



Association of Chief Audit Executives of Banks in Nigeria

Design+printbyProwess08039221516

ACAEBIN

Plot 1398B, Tiamiyu Savage Street, Victoria Island, Lagos.  
Office Line: +234-1-3424805  
E-mail: info@acaebin.org  
website: www.acaebin.org

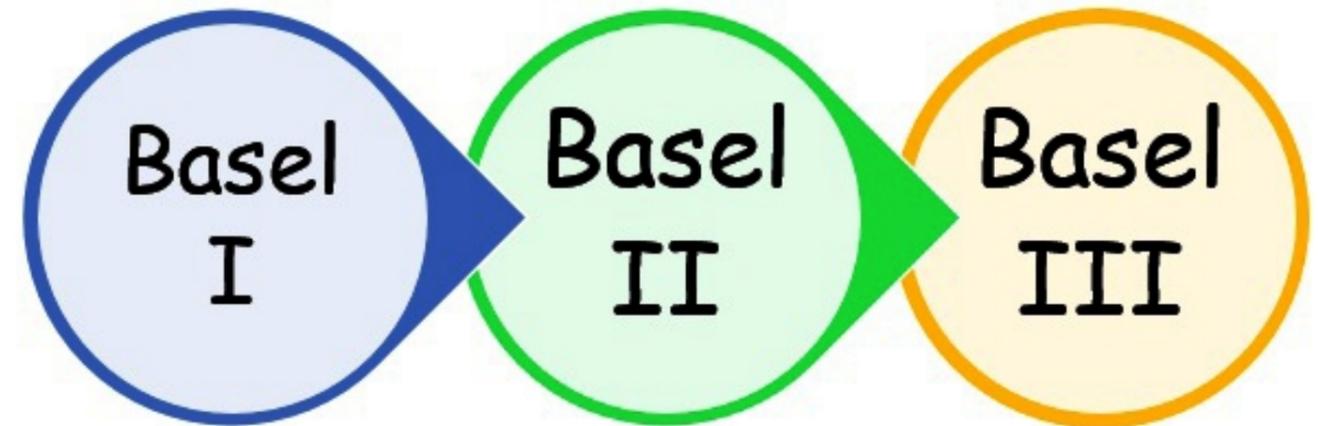


# Eagle Eye

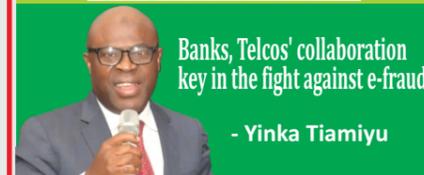
A Quarterly Publication of the Association of Chief Audit Executives of Banks in Nigeria (ACAEBIN) Q1, 2021



## The Basel Capital Accords, Internal Capital Adequacy Assessment Process (ICAAP), And The Role Of Internal Audit



### Personal Interview:



Banks, Telcos' collaboration  
key in the fight against e-fraud  
- Yinka Tiamiyu

Page 18

### Wellness



Simple Lifestyle  
Changes To  
Lower Your  
Blood Pressure

Page 35



Assessing Third-party  
Technology Risks

Page 32

## ACAEBIN EXCO MEMBERS



**Yinka Tiamiyu**  
(Chairman)



**Uduak Nelson Udoh**  
(1st Vice Chairman)



**Felix Igbinosa**  
(2nd Vice Chairman)



**Gboyega Sadiq**  
(Treasurer)



**Aina Amah**  
(Auditor)



**Prince Akamadu**  
(Chairman Research & Publication)



**Adekunle Onitiri**  
(Chairman Payment & Systems)



**Dele Dopemu**  
(Ex-officio I)



**Cyril Osheku**  
(Ex-officio II)

## CONTENT

4	The Basel Capital Accords, Internal Capital Adequacy Assessment Process (ICAAP), ...	24	Building Organizational Resilience
12	Advisory & Consulting Role in Business Process Reengineering	28	Achieving Excellence in the Workplace
14	Continuous Audits in Times of Crisis	37	Failed Parenting cause of Modern-day Society Chaos and Associated Remedies
23	On the Frontlines: The Threefold Value of Follow-up Reviews	41	Why Executive-Focused Security Awareness Training is Important



### Editorial

Dear Reader,

Welcome to the first quarterly edition of your favourite publication in year 2021.

We begin with a no-holds-barred personality interview with the Association's Chairman, Olayinka Tiamiyu. It is an initiative to further enrich the magazine with the profile, thoughts, career history and achievements of industry leaders in their own words.

As banks continue to rely heavily on third parties in their product digitization efforts, we have an article that drives home the need to for a methodology to assess third parties' technological risks and determine what controls are required to reduce the likelihood of a security breach.

The need for continuous audit especially in times of crisis has been emphasised by subject matter experts. The COVID-19 pandemic has further highlighted the importance of continuous audit as management focuses its attention on activities paramount to organizational survival. The reader will find the culled article useful.

We have deliberately included an article from IIA on putting the auditor first. The article canvasses that Audit leaders should take a closer look at their mission, vision, objectives, and charter. Who and what are we prioritising?

Also, in this publication is an article on excellence in the workplace wherein the author opines that excellence is achieved when we demand more of ourselves than our clients, and supervisors do and make right choices repeatedly, especially when no one is looking.

The Internal Capital Adequacy Assessment Process (ICAAP) which is a product of the Basel Committee on Banking Supervision (BCBS) imposes some responsibilities on the Internal Auditor. We have included in this package a detailed documentation that our internal auditors will find very useful.

When discussing building resilient organisations, we often emphasise the bank as an enterprise, but how have Audit Leaders built resilience into our Audit departments? This the reason why I commend to you the article on building a resilient team that strives for a common goal, open and responsive to the challenges before them and work tirelessly through ambiguity and uncertainty.

We are all living witnesses to the challenge of bringing up children in this age of Internet and Social Media with some parents failing in this role. We have a human angle article that summarises remedies in correcting modern day society ills resulting from failed parenting.

While we continue to 'age with grace' as the popular cliché goes, one of the most common ailments associated with ageing has been hypertension. We have included an article culled from The Guardian that prescribes some healthy lifestyle changes that can help you manage hypertension. This and lots of other articles are for your reading pleasure.

Meanwhile, the entire editorial team wishes the Association a successful annual general meeting and urges all to keep observing the COVID-19 protocols. We shall overcome.

Happy reading.

**Prince Akamadu**  
Editor-in-Chief

### Members of Research and Publication Committee

<b>Prince Akamadu</b> (Heritage Bank Plc), Chairman	<b>Olusemore Adegbola</b> (Nigeria Mortgage Refinance Company)
<b>Ugochi Osinigwe</b> (Fidelity Bank)	<b>Lydia I. Alfa</b> (Central Bank Nigeria)
<b>Daniel Olatomide</b> (Bank of Agriculture)	<b>Emeka Owoh</b> (Standard Chartered Bank Nig. Ltd.)
<b>Dele Dopemu</b> (Coronation Merchant Bank Ltd.)	<b>Aina Amah</b> (Providus Bank Nig. Ltd.)
<b>Femi Fatobi</b> (Rand Merchant Bank Nig. Ltd)	<b>Rotimi Omotayo</b> (Polaris Bank Plc)
<b>Clifford Odiase</b> (Keystone Bank Ltd.)	<b>Cyril Osheku</b> (Sterling Bank Plc)
<b>Ichide Friday</b> (NEXIM Bank)	<b>Joshua Ohioma</b> (Development Bank of Nig)
<b>Abdullahi Usman</b> (Jaiz Bank Plc)	<b>Yemi Ogunfeyimi</b> (Bank of Industry Limited)
<b>Dare Akinnoye</b> (FSDH Merchant Bank Ltd.)	<b>Dr. Remeo Savage</b> FBNQuest Merchant Bank Limited
<b>Sadiku O. Kanabe</b> (The Infrastructural Bank Plc)	<b>Rasaq Alawode</b> Greenwich Merchant Bank Ltd



# The Basel Capital Accords, Internal Capital Adequacy Assessment Process (ICAAP), and the Role of Internal Audit

## 1. 0. Background

The Internal Capital Adequacy Assessment Process (ICAAP) is a product of the Basel Committee on Banking Supervision (BCBS), which introduced the '3-Pillar' Basel II Model – the Supervisory Review Process (SRP). The 3-pillar model is now the foundation of capital and prudential regulation for Banks and other financial institutions globally and is adapted by local supervisory bodies, including the Central Bank of Nigeria (CBN). The CBN through a Circular entitled, "Guidance Notes on Supervisory Review Process (SRP)", 2013, set out the Framework for adoption of the three-pillar model in the Nigerian Banking environment. Section 2.0(4) of the SRP Guidance Notes provides inter alia, "On an annual basis, banks shall render returns to the CBN on the key features of the ICAAP, their risk exposure, and the level of capital deemed adequate to support those risks. The report shall also contain a self-assessment of the ICAAP, areas for improvement, any deficiencies in the process and the corrective measures to be taken". ICAAP is a key component of the second Pillar of Basel II Accord. There are in fact three Basel Accords (Basel I, II, and III), and three Pillars of Basel II Accord, all issued at different times by BCBS, to provide recommendations on banking and financial regulations on management and containment of banking risks.

## 2. 0. The Basel Accords

The Basel Accords are a series of three sequential

banking regulation agreements (Basel I, II, and III) issued and revised/ modified at different times between years 1988 and 2020, by BCBS. BCBS is headquartered at the Bank for International Settlements (BIS) in Basel, Switzerland, and was established to enhance financial stability by improving the quality of banking supervision worldwide, and to serve as a forum for regular cooperation between its member countries, on banking supervisory matters. The key function of the Basel Accords is to ensure that banks hold enough cash reserves, to meet their financial obligations and survive in financial and economic distress. They also aim to strengthen corporate governance, risk management, and transparency. The regulations are considered, in most literature on banking, to be the most comprehensive set of regulations governing the international banking system, as well as adaptation to individual country's banking practice, governance, and supervisory environments. The Basel Accords are broken down into Basel I, Basel II, and Basel III.

### 2. 1. Basel I - the Basel Capital Accord

The Basel Capital Accord was created in 1988 in response to the growing number of international banks and the increasing integration and interdependence of financial markets. Regulators in several countries were concerned that international banks were not carrying enough cash reserves, for the level of risks to which they were exposed. Since international financial markets were then deeply integrated, failure of one large bank could cause crises

in multiple countries.

