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Post COVID-19:
Repositioning for the new reality.

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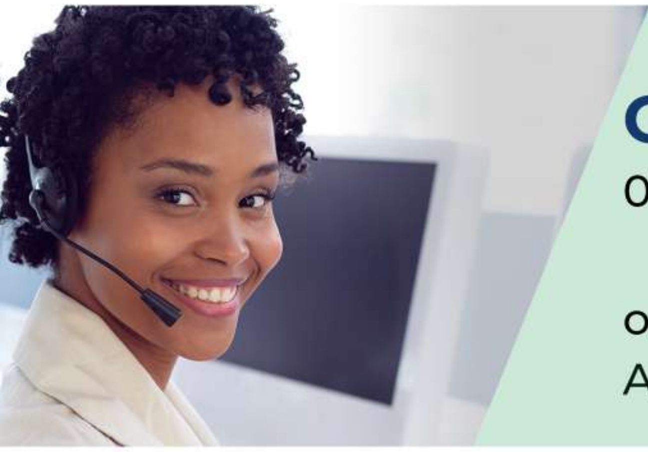

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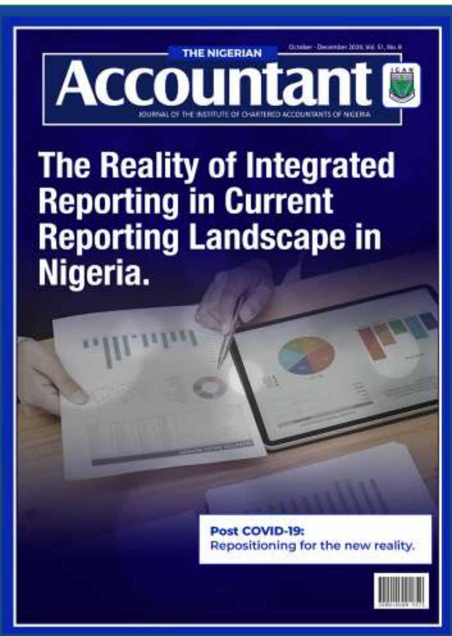

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FROM THE REGISTRAR

Prof. Ahmed M. Kumshe FCA
Registrar/Chief Executive

In retrospect, the Year 2020 has been taxing, trying and somewhat turbulent. Organisations and individual's resilience was stretched to the limit. The year challenged and tested the operation models of businesses and elicited the ingenuity and innovativeness in business managers. It saw a meteoric rise in the adoption of contactless business models taking advantage of advancements in technology.

Governments and entities were compelled to revise their Appropriation Acts and budgets while additional expenditures were incurred on relief materials and palliatives at varying degrees. Hardest hit was the fiscal structure of most governments with a telling effect on tax and consequently the revenue base. Different forms of tax reliefs and incentives were granted to ensure that businesses remain afloat thereby putting pressure on governments' fiscal projections.

Indeed, the coronavirus (COVID-19) pandemic drastically restructured global business activities. The pandemic forced economies to carefully establish a delicate balance between shoring up capital or improving GrosDomestic Product (GDP) and limiting physical economic activities and contacts. These have drawn the battle between economic prosperity and the health of citizens.

It was a tough situation for economic players and most institutions had to resort to unconventional means of meeting clients and stakeholders' demands. In countries with robust social safety nets, millions of dollars were doled out to citizens to reduce the negative impact of the pandemic. Most economies, including Nigeria, plunged into recession as a result of the slowdown in economic activities. By the fourth quarter of 2020, Nigeria officially declared to have plunged into recession, following two consecutive quarters of negative growth. Global oil prices went sour and largely oil-dependent economies, like Nigeria, was taken unawares by the disruption caused by the pandemic.

In our tradition at ICAN, we actively contributed to national growth and development through the Institute's well-researched position on the 2021 Appropriation Bill and Finance Bill. We availed governments at all levels of our professional expertise to ensure that the economy emerges stronger at the end of this phase.

At the Institute, despite the difficulty imposed by COVID-19, we promptly adapted to the new reality and ensured that our mandate to act in the public interest was not compromised. We faced the challenge decisively and deployed technology to safeguard the imperative of continuous learning for the over 52,000 professional members, 25,000 Accounting Technicians as well as capacity building for the over 350,000 future members of the Institute.

Consequent upon the foregoing, we have featured, in this edition of the Journal, additional information and technical guidance on how our members would continue to act in the public interest while safeguarding their health. There are also a number of health tips to protect us against the disease. The articles in this edition are not just a rich source of information but also indispensable reference materials on the diverse subjects covered.

It is my utmost pleasure to inform you that the Institute released its 2019 ICAN-Accountability Index report on December 9, 2020. The hybrid event, both physical and virtual, was attended by stakeholders within and outside the country including representatives of the International Federation of Accountants (IFAC), the World Bank country director, the Public Expenditure and Financial Accountability (PEFA) of the World Bank, the Pan African Federation of Accountants and the Association of Accountancy Bodies in West Africa (ABWA) and BudgIT.

The ICAN-AI is a scientific tool for assessing Public Financial Management (PFM) Practices in the three tiers of government in Nigeria. The details of the public presentation of the 2019 ICAN-AI report are featured in this Journal with the link to the virtual ICAN-AI reports.

Esteemed readers, as we hope that the battle against the dreaded COVID-19 would soon be won, let us continue to abide with the protocols as advised by both national and international experts and agencies in the frontline. Safety first should be our guiding principle in this trying period.

I wish all our readers and the entire country a better Year 2021!

The traditional financial reporting system originally is premised on the notion that the purpose of the firm is exclusively to promote the interest of shareholders. But a business performance can be analysed in five ways – The statement of financial position; statement of profit and loss and other comprehensive income; statement of cash flows; statement of changes in equity and notes to the account..

In our lead article entitled **"The Reality of Integrated Reporting in Current Reporting Landscape in Nigeria"**, the author expatiated on the traditional financial reporting system and juxtaposed it with the current realities of such reporting. Having done a thorough analysis, he concluded that integrated reporting is the way to go for any country that desires workable standards that will help in sustainable development. Please read more on the topic in this edition.

As Covid-19 continues to ravage the world, one of the articles in this edition delved into the likely after-effect of the virus attack post-pandemic. The article is entitled **"Post Covid-19: Repositioning for the new Reality".**

The author posited that the pandemic no doubt will leave behind an indelible mark in the history of mankind. He revealed that the healthcare systems will be revamped and improved in many countries of the world.

According to him, businesses would be run differently, claiming that only those who have focus would be able to lift their heads above the troubled water of competition after the end of covid-19.

Other articles in this edition include "Curtailing the Menace of Corruption through Whistle Blowing Policy: The Accountants' viewpoint"; "Shareholders' Wealth and Enterprise Risk Management: A Study of Deposit Money Banks in Nigeria"; "Beyond Academic Career Progression, who are the Marketing and Management Lecturers addressing in their Research Writings"; "Moving from National Generally-Accepted Accounting Principles(GAAP) to International Financial Reporting Standards(IFRS)" and many more.

On our health page, we have the various health benefits of eating cucumber. You will also read our other regular columns like news and events in this edition

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

Please, write to: **editor@ican.org.ng** or **aoowolabi@ican.org.ng**

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Shareholders' Wealth and Enterprise Risk Management: A Study of Deposit Money Banks in Nigeria

- Sunday Otuya & Patrick I. Osiegbu

Abstract

The study investigated enterprise risk management and shareholders' wealth in Nigeria. The study, anchored on the agency theory, adopted the ex post facto research design and obtained relevant data from financial statements of sampled deposit money banks (DMBs) for the period 2016 to 2019. The study deployed descriptive, correlation and regression analyses as data analytical techniques. Findings of the study indicated that enterprise risk management practices and credit risk management have a positive and significant association with shareholders' wealth, The findings of the study further revealed that liquidity risk management has a positive but insignificant association with shareholders' wealthwhile bank complexity has a significant negative relationship with shareholders' wealth. The study concludes that enterprise risk management practices create shareholders' wealth in deposit money banks in Nigeria and recommends amongst others that theCentral Bank of Nigeria should initiate reforms in banks' operational guidelines aimed at reducing the minimum non-performing loan ratio.
KEYWORDS: Enterprise Risk Management, Shareholders' Wealth, Economic Value Added, Liquidity Risk, Credit Risk, Bank Complexity.

Introduction

In today's complex business environment, the need of planning, organizing, controlling and coordinating the resources of a corporate entity so as to reduce the impact of risks on cor[performance has become imperative. Enterprise Risk Management (ERM) involves an expanded risk management system which includes not just risk associatedwithaccidentallosses,butalso financial, strategic operating and other risks(Stulz,2004). Corporate organizations are exposed to several risks such risks as business, operating, strategic,political, legal and regulatory risks. Beasley, Clune and Hermanson (2005) posit thatthese risks make it difficult for them toachieve organizational objectives of profit maximization, shareholders wealth creation or growth.

ERM is now being increasingly adopted as management strategy since the establishment of the Committee of Sponsoring Organizations (COSO) of Treadway Commission in 1985. ERM is an all-inclusive framework that considers a collection of risks and a process that aligns with the business's strategy. It has become relevant in modern business world due to the increasing intricacy of risks, growing dependencies between sources of risksas well as more stringent guidelines on the application of risk management.

Bhimani(2009) and Shatnawi, et al (2020)explain that the application of ERM in mitigating various kinds of risks is aimed at enhancing a company's shareholder value by instituting an adequate monitoring system through which the company's risk portfolio can be effectively managed. However, despite a number of prior studies (Salaudeen, Atoyebi, &Oyegbile, 2018; Kolapo, Ayeni & Oke, 2012; Nocco & Stulz, 2006;Tahir & Razali, 2011) indicating that implementation of ERM as a strategic management tool will improve corporate performance, the empirical evidence confirming the relation between ERM and economic value added is quite scarce. Further, there is a notable lack of empirical studies in the developing economies like Nigeria that have focused on the effect of ERM on shareholders' wealth in the Nigerian banking sector.

The remaining parts of the paper are organized as follows: section two provides the review of related literature and hypothesis development. Section three gives details of the empirical method adopted for the study and include the design and data, theoretical framework and model specification, and measurement of the variables. Section four presents the data analysis and discussion of findings while the last section concludes the study.

2. Literature Review and Hypotheses Development

Enterprise Risk Management

Before now, companies have been taking care of risks by engaging in various insurance policies(Nocco & Stulz, 2006). However, managing corporate risk has extended well beyond hedging of financial exposures and insurance to encompass other operational, reputational and strategic risk. The Committee of Sponsoring Organization of the Treadway Commission (COSO) (2004) viewsERM as an integrated process which the board of a company uses to evaluate potential risks as they impact on the operations of the company. The rationale for the design and implementation of ERM is to

maximize shareholders' value; and ensure there is a balance between financial performance and risk management for the purpose of achieving corporate objectives. Standard and Poor (2005) states that an effective implementation of ERM procedure enhances a firm's commitment to risk management, enables the firm to identify all risks that constitute financial threat and consequently devote time and other resources to mitigate those perceived risk and threat. Akindele(2012) explains that ERM is not a process of avoiding the element of risk but as an integrated approach of managingrisks associated with a firm's operations so as to minimize threats and maximize opportunities. The Casualty Actuarial Society
(CAS)(2003) listsrisk elements under ERM to include strategic, credit, financial, market, reputational, operational, compliance and hazard risks. CAS maintains that these risks can affect to a large extent the effectiveness, profitability and financial performance of the business organization.

Shareholders' Wealth

Shareholders' wealth maximization involves maximizing the value of the firm for its owners. It is considered the most widely accepted and sustainable objective of a business concern. The market value of a company's shares is used to represent the wealth of its shareholders. The wealth expansionprinciple suggests that management should only take economic decisions that maximize the value of the firm or shareholders' wealth. Measures such as earnings per share (EPS), (Tahir & Razali, 2011) return on equity (ROE), (Kolapo, Ayeni & Oke, 2012)Tobin's Q, (Pagach & Warr, 2007) return on assets (ROA) (Erin, Erikie, Arumona& Ame, 2017; Gordon, Loeb & Tseng, 2009) etc have been widely deployed by prior studies to measure financial performance of companies. However, these accounting measures do not take cognizance of shareholders' value creation by adjusting for risk in the cost of capital. The Economic Value Added (EVA) approach which is avalue-basedperformance appraisal method is gaining momentum in the literature because the measure is able to show a true value of the firm. Empirical studies such as Richard, Devinney, Yip and Johnson (2009), Mamun, Entebang, and Mansor (2012) and Sharma and Kumar (2012) have all supported the economic value added approach as more superior to the traditional accounting measurement techniques.

According to Lai (2014), the basic idea behind the adoption EVA as financial performance measurement approach is that it gives the maximum returns accruable to shareholders for their risk taking. In essence, EVA analysis offers the majorbenefit that indicates the true profit of the company by integrating the cost of capital in its performance valuation, EVA iscalculated by deducting capital charge i.e. (Weighted Average Cost of Capital (WACC) x Invested Capital) from profit after tax (PAT). Consequently, if EVA of a firm is greater than zero, value is created during the period under analysis. On the other hand, if EVA is less than zero, no value is created.

Enterprise Risk Management Implementation and Shareholders' Wealth

The basic rationalefor the]adoption of ERM concept is to enable the company have abetter-informed risk profile. This helps management to implement corporate strategy and serves as an indication of the company's commitment to risk management (Shatnawi, et al, 2020; Welch, 2018). COSO (2004) states that application of ERM creates risks awareness within the firm which in turn enhances better operational and strategic decisions making. Better management decision making promotes goal congruence, enhances target accomplishment, reduces earnings unpredictability, and improves overall financial performance. However, some studies (Hoyt & Liebenberg, 2011; Jing, Bajtelsmit & Wang, 2014) stress that the ERM implementation would bring a substantial cost to the value of the firm which will in turn dilute the gains that would be expected from the diversification strategy. Lai, Azizan, and Samad (2010) list different factors that inhibit the value of a diversified firm to include diseconomy of scales, agency costs, increased regulatory and compliance costs and essentially the cost of implementing an integrated ERM in the firm.Studies such as Shad and Lai (2015), Turk (2002), Ghazali and Manab (2013), McShane, Nair and Rustambekov (2011) have found that there is a significant positive link between ERM and firm value. On the other hand, Pagach and Warr (2010) found no significant correlation between ERM and firm value. Following from foregoing, we hypothesize that ERM will positively affect shareholders' value.

Credit Risk Management and Shareholders' Wealth

The Central Bank of Nigeria (2019) defines bankcredit as the risk of default of a debtor and other parties to meet repayment obligations to the bank. A bank's creditrisk comes in a variety of banking activities but loans are the biggest source of credit risk in most money deposit banks. Olamide, Uwalomwa and Ranti (2015) view credit risk as the risk of failure to pay on a debt that comes from a borrower'sinability to make obligatory payments. The bank as the lender incurs the risks, which includes lost principal and interest, interruption to cash flows, and increased cost of debt collection.Luy (2010) states that credit risk can also be viewed from the perspective of a bank'sexposure to loss from a borrower, counterparty, or an obligator who may not be able to honour their debt obligations as they have contracted. Sanusi (2010) warns that whenever a bank provides credit facilities to a customer, the bank is vulnerable to credit risk.
Consequently, effective implementation of ERM as part ofthe corporate strategy used as a monitoring on the effect of credit risk management on banks' financial performance have produced mixed results. Epure and Lafuente (2012) in a study found that credit risk management negatively affects the financial performanceof banks. However, Al-Khouri (2011), Akindele (2012), and Kolapo, Ayeni & Ojo (2012) in separate studies found that credit risk management positively influences the profitability of deposit money banks. Getahun (2015) in a study revealed no significant effect of credit risk management on bank profitability. Based on the foregoing, we propose a second hypothesis that credit risk management has a significant positive effect on shareholders' wealth.

Liquidity Risk Management and Shareholders' Wealth

Liquidity is defined by Padganeh and Sitraram(2013) as a bank's ability to fund increase in assets and meet both expected and unexpected cash and collateral obligations at a reasonable cost and without incurring unacceptable losses. Sokefun (2014) describes bank's liquidity risk as the risk of not being able either to meet depositors' obligations or to fund increases in assets as they fall due without incurring unacceptable costs or losses.When a bank faces the problem of illiquidity, it becomes difficult to have sufficient funds, either by converting assets or increasing liabilities on time, at a reasonable cost. Liquidity problem sometimes, leads to depositors' loss of confidence in the banking sector and invariably results into panic withdrawal by the public. Liquidity risk management is of paramount importance because a liquidity shortfall at a single institution can have system-wide repercussions (Uremadu, 2012) The link between liquidity risks and financial performance of banks has been the focus of several studies but there is no unanimity in the results. Kithinji (2010) found that liquidity risk management does not have any significant effect on financial performance of banks in Kenya. Kolapo, Ayeni, and Oke (2012) found negative correlation between liquidity risk management and profitability of deposit money banks in Nigeria.Ruziqa (2013) investigated the impact of liquidity on bank' profitability in Indonesia, and found that liquidity risk management has a positive effect on bank's profitability. Therefore, we hypothesize a significant positive effect of liquidity risk management on shareholders' wealth.

Control Variable Bank Complexity and Shareholders' Wealth

Complexity is ablend of diverse factors, which are related and often specific to an industry or company. Goldberg (2018) recognizes that bank complexity cannot be well explained by a single metric. Cetorelli and Goldberg (2014) use complexity to highlight the scope and concentration of businesses and operations across legal entities.

Carmassi and Herring (2016) also view complexity in terms of geographic presence which captures the domestic versus international locations of corporate entities, utilizing information on their span and dispersion across countries. Carmassi and Herring (2016) argue that complexity in banking has been described using multiple concepts such as non-traditional banking activities, business models, branch network within the banking conglomerates, balance sheet structure, trading assets, notional value of assets and number of legal entities.

Complexity is used as control variables in this study. Large business activities are more complex and more vulnerable to risk so that largerbanks tend to pay moreattention to risk management of the operations. Hoyt andLiebenberg (2011) found that complexity measured as company size has a positive link with implementation ofERM. Gordon Gordon, Loeb and Tseng(2009) also found that the more complex the operations of anentity, the greater the probabilities of operational risk orbeing susceptible to risks. In view of this, we expect that banks with complex business segments and branch network will consider the implementation of ERM more seriously than less complex banks.

3. Methodology

Design and Data

The study adopts an ex-post facto research design as archive data were used. The population of the study comprises of all deposit money banks listed on the Nigeria Stock Exchange. However, of the 15 deposit money banks listed on the NSE, 10 were randomly selected for the period 2016 to 2019 making a total of 40 year-end observations. Panel data collected were subjected to analysis through descriptive, correlation and linear regression analyses.

Theoretical Framework and Model Specification

Several theories such rational choice theory, stewardship theory and stakeholder's theory have been used in the literature on risk management studies.However, this study adopts the agency theory as the suitable theory as it emphasizes the need for resolution of conflict of interest between the owners of the business and managers by the design and implementation of monitoring mechanisms such as Enterprise Risk Management (ERM) and effective internal control system (Nocco &Stulz, 2006; Jensen, 1993;Tasmin et al, 2020). The agency theory underlines the importance of improving corporate financial performance as one of the company's objectivesand by extension maximizing shareholders value.

Consequently, a model that captures the effect of enterprise risk management on shareholders'wealth of listed DMBs in Nigeria was developed for the study. The basis of selecting these variables is the conflicting findings of their effect as risk management measures on banks financial performance of which this study was to confirm or disprove.

The model is expressed as follows:

$EVADit= \beta0+\beta1ERMPit+ \beta2CRRMit+ \beta3LQRMit + \beta4COMPit + +\varepsilon it$

Where EVAD: Economic Value Added; ERMP: Enterprise Risk Management Practices; CRRM: Credit Risk Management; LQRM: Liquidity Risk Management; COMP: Bank Complexity. $\beta1$- $\beta4$ are Regression Parameters and ε is error term; i represent sampled banks while it is the time dimension.

Measurement of Variables

Dependent Variable

The dependent variable for the study is shareholders' wealth. It is proxied by Economic Value Added (EVA), measured as(Profit after Tax - Weighted Average Cost of Capital (WACC) x Invested Capital). Where invested capital is total assets less current liabilities.

Independent Variables

The ERMP variable tests for risks management practices of the bank. ERM practices have been measured with different dimensions. However, in the case of banks, it is important to consider major dimensions of risk. Therefore, this study adopts the Central Bank of Nigeria (2019) "Guidelines for the Development of Risk Management Processes in Banks". This study uses a self-developed index based on the CBN (2019) guidelines comprising of twenty established key risk management elements to measure the ERM implementation practices based on disclosures in the financial statements of the sampled banks. This index uses a binary coding system which assigns 1 if ERM item is disclosed and 0 if it is not disclosed. As such, a bank could score a maximum of 20 points and a minimum of 0.The study also examines the effect

ofcredit risk management (CRRM) on shareholders' wealth. It is measured as a ratio of non-performing loans to total loans.
LQRM stands for liquidity risk management and is measuredas total loans and advances divided by total customer's deposit.

Control Variables

An important variable that can be used as a control is bank complexity. This is because banks with higher complexity in terms of branch networks are believed to have higher. potential risk Thus, COMP stands for bank complexity in this study and is measured as number of bank branches as at the end of a financial year.

4. Estimation Results and Discussion of Findings

Table 1: Descriptive Statistics of the Variables

	EVAD	ERMP	CRRM	LQRM	COMP
Mean	9.347500	0.721000	0.092013	0.547400	400.1250
Median	10.72000	0.720000	0.042550	0.460000	345.0000
Maximum	22.50000	0.950000	0.345000	0.938000	760.0000
Minimum	-4.100000	0.457000	0.018000	0.095000	174.0000
Std. Dev.	8.347818	0.161841	0.102645	0.214636	204.6519
Skewness	-0.267616	-0.202052	1.818101	0.369054	0.486651
Jarque-Bera	1.548845	2.549019	28.25843	2.137376	3.812987
Probability	0.002440	0.025668	0.000001	0.343459	0.018601
Observations	40	40	40	40	40

Source: Analysis of financial statements
KEY: EVAD – Economic Value Added; ERMP – Enterprise Risk Management Practices; CRRM – Credit Risk Management; LQRM – Liquidity Risk Management.

Table 1 shows the descriptive statistics of the variables. Economic value added (EVAD) is observed with a mean of 9.347 with maximum and minimum values of 22.5 and -4.1 respectively. The implication of the negative minimum value of EVAD is that there are banks in the distribution which did not create values for the shareholders as the product of the weighted average cost of capital on invested capital was higher than the profit after tax.The standard deviation of 8.348 indicates that there is considerable dispersion in reported economic value added among the sampled banks. The statistics also shows that EVAD is negatively skewed

The table also shows the descriptive results of enterprise risk management practices, credit risk management, liquidity risk management and bank complexity for the period. The mean values are 0.72, 0.092, 0.547 and 400 respectively. The maximum and the minimum ERMP, CRRM, LQRM and COMP are 0.950&0.457, 0.345&0.018, 0.938&0.095 and 760&174 respectively. The implication of the enterprise risk management practices (ERMP) mean result is that, sampled banks compliance with the CBN risk management guidelines is above fifty percent. Further, the mean values of CRRM and LQRM indicate that there are banks in the distribution that are not complying with the 5% non-performing loan as well as 75% loan to deposit ratio threshold stipulated by the CBN in its prudential guide lines. The standard deviation values of 0.1618, 0.1026, 0.2146 and 204.65 revealed the rate at which ERMP, CRRM, LQRM and COMP for the deposit money banks in Nigeria deviated from their respective average or expected values.

Also, it wasdiscovered that credit risk management, liquidity risk management and bank complexity were all positively skewed. However, enterprise risk management practice isnegatively skewed. The Jarque-Bera and probability values revealed that the data set satisfies normality criterion and suitable for further analysis as they all appeared positive with probability values less than 0.05 ($p<0.05$) with exception of LQRM.

Table 2:Correlation Analysis

	EVAD	ERMP	CRRM	LQRM	COMP
EVAD	1.000000				
ERMP	0.583862	1.000000			
CRRM	0.186621	-0.552128	1.000000		
LQRM	0.155924	-0.497864	0.270245	1.000000	
COMP	-0.368010	0.581092	-0.040009	-0.470721	1.000000

Source: Analysis of financial statements
KEY: EVAD – Economic Value Added; ERMP – Enterprise Risk Management Practices; CRRM – Credit Risk Management; LQRM – Liquidity Risk Management.

A correlation matrix is adopted to check the level of relationship between the dependent and independent variables on one part, and among the independent and control variable on the other. The statistics shows that EVAD has a positive relationship with ERMP (r=0.5838), CRRM (r=0.1866) and LQRM (r=0.1559) but a negative relationship with COMP (r=-0.3660). The correlation also shows that ERMP has a positive relationship with COMP (r=0.5810). However, ERMP has a negative association with CRRM (r=-0.5521) and LQRM(r=-0.4978). The matrix also shows that CRRM has a positive relationship with LQRM (r=0.2702) and a negative relationship with COMP (r=-0.0400). Finally, LQRM is observed to have a negative correlation with COMP (r=-0.4702).

The correlation matrix was further used to test the problem of multicollinearity. According to Neter, Wasserman and Kutner (1998) and Weisberg (2005) a simple correlation between variables is notconsidered harmful unless r> 0.80. Consistent with this, it is observed that none of the variables show significant high correlations with another.

Regression Results

The regression results of the panel data estimation are reported in Table 3. The study used three estimators of panel data; pooled OLS, random effects and fixed effects in order to take cognizance of the dynamics of change with short time series, and thereby control for the effect of the unobserved heterogeneity in the dataset. The Hausmantest was further conducted to validate the appropriate method in estimating the model which gave a chi-square statistics value of 3.114, p=0.5327a (p>0.05). Thus, the random effect was used in estimating the model.

