resource management, wealth creation and economic development, ICAN engages in advocacy to draw public attention to intended and unintended consequences of emerging developments, public policies and proposed legislations. In addition, it annually gives research grants to PhD students undertaking research in areas that will expand not only the frontiers of knowledge but also add value to public policies. It has also built lecture theatres in many government-owned tertiary institutions in addition to giving scholarships to students to write its qualifying examinations.

As a statutory member of the Financial

a key role in setting standards, Code of Corporate Governance and Code of Ethics for its members. ICAN also confers Merit Awards on deserving Nigerians and corporate bodies to celebrate their contributions to national development. It holds them out as role models for the society. All the above are our modest ways of adding value to our society.

**Also in your inaugural speech, you talked about plans to establish the first full online university in Nigeria, if not Africa? Where are we on the plan?**

As you know, the advancement in technology has redefined the way we work and learn. The disruptive impact of technology on the profession calls for urgent action and we are determined to take up the gauntlet for the benefit of our members. From the unfolding development globally, educational institutions of the future will no longer be in brick and mortar but in space or in cloud. We are desirous of leveraging technology to enhance our offerings as one of the foremost accountancy body in Africa. To actualize the vision, the Council has set-up Adhoc Committee, comprising renowned academics, to advise it on the most cost-effective and efficient way to progress with the initiative. The Committee held its inaugural meeting recently and their preliminary finding was that there exists a yawning gap in accounting and finance education in the country that the initiative will fill. We therefore look forward to receiving the report of the Committee soon to enable the Institute kick-start the process in line with extant laws and regulations on the establishment of a university of its kind.

**What do you hope to do differently this year?**

It is not so much about what I hope to do

differently. Under the prevailing social and economic conditions, it should be more about building on the enviable past legacies of the founding fathers and Past Presidents of the Institute. Leadership in ICAN, as in other progressive institutions, is a continuum. We would strive to improve our



processes for excellent service delivery. Our main focus will be technology, technology and technology. Accordingly, the Institute would significantly improve on its budgetary allocation to technological infrastructure as a deliberate effort to deepen our services to stakeholders. The disruptive impact of technology on accounting practices makes this line of action inevitable.

**The Nigerian economy has been greatly impacted by the Coronavirus pandemic. Is this, in any way, impacting operations of the Institute and what measures have been put in place to overcome these challenges?**

The pandemic compelled us to cancel a few of our programmes like the March and July 2020 diets of the Professional Examinations. We specially feel the pains of our students who had prepared for the March Professional Examinations that were cancelled few days before commencement due to the lockdown. As I noted earlier, we are exploring the possibility of transiting to

Computer Based Testing (CBT) for our examinations as an alternative to the traditional paper-based testing. It would also interest you to note that, as part of the measures to reduce the negative impact of the pandemic on the Institute's activities, we are deploying technology to ensure continuity in the affairs of the Institute by adopting full online channels for our activities such as students' registration, Fellowship conferment, Professional and Accounting Technician Scheme (ATS) inductions, merit awards, amongst others. The activities of the various committees of the Institute are also running unhindered as members of these committees continue to hold their meetings through our virtual platforms. The staff of the Secretariat have also been equipped with facilities to work onsite and remotely to ensure minimal disruption and to meet stakeholders' needs.

**Increasingly, technology is narrowing the space for professional practice in accounting with its disruptive impact. How true is this? How prepared are members of ICAN for this new normal going forward?**

It is true that technology is leading to loss of jobs not only in the accounting profession but across professions. It is encouraging to note, however, that a number of other jobs are being created in all professions. For instance, we are equipping our members with the technological skills that would assure their continued relevance not only in the country but across geographical boundaries. This is one of the beauties of this age, especially for professionals who continue to hone their skills in the technology space. This is the awareness we are creating among our members through the various

trainings on webinar. Reporting Council (FRCN), ICAN plays We are collaborating with experts in the big accounting firms to build the capacity of our members in areas such as Robotic Process Automation (RPA), Artificial Intelligence (AI), Blockchain, smart contracts and advanced analytics. These are technologies that are reshaping formally established business models and replacing human intervention in repetitive tasks that can easily be automated. As professionals, we are taking the lead in these areas to enable us consistently add value to our diverse clientele.

**How can corporate governance help to build strong institutions that can fight corruption?**

Corporate Governance is a veritable instrument to ensure corporate objectives are achieved within the social, regulatory, political and economic environment. At the core of any Corporate Governance Code are the interests of stakeholders and how they are protected and managed. Best practice in corporate governance requires that persons charged with governance responsibilities must provide the right leadership and consistently act in the interest of stakeholders. Last year, the Financial Reporting Council of Nigeria (FRCN) released the revised principles-based National Code of Corporate Governance to which entities are required to “comply and explain”. Without doubt, a robust Corporate Governance Code can be a tool to fight corruption and boardroom malpractices. However, the point must be made that the strength and effectiveness of any Code lie in the integrity of the institutional framework for its implementation. Happily, the Financial Reporting Council of Nigeria (FRCN) and other regulators are well positioned and resourced to drive the process of compliance and sanction any infraction. I dare say that monitoring

and enforcement are key. The absence of these will defeat the essence of the code. To demonstrate our support for and faith in the Code, ICAN recently issued a Pocket Guide on the new National Code of Corporate Governance for the benefits of our stakeholders and as part of our public interest mandate.

**When you look at economic indices like high unemployment rate, rise in food prices, among others. What advice do you have for the Federal government to address these issues?**

The economic challenges in the country can be addressed from two broad perspectives. First, at the macro-level, the imperative of

forward with its responsibility of creating the enabling environment for businesses to continue to thrive. Secondly, economic activities at the micro-level should be given focused attention by government as this informal sector provides gainful employment to over 60% of the population and almost 70% of non-oil revenue generation in the economy. Assisting the informal sector to grow their businesses is an indirect way of tackling the rising unemployment and poverty levels in the country.

**Has the pandemic in any way affected financial reporting?**

The pandemic is disrupting every aspect of business activities including financial reporting by entities. In fact, within two weeks, the Financial Reporting Council of Nigeria (FRCN) issued two different but mutually reinforcing guidelines for preparers of financial reports. This shows the extent of the impact of the pandemic on financial reporting. There have been issues around transparency and disclosure. The FRCN has now mandated preparers of financial reports to disclose the principal risks and uncertainties that they face because of COVID-19 outbreak in their interim reports. There are also other issues of concern in preparing financial reports including going concern of an entity as a result of the pandemic, changes in expected credit losses for loans and other financial assets.

**What is your outlook for the second half of the year?**

As the global economy battles the COVID-19 pandemic, it may take a long time before many economies return to full capacity operations. For us as a nation, the first half of the year appears to have been lost to the crisis as economic activities have largely been put on hold. Without pre-empting the National Bureau of Statistics, we expect to hear that the nation recorded 2 quarters of negative growths during the first half of the year. In other words, recession may have set in as evidenced not only by the sharp decline in the recent FAAC allocations to tiers of government but also, by the general decline in economic activities. Therefore, we look for cautious optimism



diversifying the sources of foreign exchange earnings in the country can no longer be on the wish list. Any economy that solely depends on one source of revenue will be prone to the negative impact arising from the vagaries in international markets. It is also important that the revenue base of the country be broadened by bringing non-traditional businesses into the tax net. As an Institute, we are advocating that more deliberate attention should be paid to business activities that are initiated and consummated online. Federal Inland Revenue Services (FIRS) should develop more creative channels for generating income from these online activities in addition to the stamp duty. The revenue generated should be judiciously invested in building infrastructure that would provide the enabling environment for business activities. The government must press

at the 2nd half of the year as the easing of lockdown progresses. We hope that the fiscal and monetary incentives announced by the government and CBN will be scrupulously implemented to avert possible negative growths in the 3rd and 4th quarters. Given the current situation in the oil market, the nation's revenue will be seriously challenged. It is, in this respect, that we urged the government to revisit the proportion of the budget devoted to debt servicing. We need resources to oil the local economy. Thus the nation should seek debt moratorium from its debtors. Put simply the growth trajectory in the country in the second half of the year would remain slow and poor. All hands must be on deck to preclude the economy from sliding into a depression. We urge all actors in the economic value chain to resolve to demonstrate uncommon commitment to implementing the various growth strategies as contained in the draft Economic Sustainability Plan.

**What critical step would you recommend to make Nigeria better?**

We need a "Marshall Plan" to rescue the nation from the impending recession and depression caused by COVID-19. As articulated in the just approved Sustainability Plan for the nation, the government must, in words and actions, massively invest in productive activities and infrastructural facilities that will create direct employment, stimulate aggregate demand and encourage investment. The government must limit the spate of borrowings as the current debt service to revenue ratio will rarely promote development.

**What legacy do you hope to leave behind after your tenure?**

We hope to attract more young Nigerians to the Accountancy Profession and also contribute our part in developing future-ready, agile and technology-savvy chartered accountants required to drive national growth and prosperity.

**What were the highlights of your time as a member of the governing Council before you became the President.**

I am still a member of the Governing Council of ICAN. My tenure will lapse in 2022 when I serve out my term as the

Immediate Past President. However I can recall three defining moments. First when I was made the Chairman of the Annual Accountants' Conference Committee. The Second was when I was appointed the Treasurer of the Institute and of course. The third was when I was elected the President in March 2020. As strategic functions, these three positions come with a lot of responsibilities. I had to give my best shot and intellect to successfully carry out the first two. I just started the third and by God's grace, I will make a difference to the delight of members. As I look back, I thank God I did not disappoint my colleagues on Council and it does give me joy to remember my modest contributions to the development of the Institute through these assignments. My hope and prayer is that I will also finish well as the 56th President of the Institute

**What changes would you like to see in the accounting profession, especially Nigeria?**

There should be a halt to the balkanization of the Accountancy Profession. It is not a commercial trade. It is a global profession with distinct and rich body of knowledge. Let the body remain as is, continue to enhance its value relevance, rather than seek to weaken it through fragmentation. I would like to see most stakeholders place greater premium on the integrity of chartered accountants.

**As a professional, you have garnered decades of practical experience in accounting and related fields. Kindly take us through your professional experience.**

My professional career started when, in 1979, I gained admission into the University of Benin to study Accountancy. I was the only female student in the pioneering Accountancy class of that university. It was an exciting experience for me to be an accountant which has always been my dream. I went on to graduate as one of the best students in 1982 and subsequently went to qualify as a chartered accountant in 1986. Qualifying as Chartered Accountant paved the way for the rewarding career. I have worked in various sectors: manufacturing, oil and gas, and



banking. Between 1997 and 2015, I had the privilege of working at Fidelity Bank PLC, where I rose to the position of Executive Director, Risk Management (2009 – 2015). I have been a member of the Governing Council of the Institute since 2007.

I have been a member of the Governing Council of the Institute since 2007. I chaired the Society of Women Accountants of Nigeria (SWAN), between years 2013 and 2015. This body was founded by the distinguished Chief (Mrs.) Elizabeth Omeresan Adegite FCA (PP) to promote girl-child education and encourage girls to make careers in Accountancy. As Honorary Treasurer of the Institute for 3 years, I grew the Institute's resources remarkably. My participation on the floor of the Governing Council of the Institute for over a decade enriched my perspective not only on the profession but in leadership and human management.

**For you to come this far, you must have had some ups and downs in your professional journey. Was there any point in time when you felt like quitting? Any regrets being where you find yourself?**

I was brought up to see challenges as opportunities to prove my mettle and demonstrate the spirit of resilience. Quitting has never crossed my mind even in the face of most difficult challenges. My implicit trust in God has always assured me that there are no problems without solutions. I am happy for how far God has helped and there are no regrets whatsoever. The challenges of life have only strengthened my resolve to push further for success.

**Do you think that being a woman made it tougher or easier for you to emerge as ICAN President?**

ICAN is an equal opportunity organization. I stood and won successive elections like my male colleagues. Let me state that your rise in ICAN depends on your ability to win elections which is a function of your contributions to the development of the Institute and profession. If your colleagues believe in and trust you, they will consistently vote for you as they did for me.

***What are some of the things young Chartered Accountants should know?***

They must realize that passing the ICAN qualifying exams and being admitted into the profession are just the beginning. Since the Profession is dynamic, learning is continuous and life-long. In addition, they must realize that information technology is the way to go. Accordingly, they must acquire IT and other specialist skills beyond what was examined in the qualifying exams. They should not be a jack of all trades. Specialization through ICAN Faculties will reposition them in the marketplace.

***What are your interests?***

I love to work hard, sit back to see the results of my hard work. I am a family person and enjoy the company of my husband, children and grandchildren.



# The Coronavirus Pandemic and survival of SMEs in Nigeria

- Otuya Sunday



## Abstract

This paper seeks to find answers to five research questions on COVID-19 pandemic as it affects survival of SMEs and human resources. The study employs a library-based research design which involves desk-review of extant literature and technical reports. The paper as part of its findings, observed that the corona virus disease is a deadly and highly contagious disease that may spread to a large proportion of the population if not contained. The review shows that COVID-19 unexpected challenges are negative affecting firms' corporate performance leading to staff off, loss of labour income and decline in consumption of goods and services. The study further observed that government stimulus packages have not had the desired impact on citizens. The study recommends amongst others that a comprehensive coordinated policy effort involving the government and the business community be implemented to provide employment and support to those affected by the pandemic.

**Keywords:** Company Survival, COVID-19, Digitalization, Human resources, SMEs

## Introduction

The novel corona virus disease (COVID-19) is having a significant effect on lives and healthcare systems, disrupting business activities, interrupting supply chains and slowing down markets ultimately leading to economic recession across the globe.

The pandemic is creating ripple socio-economic effects on organizations in particular and national economies at large. It has created unanticipated challenges that are placing production activities, cash flow, corporate leadership and going concern assumptions of many businesses under intense pressure.

According to the World Health Organization (WHO), the COVID-19 pandemic has already infected over ten million people in over 150 countries, resulting in more than 500,000 deaths (WHO, June 28, 2020). Johns Hopkins University Center for Systems Science Engineering (2020) estimates that the corona virus disease has the potential to reach a large proportion of the global population. Baldwin and Di Mauro (2020) warn that 40-70 per cent of the world's population could become infected.

The pandemic is not only impacting negatively on supply side of the economy through cut in production and distribution of goods and services but also in a decline in consumption and investment expenditure (PriceWaterhouseCoopers, 2020).

Consequently, all businesses, especially Small and Medium Enterprises (SMEs), are facing serious tests, particularly those in the transportation, tourism and hospitality industries, with a real threat of substantial dropping revenue, insolvencies and job losses (Igwe, 2020; KPMG, 2020).

Further, as a result of lockdown measures such as ban on interstate

travels, border closures and quarantine procedures, many workers are unable to move to their work places or carryout their jobs responsibilities. These have knock-on effects on incomes, particularly for informal and casually employed workers.

In Nigeria, the first case of COVID-19 was officially identified on February 27, 2020 and as at June 28, 2020, the Nigeria Centre for Disease Control (NCDC) has reported a total of 24,077 infections and 558 deaths. The consequences of COVID-19 on the economy and business operational activities in Nigeria are enormous.

The lockdown imposed on major cities across the country on March 30, 2020 has brought with its untold hardship and economic losses especially for daily income earners from small-medium scale businesses.

To assess the possible impact of corona virus pandemic in Nigeria, it is pertinent not to focus only on the epidemiological profile of the virus but also examine its impact on survival of the small businesses and the workforce. The virus infects humans and human resources are the life blood of any organization.

Hence, if the pandemic is not properly understood and managed, it is capable of wiping out a huge proportion of the nation's workforce and totally crashing the fragile health sector especially in the absence of vaccine.

In view of this, a conceptual attempt was made to find answers to five specific research questions addressing the coronavirus disease and its impact on

survival of SMEs, organizational workforce as well as the attendant change in working environment as induced by the pandemic. The following research questions were formulated so that a systematic attempt could be made to find answers:

- i. What are the characteristics of COVID-19?
- ii. How has COVID-19 affected SMEs' survival?
- iii. What are the effects of COVID-19 on human resources?
- iv. What policies are implemented to mitigate COVID-19 effect on human resources?
- v. How has COVID-19 crisis changed the corporate working environment?

**Methodology**

This paper gives a theoretical contribution to the existing body of knowledge in terms of a synthesized account of COVID-19 as it relates to survival of SMEs and human resources. The study employs a library-based research design which involves desk-review of extant literature and technical reports in order to methodically provide answers to the five research questions.

**Literature Review**

**COVID-19 and Its Characteristics**

COVID-19 which is a short form for Corona virus disease 2019 is the official name given by the World Health Organization (WHO) to the disease. The virus is now known as the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2).

According to the World Health Organization, many of the first cases had visited Huanan Seafood Wholesale Market hence the virus is believed to have a zoonotic source. The virus that caused the outbreak is known as SARS-CoV-2. (Lau, Luk, Wong, & Zhu, 2020; WHO, 2020).

The Nigeria Centre for Disease Control (2020) identifies the coronavirus disease as an infectious disease which spreads mainly through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. Although there are several concerted

efforts and clinical trials on potential treatments and vaccines for COVID-19, there is no known vaccine for cure of the disease at this time (WHO, June 29, 2020). Furthermore, the NCDC identifies the most common symptoms of COVID-19 to include fever, dry cough and tiredness.

It further lists fewer common symptoms to include aches and pains, sore throat, conjunctivitis, loss of smell and taste amongst others. WHO also explains that people who contract the virus can recover without requiring special treatment.

The disease is also reputed have a more serious effect on the aged and people with underlying medical complications like cardiovascular disease, diabetes, chronic respiratory disease, and cancer according to the World Health Organization.

Human beings make up part of the organization. In business concerns people have to interact with each other. Other resources of the business cannot be properly coordinated without effective communication between and among personnel of the organization. Employees as a component of human resources interact with each other formally and informally in order to achieve goals of organizations. Hence the nature of business organization has increased the possibility of the spread of the corona virus disease in the work place.

**COVID 19 Pandemic and SMEs' Survival**

The Covid-19 pandemic has triggered a new wave economic paralysis around the world as business organizations are gasping desperately for survival. The pandemic has created new problems for many small business entities at extraordinary dimensions.

Disruptions in productions and distributions, restriction in workforce movements, ban on travels and reduced consumer spending among other factors, have had and still having negative impact on business operations.

These hitherto unexpected bottlenecks are already manifesting in financial

liquidity position, revenue projections, budget attainment and may ultimately be expected to result in insolvencies, bankruptcies and collapse of small businesses (Abubakar, 2020).

A report by the Organization for Economic Cooperation and Development (OECD) (2020) states that the corona virus pandemic is already leading to serious shortages and a global supply chain bottleneck

For instance, many manufacturing companies in developing economies depend on China as source of import for needed raw materials. With closure of border and restriction in international flight, such businesses are having difficulties to continue in business.

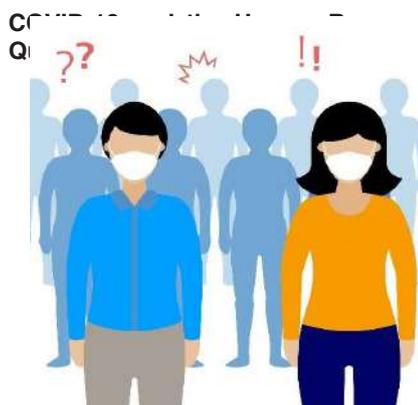
On the other hand, export of raw materials and commodities by developing economies to China and other developed countries continues to decline due to closed-border. The attendant bottlenecks have had a significant dent to companies' production activities, consumer goods retail operations, and access to industrial components and raw materials from other regions of the world.

Closure of borders in Nigeria coupled with the ban on interstate transport services has also, resulted in a rise in production costs, longer delivery lead times, commodity hoarding, panic buying, and severe, abnormal price fluctuations as firms are compelled to price goods and services at envisaged replacement cost. Companies have also had to cut production due to unavailability of raw materials (Opatha, 2020; Ndedi 2020; Chukwuka & Mma, 2020).

Small businesses in professional services, sports, education, entertainment, transportation, hospitality, and tourism subsectors have had to shut down in line with government directives and have been worse hit in the COVID-19 induced lull in economic activities. However, essential service providers such as food and agriculture, electricity, ICT, trade and manufacturing, banking, and healthcare businesses which are not affected by government

restrictions also experience a different kind of bottleneck. – that is – the capacity to meet the demand due to low input, high production cost, social distancing requirement, border closure, and distribution constraints.

Abubakar (2020) in a paper identifies the adverse effect of corona virus to businesses across the globe. The study reveals that transportations and travel companies, businesses in the hospitality industry, and industrial production companies have experienced a significant drop in patronage.



The coronavirus pandemic is having a profound effect on the world of work with a global recession on the horizon. Apart from the concerns about the health of workers and their families, the virus is having negative impact on the livelihoods and wellbeing of millions of workers around the world.

Corporate organizations are facing myriad challenges leading to firms laying off staff. Employee lay-offs result in loss of labour income which further translates into lower consumption of goods and services (KPMG, 2020, PriceWaterhouseCoopers, 2020).

The International Labour Organization (ILO) (2020) reports that the COVID-19 pandemic will impact the world of work in a number of dimensions.

Firstly, the quantity of jobs in terms of both unemployment and underemployment. ILO reports point to a significant rise in unemployment and in the wake of the virus.

Based on different scenarios for the impact of COVID-19 on global GDP growth, preliminary ILO estimates indicate a rise in global unemployment of between 5.3 million (“low” scenario) and 24.7 million (“high” scenario) from a base level of 188million in 2019. Underemployment is also expected to increase on a large scale. Expectedly, the decline in labour demand will translate into significant downward adjustments to wages and working hours. Consequently, there will be an increase in informal employment during the pandemic (ILO, 2020; UNCTAD, 2020).

Secondly, epidemics and economic crises can have a disproportionate effect on certain groups of the workforce, which can cause inequality (Lee & Cho, 2016). Based on past experience and current information on the COVID-19 pandemic, the International Labour Organization identifies a number of groups with more economic vulnerability.

Young persons, already facing higher rates of unemployment and underemployment, are more vulnerable to falling labour demand (Lee & Cho, 2016). McKibbin and Fernando (2020) assert that older workers were found to be more likely than prime-age individuals to experience higher unemployment and underemployment rates, as well as decreased working hours during pandemic and economic crisis. Opatha (2020) further identifies other unprotected workers to include the self-employed, casual and contractual workers, as likely to be affected by the virus. This is because this category of workers is not protected by conventional social protection mechanisms available in organized human resources management settings.

The National Bureau of Statistics (NBS) in its maiden report of COVID-19 impact monitoring survey on employment and income of Nigerians stated that the pandemic has had far-reaching effects on Nigerians.