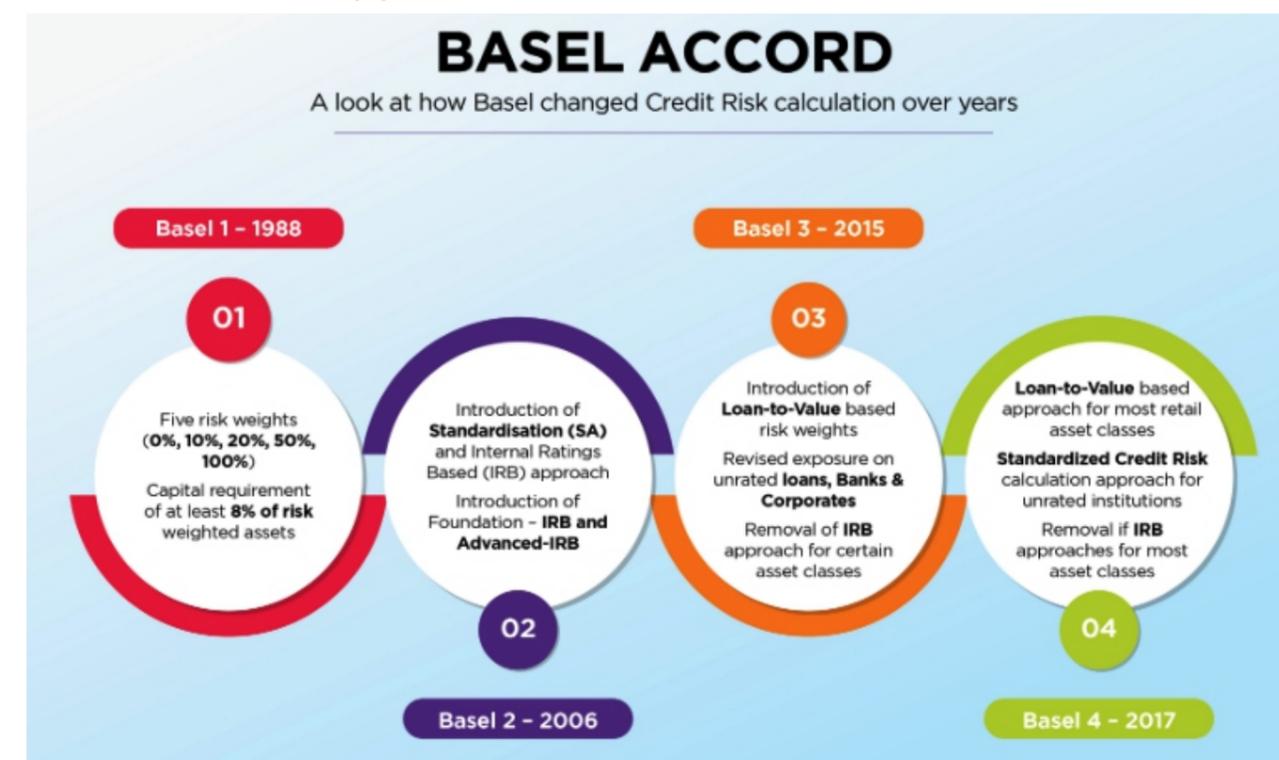
Basel I was fully enforced by G10 countries in 1992, while more than 100 other member countries, adapted the Accord with some level of localizations. The regulations aimed to improve the stability of the financial system by setting minimum reserve requirements for international banks.

It also provided a framework for managing credit risk through the risk-weighting of different assets. According to Basel I, assets were classified into four categories based on risk weights:

- i. 0% for risk-free assets (cash, treasury bonds)
- ii. 20% for loans to other banks or securities with the highest credit rating
- iii. 50% for residential mortgages

The revised capital framework was issued in June 2004, essentially an extension to Basel 1, which was focused on credit risk and later extended to market risk, to less effect. The revised/ comprehensive Basel II Framework was released in June 2006 entitled: *Basel II: International convergence of capital measurement and capital standards: a revised framework - comprehensive version*. It created a more comprehensive risk management framework, which focused on improving minimum capital requirements, supervisory mechanisms and transparency, and market discipline; and effectively created standardized measures for credit, operational, and market risks. Banks are mandatorily required to use these measures to determine their minimum capital requirements.

Basel II comprises of three pillars, namely:



- iv. 100% for corporate debt

Banks with significant international presence were required to hold 8% of their risk-weighted assets as cash reserves. International banks were guided to allocate capital to lower-risk investments. Banks were also given incentives for investing in sovereign debt and residential mortgages in preference to corporate debt.

### 2. 2. Basel II - the New Capital Framework

**Pillar I:** Establishes minimum capital requirements that a bank must hold, which sought to develop and expand the standardized rules set out in the 1988 Basel I Accord – in addition to credit risks, it provided standardized measures for market and operational risks.

**Pillar II:** Supervisory review of an institution's capital adequacy and internal assessment process - this strengthened supervisory mechanisms and market transparency by developing disclosure requirements to facilitate regulations.

**Pillar III:** Effective use of disclosure as a lever to strengthen market discipline and encourage sound banking practices - this ensured that market participants obtained better access to information.

2. **3. Basel III:** standards were issued in December 2010 and subsequently recommended for implementation by January 2022 (after many shifts). It is set out in 2 Frameworks:

2. 3. 1. Basel III: International framework for liquidity risk measurement, standards, and monitoring, and

2. 3. 2. Basel III: A global regulatory framework for more resilient banks and banking systems. Basel III is an internationally agreed set of minimum measures developed by the BCMS, in response to the financial crisis of 2007 – 2009, which were aimed at strengthening regulation, supervision, and risk management of banks.

Although Basel III Standards is yet to take effect, some of its key findings and provisions bear highlighting in this *Article*, in preparation for eventual take off. Basel III identified the key causal factors of the Global Financial Crisis of 2007 – 2009 as follows:

- Poor corporate governance
- Poor risk management – excess credit growth, mispricing of credit and liquidity risk, etc.
- Liquidity management - too much leverage and inadequate liquidity buffers,
- Over-levered capital structures due to lack of regulatory restrictions, and
- Inappropriate/ misaligned incentive structures in Basel I and II.

Basel III Framework essentially revised and strengthened the three pillars established by Basel II. In addition, Basel III recommended the following principles/ standards to address the weaknesses / shortcomings highlighted above:

- i. An additional layer of common equity – the capital conservation buffer – that, when breached, restricts pay-outs of earnings to help protect the minimum common equity requirement.
- ii. A countercyclical capital buffer, which places restrictions on participation by banks in system-

wide credit booms with the aim of reducing their losses in credit busts.

- iii. A leverage ratio – a minimum amount of loss-absorbing capital relative to all of a bank's assets and off-balance sheet exposures regardless of risk weighting (defined as the “capital measure” (the numerator) divided by the “exposure measure” (the denominator) expressed as a percentage);
- iv. Liquidity requirements - a minimum liquidity ratio, the Liquidity Coverage Ratio (LCR), intended to provide enough cash to cover funding needs over a 30-day period of stress; and a longer term ratio, the Net Stable Funding Ratio (NSFR), intended to address maturity mismatches over the entire balance sheet; and
- v. Additional proposals for systemically important banks, including requirements for supplementary capital, augmented contingent capital, and strengthened arrangements for cross-border supervision and resolution.
- vi. Under Basel III, a bank's tier 1, and tier 2 minimum capital adequacy ratio (including the capital conservation buffer) must be at least 10.5% of its risk-weighted assets (RWA).

**3. 0. Basel II, Pillar II – The Supervisory Review Process**

3. 1. Let us dwell more on Pillar II of Basel II Accord, as Internal Audit has a crucial role to play in a key element of Pillar II - The ICAAP. A fundamental objective of the Basel II Framework was to reinforce the minimum capital requirements of the first pillar, with robust implementation of the second pillar - including efforts by banks to assess their capital adequacy and by supervisors to review such assessments. Further, the purpose of ICAAP is to inform the Board and Regulators of the ongoing assessment of a bank's risks, how the bank intends to mitigate those risks, and how much current and future capital is necessary having considered other mitigating factors. If the ICAAP and the SREP indicate that the bank's risk profile demands more capital than is provided by Pillar 1, the Supervisor (CBN), may require the bank to provide further capital, over and above that prescribed by Pillar 1.

BCBS identified four key principles of supervisory review, viz:

**Principle 1:** Banks should have a process for

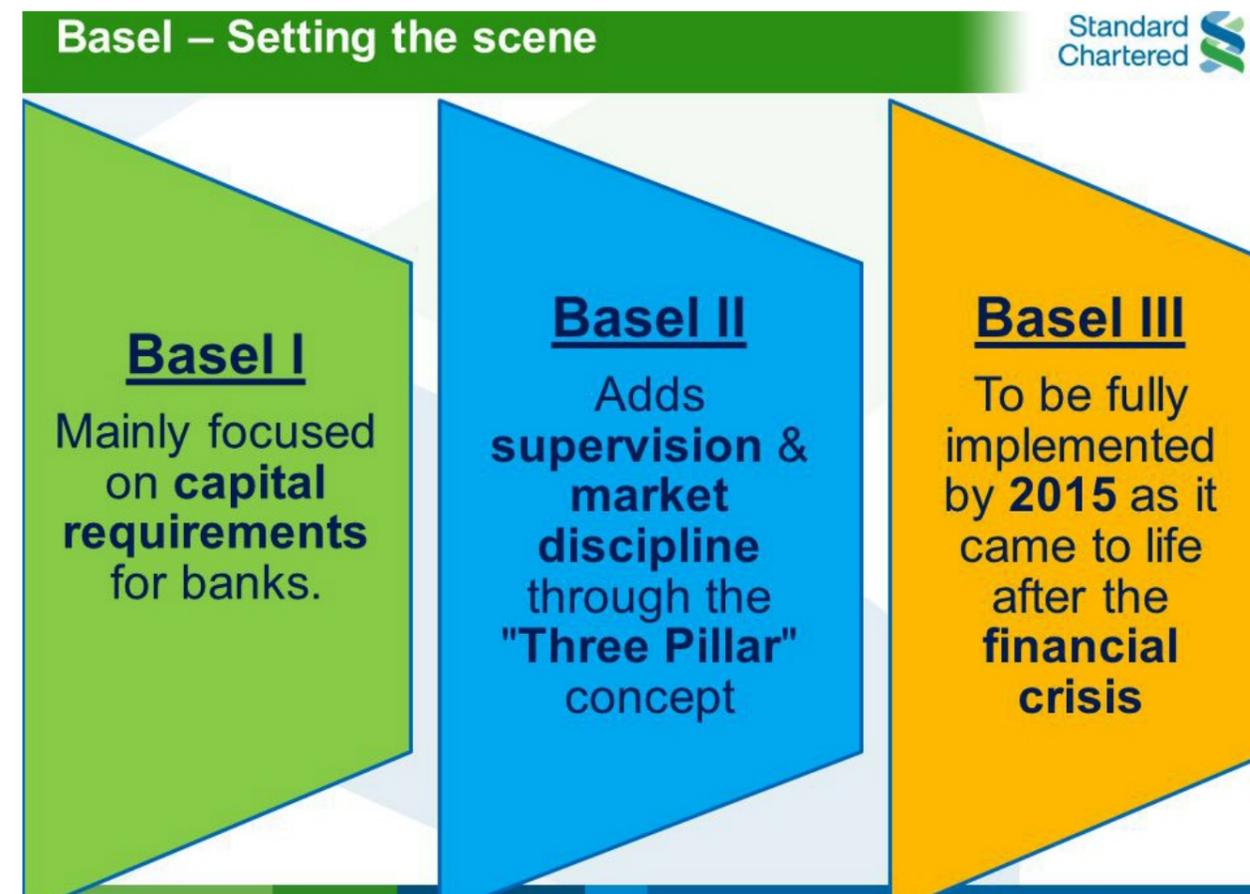
assessing their overall capital adequacy in relation to their risk profile and a strategy for maintaining their capital levels

**Principle 2:** Supervisors should review and evaluate banks' internal capital adequacy assessments and strategies, as well as their ability to monitor and ensure their compliance with regulatory capital ratios. Supervisors should take appropriate supervisory action, if they are not satisfied with the result of this process.