POOLED OLS		PANEL OLS (RANDOMEFFECTS)		PANEL OLS (FIXED EFFECTS)	
VARIABLE	**COEFFICIENT**	**PROB. COEFFICIENT**	**PROB**	**COEFFICIENT**	**PROB.**
C	-43.353984	0.008642.2336	0.0000	0.507903	0.0208
ERMP	56.085614	0.003265.7594	0.0000	-0.076664	0.0021
CRRM	6.087349	0.002168.95310.0000	-0.569987	0.0013	
LQRM	0.412213	0.03424.50407	0.2321	0.235249	0.1373
COMP	0.361226	0.0032-0.11060	0.0153	0.453888	0.0215
R^2	0.050215		0.77987	0.5380	
ADJ R^2	0.34062		0.75471 0.4935		
F-Stat	3.10871	30.99980.5139			
P(f-stat)	0.000000		0.00000 0.0000		
D.W	2.000347	2.00378			
Hausman test		**3.11430.5327**			

The results of data analyzed are discussed thus:

ERMP is found to have a positive and significant association with shareholders' wealth (EVAD) at 5% significant level (β1ERMPit =65.759, Prob.=0.0000). The result meets our a priori expectation and is consistent with prior studies such as (Shatnawi, et al, 2020; Welch, 2018; Gates, Nicolas & Walker, 2012; Ghazali &Manab, 2013;Girangwa, Rono & Mose, 2020). However, this result is not in tandem with (Hoyt & Liebenberg, 2011; Jing, Bajtelsmit & Wang, 2014). The implication of the result is that the level of implementation of enterprise risk management policies positively influencesthe economic value added of deposit money banks in Nigeria.

Further, the coefficient of the variable CRRM is observed to be positive and significant (β2CRRMit = 68.953, Prob.=0.0000). This indicates that shareholders' wealth of DBMs is significantly influenced by credit risk management policy. The result meets our a priori expectation and is consistent with previous studies such as (Al-Khouri, 2011; Akindele, 2012; Kolapo, Ayeni & Ojo, 2012; Muslih, 2018; Ping & Muthuveloo, 2017) that find significant positive association between credit risk management and financial performance. The implication of this finding is that better credit risk management may help to reduce risk burden which will enhance economic value added of the bank.

The regression result on LQRM variable shows a positive association but not statistically significant at 5% (β3LQRMit=4.5040 Prob.=0.2321). This position meets our apriori expectation and agrees with Ruziqa (2013). However, Kolapo, Ayeniand Oke (2012) found that liquidity risk management has a negative effect on financial performance measured by return on equity.

With respect to the control variable, COMP is observed to have a negative relationship and statistically significant at 5% (β4COMPit=-0.1106, Prob. =0.0153). This, therefore, implies that bank complexity (wider branch network) has an inverse relationship with level economic value added. This result did not meet our a priori expectation and the position is not supported by prior studies such as Hoyt and Liebenberg (2011) and Gordon, Loeb and Tseng(2009).

5. Conclusion and Recommendations

The study investigated enterprise risk management and shareholders' value in Nigeria. The study adopted the ex post facto research design and obtained relevant data from financial statements of sampled DMBs for the period 2016 to 2019. The study further deployed some descriptive, correlation and regression analyses to evaluate how the mean outcomes deviate from each other and establish the level of association between variables. The analysis indicated that enterprise risk management practices and credit risk management have a positive and significant association with shareholders' wealth creation. The findings of the study further revealed that liquidity risk management has a positive but insignificant association while bank complexity has a significant negative relationship with shareholders' wealth creation. The study concludes that enterprise risk management practices create shareholders' wealth in deposit money banks in Nigeria.
In line with the findings of this study, the following recommendations are proffered:

1. The Central Bank of Nigeria should initiate reforms in banks' operational guidelines aimed at reducing the minimum non-performing loan ratio upwards from its current 5%.

2. Deposit money banks should exploit the accruing benefits in implementation of enterprise risk management policies so as to reduce associated risks in banking operations.

3. Managers of DMBs should engage in branch network expansion activities that will create economic value for the organization as the study has found that bank complexity negatively affects economic value added.

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POST COVID-19: Repositioning for the new reality

- Perrine Oh

Coming back strong post crisis

When the dust finally settles on the coronavirus disease (Covid-19), the pandemic will leave behind an indelible mark in the history of mankind. The world will change. Healthcare systems will be revamped or at the very least, improved, in many countries. People will behave differently – they may still avoid crowds post-pandemic. The way we work will change too. While businesses tackle the immediate challenges, those with an eye on the future as well will be the ones who can keep ahead of the competition.
The best approach to navigate the Covid-19 crisis and subsequent recovery will differ according to the unique circumstances of each business. One thing is for sure – businesses need to be very deliberate in planning for recovery. In this article, we explore how businesses can re-think assumptions regarding business practices, prepare themselves to bounce back stronger in the new business environment, and consider how their business and/or operating model would change given the new reality.

Planning Ahead

Consulting firm McKinsey & Company advocates forming a "Plan-Ahead Team" which is made up of a few small but scalable planning groups. The team must be adaptable and be able to work with uncertainty. This is because as new information surfaces, it has to adjust and adapt its crisis-action plan accordingly.

Using the McKinsey Strategic Crisis-Action Plan Framework as one possible guide, the team can develop a crisis-action plan by going through the following five stages across multiple time frames, ranging from the immediate to longer term after two years, to cope with the new reality.

Mckinsy strategic crisis action plan framework

Stage 1 Gain a realistic view of the starting point

Take stock of the business' financial assumptions, ongoing initiatives, and major strategic choices. A three-year plan with the planning assumptions will help determine what drives the financial performance of the business. It would also be useful to perform a quick sensitivity analysis to assess which assumptions matter most.

Stage 2 Develop multiple scenarios planning

Stress-test your business' performance and strategy against each scenario by modelling the various business outcomes. Identify the areas of business which would be most at risk and where it is most resilient, while estimating the buffer or shortfall of capital in the worst-case scenario. Thereafter, assess the current slate of strategic initiatives against each scenario to determine whether each initiative should continue as planned, accelerate or stop.

Stage 3 Establish your posture and broad direction of travel

One notable feature of the Covid-19 crisis is a radical shift to distance business models. Overnight, people have massively stepped up their use of technolany initiatives.

Stage 4 Determine actions and strategic moves which would work across scenarios

In extreme uncertainty, a rigid plan would not work. On the other hand, a very flexible plan which allows for different scenarios may be too expensive and come to naught. To seek a balance between benefit and cost, businesses should develop strategic moves that will perform relatively well as a whole across all likely scenarios.

Stage 5 Determine trigger points to act when needed

Determine a set of trigger points for when the business should begin detailed planning and execution for that move. Once the necessary move becomes highly likely, make the necessary investment to ensure that the business can act swiftly

In this aspect, accountancy and finance professionals can play a key role in supporting their employers in the development of the crisis-action plans. They can work closely with the various business units to take stock of the business' financial assumptions, determine key financial performance drivers and estimate the buffer or shortfall of capital needed when performing multiple scenarios planning.

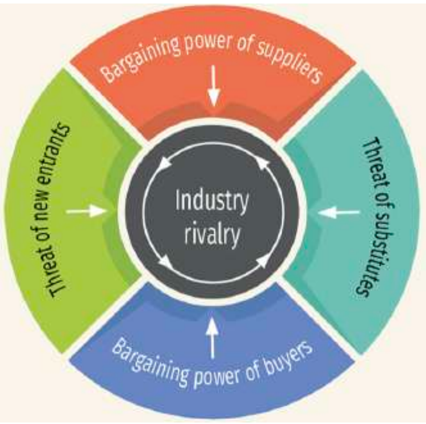
The New Reality

What is the new reality or next normal? No one knows for sure. However, with expected changes in the business environment, businesses would have to assess whether their existing business model is sustainable in the long run.

For example, businesses which previously relied heavily on cheap foreign labour may find that post-Covid-19 crisis, there may be more stringent health checks and certification requirements. There could also be greater regulations on a higher quality of welfare and accommodation expected to be provided by businesses for the foreign labour, which would be more costly. The cost structure and ultimately, profitability, would change for these businesses.

For the rest of this article, we will make reference to Porter's Five Forces, namely the bargaining power of suppliers, bargaining power of customers, threat of new entrants, threat of substitutes and industry rivalry (Figure 1), to explore how the business environment would change after Covid-19.

Figure 1 Porter's Five Forces Framework



1) Bargaining power of suppliers

We have seen the devastating impact of Covid-19 on the supply chain when there is a concentration risk of limited suppliers from specific countries. As highlighted in the first article of this Covid-19 Special, titled "Implications Of Covid-19 On Businesses", published in the May issue of this IS Chartered Accountant Journal, many countries shut down their economies and ordered their residents to stay home for a period of time to minimise community spread of the virus. These stringent lockdown measures were enforced swiftly, which impacted businesses that had little time to react, and significantly disrupted supply chains. It will not be surprising to see changes to how businesses manage their supply chains going forward.
This will likely take the form of a risk assessment and risk management approach. Businesses will have to know their supply chains inside out to identify all possible risk areas. They will need to consider many factors including costs and related charges pertaining to transport and logistics, stability of supply of input materials, reliability and reputation of suppliers, geographical locations of suppliers, their proximity to where the final product will be put together and quality of their input materials, among others.

For example, according to a McKinsey report, a leading consumer company has sped up the outsourcing of manufacturing and logistics for some products to specialised vendors in different regions. This approach has not only improved the security of supply by increasing the local content, it also enabled the company to reduce costs and adjust the production volumes swiftly. As businesses relook at their supply chains, one consideration is how much bargaining power each supplier has with them. To manage the bargaining power of suppliers, businesses should consider two key aspects in their supply chains – resilience and digitisation.

Resilience

Businesses should place greater emphasis on the risk management of their supply chains by quantifying the risks and identifying vulnerable spots. If they stick to only one major supplier, they would be at the mercy of their supplier. Suppliers will not be able to increase their costs so easily if their customers have other options to fall back on.

Where possible, business should consider diversifying their supplier base in order to limit the bargaining power of their suppliers. At the same time, businesses must recognise that there will be a cost if they want to diversify from the lowest cost supplier in return for other critical benefits. For example, if businesses work with suppliers further away from their primary manufacturing facilities, additional transport costs will need to be factored in. The cost structures of the suppliers can also be a factor. If the cost structures of the alternative suppliers are higher than the existing vendors, businesses will likely see a higher cost being charged to them if they change suppliers. Consequently, businesses may have to be prepared to forgo short-term gains to build long-term earnings and supply chain resilience.

In order for businesses to optimise their cash position post-Covid-19, having an increased visibility of their operation's cost structure and those of their suppliers is key. For example, to proactively manage potential supply-demand imbalances, a key chemicals pla yer has leveraged on analytical tools to anticipate changes in raw material prices. Also, as liquidity is paramount, a major automotive player has established a permanent unit within its finance function to monitor liquidity across the business. These are areas where the finance function can play an important role in helping businesses manage their cost structures.

Digitisation

Businesses can enhance resilience in supply chains using technology. Through more extensive use of technology, businesses can work towards full transparency of their entire supply chains as part of enhanced risk management. Businesses would need to encourage their suppliers to be on board this digitalisation journey with them. Otherwise, they may have to find other suppliers who are more progressive in their digitalisation efforts.

Accenture recommends that organisations build in adequate flexibility to protect against future disruptions by developing a robust framework that includes a responsive and resilient risk management operations capability. This would involve a continuous cycle of mobilising the relevant team with its initial response, sensing and prioritising new risks and implications, analysis of what-if scenarios, configuring the networks and protocols, and executing the plan to strengthen the supply chain. This enhanced capability should be primarily driven by technology, leveraging platforms that support applied analytics, artificial intelligence and machine learning. It should also ensure end-to-end transparency across the supply chain.If businesses can build resilience in and digitalise their supply chains, the power of suppliers may be reduced. This would help the business keep its costs low and enhance its profits.

2) Bargaining power of buyers

Covid-19 has also generated a massive shift towards online shopping and deliveries as people spend more time working and staying at home. The changes in the way we work and live impact the way we consume products and services in future. In Singapore, this surge in demand has caused havoc for online supermarket platforms such as RedMart, FairPrice and Amazon Prime, which scrambled to bring on additional capacity to fulfil orders. Having experienced the convenience and other benefits of online purchase of products and services, after the Covid-19 crisis, there could be a shift in buying behaviour as a new reality. A recent study highlighted that in China, there was a 55% increase in consumers who plan to move to online grocery shopping for good, and an estimated growth of between three to six percentage points in overall e-commerce penetration after Covid-19.

When people can once again enjoy the dine-in experience and shop in physical malls, the tide of online purchases that we witness now may somewhat subside. However, it is unlikely to be totally eradicated. Instead of brick-and-mortar stores or online shopping prevailing over each other, the new reality could see tactile consumption and online shopping blending together as a dual channel strategy. While regular retail is unlikely to totally disappear, it will evolve if takeaway and/or home delivery becomes a shift in consumer behaviour as there would be increased focus on how businesses can add value to their customers who will be spoilt for choice. The power of customers could possibly increase, which would make the business environment more competitive for certain industries.

3) Threat of new entrants

After Covid-19, there would be the rise of some profitable industries, which will attract more competitors looking to achieve profits. Such industries may face the threat of new entrants hoping to get a share of the pie.

For example, if more businesses continue work-from-home arrangments after Covid-19, learning as part of employees' professional development will in tandem go online. Businesses in the training industry will have to keep online learning sustainable with a full suite of e-programmes to meet their clients' needs. Businesses will have to be innovative in coming up with the progammes. This may see them working with partners such as professional bodies, industry associations or academic institutions. Ultimately, learning may be profoundly transformed. Against the backdrop of the pandemic, the Linux Foundation saw an increase of more than 40% enrolments for its free online training courses over an average week. As people experience for themselves the benefits of e-learning, they may become more willing to pay for e-learning in the future. The e-learning market is forecasted to reach US$325 billion in 2025, and this was pre-Covid-19. Post-Covid-19, the e-learning market is expected to grow even bigger. Potential new entrants to the e-learning sector will have to consider the barriers to entry such as contents, delivery platforms, trainers, etc.

4) Threat of substitutes

A substitute product is a product from another industry that offers similar benefits to the customer as the product produced by businesses within the industry. The threat of substitutes affects the competitive environment of businesses. As customers have a choice to purchase the substitute instead of a business' product, this could influence its ability to generate profits.

As an example, Covid-19 has substantially slowed international travel as many countries have imposed travel bans or restrictions for fear of imported infections. Although business partners cannot travel or meet in person, cross-border meetings via video-conferencing tools is proving to be a viable substitute during this time. If limitations in business travel continue, and people become more accustomed to using such tools in their work, remote meetings may well become a standard practice. After all, it costs much less than the airfare, accommodation and incidental expenses of business travel. This potential shift could lead to a decline in international business travel – particularly to hubs like London and Tokyo – and impact the aviation and hospitality industries; hospitality spans five sub-sectors, namely, lodging, events, food and beverage, tourism and transport.

Although businesses may be organising more virtual meetings as an alternative form of communication, the value of face-to-face meetings with the human touch cannot be replaced by technology. Thus, while video-conferencing is a viable substitute, it is unlikely to completely replace business travel in the medium to long term.

Competition among existing businesses in the same industry will get more intense during challenging times. To fight for every available consumer dollar, businesses will attempt to outdo one another with more innovative products and services.

Take the automotive industry as an example. It is likely to see an increase in bankruptcies and consolidations as the Covid-19 crisis impacts the global new vehicle production. According to Accenture, the decrease in market capitalisation will likely accelerate automotive industry consolidation and without additional funding, some players risk going bust. Small and medium-sized suppliers which face a credit crunch and cannot weather the storm will be hardest hit. This could open up opportunities for stronger and bigger suppliers to buy up some of these distressed assets, thus adding to the industry consolidation. This could also facilitate the capital expenditure investments needed to make the shift toward new technologies, such as electrification and autonomous vehicles.

Businesses must adopt a future-oriented outlook by thinking strategically and identifying financial leverage, divestitures and acquisition opportunities, as well as strategic partners. In the aftermath of a crisis, resilient players are the ones who can provide more value to customers, outperform rivals and consolidate power by gaining greater market share.

MOVING FORWARD

When the curtain eventually falls on the Covid-19 crisis, it will also mark the dawn of a new reality. The competitive environment of businesses will be impacted by some of the trends highlighted in the article. In order to capitalise and seize the opportunities in this new reality, businesses must prepare themselves and make plans now for the future.
As the saying goes, time is money. While planning must be done, what is equally important is the speed of execution. Businesses must act fast and be ready to strike when the time comes.

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The Reality of Integrated Reporting in Current Reporting Landscape in Nigeria

By: Taiwo Asaolu

Traditional Reporting System and Its Inherent Limitations

Traditionally, company reporting primarily consists of financial information. A business performance can be analysed using (i) The Statement of Financial Position; (ii) Statement of Profit or Loss and Other Comprehensive Income; (iii) Statement of Cash Flows; (iv) Statement of Changes in Equity; and (v) Notes to the Account. The traditional financial reporting model was developed in the 1930's for an industrial world and it provides a backward-looking review of performance. The traditional financial reporting system is premised on the notion that the purpose of the firm is exclusively to promote the interest of shareholders. The reporting system was mainly about the financial performance of businesses and provided investors with insight into the historic performance on key financial indicators which serv ed as an indication of future performance to support investment decisions.

In recent years, financial information has been criticized of its insufficiency for informed assessments on how a company positively and negatively impacts on a community in terms of economic, social and environmental aspects. It does not also demonstrate as to how the company will enhance positive impact and eradicate or ameliorate the negative effects. Much of the information included in traditional corporate reports isn't designed to offer forward-looking information about strategy, performance, and risk. There is an increasing sense among stakeholders (investors, customers, citizens, and the community) that existing corporate reporting, which is characterized by a strong focus on financial performance and a lack of information about corporate strategy and non-financial performance is becoming increasingly less fit for the purpose. Additionally, the loss of shareholders' value due to corporate scandals, sub-prime lending crisis and environmental disasters have raised fundamental questions about the functioning of the capital markets and the extent to which existing corporate reporting disclosures highlight systemic risks and the true cost of doing business in today's world. It is becoming increasingly recognised that a company's overall governance and performance in the context of macro-economic factors such as climate change, depletion of the world's finite natural resources, working conditions and human rights are of strategic importance to companies' long-term success, as well as to society as a whole.

Traditional financial reporting neglect to make connections between corporate strategies and significant short- and long-run risks and opportunities. It also ignore significant sustainability challenges and opportunities facing companies, even in cases where these areas present tremendous financial implications for the firms in question. They tend to focus on past, short-term performance and neglect a longer-term view of the company's prospects. It omit significant liabilities, especially in cases where they are contingent or difficult to quantify. As a result, the traditional reporting system is not offering the information needed for investors to make informed decisionsandtocommunicateeffectivelya company's strategy and means to generate value.

Corporate Reporting: Then, Now and the Future

Corporate reporting has undergone substantial changes over the last 100 years and is currently being challenged on whether it provides an accurate picture of the present and future performance of firms. Previous initiatives in non-financial reporting included the production of triple bottom line (TBL), social and environmental accounting (SEA), corporate social responsibility (CSR), and sustainability reporting. While research indicates a growing incidence of social, environmenta l and sustainability reporting worldwide, increasingly critiques of such reports have indicated that the growth in quantity of non-financial reporting does not correlate with high standards of quality in the information provided to stakeholders. A substantial literature has developed emphasizing the inadequacies of most existing non-financial reporting, and suggesting that such reporting has largely failed in its purpose of providing useful information to stakeholders that would drive improved corporate corporate social and environmental behaviour.

These critiques assert that current sustainability and other corporate responsibility, environmental and social reports are largely deficient in qualitative aspects of completeness, accuracy, transparency and relevance, and offer several reasons for the inadequacy of current sustainability reporting. These include the fact that such reporti ng is mostly voluntary and non-assured, and lacks internationally imposed common guidelines or mandatory standards. In the context of a lack of regulation, there is strong motivation for firms to utilize such reporting for legitimizing strategies and reputation management. In addition, reported social and environmental information is frequently provided in discrete sections within existing annual reports, in separate standalone reports, or as supplements to financial information. This non-integrated "silo" treatment of non-financial information fails to provide stakeholders with necessary links and connections to effectively evaluate business performance, strategy and future value creation.

The development of integrated reporting was given impetus by the global financial crisis and driven by a perceived need for an improved method of reporting that incorporates a range of financial and non-financial information necessary for effective decision-making and risk management in the current business and financial environment. Also, there is a growing awareness on the part of both corporates and investors of the interconnectedness between financial stability and environmental and social sustainability, and the need for greater integration between financial and non-financial information, and present and future-oriented data, in reporting to stakeholders.

Integrated Reporting

(a) Introduction: The two organisations at the forefront of the development of integrated reporting are the
(i) Integrated Reporting Committee of South Africa (IRCSA), which under the chairmanship of Professor Mervyn King, produced a report built on a pronouncement on corporate governance in South Africa (King III), which proposed that integrated reports become the preferred form of corporate reporting; and (ii) International Integrated Reporting Committee (IIRC), which was formed in 2010 under the aegis of the Prince of Wales Accounting for Sustainability Project and the Global Reporting Initiatives in addition to other stakeholders. In August, 2010, the Prince's Accounting for Sustainability Project (A4S) and the Global Reporting Initiative (GRI) announced the formation of the International Integrated Reporting Council (IIRC). The IIRC's mission is "to create a globally accepted integrated reporting framework which brings together financial environmental, social and governance information in a clear, concise, consistent and comparable format" in order to help business to take more sustainable decisions and enable investors and other stakeholders to understand how an organisation is really performing. In April 2013, the IIRC and other stakeholders released a Consultation Draft of the first Integrated Reporting Framework.

The Draft focuses on how to create an integrated report and what to include in it. There is now an upward swing from sustainability reporting to Integrated Reporting. Interestingly, integrated reporting was pioneered by South Africa. The King's Report recommended a "more Holistic and integrated representation of the company's performance in terms of both its finance and sustainability. Specifically, King III recommended that integrated reporting be mandatory on an "apply or explain basis". Integrated reporting is specifically geared toward integrating economic, social and environmental issues into a company's business model and strategy (Eccles & Krzus, 2010; Stubbs & Higgins, 2014). Integrated reporting combines in one report both financial and non-financial disclosures of a company's performance. It is the active consideration by an organization of the relationship between its various operating and financial units and the capitals that the organization uses or affects (IIRC, 2013). What differentiate integrated reporting from sustainability reporting is that integrated reporting requires firms to describe how they deal with different dimensions of sustainability, including not just their performance but also the actions taken to achieve it (IIRC, 2013).

(b) The Concept of Integrated Reporting

The King Report on Governance for South Africa 2009 (King III) defines Integrated Reporting as a holistic and integrated representation of the company's performance in terms of both its finance and sustainability. In simple terms, Integrated Reporting refers to the integrated representation of a company's performance in terms of both financial and non-financial results. Integrated Reporting is designed to communicate information about a company's ability to create value over time by reference to their strategy, business model, risks, opportunities, governance and so on.

The key objective of Integrated Reporting is to enhance accountability and stewardship with respect to the broad base of six kinds of capitals namely financial, manufactured, intellectual, human, social and relationship, and natural. The Integrated Reporting framework is principles based rather than being founded on a more rigid, rules-based approach. The idea is to recognise the wide variation in individual circumstances of different organisations yet, at the same time, to enable a sufficient degree of comparability across organisations to meet relevant information needs. The Integrated Report combines the different strands of reporting (financial, management commentary, governance and sustainability reporting) into a coherent whole that explains an organisation's ability to create and sustain value.The main output of integrated reporting is an integrated report.

An integrated report tells the overall story of the organisation. It is a report to stakeholders on the strategy, performance, and activities of the organisation in a manner that allows stakeholders to assess the ability of the organisation to create and sustain value over the short-, medium-, and long-term. An effective integrated report reflects an appreciation that the organisation's ability to create and sustain value is based on financial, social, economic, and environmental systems and by the quality of its relationships with its stakeholders.

The financial performance is fundamental to understanding a company and its own sustainability. However, this information is normally already reported in the annual financial statements. Social performance indicators concern the impacts of the company on the social systems within which it operates, e.g., labour practices, human rights, society and product responsibility. The economic dimension of sustainability concerns the company's impacts on the economic conditions of its stakeholders and on economic systems at local, national, and global levels.
It illustrates flow of capital among different stakeholders, and main economic impacts of the company throughout society. The environmental dimension concerns a company's impact on living and non-living natural ecosystems, land, air, and water. Environmental indicators cover performance related inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste). In addition, they cover performance related to biodiversity, environmental compliance, and other relevant information such as environment expenditure and the impacts of products and services.

Integrated Reporting has also been referred to as "One Report". This name implies that Integrated Reporting provides information on financial and non-financial performance in a single document, showing the relationship between financial and non-financial performance and how these inter-related dimensions are creating or destroying value for shareholders and other stakeholders.

(c) Fundamental Concepts of Integrated Reporting

There are three fundamental concepts that underpin Integrated Reporting and these are (i) The capitals; (ii) the organisation's business model; and (iii) creation of value over time.
Various Forms of Capital: The capitals represent stores of value that can be built up, transformed or run down over time in the production of goods or services. Their availability, quality and affordability can affect the long time viability of an organisation's business model and, therefore, its ability to create value over time. The capitals must therefore be maintained if they are to continue to help organisations create value in the future.

Capital Type	Description
Financial Capital	This is the pool of funds that is available to an organisation for use in the production of goods or the provision of services obtained through operations or investments. Examples are Debt, Equity and Grants
Manufactured Capital	These are manufactured physical objects that are available to an organisation for use in the production of goods or the provision of services. Examples are Buildings, Production Equipment and Tools, Infrastructure such as roads, ports, bridges and waste and water treatment plants.
Intellectual Capital	These are intangibles that provide competitive advantage, including intellectual property such as patents, copyrights, software and organisational systems, procedures and protocols, and the intangibles that are associated with the brand and reputation that an organisation has developed.
Human Capital	These are people's skills and experience, and their motivations to innovate, including their alignment with and support of the organization's governance framework and ethical values such as its recognition of human rights, ability to understand and implement an organisation's strategies, and loyalties and motivations for improving processes, goods and services, including their ability to lead and to collaborate.
Natural Capital	These are all renewable and non-renewable environmental stocks that provide good and services that support the current and future prosperity of an organisation. These include air, water, land, forests, materials, energy, biodiversity and ecosystem health.
Social and Relationship Capital	These are the institutions and relationships established within and between each community, group of stakeholders and other networks to enhance individual and collective well-being. Social capital includes: common values and behaviours, key relationships, and the trust and loyalty that an organisation has developed and strives to build and protect with customers, suppliers and business partners, and an organisation's social license to operate.