The NBS surveyed 1,950 households on a nationally representative sample. In the report, 42% of the respondents who were working before the outbreak were no longer working the week preceding the interview for reasons

related to COVID-19.

The NBS (2020) survey further disclosed that the poorest households 45% (from the lowest consumption quintile) had the highest share of Nigerians who lost their jobs while 35% of the wealthiest households were also affected. The statistics further showed that 79% of households reported a decrease in income since mid-March 2020.

However, while the survey showed that the pandemic affected income from all sources, non-farm family business with 85% were worse affected compared to household farming, livestock or fishing (73%) and wage employment (58%). Finally, the NBS reports revealed that Nigerians working in almost all the sectors were affected by the COVID-19 pandemic but those in commerce and services sectors recorded the highest number of layoffs (National Bureau of Statistics, 2020).

PriceWaterhouseCoopers in a COVID-19 CFO pulse survey also showed that there was a 42% decrease in workforce productivity in the first three months following the outbreak of the virus in Nigeria.

**Policies Implemented to Mitigate COVID -19 Effect on the Workforce?**

As scientists grapple to find a vaccine for the highly contagious and deadly coronavirus disease, governments across the globe are also struggling to implement policies aimed at mitigating the economic impact of the pandemic on its citizens.

In the United States, considered as the epicenter of the virus, the government approved a coronavirus relief bill of \$2 trillion. The measure was designed to bolster unemployment benefits for individuals, increase money for states, deliver a huge bailout fund for businesses and send one-off payment of up to \$1,200 to every American with an annual income of \$75,000 or less (Baldwin & Di Mauro, 2020).

It has been argued that the US stimulus package is having a profound effect on both small businesses and every tax paying American citizen including low income earners and casual workers (McKibbin & Fernando, 2020).

China, where the COVID-19 is believed to have originated, as it had the earliest, large outbreak in Wuhan, has suffered its first quarter of economic contraction since the 1970s. The National Bureau of Economic Research reports that millions of jobs have been lost, as the coronavirus pandemic has negatively affected corporate activities for over three months (The National Bureau of Economic Research, 2020).

On May 22, 2020, the government of China unveiled a stimulus package of \$506 billion in response to the pandemic. The stimulus, which was China's first major stimulus package was accompanied by the issuing of special treasury bonds by Beijing for the first time since 2007, along with increasing the limit on special bonds that can be issued by local governments. Unlike many countries, which have rolled out substantially bigger stimulus packages, China has yet to match the enormous monetary and fiscal packages of the world's largest economies (Investopedia, 2020).

In the United Kingdom, the government plans to inject £200bn into the economy. The stimulus plan also include payment of 80% of wages up to £2,500 a month for workers who lost their jobs as a result of the pandemic (Baldwin & Di Mauro, 2020). In South Africa, the government is assisting companies facing distress through the Unemployment Insurance Fund and special programs from the Industrial Development Corporation.

Within the realm of the budget, workers with an income below a certain threshold will receive a small monthly payment during the next four months. However, the government also plans to cut \$10.5bn from civil-servant pay in the next four months (KPMG, 2020).

In Nigeria, a number of stimulus packages to ameliorate the impact of the COVID-19 on citizens have been planned with varying degrees of implementation. For instance, a contingency funds of N984 million, N500 billion COVID-19 Crisis Intervention Fund, and planned employment of 1,000 persons each from the 774 local government areas in Nigeria to ameliorate the suffering caused by COVID-19 in the country.

The government also reduced the petrol pump price from N145 per litre to N123.50 per liter. Further, the CBN has proposed to provide N50 billion to firms affected by the virus and is increasing credit to the health sector. Further, the Bankers Committee pledged to provide N3.5 trillion in support to pharmaceutical companies, assist essential health companies in purchasing raw materials, and encouraging local production of drugs (Akanni & Gabriel, 2020; Igwe, 2020; Ndedi, 2020).

PriceWaterhouseCoopers (2020) conducted a survey to assess the impact of government stimulus packages and palliatives on citizens. Majority of the survey respondents think that governments' interventions have either been grossly inadequate (23.8%) or inadequate (43.9%) with (17.5%) expressing indifference to what the government has done up to the date of the survey. Only 14.4% agree that the government's intervention has met their expectations.

The PwC survey also sampled opinion of respondents on areas government should concentrate to lessen economic burden on businesses. Among the top two areas, respondents agree that government's intervention should be focused on tax relief (30%), provision of loans at zero or low-interest rate (29.3%) and cash transfer to the poor (16.9%).

The survey also reported that private sector participation in supporting government should be in form of donation of physical items, equipment and facilities (85.7%) compared to (10.7%) who prefers cash donations.

**COVID -19 Crisis and the Changing Corporate Working Environment**



In the wake of COVID-19 pandemic, changes in corporate working environment has paved the way for digital transformation as businesses shift strategies to cope with office closures, restricted movement and supply chain interruption. Although governments and corporate organizations are responding to the COVID-19 challenge, businesses particularly the small and medium enterprises will soon face a recovery phase where a sustainable business strategy to ensure business continuity becomes imperative.

According to PwC COVID-19 Pulse Survey (2020), small businesses in a bid to survive the COVID-19 induced economic crisis, are swiftly adapting new strategies to evolve with rapidly changing business environment – consumer behavior, work schedules and digitalization.

For some businesses, this has meant moving from B2B (business to business) to a direct-to-consumer model, or utilizing virtual streaming to replace meetings, conferences and events. In line with the Dynamic Capabilities Theory (Teece, 2007), it has become imperative for firms to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.

Opatha (2020) notes that one of the ways of bracing up to the new challenge is by implementing business continuity plans and stabilization of operations. Opatha asserts that companies need proactive measures to accelerate their digitalization strategy to increase flexibility and optimize business processes at the same time. Digitalization also has an undeniable role in alleviating the consequences of lockdowns, and perhaps even plays a role in keeping office workers in the safety of their homes.

Technology, in view of Harter (2020), is the glue that's keeping operations running in these times of uncertainty stressing that the actions businesses take now will reduce the recovery period once business activities return to normal. As focus shifts in the interim, the corporate world is applying digital tools to maintain continuous survival of the firm.

COVID-19 pandemic. A PwC COVID-19 Pulse Survey (2020) survey indicated that 74% of CFOs intend to shift at least 5% of their employees permanently to remote work. Corporate workers are also showing preferences for remote working.

Harter (2020) in a survey also showed that 59% of U.S. workers who moved to remote work on account of the pandemic indicated they would like to continue working from home even after the COVID-19 crisis ends.

On the education sector, with schools being shut down, online learning is already on the increase as educational institutions are leveraging the lockdown as an opportunity to promote e-learning. Children are not left out too, as parents are encouraged to enroll their children in online academic activities, as this helps in developing their skills and discovering their talents.

According to UNESCO (2020), the world after COVID-19 will witness a surge in home-schooling activities which will disrupt the traditional learning system. These changes require a shift in employees' skill set and attitude.

Unfortunately, remote work style has not gained much acceptance to most small businesses in Nigeria for various reasons ranging from fears that employees will be distracted resulting in a loss of productivity and subsequent negative impact on profitability, a lack of infrastructure, to a lack of other softer issues that could support effective work from home, or anywhere else outside of the office.

In spite of these, working from home has become a new reality hence for businesses to remain relevant and productive, they have to embrace it.

**CONCLUSION AND RECOMMENDATIONS**

This paper gives a theoretical contribution to the existing body of knowledge in terms of a synthesized account of COVID-19 as it relates to survival of SMEs and human resources. The study employs a library-based research design which involves desk-review of extant literature and technical reports in order to methodically provide answers to the five research questions guiding

the study.

The paper observed that corona virus disease (COVID-19) is a deadly and highly contagious disease that may spread to a large proportion of the population if not contained. Findings also indicated that firms are facing myriad challenges ranging from high cost of production, shortage of input components, distribution constraints to low customer patronage.

It was discovered that these unexpected challenges are negatively affecting firms' corporate performance leading to laying off of staff resulting in loss of labour income which further translates into decline in consumption of goods and services.

Further, it was observed that government stimulus packages and palliatives have not had the desired impact on citizens. Reports also indicated that companies as part of efforts to survive in a rapidly changing business environment are adapting to digitalization to facilitate working from home and utilizing virtual streaming facilities to replace conventional meetings and conferences.

Given the findings the paper recommends that:

Firstly, government should not be in rush to lift the lockdown so as to protect workers and their families from the health risk of the corona virus.

Secondly, a comprehensive coordinated effort involving the government and the business community should be implemented to provide employment and support to those affected by the pandemic.

Finally, corporate organizations should embrace digitalization. In this regard, firms should encourage working from home and adopt greater application of online and electronic enabled facilities in their operational activities. Educational institutions should encourage application of e-learning facilities in schools.

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# The Bane of Insurance in Nigeria

By Boniface Ossai



## Introduction

Despite awareness campaigns, involvement of foreign investors, increase in capital base and other measures put in place by the government to increase insurance penetration in Nigeria, the level of penetration remain poor. This article is aimed at refocusing where the bane of insurance in Nigeria lies. This article focuses on the Nigerian insurance sector and the reasons behind poor penetration of insurance in Nigeria.

The concept of insurance is in itself is as old as business, but has remained largely in its cradle in Nigeria compared to what is obtainable in developed countries around the world. Insurance is one of the basic concept on which an enterprise society thrives because it serves as the tool which oils the wheels of business, especially in a globalised world like ours. The emergence and advancement of globalisation sees socialist and communist nations around the world also drifting towards capitalism as national and multinational firms find themselves operating in unfamiliar territories. Every successful business must take some level of risk, but in doing so; prudent businesses hedge their risk to limit their business risks to a level they consider as acceptable.

Despite the improvement in capital base, involvement of foreign players in the sector and the awareness campaign to increase confidence level in the insurance sector, the level of penetration in Nigeria remains abysmally low.

“The downside to this is the abysmal penetration level. Compared with South Africa’s 16.9% and Kenya’s 2.9 percent, Nigeria’s insurance penetration, variously put at between 0.3 - 0.4% makes the insurance sector a non-starter. Even worse is that only 1% of the Nigerian population holds any form of insurance policy (Sanya Oni, 2018).”

Though, it is sad to say that many politicians and business professionals attribute the poor penetration of insurance in Nigeria to lack of adequate knowledge of the insurance mechanism on the part of Nigerians. Blaming all of it on the ignorant of the Nigerian masses shifts the focus away from the need for an enabling environment on which insurance thrives.

Therefore, the failure of the insurance sector cuts both ways; the first is the insincerity on the part of the insurance businesses. While the second is the poor system/ support structure that creates the enabling environment that helps the insurance business to thrive.

The insincerity of the insurance businesses has resulted in the loss of trust in the insurance sector, as most of these insurance firms hide behind hidden clauses to evade bearing losses in case of damages to properties and loss of life as the case may be. This primary problem plaguing the insurance sector persists despite efforts by the Nigerian Insurance Association (NIA) boss Mr. Olusola Ladipo-Ajayi to portray the insurance sector in a good light.

The recent launch of the Market Development and Restructuring Initiative (MDRI) by the National

Insurance Commission was also meant to promote public understanding of the insurance mechanism, build confidence in the sector as well as increase the volume of the nation’s insurance premium.

The reason why people and institutions in Nigeria have failed to adopt insurance is the distrust of insurance companies with respect to claims defaulting (Laniyi Abraham, 2018). Considering situations where the government makes it mandatory as it is applicable in other nations of the world for vehicle owners to insure their vehicles. These measures in itself is laudable but most of the vehicle owners in Nigeria see it as a means through which the government lines up the purse of the insurance firms, because most Insurance Companies don’t compensate when the loss insured against arises.

Most Insurance companies neither repair nor replace damaged and stolen vehicles. Vehicle owners continue to bear these costs despite being up-to-date with the payment of their insurance premium.

In regards to enabling environment, the poor system/support structure can be summed up as follows:

- i. With the way the Nigerian society operates, many deaths are not reported, hence not registered and without death certificates. There are people who died and are buried almost immediately by their loved ones; this could be the result of their religious beliefs or the circumstance of the death. Many of the deaths occurring outside

the hospitals go unreported and unregistered. Consequently, the ability of the insurance firms to recognise the death of all life insurance policy holders becomes difficult. In advance countries, all deaths must be reported and registered, and this takes away any bottlenecks that could arise from doubts of the death of a policy holder.

**ii.** Lack of the appropriate security apparatus such as CCTV to help the police truly ascertain break-ins, theft, accidents and other incidents.

**iii.** The credibility of the ‘Police Force’ also play a key role. In developed nations where checks and balances are effective, insurance firms place credibility on police reports as it relates to accidents, thefts and break-ins. Insurance firms in Nigeria wouldn’t want to rely solely on reports from the Nigeria Police force, because the credibility of the report will be called into question.

In addition, having adequate police officers to investigate every reported case of theft, break-ins, and accidents gives credibility to police reports. This will reduce the possibility of generating reports from the desk of the police station without investigating the reported incident

**iv.** Since properties must be valued by competent estate surveyors and valuers before they are insured, the question of credibility and objectivity of the valuer remains a question..



Until the enabling environment (where policy holders are compensated whenever the loss insured against occurs and the insurance firms have the right support structure for assessing and ensuring that the loss reported actually occurred) that enables insurance business to thrive is in place, the penetration of insurance in Nigeria will remain abysmally low.

Once the right infrastructure and enabling environment is lacking, it becomes impossible for claimants to prove the validity of their claim. The integrity of the insurance company and the integrity of the claimant are the two pertinent issues in question here. In a society where integrity is a major concern, the insurance firms in the wisdom of their own position, will require claimants to prove the validity of their claim.

In conclusion, I will emphasize that the reason behind the low penetration of insurance in Nigeria does not lie solely on the knowledge of the Nigeria public about the mechanism of insurance but also lies on the insurance firms and the government.

The following recommendations have been suggested as possible measures to enhance insurance penetration in Nigeria:

**i.** Continuous sensitisation of the Public on the mechanism of insurance: Though, I don’t consider lack of adequate insight to be the key factor affecting the penetration of insurance in Nigeria, because even those who have adequate insight of the insurance mechanism still lose out when the right infrastructure to prove the validity of their claim is lacking. However, sensitisation should be a continuous exercise. In Nigeria, most motorists do not purchase genuine insurance policy, thus endangering the lives of other road users (Stephen Chukwudeh, 2016).

**ii.** Getting the Nigerian Police force on board: It is pertinent for the Police force to understand that investigating crimes, as well as investigating petty crimes, like theft, burglary, snatching of phones as the case maybe, goes beyond making arrest but also gives credibility to the reported incident for victims who may have insured their assets.

**iii.** The government should create the enabling environment: Enabling environment in this context comprise of putting adequate infrastructure such as CCTV cameras around the country in place. This enhances proper investigation of crimes and losses and gives proper credibility to police report when an incident occurs. Also, ensure all deaths are reported and registered irrespective of the circumstances.

Despite all these factors responsible for the low penetration of insurance, Nigeria has witnessed some improvements in the insurance sector and its growing relevance in the Nigerian economy. Even though Nigeria has shown positive signs of development in this industry there is still room for more growth when compared to other emerging markets (KPMG Insurance Industry Survey, 2015).

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# Pension Practices and Wealth Creation: The Individual and the Nation

By Tunde Wey FCA



### Introduction

This article seeks to explore the following:  
 State Pension in the United Kingdom and its adequacy or otherwise;  
 Pension Scheme in Nigeria – adoption, issues and challenges; and  
 Links between Pensions, Investments, Wealth Creation capacity and Economic Development.

### State Pension in the United Kingdom

Based on published documentation on the UK Government’s websites <https://www.gov.uk/state-pension> and <https://www.gov.uk/new-state-pension>, the details below gives a quick guide of how the state pension works in the UK[1]

- For men, basic state pension applies to those born before 6th of April 1951 otherwise new State Pension applies;
- For women, basic state pension applies to those born before 6th of April 1953 otherwise new State Pension applies;
- A person qualifies for state pension when he or she reaches a pensionable age. The criterion is available on <https://www.gov.uk/state-pensionage/y>. Mandatory retirement age of 65 years has been abolished, but the above computation currently works out to 67 years;

The most you can get under basic state pension is £129.20 per week and increases yearly by whichever is highest of earnings (average percentage of growth in wages), prices (Consumer Price Index) and 2.5%;  
 To get the full basic state pension you need a total of 30 qualifying years of

National Insurance Contributions or credits;  
 You will usually need at least 10 qualifying years on your National Insurance record to get any state pension. They do not have to be 10 consecutive qualifying years in a row  
 The full amount receivable under new State Pension is £168.60 per week, but the actual amount a person receives depends on their National Insurance record;

The only reasons the amount can be higher are if:

- a person has over a certain amount of additional state pension; and
- a person defers drawing their state pension;

An individual can still qualify for state pension if they have other income such as personal pension or a workplace pension but might have to pay tax on state pension.

The above shows how state pension works in the UK. Considering the highest amount payable is £168.60 per week circa £674.40 per month, most people need to do something more than rely on state pension. Some options are:  
 Additional workplace pension – recently made compulsory for employers by law  
 Additional personal pension as part of salary sacrifice – this has its immediate tax relief advantage especially for higher rate tax payers as they are not taxed for the amount put into pension thus reducing immediate PAYE tax liability; gratuity taken as lump-sum up to 25% of pension pot is not taxable.  
 That said, the pension amount received monthly will be taxable possibly at a

lower tax rate especially for higher rate taxpayers  
 Investment in a property to provide regular rental income upon retirement; capital appreciation of the property can provide a lump-sum to put in an annuity investment  
 Maximizing tax-free ISA (Individual Savings Account) allowance and investing regularly over a long period enables power of compounding work in your favour. Table below illustrates the result of modest investment of £250 monthly plus initial capital of £2000 at 7% interest rate:

Compound Interest Calculator				
	At 40 years retire at 67		At 50 years retire at 67	
	£2000	£2000	£2000	£2000
Initial Investment	£2000	£2000	£2000	£2000
Annual Interest Rate	7%	7%	7%	7%
Number of Compound Periods per year	12	12	12	12
Years	27	27	27	27
Additional Contribution	£250	£250	£250	£250
Additional Contribution Type: 0 - at end of the period 1 - at the beginning of the period	0	1	0	1
<b>Excel Formula:</b> =FV(B4 B5, B6*B5, -B8, -B3, B9)	<b>£252,443</b>	<b>£253,839</b>	<b>£104,083</b>	<b>£104,652</b>

**Note:** ISAs are not currently at 7% interest rate, but this has been used as an illustration of the power of compounding as there are investments out in the market outside of the UK that attracts up to 11 percent per annum.  
 The New Pension Scheme in Nigeria A new Pension Scheme was introduced in Nigeria in 2004 by the

Pensions Reform Act 2004 - the Bill repealed all existing pension schemes including the Nigeria Social Insurance Trust Fund (NSITF) and replaced it with a contributory and privately managed pension scheme. The 2004 Act was later repealed and replaced by the Pension Reform Act, 2014 to govern and regulate the administration of uniform contributory scheme for both the public and private sectors in Nigeria.

The scheme ensured that every worker (public or private) receives his retirement benefit as and when due, assist individuals save for their old age and has uniform set of rules for administration and payment of retirement benefits. All pension schemes existing before the commencement of this Act in 2004 ceased to operate. The law applies to all organisations – public or private with more than five employees but organisations with less than five employees may choose to participate.

Each employee selects a Pension Fund Administrator (PFA) of his choice and the PFA maintains a Retirement Savings Account (RSA) to which the employee shall neither have access to nor have any dealings with the custodian of the Retirement Saving Account except through the Pension Fund Administrator.

Employers are mandated to deduct at source the monthly contribution of employees and remit an amount comprising the employees' contribution and the employers' contribution to the custodian, specified by the Pension Fund Administrator, of the employee to the exclusive order of such Pension Fund Administrator not later than 7 working days from the day the employee is paid.

The custodian shall notify the Pension Fund Administrator who shall cause the Retirement Saving Account of such employee to be credited. The rates of contribution to the Retirement Saving Account by the employee and the employer are specified in Part II (4) of the Pensions Reform Act 2014 (10% by employer and 8% by employee). However, these rates of contribution may increase upon agreement of the employer and the employee be revised from time to time and notice of such revision shall be given to the commission

In addition to the Defined Contributory Scheme, the revamped Act in 2014 established obligation on the employer to create a Group Life Insurance Policy in favour of each employee for a minimum of three times the annual total emolument of the employee and premium paid not later than the date of commencement of the cover

The major players of the Pension scheme as per the Pension Reform Act 2004, replaced by Pension Act 2014 include:

**1) Pension Fund Administrators (PFAs):**

They open a Retirement Benefit Account for the employee, manage the fund for the employee and maintain books of account on all transactions relating to the pension fund under their management.

**2) Pension Fund Custodians (PFCs):**

Appointed by the PFAs and responsible for warehousing the Pension Fund Assets Employer sends contributions directly to custodian, who notifies PFA of receipt of the contribution and PFA credits Retirement Savings Account of employee Custodians execute transactions and undertake activities relating to administration of pension fund investments upon instructions by PFA.



**Issues and Challenges of the New Scheme**

According to the Arabian Journal of Business Review - Pension Scheme in Nigeria: History, Problems and Prospects, some of the issues with the new system include:

**Limited investment vehicles**

Investment-grade instruments are generally in short supply in emerging markets like Nigerian and pension fund investments are generally limited to investment grade instruments. This is a huge stumbling block for the fruitful running of the pension scheme. The capital

market is not vibrant enough to fuel the type of growth that the presence of long-term capital from pension funds should engender.

**Limited coverage**

The Defined Contributory Scheme is a laudable idea and benefits should accrue if well managed but it will seem there is apathy amongst the masses, some of which has reduced with regards to initial reluctance and scepticism of workers to register with PFAs. However, a large population within the informal private sector appear still uncovered or outside of the scheme as they lack confidence in the scheme and there is nothing to compel them. They have seen failures of previous policies and thus, lack confidence in the new one. It is worrying that more than a decade after the commencement of the new pension scheme, it is still bedevilled by misconceptions, knowledge gaps and perceptions.

Dealing with the challenges government should embark on media campaign to eliminate these knowledge gaps and change perception

Government should ensure compliance by using its enforcement powers to compel or enforce compliance in all public and private organisations with more than five employees

There is also a need to show benefits using real-life testimonies to change perceptions

A strategy for improving the vibrancy of the capital market and availing it of Pension Grade instruments should be pursued.