Notes' recognizes importantly that, SRP is structured along two separate but complementary stages:

- i. The Internal Capital Adequacy Assessment Process (ICAAP) – performed by banks, and
- ii. The Supervisory Review and Evaluation Process (SREP) – performed by CBN.

3. 2. Section 2.4.2 (1) – **Frequency of ICAAP**



**Principle 3:** Supervisors should expect banks to operate above the minimum regulatory capital ratios and should have the ability to require banks to hold capital in excess of the minimum.

**Principle 4:** Supervisors should seek to intervene at an early stage, to prevent capital from falling below the minimum levels required to support the risk characteristics of a particular bank, and should require rapid remedial action, if capital is not maintained or restored.

Nigeria has adopted and implemented the principles espoused under Pillar II – Supervisory Review Process through a Framework issued by CBN titled, “Guidance Notes on Supervisory Review Process”. Section 1.0 of the 'Guidance

**Reporting** – requires, inter alia that, “On an annual basis, banks shall, not later than the end of April, submit to the CBN the ICAAP report as at 31 December of the previous year”.

3. 3. **The Role of Internal Audit – Principle 1:**

The crucial role of Internal Audit in Basel II is rooted in **Principle 1** as mentioned above. **Principle 1**, Part 3(5)(744) of the Basel II Framework (*June 2006*), titled **Internal Control Review**, provides inter alia that, “The bank's internal control structure is essential to the capital assessment process. Effective control of the capital assessment process includes an independent review and, where appropriate, the involvement of internal or external audits. . . . The board should regularly verify whether its system

of internal controls is adequate to ensure well-ordered and prudent conduct of business.

Internal Audit is therefore charged with the responsibility to review and validate the ICAAP Report and its underlying models, prior to submission of the report to CBN and NDIC on or before April 30<sup>th</sup> every year. To effectively perform this role, Internal Audit designated personnel would need to be involved in the model build to be able to perform effective and useful validation/ review of the process and the finalized ICAAP

report ahead of submission to regulators. A thorough and sound knowledge and understanding of the Basel Accords, the regulatory requirements/ environment, the Banking Industry, and the economy, are critical success factors, to the efficient discharge of Internal Audit role in this respect.

Please see below sample of an Audit Program for review/ validation of the ICAAP document. The schedule is by no means exhaustive, and should be expanded by Auditors, prior to adoption.

#### AUDIT PROGRAM/ CHECKLISTS FOR REVIEW/ VALIDATION OF ICAAP

Risk Area	Checklist
Minimum Regulatory Capital Requirement	<ul style="list-style-type: none"> <li>★ The first step is to evaluate the Bank's compliance with the minimum regulatory capital requirements (pillar 1 risks) as prescribed in the respective CBN guidelines.</li> <li>★ Verify that the Bank computes its regulatory Capital Adequacy Ratio, in the following manner: <b>Regulatory Car = Qualifying Capital total / Total RWA (Credit RWA + Marketing RWA + Operational RWA)</b>; where total RWAs are calculated as the sum of: <ul style="list-style-type: none"> <li>i. <b>Credit risk RWA:</b> Risk-weighted on-balance sheet and off-balance sheet assets, computed according to Standardised Approach for credit risk</li> <li>ii. <b>Operational &amp; Market risk RWA:</b> 12.5 times the sum of the capital charges determined for market risk and operational risk; and</li> <li>iii. <b>Qualifying capital</b> is broadly classified as Tier 1 and Tier 2 capital. Elements of Tier 2 capital will be limited to a maximum of one-third (i.e. 33.33%) of Tier 1 capital, after making deductions for goodwill, deferred tax asset (DTA) and other intangible assets, but before deductions of investments.</li> </ul> </li> </ul> <p>Refer to the CBN Revised Guidance Notes on Market Risk, Revised Guidance Notes on Credit Risk, and Guidance on Operational Risk Capital Requirement for the computation of the total risk weighted assets.</p> <ul style="list-style-type: none"> <li>★ Check that components of capital are correctly captured under the appropriate buckets, i.e. Tier 1 Capital and Tier 2 Capital.</li> <li>★ Verify that Tier 1 capital is limited to the following elements: <ul style="list-style-type: none"> <li>⊛ Paid-up share capital;</li> <li>⊛ Irredeemable preference shares;</li> <li>⊛ Share premiums;</li> <li>⊛ General reserve (retained profit),</li> <li>⊛ SMEEIS reserves,</li> <li>⊛ Statutory reserve;</li> <li>⊛ Other reserves as may be determined by the CBN.</li> </ul> </li> </ul>

Risk Area	Checklist
	<ul style="list-style-type: none"> <li>★ Crosscheck that Tier 2 capital is limited to the following elements: <ul style="list-style-type: none"> <li>⊛ Hybrid Capital Instruments</li> <li>⊛ Subordinated Debt</li> <li>⊛ Other Comprehensive Income Items</li> </ul> </li> <li>★ Verify that hybrid capital instruments that are redeemable have an original maturity of at least 10 years.</li> <li>★ For subordinated debt, confirm that the instrument has a minimum original maturity of 5 years</li> <li>★ Verify that the value of the subordinated debt in its final five years to maturity is amortised on a straight-line basis by 20% per annum</li> <li>★ Confirm that 50% of the investment in capital of financial subsidiaries is deducted each from tier 1 and tier 2 capital respectively</li> <li>★ Generally, verify accuracy of the figures used in computation of the regulatory capital, with the Bank's audited financials</li> <li>★ Refer to the CBN's "Guidance Notes on Regulatory Capital" for more details</li> </ul>
Pillar 2 risks (Identification, Assessment, Measurement, reporting)	<ul style="list-style-type: none"> <li>★ Verify adequacy of the process(es) in place, for Material Risk Identification, Assessment (MRIA) and mitigation.</li> <li>★ Confirm that there are comprehensive risk management policies and procedures to define, identify, measure, evaluate, monitor, report and control or mitigate all material risks inherent in the business activities and operating environment</li> <li>★ Confirm that the risk register has been updated to include new and emerging risks in the business</li> <li>★ Confirm that all material risks to the Bank's businesses, are captured in Pillar 2 capital assessments, and commensurate capital charges taken for each.</li> <li>★ For each of the risks, confirm that details of the source, mitigants, and measurement of the risks were provided.</li> <li>★ Review consistency of ICAAP outcomes with the Bank's risk appetite &amp; risk capacity.</li> <li>★ Verify that previous ICAAP outcomes for incorporation into strategic management and operational management decision making</li> <li>★ Compare the benchmarks in section 7(53)(a-p) of the 'Guideline on Reputational Risk Management', with the Bank's template for computing reputational risk; and highlight any gaps in adoption of the benchmarks.</li> <li>★ Confirm that evaluations of additional capital requirements for residual risk or risks that are deemed material but difficult to quantify follow a clear and documented process.</li> <li>★ Generally, verify accuracy of the figures used in the Pillar 2 risks computations, in comparison with the Bank's audited financials, Policies/ Frameworks, and other relevant documents.</li> <li>★ Verify reasonability and substance of the estimates used for pillar 2 capital computations.</li> </ul>

Risk Area	Checklist
Stress Testing and Scenario Analyses	<ul style="list-style-type: none"> <li>★ Confirm that forward looking stress test scenarios and the underlying assumptions, were approved by the Bank's Board and are in line with the Bank's risk appetite</li> <li>★ Verify reasonability of and rationale for the assumptions underlying/ used for the stress tests.</li> <li>★ Generally, verify accuracy of the figures used in the computations of the stress test outcomes, with the Bank's audited financials, policies, and other relevant documents.</li> <li>★ According to Section 2(6) of the CBN's 'Guideline on Stress Testing For Nigerian Banks', verify availability in the ICAAP document of a description of and justification for, the methodology used to generate risk parameters, including the relevant estimated parameters for all the credit portfolios.</li> <li>★ Crosscheck that reasonableness of the estimated impact of the selected Stress Test scenarios on the Bank's capital position, are clearly demonstrated in the Stress Test results/ ICAAP report</li> <li>★ Confirm that the stress testing exercise, was designed and implemented for integration into the Bank's capital and liquidity adequacy assessment, and strategic planning activities.</li> <li>★ Crosscheck that the implemented processes and methodologies, are consistent with current international best practice, while taking into account local conditions and peculiarities, and the Bank's specific vulnerabilities.</li> <li>★ Obtain and verify evidence(s) of quarterly performance of stress testing and also evidence(s) that stress testing is embedded into the Bank's risk management framework.</li> <li>★ Verify with adequate evidences the Bank's projections of its pre- and post-stress test regulatory capital position, and the likely impact of the proposed management actions for at least three (3) years going forward, as stipulated in section 3.1(15) of the 'Guideline on Stress Testing for Nigerian Banks'.</li> <li>★ Confirm that the Bank, as a minimum, stress tests the common set of risks, which include: <ul style="list-style-type: none"> <li>i. Credit risk including Credit Counterparty Risk (CCR),</li> <li>ii. Market risk, and</li> <li>iii. Operational risk including conduct and cyber security risks.</li> </ul> </li> <li>★ Confirm that the Bank has sufficient capital to meet the minimum capital requirements under Pillar 1 and the results of the stress testing performed under Pillar 2. If there is a shortfall, verify that the management actions to remediate the situation were documented.</li> </ul>
Governance & ICAAP Reporting	<ul style="list-style-type: none"> <li>★ Confirm that the ICAAP document and all the results,(including stress test results) were submitted to Senior Management / Board, and approved by the Board, prior to submission to regulators, as evidence of Board and Senior Management Oversight.</li> <li>★ Confirm that the Steering Committee meeting held and discussed the ICAAP report, prior to rendition of the document as evidence of management review.</li> <li>★ Obtain minutes of steering committee meetings and confirm that the inputs of the committee were included in the final report to be submitted to CBN.</li> <li>★ Ensure an independent internal review of the ICAAP document was done prior to submission, and the results communicated to the board and senior management.</li> </ul>