Business Model

(d) Benefits of Integrated Reporting

Some of the benefits of integrated reporting are as follows:

- Reported information better aligned with investor needs;
- More accurate non-financial information available for data vendors;
- Higher levels of trust with key stakeholders;
- Better resource allocation decisions, including cost reductions;
- Enhanced risk management;
- Better identification of opportunities;
- Greater engagement with investors and other stakeholders, including current and prospective employees which improves attraction and retention of skills;
- Lower reputational risk;
- Lower cost of, and better access to, capital because of improved disclosure; and
- Development of a common language and greater collaboration across different functions within the organisa tion.

(e) Challenges of Integrated Reporting

Some of the challenges confronting the implementation of Integrated Reporting are as follows:

- Regulation: Many components of Integrated Reporting are the subject of existing local regulations which vary between jurisdictions. International consensus on the direction taken will be important, in particular for organizations operating across jurisdictions.

(f) a

(g) a

South Africa is a leading example in sustainability reporting and grown sustainability framework that will be compatible with international standards

The Implication of the Emergence of Integrated Reporting to Accounting Education

The increased prominence and recognition of Integrated Reporting globally could have significant implications for accounting education, both for professional qualifications and university accounting curricula. Essentially, for accounting curricula to properly align with the stated principles of integrated reporting, they must assess candidates' knowledge and understanding of the business more holistically.

The main implication for professional accounting educators is an explicit signal that the accounting curriculum must draw from a broader range of business disciplines than included currently. These implications may include changes to the traditional structure of accounting programs and how they are assessed. More prominence may be given to certain subject areas (such as strategy, governance, risk and performance, and financial management) and a greater emphasis may be required on the synthesis of some of the key accounting disciplines. A greater emphasis may need to be given to strategic, qualitative and non-financial considerations in the assessment and reporting of corporate performance and business outlook.

Traditionally, the accounting curriculum has been focused mainly on the transactional rather than on the tactical or strategic levels of the business because the focus of the traditional report has been mostly about recognizing, measuring and valuing assets, liabilities, income and expenditure. Because of this, it has tended to concentrate more on shorter-term financial performance metrics through its focus on the periodic recording, processing, summarizing and reporting of financial information for shareholders.

Traditional accounting curriculum were mainly aimed at accountants in practice rather than at the corporate sector, or the financial services industry. Understandably, such curricula placed greater emphasis on the financial accounting and reporting functions and less emphasis on the more strategic and sustainable performance and business management functions of the organisation. There was also more focus on external audit rather than on developing proactive systems of governance, internal control or risk management. These curricula focused more on compliance and meeting rules-based legal and regulatory requirements than on principle-based approaches to financial reporting, or behaving in accordance with professional or corporate codes of ethics.

The outcome of integrated reporting as a basis for an accounting curriculum, and for a twenty-first century financial reporting model, can therefore be summarized as follows:

(i) Review the organisation, its governance structure, its core activities and business model, and how it creates and adds value for stakeholders;

(ii) Assess risks and opportunities, as identified from an evaluation of financial, social, environmental, economic and governance issues;

(iii) Identify and evaluate an entity's strategic objectives as informed by (i) and (ii) above, taking into account sustainability issues;

(iv) Evaluate the organisation's core competencies to achieve these objectives sustainably in (iii) above, and justify how achievement of these objectives is monitored and controlled, using short-, medium- and longer-term key performance indicators;

(v) Account for the sustainable performance of the organisation, using financial and non-financial key performance measures of its material social, environmental, economic, and financial impacts on key stakeholders; and

(vi) Explain the alignment of remuneration policy relating to senior executives and evaluate their performance in relation to (v) above.

The main changes that the above accounting reforms will require are a review of the prominence given to the overall number of subjects that need or should be taught. For example, it might be sensible to combine principles of performance management with elements of strategy, risk, governance and finance, including selected material on internal audit and control principles.

More qualitative reporting and assessment of entities could be introduced based on "substance over form" rather than the current transactional emphasis on detailed accruals-based financial adjustments. As far as the content of curricula is concerned, more emphasis on business strategy, governance and agency will be required so that the accountants develop a greater sense of corporate social responsibility and ethics, and become more aware of their obligation to stakeholders and the wider public interest.

Future Research Opportunities in Integrated Reporting

There are a number of areas of future research on sustainability report that can be undertaken by researchers. Research can be undertaken in relation to contemporary issues such as integrated reporting, climate change, water accounting, etc.

Nigeria is currently considering the mining industry as an alternative source of revenue. The research community can set agenda for integrated reporting for the mining industry before its eventual take-off. The auditing aspect of integrated reporting and the role of stakeholders and their relationship with the mining industry are also area worth investigating.

Conclusion

Integrated reporting is the way to go and our beloved country Nigeria should come up with workable standards that will help us in sustainable development which will satisfy our present needs without compromising the ability of future generations to meet their own needs.

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Moving from National Generally Accepted Accounting Princples (GAAP) to International Financial Reporting Standards (IFRS)

By Bartho N. Okezie

Abstracts

Financial reporting standards are the pivot of preparation and interpretation of financial statements which is generally known as the language of business. This article looked at the processes of moving from National Generally Accepted Accounting Principles to the recently adopted International Financial Reporting Standards (IFRSs). The article adopted descriptive approach and aims at providing explanations on how to smoothly transit from national GAAP to IFRSs by Nigerian companies. The steps necessary to convert from the Statement of Accounting Standards to the International Financial Reporting Standards are specified by the provisions of IFRS 1 – First Adoption of International Financial Reporting Standards. Areas of conflict between national GAAP and IFRSs include treatment given to Research, start up, preoperational and preopening, training, moving or relocation costs, which are usually capitalized under national GAAP but not recognized by IAS 38 as intangible assets. Some of the benefits derivable by Nigerian Companies adopting IFRS include presentation of high quality financial reports and acceptability in the International Stock Exchange Markets thereby build confidence of the local and international investors. It is recommended that Nigerian Companies should begin the adoption of International Financial Reporting Standards and gradually discarding the former GAAP.

INTRODUCTION

Financial Reporting Standards (Accounting Standards) are the main ingredients used in the preparation and interpretation of financial statements (Accounts) which are generally known as the language of business. In 2012 the Nigerian Financial Reporting Council adopted for use of Nigerians Business Community the International Financial Reporting Standards in replacement of the then Statement of Accounting Standards (SAS) issued by the defunct Nigerian Accounting Standards Board. This movement from national Generally Accepted Accounting Principles (GAAP) – Statement of Accounting Standards – to the International Financial Reporting Standards (IFRS) has raised some questions as to how reporting organizations and companies can go about it. It is on this note that this article has been written to address some of the issues on how to convert from the national GAAP to the newly adopted International Financial Reporting Standards. This article in addition to the traditional objectives of study and methodology will look at the objectives International Accounting Standards Board, objectives, due process and scope of International financial reporting Standards.

OBJECTIVE OF THE STUDY

The aim of this article is to provide a brief explanation on how to transit from National GAAP to IFRSs as provided by International Financial Reporting Standard I-First-time adoption of International Financial Reporting Standards. This article therefore aims at amplifying and simplifying some difficulties the Nigerian companies may have in adopting IFRSs, so that many Nigerian Companies can transit to IFRSs with easy and present a high quality financial reports which are acceptable globally.

METHODOLOGY

This article is descriptive in approach and X-rays the basic rules and principles governing the movement from GAAP to IFRSs.

Objectives of International Accounting Standards Board (IASB)
Under the constitution of International Accounting Standards Committee Foundation (IASCF), the objectives of the IASB are:

(a) to develop, in the public interest, a single set of high quality, understandable and enforceable global accounting standards that require high quality, transparent and comparable information in financial statements and other financial reporting to help participants in the worlds capital markets and other user make economic decisions;

(b) to promote the use and rigorous application of those standards; and

(c) in fulfilling the objectives associated with (a) and (b) to take account of, as appropriate, the special needs of small and medium sized entities and emerging economies; and

(d) to bring about convergence of national accounting standards, and International Financial Reporting Standards to ensure high quality accounting practice.

In developing the IFRSs, the main aim is to protect the public interest and ensure that the standards are of high quality, transparent, and easy to understand.

Scope of IFRSs

The scope of IFRSs is as follows:

• IASB Standards are known as International Financial Reporting Standards (IFRSs).

• All International Accounting Standards (IASs) and Interpretations issued by the former IASC and SIC continue to be applicable unless and until they are amended or withdrawn.

• IFRSs apply to the general purpose financial statements and other financial reports by profit-oriented entities-those engaged in commercial, industrial, financial, and similar activities, regardless of their legal form.

• Entities other than profit-oriented business entities may also find IFRSs appropriate.

• General purpose financial statements are intended to meet the common needs of shareholders, creditors, employees, and the public at large for information about an entity's financial position, performance, and cash flows.

• Other financial reporting includes information provided outside financial statements that assists in the interpretation of efficient economic decisions.

• IFRSs apply to individual company's and consolidated financial statements.

• A complete set of financial statements includes a statement of financial position (balance sheet), a statement of comprehensive income (i.e., an income statement), statement of cash flow, a statement showing either all changes in equity or changes in equity other than those arising from investments by and distributions to owners, a summary of accounting policies, and explanatory notes.

• IAS 1 provides that conformity with IASs requires full compliance with every applicable IAS, and interpretations, this rule therefore is applicable with IFRSs as well.

Due Process for IFRS

The due process steps for setting International Financial Reporting Standards include the following, according to the IASB Constitution:

• Staff work to identify and study the issues.

• Study of existing national standards and practices.

• IASB consults with SAC about the advisability of adding the project to the IASB's agenda.

• IASB normally forms an advisory group.

• IASB publishes a discussion document for comments.

• IASB considers comments received on the discussion document.

• IASB publishes an exposure draft with at least 9 affirmative votes (the exposure draft will include dissenting opinions and basis for conclusions).

• IASB considers the desirability of holding a public hearing and of conducting field tests.

• IASB approves the final standard with at least 9 affirmative votes (the standard will include dissenting opinions and basis for conclusion).

• IASB deliberates in meeting open to public observation.

This shows that IASB follows rigorous processes in establishing International Financial Reporting Standards, this is done to ensure that the IFRS are of high quality.

Due Process for Interpretation

Like the due process for establishing IFRSs, the IFRIC follows a due process for establishing interpretation of IFRSs in line with the constitution of IASB;

• Interpretations of IFRS will be developed by the International Financial Reporting Interpretations Committee (IFRIC) for approval by IASB.

• Due process steps for an interpretation will normally include (means required by IASB constitution):

• Staff work to identify and study the issues and existing national standards and practices.

• IFRIC studies national standards and practices.

• IFRIC publishes a draft interpretation for comment if no more than 4 IFRIC members have voted against the proposal

• IFRIC considers comments received on the draft interpretation within a reasonable period of time.

• IFRIC approves the final interpretation if no more than 4 IFRIC Members have voted against the proposal and submits it to IASB.

• IASB approves the final interpretation by at least 8 affirmative votes of IASB.

• IFRIC deliberates in meetings open to public observation.

The procedures for conversion from national GAAP to International Financial Reporting Standards are set out on International Financial Reporting Standards No. 1 – ***First adoption of IFRSs***, the summary of which is set out below:-

IFRS 1 – First Time Adoption of International Financial Reporting Standards

IFRS 1 ***First-time Adoption of International Financial Reporting Standards*** sets out he procedures that an entity must follow when it want to adopt IFRSs for the first time as the basis for preparing its general purpose financial statements.

The IFRS grants limited exemptions from the general requirements to comply with each IFRS effective at end of its first IFRSs reporting period.

History of IFRS 1

Date	Development	Comments
September 2001	Project added to IASB agenda	History of the project
31 July 2002	Exposure Draft Ed 1 First-time Application of IFRSs published	Comment deadline 31 October 2002
30 June 2005	Amended by amendments to IFRS 1 first-time adoption of International Financial Reporting Standards and IFRS 6 Exploration for and Evaluation of Mineral Resources (more information	A minor amendment to clarify the exemption in relation to IFRS 6 applies to the recognition and measurement requirements of IFRS 6, as well as the disclosure requirements.
22 May 2008	Amended by amendments to IFRS 1 and IAS 27-Cost of an Investment in a Subsidiary, Jointly Controlled Entity or Associates	Effective for annual periods beginning on or after 1 January 2009.
24 November, 2008	Restructured version of IFRS 1 issued	Effective if an entity's first IFRS financial statements are for a period beginning on or after 1 July 2009.
23 July 2009	Amended by Additional Exemptions for First-time Adopters (Amendemtns to IFRS 1) (oil and gas assets, leases). Click for more information	Effective for annual periods beginning on or after 1 January 2010
6 May, 2010	Amended by improvements to IFRSs (accounting polices changes, revaluation basis as deemed cost, rate regulation)	Effective for annual periods Beginning on or after 1 July 2011
20 December 2010	Amended by Severe Hyperinflation and Removal of Fixed Dates for First time Adopters (Amendment to IFRS 1)	Effective for annual periods beginning on or after 1 July 2011
23 March 2012	Amended by Government Loans 2009-2011 cycle (repeat application, borrowing costs).	Effective for annual periods Beginning on or after 1 January 2013.
12 December 2013	Amended by Annual Improvements to IFRSs 2011-2013 Cycle (meaning effective IFRSs)	Amendment to basis for conclusion only.

Objectives of IFRS1

The main objective of IFRS 1- First-time Adoption of International Financial Reporting Standards is to set out the procedures that an entity must follow when it want to adopt IFRSs for the first time as the basis for preparing its general purpose financial statements.

Definition of First-Time Adopter

A first-time adopter is an entity that, for the time, makes an explicit and unreserved statement that its general purpose financial statements comply with IFRSs. An entity may be a first-time adopter if, in the preceding year, it prepares IFRS financial statements for internal management use, as long as those IFRS financial statements were not made available to owners or external parties such as investor or creditors. If a set of IFRS financial statements was, then the entity will already be considered to be on IFRSs, and IFRS 1 does not apply. An entity can also be a first-make adopter if, in the preceding year, its financial statements:

a. asserted compliance with some but not all IFRSs, or

b. included only a reconciliation of elected figures from previous GAAP to IFRS.

c. However, an entity is not a first-time adopter if, in the preceding year, its financial statements asserted:

(a) Compliance with IFRSs even if the auditor's report contained a qualification with respect to conformity with IFRSs.

(b) Compliance with both previous GAAP and IFRSs.

An entity that applied IFRSs in a previous reporting period, and whose most recent previous annual financial statements did not contain an explicit and unreserved statement of compliance with IFRS can choose to:

a. Apply the requirements of IFRS 1 (IFRS 1 including the various permitted exemptions, retrospective application), or

b. Retrospectively apply IFRSs in accordance with IAS 8 - ***Accounting Policies, Changes in Accounting Estimates and Errors,*** as if it never stopped applying IFRSs.

Overview of the requirements for an entity that adopts IFRSs for the first time in its annual financial statements

The first time adopter of IFRSs should select accounting policies based on IFRSs. This means to discard accounting principles and policies selected based on national generally accepted accounting principles and adopt accounting principles based on IFRSs.

IFRSs Reporting Periods

Reporting period for IFRS 1 starts with 2014 and 2013 financial statements and the opening balance (as at January 2012 orbeginning of the period for which full comparative financial statements are presented). Since IAS 1 requires that at least one statements and the opening balance sheet (beginning of the first period for which comparative financial information be presented, the opening balance sheet will be not earlier than 1 January 2012 . This would mean that an entity's first financial statements should include at least:

- Three statements of financial position;
- Two statements of profit or loss and other comprehensive income;
- Two separate statements of profit or loss (if presented);
- Two statements of cash flows;
- Two statements of changes in equity, and
- Related notes, including comparative information.

Adjustments Required to Move from Previous GAAP to IFRSs at the Time of First-time Adoption;

Derecognition of some Previously Recognized GAAP Assets and Liabilities

An entity should eliminate previously recognized GAAP assets and liabilities from the opening balance sheet if they do not qualify for recognition under IFRSs. These include:
a) IAS 38 does not permit recognition of expenditure on any of the following as an intangible asset:
i) Research costs;
ii) Start-up, pre-operating, and preopening costs; (e.g. preliminary expenses)
iii) Training costs
iv) Advertising and promotion costs and
v) Moving and relocation costs

If an entity's previous GAAP had recognized these as assets, they are eliminated in the opening IFRSs balance sheet.

b) If an entity had previously allowed under GAAP accrual of liabilities for:
i) General reserves,
ii) Restructurings,
iii) Future operating losses, or
c) Major overhauls that do not meet the conditions for recognition as a provision under IAS 37, these are eliminated in the opening IFRS balance sheet.

If an entity under GAAP had recognized contingent assets as defined in IAS 37. These are now eliminated in the opening IFRS balance sheet.

Recognition of some assets and liabilities not recognized under previous GAAP Conversely, an entity should recognize all assets and liabilities that are required by IFRS even if they were never recognized under previous GAAP including:

a) IAS 39 requires recognition of all derivative financial assets and liabilities, including embedded derivatives, which were not recognized under GAAP.

b) IAS (2011) 19 requires a employer to recognize all liabilities when an employee has provided services in exchange for benefits to be paid in the future. Not only post-employment benefits but also obligations for medical and life insurance, vacations, termination benefits, and deferred compensation, Over funded defined benefit plans, should be recognized as plan asset.

c) IAS 37 requires recognition of provisions as liabilities.

Examples include an entity's obligations for restructurings, onerous contracts, decommissioning, remediation, site restoration, warranties, guarantees, and litigation. These if not previously provided for should now be provided

a) Deferred tax asset and liabilities would be recognized in conformity with IAS 12.

Reclassification

The entity should reclassify previous – GAAP opening balance sheet items into the appropriate IFRS classification, such as:-

a) IAS 10 does not permit classifying dividends declared or proposed after the balance sheet date as a liability at the balance sheet date. If such liability was recognized under previous GAAP it would be reversed in the opening IFRS balance sheet.

b) If the entity's previous GAAP had allowed as treasury stock (an entity's own shares that it had purchased) to be reported as an asset, it would be reclassified as a component of equity under IFRS.

c) Items classified as identifiable intangible assets in a business combination accounted for under the previous GAAP may be required to be reclassified as goodwill under IFRS 3 because they do not meet the definition of an intangible asset under IAS38, and vis vasa.

d) IAS 32 principles for classifying items as financial liabilities or equity. Thus mandatorily redeemable preferred share that may have been classified as equity under previous GAAP would be reclassified as liabilities in the opening IFRS balance sheet.

e) The reclassification principle would apply for the purpose of defining reportable segments under IFRS 8.

f) Some offsetting (netting) of assets and liabilities or income and expense items that had been acceptable under previous GAAP may no longer be acceptable under IFRS.

Measurement Principle

The general measurement principle is to apply effective IFRSs in measuring all recognized assets and liabilities.

Adjustments Required to Move from Previous GAAP to IFRSs Adjustments required to move from previous GAAP to IFRSs at the date of transition should be recognized directly in retained earnings or, if appropriate, another category of equity at the date of transition to IFRSs.

Estimates In preparing IFRS estimates at the date of transition to IFRSs, retrospectively, an entity should use the inputs and assumptions that had been used to determine previous GAAP estimates at of that date (after adjustments to reflect any differences in accounting policies). An entity is not permitted to use information that became available only after the previous GAAP estimates were made except to correct an error.

Changes in Disclosures

For many entities, new areas of disclosure will be added which were not part of the requirements under the previous GAAP including:-

i) Segment Information;

ii) Earnings Per Share;

iii) Discontinuing Operations;

iv) Contingencies, and

v) Fair values of all financial instruments.

Disclosures required under previous GAAP will be broadened e.g Related Party disclosures-IAS 24

Disclosure of Selected Financial Information for the Period Before the First IFRS Statement of Financial Position (balance sheet)

If a first-time adopter wants to disclose selected financial information for periods before the date of the opening IFRS balance sheet, it is not required to conform to the information in IFRS. If an entity elects to present the earlier selected financial information based on its previous GAAP rather than IFRS, it must prominently label that earlier information as not complying with IFRS furthermore, and it must disclose the main adjustments that would make the information comply with IFRSs. This latter disclosure could be narrative and not necessarily quantitative.

Disclosures in the financial Statements of a First-time Adopter

IFRS 1 requires disclosures that explain how the transition from previous GAAP to IFRS affected the entity's reported financial position, financial performance and cash flows, including:-

i. Reconciliations of equity reported under previous GAAP to equity under IFRS both at the

(a) date of transition to IFRSs and

(b) end of the last annual period reported under the previous GAAP.

For an entity adopting IFRSs for the first time e.g. 31st December, 2015 financial statements, the reconciliations would be as at 1 January 2013 and 31 December, 2014.

ii. Reconciliations of total comprehensive income for the annual period reported under the previous GAAP to total comprehensive income under IFRSs for the same period.

iii. Explanation of material adjustments that were made, in adopting IFRSs for the first time, to the statement of financial position, statement of comprehensive income and statement of cash flows;

iv. If errors in previous GAAP financial statements were discovered in the course of transition to IFRS, the errors must be separately disclosed.

v. If an entity recognized or reversed any impairment losses in preparing its opening IFRS balance sheet, these must be disclosed.

vi. Appropriate explanations if an entity has elected to apply any of the specific recognition and measurement exemptions permitted under IFRS 1 – for instance, if fair values are used as deemed cost.

Disclosures in Interim Financial Reports

If an entity is going to adopt IFRSs for the first time in its annual financial statements for the year ended 31 December, 2016, certain disclosures are required in its interim financial statements prior to the 31 December, 2016 but only if those interim financial statements purport to comply with IAS 34- ***Interim Financial Reporting.*** Explanatory information and reconciliation are required in the interim report that immediately precedes the first set of IFRS annual financial statements. The information includes reconciliations between IFRS and previous GAAP financial statements.

Exceptions to the Retrospective Application of other IFRSs

Prior to 1 January, 2010, there were three exceptions to the general principle of retrospective application. The five exceptions are:

i) IAS 39-Derecognition of Financial Instruments

A first-time adopter shall apply the derecognition requirements in IAS 39 retrospectively for transactions occurring on or after 1 January 2004. However, the entity may apply the derecogntion requirements retrospectively provided that the needed information was obtained at the time of initially accounting for those transactions.

ii) IAS 39-Hedge Accounting

The general rule is that the entity shall not reflect in its opening IFRS balance sheet (statement of financial position) a hedging relationship of a type that does not quality for hedge accounting in accordance with previous GAAP, it may designate an individual item within that net position as a hedged item in accordance with IFRS, provided that it does so, not later than the date of transition to IFRS.

iii) IAS 27 – Non-controlling Interest

IFRS 1 lists specific requirements of IFRS 10 - ***Consolidated Financial Statements*** that shall be applied retrospectively as it concerns non-controlling Interest.

i) Full-cost Oil and Gas Assets Entities using the full cost method may elect exemption from retrospective application of IFRSs for oil and gas assets. Entities electing this exemption will

Changes in Disclosures

For many entities, new areas of disclosure will be added which were not part of the requirements under the previous GAAP including:-

i) Segment Information;

ii) Earnings Per Share;

iii) Discontinuing Operations;

iv) Contingencies, and

v) Fair values of all financial instruments.

Disclosures required under previous GAAP will be broadened e.g Related Party disclosures-IAS 24

Disclosure of Selected Financial Information for the Period Before the First IFRS Statement of Financial Position (balance sheet)

If a first-time adopter wants to disclose selected financial information for periods before the date of the opening IFRS balance sheet, it is not required to conform to the information in IFRS. If an entity elects to present the earlier selected financial information based on its previous GAAP rather than IFRS, it must prominently label that earlier information as not complying with IFRS furthermore, and it must disclose the main adjustments that would make the information comply with IFRSs. This latter disclosure could be narrative and not necessarily quantitative.

Disclosures in the financial Statements of a First-time Adopter

IFRS 1 requires disclosures that explain how the transition from previous GAAP to IFRS affected the entity's reported financial position, financial performance and cash flows, including:-

i. Reconciliations of equity reported under previous GAAP to equity under IFRS both at the

(a) date of transition to IFRSs and

(b) end of the last annual period reported under the previous GAAP.

For an entity adopting IFRSs for the first time e.g. 31st December, 2015 financial statements, the reconciliations would be as at 1 January 2013 and 31 December, 2014.

ii. Reconciliations of total comprehensive income for the annual period reported under the previous GAAP to total comprehensive income under IFRSs for the same period.

iii. Explanation of material adjustments that were made, in adopting IFRSs for the first time, to the statement of financial position, statement of comprehensive income and statement of cash flows;

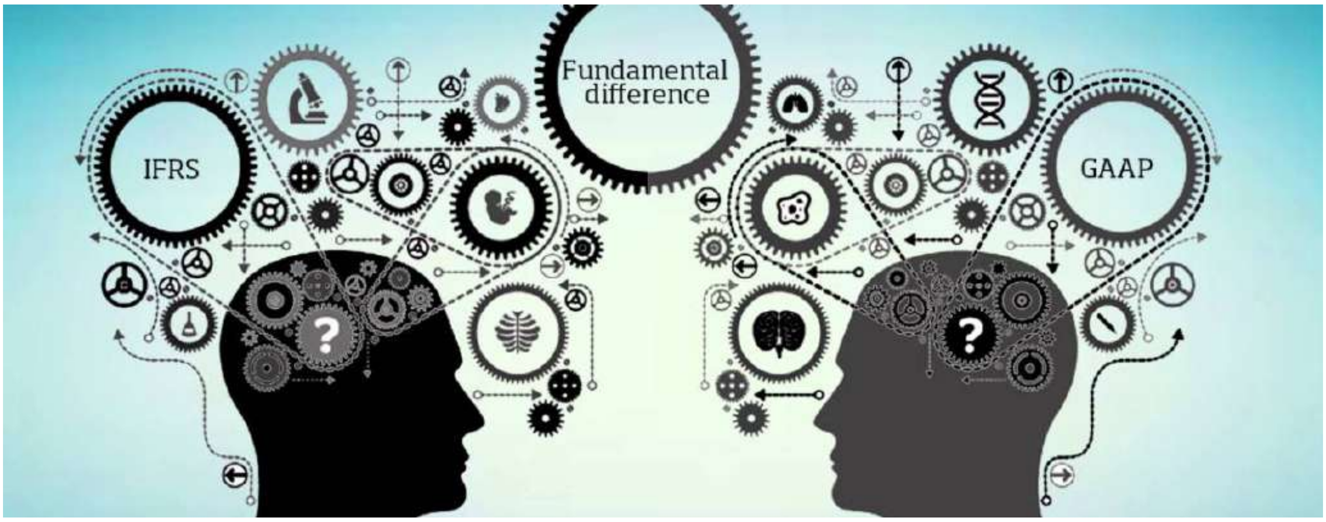
iv. If errors in previous GAAP financial statements were discovered in the course of transition to IFRS, the errors must be separately disclosed.

v. If an entity recognized or reversed any impairment losses in preparing its opening IFRS balance sheet, these must be disclosed.

vi. Appropriate explanations if an entity has elected to apply any of the specific recognition and measurement exemptions permitted under IFRS 1 – for instance, if fair values are used as deemed cost.