**Pensions and Wealth Creation**

The presence of significant long-term funds for investments in Pension Grade Instruments should trigger a vibrant capital market as this is the linkage between Pensions, Investments, wealth creation and in the long-run, national economic growth.

In most developed economies, the presence of a healthy Pension Scheme, which is private sector operated ensures a vibrant capital market as well as development of variety of instruments



Pensions Reform Act 2004 - the Bill repealed all existing pension schemes including the Nigeria Social Insurance Trust Fund (NSITF) and replaced it with a contributory and privately managed pension scheme. The 2004 Act was later repealed and replaced by the Pension Reform Act, 2014 to govern and regulate the administration of uniform contributory scheme for both the public and private sectors in Nigeria.

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the Pensions Reform Act 2014 (10% by employer and 8% by employee). However, these rates of contribution may increase upon agreement of the employer and the employee be revised from time to time and notice of such revision shall be given to the commission and assets into which funds can be invested.

We can see this manifest in the presence of Pension Funds on the company boards of several publicly quoted companies as they hold long-term investments in these companies for the benefit of contributing individuals.

A deep-dive is required into why the presence of long-term funds has not manifested in a vibrant capital market. As part of this exercise, consultation with global players in the industry to package long-term assets in the local market may be a good course of action.

Nigeria has however seen a huge amount of growth in the development of the bond market with a variety of long-term bonds now available in the money market. Though this provides instruments for a healthy source of portfolio diversification for fund managers, it does not replace the need for a vibrant capital market with regular information availability, ready tools for financial analysis, ability to verify or validate financial performance of companies on a real-time basis, with real-time changes reflected in the prices of shares.

**CONCLUSION AND RECOMMENDATIONS**

Our members and individuals in general, in the UK should take advantage of the tax breaks available with personal pension contributions as well as ensure to maximise contributions within their workplace pensions as pension contributions are not taxable and become tax efficient especially for higher rate tax payers. The power of compounding results in reasonable lump-sum meaning that regular investment over a long-term is

an option to consider using one's ISA (Individual Savings Account) allowance or personal savings.

A national campaign in Nigeria to drive adoption of the new pension scheme in the informal private sector will be a step in the right direction.

There is a need to do a deep-dive into why the influx of readily available investment capital from Pension Custodians has not had a drastic effect of engendering a vibrant capital market in Nigeria. Some soul searching is required, and seeking help from global players in this area will be appropriate in shaping the market and in developing Pension Grade Instruments.

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# Modern Issues in Telemedicine and Insurance in Nigeria

By Dr Femi Obikunle



The innovation through the use of Telemedicine has afforded new ways of medical consultation by healthcare practitioners. This article focuses on important issues in Telemedicine consultation and how best insurance industry can work with other stakeholders involved in healthcare delivery through the understanding of salient issues to provide feasible solutions that would ensure an effective and efficient healthcare delivery system within Nigeria, and across international borders.

No doubt, Telemedicine is changing the way medical practice delivers Healthcare and its exponential evolution all over the ecosphere is raising new questions about the application of traditional insurance plans to this new delivery system. Telemedicine as the latest frontier combines the traditional healthcare with the effectiveness of present telecommunication knowledge to deliver healthcare nationally and internationally. In addition, Telemedicine which is sometimes referred to as tele-health services involves the remote diagnosis and treatment of patients through telecommunication technology. Telemedicine seamlessly allows patients to access medical expertise quickly and efficiently without the need to travel.

Telemedicine services can be easily used for a number of non-emergency situations such as diagnoses of common medical problems such as allergies, asthma, bronchitis, cold, or flu, ear infection, pinkeye, rashes, digestive problems, and many other issues.

Some of the potential benefits of

telemedicine include increased access to health care (especially in underserved areas and among underserved populations), expanded utilization of specialty expertise, system coordination and integration, ready availability of patient records, and reduced opportunity costs of long-term care for patients. Insurance, on the other hand, is not new to the Nigerian public, and institutions for practitioners and regulation of the insurance are long in existence and are still thriving.

The likely emergence of telemedicine as the new frontier of medical practice worldwide calls for a pragmatic review of extant insurance law and regulatory guidelines as new insurance products and policies must drive the new game changer. Nigeria and other developing countries which are yet to latch onto the telemedicine initiative have unique advantages of upgrading successful implementation strategies of telemedicine by some developed countries.

A typical potential telemedicine patient by profile may already have been familiar with the following insurance policies:

1. Auto Insurance
2. Disability Income Insurance
3. Identity Insurance
4. Health Insurance
5. Home Owners Insurance
6. Life Insurance
7. Long-term Care Insurance
8. Renters Insurance

Of course, the above list is non exhaustive. The following insurance for telemedicine service providers exist (with

subtle change in name to reflect local realities and practices) in North America, Europe and Asia:

1. Equipment/Property Insurance
2. Loss of Profit Insurance
3. Fidelity Insurance
4. Malpractice Insurance
5. Professional Indemnity Insurance

It is beyond the scope of this article to dwell on the merits and or demerits of any of these insurance plans. Suffice it to posit that Nigeria would do well to review, and adopt those relevant for current practice and future development. Though the second list above is dynamic, I shall focus on health insurance and long-term care insurance for the purpose of this article. The idea is to assist the patient and other stakeholders navigate the technicalities of telemedicine insurance.

The current Health Maintenance Organization (HMO) Guidelines applicable in Nigeria should be modified for telemedicine as follows:

1. Where certain procedures are covered by the service provider, a parity law must exist for the same procedure to be rendered under telemedicine practice at the same premium or slightly adjusted premium.
2. Certain procedures can only be provided under telemedicine practice. How this will affect existing premium should be considered.
3. Under HMO, portability of service provider is allowed; the same must be applicable under telemedicine practice.

4. Issue of non-remittance of capitation to a participating hospital or clinic and late payment of vetted bills submitted by them may curtail the effectiveness of telemedicine practice as some hospitals, clinics, research pharmacies and physicians may be foreign-based.

5. Participating insurance companies must be pre-selected based on rigorous criteria and the areas of coverage must be delineated to ensure that only qualitative insurers are key participants in Telemedicine practice. Effective sanctioning of erring participants should be implemented without fear or favour.

6. Enforceable guidelines must be in place for Re-insurance of telemedicine insurance because of the international dimension of telemedicine practice.

7. Copay Insurance plan may be feasible where after an employer premium payment, any hospitalization, medication and surgery bills are apportioned at agreed percentage between the patient and the insurance company. Another alternative is for the insurance company to foot the entire medical bill.

8. The issue of unassessed treatment where annual premiums have been cumulatively paid should be carefully considered. Should such premiums be carried over, or a certain percentage refunded?

**CONCLUSION AND RECOMMENDATIONS**

The Insurance Companies, Chartered Institute of Insurance of Nigeria (CIIN), Nigeria Insurance Association (NIA), National Insurance Brokers Commission (NIBC), National Insurance Commission (NAICOM) and the Federal Ministry of Industry, Trade and Investment being critical stakeholders in all insurance matters should collaborate and synergize their competencies to birth a healthy insurance framework for the successful implementation of Telemedicine, if and whenever, the nation adopts the golden route to the future of medicine. Well-coordinated efforts with the National and State Assemblies should be made to produce workable:

1. Blueprint for the Adoption of Telemedicine in Nigeria.

2. Guidelines for the Practice of Telemedicine

3. The Nigerian Telemedicine Act/Law

4. Telemedicine Curriculum for Medical Education and Training

**Dr. Femi Obikunle is a Certified Telehealth Clinical Presenter (CTCP) - USA**



# Social Impact Investing and Impact Financing

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## Abstract

The increasing global adoption and growth of Social Impact Investing and Impact Financing into a trillion dollar industry is driven by the need to explore sustainable models for financing private ventures and public sector development initiatives. This paper presents an overview of these investment and financing options and discusses the scope, factors driving their adoption, existing and potential applications, key performance indicators and framework for their application.

The paper concludes with a discussion of how social impact investment and impact financing can be used as effective tools for socio-economic development in emerging economies like Nigeria and in promoting social impact initiatives aimed at alleviating the disruptive effects of the COVID-19 pandemic.

**Key Words:** Social Impact Investing, Impact Financing, Sustainable Development

## Social Impact Investment

Social Impact Investment is premised on the need for sustainable investment. Sustainability, which serves as the backdrop for impact investing, has been defined by Brundtland (1987) as development that meets the needs of the present without compromising the ability of the future generation to meet their own needs.

Social Impact Investment can thus be

defined as a process of investment that take into account the mutually reinforcing social impact and desired financial outcomes of an investment objective. In undertaking a social impact investment (SII) initiative, consideration is given to the appropriate social issues and objectives that needs to be addressed (e.g. rural electrification using green energy solutions), the appropriate investment vehicle (e.g. Social Purpose Organization (SPO), NGOs, Not-for-profits and profit oriented), the desired quantifiable, measurable and usually time-bound social impacts and outcomes as defined in the social objectives and the financial returns expected from the initiative. In addition, the appropriate means of evaluating and measuring the desired social impact and outcomes are specified prior to initiating the investment. Finally, the appropriate means of funding the social impact investment (SII) must be determined from a pool of available impact financing options. Social investment and impact financing can also be deployed as a strategy for sustainable national socio-economic development.

## Financing Social Impact Investments

Social impact investing is facilitated by partnerships between individuals or organizations that have a social impact agenda and finance providers who identify with the social agenda, but require a reasonable return on their investments in socially sustainable, ethical or green projects. This has led to the establishment of various guidelines and global platforms to promote social impact investments and operations

across organizations. These include the EU-wide strategy towards sustainable finance (2018), the Equator Principles of the International Finance Corporation and World Bank (2013), the Voluntary Principles on Environmental and Social Risk Management (2014), the Ecuadorian Sustainability Finance Protocol (2016), and the Green Credit Guidelines (2012). Others are the South African Social Responsibility Investment Index (2015), the Nigerian Sustainability Banking Principles (2012), and the Sustainability disclosure guidelines of the Nigerian stock exchange (2018). These platforms or guidelines have added to the positive push towards engagement in reporting sustainability investment.

Some Nigerian organizations such as Access Bank Plc., and Fidelity Bank Plc., are members of the Equator Principles of the IFC, which mandates that their long-term investments be directed towards green projects, which are projects that have a positive effect on the environment in the long-run (Equator Principles, 2020).

Impact financing options for social impact investments include grants, bonds, green bonds, equity or a hybrid combination of these tailored to meet and match the objectives of the project sponsor and the financier.

**Key Performance Indicators for Social Impact Investment and Impact Financing**

The guidelines and principles set by these regulatory and advisory authorities is the first step in ensuring that organizations consider issues of sustainability in investment projects through social impact investments in addition to their financial returns through impact financing methods. It is one thing to report sustainable activities and it is another to achieve social and financial impact. One major step towards the creation of a capital market that creates long-term wealth and a sustainable society is through the reporting and disclosure of Environmental, Social and Governance (ESG) investment and sustainability performance. One instrument for achieving ESG investments is the design, measurement, monitoring and reporting of sustainability Key Performance Indicators (KPIs) that contribute a vital role in promoting long-term sustainable returns in financial markets. KPIs help to achieve this (*Lydenberg et al, 2012*).

Key performance indicators become relevant when they can capture the specific environmental, social and governance factors or risk faced by each sector of an economy that will enable the sustainability reporting of corporations in that sectors. The ESG issues encountered by organisations vary across industries. The relevance and impact of key performance indicators will thus be enhanced if they are integrated in the practices and unique operations of the business. KPIs play a vital role in linking sustainability objectives of social impact investment sponsors and

impact finance providers. Investors can review and make decisions on the sustainability of the organization when certain specific KPIs are made available as standards.



**Table 1: Hypothetical KPI for the Banking sector**

	<b>Sustainable Indicators</b>	<b>Banking Sector Decision</b>
<b>Impacts</b>	Percentage of funding made towards the environment and climate	Efforts towards environmental and social responsibility
	Percentage of credit given to low income communities	Efforts to attract a diverse customer base
	Percentage of bank locations or branches in low income neighbourhoods	Programs and expenditures on financial literacy
	Percentage of lending to SMEs, start-ups and green businesses	Policies geared towards increasing financial inclusion
	Community Reinvestment Rating	Efforts to be socially responsible
	Number of customer privacy and security complaints	Polices related to human rights
	Percentage of returns gotten from charges	Ethical banking policies
	Percentage of complaints of unfair charges by banking transactions	Corporate governance policies
	customer loyalty and satisfaction	Policy concerning customer base
	Percentage of board members that are women or minorities	Policies regarding work diversity



	Percentage of senior managers that are women or minorities	Policies regarding work diversity
	Amount of carbon monoxide emissions to the environment	Policy regarding environmental protection
<b>Innovation</b>	Integration and adoption of global principles relating to environment and social responsibility	Production of services that support the environment
	Lending to firms and start-ups that are environmentally and socially conscious or integrated.	Green lending
	Green project financing and blended finance with a focus on sustainability (billion Naira)	Efforts to be socially responsible

Source: Adapted from Lydenberg et al, (2012) on transparency to performance

**Innovative Financing Options for Social Impact Investment**

Like social impact investing, innovative impact financing options take non-traditional pathways in raising funds for development projects (IFC, 2018). An example of innovative financing would be the green bonds of the World Bank created in 2008. Green bonds have grown quickly in value and usage because they can be evaluated using standard risk models, provide a risk-adjusted return that meets investor expectations, and offer investors the opportunity to be associated with a positive environmental outcome. To date, institutions with excellent credit ratings and strong balance sheets have issued green bonds. Green bonds have successfully channelled capital to low-carbon infrastructure, which supports climate change mitigation and adaptation. Furthermore, the use of green bonds by multinational corporations suggests that this mechanism will scale beyond the public sector and become a mainstream investment product.

Another form of innovative financing is the multilateral investment agency (MIGA) of the World Bank in collaboration with insurance companies. MIGA is an important facilitator of finance for ESG / social impact investment in addition to providing political risk insurance. Since providing its first guarantee in 1990, MIGA has issued over 1,100 guarantees with a total value of over \$30 billion. Over time, its exposure has shifted from Latin America and the Caribbean to Sub-Saharan Africa,

reflecting both a change in policy as well as new market opportunities.

MIGA's mission is to promote investment in emerging markets. It creates value by lowering the cost of borrowing compared to commercial offerings or by creating new instruments, such as long-term loans.

**Current State of Adoption and Acceptance of Social Impact Investment**

A study carried out by Dyck, Lins, Roth and Wagner (2019), examined the behaviour of investors towards social impact investment on an international scale. The study attempted to investigate the reaction of firms' investment decisions towards the environment and society. Forty-one (41) stock markets were analysed and the results indicated a positive reaction of investors to businesses with higher ESG performance. However, negative reactions were shown in less developed countries.

In another study, Xie, Bagozzi and Gronhaug (2019) attempted to investigate the impact of social impact investment on customer attitudes, employee morale and organizational behaviour. The study made use of primary data analysis and regression. The study concludes that engaging in social and environmentally favourable investments increases the positive attitude of customers towards the firm and has a positive effect on employee morale.

A study carried out by Annor, Martins-Silva, Vasconcelos, Vitor, Brito and Monteiro (2019), examined the

perception of management staff in Brazil towards social impact investment using 474 samples and descriptive statistics. The results of the respondents concluded that the basis of the concept was abstract and unrealistic. This agrees with the conclusions of Dyck, Lins, Roth and Wagner (2019) that less developed nations did not have a positive reaction to social impact investment. Efforts and resources will therefore need to be directed towards educating and demonstrating the positive sustainable, social, developmental and financial impact and outcomes of social impact investments to potential sponsors and financiers in emerging economies.

According to Rezaee, Dou and Zhang (2019), the concept of social impact investment is an evolution from the mentality of investment for the sake of primarily maximizing profit. The ability to make profitable investments that have positive social and environmental impact will ensure sustainability in the long term. This view is corroborated in a study carried out by Lin, Law Ho and Sambasivan (2019), on the causal effect of corporate social responsibility on corporate performance. The study made use of a panel data of top 100 firms within the period of nine years. They discovered that the more a firm invests in social impact the higher their long-term profitability. However, they may not see the benefits in the short run.



**Table 2: Examples of Social Impact Investment Funds In Nigeria**

S/N	Organization	Investment	Impact Area	Objective
1.	Impact Economy Innovation Fund (IEIF): Tony elumelu foundation and Rockefeller foundation (2013) environment and climate	\$1m	Entrepreneurship	Foster entrepreneurial ecosystems and promote impact investing industry infrastructure
2.	Investors circle fund	\$166m investment	Entrepreneurship	Foster entrepreneurial ecosystems and promote impact investing industry infrastructure
3.	Ghana Venture capital trust fund	\$17m investment	SMEs	financial resources for the development and promotion of venture capital financing for small and medium-sized Enterprises (SMEs)
4.	Varis partners	\$700m investment	Community development	Superior investment and positive impact on communities
5.	United Methodist church	\$725m investment	Community development	Invested through positive social purpose loans and affordable housing and community facilities.

**Social Impact Investment and the COVID-19 Pandemic**

Now more than ever, social impact investment is needed to address the large-scale health and economic consequences of the global coronavirus pandemic. It is vital in enabling the strategic flow of investment capital towards the support of critical sectors and emerging needs arising from the current health crisis (Bass, 2020).

The outbreak of the coronavirus and its adverse global economic impact has brought about a decline in the funds available for social investors due to the economic shock of the pandemic. This has resulted in a significant scale back of impact funds available for social impact investment especially from developing countries (Salinger, 2020). According to the United Nations, direct investment especially for social and environmental issues will drop globally by

30%-40% between 2020 and 2021. However, there is still a number of social impact investments initiatives seeking to facilitate the increase in the response to the pandemic and aiding the recovery of societies and building future resilience (Salinger, 2020). According to the Global steering group for impact investment, a return to pre-coronavirus investing levels in Africa is likely to take two years or more with sectors recovering at different pace (Lalude, 2020).

Due to the COVID-19 pandemic, impact investors are seeking to collaborate on efforts to accelerate the response of the industry to the pandemic. The Global Impact Investing Network recently launched the Response, Recovery, and Resilience Investment

Coalition to streamline impact-investing efforts to address the social and economic consequences of the pandemic. The coalition will connect investors and aim to highlight investment opportunities, help fill financing gaps, and quickly deploy capital. Another effort looking to boost collaboration in social impact efforts is the COVID-19 Investor Coalition led by Village Capital. The company has published a pipeline of about 100 startups that are responding to the crisis and are looking for investment.

Impact investing was growing and becoming more mainstream before the pandemic, but how COVID-19 will affect that growth and efforts at standardization is an open question. This crisis will have a profound impact on economic development generally and specifically how we think about the



difference between business and investing in society and the planet (Global Impact Investing Network, 2020).

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# Your Health Really Matters - Personal Lessons from a Marathon Runner

By Titi Windapo FCCA, ACA



**Always consult your doctor or health practitioner before starting a new diet or exercise regime.**

## INTRODUCTION

The popular axiom 'health is wealth' holds true because if an individual is not in a physical, mental and social well-being, wealth becomes of little value. This means that health is a resource to support an individual's function in wider society. A healthful lifestyle provides the means to live a full life.

Therefore, the importance of being in a constant health cannot be over-emphasised. The aim of this article is to explore how to maintain a healthy lifestyle including the use of the 'GROW' model described in this article.

The dictionary defines health as, 'the general condition of the body or mind with reference to soundness and vigour. Some synonyms for health include: good physical condition, healthiness, physical fitness, well-being, haleness, good trim, fine fettle and good kilter.

In 1948, the World Health Organisation (WHO), defined health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity<sup>1</sup>." This definition still holds true and provides two clear distinct components of health:

- physical, mental, and social well-being of an individual; and
- maintaining a lifestyle which lowers the risk of being seriously ill or dying early.

## HOW TO STAY HEALTHY

Depending on where an individual is, taking the right steps to stay healthy may be overwhelming and daunting. There are tons of information, diet plans, endless advice. The best approach is starting with small steps in making healthy and sustainable changes that can develop into a lifelong lifestyle. Instead of making drastic changes that are unrealistic, making minute changes that are sustainable will be beneficial overtime. For example, drinking an extra glass of water every day, walking five to ten minutes every day, taking the stairs instead of the lift, reducing or eliminating one food item such as additives, salt or sugar or even including an extra serving of fruits or vegetables.

Continuous research indicates the key to lifelong good health is living and adopting a healthy lifestyle. This includes a combination of different factors such as making small and simple changes to diet, exercise, and stress management.

To help you turn that knowledge into results, I have put together this manageable list of health and wellness suggestions.

### 1. Drink Water

Drinking water is important and it helps digestion and flushes out toxins in our system. It also hydrates the body and keeps body functions running smoothly.

Irrespective of the diet fad, one advice that is prevalent to all of them is the importance of drinking water. There is no universally agreed quantity of water that must be consumed daily. However, the general consensus is adults should aim to drink about eight glasses (between one to two litres) of water each day.

### 2. Eat a Healthy Diet

Good nutrition is an important aspect of living a vibrant healthy lifestyle. A healthy diet consists of a balanced combination of different food groups including protein, nutritious vegetables and fruits. This will help to boost individual mood and energy levels, prevent health issues and maintain overall good health. Aim to eat more foods rich in anti-inflammatory omega-3 fatty acids, limit saturated fats and trans fats.

Your daily food choices affect your health and general well-being not just now but also in the future. Therefore, it is important to reduce junk foods and select healthy meal options. A healthy diet can help you lose weight and lower your cholesterol, as well.

There are always many diet plans and new ones emerge from time to time promising quick weight loss. However, simply having balanced and healthy meals has stood the test of time. You should aim to eat a wide range of foods to make sure you are getting a balanced diet and your body is receiving all the nutrients it needs.

In 2016, the National Health Service (NHS) produced the Eatwell Guide

which shows the combination of different food groups that will provide a healthy, balanced diet. For more information, visit <https://www.nhs.uk/live-well/eat-well/the-eatwell-guide/2>

**3. Get Enough Sleep and Rest**

Generally, medical doctors and practitioners agree quality sleep improves mental well-being and decreases the risk of illnesses. Getting a good night's sleep can improve your memory, sharpen your attention, make you less stressed and potentially even live longer.

In order to function effectively and consistently, you need to make time to rest. Therefore, sleep is important and should be given high priority. There are countless debates on the required number of hours of sleep an individual requires daily. My personal view is, this is personal and everyone is different and can determine how much sleep is necessary to feel fully rested. To ensure you obtain sufficient rest could simply meanswappingscreentimeforsleeptime.

**4. Stay within a Healthy Weight Range**

In the modern society, obesity has become one of the leading diseases. This is mainly due to the combination of our lifestyle and lack of physical activities. One of the ways to overcome this problem is to make a gradual and incremental change by maintaining a healthy lifestyle and weight loss diet plan.