Risk Area	Checklist
	<ul style="list-style-type: none"> <li>★ Obtain queries/comments raised by the CBN on the last ICAAP document, and confirm management resolution of such</li> <li>★ Check that the report is done annually and submitted not later than 30 April, using reporting date of December 31 of the previous year.</li> <li>★ Confirm that Bank's ICAAP policies and other supporting procedures and policies are documented and approved by the board.</li> <li>★ Confirm that the Bank's ICAAP Policy is updated and consistent with the ICAAP Guidelines (and any updates to the Guidelines) issued by CBN, and also consistent with the ICAAP document submitted to CBN.</li> <li>★ Verify that the responsibilities of the Board and Senior management are defined in the Bank's ICAAP Policy</li> <li>★ Confirm that the ICAAP document is prepared following the sequence as stated in section 2. 4. 1 and annex B(7) of CBN Guidance Notes on Supervisory Review Process as follows: <ol style="list-style-type: none"> <li>1. Executive Summary</li> <li>2. Structure and Operations</li> <li>3. Governance Structure</li> <li>4. Risk Assessment and Capital Adequacy</li> <li>5. Stress Testing</li> <li>6. Capital Planning</li> <li>7. Design, Approval, Review, and Use of ICAAP</li> <li>8. Challenges and Further Steps</li> <li>9. Summary of Internal Capital Adequacy Assessment Process</li> <li>10. Risk Appetite Statement</li> <li>11. Use of Internal Models for Capital Assessment</li> <li>12. Review of ICAAP</li> </ol> </li> <li>★ Generally, verify accuracy of the content of the ICAAP document, with the Bank's relevant financials, policies, and other relevant documents.</li> <li>★ Confirm (through independent re-computations) that the figures captured in the ICAAP document leading to capital charges for various identified risks, stress test results, and the underlying assumptions, are consistent with the different models or templates used for the various computations</li> </ul>

References are made available for further reading to deepen our understanding and improve our audit of ICAAP. We are all enjoined to be alert to regulatory pronouncements and developments in the risk management space, so that internal auditors are able, on a continuing basis, to fulfil our responsibilities to our respective banks/ financial institutions, and the Banking Industry as a whole.

*Oluwasola Olatunde,  
Martins Chibueze Ogbu  
Access Bank Plc*



# Advisory & Consulting Role in Business Process Reengineering



A less mature governance system may emphasize the requirements for compliance with policies, procedures, plans, laws, regulations, and contracts. It will also address the basic risks to the organization. Thus, the internal audit activity provides advice about such matters. As the governance process becomes more structured, the internal audit activity's emphasis shifts to optimizing the governance structure and business process.

One approach to business process is business process reengineering (BPR). It involves process innovation and core process redesign. Instead of improving existing procedures, it finds new ways of doing things. Internal Auditors may be involved in BPR to offer

consulting and advisory services to their organization.

The emphasis is on simplification and elimination of nonvalue-adding activities. Thus, reengineering is not continuous improvement or simply downsizing or modifying an existing system. It should be reserved for the most important processes.

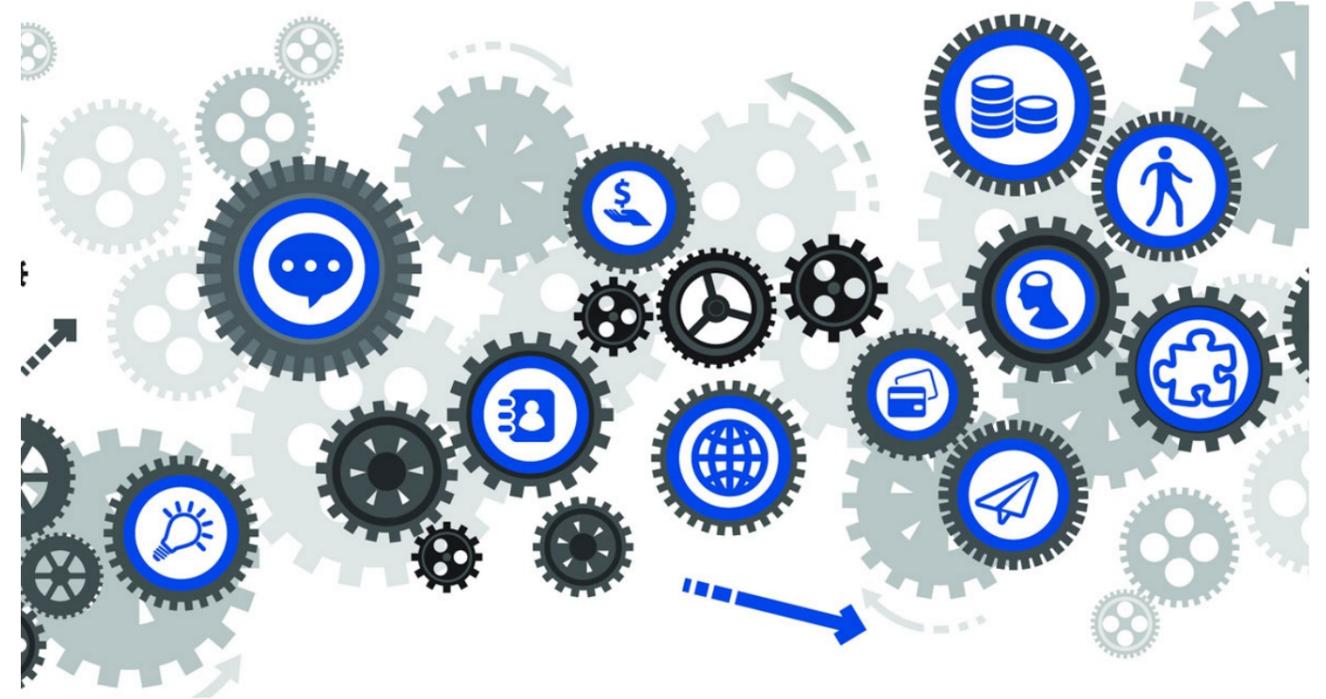
In the modern, highly competitive business environment, an organization may need to adapt quickly and radically to change. Accordingly, reengineering will usually be a cross-departmental process of innovation requiring substantial investment in information technology and retraining.

Successful reengineering may bring dramatic improvements in customer service and the speed of new product introductions.

Reengineering and TQM techniques eliminate many traditional controls. They exploit modern technology to improve productivity and decrease the number of clerical workers. Thus, controls should be automated and self-correcting and require minimal human intervention. Moreover, auditors must be prepared to encounter (and use) new technologies.

of internal control over time. *Whenever business processes have been re-engineered, the Internal auditor should attempt to identify and quantify the impact of any controls that might have been removed, or controls that might not work as effectively after business process changes. If the controls are key preventive controls,*

*Internal Auditor must ensure that management is aware of the removal of the control and is willing to accept the potential material risk of not having that*



Most reengineering and TQM methods also assume that humans will be motivated to work actively in improving operations when they are full participants in the process. However, these methods may be resisted by employees who are insecure because of lack of skills, fear of failure, breakup of work groups, and other factors.

Internal auditor must first understand relative business processes before performing consulting engagement of BPR. Defining the scope of areas to be reviewed with management is the first step in a business process re-engineering project. The next step is Gap Analysis which is reengineering process aims to optimize the IT infrastructure. This would provide the Internal Auditor with an opportunity to gain an understanding of the process under review.

Business process re-engineering often results in increased automation, which results in a greater number of people using technology. Post Implementation review is needed to assess the quality

*preventive control.* It is imperative to note that Management considers whether internal control is properly designed and operating as intended and modifies it to reflect changing conditions. Internal auditor reviews this control to offer insight.

Internal Audit success in the BPR involvement can be enhanced by:

- Internal audit is part of the annual business strategic planning meetings.
- Internal Audit attends executive management confidential sessions.
- All auditors are part of the "Trusted Advisor" strategy.

Thank you.

**Dr. Romeo Igoni Savage**  
Chief Audit Executive FBNQuest Merchant Bank



# Continuous Audits in Times of Crisis

*Automated scripts that extract data and perform control tests can provide baseline assurance when it's needed the most.*

Automated scripts that systematically extract data and independently execute control tests are essential audit tools in data-driven organizations. The COVID-19 pandemic has accentuated the importance of such tools as management focuses its attention on activities paramount to organizational survival.

Continuous audits harness these tools to provide baseline assurance that becomes particularly useful in a crisis. By converting manual test steps into programming code or robotic process automation (RPA) that can be executed repeatedly, internal audit can provide regular assurance of operating controls.

## How Continuous Audits Help

In a typical audit, internal audit relies on audit clients or the IT function to provide the data that will be used in audit work. This dependence on other parties can create bottlenecks to the audit tests if that data cannot be obtained quickly. During a crisis, business units are unlikely to prioritize audit requests, which can delay

the completion of the audit. Being able to automate data extracts and independently execute continuous audits alleviates the reliance on other parties.

Another advantage of continuous audits is their ability to provide frequent and sustainable assurance over critical business controls, rather than covering the same areas only once over the audit cycle. Moreover, continuous audits can provide the baseline for conducting more thorough point-in-time audits (see "The Assurance Pyramid" below).

With access to enterprise data repositories, a single continuous audit can efficiently cover horizontal, enterprisewide controls that previously were handled by individual vertical audits. For example, there is no need to include software patch management controls in multiple IT-business integrated audits when a single continuous audit can encompass all enterprise systems.

In addition, a successful continuous audit test may aggregate data from multiple sources, enabling auditors to use advanced analytical techniques. For example, to review expense transactions for fraud, internal audit can create rule-based continuous audits to identify known exceptions such as duplicate

transactions. With sufficient data, auditors can use machine learning to highlight unusual transactions that are difficult to detect through rudimentary data analysis.

A common question is whether internal audit should develop continuous audits when the business should be taking the same approach to developing operational controls. The quick answer is that business units may not possess expertise in risk, controls, and data analytics. Audit functions that are more advanced than the business in using data analytics can lead the way by implementing continuous audits. Once business units gain these skills, they can repurpose continuous audits developed by internal audit to enhance business-as-usual controls.

## Program Attributes

Not all audit tests can be easily or reliably converted to

the data in a consistent format.

**Ease of Automation** The conversion of audit tests into continuous audits can be implemented programmatically, use RPA, or a combination of both. Programming languages such as Python allow internal audit to tap into the vast number of publicly available development libraries and offer significant flexibility in codifying the test steps. RPA software packages provide a good user interface to facilitate the automation process, but they are used primarily to mimic repetitive actions performed by the auditor and do not adapt well to nonstandard workflows.