Disclosures in Interim Financial Reports

If an entity is going to adopt IFRSs for the first time in its annual financial statements for the year ended 31 December, 2016, certain disclosures are required in its interim financial statements prior to the 31 December, 2016 but only if those interim financial statements purport to comply with IAS 34- ***Interim Financial Reporting.*** Explanatory information and reconciliation are required in the interim report that immediatelyprecedes the first set of IFRS annual f inancial statements.



The information includes reconciliations between IFRS and previous GAAP financial statements. Exceptions to the Retrospective Application of other IFRSs Prior to 1 January, 2010, there were three exceptions to the general principle of retrospective application. The five exceptions are:

i) IAS 39-Derecognition of Financial Instruments A first-time adopter shall apply the derecognition requirements in IAS 39 retrospectively for transactions occurring on or after 1 January 2004. However, the entity may apply the derecogntion requirements retrospectively provided that the needed information was obtained at the time of initially accounting for those transactions.

ii)IAS 39-Hedge Accounting

The general rule is that the entity shall not reflect in its opening IFRS balance sheet (statement of financial position) a hedging relationship of a type that does not quality for hedge accounting in accordance with previous GAAP, it may designate an individual item within that net position as a hedged item in accordance with IFRS, provided that it does so, not later than the date of transition to IFRS.

iii) IAS 27 – Non-controlling Interest

IFRS 1 lists specific requirements of IFRS 10 - Consolidated Financial Statements that shall be applied retrospectively as it concerns non-controlling Interest.

iv) Full-cost Oil and Gas Assets

Entities using the full cost method may elect exemption from retrospective application of IFRSs for oil and gas assets. Entities electing this exemption will use the carrying amount under its old GAAP as the deemed cost of its oil and gas assets at the date of first-time adoption of IFRSs.

i) Determining Whether an Arrangement Contains a Lease

If a first-time adopter with a leasing contract made the same type of determination of whether an arrangement contained a lease in accordance with previous GAAP as that required by IFRIC 4-Determing whether an Arrangement Contains a Lease, but at a date other than that required IFRIC 4, the amendments exempted the entity from having to apply IFRIC 4 when it adopts IFRSs.

Optional Exemptions from the Basic Measurement Principle in IFRS 1

There are some other optional exemptions to the general restatement and measurement principles set out above. The exceptions are individually optional. First time adopter may take these options:-

a) Business Combinations;

b) And a number of other including:-

- Share-based payment transactions;
- Insurance contracts;
- Fair value, previous carrying amount or revaluation as deemed cost;
- Leases;
- Cumulative translation differences;
- Investments in subsidiaries, jointly controlled entities, associates and joint ventures, assets and liabilities of subsidiaries, associated and joint ventures;
- Compound financial instruments;
- Designation of previously recognized financial instruments
- Fair value measurement of financial assets or financial liabilities at initial recognition;
- Decommissioning liabilities included n the cost of property, plant and equipment;
- Financial assets or intangible assets accounted for in accordance with IFRIC 12 Service Concession Arrangement;
- Borrowing cost;
- Transfers of assets from customer;
- Extinguishing financial liabilities with equity instruments;
- Severe hyperinflation;
- Joint arrangement;
- Stripping costs in the production phase of surface mine.

Business Combinations that Occurred Before Opening Balance Sheet Date

An entity may keep the original previous GAAP accounting figures, that is, may not restate:

a) Previous mergers or acquisition goodwill written off from reserves the carrying amounts of assets and liabilities recognized at the date of acquisition or merger, or

b) How goodwill was initially determined (do not adjust the purchase price allocation on acquisition).

However, should it wish to do so, an entity can elect to restate all business combinations starting from a date it elects prior to the opening balance sheet date.
In all cases, the entity must make an initial IAS 36 impairment test of any remaining goodwill in the opening IFRS balance sheet, after reclassifying, as appropriate, previous GAAP intangibles to goodwill.
The exemption for business combinations also applies to acquisitions of investments in associates, interest in joint ventures and interest in a joint operation when the operation constitutes a business.

Deemed Cost

Asset carried at cost (e.g. property, plant and equipment) may be measured at their fair value at the date of movement to IFRSs. Fair value becomes the "deemed cost" going forward under IFRS cost model. Deemed cost is an amount used as a surrogate for cost or depreciated cost at a given date. If, before the date of it is first IFRS balance sheet, the entity had revalued any of these assets under its previous GAAP either to fair value or to a price-index-adjusted cost, that previous GAAP revalued amount became deemed cost under the previous GAAP, that amount would continue to be deemed cost after the initial adoption of IFRS. This option applies to intangible assets only if an active market exist. If the carrying amount of property, plant and equipment or intangible assets that are used in rate-regulated activities include amounts under previous GAAP that do not qualify for capitalization in accordance with IFRSs, a first-time adopter may elect to use the previous GAAP carrying amount of such items as deemed cost on the initial adoption of IFRSs. Eligible entities subject to rate-regulation may also optionally apply IFRS 14-Regulatory Deferral Accounts on transition to IFRSs, and in subsequent financial statements.

IAS 19-Employee Benefit: Actuarial Gains and Losses

An entity may elect to recognize all cumulative actuarial gains and losses for all Defined Benefit Plans at the opening IFRS balance sheet date (that is, reset any corridor recognized under previous GAAP to zero), even if it elects to use the IAS 19 corridor approach for actuarial gains and losses that arise after first-time adoption of IFRSs. If a first-time adopter uses this exemption, it shall apply it to all plans.

1AS 21-Accumulated Translation Reserves

An entity may elect to recognize all translation adjustments arising on the translation of the financial statements of foreign entities in accumulated profits or losses at the opening IFRS balance sheet date (that is, restate the translation reserve included in equity GAAP to zero). If the entity elects this exemption, the gain or loss on subsequent disposal of the foreign entity will be adjusted only by those accumulated translation adjustments arising after the opening IFRS balance sheet date.

IAS 27-Investments in Separate Financial Statements

In May 2008, the IASB amended the standard to change the way the cost of an investment in the separate financial statements is measured on first-time adoption of IFRSs. The Amendments to IFRS 1 include to:

a) Allow first-time adopters to use a deemed cost of either fair value or the carrying amount under previous accounting principle to measure the initial cost of

b) Remove the definition of the cost method from IAS 27 and add a requirement to present dividends as income in the separate financial statements of the investor;

c) Require that, when a new parent is formed in a reorganization, the new parent must measure the cost of its investment in the previous parent at the carrying amount of its share of the equity items of the previous parent at the date of the reorganization.

Assets and Liabilities of Subsidiaries, Associates and Joint Ventures:Different IFRS Adoption Dates of Investor and Investee

If a subsidiary becomes a first-time adopter later than its parent, IFRS 1 permits a choice between two measurement bases in the subsidiary's separate financial statements. In this case, a subsidiary should measure its assets and liabilities as either at;

a) The carrying amount that would be included in the parent's consolidated financial statements, based on the parents date of transition of IFRSs, if no adjustments were made for consolidation procedures and for the effects of the business combination in which the parent acquired the subsidiary; or

b) The carrying amounts required by IFRS 1, based on the subsidiary's date of transition to IFRSs.A similar election is available to an associate or joint venture that becomes a first-time adopter later than an entity that has significant influence or joint control over it.If a parent becomes a first-time adopter later than its subsidiary, the parent should in its consolidated financial statements, measure the assets and liabilities of the subsidiary at the same carrying amount as in the separate financial statements of the subsidiary, after adjusting for consolidation adjustments and for the effects of the business combination in which the parent acquired the subsidiary. The same approach applies in the case of associates and joint ventures.

BENEFITS OF ADOPTING IFRS

Nigerian Companies have numerous benefits in adopting International Financial Reporting Standards. These include:

- High quality financial reports which are acceptable globally;
- Transparency in financial reporting;
- Financial reports which are under stood by all globally;
- Global comparability of financial reports; and
- Acceptability in international Stock Exchange Market.

Adopting IFRSs will build up confidence of local and international investors that their investments are protected.

CONCLUSION

The article has looked at the objectives of International Accounting Standards Board which include developing in the public interest a single set of high quality, understandable and enforceable global accounting standards which ensure high quality, transparent and comparable information in the financial statements. The scope of International Financial Reporting Standards covers their application to general purpose financial statements. The first adopter of IFRSs should comply fully with all the applicable IFRSs and not selective compliance.

Some areas of conflict between the GAAP and IFRS include application of the provisions of IAS 37-***Provision, Contingent Assets and Contingent Liabilities; where some reserves which do not*** qualify as provision under IFRS are now reclassified; IAS 38 – Intangible Assets with emphases on research costs, training costs and formation or preliminary expenses which are capitalized under GAAP but disallowed under IFRS. Others include IAS 32 on classification of financial liabilities or equity; IAS 39 – classification of derivative financial assets and liabilities, IAS 10, 12 and 19 where there are differences in application of principles between GAAP and IFRSs. It is recommended that Nigerian companies should adopt the International Financial Reporting Standards, to bring these companies at the same level, with other companies in the world. Nigerian companies will be recognized in the international Stock Exchange Market. This will build confidence of the international investors that their investments are or maybe protected.

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Beyond academic career progression: Who are the marketing and management lecturers addressing in their research writings?

By Ayozie Daniel Ogechukwu

Abstract

It is the mantra in the academic world to either "publish or perish". Without publications in journals, and attendance in National and International Conferences,it is practically impossible for lecturers/tutors to proceed to the nextcareer grade or promotion especially in Nigerian tertiary institutions. The current mantra "publish or perish" drives all faculty members and lecturers towards research and publication in reputable journals. Most especially in the universities and most first generation polytechnics in Nigeria, where the value of the publication is respected when it is in refereed journals, preferably those which have achieved very high reputation. This paper is to examine the extent to which academic research papers must inform, educate, contribute to knowledge and entertain the practitioners who are engaged in either management or business lecturing. There are evidences in the western world of Europe and America especially, and particularly in Nigeria that our management and business journals are neither read nor recognized by the practitioners. Do the practitioners and government officials even read or consult our journals in Nigeria?. The consequences for academics and other writers is that if our papers are not read by practitioners in the subject area is very fundamental. We can use the research papers for professional career promotion in our place of employments, but should this be the only reason? We must try to write and publish our papers to meet the demands of academically related journals and publications, which will further our careers and also to use the outlets that are likely to be read by the practitioners. It is a somewhat difficult, but not an impossible task. The evidence from this paper especially from the United Kingdom and Nigeria will lay semblance to what is obtainable in Nigeria. The readership of our work most likely is disappointingly exclusive. This paper evaluates the models of academic research writing, the sources of materials for writers and lecturers in research writing, the findings indicates that if lecturers research writings must be useful, it must involve practical facts relevant to management managers, who will invariably alter their reading habits to accommodate research writings. Managers must also contribute to conference and seminars.

Key Words: Academy papers, Academy research, Business, Career, Case Study, Conference, Management, Promotions, Publications, Publish or perish Journals

INTRODUCTION

The studies in the practice of management, marketing and business have an impact in the way they are complemented within companies. The studies reveal the existence of an implementation gap(Ayozie, 2012) (Meldrum 1996). There are existence of communication between marketing/ business researchers and practitioners. Communication research an essential element essay for implementation by practitioner. Research writings must be relevant to practitioners, vice versa. Many business and marketing classics of yesteryears by Kolter (1998 Marketing Mix), Porter(1957) (Marketing myopia) Mintzberg (1957), Taylor, Fayol (1975), would not be publishable today. It is interesting to note that some of the most enthusiastic contributions and contributors in the journals in the 1950s/1960s, in Europe and America were practitioners and in Nigeria Onah, Omolayole (2006), Kolade, and Efiofor were at one time practitioners in Nigeria. These days, the academics are more into research writing than practising. It is inconceivable that an article written by a business/marketing practitioner will appear in refereed journals like journal of marketing, international journal of management, journal of marketing research etc. Sighting of practitioners articles are very rare in our ASUU (Academic Staff Union of Universities in Nigeria) or Academic journals, which in the past have prided themselves in empiricism, relevance and applicability. A frequent complaint is that our journals contain little that is relevant to practitioners and there is schism between academics and practitioners (Brown,1995).

Reputable journals are now dominated by the output of academic researchers from universities, research institutions and polytechnics. An examination of the extent to which practitioners are aware of these journals and write for it is very necessary. To practitioners, those academic journals are not relevant to contemporary business issue.

Research, business, and marketing, embraces creative, theoretical and practical activities involving the academic institutions (Universities, Polytechnics, Research Institutes, College of Education) and commercial organizations. A major effort has gone into assessing the quality of this

research work, especially those emanating from the universities.In England and in the UK. Research Assessment Exercises (RAE) have been a feature of university life since 1986 (Cooper & Otley, 1999). Similar exercises have been developed in Europe, Asia and the United States of America. Nigeria does not have the equivalent of RAE, but the National Universities Commission and the National Board for Technical Education in Nigeria, periodically assesses and accredits academic programmes and research activities in universities and polytechnics. But even with that, there is less attention to the extent to which the information is disseminated and to whom it is directed. Dissemination is an important element of exploitation. If the publications and scientific researchers are not disseminated and not used by practitioners, then it is a waste of writing papers. Exploitation may not been the primary element of publication. If not why do we need to publish or write? If not for the exploitation by the practitioners for the business, management and marketing research work, it is important they draw upon practical business and marketing practice as its basic. (Ayozie, 2016)

What should be the objectives of our academic research? Ayozie (2011), Mckenzie et al. (2008) listed it as informing other academics, genuine reflection, developing teaching programmes, attracting funding and consultancy and seeking to improve the performance of practitioners by the publications. Others are for academic advancements, promotions, career programme advancements and progression.

Since publication is arguably the major criteria by which academics/lecturers are judged, or promoted (publish or perish) this then forms the essential element of their output. But it is the extent to which the business and marketing practitioners are aware of such publications and are able to draw upon it that forms the major focus of this research paper. Do they read such papers, and are they relevant to them? This paper is based on previous empirical research work and literature review.

Marketing/business activities in the external environment and commercial life are majorly the laboratory for the academic researcher. (Semin & Gergen, 1990). For any firm/company to benefit from cooperating in any academic research depends on whether the researcher(s) communicates the results to the practitioners, and if the practitioners contributed in material facts and detail information to the research writing. Failure to do so leads to increasing resistance by marketing and business practitioners to get involved. Already it is becoming very difficult to engage practitioners in business to be involved in lecturers, seminar works, grant interviews, present papers and even complete our research questionnaire. Their major objections and reasons are that our researchers lack tangible benefits, the waste of employees time when they have real businesses to attend to, complete lack of interest in our various esoteric research questions using terminologies not relevant to practitioners and choosing topics and papers on the areas not really current and relevant to the current business practices Ayozie (2016, 201w), Ball (1998) and Brown (1995).

The number of academics in a particular area of interest depends on the number of students enrolling for undergraduate and post graduate courses (the number for management courses in increasing in the universities and declining in the polytechnics, where there is an increase in the technical contents of courses in the polytechnics than in the universities in Nigeria. Ayozie (2011, 2016).

Presently, in the universities and polytechnics in Nigeria, and world over, business management and marketing as a topic area is enjoying an unrivalled rise in popularity. The results are that there is an increasing output of academic research in these subject areas. Falkingham and Reeves (1997), Ayozie (2012). Marketing and Accountancy as a discipline in management leads in terms of enrollment, popularity and choice by students, because of its attendant job placements availability (Ayozie, 2016). The question then arises as to the objectives of such researches by lecturers and how it can be accomplished and disseminated, and to determine the audience for the output. How relevant are useful and those research works to the Nigerian practitioners in the industry?

A curious reference is very vital. A journal of Architecture, Engineering, Medicine, Law, Physics and even Physical Chemistry might be read only by the practitioners of Engineers and Physical Chemists. They alone understand the words. Where in this reference does marketing and business journals fit in? Whom do we actually write for? Do they even read the journals and textbooks? Are we in marketing and business writing for marketing and business managers or for those who study marketing/business? There must be a merging of interest between Academic and practitioners' interest.

Otley and Cooper (1998) stated that a major objective of research in marketing, management and business studies is to produce for both academic and non-academic communities and to contribute to knowledge and to the needs of the environment and society. The contents and results of the researchers must be read, understand and comprehended by academics and non-academics alike (Ayozie, 2012, 2016). It must be really useful to practitioners in the business environment, if it must be generously cited and used in their business and daily business operations and conversations.

The academics/lecturers set out to keep up with the latest research topics through the journals, consulting and abstracting services. What is really vital is how and to what extent the non-academic community which consists mainly of practitioners, mangers and consultants draws upon the written theories and knowledge, opined by many Nigerian researchers and lecturers in the universities and research institutes?

LITERATURE REVIEW

The figure 1 below published in the UK and Nigeria, shows the central position of the academic journals.

The figure shows a first part of a study that examines the direct route from academic journal to practitioner, and vice versa.

Meldrum (1996), Mintzberg (1975, 1995), Orpen (2005) in Mckenzie, et al. (2008), Ayozie (2012)divided the business and marketing literature into academic journals, textbooks, and practitioner magazines. However, the academic journals are not homogenous in terms of objectives and overlap, although there is a considerable overlap between them. Since then, there has been a need to delineate the journals on the basis of the contents. Universities in Nigeria equally categorized their journals on the basis of purely academics which must be dear reviewed. The examination and classification ofcurrent marketing academic literature was conducted by using a methodology similar to that of Falkingham and Reeves (1997) who who classified publications on research and development (R&D) management. Their research produced four models of R&D "schools of thought". Ayozie (2012), Falkingham and Reeves (1997). They are;

- Biological
- Chaotic
- Deterministic and finally;
- Empirical

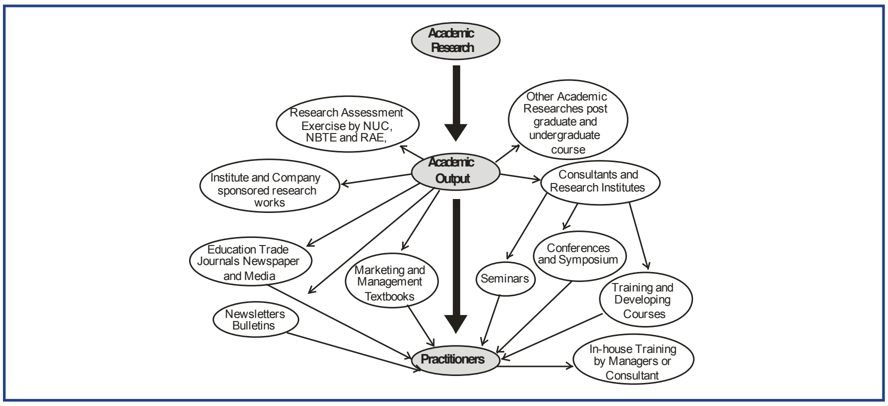

Figure 1: The investigative framework. (Business and Non-Business Books and Journals)

The Standardsfor Promotion and Performance of Managers

It is easy to see an unskilled worker doing a poor job. The result is there i n a visible form. So it is difficult to assess how well a manager has done. His work is intangible so as an organisation gets larger and more complex, it is important that standard is set and that the personnel are promoted for their achievements. This needs to be done not only on the basis of personal with one manager doing it and another not, but on the basis of company policy, that emphasizes on the acquisition of further education and continuous training and development, of which the different management faculties were established to provide those service (Margerison, 1984). This opened a market for management faculties of Nigerian tertiary institutions of the 1960s.

In addition, the educational institutions have been developed rapidly to provide courses and programmes. The universities, polytechnics and technical colleges over the last thirty years have flourished as an integral part of this new target. Typically they have had problems in separating out their commercial and their research functions. However, it is clear that the major federal/state funded tertiary institutions are now part of the commercial market place and need to manage their operations as effectively as they instruct others.

There can be no doubt, however, that the money which has been put into developing business schools in particular as prestige places for research and education has provided considerable impetus to management education as a whole. We now have literally thousands of people applying their minds to the problem of industry and commerce, and research publications serve not only as knowledge but as a form of marketing. This comes in specially to solve empirical problems of the Nigerian firms/establishments.

What the Nigerian Business Lecturers/Academicians need to teach and write in Referred Journal to interact with the Professional Managers (Town and Gown)

There has been considerable experimentation in the area of educational tuition for managers. Clearly experienced managers do not like to sit or read for long hours behind desks listening to lecturers pontificating about the latest theories and research by the lecturers and professors. As managers, they are men of action and have a very varied, usually exciting, but invariably demanding job. The traditional way of tuition invalidates all these factors associated with management. The lecturers in Nigeria make the student into a passive person in the education process and it assumes that the lecturer has the knowledge and that the student has little to contribute. This was most suited for undergraduate studies. Practical Nigerian manager required more than this passive approach to learning, writing for managers should be succinct brief and more relevant to their firms. It must be presented in report formats for easier understanding.

The people who come to management programmes are usually very experienced in the day to day problems of managerial tasks.
Moreover, they are usually well educated in one specific field, whether it be engineering, marketing, accountancy, medicine, finance, personnel or some other professional background. In addition, they come for a particular purpose. Their reason for attending is associated with particular problem and opportunities that they see in their business. They therefore wish to

contribute to the agenda and to have particular issues which concern them discussed. They do not wish to be taught in the formal sense, but rather engage in a dialogue on how new ideas and methods can be applied to their particular work situation. Over the years we have seen, therefore, a number of innovations in educational method and these will continue into the 2020s at a rapid. (Ayozie, 2016, Margierison, 1984). The journals for the managers must accommodate their feelings, areas of interest and must be in the report format style.

Educational Methods used by Managers to learn in Business Faculties and what Managers must involve when writing in Journals for Nigerian Managers

The introduction of computer assisted learning systems will speed up the process from a technical point of view. However, in addition to this there are major initiatives being taken to help managers engaged in self-development. All this goes way beyond the other traditional educational method of the case example, and tutorial group systems. In real practical terms, journal papers should be incorporated into these methods for easier relevance and use. Most of the journal articles and topics can be incorporated in this teaching module styles instead of dishing out lengthy academic work and references that has little or no relevance to practical marketing managers in the business and corporate world.

(a) The case study has stood test of time and proved every valuable in getting managers to look at specific examples and the way in which techniques could be applied. However, the weakness of the case method has always been that it deals with other people's problems at a time and place removed from the present. In a sense it is learning by analogy rather than by direct example (Margieson, 1984). Whilst the case method will continue, I believe that its real value in the future will be in developing real life cases based upon the contributions made by participants in a particular programme. This is to say they will bring with them their own cases. Moreover, they will consult with each other on how to tackle these particular cases. In doing so they will not only gain practical interest into their specific problem, but develop the skills of consultation and help(Margieson, 1984).

(b) There will be a continuation of the move towards experiential learning. This has already taken many forms, such as getting managers to work on simulated tasks and developing particular experiences so that participants can learn in a practical way without too many risks. At one level the old outward bound system of learning is a classical form of experiential development. However, this has been brought into the classroom by developing small scale management exercises which can be tackled within a relatively short period of time. This has made an enormous impact, but really needs in the future to be reinforced by better feedback systems so that people can really understand what it is they have done.

(c) Alongside this development there have been major advances in business games ranging from the sophisticated computer applications through to small scale paper and pencil tests. These are invaluable in giving people an overall idea of how the complexity of business revolves around integrating financial, marketing and production policies together with manpower policies. However, they have not been too valuable in my view for helping people learn about the behavioural aspects of business. Invariably the computer, if used for such a purpose, has a seductive element which rules out consideration of how one achieved ones results in favour of having yet another go for the jackpot
.

(d) Bahavioural training, however, has grown apace and is one of the, if not the major sectors of management education today. The range of programmes goes from the highly right through to the relatively unstructured encounter groups and T groups. However, the latter have fallen into considerable disfavor in the last few years as research results have shown little transfer effect to the business operations.

(e) Now there is a move towards more specialized behavioural training programme with special courses on things like negotiating skills, interviewing skills, communication presentation skills. In this the television and the internet facility has played a very important role and will continue to do so into the 2000s. Managers want to learn how to perform better, not in general but in specific areas, and the television gives very powerful feedback of performance. Again we need to improve our feedback systems and processes. It is a time demanding activity and requires very skilled staff to assess the learning process.

Previous Research Works

In researches carried out in the United Kingdom (UK) and Nigeria, the first stage involves the application of four schools of thought to 108 articles from the journal of marketing, it was discovered that the application of these classification were difficult. Also the schools of thought proposed by Falkingham and Reeves (1997) relating to the management of R&D did not fit well, when applied to articles on marketing and business.Reeves (1997), Ayozie (2012).

Based on the above, a more relevant approach was developed rather than follow Falkingham and Reeves wording and style of definition, the idea of properties and categories was introduced. The essence is to see if practitioners favoured journals or textbooks where is particular category of journal paper predominated. Based on this, a typology was devised to categorize marketing papers, journals and textbooks The categories were first determined by positioning the papers in a continuing of properties as shown in figure 2 below.