In the UK obesity is on the rise as most adults consumed more than the daily required calories. The daily calories consumption requirements recommended by the NHS for men and women is around 2,500 calories and 2,000 calories respectively

A healthy weight loss plan should include a combination of the three basic food groups carbohydrates, protein and fats as well as vitamins and minerals in their recommended proportions.

The ideal weight for each person will vary depending on the individual's height and other statistics. The NHS has provided a healthy / weight chart

available at <https://www.nhs.uk/live-well/healthy-weight/height-weight-chart/3>. There is also a BMI healthy weight calculator accessible at <https://www.nhs.uk/live-well/healthy-weight/bmi-calculator/>. Both tools can be used as an alternative to calculate current weight against ideal weight range. There are also loads of advice and tips on the website on how to lose weight reasonably in a sustainable manner.

Avoid quick weight loss programmes that focuses on the elimination or restriction of one or two basic food groups. Even though there may be an indication of quick results initially but this is not sustainable and all the weight lost will be regained back within a short time.

**5. Express Gratitude and Think Positive**

Mindfulness and a healthy positive attitude help with our mental and emotional well-being. Research indicate a healthy positive attitude boostsmen-tal well-being, self-esteem and help to maintain a better immune system.

**6. Engage in Regular Exercise or Physical Activity**

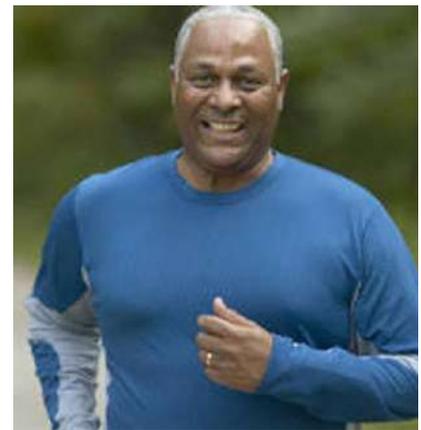
No doubt you have heard it said countless times that regular exercise is good for you and can help you lose weight. Our food intake combined with our diet have a compelling outcome on our weight. Exercise plays a vital role in controlling our weight. Numerous scientific researches indicate physical activity can lead a healthier and happier life.

According to Dr Nick Cavill, a public health expert and health promotion consultant, "If exercise were a pill, it would be one of the most cost-effective drugs ever invented."

In addition to helping with weight management, regular exercise helps to improve core strength. Therefore, everyone should exercise regularly as a routine.

For someone who is not used to exercising, small, consistent and regular changes will help to cultivate a healthy lifestyle.

Exercise could take a form of varieties and does not have to include gym membership. Simple activities such as walking, jogging or getting involved in participating in a sport of interest will yield benefits. The saying, 'variety is the spice of life' is relevant. Engage in active exercise for 30 to 60 minutes about three to five times a week. Any amount of exercise, no matter how small, is so much better than none at all. Develop a simple exercise regime, make it fun and interesting to suit your personality.



**BENEFITS OF EXERCISE FOR THE 40+**

It is an established fact that exercise is beneficial for all age groups. However, based on the current average age of members the ICAN UK District, I am going to focus on the benefits of exercise for people 40 years old and over.

Most people will agree maintaining a decent level of fitness is an essential and integral part to achieving a healthy body and mind. However, due to family and work commitments, the older we get the more challenging it could become to stay healthy and fit. After a certain age, our bodies store fat more easily; we lose muscle; and our bone density decreases. Regular exercise is the way to combat these signs of natural wear and tear that comes simply with growing older. Research highlights other benefits of exercise including:

- lowers the risk of chronic diseases;
- helps with weight loss or weight management;
- strengthens physical strength;
- increases energy levels;
- improves mental health;



- improves memory retention; and
- boost quality of sleep

### HOW TO USE 'GROW' TO DEVELOP A HEALTHY LIFESTYLE

To maintain a healthy lifestyle, you have to be intentional and set health goals that 'GROW'. The word 'GROW' is an acronym used in 'Grow with Goals' by Doyin Olorunfemi<sup>5</sup> for setting and achieving goals in general. 'GROW' stands for: Goals, Resources, Organise; and Work. Let us examine how the combination of these four factors can be used to achieve our health goals:

#### G IS FOR GOAL

According to the dictionary a goal is 'the object of a person's ambition or effort; an aim or desired result.' To start off, it is important to set out a clearly defined objective – is it to lose weight, to exercise more, to eat healthily or to drink more water?

Before you set your goal, you may need to first identify 'why' you need to set a health goal. You also need to make sure your goal is 'SMART'. Our health goals should be:

- Specific - clearly defined and unambiguous.
- Measurable – have a set out criteria to monitor progress.
- Achievable –attainable and possible to accomplish even if it would take you out of your comfort zone.
- Realistic –something you can commit to given the right resources.
- Timebound – have a set timeframe which includes both the start date and end date for the goal to be accomplished.

#### R is for RESOURCES

After you have established your goal, the next step is to evaluate what resources you have available to develop a strategy to accomplish your health goals.

Resources are 'stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organisation in order to function effectively. Do you have exercise

equipment gathering dust which you can include in your exercise regime? Do you have suitable sport wear or trainers? Do you need to get a drinking bottle to measure your daily water intake?

You can evaluate your current resources and establish what resources you need to accomplish your goal by asking yourself the following three questions using the acronym 'GAP'.

- 1. G –** What do I need to GAIN by achieving my health goal? – This could include increased well-being; weight loss looking and feeling good about yourself.
- 2. A –** What do I need to AVOID – These include eliminating junk foods, reducing the number of times you visit certain restaurants, avoiding artificial sugar and salt and so on.
- 3. P –** Who do I need to PARTNER with? This involves finding the right community to engage with; a friend or people who are like-minded and who will serve as a support network to enable you to accomplish your health goals.

#### O is for ORGANISE

The next phrase is to be organised and design a simple workable plan that you can adhere to consistently.

- Decide –this is the beginning of your journey. Make a decision now to be proactive and live a healthy lifestyle.
- Declutter –check out what is in your food stores and eliminate unhealthy and junk food.
- Debug – assess how you spend your time, for example in a typical week and plan time to exercise, meal preparation.
- Delegate – identify what you can do and what you need to delegate to others. For example, you may need to engage a coach or use relevant apps to ensure you monitor your progress.
- Design – create a simple, workable system that will support you and enable you to accomplish your goals. A good SYSTEM will, Save You Some Time, Energy & Money.

#### W is for WORK

This is where the tyre hits the road and you start to take the appropriate actions to accomplish your goals. As the saying goes, "Rome was not built in one day" Therefore, acknowledge it is consistent effort that produces results.

Have an introspective moment and answer the following questions using the acronym 'QUIZ'.

- Q –** Question your current processes. What do you do now that needs to be changed or improved?
- U –** Understand your uniqueness. Everyone is different so find try a variety of exercises and participate in the ones you like not simply copy what someone else is doing even though you do not enjoy it.
- I –** Imitate a successful person – Find someone you can use as a role model because they have overcome a similar challenge you are currently facing.
- Z –** Zero in on what has worked previously. Simply repeat what has worked in the past or what is working now.

#### CONCLUSION

The benefits of exercising, particularly as we grow older, cannot be over-emphasised. It contributes to both our physical and mental well-being and increases the overall quality of our lives. Regular exercise can help reduce the risk of illnesses and some of the effects of getting older such as gaining weight, losing muscle mass, feeling lethargic as the demand of both work and family life takes its toll.

Set your intentions by defining your health goal clearly; ensure you have the right resources and tools to accomplish your goals; organise yourself and your resources to support your goal and finally, take small and consistent actions that will enable you to accomplish your goals.

***Mrs Titi Windapo, FCCA, FCA is a member of the current ICAN UK & District Society Executive Committee.***



Dear Member,

## UPDATE OF MEMBERS' PROFILE ON THE INSTITUTE'S PORTAL

The Institute is desirous of regularizing the database of its members to improve communication, serve them better and provide the enriched benefits of being a member of a global professional body. Also, this update has become expedient due to regular request by regulators, government and various stakeholders of the institute to provide information relating to its members.

In view of the above, the Institute is requesting members to urgently carry out their profile update **on or before September 30, 2020**.

Members should kindly logon to [www.icanportal.org/members](http://www.icanportal.org/members) to review information on their profile page and update any changes with a view to ensuring its accuracy and completeness

Furthermore, the Institute wishes to inform members that information provided would be reflected in the Institute's Membership Year Book, which would capture only financial members and published in the first quarter of 2021.

For any issue relating to members' profile update, please contact any of the following:

**Ropo: 08145375939 (ragbolade@ican.org.ng)**

**Victoria: 08145376240 (vfdipeolu@ican.org.ng)**

**Ahmed M. Kumshe (Prof), FCA**  
Registrar/ Chief Executive

## ICAN Elects 56th President, Other Officers



**L-R; Prof Ahmed M. Kumshe and Past President Emmanuel Ijewere, decorating the President**

The Institute of Chartered Accountants of Nigeria (ICAN) has elected new officers to run its affairs for the 2020/21 Presidential year. **Dame Onome Joy Adewuyi BSc, MSc, FCIB, FCA** emerged as the 56th President. Her investiture took place after an election on Tuesday, June 2, 2020 at the Institute's Secretariat in Victoria Island, Lagos.

Also elected are: Vice President, **Mrs. Comfort Olu Eytayo mni, MNIM, CFA, FCA** while **Mallam Tijjani Musa Isa, BSc, MloD, FCA** and **Dr. Innocent Okwuosa, PhD, FCA** were elected 1st and 2nd Deputy Vice Presidents respectively. **Mr. Oluwatobi Abiola, HND, BSc, FCA** became the Institute's Honorary Treasurer.

The President, Dame Onome Joy Adewuyi graduated with a second class honours (Upper Division) in Accounting from the University of Benin in 1982 and M.Sc degree in Banking & Finance from the University of Lagos in 1993. She is an alumnus of the Harvard Business School, Boston Massachusetts USA; the Wharton Business School of Pennsylvania,

USA and the Kellogg Business School, Chicago USA. She is also an alumnus of the International Banking Summer School, USA and the Lagos Business School.

She began her career with Texaco Nigeria Plc. as the Treasury and Investment Accountant. She later joined the Nigerian Intercontinental Merchant Bank Limited where she started her banking career. She worked in Fidelity Bank Plc. for close to two decades where she rose to the position of the Executive Director, Risk Management. She has over 3 decades of experience in banking and financial management.

Mrs Adewuyi, in conjunction with Deloitte of South Africa, was responsible for the implementation of Fidelity Bank Plc. Enterprise Risk Management System in 2008. This culminated in the setup of distinct Credit Risk, Market Risk and Operational Risk Division of the Bank which is still in use at Fidelity Bank Plc. She is a faculty of the Financial Institution Training Centre and other private training institutions on Risk

Management (Credit and Operational Risks).

She is also a Fellow of the Chartered Institute of Bankers of Nigeria (CIBN).

She represents ICAN on the Governing Council of the Financial Reporting Council of Nigeria (FRCN). She was the Honorary Treasurer of ICAN for three times consecutively: 2011-2012; 2013-2014 and 2014-2015. She was the Technical Advisor to General (rtd) Sebastian Owuama, a former Board member of the International Federation of Accountants (IFAC) and currently working with Past President Ismaila Zakari mni, FCA who is the new representative of ICAN on the IFAC board.

She was a Chairperson of the Society for Women Accountants in Nigeria (SWAN), a member of the Institute of Directors and currently serves on the Boards of Law Union & Rock Insurance Plc. and Dominion Trust Limited as Non-Executive Director.

Mrs. Adewuyi is currently the Executive Director, Finance & Admin of Cynergy Platforms Limited. She has passion for charity works and development of the indigent girl child and she runs a scholarship scheme for Anglican priests and indigent children attending Nigerian universities.

She is married and blessed with children and grandchildren.



The Vice President, **Mrs. Comfort Olu. Eyitayo mni, FCA** has been a member of the ICAN Governing Council since 2007. She has served on many ICAN Committees either as Chairman, Deputy Chairman or member at various times. An Entrepreneur of repute, Eytayo is the Chief Executive officer of Eden Comfort Place, a high-profile hospitality business in Ikeja, Lagos.

Mrs. Eytayo is a product of the prestigious University of London School of Economics where she obtained her Advance Diploma in Economics, from 1980 - 1981. She also attended Hammersmith & West London College from 1978-1980 where she obtained her HND in Accounting. She was also at Sheffield City Polytechnic for her ACCA Level II, PAA Poly. Assc. in Accountancy (1982); London School of Accountancy (1983) and Students PYE (1987) and She sat for her West Africa School Certificate at Lagos City College, Yaba, Lagos, in 1973 Mrs. Eytayo worked with KPMG Peat Marwick and KPMG MCLINTOCK - UK at different times. She was also at the United Bank for Africa Plc.

She is a member of the National Institute for Policy and Strategic Studies (NIPSS) Kuru, Jos having successfully attended the Senior Executive Course in 2009. Mrs. Eytayo has attended numerous training courses both in Nigeria and overseas.

Apart from her professional career, Mrs. Eytayo has served the public in many areas such as Member, National Governing Council of Allover Polytechnic; Financial Secretary, Shepherdhill Baptist Church, Obanikoro (2003-2010); Chairman,

Finance Committee, Shepherdhill Baptist Church, Obanikoro (2008 - 2013); National Treasurer of Alumni Association of the National Institute (2014 - 2017); General Secretary of Lagos Zone, Alumni Association of the National Institute (2010 - 2014) and many others. She is happily married and blessed with children and grandchildren.



The 1st Deputy Vice President, **Mallam Tijjani Musa Isa, BSc, MloD, FCA**, holds a degree in Accounting from Ahmadu Bello University, Zaria in 1978. He also attended Slough College of Higher Education, England from 1980-1981; London School of Accountancy, 1982-86 and Emile Woolf College of Accountancy, London, 1986. He qualified for ACCA in 1998 and became its fellow 2003. In 2008 he became a fellow of ICAN. He joined the Institute of Directors (MloD) in 2001.

He has attended numerous professional courses, seminars and conferences in and outside the country including the Columbia Business School.

He joined ICAN Council in 2009 and served in different Committees as member and Chairman at different times.

He has worked in several organizations including Obiora Monu & Company, Chartered Accountants; Bank of the North Limited as an Officer Trainee 1979/80; Muhtari Dangana & Co. as Senior Accountant 1, 1987/90; SCOA Nigeria Limited Plc as Head of Internal Audit, 1990/92; Kaduna Furniture and Carpets Company Limited (KFCC), 1995/96; Nigerian Unity Line Plc as AGM, Finance, 1996/98;

Intercellular Nigeria Limited as AGM, Baptist Church, Obanikoro (2008 - 1998/2001; Sada, Idris & Co. (Chartered Accountants), Managing Partner, 2001; Tijjani Musa Isa & Co. (Chartered Accountants), Managing Partner, 2002 till date.

Mallam Isa is engaged in public service as member, Governing Council, Federal University, Lafia; The Tertiary 'EducationTrustFund(TETFund), Board of 'Trustees, Representing North West Geopolitical Zone and; The Federal Tax Appeal Tribunal, Federal Commissioner.



The 2nd Deputy Vice-President, Innocent Okwuosa, BSc, Pg Cert **LTHE, MSc, PhD, FHEA, SAP FICO, ACTI, CPFA, FCIB, FCA**. holds a BSc in Accounting and an MSc in Banking & Finance and another MSc in International Accounting and Finance from University of Stirling, Scotland; a PhD in Accounting from the prestigious Henley Business School, University of Reading, UK. He also has a PG Cert in Teaching and Learning in Higher Education, UK. He is also a Fellow of Higher Education Academy, UK

Dr Okwuosa is currently an Associate Professor of Accounting and Head of Department of Accounting, Finance & Taxation, Caleb University, Imota, Lagos, a position he has held since 2019.

Dr Okwuosa was first elected into the Governing Council of the Institute of Chartered Accountants of Nigeria (ICAN) in 2011. He has served the Institute in various capacities including Chairman Examinations and Syllabus Review Committee among several others before his election as the 2nd Deputy Vice President.

He initiated the current Mutual Cooperation Agreement with Tertiary Institutions (MCATI) following the ICAEW model with selected UK universities. In addition, he co-ordinated and anchored the ICAEW-ICAN Pathway which enables ICAN members in good standing to apply and become members of ICAEW without writing any exams. This has enhanced the ICAN brand globally. He played a key role in the implementation of the on-screen marking of ICAN professional examination. This has resulted in quadrupling the viability of the professional examination for the Institute. Dr Okwuosa succeeded in enhancing ICAN Professional Examination Model from two-exams to three-exams model in a year, thereby increasing the chances of students qualifying faster given more chances to write same exam.

Dr Innocent Okwuosa started his career at the then Nigerian Industrial Development Bank, now Bank of Industry and rose to become Senior Accountant and Head of Accounts and Management Information Unit within the Finance Division. He later trained with Horwarth Dafinone & Co (Chartered Accountants) where he acquired practical accountancy and audit experience. He was a co-founder of a leading professional accountancy tuition house, Safe Associates with responsibility for training staff of KPMG, PriceWaterhouse Coopers, Ernst and Young and Deloitte among others for their professional accountancy education. To this end, he distinguished himself lecturing Financial Accounting and Reporting. It was while lecturing in Safe Associates that he authored the popular Group Accounts and Advanced Financial Accounting Manual which was widely used by professional accountancy and tertiary institution students.

Before joining Henley Business School in 2016, as a Lecturer in Accounting after completing his PhD in that university, Dr Okwuosa was an Honorary Lecturer with University of Liverpool. He also worked as Finance Administrator with Australia Trade Commission, London.

As an expert in International Financial Reporting with Entop Consulting Ltd, Dr Okwuosa carried out IFRS implementation for many listed and private companies and delivered corporate training on IFRS.

He is a fellow of the Chartered Institute of Bankers of Nigeria and the pioneer Chairman Chartered Institute of Bankers, UK Branch. He has been a regular member of ICAN delegate to UNCTAD ISAR conferences.

Dr Okwuosa sits on the board of African Integrated Reporting Council and is the Chairman of Nigerian Integrated Reporting Committee as well as a member of the Industry Working Group, Sustainability Accounting Standard Board (SASB), US. He is also a member of IFAC International Panel on Accounting Education (IPAE), New York. He was President of Matori Lions Club from 2004 to 2005.

He is happily married with children.



The Honorary Treasurer, **Mr. Abiola Oluwatobi Ayodele HND, BSc, FCA**, attended Federal Polytechnic Ilaro, Ogun State where he graduated in 1991, with a Higher National Diploma (HND) in Accountancy. He attended Babcock University, Ilishan, Ogun State where he bagged his Bachelor of Science B.Sc. (Hons.) in Accounting. He also holds a Diploma in Laws from the Executive Business School, Ikeja (2014).

He is at present a Deputy Director with the Federal Inland Revenue Service (FIRS) with responsibility as Head, Tax Investigation (Lagos).

Abiola was first elected into the Council of the Institute in 2017.

He has served the Institute in various Committees of Council.

He started his working career in the Firm of Mojibola Oluwa & Co (Chartered Accountants) in 1993 from where he joined the Federal Inland Revenue Service (FIRS) in 2005.

At the FIRS, prior to his position as the Head of Investigation (Lagos), he was Ag. Director (Technical). He has held the following positions: Head, Special Tax Audit; Chairman, Special Reconciliation and Review Committee (SRRC) with responsibility for the Southwest which include Lagos; FIRS representative on Micro, Small and Medium Enterprise (MSME), Office of the Vice President; Head, Domestic Tax Payers, Tax Investigation and Special Enforcement Division amongst others.

Abiola is also a Fellow of the Chartered Institute of Taxation of Nigeria (CITN). He is currently the Lead Doyen of the Joint Minds Club International, a club breeding Chartered Accountants for over thirty years, formed at the Federal Polytechnic, Ilaro in June 1990.

Abiola believes in charity. He is a Paul Harris Fellow of the Rotary International, fighting polio in every part of the world. He loves reading, travelling, meeting people, watching sports such as football and lawn tennis.

He is happily married and blessed with children

## ICAN UNVEILS NEW EXAMINATION SYLLABUS, SIGNS COOPERATION AGREEMENT WITH TERTIARY INSTITUTIONS

The Institute of Chartered Accountants of Nigeria (ICAN) has launched a new syllabus for its professional Examination. The new syllabus which takes effect from March 2021 was developed in line with the “Institute’s resolve to continue to produce future-ready Chartered Accountants with skills and competences desired by the market.

The ICAN President Dame Onome Joy Adewuyi FCA who unveiled the new syllabus said the revised syllabus captured subjects on emerging technologies that are disrupting the accounting profession, such as Block Chain Technology, Artificial Intelligence, Machine Learning and Internet of Things”, among others. She explained further that new trends in the Nigerian environment such as the Finance Act 2019 which introduced new developments in the country’s tax system and the new Companies and Allied Matters Act (CAMA 2020) also presented added impetus for the review.

According to her, “a Chartered Accountant worth its salt is not just an expert in the technical aspect of the profession but should be furnished with soft skills including effective communication, integrity, accuracy and good professional judgment”. She added that the current syllabus was reviewed in 2018 but the rapidly changing environment necessitated a revisit of the status quo from the five-year policy of the syllabus review to a more regular one that proactively responds to the demands of the market.

The review also necessitated the restructuring the various levels of the Institute’s examinations to reflect the new changes in the syllabus and equally expanded the contents of the various subjects against the backdrop of the new normal. While retaining the fifteen (15) subjects, there are now four (4) subjects at the Foundation level as against the former five (5), six (6) at Skills as against five (5) and retained the five (5) subjects at the Professional level.

Meanwhile the Institute has signed the Mutual Cooperation Agreement (MCATI) with two tertiary institutions to deepen the standards of learning and dissemination of Accounting knowledge in Nigeria. The Institutions are: Adeleke University Ede, Osun State and the Federal Polytechnic, Nekede, Owerri, Imo State thus bringing the number of Institutions under the scheme to 23. All the 23 institutions are obligated to incorporate the requirements of the new syllabus in their curriculum.

The agreement meant that accounting students in the two institutions, and the 21 before them, would study using the integrated accounting curriculum of ICAN, National Universities Commission (NUC) and National Board for Technical Education (NBTE).

Accounting graduates from the Institutions would be granted 10 subject exemptions instead of seven subjects under the normal ICAN accreditation scheme.