**Precision of Results** Continuous audits are expected to run periodically for increased assurance. To avoid consuming unnecessary business resources to follow up on a large number of false exceptions, the results must be relatively precise and identify clear exceptions.



**Resources** The time and resources spent converting audit tests into continuous audits must translate into meaningful risk assurance. To derive maximum benefit, internal audit should first identify whether controls for high-risk areas can be automated using simple rules before considering areas that require more effort to automate.

Continuous audits may require ongoing updates to ensure they are relevant, especially when there are frequent or unexpected changes to data sources and business processes. To ensure their sustainability, internal audit must allot additional technical resources to maintain these programs and assess whether this investment

provides benefit.

provides benefit.

## Test Conversion

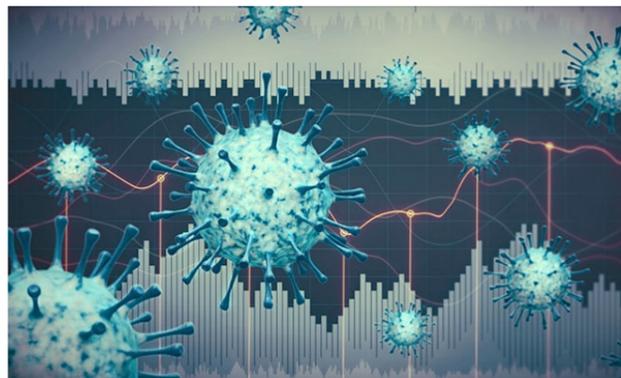
Ideally, a fully automated continuous audit will:

- Independently extract data of good quality.
- Systematically analyze this data.
- Execute a control test just like a human auditor.
- Report the results intuitively.

Converting control tests into a continuous audit

requires breaking down each test step and translating it into program code for repeatable execution. For instance, the steps to verify whether a privileged system account is adequately managed to prevent unauthorized access can be broken down into typical rules and conditions, which makes account management a good candidate for a continuous audit.

The first, and arguably most time-consuming, step in developing a fully automated continuous audit is to extract data from various source systems, convert it into a format that can be analyzed, and store it in a data warehouse. In the privileged account example, internal audit needs to work with IT application



infrastructure and cybersecurity teams to obtain the required data. Auditors must implement data quality checks and ensure the data is free of errors before coding work can start.

Next, auditors should work with IT to systematically upload the required data into the data warehouse, rather than obtaining data in a piecemeal fashion or through emails. Using a central data repository greatly facilitates the overall automation of the continuous audit.

The frequency of continuous audit execution will be impacted by the level of extract, transform, and load (ETL) automation. For instance, if the continuous audit will run weekly, the ETL process should be fully automated because it may be impractical to manually obtain weekly data from the business. To increase efficiency, internal audit can leverage enterprise tools, such as Control-M or Apache Airflow, to automate the execution of each continuous audit and monitor its status.

To convert the privileged account management (PAM) audit test into a continuous audit script, internal auditors must:

1. Extract all local and domain administrator accounts.

2. Extract all administrator accounts vaulted in the organization's PAM platform.
3. Extract the unique employee identifiers for IT administrators.
4. Extract employee IDs (including those in access groups) with the ability to withdraw the accounts in the PAM platform.
5. Compare the data in steps 1 and 2 and highlight differences as potential exceptions.
6. Compare the data in steps 3 and 4 and highlight differences as potential exceptions.
7. Clearly report and detail the results as potential exceptions to the control owners.

While it may be convenient to simply email the results generated from steps 5 and 6 to the IT function and conclude the continuous audit, there are legitimate reasons for identified exceptions. For instance, there could be legacy or third party-managed applications that do not allow privileged accounts to be stored securely including resetting passwords after each use in the firm's PAM platform.

Given the rule-based nature of continuous audits, it is common to implement an allow list that will suppress known false positives to make the results more precise. To create this allow list, internal audit needs to work with the business to review the initial results, verify the false positives, and codify the details into the allow list. This list should be updated regularly to account for frequent technology and business process changes.

#### Presenting Results

Internal audit should design each continuous audit to save results in a standard format that can be readily validated by the auditor and easily read by a visualization tool for management reporting. A case management tool that allows the auditor to easily categorize and formally document the results of each continuous audit can significantly increase efficiency. An elaborate management tool may take the form of an intuitive, web-based user interface that highlights exceptions for follow-up and generates management reports.

A simpler solution can be for the continuous audit test to output results into access-controlled spreadsheets for auditor validation. Each potential exception highlighted should be adequately categorized as pass/no exception, true exception, or false positive,

with issues formally raised to management when necessary. Auditors can then chart the results using macros and report them to management using a visualization tool or a spreadsheet's built-in charts



function.

As internal audit develops continuous audits, it will eventually have a sizeable number of automated control tests covering broad areas that can be run regularly. With this capability, auditors can provide automated, baseline assurance. Auditors can consolidate the results of this assurance by business functions, such as payment operations, and technology infrastructure or control themes, such as segregation of duties, and report them to management. The report can progressively grow as new continuous audits are developed.

#### Key Challenges

A successful continuous audit program depends on good data quality, time taken to run each continuous audit, the precision of results, and the upkeep of audit scripts. These are some of the common challenges internal audit is likely to encounter when developing a continuous audit program.

**Availability of Good Quality Data** The expression "garbage in, garbage out" best describes the consequence when access to good quality input data is unavailable. For example, to develop a continuous audit to detect poor management of privileged accounts, access to accurate data on server inventories, account repositories, and employee information is required. Data cleansing, which involves correcting and removing erroneous or inaccurate input data, is often needed before the auditors can code the test.

**Achieving Full End-to-end Automation** The ideal continuous audit is a one-click, fully automated

process from data extraction all the way to the reporting of results with minimal human involvement. However, this can be difficult to achieve in practice. For example, the data may only be available in hard copy or through emails, which makes automated data processing difficult. Data analysis also may require auditor judgment that cannot be codified into rules within continuous audit scripts.

Given the challenges in automation, internal audit may only produce a partially automated solution when developing the first version of a continuous audit. A practical approach is to run the continuous audit at a lower frequency, and then improve and fully automate it during subsequent revisions. Full automation will save audit resources in the long term and enable audits to be run more frequently.

**Potential Audit Fatigue** Internal audit should avoid overwhelming the business with frequent requests that turn out to be false positives. Internal auditors can accomplish this by implementing sufficient exception handling in continuous audits to eliminate most false positives. Internal audit can improve the precision of continuous audits by back-testing the findings against historical data. In addition, there should be a feedback loop to continuously improve the precision of audits by incorporating lessons learned from actual results.

**Maintenance Costs** The integrity of continuous audits depends on business and technology changes that are beyond internal audit's control. For example, unexpected business process and data schema changes may invalidate the results of existing code and produce inaccurate results. Each continuous audit will require ongoing monitoring to ensure relevance, and the maintenance costs can be significant. Internal audit may need to invest resources to reperform business understanding and recode the continuous audit.

#### Post-pandemic Assurance

In a crisis such as the COVID-19 pandemic, continuous audits can enable internal audit to provide assurance over high-risk areas even when the business is unable to support audit requests for an extended period. They also may prove useful for businesses as they navigate their bearings once the crisis is over. A new normal for forward-looking internal audit functions may be continuous audit capabilities that provide much-needed baseline assurance before the next crisis arises.

*Culled from: isaca.org*

## Banks, Telcos' collaboration key in the fight against e-fraud

- Yinka Tiamiyu



*Tell us more about yourself – upbringing, career and your membership of ACAEBIN?*

**Yinka:** Let me first of all commend the Research and Publications Committee for this initiative – the first in the history of the Association that we are introducing “Personality Interview” into our quarterly magazine, the Eagle Eye and all other innovations the Research and Publications Committee is bringing on board to make the magazine richer in content and design.

Now to your question. I have always had a humble beginning, born into a family of traders (both parents) but my father is a man that appreciates education a lot and will support anyone to achieve whatever he/she desires academically. I had my primary education very close to my house in Ibadan and secondary education at Olivet High School, Oyo where I earned 1<sup>st</sup> Division (Aggregate 16) as it were in those days.

Immediately upon completion of my secondary education, I gained admission into the University of Ibadan to read Medicine but by fate, my O' Level result was delayed and I did not know that I could defer my

admission for reasons like that (Awaiting result). Upon receipt of my result from the school, the Principal was very generous enough to offer me HSC without applying for it and even paid for the HSC form, he did this to keep me engaged and busy pending when my admission materializes. Eventually, I gained admission to the University of Ibadan in 1980 to read Petroleum Engineering and I graduated with Second Class Upper Division.

I was posted to Maiduguri, Borno State for my mandatory National Youth Service Programme and I did my primary assignment with NNPC- Chad Training Project in Maiduguri. Upon concluding my NYSC, I went to the University of Ibadan for my Master's Degree in Industrial Engineering. I opted for Industrial Engineering because I wanted something broader that could offer me more opportunities of getting a job as the level of activities then in the oil and gas industry was almost about fifteen percent of what it is now as such, getting a job in that sector was really tough.

As the 1<sup>st</sup> Child in a family of 15, I knew I had to get a job to support myself and parents. However, before I

finished my Post graduate programme, the then Arthur Anderson now KPMG Professional Services came for school recruitment in my school and I was selected. So, I got employment as 'Inexperienced Audit Assistant (IAA)' as we were called then even before finishing my Master's programme and that was how my foray into the Accounting profession started.

My career has been very good and in less than three and half years at Arthur Anderson in 1993 to be precise, I rose to become an 'Audit Senior.' I left Arthur Anderson in 1993 basically because then, if you did not study Accounting in School, you will have to go through all the stages of qualification as an Accountant and to compound it, you will have to wait for one year and I wasn't ready to go through such because I already had my plans and the timelines I have set for myself. So, I resigned and sat for my ICAN Exam and qualified as a Chartered Accountant. I have always been in the financial industry after I left Arthur Anderson.

Upon learning that I had left Arthur Anderson, a former senior colleague offered me employment in a Mortgage Outfit but within six months with them, I moved to First Marina Trust Limited owned by Fola Adeola and Tayo Aderinokun and later to Access Bank Plc. I have been in Access Bank Plc since 1999 and have worked in Systems and Control, Financial Control, Risk Management and now Internal Audit. Like I said before, my career has been good but challenging as well. In all honesty, I will also say that I am fortunate to be working with professionals and great men, like Aig-Imokuede and Hebert Wigwe who understand the nuances of the business and the industry and wants the best for their team members. They have impacted so much to us and I owe my career to them.