Cooper and Otley (1998) posit that the quality of research being achieved in business marketing and management have improved based on the work of Richards and Tysome (1996) and Otley (1997). Although they agreed that research and project works in the social sciences and business schools is lengthy and time consuming plus reward systems in academia (publish or perish) and business which are based to more measure to be short run (Kotler, 1989). Ayozie (2016, 2012) opined that every writing must contribute to knowledge and be relevant to the practitioners' needs and wants, and help in uplifting the organizations to achieve its business and societal objectives. Research writings must be useful to the Nigerian business to achieve its business and societal objectives. Research writings must be useful to the Nigerian business community.

Cooper and Otley (1998) stated that the research being accomplished needs to have closer integration with practice. Academics must meet practitioners at a point, and vice versa. There must be synergy and synchronization of ideas. Questions have been asked in the past and yet they are unanswered. From all these researches in the western world and Nigeria, to which audience asked: are these theories relevant? Whom are we writing to and for? Practitioners complain that academic research papers are 100 too scholarly, difficult to follow, abstract, vague, and has little to do with their daily business concerns. Orpen (1995). Practitioners hardly read the lengthy works of the academics which has little or no relevance to the business world (Ayozie, 2016, 2012).

Justification of the Study

Several empirical and theoretical studies had been carried on this study using developed countries as case study, (Cooper & Oteley, 1999), Orpen (2005), while the few works on whether marketing practitioners read the work of the academician using developing countries did not consider how the usage of marketing, journal and how it affects practitioners and performance, profitability (McKenzie, 2008). Even though, their findings vary and were inconclusive. These may have been due to the methods of analysis adopted and type of data used in their study. This is a major gap this study filled, especially in a developing country like, Nigeria. This study uses a robust technique by building a regression model which was estimated using the OLS (Ordinary Least Square) method. This was done by the use of the software STATIX 92 COMPUTER PACKAGE. In testing the Hypotheses, the level of significance was 5%. (Ayozie, 2012)

Objectives of the Research Work

The specific objectives are to:

(i) Find out the extent of acceptance and usage of the Marketing, Management, Journals and Textbooks among the marketing managers. **(ii)** Ascertain if the size of the managers business is related to degree of the usage of the marketing journals/ textbooks in Nigeria.

(iii) Examine if the level of education, experience of the marketing managers of the firms and relate it to the use of marketing journals and textbooks.

(iv) Determine whether there is any significant mediating impact of usage of the management and marketing journals on marketing managers' satisfaction, application and loyalty.

Significance of Study

These are few empirical works on whether marketing practitioners read and use the works by lecturers and academician especially from developing countries, Nigeria in general, and Nigeria in particular(Ayozie, 2012, 2016). This study therefore, represents a major attempt to fill the gaps in the literature. The outcome of this study will create awareness for the Nigerian lecturers/academicians in the (Federal, State and Local), private universities and tertiary institutions and the marketing practitioners and managers in private and public firms/corporations in Nigeria. Managers will start reading and using the theories and terminologies in our journals for business practice. A synergy will develop between practitioners and lecturers in Nigeria.

METHODOLOGY

Data used for this study is both primary and secondary. Primary data was collected through questionnaire administration on the 200 managers/practitioners of study, and 500 readers of the marketing journals (40 managers each, from the selected 200 managers). Other methods used, were through personal interviews, and from secondary data (Publications in marketing journals, textbooks, bulletins and many writings published by lecturers/writers in peer reviewed journals. Multiple Regression Models were estimated, and this was done through the use of the STATIX 92 COMPUTER PACKAGE. The hypotheses were tested at the 5% level of significance. Results from the analysis served as the bases to establish the major findings reprinted in 6.0.

Data Measurements was done by the use of the Pearson's Product Coefficient of Correlation, which is used to estimate the reliability and the internal consistency of the research instruments. The analytical technique was the Multiple Regression analysis. The aim is to establish relationships between and among the variables.
Multiple-regression helped in establishing the cause and effect among the variables.

The research design also involved the use of the two part model of the adoption and usage of marketing journals by industry practitioners in marketing in Nigeria, and the dependent variables as practitioners' satisfaction, usage, and application of lecturers' recommendation in the journals. These were employed to measure how well the managers performed within the twenty years' time frame (1998 – 2018).

RESULTS

(i) That over 67% of the managers in the seven sample states in Nigeria (Lagos, Abia, Ogun, Kogi, Rivers, Anambra, Kano), do not accept, read and use the information in the marketing journals and textbooks as a strategy and this has no impact on their corporate performance, and application of knowledge from textbooks and journals to practice in company practice for now is very low.

(ii) That any size of business can profitably adopt the usage of recommendations from the academics and lecturers for corporate success, growth, profitability, customer loyalty and satisfaction.

(iii) That very relevant education and experience of marketing, managers, CEOs, and workers, influences positively the usage of the findings and recommendations from the marketing journals by lecturers and tutors.

(iv) That the frequent and constant interactions by the managers and practitioners and academicians/ lecturers, enhances customers satisfaction, loyalty, and corporate success. Knowledge is power. Lecturer and managers must interact.

Findings from the Academic Journalsand Practitioner Magazines The marketing and management literature can be divided into academic journals and practitioner magazines. However, academic journals are not homogenous in terms of objectives and content and although there is considerable overlap between them, there was a need to delineate journals on the basis of content. The examination and classification of current marketing and management academic literature was conducted by using a methodology similar to that of Falkingham and Reeves (1997). Their paper classified publications on R&D management. Four models of R&D activity emerged, which they called "schools of thought" (Reeves, 1997); Ayozie (2012).

- Biological
- Chaotic
- Deterministic; and
- Empirical

It was essential to try and ascertain the ways in which marketing and business managers acquire information to keep abreast of current trends. This was done by first interviewing a small number of marketing managers in Nigeria and UK, as a preliminary to composing a questionnaire for circulation. Mckenzie, et al. (2010), Ayozie (2012). The questionnaire was circulated to marketing managers, National Institute of Marketing of Nigeria, attending a short management course at a major management college and to those on a Chartered Institute of Marketing (CIM) course. There were 67 responses, 52 from marketing managers and 52 from directors responsible for marketing (Figure 2 below, page 9). Despite being a sample of modest size it was considered sufficiently diverse to give a meaningful assessment of how managers gain information on development and current issues in their profession, in marketing and management in Nigeria, and in the UK. Reeves (1997), Ayozie (2012).

SourceMaterial for Management and Marketing Managers

Academic Journals

No manager regularly read an academic journal. Of the sample of 67, figure 2 below shows the numbers who had either never heard of the journal or who had heard of it but never seen a copy.

With the exception of International Marketing Review and the Services Industries Journals all of these journal editors claim to target practitioners. Surprisingly, the only few journals try to focus exclusively on practitioners, the Journal Database Marketing, was unseen by 66 out of 67 practicing managers questioned. The very high scores within this analysis shows that a high proportion of marketing managers have never seen an academic journal of any sort. This does call into question the positive responses that they had "heard of the journal". Some skepticism might be warranted in a "safe" response, and one which would not provoke professional criticism. When asked in more detail about the content, however, a more honest response was necessary. What is clear from this analysis is that despite the editor's notice that the journal is carefully targeted – this does not seem to be the case. The above analysis is also relevant in Nigeria.
Academics and practitioners rarely interact, as each build too many barriers that limit interaction. Journal papers are not read by practitioners, nor do they use them in their normal business activities. There is a very poor patronage by either practitioners of academic in each other. They do not read or use themselves (figure 2). There is a gap between practitioners and academics in Nigeria.

Figure 2

Belonged to institutions (NIMN, NIM, ICAN and others)	52
Came from firms with over 2,000 employees	51
Employed in service sector	52
Employed in manufacturing	25
Formal qualification	61
Degree level education	58

Note: Of which twelve had an MBA and 21 had anHND or OND marketing.

Source: Author Field Work, 2019, 2012

Table: Background of respondents

Journal title	No of respondents who had either never heard of,or had heard of but not seen a copy of the journals (sample size = 67)
Management in Nigeria	68
Nigerian Journal of Marketing	68
International Journal of Advertising /APCON Newsletter/NIM Journal	76
International Journal of Bank Marketing	85
International Journal of Retail Distribution & Management	76
International Marketing Review for the universities	76
Journal of Database Marketing	76
Journal of Marketing Management from the polytechnics	73
Journal of Marketing Practice from universities	73
Journal of the Market Research Society	70
Marketing Intelligence & Planning- both the universities/polytechnics	75
Service Industries Journal	76
Other university scholarly journal in management or marketing	70

Table II the Journals reads and the sample size, from both the universities, polytechnics and professional bodies in Nigeria.

Source: Author Field Work, 2019

Marketing Magazines/Newspapers

From the analysis above, fewer managers ever read or used the information from our university journals or other scholarly journals above. Many have not ever heard of it.Of the sample of 68, 68 regularly read two or more marketing journals, 24read APCON, 28 read Financial Times Special Publications, 22 read Marketing Business, 45 read Marketing Week, six read Precision Marketing and 15 read Marketing. Since 30 of the sample belong to the National Institute of Marketing of Nigeria (NIMN), Chartered Institute of Marketing and Marketing Business is the institute's own magazine, a higher readership might have been expected. The two most widely read magazines, Marketing Week and Marketing, both list marketing appointments, which may be a factor in the level of readership.

A total of 78 regularly read a daily newspaper and 48 read two. A slightly higher number (60) read a Sunday newspaper with three reading two of them. The most read daily newspaper was The Guardian, Nation, Tribune, followed by The Daily Times and The Financial Times. For Sunday newspapers, The Sunday Vanguard, Sun and Punch and the Nation was read by half of the sample, with The Sunday Tribune and well behind.

Only one manager from the sample read business magazines and the business section of a newspaper for more than one hour each day. A further five read for more than half an hour each day, with the remainder reading for less than two hours each week. Many managers listened to the business news/financial news in African Independent Television, TVC, Channels and CNN, BBC/VOA. They responded that this news educated and informed them about financial matters; few listened to OGTV, LTV, and MITV.

Source: Mckenzie *et al.* (2010), Ayozie (2012, 2016, 2019).

By far the most dramatic influence on marketing managers was the broadcast media. As a source of business information, 32 watched television, 60 used the internet, and 20listened to the radio. Although the majority used these sources for less than an hour a day, it is clear that the quick and abridged version of sometimes complex issues through easy access media channels is preferred. How much of this can be attributable to either the technological appeal or the speed of access is debatable, but it is clear that the overwhelming bias towards such methods cannot be ignored by academics and lecturers wishing to influence practitioners. It is interesting to note that although broadcast media can make stars of some academics, in terms of peer respect it is often seen as self-seeking and in terms of the RAE, totally unsuitable. Academics in Nigeria rarely listen to the radio broadcasting and relies more on the TV for political and social news and less for information on professionalism. The internet is taking over the attention of professionals for analysis and acceptance, especially in Nigeria.

CONCLUSION AND RECOMMENDATIONS

It is clear from this survey that academic journals devoted to marketing and business are largely unknown and unread by marketing managers in Nigeria. The key conclusion is that academics are writing for each and for career growth and promotion even though that may not be their initial intention. This is consistent with Ball's (1998) findings for the R&D sector. Their papers are, almost always, extensively referenced to the academic literature, and cited by mostly academicians, worldwide and in Nigeria.

The majority of the sample of practitioners belonged to the CIM, NIMN, CIMN, which is indicative of an awareness of marketing theory as portrayed in the major texts. This is also a very common trend in Nigeria.
Practitioners' papers are not seen and read by Academics and vice versa. The journals are irregular, inconsistent and unavailable. This poses the question of what is the incremental knowledge needed by the trained practitioner today? Publication in scientific journals can change the world, by (say) describing a newly found route to a chemical entity or cure and vaccine for Covid-19 or HIV or Ebola. There is then recognition by chemical practitioners of the need to respond. In contrast, publication of a new aspect or theory of marketing and business does not, in itself, bring about a change in the world. The practitioner needs to respond to the way in which the market itself is changing, and in that respect, it would seem that academic journals are the least likely source for such information. Where can practitioners get better ideas, if not in academic journals?

This is not to deny that the results of academic research may be communicated to potential users in other ways. For example, some academics act as consultants in marketing or guest speakers of conferences and symposia. In addition, students on doctoral and master programmes may transfer academic findings when they take up employment. However, such dissemination is limited, and on publication, the results of doctoral research almost always finds its way into the academic journals. That is, after all, a required outcome by the university from a PhD study. That is a contribution to academic knowledge and discipline. Periodic industrial attachment programmes must be organized and implemented between the town and gown. Academic and professional synergy must be promoted and encouraged in Nigeria.

The major findings in the researches carried out which makes it entirely difficult for practitioners to use academic researches and journals as outlined by Cooper and Otley (1998), Cooper (1996), Ayozie (2012, 2016). The reasons practitioners have adduced are that;

(a) Academic researches are too scholarly, lengthy and most times irrelevant
.

(b) They are vague and have little or nothing to do with the daily business concerns, and business practice in Nigeria.

(c) Most of the papers/articles are irrelevant and have got nothing to do with daily business concerns in Nigeria.

(d) They are difficult to follow, and full of technical business jargons and abstracts.

(e) They are abstract and contain too many terminologies not relevant to daily business activities, and practices in Nigeria and worldwide.

(f) The language of communication is too academics and scholarly, and contains fewer items from the practical business world. Too many references and terminologies that are unknown, or just copied.

(g) They are not written to assist the practitioners but solely for the aim of career development of lecturers. Academic researchers are not practical and hardly contribute to real knowledge in the business world.

(h) Academic research findings are just common sense and have nothing relno common sense and have nothing relevant with the practitioners' business world, and no real contribution to business knowledge.

(i) They were written with no dialogue or input from the practitioners and from the business world, or practitioners in Nigeria.

(j) The language of communications too scholarly and is of no relevance to the practitioners.

(k) They are mere repetitions of what others did in the past. There is no unique innovation in the writings as can be seen from Fayol, Mintzberg, Taylor, Michael Porter and Kotler.

(l) Most of the companies used for case study are in non-existence and or fictitious, and in this case contributes nothing practical to knowledge and business practice.

(m) Lack of collaboration between industry leaders, practitioners, and lecturers in preparing the research works and the research findings.

Generally, a primary objective of research into marketing and management or business is to produce knowledge in the context of application in both academics and non-academic communities. The academic community sets out to keep up with latest research through the journals, consulting and abstracting services what is not clear is how and to what extent the non-academic community, which consists principally of practitioners, and managers draws upon this new knowledge?. An examination of this falls within the investigative framework shown in Figure 1 that illustrates the central position of the academic journals. This paper reports on the first part of a study that examines the direct route from academic journal to practitioner. (Figure 1)

(i) If research in marketing and business is to have a major impact on commercial activity, it must do much more than produce publication in academic referred journals. To reward and encourage applicable research, assessment of quality, the paper must look beyond the parameters relevant to the academic community and consider the outputs in relation to the business practitioners' community it purports to inform. Where the RAE, NUC review panel is the primary target for academics this is unlikely to occur. There must be a very robust and diverse but collaborative means of academics and practitioners reading and assimilating each other ideas and knowledge. Critical assessment of the ideas by each other should be encouraged so that final conclusions will be acceptable by each. The marketing and management discipline is falling into the classic trap of being product orientated, producing one product to serve several segments/. It is little wonder that marketing academics and lecturers are asking whether their efforts are really having an impact, or that practitioners are shouting back "NO". There must be a meeting point of agreement. Academics should take up their sabbaticals in very reputable firms/companies so that they can observe what will form the pivot point of their researches, while practitioners on their own should undertake to share their experiences by taking up periodic lecturing jobs. This will promote and enrich both learning practice and research. The gown and town most meet regularly in marketing.

(ii) Unless the reading habits of marketing managers can be transformed, alternatives to the academic journal are required. I have advocated writing in the practitioners' business language and co-authoring with them in textbooks or journals so that they can learn from each other. Those alternatives that include other media to feature prominently. The extent to which marketing managers read relevant magazines, newspapers and draw upon radio, television and the internet, demonstrates the potential for doing this. There is no good reason why academic journal cannot present their findings by a variety of media outside of the academic referred journal. At the present time conferences and consultants are assumed to be a vital role as conduits of the latest information and thinking on marketing and business. The extent to which they fulfill this role is, as yet, unknown. The evidence presented here strongly suggests that if marketing managers were to seek information from academic journals at all, they would be unlikely to read more than one or more especially the ones that have company related practical information. Having seen the inaccessible and archaic way in which many academic articles are written, this should come as no surprise. Unless journal editors identify more clearly their target reading audience, and produce materials in a manner which appeals to them, then the present situation is unlikely to change. It is, after all, basic marketing! Papers must be written in the practitioners' language so as to have meaning and relevance.

(iii) The next phase of this writing will examine the potential indirect routes from academic research to practitioner should follow. It may then answer the question in relation to practitioners "Is the refereed paper a staging post or a cul-de-sac?". Publish and be relevant.

(iv) Direct and indirect routes to writing, which will be written and used by academicians and industry practitioners, as seen in the ICAN (Institute of Chartered Accountants of Nigerian) Journal, Management in Nigeria, Nigerian Institute of Management, by the Nigerian Institute of Management, the Nigerian Banker by the Chartered Institute of Bankers of Nigeria, must be encouraged. This journal accommodates writings and thought by Nigerian Accountants, Bankers, and Management experts. Here a symphony and synergistic academic/professional relationship and interaction is practiced. Marketing and Management needs such practice and such a journal, which is link between the town and gown.

(v) The mantra should now be publish and be relevant to the business world, and not publish and perish. Let the academic works of academicians be used by business practitioners and vice versa.

Contributions to Knowledge

(i) At the methodological level, the study demonstrates the use of Regression Models to determine the role and usage of writings from the lecturers/academicians on Corporate Performance, Profitability, Growth in Sales, and Customers Retention.

(ii) That the continuous interaction between lecturers/academicians and practitioners is more rewarding and profitable than no formal interaction, and non-usage of their material.

(iii) That any size of business can profitably and fruitfully adopt, use the recommendations from academicians, lecturers and interact fully with them as a strategy in Nigeria.

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Curtailing the menace of corruption through whistleblowing policy: The accountants' viewpoint

By Ayozie Kingsley Ndubueze

Abstract

This article is looking at the fight against this canker—worm called corruption via the whistle blowing policy. The emphasis was majorly on the role of the professional accountants in curtailing this menace through blowing the whistle. Several related literatures were reviewed while writing this article. The onus lies on all professional accountants to rise up to the occasion by assisting the government in winning the war if not eradicating the issue of corruption within our system. Key words: Corruption, Whistle blowing, Professional Accountant

WHAT IS CORRUPTION?

It might be extremely difficult to define what corruption entails as there is no universal or comprehensive definition about it. Notwithstanding, the following illustrations will open our minds as to what corruption entails:

• The abuse of public office for personal gain or illegal or immoral benefit.

• A wrong doing on the part of an authority or powerful party through means that are illegitimate, immoral, or incompatible with ethical standards.

• It could also imply the act or process of corruption

• Combination of bribery, fraud and other related offences.

• The abuse of entrusted power for private gain

Corruption is seen to be a canker worm which has eaten deep into our system and as such must be exhumed without delay in order to avert the looming danger it portends for the system. The onus lies on us especially we professionals (chartered accountants) to rise up to the occasion by winning this war in order to make our nation Nigeria a corruption free society.

By its nature or operation, corruption can be too hard to detect as it involves more than one individual entering into a secret deal. The agreement can be to pay a financial inducement to a public official for securing favour of some description in return.

However, a better understanding of what corruption constitutes will take us through looking closely at those offences which have been captured under the **Corrupt Practices and other Related Offences Act of 2000.**
The Act listed the following offenses as corruptible acts within the eyes of the law:

• Offence of accepting gratification

• Offence of giving or accepting gratification through agent

• Acceptor or giver of gratification

• Offence of Fraudulent Acquisition of Property

• Offence of Fraudulent Receipt of Property

• Offence Committed Through Postal System

• Offence of Deliberate Frustration of Investigation by the Commission

• Offence of making false statements or returns

• Gratification by and through Agent

• Bribery of Public Officer

• Using Office or Position for Gratification.

• Offense of inflating the price of any goods or services above prevailing market price or professional standards

However:according to Asaolu T .O(2013) in his article published in the Institute's journal titled "The Nigerian Accountant" Vol 46 No1,he summarized the following as **forms of corruption:** Bribery, Embezzlement, Fraud, Extortion, Nepotism and Cronyism.

(i) Bribery (kickbacks, payoffs): This involve offering someone money in order to persuade him to do somethingortheactofdemandinganextra "under the table" payment or gifts for a return. Bribery can be initiated by the person soliciting the bribe or the person offering the bribe. The 'benefit' may vary from money or other valuables to less tangible benefits such as insider information;

(ii) Embezzlement: Theft of resources by officials; this is a form of misappropriation of public or private funds;

(iii) Fraud: An economic crime that involves some kind of deceit;

(iv) Extortion: Using money or other resources extracted by the use of coercion, violence-or threats to use force;

(v) Nepotism: Applying family members to prominent positions; and

(vi) Cronyism: Granting offices or benefits to friends and relatives, regardless; of merit.

ANTI BRIBERY LEGISLATION

Going by the diverse shapes, forms and nature that corruption has taken as captured under the Act and Asaolu T .O, most countries have responded accordingly with the enactment of legislation in that regard.

Bribery and corruption is beginning to receive public attention worldwide (Nigeria inclusive). A lot of countries around the globe have enacted specific anti-bribery legislation targeted at fighting corruption to a stand-still such as:

1. USA: The Foreign Corrupt Practices Act of 1977

2. CANADA: Corruption of Foreign Public Officials Act of 1999

3. UK: The UK Bribery Act of 2011

4 NIGERIA; Corrupt Practices and other Related Offences Act of 2000

5. GERMANY: Anti-Bribery and Anti-Corruption Act of 1997

6 SOUTHAFRICA: Prevention and Combating of Corrupt Activities Act of 2004 (as amended)

7 GHANA: Commission on Human Rights and Administrative Justice of 1992; and Serious Fraud Office of 1998

THE CORRUPT PRACTICES AND OTHER RELATED OFFENCES ACT OF 2000

LAWS OF THE FEDERATION OF NIGERIA

BACKGROUND INFORMATION

The whole idea towards the creation of the body to be known and addressed as ICPC came about as a result of the high rate of corruption which was so prevalent in the nation at that time going by the long military system of government since independence which had little or no regard for transparency in governance, public accountability, due process in procurement of government contracts and rule of law.

Aside this, Transparency International in their Corrupt Perception Index in early 2002, pronounced Nigeria as one of the most corrupt nations in the world. This was in spite of the fact that democratic institution had been introduced in 1999 and the Anti-corruption commission set up in 2000 as the Corrupt Practices and Other Related Offences Act.

Even as at today, Nigeria occupies the last but one position down the ladder among nations adjudged to be corrupt by Transparency International Corruption perception index.

The resolve/quest to fight and win the war against corruption led to the promulgation of the Corrupt Practices and Other Related Offences Act 2000 which was later revised and amended as the Independent Corrupt Practices and other Related Offences Commission Act in 2002. The Act was the first bill presented by the then President – Chief Olusegun Obasanjo to the National Assembly for consideration at the inception of the present democratic administration in 1999.It was passed and signed into law on the 13th of June 2000, while its inauguration took place on the 29th of September 2000.

COMPOSITION OF THE COMMISSION

The commission is composed of the following-a Chairman, 12 members and a Secretary. Among the 12 members, 2 of whom shall come from each of the six(6) geo-political zones of the nation (North East, North Central, North West, South East, South West and South South). The list includes:

(a) A retired police officer not below the rank of Commissioner of Police.

(b) A Legal practitioner with at least 10yrs post call experience

(c) A retired Judge of a superior court of record

(d) A retired Public servant not below the rank of a Director

(e) A woman

(f) A Youth not being less than 21 or more than 30 years of age at the time of his or her appointment

(g) A Chartered Accountant

The Chairman shall be a person who has held or is qualified to hold office as a Judge of a superior court of record in Nigeria.

The chairman and members of the commission who shall be persons of proven integrity shall be appointed by the president, upon confirmation by the senate and shall not begin to discharge the duties of their offices until they have declared their assets and liabilities as prescribed in the constitution of the Federal Republic of Nigeria. The Chairman shall hold office for a period of five (5) years and be reappointed for another five (5) years but shall not be eligible for reappointment thereafter; and the other members of the commission shall hold office for a period of four (4) years and may be reappointed for another term of four (4) years but shall not be eligible for reappointment thereafter.

• Notwithstanding their tenure of office, the chairman or any member of the commission may at any time be removed from the office by the president acting on an address supported by two-thirds (2/3) majority of the senate praying that he be removed for inability to discharge the functions of his office (whether arising from infirmity of mind or body or any other cause) or for misconduct.

• The chairman or any member of the commission may resign his appointment by notice in writing under his hand addressed to the president and the chairman or that member shall on the date of the receipt of the notice of resignation by the president cease to be a member of the commission.

• The chairman and any four (4) members of the commission shall constitute a quorum. There shall be a Secretary to the commission appointed by the president who, under the general direction of the chairman, shall be responsible for keeping the records of the commission and the general administration and control of the staff of the commission.

• There shall be appointed such member of commissioners, Deputy Commissioners, Assistant Commissioners, Superintendents, Assistant superintendent, Senior Investigator and Investigators of the commission as may be necessary for the purpose of carrying into effect the provisions of this Act.

• The chairman may issue administrative orders to be called "standing orders", which shall conform with the provisions of the general control, training, duties and responsibilities of officers of the commission and to ensure the efficient and effective functioning of the commission.

• Remuneration for members of the commission shall be determined by the National Revenue Mobilization, Allocation and Fiscal Commission.

VISION:

To fight corruption to a stand-still and to restore Nigeria to the enviable standard of respectability and dignity within the comity of nations.

MANDATE:

To prohibit and prescribe punishment for corrupt practices and other related offences.

DUTIES OF THE COMMISSION

Section 6 of the Act confers main responsibilities on the ICPC to include the following:

(i) To receive and investigate reports of corruption and in appropriate cases prosecute the offender(s).

(ii) To examine, review and enforce the correction of corruption prone systems and procedures of public life.