**L-R; ICAN President Dame Onome Adewuyi FCA, Registrar/CE Prof Ahmed Kumshe FCA, Council Member Dr. Etofolam Osuji FCA and Deputy Registrar (Technical Services) Dr. Ben Ukaegbu FCA display the new ICAN syllabus unveiled in Lagos.**

## ICAN Will Partner With Govt on National Values, Economic Priorities - Adewuyi

**T**he President of the Institute of Chartered Accountants of Nigeria (ICAN), Dame Onome Joy Adewuyi has declared that the Institute would partner with the government to redefine national values, economic priorities and resource utilization strategies such that the mass of the citizenry can be lifted out of avoidable poverty.

She stated this in her acceptance speech after her investiture as the 56th President on Tuesday, June 2, 2020 at the Institute's Secretariat in Victoria Island, Lagos.

She lamented the paradox of poverty in the midst of plenty being experienced by Nigeria, adding that the nation was at a point in its economic development where all hands must be on deck to address the ugly situation.

She stated: "According to the 2019 World Bank Human Development Report, 53.5% of Nigerians live below poverty line of US\$1.9 a day. I am inclined, like many analysts, to believe that the situation is even worse considering the high rate of crime and criminality all over the country. The situation is better imagined if we take cognizance of the possible effect of COVID-19 in the near term."

On refocusing ICAN capacity building initiatives, Mrs. Adewuyi explained that this Presidential year, the Institute would formalize its online trainings and incorporate them into the annual training brochure. She added that the Members' Education and Development would be bolstered with cutting-edge virtual training programmes.

"These would run together with the established traditional model of delivering trainings. Also, the ICAN faculties would be equipped to become centres of excellence for virtual training in the seven specialist areas of Accounting," she expatiated.

Speaking further, the ICAN President said the lesson of the COVID-19 pandemic has challenged ICAN to redefine the values it shares, the way it relates and account for its actions and inactions.

"Evidently, the proactive deployment and proficiency in the use of technology will continue to define corporate and individual success. This emerging paradigm has implications for how we relate and bond as professionals who share a common vision of working together to build a great nation with a sustainable economy driven by strong institutions,".



**56th ICAN President Dame Onome Joy Adewuyi BSc, MSc, FCIB, FCA**

Furthermore, Mrs. Adewuyi explained that with the drastic changing dynamics in the market, ICAN would expand its collaborative horizons to bring on board non-traditional partners, especially the Tech companies that would work with the Institute on the gradual incorporation of emerging technologies, such as Machine Learning, Data Analytics, Robotics and Artificial Intelligence.

She assured that as the Institute would strive to hold leaders at all levels accountable, it would also enforce compliance to the professional code of ethics and sanction all proven cases of misdemeanor by members without fear or favour.



**President with members of her family**

She posited that the task of nation building is a collective responsibility, adding that ICAN as a critical stakeholder could not continue to watch askance for the nation to be going down the hilltop through formulation and implementation of strategic policies.

She also disclosed that ICAN would make efforts to take its Accounting Technician Scheme West Africa (ATSWA) examinations to other African countries which need the middle level Accountancy support, adding that ICAN would maintain excellent working relationships with regulatory authorities like Central Bank of Nigeria (CBN), Nigeria Deposit Insurance Company (NDIC), Securities Exchange Commission (SEC), the Nigerian Stock Exchange (NSE), Corporate Affairs Commission (CAC), Federal Inland Revenue Service (FIRS), Nigerian Extractive Industries Transparency International (NEITI), National Insurance Commission of Nigeria (NAICOM) and the National Pension Commission (PENCOM).



**President with Past Presidents Chidi Ajaegbu, Emmanuel Ijewere, Princess Agnes Adeniran and Sir Dr. Ike Nwokolo after the investiture.**



**President with Management and staff of ICAN after the investiture**



**President with Council members present at the investiture**



# ACCEPTANCE SPEECH & INAUGURAL ADDRESS

By Dame Onome Joy Adewuyi, BSc, MSc, FCIB, FCA

*on her investiture as the 56th President of The Institute of Chartered Accountants of Nigeria at the Council Chamber of the Institute, Victoria Island, Lagos on Tuesday, June 2, 2020*

These are peculiar and unusual times. Indeed, nothing in the last 100 years has shaken the world scientifically, economically, socially and even, spiritually like the Corona Virus or COVID-19 which has been ravaging the world since the beginning of the year. Declared as a pandemic by the World Health Organisation in February 2020, this unseen but vicious enemy altered our lifestyles and brought everything to a standstill. The world was, in fact, locked down. While it lasted, nothing mattered anymore as death diminished humanity, raising doubts about the meaning of our very existence and the essence of life. In its wake, a lot of investments and value creating activities, national targets, corporate goals and personal aspirations were disrupted, negatively impacted or even completely destroyed. Human capital, the most important asset of nations and corporate entities, was painfully decimated globally. Sadly, many people lost their loved ones. May the souls of the faithful departed, rest in perfect peace. Amen.

But, as a devout Christian, I know that times and seasons are divinely ordained and that "this also will pass" and indeed, by faith, I believe, it has passed to the glory of God. By the special grace of the Almighty God, as a body and as a nation, we will triumph. God will heal our land and collectively, we will be set to rebuild the fallen "walls of Jerusalem that we be no more a reproach" (Neh.2 v.17). Thus, irrespective of the uncertainties which enveloped the world in the first five months of the year, I am persuaded that, in the months ahead, the wheel of human progress will continue to roll at its ordained pace, raising hope and creating in its wake, enviable legacies and testimonies.

As a key player in the local and global

environment, ICAN, like all corporate bodies, was not insulated from the happenings and disruptions occasioned by COVID-19. Since necessity is the mother of invention, the governing Council proactively adopted strategic responses to minimize the impact of the uncertainties and disruptions on the Institute's activities by leveraging technology to conduct its business in line with its mandate. The Institute had a taste of this evolving paradigm when it held its inaugural Zoom-enabled Council meeting on March 26, 2020 in order to continue to serve the Institute's stakeholders. It was at this technology-driven meeting that I was unanimously elected by the governing Council as the 56th President of our great Institute for the 2020/2021 Presidential year. In line with its charter of responsibilities, the Council ensured that there was no gap in leadership succession. Indeed, history was made on that day.

As the first beneficiary of this virtual election process, I consider it a rare honour and privilege to have been elected by my peers to provide leadership to the Institute and the Accountancy Profession for the next 365 days. This is an honour which I will eternally cherish. I warmly commend my colleagues, the 30-wise-men and women in Council, for this huge trust and for not allowing the invisible and insidious virus to alter Council's succession calendar. I dare say also that its unanimous outcome is clearly a victory for all Chartered Accountants, for professionalism, for discipline and for excellence. As the Holy Book in Ecclesiastes 9:11 said, "The race is not to the swift, nor the battle to the strong, Neither yet bread to the wise nor yet riches to men of skill, but time and chance happeneth to them all". And so for me, this election as the 56th President of our

Institute, under our present health circumstance, was divinely ordained by the Almighty God

At that solemn virtual meeting, I had quietly accepted the great responsibility thrust on me and promised my colleagues in Council that I will fly the Institute's flag with distinction and great ethical disposition. However, those words of honour, although valid and binding, were not on oath! More importantly, they were made before the commencement date! On a lighter mood, as INEC would say, "they did not substantially comply" with our rules and practice. Thus, my formal acceptance will of necessity bear repetition in this inaugural address.

Therefore, what we are gathered here to accomplish today, which you have just witnessed, is the formal transfer of the insignia of office and reins of power, from the Immediate Past President to my humble self to give legal effect to the outcome of that historic virtual election. It was the prelude to this epoch-making event that my friend and distinguished colleague in Council, Mr. Jude Sunny Egbo, FCA volunteered and brilliantly presented my modest citation to affirm that I am most deserving of this rare honour. I was deeply touched by the eloquence and kind words he expressed while reading my citation. At some point, I started wondering if he was talking about me. Thank you Mr Jude Egbo. God bless you richly.

Distinguished ladies and gentlemen, what you have just witnessed is the ICAN's model of leadership succession, a seamless, hitch-free, non-litigious, trusted and resilient system of passing the baton of excellence and integrity from one era to another. This invaluable heritage was bequeathed to us by our revered founding fathers, these distinguished men and women of



honour, who are part of this online event, are duly represented by three of them in this Council Chamber. As a body, we owe them a great debt of gratitude. The best way to appreciate them, in my view, is for us, beneficiaries of the system, to continue to tread this path by remaining, in words and deeds, vessels of honour, pride and civility to humanity. On behalf of myself and my colleagues, I promise that we would faithfully and conscientiously “live just and true” the values you laboured for, no matter the sacrifice required of us.

### ACCEPTANCE

It is therefore with humility, great sense of responsibility and a determination to selflessly serve, that I, Dame Onome Joy Adewuyi, graciously accept my election as the 56th President and flag-bearer of the Accountancy Profession in Nigeria as pioneered and represented by the Institute of Chartered Accountants of Nigeria.

Given the values cherished by the Institute, Accountancy Profession and the enviable antecedents of our founding fathers, I promise to hold dear this great position of trust and responsibility unanimately reposed in me by my professional peers. As your primus inter pares ambassador, I will live the ICAN ideal of integrity, professionalism and defend the public interest. I will not betray this invaluable trust, no matter the price.

This achievement is, without doubt, the peak of my flourishing professional career which began at the University of Benin in 1979 when I was admitted, as the only female student of the pioneering Accountancy set, to study for a Bachelor’s degree at that great citadel of learning. Since then, I have had my hands on the plough without looking back. As an example of and a strong advocate of gender mainstreaming and affirmative action, I did not only graduate by emerging as one of the best students in 1982 but subsequently went to qualify as a chartered accountant in 1986; thus fulfilling my dream of being a world class professional like my role models: Princess Agnes Adenike Adeniran FCA, a boardroom guru, Chief (Mrs.) Elizabeth

Omeresan Adegite, FCA and Late Chief David O. Dafinone (of the Guinness Book fame), whose demeanour, public carriage and global professional reputation were inspiring. With the qualification, I became the first female Chartered Accountant from Emevor, in Delta State.

Since then, I have been involved in mobilizing and attracting young girls, including one of my daughters into the profession and inspiring them to fulfil their dreams. Under the auspices of the Society of Women Accountants of Nigeria (SWAN), founded by the distinguished Chief (Mrs.) Elizabeth Omeresan Adegite FCA (PP), which I subsequently chaired between years 2013 and 2015, many ladies rediscovered their hidden natural talents, inert abilities and business acumen which they gracefully exploited to succeed. Within the Old Students’ Association of FGCE and Alumni Association of University of Benin and my church (All Saints’ (AHQ) Cathedral Abalti Barracks) Surulere, Lagos, I actively spread the alluring message of accountancy and its implications for accountability and wealth creation. The financial services sector where I made my career was not spared. At the time I exited the system, my Bank, the Fidelity Bank PLC, had one of the largest bloc of chartered accountants (over 300 employees) that we had to seek to become an ICAN Chapter. My roles in District Societies and numerous ICAN standing and ad-hoc committees were no less outstanding. As Honorary Treasurer of the Institute for 3 years, I grew the Institute’s resources remarkably.

Today, to the glory of God, I have been hugely rewarded for my modest contributions. With this investiture, I have become the second ICAN President from Isoko in Delta State, the third ICAN President from the entire Delta State and the first Alumnus of the 50-year old University of Benin to be ICAN President. Within the larger ICAN family, I am the 7th female ICAN President following in the footsteps of accomplished and great women like late HH Ayora Bola Kuforiji-Olubi; Late Chief (Mrs.) Olutoyin O. Olakunri; Princess Agnes A. Adeniran; Chief (Mrs.) Ibrionke

M. Osiyemi; Dr. (Chief, Mrs.) Catherine G. Okpareke and Chief (Mrs.) Elizabeth O. Adegite. In the Holy Writ, the number 7 commonly symbolises perfection and completeness. However, to Naaman, the great Syrian military warrior, it additionally signifies divine restoration (2 Kings 5 V.14) implying that during this presidential year and by the special grace of God, ICAN will break new grounds and reclaim its prime position in public governance, in Jesus Name. Amen. As an icing on the cake, let me also state that, by this investiture, I have also become the President of the Association of Accountancy Bodies in West Africa (ABWA), a sub-regional body which this Institute joined its peers to found in 1982.

Permit me to particularly mention that as the 56th President, I am inheriting a stronger ICAN bequeathed on me by the Immediate Past President Mazi Nnamdi Okwadijbo. Sir, your sterling achievements have been succinctly articulated in your valedictory speech. The enviable manner with which the challenges occasioned by Covid-19 were manoeuvred is laudable. As noted in the 55th President’s address, the restricted movements, as a result of Covid-19, necessitated the cancellation of few of the Institute’s activities. However, the Council rose to the challenge and ensured that other activities were virtually held successfully. One of such testaments is this Investiture being conducted online for the first time in the history of ICAN.

I heartily dedicate this achievement first to God Almighty for His beneficence, grace, faithfulness and love. Secondly to my dear Mother Madam Rachael Emonena Igor who has been there for me and my siblings from birth to date. Also to my dear husband and lovely children who stood by me all the way in my sojourn to the top of my profession.

### CLARION CALL TO SERVICE

Although many are wont to acknowledge the glamour and prestige associated with the high office of the ICAN President, let me state that this investiture is a clarion call to service and so, the enormity of its responsibility is not lost on me. However, I am



persuaded hat with the support and over 500-year cumulative experience of our Council members, we will reposition ICAN and the Accountancy profession in the scheme of things for greater relevance in national discourse, public policy and advocacy.

After a painstaking analysis of the turn of events, we have chosen the Theme: **“Repositioning ICAN for Greater Visibility”** for the 2020/2021 Presidential year. Specifically, we have summarized our focus to address the underlisted issues in line with the mandate of the Institute.

**PRESERVING THE FUTURE OF THE PROFESSION**

On a regular basis, we are faced with facts and statistics that stare us in the face that the traditional Accounting Profession is going into extinction. (God forbid). Citing the report from the 2018 World Economic Forum (WEF) on the Future of Work, a presentation made at the IFAC 2018 WCOA stated that by 2022 about 75 million traditional accounting jobs will be lost to technology. Furthermore, the presentation also stated that 93% of Chartered Accountants’ jobs will be lost to technological changes, induced by the 4th Industrial Revolution, if we do not retool and re-strategize to embrace the new ways of doing things. Indeed, the choice is ours to make. The advice to the Chartered Accountant today is “Embrace Technology or we die”. New skill sets are now required as a result of digital disruptions and demands for new services from users of accounting services.

This is a time of Great Challenge with Great opportunities. It is not a time to be timid or shy. We must be bold as a Professional Institute to redefine and preserve our future. The choice we have is either to win or lose. As a Council we have made the choice to win. The question we should be asking ourselves now is “How do we support the development of the Future Ready Professional Accountants?” What do we need to do to ensure that our products – the newly qualified Chartered Accountants and current members have the required skill set and competences

to serve and meet the needs of users of our services? Clearly, we now need to retool, rethink and retrain Chartered Accountants to make them future ready.

**Review of Examination Syllabus**

As you are all aware, with the rapid advancements in information technology and its disruptive nature, the accountant is now seen as only one of the information suppliers to the business community! With the convergence of the various disciplines - accounting, systems engineering, programming, law, banking and the whittling down of the dominance of accounting in business, we must reassert our value creating and delivery competence to survive and thrive. The increasing pervasiveness of artificial intelligence and machine learning, makes this strategy imperative. One sure way of doing this, is for the Council to tailor accounting education curricula to further meet the changing needs of the marketplace. Accordingly, the Council will review its examination syllabi to ensure that the Institute continues to produce Future Ready Chartered Accountants with skills and competences desired by the market. Before now, we used to review our syllabus once in five years. We shall take the bold steps to review the syllabus more frequently to respond to changes in the market place. In addition, the Institute will collaborate with the National Universities Commission (NUC) and the National Board for Technical Education (NBTE) to review the accounting curricula of Universities and Polytechnics. This would facilitate alignment between the theory and practice of accounting for the benefit of all stakeholders.

We will take advantage of our membership of the IFAC International Panel of Accounting Education to ensure the Institute is current in emerging areas which will define the future of Profession. Our relationship with IFAC will be a huge asset to us in this journey.

**Rethinking ICAN Examination Processes SERVICE TO MEMBERS**

Over the years ICAN examinations remain one of the unique selling points of the Institute. We have successfully guarded the integrity of our examination process and conduct. This standard

will be sustained at all costs. It is encouraging that in the last two Presidential years, the Institute successfully transitioned to on-screen marking which has both enhanced the turn-around time of the examinations and also afforded us the opportunity to conduct more examination diets in a year. These are gains that would be consolidated in the Presidential year. Although no exams have been taken this year because of the Covid-19 pandemic, we are optimistic that the next diet of examination will hold. We are in collaboration with other International Professional Accountancy Organizations (PAOs) to ensure that we recommence the conduct of our examinations.

I would work with my Council to leverage the facilities available to the Institute and initiate an alternative model for writing the Institute’s examinations fully online – Computer Based Testing (CBT). Indeed, the aftermath of Covid-19 could increase the demand for CBT and we have to be prepared for this possible change in demand and delivery format. We no longer have the luxury of time and we must set at work immediately. We will put in place a machinery for Nigerians in diaspora and other nationalities, with the support of our foreign Districts, to be able to take our examinations online irrespective of the time zone difference.

In addition, we would provide oversight technical assistance to Tuition Centres for remote learning platforms for students in their preparation for the Institute’s examinations. ICAN students should not be disadvantaged due to restrictions that may not be completely removed for some time due to Covid-19. Our Tuition Centres would be encouraged to become centres of excellence for online preparatory classes.

**Refocusing ICAN Capacity Building Initiatives**

During the year, the Council under my leadership will strive to carry out the following initiatives to meet the needs



### **Survey on Service Delivery**

Based on my interactions with many members, there are information and expectation gaps between them and the Institute. The decline in the number of people who willingly pay their subscriptions can partly be attributed to this. Therefore, bridging the gap is in the long-term interest of the Institute. Accordingly, the Research and Technical Directorate in conjunction with the Corporate Communication will be encouraged to conduct quick surveys to regularly feel the pulse of members on governance, membership and emerging technical issues in order to provide informed basis for Council to take decisions. Such surveys will enhance the quality and degree of responsiveness of the Institute to members' needs and expectations. The COVID-19 pandemic has no doubt stimulated the interest of Professionals in flexible training programmes that could be attended in the comfort of their homes. In the last Presidential year, the Council developed technology to organise different capacity building programs for members of the Institute. We ran webinars on various aspects of accounting. Prior to this, the e-learning platform of the Institute was developed to deepen remote training for members. In this Presidential year, we would formalise our online trainings and incorporate them into the annual training brochure. The activities of our Membership Education and Training Department would be bolstered with cutting-edge virtual training programmes. These would run together with the established traditional model of delivery trainings. Also, the Faculties would be equipped to become centres of Excellence for virtual training in the seven specialist areas of Accounting. Within the ambit of our enabling Act, we would expand the certification programmes of the Faculties into areas such as Operations and Strategy, Project Management, Risk Management, Business Analytics, Financial Modelling and Data analytics. All these are to prepare our members to be Future Ready Chartered Accountants.

### **Online University**

There is no doubt that capacity building is transiting from the brick-and-mortar model to virtual form. We would unearth the Institute's formal proposal to establish a university and explore the possibility of establishing the first full online university in Nigeria, if not Africa. We would intensely engage stakeholders in the higher education value chain in the country to bring this dream to a reality in not too distant future.

### **Refocusing of District Societies**

Since the creation of the first District Society in 1971 in Enugu, the number has increased to 59 Districts, 7 Chapters, and the Society of Women Accountants of Nigeria (SWAN) spread over the various continents of the world. Given the network of technical resources at the disposal of these district societies, the Council will involve them in more governance roles during the year. Accordingly, subventions to District Societies will now be tied to the achievements of set targets at the beginning of the Presidential year. These targets will include sourcing of candidates for both the Professional Examinations and ATS Examinations from their areas of influence. The aspiration of Council this Presidential year, is to maintain the candidature for the two exams of 2019 in year 2020. This is because of the challenges arising from social distancing this year. We will also grow her financial membership by 12.5%. The District Societies are critical to the achievement of these targets.

### **Small and Medium-sized Practices (SMPs)**

As part of the strategies to enhance the quality of professional practices especially by small and medium-sized practices (SMPs) in the country, the Council set up the SMP Committee to engage these practitioners with a view to addressing their challenges. Leveraging the feedback from practitioners and resources from the IFAC SMP Committee, the Council revisited its practice licensing regime and introduced measures to weed out quackery and moonlighting in practice.

To reinforce these measures, the Council liaised with the Big 4 firms to arrange capacity building initiatives for these practitioners. In the months ahead, more training programmes will be arranged to further reposition them for better service delivery to users of accounting services. In addition, more Guidance Notes will be issued by the Council to assist practitioners to tide over difficult practice issues. In line with IFAC's Statement of Membership Obligations, the issue of quality control through practice monitoring is germane to rebuilding and sustaining the confidence of stakeholders in corporate reports and integrity of professional accountants in practice. Accordingly, the Council resolved to press forward with the lifting of the temporary suspended practice monitoring programme, tweaked its modalities, updated the practice review documents and commenced the processes for its commencement with engagement of experienced practice reviewers. Thus, in the weeks ahead, the practice monitoring programme will commence in earnest.

### **Practice Monitoring**

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### **Foreign Embassies and Members in Diaspora**

It is common knowledge that many members have migrated to other countries in quest of sustainable greener pasture. In response, the District Societies



USA, Canada, Cameroon and Malaysia to cater to their professional needs. During the Presidential year, the Council will engage various foreign embassies in Nigeria with a view to forging cordial relationships between the District Societies abroad and their respective embassies. Such close relationships with foreign embassies will help our members in Diaspora if they need help from their countries of Residence. In the same vein, the Council will also reach out to the leadership of the Nigerian Diaspora Commission for the same purpose.

**Investment in Information Technology**

The lesson of the COVID-19 pandemic is not lost on us. The incident has challenged us to redefine the values we share, the way we work, relate and account for our actions and inactions. Evidently, the proactive deployment and proficiency in the use of technology will continue to define corporate and individual success. Today, the work eco-system has changed with the pervasiveness of remote work ethos in both developed and developing countries. This emerging paradigm has implications for how we relate and bond as professionals who share a common vision of working together to build a great nation with a sustainable economy driven by strong institutions. As ICAN, we have taken the bull by the horn by holding virtual meetings. We would re-jig the Institute's internal information technology architecture to further reposition and bring it to world class standard. Accordingly, your Council has taken the bold step to invest hugely in the right human capital and technology to support these changes. The Institute's budgetary allocation for new Information technology infrastructures needed to achieve these changes will have to go up and we are ready to make these investments. We will no longer see expenditure on Information Technology as a cost centre but as critical Investment that would yield good returns for our Institute.