On my membership of ACAEBIN, this is my third time as a member. The first being in year 2000 before I moved to Risk Management after six months. I came back, stayed for few years and was moved to Financial Control and now back to Audit. I have also moved from being an Ex-Officio to Chairman, Payment & Systems, 2<sup>nd</sup> Vice Chairman, 1<sup>st</sup> Vice Chairman and now Chairman. I want to use this opportunity to thank our members for the confidence reposed on us and for re-electing us for a second term a year ago.

*Give us a brief history of ACAEBIN and the areas of her activity in the industry and how it functions?*

**Yinka:** ACAEBIN started as Committee of Chief Inspectors of Banks in Nigeria (CCIBN) and later changed name to Committee of Chief Internal Auditors of Banks in Nigeria (CCIABN) and to its present name. It is a Sub-committee of the Bankers'

Committee and have been supporting and complementing the later since inception. ACAEBIN has a very strong collaborative effort with the Chartered Institute of Bankers of Nigeria (CIBN) which handles most of the activities of the Banker's Committee.

One of the major contributions of the Association in the industry is her role in the transition from Magnetic Stripe Card to the present Card and Pin which has drastically reduced fraud in the industry. We have also rendered many supports in the payment system space ranging from technical and physical support to the Bankers' Committee to ensure that the industry is safe.

*As a creation of the Bankers' Committee, what is the Association's relationship with the Regulators – CBN, NDIC, etc?*

**Yinka:** ACAEBIN also have similar relationship with NDIC as with CBN and the Bankers' Committee. It also has a very strong collaborative-relationship with the likes of Financial Institutions Training Centre (FITC) in the area of training and the Nigerian Inter-Bank Settlement Systems (NIBSS) Plc which has been very critical to the transformations going on in the payment space and these two bodies, FITC and NIBSS Plc are honorary members of the Association. All these stakeholders are very critical in the industry and ACAEBIN understands their roles and therefore works closely with them for a better and secure banking industry.

*As an Association deeply involved and committed to the fight against bank fraud, how would you describe the Association's relationship with the law enforcement agencies (SFU, NFIU and the EFCC) and what has been the level of collaboration so far and how has it impacted the fight against fraud?*

**Yinka:** As an Association, we have ensured we visit at least one of the Law Enforcement Agencies every year to interact with them and discuss areas of collaboration while sharing ideas on current fraud issues and practices and how we can jointly work together to address them. You know that information, enlightenment, education and training are key in the fight against fraud and as the unit (Internal Audit) is directly involved in the fight, we have been supporting the Law Enforcement Agencies in these areas, individually as banks and as a body.

ACAEBIN will continue to be in the forefront of getting all these critical stakeholders together in the fight against fraud. The current realities occasioned by the COVID-19 pandemic will not pose a barrier, rather, we

will adapt our activities (training, etc) to conform with the new normal.

**What is the difference between the Sub-Committee on Interbank Arbitration and the Sub-committee on Ethics and Professionalism of the Bankers' Committee? Is there collaboration between both bodies?**

**Yinka:** As the name connotes, the Interbank Arbitration Committee of ACAEBIN deals with matters between banks alone while the sub-committee on Ethics and Professionalism is broader and deals matters between banks, customers and even between banks and their aggrieved staff. But the major similarity is that both bodies maintain and uphold standard ethical practices in the industry.

Also, don't forget that sometimes the Committee on Ethics and Professionalism do refer cases to the Interbank Arbitration. So, in terms of scope, the Ethics and Professionalism Sub-committee is bigger and wider than the Interbank Arbitration but both committees work collaboratively at ensuring standard ethical practice.

**What would you say has been the Association's contributions in the banking industry and which other areas do you think the industry needs the support of the Association/auditors?**

**Yinka:** Like I said before, ACAEBIN has collaborated with all the stakeholders in the industry in achieving all the transformations going on in the industry, especially in the payment systems. Even our sister bodies like the Association of Chief Compliance Officers of Banks in Nigeria (ACCOBIN), Association of Chief Operating Officers of Banks, etc, are all involved in this project to adopt a more robust and secure electronic payment system so, it is a combination of several bodies. In fact, because of digitization, we must ensure that the Nigerian Communications Commission (NCC) and the Telcos are on the same page with us in realizing the payment systems of our dreams.

Also remember that the idea of having a similar body like SABRIC in South Africa has been in the works for some time now which is to be known as Payment Systems Security and Risk Management Centre (PSSRMC) a central body that would coordinate and

manage all issues of risk, fraud, etc in the industry. The Law Enforcement Agencies have also come to understand the role and support the banks are making in the fight against fraud and that it calls for more collaboration.

**The banking public would want to know what the Association is doing in the area of SIM swap as that has posed a big challenge in the fight against fraud. What has the Association done in this regard to get the cooperation of the Telcos?**

**Yinka:** The truth is that the industry needs NCC to get the Telcos to be fully involved in this fight against fraud. This is more important especially now that our mobile phones have more or less become our banks. They, (Telcos) needs to step up their cooperation and collaboration with banks as what affects the banks also affects them by ensuring that they at least do KYC. Remember, we have been



working with NIBSS Plc and offering suggestions on how to improve the SIM Swap solution that a joint industry Committee of the Nigerian Electronic Fraud Forum (NeFF) and the NCC asked NIBSS Plc and the Telcos to develop such that Telcos can dump records of SIMs swapped on their network at the NIBSS Plc's end and banks can have access to such records online, real-time.

All the Telcos have not been cooperative in this regard except for MTN. ACAEBIN has escalated this matter to the Central Bank of Nigeria (CBN) to intervene. We have also sought the intervention of the National Security Adviser (NSA), pointing out the security implication of this action of the Telcos to the security of the nation. The Association will not be deterred as we will continue pushing until we get to our desired destination.

**You have been in the saddle in the past three years, what has been the experiences and challenges in achieving your administration's goals and what are your projections?**

**Yinka:** I wouldn't want to say that it has been a challenging experience because the world is dynamic and one has to start from where others stopped and try to make a positive impact and be responsive and dynamic to meet the needs of the Association. I think I will like to see that we secure the confidence of all the stakeholders towards achieving the mission and vision of the Association in a digitized manner. Some of the things we have done in a bid to digitize our processes with respect to our work flow and accounting systems. We cannot be talking about a digital world while in our own process, we are not digitalized. So, one of the things we want to bequeath to the next Executive Committee is a well digitized working environment such that one can even approve documents online.

**You are an advocate of collaboration even among members, how would you rate the level of cooperation between members of the Association especially in settling disputes and fraud matters?**

**Yinka:** Members have been very supportive significantly and let me use this opportunity to thank them for their support to one another, it has been very wonderful. The level of professionalism exhibited by our members has been impressive to say the least. I urge them to continue in this stead and not rest on their oars.

**The 2021 Annual Retreat and Conference of members of the Association is billed to take place in less than a week from now (March 25<sup>th</sup> to 27<sup>th</sup>). What**

**is the theme and how does it speak to the current realities as it concerns internal audit function, especially in the face of the COVID-19 pandemic?**

**Yinka:** You see, when I say the support of our members has been great, I do not just say it for the sake of saying so. Our theme for this year's Annual Retreat is 'Exploiting Digitization and Disruption for Value Creation' and we all know it resonates well with the current realities. So, this theme couldn't have come at a better time and we are trying to look at how we can exploit the disruptions that is happening around the world to get better by creating value and making progress. The banking industry is creating a lot of digital products to keep the business running and if you look at the banks confirmed cases of fraud that resulted in the loss of about N2.1 Billion, more than ninety percent of those frauds were perpetrated through technologically driven channels. So as Internal Auditors, the knowledge of technology will enable us to identify gaps in our core banking applications, in the products and what we need to do to bridge the gap.

**What will be your advice to younger Auditors who aspire to one day be a CEO given that the trend we have seen in the industry most of the time is that Internal Auditors end up in the Recovery Department to go and recover assets and that might probably be the end of that career. Unlike their colleagues in other departments like Risk, Marketing who aspire to be ED and eventually become MD/CEO**

**Yinka:** Let me first correct the impression that if you are a CAE you cannot become an MD/CEO. In fact, the current MD/CEO of First City Monument Bank today was once our member. We have also seen instances where CAEs become EDs and so on. So, I think what we (CAEs) need to do is to understand our role and that we must have knowledge of anything we want to audit and that will make our employers see us as value-adding to the business as such, we can engage. So, my advice is continuous learning and being responsive to the current realities. Those areas such as Data Analytics, Machine Learning, Artificial Intelligence, etc are the in-thing today for Auditors to sharpen their skills. It is an endless journey but it is worth the while.

**What do you think we can do as CAEs because in most banks, training budgets for CAEs are usually reduced, especially foreign training? Is there anything you think CAEs can do to get approval for trainings?**

**Yinka:** Again, honestly, I want to thank the Association in this regard, and I must give it to her that even in the

thick of the COVID-19 pandemic, we organized a virtual training for our junior colleagues. We are going to continue in that stead this year and even for CAEs, I am sure we are going to organize a training for ourselves this year. We must continue to learn and the understanding of our roles as control and risk managers cannot be over emphasized.

**How is this year's Annual Retreat and Conference different from previous ones?**

**Yinka:** This year's Retreat will be the first virtual retreat we will be having though we have been having



virtual meetings. However, I want to implore our members to ensure they create time to participate and contribute to the discussions so as to derive the maximum benefit of the programme.

**Auditors are usually seen as 'Policemen' of the banking industry as such, dreaded by other staff**

**members. What is your Association doing to change this mindset or narrative?**

**Yinka:** The Association has done a lot in this regard. First, the changing of our name from Chief Inspectors to Chief Audit Executives is one of the steps we have taken – thereby making it clear that we are just for assurance purpose and not Policemen. Each and every one of us, whether it is the 1<sup>st</sup> line, 2<sup>nd</sup> Line or 3<sup>rd</sup> line of Defence, are all control Managers – to provide assurance to the Board and the Management on the overall control environment. People should understand that in the course of performing an audit, you are only looking for how best to create value for the auditee and those things that can be done to get to the root causes of the problem. This is quite different to when one is conducting an investigation, the aim is to ensure that Auditors are seen as trusted advisors and not out to find faults so as to penalize or punish other colleagues.

**Finally, from your experience, should CAEs be members of their bank's EXCO? what will be your advice to younger CAEs on interacting with Board Audit Committee members, given the relationship with Executive Management? How have you been able to management the relationship between your Board and the Executive Management such that there has been less conflict?**

**Yinka:** This question is very tough, but I will answer based on personal experience, so it is not difficult to answer. CAEs being members of the EXCO I think is the right thing for any organisation that wants to be responsible and transparent. Auditors must know the direction of the institution so they can be able to understand the policy of the bank. In terms of conflict of interest between the Board Audit Committee and the Management, it is always advisable to balance and also take the Audit Committee Chairman in confidence.

There shouldn't be a barrier between the CAE and the Board Audit Committee.