(iii) To instruct, advise and assist any officer, agency or parastatals on ways by which fraud or corruption may be eliminated or minimized by such officer, agency or parastatals

(iv) To advise Heads of public bodies on changes in practices, systems or procedures compatible with the effective discharge of duties of the public bodies as the commission thinks fit to reduce the like hood or incidence of bribery, corruption and related offences.

(v) To educate the public on/and against bribery, corruption and related offences; and

(vi) To enlist and foster public support towards combating corruption

PROCESSING PETITIONS:

Allegations made to the commission are referred to the Investigation department, for preliminary investigation. The investigating officers prepare a report which is sent to the Legal department to determine whether or not a prima facie case can be established. If a case is established a charge is drafted with proof of evidence filed before a designated High Court Judge. Where petition do not fall under the offences provided for by the Act. They are awarded to the appropriate body such as the police, public complaint commission, code of conduct bureau, human right commission & the EFCC etc.

OFFENCES AND PENALTIES AS CAPTURED UNDER THE ACT

(a) Offence of accepting gratification: Any person, who corruptly asks for, receives or obtains any property or benefit of any kind for himself or for other person or agrees or attempts to receive or obtain any property of any kind for himself or any other person, is liable to imprisonment for seven (7) years.

(b) Offence of giving or accepting gratification through agent: On conviction, shall be liable to imprisonment for seven (7) years

(c) Acceptor of giver of gratification to be guilty, not withstanding that purpose was not carried out or matter not in relation to principal's affairs or business. On conviction shall be liable to imprisonment for (7 years).

(d) Fraudulent Acquisition of Property: Any person found guilty, shall be liable to imprisonment for (7 years).

(e) Fraudulent Receipt of Property: Any person who receives anything which has been obtained by means of act constituting a felony or misdemeanor inside or outside Nigeria, which if it had been done in Nigeria would have constituted a felony or misdemeanor and which is an offence under the laws in force in the place where it was done, knowing the same of having been so obtained, is guilty of the felony and the offender shall, on conviction to be liable to imprisonment for (7 years).

(f) Penalty for Offence Committed Through Postal System: If the offence by means of which the thing was obtained is a felony, the offender shall on conviction be liable to imprisonment for (3 years), except the things so obtained was postal matter, or any chattel, money or any valuable security obtained therein, in which case the offender shall in conviction be liable to imprisonment for (7 years).

(g) Deliberate Frustration of Investigation by the Commission:

Any person who with intent to defraud or conceal a crime or frustrate the commission in its investigation of any suspected crime of corruption under the Act or any other law destroys, alters, etc. any document shall on conviction be liable to imprisonment for (7 years).

(h) Making False Statements or Returns: Any person who knowingly furnishes any false statement or return in respect of any money or property received by him or entrusted to his care, or of balance of money or property, in his possession or under his control, is guilty of an offence and shall on conviction be liable to imprisonment for (7 years).

(i) Gratification by and through Agents: Any person who corruptly accepts, obtains, gives or agrees to give or knowingly gives to any agent, any gift or consideration as an inducement or reward for doing, forbearing to do any act or thing, shall on conviction be liable to imprisonment for (5 years).

(ii) Bribery of Public Officer: Any person who offers to any public officer or being a public officer solicits, counsels or accepts any gratification as an inducement or a reward, in the course of official duties shall on conviction be liable to five (5) years imprisonment with hard labour.

(iii) Using Office or Position for Gratification: Any public officer who uses his office or position to gratify or confer any corrupt or unfair advantage upon himself or any relation or associate shall be guilty on offence and shall on conviction be liable to imprisonment for five (5) years without option of five.

(iv) Any public officer who in the course of official duties, inflates the price of any goods or services above prevailing market price or professional standards shall be guilty on an offence under this Act and liable on conviction for a term of seven (7) years and a fire of one million naira (N1,000,000).

EFFECT OF CORRUPTION ON THE SOCIETY

Bribery and corruption undermines the principle of corporate governance, rule of law and damages economic development to mention but a few. Furtherance to this, it result into a conflict of interest matter between a person's self-interest and that person's duty to perform a task.

Its impact on the society can be summarized under the following headings :
- Political costs
- Economic costs
- Social costs
- Technology costs
- Legal costs.
- Environmental costs

Political Costs: Bribery and Corruption undermines corporate governance, the rule of law and democratic principles within a system.
This cankerworm if not checkmated can destroy the political structure of any country.

Economic Costs: The impact of corruption on the economy can be seen in the area where public resources will be rechanneled to the wrong destination at the expense of desired place where it ought to go such as provision of infrastructures (good roads, schools and hospitals etc.) to the masses and citizenry.

This misplacement of priority on the part of these corrupt leaders of ours could lead to waste of tax revenues.

Social Costs: This reduces the masses confidence level and trust in the political structure of any nation and often times leads to frustration by all and sundry. Where corruption becomes the other of the day, it might not augur well for the system as management of it able hands might leave the country for other countries at the expense of the future development of their own country.

Technological Costs: Technolgy-wise, the impact of corruption on the society can be evidential in the sense that resources go into big infrastructural schemes where corruption are so enormous to the detriment to those infrastructural sectors where they are less.

Legal Costs: The legal implication of corruption on the society may be viewed in the area of being sued, prosecuted, payment of fines & sanctions may be awarded and above all, the imprisonment of the culprit.

Environment Costs: The inability of government to play an oversight role can lead to careless exploitation of natural resources, degradation and pollution of the ecosystem.

WAYS OF TACKLING BRIBERY AND CORRUPTION BY ALL AND SUNDRY

i. Having a purposeful leadership will address the incidence of bribery and corruption within the system.

ii. Strict promotion of accountability and transparency amongst our leaders is another ante-dote in combating bribery and corruption.

iii. Encouraging the issue of fair reward for job performance.

iv. Enactment of anti-bribery and corruption legislation to prosecute offenders.

v. Constant public awareness on the dangers inherent associated with bribery and corruption.

vi. Enlisting and fostering public support towards combating corruption.

vii. Embarking on effective risk assessment process

viii. Also embarking on effective monitoring and internal control procedure.

ix. Promotion of accurate book and record keeping

x. Promotion of ethical principles

xi. Serious reform exercise over the judiciary, civil service and society at large

xii. Effective sanctions or punitive measures on defaulters.

xiii. Above all, engaging in the act of whistleblowing.

THE ROLE OF PROFESSIONAL ACCOUTANTS IN THE FIGHT AGAINST CORRUPTION

i. To eradicate corruption at all cost within our domain in particular and the public at large.

ii. To promote transparency, accountability and integrity at all levels we find ourselves.

iii. To condemn bribery and corruption vigorously whenever it has been identified within and around us.

iv. To expose all corruptible tendencies within the system without fear or favour.

v. To educate the masses on and against bribery, corruption and related offences.

vi. To enlist and foster public support in fighting corruption.

vii. To instruct advice and assist the commission on ways by which fraudulent practices, embezzlement and corruption may be eliminated or minimized to the bearest minimum

viii. To examine, review and assist in the enforcement of correction targeted at having a corruption – prone systems and procedures for public life.

ix. To complement on the duties of the commission as enshrined in the Act.

x. To promote good corporate code of ethics.

xi. Ensuring of proper recording of transactions and events that took place during the peiod

xii. Embarking on periodic checks of balances in the form of auditing.

xiii. By engaging in the act of whistle blowing.

WHISTLE BLOWING AS A CONCEPT

INTRODUCTION:

According to Mr Femi Falana's (SAN) article published in 2018 which is titled "the role of whistleblowers in the fight against corruption in Nigeria",he stated and I quote-that the practice of blowing the whistle by citizens is not new in Nigeria. Its origin dates back to pre-colonial era where traditional law enforcement institutions relied on information provided by whistle blowers in maintaining law and order. According to him this was evidential in the Yoruba governance structure where an Oba could gather information from whistle-blowers to get to the root of any criminal behavior or misconduct within his domain.

MEANING OF WHISTLE BLOWING

Deni Elliot, defined **whistle blowing** as an action taken by an agent to bring purported illegal or unethical behaviours to the attention of others in authority.

It could also mean reporting suspicious of illegal or inproper behaviour to a person in authority. This always involve going outside expected channels or the chain of command.

Practically whistle blowing can be described using the following scenarios:

• A dog barking at night at the sight of an unwanted visitor or strange being with the intent of alerting its owner of an impending danger or

• An invigilator reporting a student caught cheating during an examination to a supervisor or

• An employee reporting an illegal act by his boss to a superior authority say the Managing Director.

At the home front, **Section 35 No 48 of the Civil Service Reform Act of 1988** created the "Audit Alarm Committee" headed by "Auditor General for the Federation" to raise alertness and sanction any public officer that is suspected of committing an act of financial impropriety.

By this structure, **"the audit alarm"** is a "whistle blowing" action.

In practical sense, a problem may arise where the illegal act was perpetrated by the boss himself or the employee has reported a matter above with no meaningful action taken by the concerned authorities to address the situation.

In these situations, the employee would have to report his or her concerns through a different reporting channel.

ICAN'S ROLE IN THE PROMOTION OF THE ACT OF WHISTLE BLOWING.

It is worthy of note to state that the institute (ICAN) had at commencement of the new democratic era sponsored a **"whistle blower's protection bill"** at the National Assembly as its contribution to the efforts of the government in effectively waging war against corruption and to make impunity a thing of the past in our society.

The bill is to give legal protection for persons who provide information to the anti-graft agencies (such as EFCC and ICPC) of any act of illegality on corruption that occurs within the country.

ICAN seeked the cooperation of both the federal & state governments, media houses, civil society groups, labour unions, student bodies and other stake holders which led to the passing of the bill by the National Assembly.

In addition to the above, the Institute (ICAN) has also as part of its strategies to ensure high moral, financial, ethical and legal standards by members in the discharge of their duties, established a **whistle blower's protection fund.**

The aim of the fund, which has an initial take off capital of N50 million, is to protect ICAN members and the public from any form of reprisals or victimization when an alarm is raised on financial impropriety by public or private establishments, individuals or groups within the country.

The fund is also to assist whistleblowers in litigation expenses reasonably incurred and to assist members of the institute to discharge their professional duties without fear of being victimized.

The council of the Institute considers whistle blowing as a crucial instrument to detect and report corruption, fraud and mismanagement in the public, private and non-profit sector.

In disclosing wrong doing, whistle blowers often take high personal risks. They may face retaliation, dismissal or even physical danger. Many at times, a disclosure on corruption is often not appropriately followed-up by the concerned authorities.

Whistle blowers have a critical role to play in the protection of the public interest. The establishment of this find is part of ICAN's mandate to protect the public interest, promote integrity and accountability, which are crucial conditions for democracy, the rule of law and sustainable development.

Prior to the establishment of the whistleblowers' protection fund, the Institute (ICAN) have been in the vanguard of supporting its members who blew the whistle with funds to pay their legal fees. ICAN also acts as observer or interested party in whistle blower related law suits involving its members.

In addition to what the Institute (ICAN) is doing here, it worthy of note to also mention that the US SOX Act of 2002 sub-title of i.e. Corporate and Criminal Fraud Accountability Act provides certain form of protection for whistle blowers. Again section 1107 of the same SOX Act further provides criminal penalties for persons against whistle blowers. (for details, read up SOX Act

THE FEDERAL GOVERNMENT OF NIGERIA'S ROLE:

The Federal of Government of Nigeria introduced and launched the whistle blowing policy on December 21, 2016 based on the Whistle blower Act which was enacted on June 8th, 2017 by the National Assembly.

The then Minister of Finance –Mrs Kemi Adeosun ,said that this is to enable patriotic citizens report criminal acts such as mismanagement or misappropriation of public funds and assets, like properties and vehicles ;financial malpractices or fraud ,collecting /soliciting bribes; corruption ;diversion of revenues; unapproved payments; splitting of contracts; procurement fraud; kickbacks and over-invoicing .It also includes; violation of company's policy ,law regulation , or a threat to life , national security or public interest.

The whistle blower can report to the authorities through a secure online portal which would also conceal the identity of the whistle blower.

To motivate Nigerians to participate in the whistleblower's scheme ,the policy states,' if there is a voluntary return of stolen or concealed public funds or assets on the account of the information provided, the whistle blower may be entitled to anywhere between 2.5 percent (minimum) and 5.0 percent (maximum) of the total amount recovered"

It is then pertinent that we take a wholistic view as to those problems mitigating against effective whistle blowing within the system.

PROBLEMS AFFECTING AN EFFECTIVE WHISTLE BLOWING MECHANISM

Threat to life: There is also the issue of threat to life or fear of loosing ones life in the act of whistle blowing.

Fear of Loosing Job: There is this notion that an employee might loose his/her job if he dares report his boss / manager's unethical behaviour to a higher authority who is related to the boss in question. Recall, you can not bite off the finger that is feeding you in that context.

Line of Communication/Bureaucracy: By guidelines, certain information going up the ladder will have to pass through an immediate boss before going to a higher boss. By this bureaucracy, there is the tendency of delaying the whistle blow raised and also rendering it ineffective in practical terms.

Confidentiality Issue: Because of the position of confidentiality issue which deals with "secrecy of information" at the utmost level, it might be difficult for whistle blowing to thrive except we enact the freedom of information bill.

Victimisation / Harrassment:

Experience have shown that an individual who practices whistle blowing in an organization is at the verged of being victimized or harassed by colleagues and even management staff. Often times, such an individual who is an employee is treated as an outcast.

WAY FORWARD FOR WHISTLE BLOWING

i. Government should come up with a legislation on whistle blowing such as freedom of information bill as that will motivate persons to blow the whistle when the need arises. Good enough in our country, the Senate passed into the Whistle Blowing Act of 2017

ii. Protection is the form of incentives, welfare packages and life insurance cover etc should be provided for whistle blowers.

iii. Adequate/proper security cover should be put in place for whistle blower(s).

iv. Again, unscrupulous individuals who intend to blow the whistle out of mere dislike, malice or jealousy against another should be discouraged totally as the negative impact of such can be disastrous.

v. There should be a mechanism for sanctioning those indicted in order to serve as a deterrent to others (bad employees) and also to encourage whistle blowers in the job.

CONCLUSION :

The onus lies on us as professional accountants to rise up to the occasion as this critical time in the life of our dear country-Nigeria by winning the war against corruption through engaging in particular in the act of whistle-blowing among amongst other measures that this paper highlighted.

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Mr Ndubueze, a Fellow of ICAN writes from Kingsley Ayozie & co (Chartered Accountants)

I C A N

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF NIGERIA

(Established by Act of Parliament No 15 of 1965)

ICAN INTRODUCES AFFORDABLE MEDICARE FOR MEMBERS

The Institute has finalized arrangements with two Health Management Organizations to provide affordable Medicare services to members at a negotiated rate as part of membership benefits from January 1st, 2021.

BENEFITS TO MEMBERS

1. Reduced healthcare expenditure;
2. Provides access to emergency medical care;
3. Reduces administrative burden;
4. Flexibility in the payments of Premium
5. Access to quality health care and professionals nationwide 24/7.

PREMIUM

Individual: N17000 - N20000 per annum

Family: N90,000 - N133,000 per annum

Interested members should visit the website for more details.

Prof. Ahmed M. Kumshe FCA

Registrar/Chief Executive

ican_ng ICAN_NGR ICANngr 0704 032 7465 wwwfhttp://m.me/ICANngr www.icanig.org

Eket & District Society Becomes ICAN's 64th

The Eket & District Society of the Institute has been inaugurated thus bringing the number of district societies to 64.One each in the United Kingdom, USA, Canada, Malaysia and Cameroon.

Speaking at the inauguration on Saturday October 17, 2020 the 56th President Dame Onome Joy Adewuyi FCA implored members of the new district to "discharge their various professional engagements with integrity, accuracy and strong ethical ideals".

She appealed to the Executive and members of the new District to remain united in order to realize the lofty objectives for the establishment of ICAN District Societies, some of which includes "to meet the professional and networking needs of its members spread across Nigeria and beyond its shores and bridge information gap between the Institute and its members as well as bring ICAN activities closer to all professional accountants, without being disadvantaged by geographical locations

Elder Isiah Ntekim being decorated with Insignia of office as Chairman of Eket and District society.

Dame Adewuyi admonished members of the Eket & District Society "not to mortgage their consciences or compromise the professional principles of accountability, integrity and honesty for pecuniary or non-pecuniary gains, no matter the circumstances".

She further asked members of the district to take advantage of ICAN's different capacity building platforms such as the Mandatory Continuing Professional Development (MCPD) programme, Annual Accountants' Conference, Zonal/International Districts' Conferences, Annual General Meetings and the various Stakeholders' fora to update their skills to remain relevant in spite of technological disruptions of the profession.

The President advised the Executive Committee of Eket & District Society led by Elder Isaiah Ntekim FCA and other members to raise awareness on the Institute's contributions to growth and development in the districts jurisdiction and also regularly organize catch-them-young programmes to guide prospective professional accountants.

ICAN Seeks SEC Support for Accountability Index

The Institute has called on the Securities and Exchange Commission (SEC) to serve as an advocate of the ICAN Accountability Index (ICAN-AI)).

ICAN President Dame Onome Adewuyi, FCA, made the call during a virtual meeting with the Director-General of SEC Mr. Lamido Yuguda FCA

She explained that the index which serves as performance evaluation framework was developed as part of the Institute's strategies to promote best practices in public finance management in the country.

The goal of the index since inception in 2017 according to her has been to drive efficiency in resource utilization in the public sector, eliminate wastes and sharp practices as well as promote transparency in public governance across the three tiers of government.

She also appealed to the SEC boss to collaborate with ICAN in building capacity of its staff to enhance efficiency and professionalism in the parastatal by sponsoring them to ICAN trainings notwithstanding whether they are members of the Institute or not. She concluded that the Institute would also be glad to establish an ICAN chapter at SEC's office in order to bring its activities closer to ICAN members in the parastatal.

In his response, the SEC DG acknowledged the contributions of ICAN to the nation's economy and assured that SEC would work with ICAN in the area of advocacy for the for the ICAN Accountability Index in the government and private sectors.

He also assured that SEC would continue to work towards deepening the capital market for the good of the Nigerian economy.

Technology Is Reinventing Accountancy

ICAN President Dame Onome Adewuyi FCA has assured accountants that new technologies evolving with the fourth industrial revolution would not lead to the death of accounting as a profession because accountants are flexible enough to accept the advancement occasioned by technology.

Delivering the key note address at the 3rd Southern Zonal Accountants' Conference in Calabar, Cross River State, on Wednesday October 7, 2020. Dame Adewuyi said that technology cannot replace human skills such as "Leadership, Empathy, Creativity, Decision-making and Judgement", that accountants acquire in addition to their professional skills, which make them versatile and complete.

However, she warned that finance

ICAN President, Dame Adewuyi and other dignatories at the conference.

professionals need to develop and hone their competencies and other soft skills that are critical in the digital age. "They should focus on skills such as communication and client relationship management, sales, managing

different kinds of talent and most importantly, translating real-time data into insights while tapping into their vast experience working across many different kinds of businesses".

She pointed out that "re-skilling affords accountants the opportunity and unique capability of advising clients on their current and future financial health and growth".

The 56th President explained that ICAN envisaged and proactively prepared for the merging new normal through conscientious investment in technology and therefore was able to transit most of its service deliveries to virtual platforms during the peak of the corona virus pandemic. Various papers were presented at the conference held physically and virtually

Public Finance Management, an Important Aspect of Governance, says Akeredolu.

The Ondo State Governor, Mr. Olurotimi Akeredolu (SAN) has described Public Finance Management as a very important aspect of governance anywhere in the world.

He made the declaration recently while playing host to the ICAN President, Dame Onome Joy Adewuyi, in his office in Akure, Ondo state. The ICAN President had paid him a courtesy visit during the inauguration of Akoko & District society of ICAN.

According to him, ICAN is playing a very noble role in monitoring the country's Public Finance Management and holding public office holders accountable on all their financial transactions.

Earlier, the ICAN President lauded the governor for his passion for an effective and efficient Public Finance Management in Ondo State since


Ondo state governor Olurotimi Akeredolu Presenting Souvenir to ICAN president

his assumption of office. She said the governor has clearly demonstrated that through the various legislations enacted and signed by him, such as the Ondo State Public Finance Management Law; Ondo State Fiscal Responsibility Law; Ondo State Public Procurement Law and Ondo State Public Audit Law. Meanwhile, the President has inaugurated Akoko & District Society of the Institute, calling for unity and cooperation among members to move the district to an enviable height within the possible short period.

Speaking at the inauguration in Akungba-Akoko, Adewuyi appealed to members to always work with one another to achieve all the set objectives for the District.

She also enjoined the Executive Officers of the District to ensure that members discharge their duties to their respective employers with accuracy and integrity, adding that with this, the objectives for which District Societies were established would be realized.

She urged members of the District to bring ICAN activities closer to all professional accountants and bridge information gap between the Institute and its members. She advised that awareness should also be created on the Institute's contributions to growth and development of the nation.

ICAN Blacklists Six Students for Examination Malpractices

The Institute has blacklisted six students caught cheating during the March/July 2020 diet of Professional Examinations. The numbers of the six students are:

i) Exam. Number: 20201/201442/S/12345
(Reg. number – 231770)

ii) Exam. Number: 20201/201746/S/134
(Reg. number – 207399)

iii) Exam.Number: 20201/205546/S/512345
(Reg. number – 189492)

iv) Exam. Number: 20201/306871/P/4
(Reg. number – 225533)

v) Exam. Number: 20201/300787/P/34
(Reg. number – 194155)

vi) Exam. Number: 20201/300093/P/123
(Reg. number – 240467)

During the March/July 2020 diet of the professional examinations, the six candidates were caught with various mal practices ranging from:

written materials hidden inside calculator during Financial Reporting paper; written materials at the back of docket during Performance Management paper; candidate caught with written materials during PSAF paper; candidate caught in the toilet checking a written material during Advanced Taxation paper; candidate caught with mobile phone during Advanced Taxation paper and candidate caught with mobile phone during Strategic Financial Management paper.

The exhibit, the invigilator's report as well as the candidates confessions were evidences against them. After due investigations, the Council of the Institute approved that the six students be blacklisted and banned from all the Institute's examinations. They were deregistered as candidates and have all the papers taken during the March/July 2020 diet professional examination cancelled.

Issuance of Transcripts Automated

The Institute has strengthened the processing of transcripts issuance to make it seamless .

ICAN President Dame Onome Joy Adewuyi FCA said this during a virtual session with members of Joint Minds International on Friday, November 6, 2020 tagged "Time Out with ICAN President".

The event gave the President the opportunity to take numerous questions from members of the group who participated in the programme virtually about the Institute.

Mrs. Adewuyi explained that the reorganization of the transcript processing was part of the Institute's technology innovation which included the automation of its document management system in line with global standards.

She said that one of the major objectives of the Institute which she would drive during her presidency was to produce future-ready chartered accountants through continuous learning, unlearning and re-learning to adapt to the needs of the future. She advised members to sharpen their accounting and soft skills to make them indispensable to employers and users of accounting services.

The 56th President said that the Institute recognizes the importance of building a robust technology infrastructure for smooth-running of its affairs and would continue to invest in it, adding that the long term objective was to migrate its examinations to computer based testing system.

She also revealed that ICAN was working with other stakeholders to take the Accounting Technicians Scheme West Africa examination to the rest of Africa as a means of harmonizing accounting education at the sub-professional level in the continent, while also working on achieving reciprocity with other professional accounting organizations to give our members the opportunity to work anywhere in the world without having to write examinations again.

She also declared that there were great lessons the Institute learnt from the Covid-19 pandemic which ravaged the world since March 2020.

She explained that although the pandemic destroyed few of the Institute's programmes, it gave a room for reduction in the running costs of the Institute, citing an example of programmes of the Institute that were held virtually.

She said: "The pandemic disrupted few of the Institute's programmes including the professional examinations scheduled for March and June and theAcademic Conference scheduled for April. I would not say that these disruptions were losses as they spurred us to deeply incorporate technologies in our daily operations. As a result, we held the following programmes remotely - The Annual General Meeting, My Investiture, Fellowship Conferment,

Induction and the Council and Committees' meetings".
According to her, one of the strategic objectives of the presidential year is to equip members and potential members with skills and competencies that would make them relevant in today's competitive labour market.

She added that the Institute was focusing on building future-ready Chartered Accountants that would remain relevant in a rapidly changing market, adding that ICAN's Mandatory Continuing Professional Development (MCPD) programme has been restructured to provide cutting-edge trainings on emerging areas in the profession such as the incorporation of disruptive technologies like Blockchain technology, Robotics, Artificial Intelligence, Machine Learning and Data Analytics.

Adewuyi Commends Gov Makinde for Support to ICAN

ICAN President Dame Onome Adewuyi FCA has commended the Oyo State Governor Engr Seyi Makinde for supporting the Institute as shown in the recent donation of ten million Naira towards the building of the Ibadan & District Society's Secretariat.

ICAN President, Dame Adewuyi, presenting ICAN Accountability Index to Oyo state Governor, Engr. Seyi Makinde

Dame Adewuyi made the commendation on Friday at Oyo State Government House, Ibadan when she led some members on a courtesy visit to the governor. She also commanded the governor for employing Chartered Accountants in the service of Oyo State both as career civil servants and political appointees.

She underscored governor Makinde's efforts to eliminate corruption in the state public service as exemplified in the promulgation of "the Oyo State Anti-Graft Edict aimed at pushing all proven cases of corruption, financial mismanagement and misappropriation of government funds in the State".

However, the 56th President drew the governor's attention to some policies in the state civil services which were to the detriment of chartered accountants and called for remedy. These include the policy placing entry point of Chartered Accountants in Oyo State at level 8 contrary to level 10 which members enjoy in Lagos and Ogun States. Another policy which the ICAN president also wanted reconsidered reconsidered is the requirement that Chartered Accountants should write Administrative Staff College of Nigeria (ASCON) examinations for promotion.

Similarly, the ICAN President pleaded with Governor Makinde to ensure that qualified Chartered Accountants in the teaching service of the State who had passed the conversion examination be migrated to the State's civil service both at the Local government and State levels.