**Collaboration with Tech Companies**

Furthermore, with the drastic changing dynamics in the market, we would expand our collaborative horizons to bring on board non-traditional partners, especially the Tech companies. Specifically, we would identify firms that can work with our IT team and Research & Technical Department on the gradual incorporation of emerging technologies such as Machine Learning, Data Analytics, Robotics and Artificial Intelligence into our activities. We would consider various alternatives to leveraging these technologies in making informed decisions from the data available to us. Our ultimate goal would be to equip non-core IT Staff of the secretariat with adequate working knowledge in these new areas. We believe this would impact positively on our response rate to the needs of members of the Institute and other stakeholders. It would also create a nimble Secretariat that would continue to compete favourably with staff of other established and renowned Professional Accountancy Organizations (PAOs).

**Small and Medium-sized Practices (SMPs)**

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**Performance Appraisal of Council/Committee Members**

Best practice in corporate governance requires that persons in fiduciary positions are held to account for their actions and inactions at defined intervals. Pursuant to this, the ICAN President exemplifies this value when he/she submits half-yearly report to the revered Body of Past Presidents (BOPP). Such stewardship reports and

comments thereon by the BOPP, assist the incumbent President to chart a more progressive path for the remaining period of his/her tenure. There is no reason why individual members of the Council and Committees cannot take a cue from this laudable practice. For a start, the current Selection Committee would be re-christened Selection/ Performance Appraisal Committee. It should receive and review the reports of each Committee every quarter. Such appraisal will assist to improve the productivity of Committees. The implication is that attendance at meetings would no longer be the dominant criterion for serving in Committees. Performance will be measured through value-driven contributions to Council policy initiatives and this can be set against the cost of administering committees and sub-committees. Members of each Committee can even be encouraged to fill out self-appraisal forms.

In the case of the Council members, a system will be evolved in line with the Institute's Corporate Governance framework to assess and measure the performance of each Council member. This strategy will also promote the mentoring of Council members for higher responsibilities. The Committee to be charged with this responsibility will be chaired by the President. As a dynamic body, a process for appraising the performance of each Council member will be put in place to help the Institute derive optimal benefits from their pool of knowledge, skills and network of contacts as what gets measured gets done. We must deliberately embark on building the next generation leaders of the Institute at both the Council and Secretariat levels.

**TO THE PROFESSION**

There is no doubt that, today, more than ever before, the Accountancy Profession, as a body of gatekeepers, needs men and women of courage, goodwill and proven integrity, to drive the renaissance of our value system and counter society's scathing criticisms. We must take on the gauntlet to redefine our values and defend the public interest. This is the surest way to redeem the profession's credibility, rebuild its image and chart a new course



that will guarantee the prosperity of the Nigerian nation and indeed, the human race.

Thus, as we strive to hold leaders at all levels to account, we will also scrupulously enforce compliance to our Professional Code of Ethics and sanction all proven cases of misdemeanour by members without fear or favour. During the year, the Council will give adequate publicity to the judgments of the Accountants' Disciplinary Tribunal in order to assure the public that appropriate actions are being taken by the Institute on unethical practices by its members that are brought to its notice. We count on members and other stakeholders to report erring colleagues as the task of ridding the profession of any bad egg, and preserving our hard-earned image, is our collective responsibility. This is the challenge you have thrust on me by this historic election. By the special grace of God, I will neither fail nor falter. I will uphold and defend the integrity and honour of the Accountancy Profession and use this office to advance the cause of the Institute and humanity at large.

### TO THE NATION

As a nation, we are painfully at a cross-road. We are at a point in our economic development where we must address the paradox of poverty in the midst of plenty. According to the 2019 World Bank Human Development Report, 53.5% of Nigerians live below the poverty line of US\$1.9 a day. I am inclined, like many analysts, to believe that the situation is even worse considering the high rate of crime and criminality all over the country. The situation is better imagined if we take cognizance of the possible adverse effect of COVID-19 in the near term. To put it mildly, the poor are hungry and angry thereby precipitating violence and insecurity everywhere. No one is safe anymore. To underscore the severity of the situation, some sub-national governments are now, painfully, negotiating with and paying monetary compensation to bandits in an effort to stem the flourishing enterprise of kidnapping, raping and killings. Clearly, these ugly happenings belie the country's civilization and claims of giant

developmental strides by leaders at all levels of government. Given the nation's huge natural and human resource endowments, this is clearly an aberration. The anger of the hungry and the sense of insecurity of the helpless and vulnerable must be addressed for this narrative to change, for the sake of all of us.

As professionals skilled in resource management, we must frontally confront these inexplicable, inexcusable and unacceptable misery indices accentuated by high rate of unemployment, poor access of the citizenry to the basic things of life, high illiteracy rate, huge number of out-of-school children, low life expectancy rate and girl-child marriages, if we are desirous of making any appreciable progress in the UN's 17 Sustainable Development Goals by year 2030. Although these challenges are not new, me thinks that, for too long, public expenditure and service have been driven by narrow personal gains rather than the common good. For too long, the nation has celebrated wealth without recourse to source. For too long, we have placed the cart before the horse in our developmental agenda. We therefore must arise as a collective to right the wrong of ages past.

Accordingly, as a professional body, we will partner with the government to redefine national values, economic priorities and resource utilization strategies such that the mass of the citizenry can be lifted out of avoidable poverty. We will leverage our professional expertise to support players in the informal sector, whose unsung value-creating activities will define the position of the nation on the ladder of sustainable development. Above all, leadership at all levels must and will be held to account. Without accountability, development will remain a pipe dream.

### Strategic Relevance and Visibility of ICAN in public sector governance

Distinguished guests, ladies and gentlemen, in the last two decades, the Accountancy Profession has steadily lost its prime position in public sector governance with sever implications

for resource utilization, accountability and transparency. It is not uncommon to find that core accounting functions are performed by non-professional accountants. In the immediate past and in a country with over 50,000 seasoned chartered accountants, a minister of budget and planning, without prejudice to his performance, was a distinguished lawyer! What a misalignment of skill and function. The voice of ICAN was heard in silence. Today, the Institute has only one member in the Federal Cabinet!

The inaugural report of the Institute's Accountability Index revealed the quantum of the resultant avoidable waste by all tiers of government in the use of public resources because of deficiency in manning and human capacity, poor financial reporting practices, internal control weaknesses and disdain by most politicians in positions of trust, for due process. To redress these accountability issues and loss of value for money, which were also confirmed by the recent report of the Auditor-General for the Federation, as well as confront the marginalisation of Chartered Accountants in political appointments, the Council under my leadership will constructively engage the three arms of government (that is, the Executive, Legislature and the Judiciary) at the Federal level while the District Societies will engage their equivalents at the State and Local government levels. On a quarterly basis we will review and demand from District Societies the extent of engagements with all tiers of government from their locations.

Our twin-goal is to ensure that, ICAN remains not only the Institute of choice for appointments into critical accounting and finance functions at all levels of government but also, that political appointments that require our professional services are rightly given to professional accountants. We need to defend our tuff as professional accountants for the greater glory of Nigeria. Except the right pegs are placed in the right holes, the desired economic renaissance will be a forlorn hope. The time to fight for strategic relevance is now. This fight would also entail encouraging our members to be



involved in politics especially as king makers. Our passivity in politics partly accounts for the observed marginalisation. This is further compounded by our distance from the centre of Governance. To this end, your Institute will take the bold step of having a very visible presence at the seat of government like all other professional bodies in Nigeria.

**Aggressive Advocacy and thought-leadership**

As I noted earlier, the task of nation building is a collective responsibility. As critical stakeholders, we cannot continue to watch askance for the nation to be going down the hill through poor formulation and implementation of strategic policies. Today, the nation is squeaking under huge debt burden and intolerable ratio of revenue to debt servicing. Available data indicate that over 70% of annual revenue is committed to debt servicing. Although the Institute regularly sends unsolicited memoranda, under confidential cover, to government in respect of economic, financial, public sector and governance issues, their impact on public policies are rarely evident. Even the contributions made at public hearings are not given deserved consideration by the National Assembly. Indeed, they are politely ignored when set against the resultant legislations. This partly explains why, amendments are proposed, even by the government, soon after some Acts are passed. Accordingly, the Council will engage more in aggressive advocacy and thought-leadership to proactively draw public attention to unintended consequences of bills, draft executive orders and regulations that will negatively impact value creation by economic entities and the citizenry. In addition, the Institute will assist the Public Accounts Committee (PAC) of the National Assembly and the various Houses of Assembly to build capacity such that they can continue to deliver on their statutory mandate.

**Defence of the ICAN Act**

For quite some time, some apologists of quackery and their friends in Parliament

have been striving to establish more professional accountancy and related bodies as if that is the antidote to the nation's social, economic and developmental challenges. Rather than confront people-oriented policies, the Parliament is made to strenuously spend valuable time to replicate bodies which will perform functions already been discharged by existing self-financing statutory bodies. In my considered view, we cannot rationalize the creation of more accountancy and allied bodies on the altar of commercial expediency and at the expense of the overall national interest and commitment to professional excellence.

We therefore invite the government and National Assembly to resist the temptation of giving legitimacy to quackery, in the name of satisfying some "altruistic" interests. The further fragmentation of our profession is a recipe for weakness, quackery and incompetence and must therefore, be shunned at all cost. Thus, during the year, Council will leverage the Institute's goodwill to take bold steps to defend our enabling ICAN Act so that the value of our ICAN Certificate is preserved.

**Capacity Building for the Secretariat**

Let me acknowledge, on behalf of Council, the commitment and dedication of Staff to the cause of the profession and the Institute. In line with extant policy, Council will continue to reward excellent performance and commitment to the ideals of the Institute while inefficiency will be sanctioned. I therefore urge all members of Staff to continue to discharge their duties in line with the standards and expectations of Council. As the power house of the Institute, deliberate efforts will be made during the year to enhance the capacity of the Secretariat to continue to support the Council. Pursuant to this, the quality of manning of various functions will be revisited with a view to achieving best fit and increased productivity.

To reinforce the foregoing, the Institute will partner with the Big 4 accounting firms, IFAC and ICAEW to leverage their technical competences and experiences to build the capacity of the

Secretariat. This may take the form of staff secondment by these bodies on pro bono basis to help ICAN strengthen its technical capacity. The key objective of this move is to ensure that the Institute provides world class services to her growing membership. To reinforce this, the Secretariat's reward system will be reviewed such that high performing staff are adequately compensated. Given the new way of doing things post Covid-19, there is no doubt that TECHNOLOGY will be everything in an Institute like ICAN. Consequently, the competencies of our employees will be tested and where such IT skills and gaps exist, we will expend resources to train and retrain our staff to develop the needed competencies to carry out their functions. I believe that if we give the right training, we will get a more productive workforce to help the Council function properly.

**External Relations**

As a professional body that functions within an integrated global environment, our standards and practices are influenced largely by internationally accepted norms and best practices. During the Presidential year, ICAN intends to become more active and relevant by playing visible roles within the Accountancy Profession in the continent and sub-region. Pursuant to this, the Institute will continue to maintain its membership of and play active roles in the International Federation of Accountants (IFAC), the Association of Accountancy Bodies in West Africa (ABWA), Association of Professional Bodies of Nigeria (APBN) and the Financial Reporting Council of Nigeria as a way of strengthening its network of technical information.

Efforts will be made to take the ATSWA Exams to other African Countries which need the middle level Accountancy support. We will also strive to maintain excellent working relationships with regulatory authorities such as the Central Bank of Nigeria (CBN), Nigeria Deposit Insurance Corporation (NDIC), Securities and Exchange Commission (SEC), the Nigerian Stock Exchange (NSE), Corporate Affairs Commission (CAC), Federal Inland Revenue Service (FIRS), Nigerian Extractive Industries Transparency International (NEITI) and



National Insurance Commission of Nigeria (NAICOM) and the National Pension Commission (PENCOM).

Appreciation

Let me end this inaugural address/ acceptance speech by admitting with all sense of modesty that the success story we are celebrating today was neither achieved on a platter of gold nor by my own efforts alone. I therefore wish to profoundly express my deepest appreciation to all my professional colleagues for this great honour and show of confidence in my ability to lead this great Institute from the front. In three and half decades of my professional career, you have individually and collectively inspired, encouraged and spurred me on so much so that since 2007 when I first won election to Council, I have continued to retain my seat on this august body at successive elections held every three years. From the depth of my heart, I say to you, this is our collective success, moment of glory and our chance to make history. You have all been wonderful. Thank you most sincerely.

To my esteemed colleagues on Council, the challenging moments we shared, the intellectual and professional arguments and discourse we had, have greatly prepared me for the arduous task ahead. While thanking you in advance for your usual cooperation, invaluable support and unwavering commitment, I dare say that, together, we will take the Institute and Accountancy Profession to the next level. I trust that in the days, weeks and months ahead, you all will stand by me as we evolve a befitting future for our profession and Institute. To all my well-wishers too numerous to mention, I am very appreciative of your individual and collective support that made this day a reality. May the good Lord also crown your activities with resounding success,

With reverence, let me acknowledge the remarkable roles played in my professional socialisation process by all past presidents. Indeed, you all left your comfort zone to blaze the trail in accounting excellence and passed onto us this flag of honour and a banner without stain.

From your selfless toils, the Institute towers mightily on the solid rock of integrity and excellence. Time it was, when some of you had to pay the subscription of the Institute to IFAC to sustain our global visibility because it could not immediately raise the money. Without doubts, your enviable pioneering roles and priceless sacrifices have made our careers sublime. We cannot thank all of you enough for laying the foundation for today's epoch-making event. We pray that God will spare and grant you longevity of life in good health. Your footprints in the sands of time will remain evergreen. Very specially, I would like to put on record the invaluable encouragement given by Mr. Itoya Emmanuel Ijewere, FCA, Princess Agnes Adeniran, FCA, Otunba Lateef Owoyemi FCA, Chief F. K. Bajomo FCA and Chief (Mrs) Elizabeth Omeresan Adegite FCA to my professional development. I owe these past Presidents a great debt of gratitude for their support, counsel and words of wisdom. They are always there for me as stabilizing force.

Permit me to also specially express my gratitude to Past Presidents Prof. Francis Ojaide FCA, Kabir Mohammed FCA, Chidi Ajaegbu FCA, Titus Soetan FCA and Ismaila Zakari, FCA for their contributions to the success of today. While the first three gave me the opportunity to serve as their honorary Treasurer, Deacon Titus Soetan proposed me to the BOPP and the Council subsequently elected me as 2nd DVP, while the actual journey to the ICAN Presidency commenced under the leadership of Mallam Ismaila Zakari FCA. Under their guidance, I learnt a great deal about the workings and intricacies of Council and the Institute. May the good Lord continue to bless their endeavours. A special mention must be made of PP General Sabastian Owuama FCA, who nominated me to the IFAC Board as his Technical Advisor. He said and I quote "Onome I am looking at a succession program for ICAN and I want to ensure the Institute is always represented at the Global level. Indeed, it is not about you, but about the future relevance of ICAN at the International level". Sir, I thank you most sincerely for your objectivity and

visionary leadership and passion for the ICAN brand. By the grace of God your wish to keep ICAN at the international level of IFAC will be met at all times.

Now, to my main ICAN Constituency – SWAN, UP SWAN!!! Yes, the leadership of SWAN must today take my heartfelt appreciation. I know I have taken your time, but I wish to thank these great women who impacted my life so positively that I am today privileged to be elected the 56th President of ICAN. In 1980, I saw the photograph of Late HRH Bola Dorcas Kuforiji-Olubi, on the front page of The Guardian Newspaper as the Chairman of BEWAC VYB. I read her story and said to myself, I must be like her. The rest is history. The pedigree of Late Chief (Mrs) Olutoyin Olakunri, FCA inspired me considerably too; Princess Agnes Adeniran FCA has consistently given me opportunities to serve; she teaches me something new everyday. I sit with her uptill today to drink from her fountain of knowledge and wisdom. Mrs Ibironke Osiyemi, FCA, who finds time to draw my attention to my short comings with love. I must confess, those little but important details, have made a lot of difference in my life. Chief Mrs Elizabeth Adegite, FCA, the founder and engine room of SWAN, made me her secretary. She instilled so much discipline in me and people wonder how I get on with her. Mrs Margaret Unubun FCA under whom I served in SWAN EXCO as 2nd Vice Chairperson and last, but certainly not the least, Mrs Tokunbo Adegbola FCA who handed over to me as the SWAN Chairperson. These are great women who positively impacted me all the way in my journey to the top. I can only say, thank you all for adding great value to my life. May God bless you all richly.

Finally, let me go to my family and home front. I want to thank my wonderful and sweet mother, Madam Rachael Igor who raised me with a very stern hand. Her watch words were integrity, hard work and appreciation. You will be beaten if you woke up in the morning and didn't say Good Morning to her. You will be beaten if you don't bring back the correct change and document your expenses. You will be beaten if she sees any item in your suitcase from school that is not



your own. You will be beaten if you come second in class. I can go on and on. When I look back today, I thank God for a mother like her. Thank you, Mum for all your prayers and words of wisdom. I also want to appreciate my surrogate Father Chief J. A. Ogedegbe who ensured I got the best of western education despite all odds. Thank you, Daddy for being there for me. I also want to thank all my brothers and Sisters for their contributions and help as we were all growing up. Let me thank my Fidelity Bank Family, my Chairmen, all my MDs and colleagues on the Board. They allowed me to get away with everything that is related to ICAN. They saw beyond Fidelity bank work. I am most grateful. To the church of God and my Abalti family, I just want to thank you for all your prayers and support over the years. To all my spiritual fathers watching this live streaming, I say God bless your ministries. To my Director and Vicar General who handled the spiritual part of this program, I say thank you Sirs because Covid-19 could not stop us. God bless and reward you all.

Now to my wonderful children, Mrs lfeolu Mohammed and my President Baby Ireolu Abdullahi, I say thank you for being there for me and making me proud all the time. My dear Oreoluwa Olaolu who is also my professional colleague and my son Emamoke Olugbenga Olaolu. I cannot thank you all enough. Despite all the times I left you to go on ICAN journeys you all still turned out very successful.

Most school homeworks were done over the telephone. I always came late for parents' days and could not attend most PTA meetings. But you all still soared like the eagle and made me a proud mother. Thank you for your understanding. And for the big masquerade, my darling husband, Engr Adeyemi Olusanya Adewuyi, where do I start from. Darling, I met the most patient but firm gentleman, in my whole life, when I met you. I just want to tell the whole world that I deeply appreciate you for your understanding. Thank you for accommodating all the late night calls on ICAN and SWAN matters. Thank you for ordering all your annual travel calendar to suit my ICAN travel programmes. Thank you for standing in the gap or me anytime the need arises and I am out on official trips or ICAN events. I pray the good Lord bless and prosper the works of your hands, your children and grant all your heart's desires. My promise to you is, I will always love, cherish and remain loyal to you. Thank you again for being the all-round perfect friend, brother, father and husband that you are to me. Your labour of love will not be in vain.

**Conclusion**

Let me conclude by reiterating the words of Emma Goldman that, "the history of progress is written in the blood of men and women who dared to espouse an unpopular cause." Many of the things that we might embark upon may be unpopular but, their benefits will ultimately

validate our actions and altruistic intent. As a Council, we would stand up and be counted in the battle for the renaissance of the nation's social values. In words and actions, integrity and the common good, will be our watch words. We will continually have our eyes on the ball and think of the big picture. Hopefully, at the end of my tenure, I will pass on to my successor, a banner without stain.

As I conclude, I must say as an Institute, we feel the pains of our members and other stakeholders whose businesses have been affected by the current crisis. This is indeed not the best times for most individuals and businesses. Our sincere wish as an Institute is that this phase would soon become history and businesses would begin to operate again in full capacity.