On this note, I want to once again thank you and the Committee for this innovation and I hope other Committees can also find ways to also innovate.

# On the Frontlines: The Threefold Value of Follow-up Reviews



In the *International Standards for the Professional Practice of Internal Auditing*, Standard 2500 informs about the final stage of the audit process, that of monitoring. While the standard outlines the responsibilities of the chief audit executive and internal audit function, itself, the action has a threefold effect.

## 1. Provides Reassurance to Management

The final report submitted to the audit committee and copied to senior management provides reasonable assurance of the assessment of risks and corrective action to controls and processes therein. However, the follow-up activity goes further in saying more about the same area of audited activity to management and the organization.

After reporting on the agreed-upon action between the internal auditor and client within the specified timeline, the recommendation of the auditor should be reported as closed. Risks identified during the audit process should have been mitigated and residual risks now should be at a manageable level.

## 2. Highlights Management's Satisfactory Performance

The internal auditor is encouraged to report satisfactory performance observed during the audit review. At the follow-up stage, tests performed by the auditor on the effectiveness of the corrective action that was implemented should highlight

management's treatment of the risks that were identified. This action reassures senior management about risks mitigation as well as provides an appreciation of the repair work of the audited department.

## 3. Underscores Audit's Value

The corrective action (recommendations) proposed by the internal auditor, agreed on by the client, and eventually implemented underscores the auditor's value in the process. This is the stage where the quality assurance aspect of the audit process emerges, certifying the effectiveness of all the work done in the four preceding stages of planning, performing, communicating, and monitoring.

Many internal audit functions especially small and mid-sized departments find it difficult to perform follow-up reviews. Staffing constraints and sudden management requests take a toll on an already-full schedule. The main focus is getting the approved annual audit plan completed before year-end.

The internal audit function is a major player in effective corporate governance, and we must make it mandatory to allow management to rely on our activity. Follow-up reviews bring full circle the effectiveness of the work that internal audit started.

Culled from: [iia.org](http://iia.org)



# BUILDING ORGANIZATIONAL RESILIENCE

## Introduction

"A company's objective must be to sustain and grow its business. To achieve this objective, it needs to be resilient to meet challenges and be able to adapt and recover from disruptions, whether it is from a pandemic, or other crises," Chng Lay Chew, Singapore divisional president, CPA Australia.

With the increasingly volatile operational environment in which today's organizations find themselves in, traditional risk management is not enough; we need to build resilience.

While governments consider significant interventions in response to the coronavirus, climate change or other future shocks and stresses - businesses too must adjust to the changing needs of their people, their customers, and suppliers, while navigating the financial or operational challenges.

In 2020 alone there were countless examples of businesses needing to shift and adapt their strategies and value propositions, taking on the headwinds of their current and projected markets, while shaping their organizations to be able to respond and deliver. Organizations cannot exonerate themselves from this paradigm and the change will come more frequently than it used to.

## Organizational Resilience

Organizational Resilience can be referred to as "frequently changing out the fuselage while keeping the plane flying". Building a resilient organization requires collective teams of individuals who rally for a common goal, being open and responsive to the challenges placed before them and work tirelessly through ambiguity and uncertainty.

Organizational resilience is the ability of

an organization to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions to survive and prosper.

## Events that Define Organizational Resilience

Organizational Resilience is built over time and while actions and behaviors can be developed in

2. **Adapt** – Mobilize and collectively implement actions by empowering your organization to work and collaborate in new and different ways.
3. **Assess** – Review and reflect on progress to collectively learn, evolve, and build capability and capacity



anticipation of crisis and disruptions, some of the best development occurs during those very times of adversity and unplanned change(s). We would consider Organizational Resilience to be the dynamic capacity of the people within an institution:

1. To be mindfully aware of its environment
2. To respond productively to continuous change, adversity, and disruption
3. To positively adapt to and learn from experience to drive higher levels of performance over the long term

## Approach to Organizational Resilience

In leading organization to becoming more resilient, we need to embed these 3 iterative steps as standard operating practices.

1. **Anticipate** – Discern what is happening in the environment and prepare to act on challenges and opportunities.

## Capabilities for building organizational resilience

The approach above are effective when carried out with the following 6 key capabilities.

1. **Purpose & Meaning:** "Sense-making" of current realities and inspiring renewed purpose. This is particularly important to the **Anticipate** step, to scan both what is happening in real time as well as opportunities that are emerging.
2. **Empowerment:** Distributing and establishing authority and accountability for decision making. Leadership is compelled to clearly articulate goals and roles, along with providing the necessary resources for teams to mobilize and implement (**Adapt**) the new direction.
3. **Social Connections:** Building strong relationships and networks based on trust and mutual support. An essential capability to effectively **Adapt**, as well as necessary to collectively learn (**Assess**), these connections become the bedrock of the resilient organization as collaboration and sharing of information are heightened.

4. **Emotional Intelligence:** Recognizing, managing, and expressing emotions in a constructive way. Typically considered an individual's competency, an organization's culture reflects its collective emotional intelligence, or lack thereof, through its leadership. The extent to which those leading the organization keep disruptive and destructive emotions under control, as well as display empathy for what their people are experiencing

any actual crisis that did not involve resource scarcity of some kind. So, it makes sense to get used to working lean. Managers can challenge a unit by asking it to achieve an ambitious goal with significantly fewer resources than normal, for example. Or a team can brainstorm about how it would respond if a key resource suddenly became scarce.



enables teams to better cope and Adapt.

- 5. **Learning Orientation:** Reflecting on experiences and applying learning to new challenges. When leadership sets an example of routinely seeking constructive feedback for what is working and what is not, and acting on this feedback, they enable the organization to collectively Assess and learn on an ongoing basis.
- 6. **Innovation:** Generating and applying innovative solutions to address challenges. This capability, critical throughout every step of building organizational resilience, requires leadership to challenge, empower, and reward their teams to innovate and solve problems in novel ways.

- 2. Regularly engage your leadership team in collective sense-making through taking stock of both threats and opportunities (sometimes 2 sides of the same situation) and identify areas of strength to leverage to develop areas of weakness. The standard SWOT exercise can be amplified to further guide the team.
- 3. Periodically assessing Direction, Alignment, and Commitment will net greater purpose and meaning, as well as contribute to a learning orientation.
- 4. Strategically push problem solving and decision making down to the lowest possible level and empower agile teams to focus on identified opportunities via "sprints," or time-boxed periods of focused work. Unleashing the creativity of individuals and charging them with the task of generating new solutions to business challenges creates a culture of innovation, as well as

### Strategies and Ways forward

- 1. Practice doing more with less - We cannot think of

enhances social connections.

In a crisis, solutions are not obvious and seldom come from a top down approach. All organizational brains are needed to solve problems on the spot. If those brains don't feel empowered to act immediately, a problem can quickly get worse. This goes beyond the traditional advice about empowerment, which says that people should be given limited freedom to make decisions in their area. Organizations that survive dangerous times have developed the ability to swiftly delegate authority and decision-



making to people with expertise on the front lines.

- 5. Begin, or increase, efforts to routinely conduct reflection and learning exercises at critical milestones. Institute "pauses" to explore the impact of decisions and actions, seek feedback on what is working and isn't, and develop the insights into actions that ensure the learning is being carried forward. In short - create a culture of learning.
- 6. Identify your priorities - If a crisis is unfolding, red lights and alarms go off everywhere, and managerial attention becomes a very scarce resource. In such situations leaders need to hyper focus on the metrics that are central to moving the organization through the turmoil.

By doing so, they can help everyone tackle the most-pressing problems and concentrate on the activities that are essential to avoiding a collapse; everything else will simply have to wait. This often requires tough trade-offs.

### Focus Areas to enhance Organizational Resilience

According to Chng Lay Chew, Singapore Divisional President, CPA Australia, the areas that organizations should focus on in their efforts to enhance their resilience are:

- 1. **Digitalization:** COVID-19 has demonstrated the importance of technology and digital tools in building resiliency.
- 2. **Employees:** Engage, involve, educate, train, and practice.
- 3. **Organization:** Put in place a cross-functional crisis management team to manage in times of crises. Develop a crisis management framework with clear roles and authority to make decisions within the team so that it can function effectively in a crisis.
- 4. **Customers:** Engage and understand how their behavior will change under different crisis scenarios. The adoption of digital tools by customers in their interaction with a company can only grow as it is cheaper, more efficient and requires less face-to-face interactions.
- 5. **Business Partners:** Engage and understand how the relationships will change and withstand different crisis scenarios.
- 6. **Suppliers:** Diversify geographically and avoid concentrations risks.
- 7. **Communications:** Develop protocols to achieve effective communications to all internal and external stakeholders to keep them informed when there is a crisis and to receive feedback.
- 8. **Business continuity:** Constantly review business continuity plans and conduct drills. Nothing beats practice!
- 9. **Legal:** Review legal contracts and implications of disruptions on contractual liabilities. Ensure adequate insurance coverage.

### Conclusion

We need to always stay prepared, agile and on standby to proactively plan for a suite of different scenarios, rather than responding or operating on a reactive basis. This entails preparing the mental state of our team to be flexible and to creatively tackle challenges, as well as taking steps to preserve strong team morale and engagement.

We also need to forecast upcoming opportunities and challenges and conserve funds, ensuring sufficient funding options and maximizing cash efficiency.

*Bolanle Alalade (ProvidusBank LTD)*



# ACHIEVING EXCELLENCE IN THE WORKPLACE

**W**hat makes up workplace is the people who work in the organization. As such, for there to be a value of excellence in a work environment, it must be valued in the personal life of each person that works in the environment. So, what does excellence mean as a personal value?

**Personal Excellence:** Producing your best in any given situation, within or without a conducive environment to do so; Strive to be better than the last time, every time.

This definition of excellence only compares with self, and hence is in your control. People who believe in personal excellence always compete against themselves and their own last performance. They do not allow the environment to come in the way of their performance. When they believe they have given their best, they are happy and satisfied, and see no reason to give up even when their best has not been good

enough to achieve desired results, such people always strive to be better the next time.

*“Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to do the best of which you are capable.”*

If we believe the above statement, success becomes a controlled process, and is no longer dependent on whims of my manager or my organization, or my competitors

How do we achieve this excellence? Here are a few relevant quotes:

1. “If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception; it is a prevailing attitude.” — Colin Powell

2. “We are what we repeatedly do. Excellence, then, is not an act, but a habit” –Aristotle

Excellence is not about knowing what is excellent, it is about pursuing excellence all the time, in every little thing we do. Our work is our signature, it is our resume. We are what we do. Therefore, it is critical that we are excellent in whatever we do. We are remembered and known by what we created and how we created them, long after we have moved on. Excellence is a habit; mediocrity is a habit too. There are many reasons to do mediocre work ('I hate my work', 'I hate my boss/salary', 'I am bored'), but once mediocrity becomes a habit, it becomes you. Do not compare with others, compare with yourself. Can you do better than this? If so, do it. If you can create a better standard than the last time, do so. Others not producing a good

we put ourselves as failure, think of failure as valuable learning experiences. When we look at our mistakes with a view to learning from them rather than seeing them as negative messages, we are on a path to success. We may be reluctant to try different things because we are afraid of failing. Fear of failure does nothing but keep us in our comfort zone.