In his response, Governor Makinde expressed appreciation for the role ICAN has continued to play in building technical manpower for the State and the country at large especially in the accounting, finance and related fields. He promised to look into the president's requests with a view to taking actions that would move the state's economic development forward.

Adewuyi Lauds ICAN Ikorodu Elders for Positive Influence on Economy...7th Chairman inaugurated

ICAN President Dame Onome Joy Adewuyi FCA has expressed delight at the strong influence of elders of the Institute on different facets of the Nigerian economy.

Speaking at an interactive session with ICAN elders in Ikorodu & District Society on Saturday November 21, 2020 during the tour of Ikorodo and District society.

Dame Adewuyi said the accounting elders have continued to shape the financial, economic, social and political land-scapes of the country for over 55 years.

The President described four of such elders in Ikorodu & District Society of ICAN as "an inspiration and beacon of hope for the younger generation". They include Prince Tajudeen Adedapo Odofin, Prince Oladapo Ogunleye, Prince Mobolade Adedipe and Prince Abiodun Ogunleye.

She noted their continued support for Ikorodu & District financially, morally

ICAN President, Dame Adewuyi and some council members with some elders of Ikorodu & District society.

and also through participation at the District's events, including the Catch Them Young Programme. She thanked Prince Abiodun Ogunleye a former Deputy Governor of Lagos for being ICAN ambassador in politics in addition to providing financial and moral support to the District Society.

The 56th President explained that the leadership of the Institute executes the advocacy mandate of ICAN vigorously and has continued to" act in the public interest. Meanwhile the 56th President has decorated Mr. Biodun Akinwobi FCA as the 7th Chairman of Ikorodu & District Society.

At the investiture held over the week-end Dame Adewuyi charged the new executive committee to take the responsibility of raising the bar of professionalism in the District and beyond. She asked them to creatively surpass the successes of past administrations.

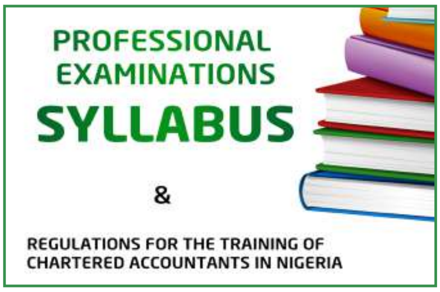
The President also performed the ground breaking ceremony of the Ikorodu & Distict society office complex during the visit.

ICAN Unveils New Professional Examination Syllabus

The Institute has launched a new syllabus for its professional Examination. The new syllabus 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 it 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 chang-ing 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 of 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.

ICAN Reviews the Accounting Curriculum of Nigerian Universities.

The Institute has reviewed the Accounting Curricular of Nigerian Universities to address the disruptions from emerging technologies and the rapid changes in the business environment globally.

The report of the review and recommendations from ICAN was presented to the Executive Secretary of the National Universities Commission Prof. Abubakar Adamu Rasheed, by the ICAN President, Dame Onome Joy Adewuyi in Abuja recently.

Adewuyi noted that the rapidly changing dynamics in accounting education, as we have in other disciplines coupled with the effects of the corona virus (COVID-19) pandemic, the unprecedented disruption from emerging technologies, the recently signed Company and Allied Matters Act 2020 (CAMA 2020) and the Finance Act call for more deliberate actions on the part of all stakeholders, to build professional capacities of Accountants in this new areas.

To this end, the Institute took it upon itself to conduct a critical review of the NUC curriculum for accounting education in Universities across the country

ICAN President, Dame Adewuyi, discussing issues of interest with the executive secretary of NationalUniversity Commision (NUC) Professor Abubakar Adamu Rasheed during the president's courtesyvisit to NUC

and to develop feasible recommendations for filling identified gaps in the curriculum to provide Students with the capacity for critical thinking, technical knowledge, Communication, Teamwork, Ethics and Social responsibility, Entrepreneurial skills and the use of technology.

According to her, the current curriculum is more of a past trend. The Institute has therefore, infused current issues and development facing the accounting profession such as the International Financial Reporting Standards (IFRS), Corporate Reporting, Sustainability Reporting, Integrated Reporting, Corporate Governance and Technological Disruptions such as Block Chain, Artificial Intelligence, Robotics and Machine Learning among other new initiatives to bridge the gap between the academia and the profession in line with global best practices.

She added that ICAN owes it as a duty to collaborate with renowned commissions like the NUC in the joint task of capacity building in the academic circle. She therefore assured the NUC boss of the Institute's readiness for further discussions on the implementation of the recommendations

In his response, the NUC boss noted that the identified gaps are one of the findings in the on-going review of the NUC Accreditation Instrument. He promised to share the NUC accreditation Instrument with ICAN for further contributions to achieve dynamism in the teaching curricular.

He assured that the commission will study the recommendations and work closely with ICAN to finalize the document while commending ICAN for its contributions to capacity building in the Country and for conducting the most credible examination in Nigeria.

Public Finance Accountability: ICAN Puts FG, States, LGs on Toes with Accountability Index

In order to make federal government, states and local governments accountable on public finance, the Institute of Chartered Accountants of Nigeria (ICAN) has publicly presented the second edition of its Accountability Index in which the financial performance of the three tiers of governments were rated.

The index which was tagged ICAN 2019 Accountability Index (ICAN-AI) was presented both virtually and physically and witnessed by representatives of the World Bank, International Federation of Accountants

Unveiling the second edition of the ICAN Accountability index.

(IFAC), Association of Accountancy Bodies in West Africa (ABWA) as well as other stakeholders in the financial sector.

In her address, the President of ICAN, Dame Onome Joy Adewuyi explained that the idea of the index was conceived by the Council of the Institute to make governments at all levels more accountable to Nigerians.

She stated that the 1st phase of the Index was launched in 2017 to assess the level of accountability and quality of public finance management across the three levels of government.

According to her, the Institute in its determination to serve the interest of the public decided to put governments on their toes to promote transparency, accuracy and integrity in the country.

She added that there was need for efficient public finance management sustainable development that emphasizes peace, justice and strong institutions. “It is imperative that all governments assessed in the report consider the improvement/ decline in their ICAN-AI rankings as a key performance indicator for assessing relevant government functionaries,” she declared.

She also called on non-governmental organizations such as civil society organizations, faith-based organizations as well as other stakeholders to know that the report could be reliably utilized to measure the performance of governments in terms of public accountability.

In his own speech, the chairman, ICAN-AI Steering Committee, Mallam Isma’ila Zakari said that in spite of legions of legislations and laws in Nigeria mandating the availability of such information to stakeholders, the Institute encountered some forms of apathy while doing the project as the entire country showed low level of transparency.

However, he added that this year’s report recorded a seven per cent improvement over last years’ assessment.

Mowe & District New Exco Inaugurated

A new executive committee (Exco) of the Mowe & District Society, Ogun State led by Mrs. Nyakno Oluokun ACA has been inaugurated by the 56th President of the Institute Dame Onome Adewuyi.

ICAN President, Dame Adewuyi, performing ground breaking ceremony of Mowe & District society office.

The President in her speech at the event implored the new exco to build on the legacy bequeathed by the past committee. She implored the Executive Committee of the District to “deepen the awareness of ICAN’s impact in the public governance infrastructure of the country”.

She pointed out that the contributions of District Societies are pivotal to achieving the lofty objectives of the Institute.

She further charged members of the District to take advantage of ICAN’s different capacity building platforms such as the Mandatory Continuing Professional Development (MCPD) programmes, Annual Accountants’ Conference, Zonal/International Districts’ Conferences, Annual General Meetings and the various Stakeholders’ fora to update their skills to remain relevant in spite of technological disruptions of the profession.

The President also used the opportunity to perform the ground breaking ceremony for the District office and Resource Centre.

Dame Adewuyi Urges Adherence to Principles of Accuracy and Integrity

The 56th President Dame Onome Joy Adewuyi FCA has implored members of the Warri & District Society of the Institute to continue to live up to the Institute’s core principles of accuracy and integrity whether they are in paid employment or private practice.

ICAN President, Dame Adewuyi, performing ground breaking ceremony of Warri & District society office.

Adewuyi made the call on Thursday, December 3, 2020 at the ground breaking ceremony of the ICAN Resource Centre in Warri. She reminded members of the District that they should play a key role in driving professional and student memberships at the grassroots.

She said that the Resource Centre, which is named after her, would house several cutting edge facilities for the use of ICAN members in Warri and environs, adding that it would enable members of the district to have a centre for networking and cross fertilization of professional ideas.

“The Resource Centre would also provide the needed ambience for ICAN students in Warri and its environs as they prepare for the Institute’s examinations. ICAN students in this District would be able to access preparatory materials from the Centre’s library”, the president said.

The resource centre is jointly funded by the Institute and Dame Adewuyi . The 56th President implored members of the Warri district to engage public office holders in the state and local government to evolve a sustained relationship.

ICAN EVENTS IN PICTURES

ICAN President, Dame Adewuyi, with Senate Vice president Senator Ovie Omo-Agege

ICAN President, Dame Adewuyi, with Lagos state Governor Mr. Babajide Sanwoolu

ICAN President, Dame Adewuyi, with Director of Land Administration in Abuja, Dr. Isa Jalo

ICAN President, Dame Adewuyi with the Commandant of Nigerian Police College, Kano, AIG Zanna Ibrahim

Commisioning of Nyanya - Maraba District office by ICAN President, Dame Adewuyi.

l-r_ ICAN Registrar, Prof Ahmed Kumshe_ Vice President, Mrs. Comfort Eyitayo_ Past President, Chidi Ajaegbu_ President, Dame Onome Joy Adewuyi and Past President Ismaila Zakari at Novembver professional induction ceremony

ICAN President, Dame Onome Adewuyi presenting a plaque to Past President Otunba Abdulateef Owoyemi, after his paper presentation at the ATSWA Induction in December 2020

Pioneer Chairman of Akoko and District Society of ICAN, Elder Samson Ayo Akande being decorated by ICAN President, Dame Onome Joy Adewuyi and Deputy Registrar Corporate Services, Mr. Mukaila Lawal

ICAN EVENTS IN PICTURES

ICAN President, Dame Onome Joy Adewuyi and her entourage with Deputy Senate President, Senator Ovie Omo-Agege

ICAN President, Dame Onome Adewuyi with Past President Asuquo Ani and other dignataries during a visit to Past President Ani on the sideline of the Southern Zonal Conference

ICAN President and Registrar decorating the 7th chairman of Mowe & Distict society with the insignia of office

ICAN President and other dignitaries at the Northern Zonal Conference in Kano

ICAN President, Dame Adewuyi, at the Grand breaking ceremony of Ikorodu & Distict society office complex

ICAN President and Registrar decorating the 7th chairman of Ikorodu & Distict society with the insignia of office

IFAC publishes user-friendly training materials to support IPSAS implementation

To assist governments and government entities wishing to report in accordance with the accrual-based International Public Sector Accounting Standards (IPSAS), IFAC has developed a package of training materials, collectively titled Train the Trainer: Introduction to IPSAS.

Accrual accounting information provides greater transparency and is useful for accountability and decision-making purposes. Implementation of accrual accounting in the public sector is a significant priority across many jurisdictions, especially as public finances face increasing scrutiny as a result of the pandemic.

The training materials are aimed primarily at entities currently using a cash basis of accounting and transitioning to, or planning a move to, accrual IPSAS. The materials, which are available to trainers at no cost, are designed to be used flexibly and can be tailored to the needs of training participants.

The course is structured over ten modules with each broken down into topics that stand alone and can be delivered as individual sessions. The training topics include assets, liabilities, financial instruments, and first-time adoption of accrual basis IPSAS. Each module includes a training manual and an accompanying set of slides, with some modules containing supplementary video content.

IFAC remains committed to advocating for strong public financial management and to supporting IPSAS adoption and implementation. The Train the Trainer: Introduction to IPSAS materials are meant to aid public sector entities around the globe as they adopt high-quality accounting practices.

IFAC names Alan Johnson as president

The International Federation of Accountants (IFAC), the voice of the global accountancy profession, announces the election of Alan Johnson as its President. Mr. Johnson will serve a two-year term through November 2022, serving previously as IFAC Deputy President since November 2018.

Mr. Johnson began his service with IFAC a decade ago when he joined the Professional Accountants in Business Committee. He was elected to the IFAC Board in 2015. Since 2018 he has chaired the IFAC Planning and Finance Committee, helped steer the development of IFAC's new Strategic Plan, and represented IFAC in international forums and events.

"IFAC, working in the public interest, plays a critical role to support sustainable economic development and the development of international standards," said Mr. Johnson. "Every year, IFAC provides expert guidance and advice to our member organizations and the millions of professional accountants they represent worldwide. I look forward to working with the IFAC Board, management, and membership organizations to continue delivering this

IFAC president, Alan Johnson

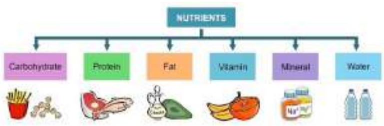
support during a time of unprecedented challenges."

A leading voice in accountancy, Mr. Johnson currently serves as the independent chair of the Internal Control Committee of Jerónimo Martins SGPS, S.A., a food retailer with operations in Portugal, Poland, and Colombia. He is also a member of the Board of Trustees at the International Valuation Standards Council, and chairs the board of Governors at the British School in Portugal. Previously he was chief financial officer of Jerónimo Martins SGPS, S.A., a food retailer with operations in Portugal, Poland, and Colombia. He is also a member of the Board of Trustees at the International Valuation Standards Council, and chairs the board of Governors at the British School in Portugal. Previouslyhewaschieffinancialofficerof Jerónimo Martins and served on the company's board. Mr. Johnson worked for Unilever for 35 years in various finance positions in Africa, Europe and Latin America, including chief financial officer of the company's Global Foods businesses and the Group's Chief Audit Executive. He has recently ended terms as Chair of ACCA's (Association of Chartered Certified Accountants) Accountants for Business Global Forum and as a non-executive director of the UK's Department for International Development where he chaired its Audit & Risk Assurance Committee.

7 Health Benefits of Cucumber

By
Rachel Link

Though commonly thought to be a vegetable, cucumber is actually a fruit. It's high in beneficial nutrients, as well as certain plant compounds and antioxidants that may help treat and even prevent some conditions. Also, cucumbers are low in calories and contain a good amount of water and soluble fiber, making them ideal for promoting hydration and aiding in weight loss. This article takes a closer look at some of the top health benefits of eating cucumber.



1. It's High in Nutrients

Cucumbers are low in calories but high in many important vitamins and minerals.

One 11-ounce (300-gram) unpeeled, raw cucumber contains the following:
- Calories: 45
- Total fat: 0 grams
- Carbs: 11 grams
- Protein: 2 grams
- Fiber: 2 grams
- Vitamin C: 14% of the RDI
- Vitamin K: 62% of the RDI
- Magnesium: 10% of the RDI
- Potassium: 13% of the RDI
- Manganese: 12% of the RDI

Although, the typical serving size is about one-third of a cucumber, so eating a standard portion would provide about one-third of the nutrients above.

Additionally, cucumbers have high water content. In fact, cucumbers are made up of about 96% water. To maximize their nutrient content, cucumbers should be eaten unpeeled. Peeling them reduces the amount of fiber, as well as certain vitamins and minerals.

Summary:

Cucumbers are low in calories but high in water and several important vitamins and minerals. Eating cucumbers with the peel provides the maximum amount of nutrients.

2. It Contains Antioxidants

Antioxidants are molecules that block oxidation, a chemical reaction that forms highly reactive atoms with unpaired electrons known as free radicals. The accumulation of these harmful free radicals can lead to several types of chronic illness. In fact, oxidative stress caused by free radicals has been associated with cancer and heart, lung and autoimmune disease.

Fruits and vegetables, including cucumbers, are especially rich in beneficial antioxidants that may reduce the risk of these conditions. One study measured the antioxidant power of cucumber by supplementing 30 older adults with cucumber powder. At the end of the 30-day study, cucumber powder caused a significant increase in several markers of antioxidant activity and improved antioxidant status.

However, it's important to note that the cucumber powder used in this study likely contained a greater dose of antioxidants than you would consume in a typical serving of cucumber.

Another test-tube study investigated the antioxidant properties of cucumbers and found that they contain flavonoids and tannins, which are two groups of compounds that are especially effective at blocking harmful free radicals.

Summary:

Cucumbers contain antioxidants, including flavonoids and tannins, which prevent the accumulation of harmful free radicals and may reduce the risk of chronic disease.

3. It Promotes Hydration

Water is crucial to your body's function, playing numerous important roles. It is involved in processes like temperature regulation and the transportation of waste products and nutrients. In fact, proper hydration can affect everything from physical performance to metabolism. While you meet the majority of your fluid needs by drinking water or other liquids, some people may get as much as 40% of their total water intake from food. Fruits and vegetables, in particular, can be a good source of water in your diet.

In one study, hydration status was assessed and diet records were collected for 442 children. They found that increased fruit and vegetable intake was associated with improvements in hydration status.

Because cucumbers are composed of about 96% water, they are especially effective at promoting hydration and can help you meet your daily fluid needs.

Summary:

Cucumbers are composed of about 96% water, which may increase hydration and help you meet your daily fluid needs.

4. It May Aid in Weight Loss

Cucumbers could potentially help you lose weight in a few different ways. First of all, they are low in calories. Each one-cup (104-gram) serving contains just 16 calories, while an entire 11-ounce (300-gram) cucumber contains only 45 calories.

This means that you can eat plenty of cucumbers without packing on the extra calories that lead to weight gain. Cucumbers can add freshness and flavor to salads, sandwiches and side dishes and may also be used as a replacement for higher calorie alternatives.

Furthermore, the high water content of cucumbers could aid in weight loss as well. One analysis looked at 13 studies including 3,628 people and found that eating foods with high water and low calorie contents was associated with a significant decrease in body weight.

Summary

Cucumbers are low in calories, high in water and can be used as a low-calorie topping for many dishes. All of these may aid in weight loss.

5. It May Lower Blood Sugar

Several animal and test-tube studies have found that cucumbers may help reduce blood sugar levels and prevent some complications of diabetes. One animal study examined the effects of various plants on blood sugar. Cucumbers were shown to effectively reduce and control blood sugar levels.

Another animal study induced diabetes in mice and then supplemented them with cucumber peel extract. Cucumber peel reversed most of the diabetes-associated changes and caused a a decrease in blood sugar.

In addition, one test-tube study found that cucumbers may be effective at reducing oxidative stress and preventing diabetes-related complications. However, the current evidence is limited to test-tube and animal studies. Further research is needed to determine how cucumbers may affect blood sugar in humans.

Summary

Test-tube and animal studies show that cucumber may help lower blood sugar and prevent diabetes-related complications, although additional research is needed.

6. It Could Promote Regularity

Eating cucumbers may help support regular bowel movements. Dehydration is a major risk factor for constipation, as it can alter your water balance and make the passage of stool difficult. Cucumbers are high in water and promote hydration. Staying hydrated can improve stool consistency, prevent constipation and help maintain regularity.
Moreover, cucumbers contain fiber, which helps regulate bowel movements. In particular, pectin, the type of soluble fiber found in cucumbers, can help increase bowel movement frequency. One study had 80 participants supplement with pectin. It found that pectin sped up the movement of the intestinal muscles, all while feeding the beneficial bacteria in the gut that improves digestive health.

Summary

Cucumbers contain a good amount of fiber and water, both of which may help prevent constipation and increase regularity.

7. Easy to Add to Your Diet

Mild with a distinctly crisp and refreshing flavor, cucumbers are commonly enjoyed fresh or pickled in everything from salads to sandwiches. Cucumbers are also often eaten raw as a low-calorie snack or can be paired with hummus, olive oil, salt or salad dressing to add a bit more flavor. With just a bit of creativity, cucumbers can be enjoyed in many ways.
Here are a few recipes to help incorporate cucumbers into your diet:

- Baked Cucumber Chips
- Quick Pickled Cucumbers
- Thai Cucumber Salad
- Strawberry, Lime, Cucumber and Mint-Infused Water
- Cucumber and Mint Sorbet
- Cucumber Goat Cheese Grilled Cheese

SUMMARY:

Cucumbers can be eaten fresh or pickled. They can be enjoyed as a low-calorie snack or used to add flavor in a variety of dishes.

The Bottom Line

Cucumbers are a refreshing, nutritious and incredibly versatile addition to any diet. They are low in calories but contain many important vitamins and minerals, as well as a high water content. Eating cucumbers may lead to many potential health benefits, including weight loss, balanced hydration, digestive regularity and lower blood sugar levels.

15th Northern Zonal Accountants' Conference: ICAN Calls for the Strengthening of Economic Policies Post Covid-19

All the three tiers of government have been called upon to strengthen economic policies and programmes in order to encourage entrepreneurship.

The call was made by participants at the 15th Northern Zonal Accountants' Conference of the Institute held in Kano from December 15-18, 2020.

The Conference which took place at Bristol Palace Hotel, Guda Abdullahi Road, Farm Centre, Kano and Grand Central Hotel, Bompai Road, Kano, examined the imperativeness of the accounting profession for the sustainability of the Nigerian economy on post-Covid19 era.

While noting the damaging effects of Covid-19, participants submitted that entrepreneurship has a key role to play in economic recovery after the pandemic.

Also, the Institute signed the Mutual Cooperation Agreement with Tertiary Institution (MCATI) with the Police Academy, a degree awarding institution for the Nigerian Police Force located in Wudil, Kano.

With the signed agreement, the Police Academy will deepen the standards of learning and dissemination of knowledge of Accounting in the college by using the integrated accounting curriculum of ICAN, National Universities Commission (NUC) and National Board for Technical Education (NBTE).

Signing on behalf of the Institute, the ICAN President, Dame Onome Joy Adewuyi explained that accounting programmes of the college from entry level to graduation would henceforth be moderated by ICAN to ensure they maintain the right professional standard in terms of course depth, teaching and examination.

To this end, an ICAN technical team would regularly visit the institutions to monitor the accounting programme to ensure they are in accordance with the terms of the agreement.

"Accounting graduates from the institutions would be granted 10 subject exemptions as against seven 7 subjects exemption under the normal ICAN accreditation scheme", she explained.

She noted that MCATI was one of the Institute's proactive measures to ensure that individuals seeking to become chartered accountants acquire the knowledge, professional skills and competence required to protect the public interest in a rapidly changing business environment.

In his remarks at the signing ceremony the Commandant of the Police Academy, Assistant Inspector General (AIG) Ibrahim Zanna thanked ICAN for the accreditation. He called for the recognition of accounting graduates of the college as specialist cadets officers to be posted to Budget & Planning Departments, the Economic & Financial Crimes Commission (EFCC), Independent Corrupt Practices Commission (ICPC) and other relevant agencies due to their specialized financial training.

The Respondent in this matter was arraigned at the November 19, 2015 sitting of this Tribunal on a one count Charge as follows:

STATEMENT OF OFFENCE

INFAMOUS CONDUCT IN A PROFESSIONAL RESPECT contrary to Paragraph 1.2.0 (a) of Chapter 1 of the Professional Code of Conduct and Guide for Members, 2009 and punishable under the said Code and section 12(1) (a) of the ICAN ACT Cap 185, Laws of the Federation of Nigeria, 1990.

PARTICULARS OF OFFENCE

That you, ONYEKA MOSES EGBO (M), a Chartered Accountant, between 30th January, 2008 and 10th March, 2008 acted without integrity while being the Head of Internal Control and Compliance of Strategy and Arbitrage Limited used your said employers funds to trade without lawful mandate and authority of your employer, thereby committing an offence contrary to paragraph 1.2.0 (a) of Chapter 1 of the Professional Code of Conduct and Guide for Members, 2009 and punishable under the said Code and Section 12(1)(a) of the ICAN Act Cap 185 Laws of the Federation of Nigeria, 1990.

Trial commenced with the Prosecution calling its Prosecution Witness, (PW), Mr. John Adidi, for examination in chief on March 30, 2016 upon satisfying this Tribunal that the Respondent and his Counsel were aware that the matter was coming up for commencement of trial. The matter was thereafter adjourned for the Respondent's Counsel to cross-examine the said Witness.

The Respondent's Counsel subsequently filed a Notice of Preliminary Objection dated and filed on November 30, 2016 challenging the jurisdiction of this Honourable Tribunal to entertain the Charge against the Respondent. The Prosecution filed a Reply on Points of Law dated December 22, 2016. Upon adoption of their processes, the Respondent's Preliminary Objection (PO) was dismissed by the Tribunal holding that it has jurisdiction to hear and determine the Charge at its sitting of April 19, 2017. The matter was adjourned for the cross-examination of the Prosecution Witness (PW) since the Prosecution had opened its case before Respondent's Preliminary Objection was filed and determined by the Tribunal.

Prior to the February 11, 2019 Tribunal sitting, the PW had informed the Secretariat that he would be unavoidably absent. The Respondent and his Counsel were thus told that they may not have to be present. At the March 11, 2019 sitting, the position was the same and matter was further adjourned.

Prior to the April 18, 2019 Tribunal sitting, the PW had confirmed on phone that he would be available. The Respondent and his Counsel were thus invited. The Respondent was present and informed the Tribunal that his Counsel was on the way. However, after hearing all matters on the Tribunal list, the Tribunal could not continue waiting for the Respondent's Counsel and thereafter, the matter was adjourned.

At the September 20, 2019 sitting the Respondent's right to cross examine the Prosecution witness was foreclosed because the Respondent and his Counsel were both absent after facts showed that they were aware of the date. The case was adjourned for the Respondent to open his defence.

At the November 2019 sitting the Respondent's Counsel informed the Tribunal that he was not aware that the Tribunal proceeded at the last sitting and foreclosed their right to cross examine the PW. He informed the Tribunal that the matter had been resolved at the National Industrial Court of Nigeria (NIC) and that the Counter-claim of the Complainant at the NIC was dismissed. Respondent's Counsel asked the Tribunal to grant him a short adjournment so that he can bring a formal application to reopen the evidence of the PW for cross examination. Case was adjourned and a cost of N20,000 was awarded against the Respondent for wasting the time of the Tribunal.