# Celebrating 55 years of Excellent Accounting services to our Nation



**Akintola WILLIAMS,**  
CBE, CFR, B.Com., FCA  
1960 – 1962  
*Doyen of Accountancy in Nigeria*



**Ephraim Adekunle OSINDERO**  
(Otunba), MON, FCA  
1966 – 1967 (Late)



**Herbert William BOND,**  
FCA  
1967 – 1968 (Late)



**Zacchaeus Oludayo OSOSANYA,**  
FCA  
1968 – 1969 (Late)



**Alfred EHREN,**  
FCA  
1969 – 1970



**Felix Bankole CARDOSO,**  
FCA  
1970 – 1971 (Late)



**Emmanuel Ayodele ODUKOYA**  
(Archdeacon), FCA  
1971 – 1972 (Late)



**Frank Cuthbert Oladipo COKER,**  
CFR, B.Com., FCA  
1962 – 1966 (Late)



**Musliu Olaiya ANIBABA**  
(Chief), FCA  
1972 – 1973



**Vincent Obajimi Adebisi OGUNBA,**  
FCA  
1973 – 1974 (Late)



**Julius Akinyokun OWOSENI**  
(Chief), FCA  
1974 – 1975 (Late)



**Michael Adepoju ADEYEMO**  
(Prof.), MSc (Econs.), FCA  
1975 – 1976 (Late)



**Cecil Oyeniyi Olurotimi OYEDIRAN,**  
BSc (Econs.), MFR, FCA  
1976 – 1977



**Anthony Asuquo ANI**  
(Chief), MON, FCA  
1977 – 1978



# Celebrating 55 years of Excellent Accounting services to our Nation



**Arthur C. Izeugbunam MBANEFO**  
(Chief, Amb., Odu III), MFR, CON, FCA  
1978 – 1979



**Joseph Akintunde Alaba ADEBAYO**  
(Prince), FCA  
1979 – 1980



**John Adepoju BALOGUN**  
(Sir), FCA  
1980 – 1981 (Late)



**Idris Onaolapo SULAIMON**  
(Alhaji), FCA  
1981 – 1982 (Late)



**Olusola FALEYE**  
(Chief), FCA  
1982 – 1983 (Late)



**Dolanimi Babafemi Olabamidele OGUTUGA**, FCA  
1983 – 1984



**Johnson Kayode Osiyemi OSINAKE**, FCA  
1984 – 1985 (Late)



**Adedoyin Olayide OGUDE**  
(Otunba), FCA  
1985 – 1986 (Late)



**Samie Aremu WILLIAMS**, FCA  
1986 – 1987 (Late)



**Johnson Oloobaju Olabisi OMIDIORA**  
(Balogun), BSc, OON, FCA (Late)  
1987 – 1988



**Ebenezer Folorunsho OKE**  
(Chief), BSc, FCA  
1988 – 1989 (Late)



**Bola KUFORLJI-OLUBI** (Late)  
(HH, Otunba Ayora, Dr.) BSc,  
OON, FCA  
1989 – 1990



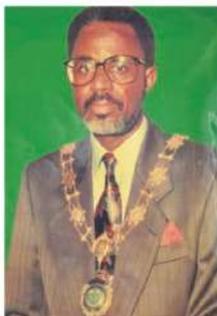
**Michael Ayodeji ONI**, BSc, FCA  
1990 – 1991



**Cornelius Oladipupo Sunday OSENI**, BSc, FCA  
1991 – 1992 (Late)



**Oluwale Alani ADEOSUN**  
(Chief), BSc, OON, FCA  
1992 – 1993 (Late)



**Ismaila USMAN**  
(Mallam), FCA  
1993 – 1994



**Olutoyin Otusola OLAKUNRI**  
(Chief, Mrs.), OFR, FCA (Late)  
1994 – 1995



**Simeon Olusola OGUNTMEHIN**  
(High Chief, Sir), OON, FCA  
1995 – 1996



**Emmanuel Itoya IJEWERE**, FCA  
1996 – 1997



**Agnes Adenike ADENIRAN**  
(Princess), FCA  
1997 – 1998



# Celebrating 55 years of Excellent Accounting services to our Nation



Ike NWOKOLO  
(Sir), OFR, KSC, FCA  
1998 – 1999



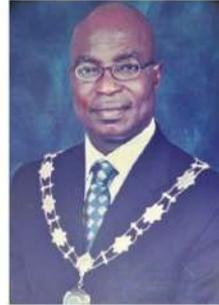
Adeboye Olugboyega BADEJO  
(Chief), FCA  
1999 – 2000



Herbert Adewole AGBEBIYI,  
FCA  
2000 – 2001



Ugochukwu Stephen NWANKWO  
(Chief), MON, FCA (Late)  
2001 – 2002



Felix Kolawole BAJOMO  
(Senator, Chief), mni, FCA  
2002 – 2003



Jaiye Kofolaran RANDLE  
(Bashorun), CFR, FCA  
2003 – 2004



Ibronke Mojisola OSIYEMI  
(Mrs.), FCA  
2004 – 2005



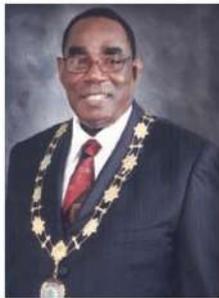
Abdul Lateef Adebayo OWOYEMI  
(Alhaji, Otunba), FCA  
2005 – 2006



Catherine Ginikanwa OKPAREKE  
(Chief, Dr., Mrs.), mni, B.A, MBA,  
D(Lit.), MNIM, FCA  
2006 – 2007



Adebajo Abiodun  
BABINGTON-ASHAYE  
(Prince), FCA  
2007 – 2008 (Late)



Richard Uchechukwu UCHE  
(Chief), PhD, FCA  
2008 – 2009



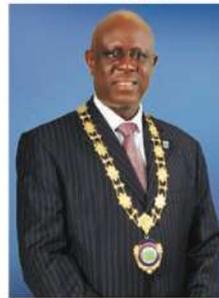
Elizabeth Omeresan ADEGITE  
(Chief, Mrs.), BSc, MBA, FCA  
2009 – 2010



Sebastian Achulike OWUAMA  
(Major-General retcd.), BSc, FCA  
2010 – 2011



Francis OJAIDE  
(Professor), MSc, PhD, OON, FCA  
2011 – 2012



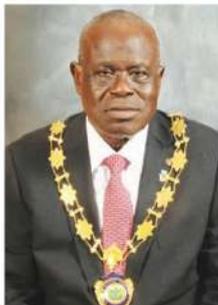
Adedoyin Idowu OWOLABI,  
BSc, MILR, FNIM, FCA  
2012 – 2013



Kabir Alkali MOHAMMED  
(Alhaji), mni, FCIS, CGMA, MFR, FCA  
2013 – 2014



Chidi Onyeukwu AJAEGBU,  
FCS, MBF, FCA  
2014 – 2015



Samuel Olufemi DERU  
(Otunba), FNIM, JP, FCA  
2015-2016



Deacon Titus A. Soetan FCA  
2016-2017



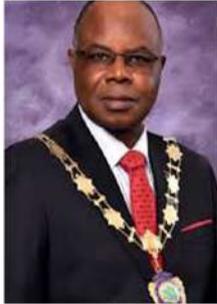
Ismaila M. Zakari mni, FBR, FCA  
2017-2018



# Celebrating 55 years of Excellent Accounting services to our Nation



Ismaila M. Zakari mni, BSc, ACFE, CRISC, FCA  
2017-2018



Mazi Nnamdi Okwuadigbo, JP, BSc, FCA  
2019-2020



Dame Onome J. Adewuyi BSc, MSc, FCIB, FCA  
56th President

## ICAN @ 55: SO FAR SO GOOD

The Doyen of Accountancy in Nigeria, Mr. Akintola Williams, CFR, B.Com, FCA, is a great man of vision. Having passed the December 1949 final examination of the Institute of Chartered Accountants in England and Wales (ICAEW), he was admitted an Associate of the Institute in 1950. He was the first Nigerian (and one of the first Africans) to qualify as a Chartered Accountant. This feat has inspired and spurred some other young Nigerians to take up accountancy as a career as against Law and Medicine that were in vogue then.

When Akintola Williams qualified in 1949 and became an Associate of ICAEW in 1950, other young Nigerians who also qualified were: Mr. F.C. Oladipo Coker, who qualified as the first Nigerian Municipal Treasurer and Accountant in 1954; Messrs Zaccheaus Ososanya and Bankole Cardoso, both of whom qualified as Certified Accountants in 1954 and Messrs Adekunle Osindero and Abiodun Subair who qualified as a Chartered Accountant and Incorporated Accountant respectively in 1955.

What then led to the birth of ICAN? In 1959, a cocktail party was organized by Mr. Coker in honour of Mr. Herbert

Keeling, a visiting Borough Treasurer of Worthing, England. Keeling had come to Nigeria as part of a delegation of British Council on assignment and his desire to meet with any Nigerian counterpart led to his being introduced to Mr. Coker. This in turn engendered the epoch-making cocktail which provided the avenue for the meeting of professionals.

At the cocktail, an idea was mooted by Keeling which led to the establishment of the forerunner Association of Accountants in Nigeria (AAN). Keeling was reputed to have suggested: "Mr. Coker, there are 25 of you. Why can't you start an Association of Accountants? You never know it may one day develop into an Institute". Thus, history was made with the incorporation of AAN on November 17, 1960 under the Companies Ordinance Cap. 38, later known as Companies Act, 1968.

The first officers of the Association elected were: Mr. Akintola Williams – President; Mr. F.C.O. Coker – Vice President; and two expatriate partners of the pioneer firm of accountants, Cassleton Elliot and Co., Messrs D.A. Easton and L.C. Parker, who were elected Secretary/Treasurer and

Honorary Auditor respectively. By December 1960, the membership of the Association was about fifty qualified accountants including Nigerians and expatriates.

### EMERGENCE OF THE INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA (ICAN)

The Association of Accountants worked meticulously to obtain recognition and this was achieved when "The Institute of Chartered Accountants of Nigeria (ICAN) was established by an Act of Parliament No. 15 of 1965 to take over the membership and activities of the Association with effect from 1st September 1965. The Charter was formally presented to the then President of the Institute, Mr. F.C.O. Coker, by the then Minister of Education, Late Chief Richard Akinjide, at the inaugural meeting of the Institute held in the Chamber of the Senate House in Lagos on 21st October, 1965.

To say that this is a momentous time for accounting profession as the Institute of Chartered Accountants of Nigeria (ICAN) clocks 55 years, is an understatement. The Institute is celebrating its 55th Anniversary of



receiving its Charter.

Having being established, the Institute was saddled with the responsibility of setting standards and regulate the practice of accountancy in Nigeria. Ever since, the Institute has been living up to the expectations and has continued to contribute immensely to capacity building, public sector policy initiatives, development of standards, code of best practices and the promotion of the ideals of corporate governance.

The Institute through its various organs and Council's proactive policy initiatives, has brought the knowledge of accounting to every nooks and crannies of the country and beyond. It has recorded resounding success in its statutory role in public sector governance, astronomical growth in membership and studentship, number of District Societies, scholarship in accounting research projects, international ranking and worldwide acceptability of its products.

As drivers of positive change and partners in progress in the public and private sectors, the Institute and its over 51,000 members have continued to positively impact the process of value and wealth creation in the world of commerce and governance. Its time-tested, rancour-free succession processes further exemplify the Institute's track record of excellence.

The Institute has satisfactorily fulfilled its mandate to the delight of its diverse stakeholders so much that it ranked high in the comity of recognized world-class professional bodies.

The Institute started conducting its qualifying examinations for its students in 1968 and within three years, most Nigerian students of accountancy started clamouring for the prestigious qualification of the Institute over the various recognized foreign accountancy qualifications. The ICAN standards remain undiluted till today, many employers of labour have attested to this.

Today, the Institute through dedication of its members to the ideal of excellent service rendering in the various sectors of the economy and financial

development, could boldly say that it has succeeded in making a huge difference in the field of Accountancy in Nigeria. Today, the accountancy profession is one of the most sought professions in Nigeria.

**THE INTERNATIONAL RECOGNITION AND AFFILIATIONS**

Apart from making waves at home by diverting people's mind from the two major recognized professions (Medicine and Law), to Accountancy, the Institute has so much gained international recognition abroad. Precisely, from 7th-14th October, 1977, the then President, Chief Anthony Ani led a thirteen-member delegate from Nigeria to the International Congress of Accountants in Munich, West Germany, where the inauguration of the International Federation of Accountants (IFAC) took place. At the occasion, Nigeria was elected into the first Council of IFAC at the congress, thus becoming a foundation member of IFAC.

Also, in recognition of its high professional standards, the Institute was in August 1978 invited to serve on the Governing Board of the International Accounting Standards Committee (IASC).

At the initiative of Nigerian and Ghanaian Institutes of Chartered Accountants, the Association of Accountancy Bodies in West Africa (ABWA) was inaugurated in Lagos on 10th August, 1982. The idea behind ABWA was the formation of a sub-regional accountant's organization along the line of the Economic Community of West African States (ECOWAS) with a view to establishing professional co-operation within the sub-region. At the first meeting of the Council of the Association, the then Vice President of ICAN, Mr. D.B.O. Ogutugawas elected the first President of ABWA. ICAN is also a key player in PAFA and Chartered Accountants Worldwide (CAW)

**SOME LAUDABLE ACHIEVEMENTS SINCE INCEPTION**

At inception, the Institute which had a humble beginning with just 250 members has grown in leaps and with its membership figure hitting 51, 285. This is not only applicable to its professional membership alone, the membership

figure of its middle class technicians, (AAT) has also increased to 25,493. In the same way, the number of students writing the Institute's examinations has increased to 363,251. ICAN has 59 local district societies and 5 international districts and 7 chapters.

The Institute is producing future-ready chartered accountants through topnotch capacity building initiatives, thereby positioning them to occupy strategic positions in both public and private sectors of the economy.

As thought leader in accounting and finance matters, ICAN contributes to the national budget process through budget symposium and economic discourse on a yearly basis. It also promotes transparency in public sector governance through the ICAN Accountability Index.

In its contribution to the fight against corruption, ICAN instituted a N50million whistleblower fund through which it supports its members against victimization in case they expose corrupt practices in their areas of operation.

In the educational sector, the Institute awards scholarship to tertiary institution students and also established Students Special Project (SSP), to provide opportunities for indigenes of regions perceived to be educationally disadvantaged. Apart from this, ICAN built Lecture theatres in tertiary institutions to provide an enabling environment for learning and supports its members in academics through Ph.D grants and inaugural lecture grants.

As we celebrate this historic occasion of reaching 55 years as foremost professional body, it would be out of place not to recognize the pioneering roles of the founding fathers and all the past Presidents whose immense and selfless services laid the foundation on which the present generation of members are building upon.

Appreciation also goes to the Governing Council of the Institute, all Members, Management and Staff as well as esteemed stakeholders of the Institute.

Congratulations!!!

## Imperative Of Nigerian External Reserve: Matters Arising

By Prof. Godwin Emmanuel Oyedokun FCA



### INTRODUCTION

Over the past three decades, Nigeria has implemented numerous policy initiatives and measures in the management of its external reserves. Although very little was achieved because the structure in place could not support sustainable external reserves management, hence fundamental lessons could be extracted from the nation's experience. The World Bank (2014) stated that "mono-product economies, especially those dependent on oil would remain vulnerable due to volatility of oil prices". Since the 1970s, the Nigerian economy has persistently depended on oil as the main source of foreign exchange earnings with the attendant cycles of economic booms and bursts. Nigeria's dependence on oil for over 90 percent of its foreign exchange earnings makes its capital account vulnerable to the fluctuations in crude oil prices. This, in addition to its high import bills, contributed to the fluctuations in the level of external reserves over the years, and consequently, the way the external reserves are being managed.

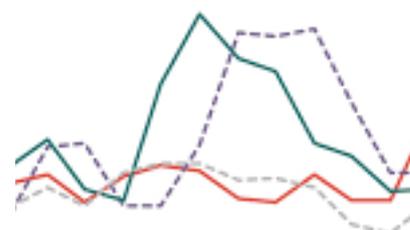
The concern over the drop in fiscal buffers as stated that the development has exposed the economy to weaknesses arising from both domestic and external shocks. This had drawn the attention of monetary authorities to the regime of persistently high-interest rates as well as elevated demand for foreign exchange.

The CBN as part of its core function is mandated to ensure monetary and price stability, promote a sound financial

system, and maintain external reserves to safeguard the international value of the legal tender currency in Nigeria. Macro-economic stability is itself a function of price stability which is the ability of a Central Bank to moderate inflation, attain stable interest and exchange rates and create a conducive investment climate for long term growth and development. The price stability objective will, therefore, enable the CBN to adopt the necessary measures, in collaboration with the fiscal authorities, to control price volatility. The relationship between external reserves and the exchange rate is well established in the literature as the former is used to stabilize the latter. The International Monetary Fund (IMF) in 1999 started including reserves volatility among the exchange rate determinants.

The discussions and contributions dating the period preceding the flexible exchange rate regimes were restricted to the relationship between external reserves and global liquidity. But with the introduction of the market-driven exchange rate and the development of the capital markets around the globe in the 1970s, opinion on such issues of sufficiency of international reserves vis-à-vis the global liquidity was usually discarded. However, the discussion on the subject was revived after the financial crises of the 1990s, based on the need for countries to accumulate appropriate reserves level to protect itself from currency crises. Presently, the drift in the developing countries is the accumulation of reserves, predominantly in the Asian and African countries. Other related arguments according to experts and financial

regulators is that reserves holdings safeguard the value of the domestic currency and acts as a store of value to accumulate excess wealth for future consumption purposes to boost a country's credit worthiness and provide a cushion at a time when access to the international capital market is difficult or not possible, i.e. provides a buffer against external shocks.



### EVOLUTION AND TRENDS OF EXTERNAL RESERVE MANAGEMENT IN NIGERIA

Before the inception of the Central Bank of Nigeria in 1959, the country formed part of the defunct West African Currency Board (WACB). During the period, the management of external reserves posed little or no problems to the country because how the Board operated prevented such problems from arising. Optimal deployment of reserves than was not an issue since Nigeria's non-sterling earnings were deposited in London in exchange for credit entries in the sterling accounts maintained there (Aligwekwe, 1978). Subsequently, the 1959 Act which established the Central Bank of Nigeria

(CBN) required the Bank to hold external reserves solely in Gold and Sterling. With the amendment in 1962 of this Act, the Bank acquired the mandate to maintain the country's foreign exchange reserves not only in sterling balance but also in non-sterling assets such as gold coin or bullion, bank balances, bills of exchange, government and government-guaranteed securities of countries other than Britain and treasury bills in other countries. The monetary options available to the country widened upon joining the International Monetary Fund (IMF) in 1961 to include many more assets. The problems of reserve management began during the periods of the First National Development Plan from 1962 to 1966 and the Nigerian Civil War of 1967- 1970. During these periods, financing the plan and the war consumed a large portion of the country's reserves. Also, the tempo in the foreign trade sector dropped, following the disruption of economic activities in the country. The problems became compounded immediately after the war in the wake of the Federal Government's efforts to reconstruct and reactivate the war-ravaged economy which continued to demand immense foreign exchange reserves. Because of the exigencies of this period, the CBN became committed to maintaining an 'adequate' level of external reserves.

Also on the issue of dropping reserves, Nigeria had another encounter with reserve management. Following the country's entry into the Organization of Petroleum Exporting Countries (OPEC) in 1973 and the riches in oil as of that time, the issue of reserve changed from that of 'insufficient' to 'abundance'. This remained so until 1981 when the nation was hit by the worldwide monetary downturn that prompted a decrease in her external reserves (Odozi, 1986). In the light of this economic growth, financial stabilization measures including rigid trade control, which ran from April 1982 to June 1986 (when external reserves growth to was low), were presented. Before the end of 1985, it was clear that the utilization of rigorous economic controls was incompetent in controlling reduction in external reserves. To this end, trade and exchange controls were suspended in 1986, after the adoption of market-based arrangement quantifies

the Structural Adjustment Program (SAP) in July 1986. However, after over seven years of advancement, the government felt that the economic performance was substandard. Some measures were introduced in January 1994, which saw CBN the o be as the sole overseer of foreign exchange, along with its assigned operators, the roads for foreign trade importation (Akinwumi & Rosemary, 2016).



#### Trends in Nigeria's External Reserves

Nigeria's external reserves have been fluctuating over the years. Initially, the level rose from US\$0.70 billion in 1992 to US\$1.30 billion in 1993 and further to US\$1.70 billion in 1994. After falling by 17.70 percent to US\$1.40 billion in 1995, external reserves rose by 192.90 percent to US\$4.10 billion in 1996. In 1997, Nigeria's gross external reserves stood at US\$7.58 billion and dropped by 6.30 percent to US\$7.10 billion in 1998. Reserves dropped further by 22.50 percent in 1999 to US\$5.50 billion. The end of year gross reserves declined by 23.30 percent from the end- December 2001 level of US\$10.42 billion to US\$7.99 billion in 2002. It declined further by 6.50 percent to US\$7.47 billion in 2003. The level of reserves in 2003 could support 6.50 months of imports compared with 13.60, 12.00, and 10.10 months in 2000, 2001, and 2002 respectively. Reasons for the downward trend in reserves were the inadequacy of foreign exchange receipts, coupled with huge fiscal spending and the consequent pressure on the country's payment obligations.

It must be mentioned that Nigeria is a mono-cultural economy with heavy reliance on crude oil whose price is exogenously determined. Hence, the reserves position of the country at any given point in time is usually a reflection of the circumstances prevailing in the international oil market.

Following the huge receipts from crude oil sales and the prudent fiscal and monetary policy stance under the National Economic Empowerment and Development Strategy (NEEDS) introduced in 2004, trends in the country's reserves took a dramatic upward turn. The stock of external reserves which was US\$7.47 billion at end December 2003, increased by 127.00 percent to US\$16.96 billion in 2004. The reserve position in 2004 could finance 18.40 months of imports. The import cover was much higher than the West African Monetary Zone (WAMZ) minimum requirement of 6 months. In 2005 the stock of external reserves increased further by 66.80 percent to US\$28.28 billion. The reserve position could support 19.70 months of imports. In 2006, reserves rose to an all-time high of US\$42.20 billion, supporting a staggering 28 months of imports. The Gross External Reserves as at end-October, 2007 was US\$49.12 billion.

The current level of gross external reserves could support about 20 months of current foreign exchange disbursements. Efficiency in reserves management could be viewed beyond the months of import cover, to the actual amount saved in the year. In other words, the accretion to the external reserve account is very crucial in reserve management. In 1997, accretion to reserve was US\$3.50 billion. This saving was, however, not sustained in the subsequent years, resulting in a net drawdown of US\$0.50 billion and US\$1.60 billion in 1998 and 1999 respectively. With the improvement in crude oil prices in 2000, the external sector outcome resulted in an accretion of US\$4.50 billion, but this again dropped by US\$0.50 billion in 2001 and further by US\$2.43 billion and US\$0.50 billion in 2002 and 2003, respectively. This trend reveals the expenditure profile of government, in which years of huge savings or gains in the net position of foreign exchange transactions are followed by periods of increased expenditure, as reflected in the net flow position in the balance of payments.

Generally, a volatile fiscal policy is not consistent with a sustainable external reserves management. A prudent fiscal policy will enhance the viability of Nigeria's balance of payments and

strengthen the stability of the exchange rate. With the combined effect of positive terms of trade occasioned by high international prices of crude oil and prudent fiscal policies that followed after 2003, the downward trend reversed with accretion to external reserves increasing by US\$9.49 billion, US\$11.32 billion and US\$13.95 billion in 2004, 2005 and 2006 respectively. Osabuohien and Egwakhe (2008) opined that countries that may be vulnerable to a capital account crisis can benefit from holding reserves sufficient to cover all debt obligations falling due within the coming year. This is relevant in measuring vulnerability to capital account crisis. In the Nigeria case, the reserve/debt ratio has been substantially low over the years.

Since the buildup in reserves is driven by country-specific as well as exogenous factors, identifying the domestic versus external components of reserves is a key element in assessing the sustainability of the observed levels. This focus also addresses the question of reserve accumulation more thoroughly than by studying samples of countries with fundamentally different policy regimes, as the IMF (2003) and Gosselin and Parent (2005), among others, do.

Nigeria's foreign reserve has increased to \$36.57 billion as of May 5, 2020 the latest figures by the Central Bank of Nigeria (CBN) have revealed. The new figures rose from about \$33.42 billion recorded as of April 29 in the year 2020. The rise may be attributed to the recent rise in prices of crude oil in the international market. According to the latest data, the rise shows a gain of \$3.15 billion in 33 days. The rise recorded in the reserve will help defend the naira from devaluation, thereby saving the Nigerian economy. Weeks ago, the naira traded as high as N476 to \$1 but recently, in Nigeria's parallel market, naira sells for 447 to \$1. Meanwhile, the Brent is currently trading at \$40.86 per barrel, and the Nigerian Bonny light crude trading at \$38.27 per barrel, both selling at the highest price in over two months.



**FOREIGN EXCHANGE RESERVES**

Foreign exchange reserves are assets held on reserve by a monetary authority in foreign currencies. These reserves are used to back liabilities and influence monetary policy. They include foreign banknotes, deposits, bonds, treasury bills, and other foreign government securities. These assets serve many purposes but are most significantly held to ensure that a government or its agency has backup funds if their national currency rapidly devalues. Foreign exchange reserves are also called international or external reserves.

According to the International Monetary Fund (IMF), "International reserves (or reserve assets in the balance of payments) are those external assets that are readily available to and controlled by a country's monetary authorities. They comprise foreign currencies, other assets denominated in foreign currencies, gold reserves, special drawing rights (SDRs), and IMF reserve positions. These reserves may be used for direct financing of international payments imbalances or indirect regulation of the magnitude of such imbalances via intervention in foreign exchange markets to affect the exchange rate of the country's currency".

Underlying the concept of reserve assets are the notions of "control," and "availability for use," by the monetary authorities". Official reserve assets are therefore different from other foreign currency assets that are not available to or within the control of the monetary authorities.

The foreign reserve holding behavior of developing countries differs in some ways from that of advanced countries. For one thing, the developing countries hold more reserves. Many studies have found that reserves, sometimes expressed as a ratio to the money supply and sometimes as a ratio to short-term debt, would have been a useful predictor of the emerging market crises of the 1990s.

Consequently, after the emerging market crises of the 1990s, the traditional rule of thumb that developing countries should hold enough reserves to equal at least three months of imports was replaced by the "Guidotti rule." This guideline determined that developing countries should hold enough reserves to cover all foreign debt that is short-term or maturing within one year. Most emerging market countries worked to increase their holdings of reserves strongly, typically raising the Guidotti ratio of reserves to short-term debt from below one to above one. The motive was precautionary, to self-ensure against the effects of future crises.

**Opportunity Cost of Nigeria's External Reserves**

The external reserve-economy relationship argument has generated debate due to unsatisfactory theoretical and empirical consensus. Since the Asian financial crisis in 1997, the world has seen foreign currency reserves holdings in Asian countries skyrocket. China and India rank as second and fifth in foreign currency reserve holdings in the world. The Asian emerging countries reserve makeup approximately 40% of the world's foreign currency holdings, this being the highest in history (Aizenman, 2002). Because of this, it is interesting to examine the factors that are driving this increase in reserves. It is important to examine why countries would hold large amounts in reserves. There is an ongoing debate on whether having a large holding of international reserves is beneficial or not. The critics' main argument is that those resources could and should be used more productively to develop the domestic economy, such as investing in building roads, bridges, and schools (Aizenman & Marion, 2003).

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On the other hand, those who support large holdings of reserves argued that the opportunity cost of holding the foreign reserves is small compared to the economic consequences of a sharp devaluation of the currency (Aizenman&Marion 2004). Reserves are held to control the exchange rate of a currency and prevent devaluations. This is done by purchasing and selling the country's currency to affect its demand and supply; thus, helping to maintain a stable value in the international markets. This argument is valid mostly for developing economies, whose debt is mostly denominated in foreign currencies and would be greatly affected by devaluation. There are pros and cons to holding large amounts of foreign reserves. However, regardless of whether reserves are held as self-insurance or as ways to manage the exchange rate system, there have to be variables that help determine the optimum level.

In the Nigerian context, from the late 1990s to the present, accumulation of foreign reserves by the Nigerian government has shown some profound

features, concerning size, pace, and ownership categorizations. The figure for 1996 was \$3.40billion, but rose sharply to \$28.28billion and about \$53.00 billion in 2005 and 2009, respectively as evident from CBN records (2010). The reasons behind this development were documented by Soludo (2005) and Nda (2006) without an ethnographic examination of taming capacity underutilization, instability in domestic prices, internal debt, electricity problems, and the risk/cost of reserve holding or accumulation.

It is surprising, that the stance of external reserve holding has generated serious concern as different economies search for alternative strategies that will protect their economies against financial instability and stimulate economic growth. This is because there will be an increase in economic productivity resulting from the marginal benefit if the reserve is pumped into the domestic investment to stimulate economic productivity.

The financing of the prolonged and substantial accumulation of foreign exchange reserves has implications for the balance sheets of the central bank, the banking system, and, indeed, the private sector. Major shifts in balance sheet variables can eventually have significant macroeconomic effects which depend both on how the associated risk exposures are managed and on how the reserves are financed.

In this regard, we need to provide answers to the following questions:

1. What level of Nigerian external reserves is needed to ensure against liquidity problems? (Reserve adequacy)
2. What is the impact of Nigeria's external reserve on the domestic economy?

If these two questions can be answered, then NER will have a robust management impact and meaning.

#### Importance of Reserve Management

Reserve management According to the IMF, according to the IMF, is a process that ensures that adequate official public sector foreign assets are readily to and controlled by the

authorities for meeting a defined range of objectives for a country or union. In this context, a reserve management entity is normally made responsible for the management of reserves and associated risks. Typically, official foreign exchange reserves are held in support of a range of objectives including to:

- i. support and maintain confidence in the policies for monetary and exchange rate management including the capacity to intervene in support of the national or union currency;
- ii. limit external vulnerability by maintaining foreign currency liquidity to absorb shocks during times of crisis or when access to borrowing is curtailed and in doing so;
- iii. provide a level of confidence to markets that a country can meet its external obligations;
- iv. demonstrate the backing of domestic currency by external assets;
- v. assist the government in meeting its foreign exchange needs and external debt obligations; and
- vi. maintain a reserve for national disasters or emergencies

#### Managing Nigeria's Foreign Exchange Reserves

Whether Nigerian Reserves is in excess or not is an important question that requires a proper answer in knowing which direction NER is heading.

The Guidotti-Greenspan rule states that a country's reserves should equal short-term external debt (one-year or less maturity), implying a ratio of reserves-to-short term debt of 1. The Guidotti-Greenspan Rule is named after Pablo Guidotti Argentine former deputy minister of finance and Alan Greenspan former chairman of the Federal Reserve Board of the United States. Guidotti first stated the rule in a G-33 seminar in 1999, while Greenspan widely publicized it in a speech at the World Bank.

The rule of thumb says that the reserves level should not exceed the level of the country's external short term debt.



The rationale is that countries should have enough reserves to resist a massive withdrawal of short term foreign capital.

Managing External Reserves is one of the core mandates of the Central Bank of Nigeria (CBN) as stipulated in Section 2 (c) of the CBN Act of 2007. The Act vested the maintenance and management of Nigeria's external reserves on the CBN to safeguard the international value of the Naira. Also, it is to maintain confidence in Nigeria's monetary and exchange rate policies, as well as provide confidence to the international community that the country can meet its external obligations. The CBN through interventions in the foreign exchange market supports monetary policy implementation by maintaining exchange rate stability and liquidity management.

The objectives of external reserves management in Nigeria are:

- i. Safety - To ensure the preservation of capital
- ii. Provision of adequate liquidity to ensure that reserves are readily available to finance day-to-day official transactions and meet unforeseen needs; and
- iii. Earning returns within tolerable risk limits

**Composition of Nigerian Foreign Reserves**

As stated in the Ownership structure of Nigeria's External Reserves / RESERVE Management – Central Bank of Nigeria, The CBN Act of 2007 provides that the Bank shall maintain a reserve of external assets consisting of all or any of the following:

**Central Bank of Nigeria**

This emerges as the Bank gets foreign trade inflows from crude oilsales and other wellsprings of income for the government. Such proceeds are bought by the Bank and the Naira equal credited to the Federation Account. These returns are shared every month, by the constitution and the existing income sharing equation. The monetized foreign trade, subsequently,

belongs to the CBN. It is from this segment of the reserves that the Bank conducts its money related strategy and defends the value of the Naira.

**Federal Government of Nigeria**

FGN set aside funds to back its responsibilities and it is the type which the CBN has no decision. These funds speak to either financing from government investment funds, grants, recuperations, or two-sided collaboration reserved for indicated purposes or projects.

**Federation**

This comprises of set-aside resources (un-monetized) held in the abundance crude and petroleum profit tax (PPT)/ Royalty accounts belonging to the three tiers of government. This part has not yet been monetized for sharing by the federating units. These are basically the Government's reserve funds of excess proceeds from crude oil, (PPT) and oil royalty.

Nigeria's Foreign Exchange Reserves were measured at 41.9 USD bn in Sep 2019, compared with 43.6 USD billion in the previous month. Nigeria's Foreign Exchange Reserves: USD mn data is updated monthly, available from Jan 1960 to Sep 2019. The data reached an all-time high of 62.1 USD bn in Sep 2008 and a record low of 63.2 USD mn in Jun 1968. The Central Bank of Nigeria provides monthly Foreign Exchange Reserves in USD. Foreign Exchange Reserves excludes SDRs, Gold, and IMF position.

In the latest reports, Nigeria's Foreign Exchange Reserves equaled 10.2 Months of Import in Jan 2020. Its Money Supply M2 increased by 12.0 % YoY in Feb 2020. Nigeria's Domestic Credit reached 119.6 USD bn in Feb 2020, representing an increase of 20.1 % YoY. The country's Non-Performing Loans Ratio stood at 11.4 % in Dec 2018, compared with the ratio of 14.8 % in the previous year.

According to the latest data obtained from the Central Bank of Nigeria (CBN), Nigeria's foreign exchange reserves now stand at \$36.57 billion, having increased sharply from \$33.42 billion as of April 29, 2020. This shows a gain of \$3.15 billion

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The Guidotti–Greenspan rule states that a country's reserves should equal short-term external debt (one-year or less maturity), implying a ratio of reserves-to-short term debt of 1. The Guidotti–Greenspan Rule is named after Pablo Guidotti Argentine former deputy minister of finance and Alan Greenspan former chairman of the Federal Reserve Board of the United States. Guidotti first stated the rule in a G-33 seminar in 1999, while Greenspan widely publicized it in a speech at the World Bank.

The rule of thumb says that the reserves level should not exceed the level of the country's external short term debt.

of April 29, 2020. This shows a gain of \$3.15 billion dollars in 33 days.

### CONCLUSION AND RECOMMENDATIONS

As earlier explained, foreign exchange reserves (also called forex reserves or FX reserves) are cash and other reserve assets held by a central bank or other monetary authority that are primarily available to balance payments of the country, influence the foreign exchange rate of its currency, and to maintain confidence in financial markets. The reserve and the Nigerian 2020 budget have suffered severe pressure since the crash in oil prices due to a crisis caused globally by the novel Coronavirus. If the increase in the oil market continues, the Nigerian foreign reserve is set for a big turnaround as about 90 percent of the country's foreign earnings are from crude oil sales.

Having known that, Nigeria now has the largest foreign reserve in Africa. The increase in Nigeria's foreign earnings has helped the Central Bank of Nigeria to sustain forex interventions and reduce pressure on the local currency against major international currencies including the dollar. Any interruption to this inflow could deplete the reserves level rapidly. Meanwhile, to balance the shortfall in supply, and maintain stability, the CBN is likely to introduce restrictions on dollar demand, like it did in 2015 with the ban on 41 items. A forex liquidity and availability problem will mount pressure on the Naira. This implies an inflationary impact on consumer prices and a decline in purchasing power.

Likewise, with a large chunk of the country's reserves also used in servicing external debt, the reserves may just continue to deplete, and this may pose a serious threat to the Nigeria economy going forward as the drop in reserves means available buffer for the CBN to stabilize the exchange rate continue to weaken, suggesting devaluation may be on the cards if things get worse going forward. On the contrary, from the nation's experience in checking if it is profitable to hold excess reserves rather than investing it in the domestic economy, it has been observed that the returns in the domestic economy are larger than that of the external

returns in various years except in 1979 up to 1981 when the external benefit exceeded the domestic benefit. This means that the Nigerian government has over the years been losing a reasonable amount of resources that would have accrued if the reserve was domestically utilized. It is also pertinent to note that the number of resources spent on external debt servicing yearly while excess reserves are stocked at the rate of returns lower than what we spend on debt servicing.

However, researches have shown that external reserves negatively influence the level of domestic economic productivity and investment. Though, the rise recorded in the reserve will help defend the naira from devaluation, thereby saving the Nigerian economy.

Nigerian Government therefore needs to reconsider her reserve management strategies. Strategies with a broader economic development policy framework that will aim at maximizing the gains from oil export revenues by utilizing more of these resources to boost domestic investment should be considered.

Importantly, Nigerian Government should consider reducing the level of excess reserves and rather use it for investment in the domestic economy so that there is any issue in the forex, it will not bounce negatively on the economy, and domestic investment will also play its role in stabilizing the economy.

In the same vein, to shore up reserves, Nigeria will need to boost inflows and limit outflows. Inflows include export revenue and borrowing funds while outflows are primarily directed to the forex market. Thus, export diversification, improved investors' sentiments and reduced forex market interventions, will help boost reserves.

Nigerian Government should also put in place working structure that will support sustainable external reserves management in Nigeria so that its purposes can be achieved.

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# Tribute to Late Olutola Ogundipe B.Eng, FCA

Council Member 2017 - 2020

**W**e woke up on that fateful day of Monday, September 7, 2020 with no inkling that the sun would set at noon! When the news of the death of Mr Olutola Ogundipe, B.ENG, FCA, Membership No 008866 started filtering in, we fought hard in our minds to dismiss it as one of those hallucinations. We wouldn't want to entertain, for a second, the thoughts of the death of one of the finest Chartered Accountants this country has produced.

But alas, the news of Olutola Ogundipe's death is true! It is not a dream nor a mirage, but a reality – the reality of death. A reality that we all await even when deep in our minds we would have wished it away. A reality that would befall all mortals. A reality that does not respect creed, colour or class. A reality that does not discriminate between the faithful and the faithless, between the brave and the cowards, between the old and the young, between the schooled and the unschooled. Indeed, the words of Haruki Murakami are timeless – “Death is not the opposite of life, but a part of it. George Bernard Shaw captures the same sentiments more succinctly that “the statistics about death are impressive. One out of everyone dies.”

Olutola left this world at his divinely ordained time, although by our own reckoning it was ill-timed. But who are we to question Providence? His death is a sad reminder of the undeniable fact that we are all going to exit this global room one day – the righteous and the wicked alike. It is true that his exit from this terrestrial space has left such a big vacuum that would be difficult to fill, but it is also true that Olutola is free from pains and sorrows. He is free from life's worries and anxieties. Olutola cannot die again – he has joined the saints triumphant.

Olutola Ogundipe bestrode the accounting profession with candour, grace, integrity and uncommon penchant for professional excellence. He guarded his professional calling with unquestionable adherence to the dictate of his Christian faith. He lived in the realization that earth is not a permanent place but a passing phase and that what we would become hereafter, depends on what we are here. He was an ambassador of Accuracy and Integrity.

Distinguished ladies and gentlemen, we are gathered here in this hallow chambers today to pay our last and well-deserved respect to our distinguished colleague and Council member of The Institute of Chartered Accountants of Nigeria (ICAN), Late Mr Olutola Ogundipe. Preparing and delivering this speech is one of those things I would have preferred to do in my dream and wake up to realize it's just a nightmare. It is the least desirable task I would expect in my official duties as the 56th President of the Institute.

However, since the creation of Adam and Eve, death has remained an inevitable intruder in the affairs of man. It has become a permanent feature of life, an unwanted guest that does not seek the consent of its host. Despite the frequency of its attacks, it has never ceased to cause awe and trepidation and no living being, no science, no technology has been able to come to terms with this reality.

## HIS EDUCATIONAL BACKGROUND

Mr Olutola Ogundipe attended Federal Government College, Ilorin from 1978 to 1983 and thereafter gained admission into the University of Benin and graduated with a B.Sc Degree in Civil Engineering in 1988. At this stage, Olutola left the Engineering profession to embrace accounting as a profession. Mr Olutola Ogundipe was not done with his academic achievement; he decided to give his gift of accuracy and integrity some professional touch after his graduation by sitting for the ICAN examinations and qualifying as an Associate member of the Institute in 1995. He was awarded the Fellowship status FCA in 2010. What the Engineering profession lost became the Accounting Profession and ICAN's gain.

## HIS CAREER

Mr Olutola Ogundipe had a distinguished career spanning thirty years in PricewaterhouseCoopers Nigeria which he joined in 1990 as an Associate and rose to become a Partner in 2003. In this 30 years, his work experience covered Auditing, Accounting Advisory, Controls Review, Business Planning, Business Strategy, Change Management, Financial Management, Project Management, Business Process Re-Engineering, Information Systems Management and Joint Venture Operations review. Until his death, Mr Olutola Ogundipe was PwC Africa's Tax Leader, Innovation leader for PwC West Africa and the Deputy Country Senior Partner for PwC Nigeria. He also previously served as the Assurance Leader for PwC Africa among his other leadership roles within PwC.

## HIS PROFESSIONAL ACHIEVEMENTS

The personality, who we are gathered to honour today, undoubtedly, served the Institute and the accounting profession with all his intellect, skill, grace and resources throughout his professional life, and until his demise, he served the Institute meritoriously in the following capacities:

- Council member, The Institute of Chartered Accountants of Nigeria
- Chairman, Audit, Investigation and Forensic Accounting Faculty



- Deputy Chairman, Professional Practice Committee
- Chairman, Professional Practice Committee
- Chairman, Small and Medium-Sized Practice (SMP) Committee
- Deputy Chairman, Members Education and Training Committee

Mr Ogundipe freely gave all the skills he acquired from PwC in the management of the assignments given to him at the Institute as a Council Member.

On this floor of the ICAN Governing Council Chamber, Olutola Ogundipe's sharp intellect was indisputably evident. He demonstrated enviable commitment to the affairs of the Institute not only as a member of the Governing Council but on the various Committees he served. Olutola, you remained gentle and jovial up to your death. We are so proud to have associated with you. Indeed every Council member has good memories that will be indelible of Olutola in our hearts and minds.

Permit me to share some of the commitments our dear Olutola made to us at the Institute during his campaign for re-election into the Governing Council in May 2020. And I quote

**I.** "I will work with other team members to fully operationalize the ICAN audit academy to upskill young practitioners and serve as a comprehensive refresher for older practitioners.

**II.** I will champion the implementation of the ICAN portal to provide members with regular updates on auditing, accounting, regulatory and industry developments, and a help desk to provide members with insight on technical matters.

**III.** I will work with others to improve digital leverage in running the affairs of the Institute and the interaction between the Institute and members.

**IV.** I will actively support initiatives to build the new competencies our members require to function effectively in an increasingly digital world and to upskill the staff of the Institute."

End of quote.

I dare say our dear Olutola was on this trajectory to actualizing his

Commitments to ICAN when the cold hands of death struck on September 7, 2020. Tell me why the ICAN family will not mourn this loss? We really mourn this loss as an Institute.

To the church, Olutola you faithfully served and supported in your quiet caring way. To your wife, you never gave up in faith as your love for her remained constantly strong. To your children, nephews, nieces and family, you gave the very best in life. Every one of them got the very best from you. Your role in their lives will forever remain exemplary.

This solemn hymn comes to our minds as we celebrate the impactful life and times of our colleague, Mr Olutola Ogundipe: And I'll cherish the old rugged cross

Till my trophies at last I lay down

And I will cling to the old rugged cross

And exchange it some day for a crown

Olutola, we know you fought the good fight, you finished the race, you kept the faith and from now on there is laid up for you the crown of righteousness, which the Lord, the righteous Judge, has awarded you...Rest on! Sleep well our beloved Olutola until the Resurrection Day when we would meet to part no more.

We wish you sweet repose in the bosom of God Almighty and our Lord and Saviour Jesus Christ. May Saint Peter and all the Saints open wide the gates of Heaven as the angels welcome you with great trumpets and open hands. Farewell the perfect gentleman, an advocate of the accounting profession, a responsible family man, a proponent of the Christian faith, a helping hand to the helpless.

On behalf of the Governing Council and the entire membership of The Institute of Chartered Accountants of Nigeria (ICAN), we commiserate with Mrs Oluwabukola Ogundipe, the children (Shayo, Seyi, Shemilore) and the entire Ogundipe family. We know this is no doubt a trying period but please find consolation in the eternal words of the scripture –

Ist Thessalonians 4:17 "After that, we who are alive and remain will be caught up together with them in the clouds to meet the Lord in the air. And so we will always be with the Lord". All I can say to you Mrs Ogundipe and Children is that you must TRUST GOD and hold on to him because you will meet your husband and father again on the resurrection day.

**Dame Onome Joy Adewuyi, B.Sc, M.Sc, FCIB, FCA**

56th ICAN President

September 30, 2020



**Late Tola Ogundipe FCA**  
Member, ICAN Governing Council



Members of ICAN Presidency with the PwC family at the Special Valedictory Council session for Late Tola Ogundipe on September 30, 2020.



## IPSASB PROPOSES DELAY OF EFFECTIVE DATES FOR RECENT STANDARDS AND AMENDMENTS



International Public  
Sector Accounting  
Standards Board™

The IPSASB has published Exposure Draft 73, Covid-19: Deferral of Effective Dates, which proposes to delay the effective dates of recently published Standards and Amendments to IPSAS by one year to January 1, 2023.

Responding to the global COVID-19 pandemic and the challenges it has created, the purpose of this Exposure Draft is to provide stakeholders with additional implementation time.

## INTERNATIONAL AUDIT AND ETHICS STANDARDS BOARDS EMBRACE CONCLUSION OF MONITORING GROUP REVIEW AND RENEWAL OF COMMITMENT TO GLOBAL STANDARDS



International Accounting  
Education  
Standards Board

The International Auditing and Assurance Standards Board (IAASB) and the International Ethics Standards Board for Accountants (IESBA) has welcomed the Monitoring Group's recently released Paper: Strengthening the International Audit and Ethics Standard-Setting System, aimed at enhancing governance arrangements of the two standard-setting boards.

The enhancements reflected in the Monitoring Group's Paper will support the core mission of the two Boards to promulgate high quality international audit, assurance, related services and ethics standards for the accountancy profession, for worldwide application and developed in the public interest.

"The Monitoring Group's conclusions highlight the importance of high-quality international standards, set by independent and technically expert bodies with effective oversight," said IAASB Chairman Tom Seidenstein. "We support change that can advance our ability to deliver enhanced standards in the public interest."

"The task now at hand is to draw the most benefit from these changes," said IESBA Chairman Dr. Stavros Thomadakis. "We are committed to collaborating with the Monitoring Group and others to achieve a smooth transition and effective implementation of the new arrangements."

The Monitoring Group's Paper encompasses items to be developed during a transition planning phase, and provides for a subsequent implementation period of approximately three years. This will allow for an orderly advancement of the Monitoring Group's conclusions while avoiding disruption to delivery of IAASB's and IESBA's current Strategies and Work Plans.

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