At the December 10, 2019 Tribunal sitting Respondent was present and represented by Counsel. Upon the Counsel's application, the cost of N20,000 earlier awarded against the Respondent was waived by the Tribunal. The Respondent's Counsel stated that they had decided to open their defence. The Respondent gave his testimony. At the January 29, 2020 Tribunal sitting, the Respondent was cross-examined by the Prosecution.

At the February 21, 2020 Tribunal sitting Respondent was absent but represented by Counsel. The matter was slated for adoption of final addresses. The Respondent informed the Tribunal that they had filed their final address and served on the Prosecution two days before the Tribunal sitting. Prosecution sought an adjournment to enable them file their final address.

The Final Addresses with respect to this matter were adopted by both the Respondent's Counsel and the Prosecution at the Tribunal sitting of August 25, 2020.

A perusal of Exhibit A (the Panel Concluding Report) and from the testimonies of the PW and the Respondent himself, the facts of this matter are as follows:

1. The Institute received a petition dated 22nd July 2008 from the Respondent against another member and his former employer, Mr. Tony Anonyai, wherein the Respondent (then the Complainant) alleged that he was disengaged from his employment as Head of Internal Control and Compliance of Strategy & Arbitrage Limited, a stock broking organization, that Mr. Tony Anonyai, the Managing Director of the Company, withheld his salary for the month of May 2008 and final entitlements neither of which had been paid to him and that despite repeated demands, Mr. Anonyai refused and failed to release to him the said salary and entitlements.

2. Mr. Anonyai in his response to the allegations stated that he requested the Respondent to resign on the grounds of non-performance and non-compliance to standards as he was supposed to be the primary custodian and enforcer of the Company's compliance values; that the Respondent's May 2008 salary was withheld because his account was in debit to a value over and above his total entitlements and that he did not hand over as requested and expected of him.

3. Mr. Anonyai also stated that the Respondent's claim that the buys into his account were in error was false since as the Head, Internal Control and Compliance, he was expected to make daily Exception Report, which he never did.

4. In a further reaction, the Respondent stated that Mr. Anonyai in his response avoided the main issues in his complaint to wit:

a) The seizure of his total entitlement of N723, 333.33k.

b) The intention behind supplanting his resignation letter with a disengagement letter.

c) The non-payment of his May 2008 salary.

d) The reason why stocks bought without his mandate before and after purchase were left in his account and used as a tool to victimize him.

e) How much of his entitlements have been applied for the unsolicited investment mischievously made on his behalf, and the basis for the computation.

f) Payment of his salary up to the date he was disengaged (2nd June 2008).

g) Remittance of his pension deduction up to May 2008 to his PFA.

h) The computation of his final entitlement (the amount and basis), amongst others.

5. According to the Respondent, as the Internal Auditor of the firm, he was supposed to have a copy of letter of weaknesses observed by External Auditors, which Mr. Anonyai hid from him. He stated further that he handed over all of the Company's assets in his possession to the Assistant Accountant who cross-checked and accepted the list which copy he attached.

6. At the Investigating Panel meeting of October 8, 2008, the Panel was of the opinion that the matter could be amicably resolved; hence a Panel member was nominated to find a way of achieving this. However, the Panel member was not able to amicably resolve the matter between the parties.

7. The Respondent later reported that Mr. Anonyai on the 10th of January 2009 caused his arrest and detention by the Police over an issue related to his complaint before the Panel.

8. The Respondent and Mr. Anonyai were interviewed at the Panel meeting of September 24, 2010 wherein the Respondent demanded that Mr. Anonyai should pay his salary and entitlements totalling **N723,000** including the **N50,000** he spent for his bail at the Police Station and the **N100,000** he spent on his health.

9. In answer to a question, the Respondent who had earlier stated that the **N630,000** he was alleged to be owing was due to a wrong buy into his account which he did not authorize, told the Panel that he got wind of the wrong buy into his account via a trade alert sent to his phone the following day but that he did not report the situation to his boss, neither did he write except that he informed the Accountant to transfer the wrong buy to the Strategy 2 account. He further stated that, as the Compliance Officer, his instructions were usually disobeyed and his signatures were often disregarded by Mr. Anonyai.

10. The Respondent stated that the essence of his opening the account was to hold down a client's money which she (the client) had given to him to assist her trade in stocks and that all the stocks bought into the account and disbursed belonged to the client who is also his wife's boss.

11. The Panel advised the Complainant to go and get the client's account that he was monitoring to enable him reconcile the account with that earlier presented by the Respondent and report back to the Panel. Upon his inability to produce the said account, both parties were again invited to the December 3, 2009 Panel meeting.

12. The Complainant informed the Panel that he did not have the reconciled statement because when he left at the September 24, 2009 Panel meeting, he requested from the Respondent's Company that his client's statement be sent to him. According to him, it was actually sent to him but unfortunately, they sent the information in an untidy way and he had to send it back to them because the statement was incorrect, and that it had not been sent back to him.

13. He further stated that since it was only one account, he did not see how one account could be reconciled against itself; that there weren't two accounts given to him and that it was quite impossible to reconcile one account against itself.

14. On the Respondent's entitlements with respect to his terminal benefits, Mr. Anonyai stated that on the basis of his salary at the time of his engagement, his monthly salary was **N158,975,** then one month basic in lieu - **N40,000** giving a total of **N198,975**. Also, he had a loan with a balance of **N60,000** and that brought the final figure to **N138,975**.

15. He stated that the Respondent was not supposed to take any mandate since he knew the process. According to him, an individual does not take a mandate to manage a client's account. Fund Managers/clients' relationships are brought before meetings fully well deliberated and assigned. The Respondent's job was not to manage a client's account since he was not a Relationship Manager. He therefore could not take a mandate and do it on his own because he could not deny the firm of what it was entitled to.

16. Having accused the earlier Panel of bias, the matter was reassigned to another Panel, which again invited the parties to its 23rd January 2013 meeting but only Mr. Anonyai was present. In a subsequent invitation to the Panel's 18th October 2013 meeting, only the Respondent attended the meeting as Mr. Anonyai stated, when called on phone, that he travelled. The Panel interviewed the Respondent since Mr. Anonyai had previously been interviewed by it.

17. After deliberations, the Panel decided to refer the Complainant to the Accountants' Disciplinary Tribunal for professional misconduct on account of his inappropriate personal use of the Company's funds. That is, for using the Company's fund to trade and concealing same, being the Chief Inspector and custodian of the security of the Company's system.

The Respondent's Counsel in his final address dated 17th day of February, 2020 distilled two issues for determination viz:

1. Whether Charge No. ICAN/LEG/DT/018305/2015, dated 6th day of July, 2015 is competent. If the answer to this question is in the negative, whether this Tribunal has jurisdiction to entertain this Charge.

2. Whether the Prosecution has proved this Charge against the Respondent beyond reasonable doubt.

On the first issue, the Counsel referred to **MADUKOLU VS. NKEMDILIM (1962) 2 NSCC 375** as the Locus Classicus case to the effect that a case is competent and the court can only assume jurisdiction to entertain a case if the case is initiated by due process of law and upon fulfillment of any condition precedent to the exercise of jurisdiction.

Respondent's Counsel stated that by the combined effects of sections 2(1) and 24 of the Legal Practitioners Act, Cap 207, Laws of the Federation of Nigeria, 1990, for a person to be qualified to practice as a Legal Practitioner in Nigeria, he must have his name in the Roll otherwise, he cannot engage in any form of Legal Practice. He referred to the case of **OKAFOR VS NWEKE (2007) 10 NWLR (PT. 1043) 531 S.C** The Counsel submitted that in the instant case where the Charge was initiated by "THE PROSECUTOR" simpliciter without the name of the Legal Practitioner who is the Prosecutor being mentioned, it is clear that the Prosecutor is not a Legal Practitioner and therefore cannot practice as such by initiating a Charge and as such, this Honourable Tribunal lacks the jurisdiction to entertain this Charge and the Charge should therefore be dismissed.

On the second issue, Respondent's Counsel stated that the general rule is that he who asserts must prove and that the standard of proof in criminal trials is proof beyond reasonable doubt. He referred to section 131 of the Evidence Act, 2011. He submitted that any iota of doubt in the Prosecutor's case must be resolved in favour of the Respondent as was held in **NKWOCHA VS THE STATE (2012) 9 NWLR (PT. 1306) 571.**

According to the Counsel, some doubts have been created in the case of the Prosecution against the Respondent. For instance, the Statement of Account which is alleged to be the account of Egbo Moses Onyeka (the Respondent) with his former employer (Strategy and Arbitrage Limited), the entry was made even before the Respondent was employed by the Company. The period covered 5th May, 2005 to 31st July 2008, whereas the Respondent was employed on May 16, 2007. The account had a debit balance of N665,898.63. According to the Counsel, the Statement of Account has lied against itself and was made as a distraction to avoid payment of the Respondent's entitlements by the Company. Therefore, there is doubt in the case of the Prosecution and the Prosecution cannot rely on the entries in the Statement of Account to find the Respondent guilty of professional misconduct.

The Counsel further submitted that under section 102(b) of the Evidence Act, 2011, the Statement of Account falls under Public Records kept in Nigeria of Private Documents and it is only the certified copy that is admissible pursuant to sections 89(e) and 90(c) of the said Evidence Act. According to him, the Statement of Account attached to Exhibit 1, is not a certified true copy and therefore inadmissible as was held in **BUHARI VS. OBASANJO (2005) 13 NWLR (PT. 941) 1 AT 43 PARAGRAPHS F-G and OKOREAFFIA VS. AGWU (2012) 1 NWLR (PT. 1282) 425 AT 452, PARAGRAPHS D-E.** Counsel submitted that section 84 of the 2011

Evidence Act was not complied with since the Statement of Account falls under Computer Generated Documents and was therefore inadvertently admitted in evidence by this Tribunal.

Respondent's Counsel urged this Honourable Tribunal to discountenance the Statement of Account for the period of 05-05-2005 to 31-07-2008 as a Court is duty bound not to act upon inadmissible evidence inadvertently admitted as was held in **DUROSARO VS. AYORINDE (2005) 8 NWLR (PT. 927) 407.** According to the Counsel, that was why the NIC dismissed the Company's Counter Claim against the Respondent and the Company has even admitted that the document was a distraction by not appealing against the NIC Judgment but rather, paid the Respondent his entitlements.

Respondent's Counsel contended that the Respondent was never queried on the Statement of Account managed by the Respondent for the client throughout the duration of his stay as an employee of the Company. According to him, the argument that the Respondent cancelled the entries does not hold water because it is a public document, how could he have cancelled entries in a public document, the original of which is with the Nigerian Stock Exchange. According to the Counsel, the same Statement of Account was dismissed in the Judgement of the NIC already before the Tribunal. He therefore submitted that this Honourable Tribunal cannot sit on appeal over the NIC Judgement that had dismissed the same Statement of Account. In conclusion, the Respondent's Counsel urged this Honourable Tribunal to dismiss this Charge in favour of the Respondent.

The Prosecution in its Final Address also distilled two issues for determination thus:

(i) Whether the Prosecution has proved its case against the Respondent based on evidence adduced before this Honourable Tribunal.

(ii) Whether the Judgement of the National Industrial Court tendered as Exhibit 2 has dealt with the issue of infamous conduct in a professional respect contained in the Charge against the Respondent in these proceedings.

Before arguing the issues, the Prosecution raised a preliminary point that the Respondent herein failed, refused and neglected to cross examine the witness called by the Prosecution despite the opportunity given to him but instead, elected to enter his defence. The Prosecution relied on the case of **AMADI VS NWOSU (1992) 6 SCNJ 59 at 71** in submitting that the Respondent is therefore deemed to have admitted the facts adduced by the Prosecution Witness (PW). The Prosecution urged this Honourable Tribunal to hold that all the facts adduced before this Honourable Tribunal by the PW have been admitted by the Respondent.

On the first issue, the Prosecution affirmed that it has proved that there is indeed a case of infamous conduct or professional misconduct against or to which the Respondent is answerable before this Tribunal and before his peers. The Prosecution pointed out the Statement of Offence and Particulars of Offence with respect to the Charge against the Respondent and defined 'Infamous Conduct' as an act or omission which in the opinion of the Disciplinary Committee of the Body of Benchers is such that will bring the profession into disrepute. It referred to the case of OKIKE VS. LPDC (2005) 15 NWLR PT. 949 and submitted that infamous conduct must be committed in a professional respect as the Supreme Court had stated in OKIKE VS. LPDC (supra) that it is not enough that the practitioner be guilty of infamous conduct only but it must be such conduct arising out of or pertaining to his profession.

The Prosecution submitted that the Respondent's offence falls squarely into the category of infamous conduct in a professional respect. It stated that from the evidence of the PW based on Exhibit 1, there is a statement of account in the Respondent's name showing that he truly traded in stocks. Respondent did not disprove the fact but claimed that he was credited with the stock in error. He however did not challenge the error at anytime. The Prosecution submitted that the Respondent's claim that he told the Accountant to move the stocks in his said account is an afterthought.

It referred this Tribunal to the entries in the statement of account which commenced from 30th January, 2008 to 5th March, 2008 and that both dates fell within the period of the Respondent's employment with Strategy and Arbitrage Limited.

The Prosecution quoted from paragraph 1.2.0(a) of the Professional Code of Conduct and Guide for Members dealing on integrity of a Chartered Accountant. It stated that from evidence given, the Respondent by virtue of his office was expected to make a daily report to the Managing Director on all accounts in deficit. Though the Respondent made the said daily reports, he craftily left out his own account. The Prosecution submitted that this act by the Respondent was a dishonest one and urged this Honourable Tribunal to find the Respondent liable as charged.

On the second issue, the Prosecution submitted that the Judgement of the NIC being brandished about by the Respondent did not deal with the issue of infamous conduct in a professional respect for which the Respondent stands charged before this Honourable Tribunal and that the NIC couldn't have dealt with it because it deals with matters relating to employment. The said Court only considered the issue of the terminal benefits payable to the Respondent upon his exit from the Company.

The Prosecution cited the case of **NDUKWE VS. LPDC (2007) 5 NWLR PART 1026 AT PAGE 1** where Onnoghen JSC (as he then was) was of the firm view that there is no miscarriage of justice in disciplinary proceedings running concurrently with Court proceedings arising from the same fact. In other words, the pendency of Court proceedings or decisions of a Court on issues arising from the same fact should not preclude an association from disciplining its members. It therefore submitted that in the case of the Respondent, the NIC did not pronounce on whether or not the Respondent is absolved of infamous conduct in a professional respect. It urged this Tribunal to hold the Respondent answerable to his peers as regards his professional conduct.

The Prosecution addressed the issue of

jurisdiction raised by the Respondent's Counsel with respect to the defective Charge and stated the position of the Law as was held by the Supreme Court in **NDUKWE VS. LPDC (supra)** where it stated at page 52 paragraphs F-G that, "By virtue of section 167 of the Criminal Procedure Code Law, any objection to a Charge of any formal defect on the face thereof must be taken immediately after the Charge has been read over to the accused person and not later. In order words it is the duty of an accused person who appears for himself or his Counsel to promptly raise an objection to any formal defect on the face of the Charge."

The Prosecution submitted that the Respondent who has fully taken part in the trial of the matter cannot at this point turn around and challenge the jurisdiction of this Tribunal to hear the Charge. Also, the issue of absence of the Prosecutor's name on the Charge is an irregularity not fundamental enough to oust the Tribunal's jurisdiction. The Supreme Court also in the same **NDUKWE VS. LPDC (supra)** held at pages 32 -34 paragraphs H-F that "Charge" as used in Rule 4 of the Legal Practitioners (Disciplinary Committee) Rules refers to any process by which the essential elements of any allegation against a Legal Practitioner are brought to his or her notice before the commencement of the disciplinary proceedings against the Legal Practitioner. In order words, under the Rules, a formal Charge need not be drafted and filed provided the complaint is sufficientlybrought to the notice of the Legal Practitioner in the language he understands, with sufficient details of the offence alleged.

The Prosecution submitted that the above position can be applied to Respondent's case as he has not shown that he cannot understand the language used in the Charge or that the details of the offence for which he is being charged are unclear to him. It urged this Tribunal to do substantial justice based on the facts of the case and not on undue and unnecessary technicalities and cited **IGBOKWE VS. NLEMCHI (1996) 2 NWLR PART 429 AT PAGE 85** as one of the cases where the Supreme Court has discouraged reliance on technicalities.

The Prosecution affirmed that the alleged facts against the Respondent have been proved and urged this Tribunal to find the Respondent liable for infamous conduct in a professional respect.

The Respondent's Counsel in his reply on points of law submitted that the issue of jurisdiction can be raised at anytime and even for the first time at the Court of Appeal or Supreme Court and that the Courts has held in a plethora of cases that where a Court or Tribunal lacks jurisdiction to entertain a Charge, anything done in respect of the Charge will amount to a nullity. The cases include **BRONIK MOTORS LTD VS. WEMA BANK LTD. (1983) 1 SCNLR 296 and USMAN DAN FODIO UNIVERSITY VS. KRAUS THOMPSON ORGANISATION LTD. (2001) 15 NWLR (PT. 736) PAGE 305.** He urged the Tribunal to discountenance the Prosecution's submission.

On the issue of irregularity and technicality, the Counsel submitted that the omission to mention the Legal Practitioner that signed the Charge is not a technicality, it is fundamental. He stated that a process that is not signed by a Legal Practitioner is incompetent and that is the position of the law. He referred to the case of **OKAFOR VS NWEKE (supra)** where Onnoghen J.S.C (as he then was) held at page 532 thus: "On the other side of the judicial scale in the balancing act, is the issue of substantial justices which I said had been adequately taken into consideration in this ruling. The conclusion that must be reached in this matter is that the documents are incompetent and are struck out. The effect of the ruling is not to shut out the applicant but to put the house of the Legal Profession in order by sending the necessary and right message to members that the urge to do substantial justice does not include illegality or encouragement of the attitude of 'anything goes'.

According to Counsel, the law has not been over ruled in Nigeria. He reiterated that in this matter, there is no Charge in the eyes of the law before this Tribunal and going by the case of **OKAFOR VS NWEKE (supra)** the Honourable Tribunal lacks the jurisdiction to entertain the Charge.

On the issue of denial of Respondent's right to fair hearing by this Tribunal, Respondent's Counsel quoted section 36 of the 1999 Constitution of Nigeria (as amended) and the case of **OGUNSANYA VS, STATE (2011) 12 NWLR (PT. 1261) 401 AT 417 PARAGRAPHS G-F AND 436 PARAGRAPHS A-C,** which has pronounced the facts that a person charged with an offence shall be given ample opportunity to defend himself and that a person shall not be a Judge in his own cause. The Counsel maintained that the Respondent was not served with any Hearing Notice after its Ruling on Respondent's Preliminary Objection at the sitting of April 19, 2017 and the subsequent sitting of February 26, 2018 until the November 11, 2019 sitting where he was informed that his right to cross-examine the PW was foreclosed at the September 2019 sitting

On the alleged admission of the Prosecution's case by the Respondent, the Counsel maintained that the Respondent has not admitted any evidence by the PW, neither did the Respondent admit the Charge against him in this Tribunal. He stated the law that admission must be clear, direct, unambiguous and positive, not implied as was held in **SEISMOGRAPH SERVICES NIGERIA LIMITED VS. EYUAFE (1996) 9-10 S.C 135; NKWOCHA VS. THE STATE (2012) 9 NWLR (PT. 1306) 571.**

On whether the Judgement of the NIC has dealt with the Charge against the Respondent in this Tribunal, the Counsel maintained that by virtue of the Statement of Account for the period of 05-05-2005 to 31-07-2008 which formed the basis of the Charge in this Tribunal and the basis of the Company's Counter-Claim at the NIC, which was dismissed via the Court's Judgement, the said Judgement has dealt with the Charge against the Respondent in this Tribunal. He concluded by urging the Tribunal to dismiss the Charge against the Respondent in the interest of justice.

Having gone through the various processes filed including the oral testimonies and addresses by the Respondent's Counsel and the Prosecution in these proceedings this Tribunal believes that the main issue for determination here is whether this Tribunal has the requisite jurisdiction to entertain the Charge before it in these proceedings.,

However, before delving into the issue of jurisdiction, it is germane for this Tribunal to clear certain issues that have arisen in the course of the addresses filed and adopted by the Counsel and the Prosecution.

This Tribunal does not agree with the assertion by the Respondent's Counsel that the Respondent was neither granted fair hearing nor given the opportunity to cross examine the PW. Alleging that he was not issued Hearing Notices on the dates he did not appear before the Tribunal does not mean that he was not aware of the sitting dates. Counsel has resorted to technicalities by the said assertion. The case of **IGBOKWE VS. NLEMCHI (supra)** is apt here.

This Tribunal does not agree with the Respondent Counsel's submission that the issue of the Respondent's infamous conduct as evidenced by the entries in Strategy and Arbitrage's Statement of Account already stated was dealt with at the National Industrial Court.

From the Judgement of the said Court, which was admitted before this Tribunal, there was no mention of whether or not the entries in the said Statement of Account amounted to infamous conduct on the Respondent's part. The only issue was on the termination of Respondent's employment without requisite notice and the payment of all his entitlements. Assuming (without conceding) that the said Court dealt with the issue of Respondent's infamous conduct, that cannot deter this Tribunal from proclaiming on it. This Tribunal relies on the case of **NDUKWE VS. LPDC (supra)** where Onnoghen JSC (as he then was) was of the firm view that there is no miscarriage of justice in disciplinary proceedings running concurrently with Court proceedings arising from the same fact.

Now to the issue of Jurisdiction, It is trite law that a party can raise the issue of jurisdiction at any time before Judgment and even for the first time at either the Court of Appeal or Supreme Court as had been decided in **BRONIK MOTORS LTD VS. WEMA BANK LTD. (supra)** and **USMAN DAN FODIO UNIVERSITY VS. KRAUS THOMPSON ORGANISATION LTD. (supra).**

The Respondent's Counsel had relied on the case of **OKAFOR VS NWEKE (supra)** in submitting that in the instant case where the Charge was initiated by "THE PROSECUTOR" simpliciter without the name of the Legal Practitioner who is the Prosecutor being mentioned, the Tribunal had been robbed of jurisdiction.

This Tribunal having reviewed the case of **OKAFOR VS NWEKE (Supra)** critically, is of the firm view that the case is not on all fours with the facts of the instant case.

Cases before the Institute of Chartered Accountant's Disciplinary Tribunal are not civil cases so to speak, as it was in the case of **OKAFOR VS NWEKE (Supra).** The matters before the Tribunal are quasi criminal in nature, so the case of **OKAFOR VS NWEKE** does not apply in this instance and this fact distinguishes the two cases.

This Tribunal agrees with and adopts the thoughts espoused in the case of **NDUKWE VS LPDC (Supra)** where the Supreme Court stated at page 52 paragraphs F-G that, "By virtue of section 167 of the Criminal Procedure Code Law, any objection to a Charge of any formal defect on the face thereof must be taken immediately after the Charge has been read over to the accused person and not later. In order words it is the duty of an accused person who appears for himself or his Counsel to promptly raise an objection to any formal defect on the face of the Charge."

The Respondent had fully taken part in the trial of the matter and at this point, turns around to challenge the jurisdiction of this Tribunal to hear the Charge. The issue of absence of the Prosecutor's name on the Charge is an irregularity not fundamental enough to oust this Tribunal's jurisdiction. The most important thing is that the Respondent understands the Charge against him which was read to him in English language.

The Supreme Court also in the same **NDUKWE VS. LPDC (supra)** held at pages 32 -34 paragraphs H-F that "Charge" as used in Rule 4 of the Legal Practitioners (Disciplinary Committee) Rules refers to any process by which the essential elements of any allegation against a Legal Practitioner are brought to his or her notice before the commencement of the disciplinary proceedings against the Legal Practitioner. In order words, under the Rules, a formal Charge need not be drafted and filed provided the complain commencement of the disciplinary proceedings against the Legal Practitioner. In order words, under the Rules, a formal Charge need not be drafted and filed provided the complaint is sufficiently brought to the notice of the Legal Practitioner in the language he understands, with sufficient details of the offence alleged.

This Tribunal is of the view that the above position can be applied to Respondent's case as he has not shown that he cannot understand the language used in the Charge or that the details of the offence for which he is being charged are unclear to him.

This Tribunal will rely on substantial justice based on the facts of the case and not on undue and unnecessary technicalities as decided in the case of **IGBOKWE VS. NLEMCHI (1996) 2NWLR PART 429 AT PAGE 85** as one of the cases where the Supreme Court has discouraged reliance on technicalities.

The Institute of Chartered Accountants of Nigeria was created by statute to ensure that the public and indeed citizens are not shortchanged by Chartered Accountants. This Tribunal will not allow technicalities to rob citizens and the Institute of substantial justice.

This Tribunal finds that a case of infamous conduct in a professional Respect has been proved against the Respondent as it was established that the Respondent, being the Head of Internal Control and Compliance of Strategy and Arbitrage Limited used his employer's funds to trade without lawful mandate and authority of his employer. This the Tribunal finds as an act of professional misconduct and infamous conduct in a professional respect.

This Tribunal shall apply its discretion as is provided for under Section 12(1) (a) of the ICAN Act and therefore states as follows:-

(i) The Respondent is hereby suspended from membership of the Institute for one (1) year.

(ii) The Respondent shall return his Membership Certificate to the Institute forthwith.

(iii) The suspension period shall start running from the date the Certificate is returned.

(iv) The Respondent is at liberty to re-apply to this Tribunal for re-admission at the expiration of the suspension period duly served.

(v) The Respondent is ordered pursuant to Paragraph 9(b) of the Chartered Accountants (Disciplinary Tribunal and Assessors) Rules to pay cost of N50,000.00 (Fifty Thousand Naira) only, being the cost of the proceedings at the Investigating Panel and the Tribunal in respect of this case.

(vi) Where the Respondent fails, neglects or otherwise refuses to return his certificate or fails to comply with the directive in paragraph v above, after three (3) months of this judgment, the Respondent's name will automatically be struck off the membership register.

This shall be the judgment of the Tribunal and same shall be published in the Institute's Journal.

DATED THE 28TH DAY OF OCTOBER 2020

DAME ONOME JOY ADEWUYI, BSc; MSc; FCIB; FCA

CHAIRMAN, DISCIPLINARY TRIBUNAL