3. **Speak with Good Purpose:** Speak honestly and kindly. Think before you speak. Make sure your intention is positive and your words are sincere. Words are powerful! They have the power to uplift and enlighten or put down and depress. A few cutting words spoken in a moment of anger can affect us for a long time, perhaps even a lifetime. On the other hand, a few kind words can make a



quality standard should not be a reason to create a poor standard.

## Essentials of Personal Excellence

1. **Integrity:** Match your behavior with your values and demonstrate your positive values in what you do and say. Be sincere and real. Living in integrity means everything we do reflect what we value. That is, what is important to us. Think about what your behaviour says about you. Does it clearly show others what you value? Do you show up as honest and committed, or dishonest and indifferent?
2. **Learning from your mistakes:** Failure leads to success if you learn from your mistakes. View failure as feedback that provide you with the information you need to learn, grow, and succeed. Rather than viewing failure in negative way, where

very positive difference in how we feel about ourselves, sometimes for a lifetime. What we say to others—and to ourselves—can have a huge impact. Speaking with good purpose is about always considering the intention of our words. It's about communicating directly, clearly, honestly, and with a positive purpose

4. **Live in the present:** Make the most of every moment. Focus your attention on the present moment. Keep a positive attitude. Life is full of distractions and opportunities to do something else, something other than what we're doing now. Many of us spend a lot of time thinking about those other things. Instead of making what we're doing now “it” our focus is often elsewhere, on things we wanted to do, could have done, should have done, or want to do “sometime.” Whenever our thoughts are occupied with something other than what we're doing, we miss what's going on around us in

the moment. While we're waiting for the next moment to arrive the present moment slips away.

**5. Commitment:** Make your dreams happen. Take positive action. Follow your vision without wavering. Commitment is the breathtaking moment of making a compelling decision, jumping in, and going forward. Once a commitment is made, indecision is eliminated—there is no more “Should I, or shouldn't I?”, “Will I, or won't I?” A commitment is not made lightly—it's about deciding so strong that there is no going back. Like a skydiver who has jumped from the plane!

different when we realize that what we're doing isn't working. Many times, in a day we are faced with situations that are different from what we had originally planned. One way to deal with these situations is to be rigid and continue to do things in the same way over and over—another is to handle them with flexibility. Being flexible is responding to changing or new situations in ways that move us forward.

**8. Balance:** Live your best life. Be mindful of self and others while focusing on what's meaningful and important in your life. Inner happiness and fulfillment come when your mind, body, and emotions are nurtured by the choices you make.



**6. Ownership:** Take responsibility for your actions. Be responsible for your thoughts, feelings, words, and actions. “Own” the choices you make and the results that follow. Ownership is our willingness to take responsibility for the choices we make. When we take responsibility for our choices, others know they can count on us and we earn their respect. If you tell a friend, you'll meet him at a certain time but you're two hours late because you were spending time with another friend, take responsibility for your choice. Don't make up excuses like “I couldn't help it ... Billy just wouldn't let me go.” Take ownership by saying, “I was wrong not to meet you as planned or call you when I realized I'd be late”.

**7. Flexibility:** Be willing to do things differently. Recognize what's not working and be willing to change what you're doing to achieve your goal. Flexibility is the willingness to try something

When we're in balance we are available for the things that are important to us. Staying in balance is an ongoing process about choices. We're constantly making choices about what we do, what we say, how we feel, what we think, etc. Balance is not about rigidly devoting equal time to everything that matters to us, and it's not about totally immersing ourselves in one area of our lives to the exclusion of all others. Balance is about considering everything that's meaningful and important to us when we make choices about how we spend our time and energy. When we find the right balance, we are happy, healthy, productive, and fulfilled.

#### Excellence in the Workplace

Excellence in the workplace is when we demand more of ourselves than our clients, customers and supervisor do. It is something that happens when you

make right choices repeatedly, especially when no one is looking.

Excellence is a measure of consistently superior performance that surpasses requirements and expectations without demonstrating significant flaws or waste. It is the quality of being outstanding or extremely good. The quality of excelling of, being thoroughly the best at something.

Excellence and perfection are not the same thing. Perfection is the unattainable thing you strive for when you are trying to prove something to yourself or others. Excellence, on the other hand, is the confident pursuit of highest quality when you believe in what you are doing and that its value warrants your persistent commitment. When there is a question of time and/or quality, people can forget how fast you



completed a project, but the quality of your work they never forget - it speaks of your character.

#### Essentials of Excellence in the workplace

**1. Produce high-quality technical work:** This is probably the most obvious and least controversial aspect of professional excellence. Few would argue against the need to deliver accurate, technically correct work, and to do so consistently, as a foundation for professional excellence

**2. Communicate your work clearly:** While we are engrossed in a fascinating project, it is very easy to forget that the rest of the world is largely ignorant of what we are doing. We tend to assume that our management, and the world in general, will be as knowledgeable as we are. We therefore tend to communicate at an “expert” level.

**3. Keep to a schedule:** Professional excellence must

include realism in our claims, and a commitment to fulfill promised schedules and deliverables. This applies both to the paid work that we undertake, and to other professional activities, such as publications, which also carry schedules and deadlines.

**4. Recognize your professional limits:** We lose credibility if we overstate our abilities and experience. Moreover, we lose an important opportunity to build constructive relationships and “team spirit.”

**5. Invest in furthering the profession:** The continuation and progress of the profession depend in large measure on our willingness to provide the same help and encouragement to those who follow us. For there to be a sustainable excellence in workplace, it necessary that a profession grows and mentor his or her subordinate.

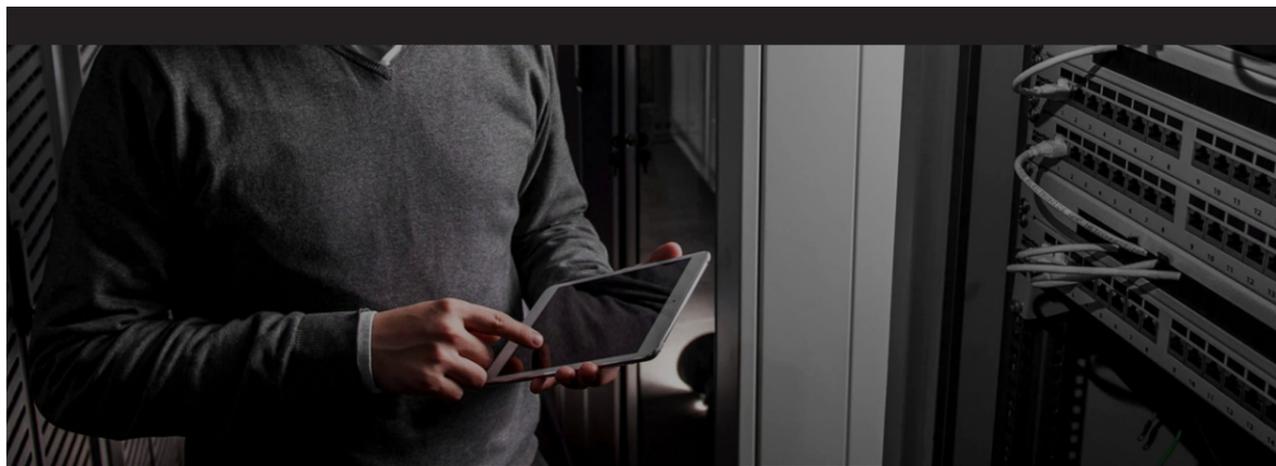
**6. Affirm your co-workers:** None of us can live or work in isolation. Our ability to perform in any area of life depends largely on the cooperation of those around us. Thus, professional excellence must include the ability to evoke a cooperative spirit in those around us. It can be done by helping others to feel good about themselves and the contribution they are

making. Words of appreciation and encouragement have a very positive impact. Tasteful humor is also useful.

**7. Enjoy your work, and help others enjoy it:** The work we do carries a lot of responsibility. It can be very demanding. If we are to survive emotionally, it is essential that we maintain a good balance. A sense of the absurd and a spirit of fun should be an integral part of our daily work

Developing excellence is a lengthy and challenging process, both for individuals and for organizations. There are bound to be errors and misunderstandings along the way, and our goal must be to learn from them, leave them behind, and move forward in our quest – long term goal.

**Babatunde Esho**  
(ProvidusBank Ltd)



# Assessing Third-party Technology Risks

*Organizations need a methodology to assess the IT defenses of their vendors and business partners*

Facebook suffered two separate data breaches in 2019 that were traced to third-party companies that lacked sufficient controls to protect authentication credentials, Wired reports. One third party left 540 million access credentials exposed on a publicly accessible server, and a second company did not protect 22,000 user IDs and passwords.

These two incidents illustrate why organizations should be concerned about vetting the cybersecurity posture of their third-party suppliers and partners. Third-party data breaches accounted for 32% of the information disclosure incidents in 2019, exposing more than 4.8 billion records, notes Risk Based Security, a threat intelligence firm in Richmond, Va. Also, the costs from the average third-party breach are twice what a normal breach costs because of the impact to a company's brand, loss of business, and possible stock price devaluation, according to New York-based cybersecurity risk-rating firm Security Scorecard. Overall costs of failing to effectively vet and evaluate third parties can be well over \$1 million.

To avoid such incidents, organizations need a methodology to assess third parties' technological risks and determine what controls are required to

reduce the likelihood of a security breach. Internal auditors should pay special attention to such a methodology and work with vendor management and information security to scrutinize compliance with such controls to help harden the process and reduce the likelihood of a third-party data breach.

## Managing Third Parties

To effectively assess a third party's technical risks, the organization first should determine the level and volume of third-party involvement it will depend on to deliver business functionality. These decisions from senior executives and the board are necessary to ensure the organization is not saddled with subpar vendors. Otherwise, sourcing, procurement, information security, IT, and other dependent departments could constantly struggle to achieve satisfactory results.

Next, the organization can set up the departments needed to begin the transformation to work with third parties. At this stage, the organization should establish a sufficiently staffed and experienced third-party management team to evaluate every facet of potential vendors' capabilities to ensure the overall risk is acceptable. This team should establish a review process including the overall approach, standards, guidelines, process, and procedures it will use to

categorize and rate each vendor's technology risk profile. Internal audit should review the process, controls, and assurance requirements to strengthen the security of the third-party management operation.

**Establish a Third-party Rating System and Procedure** The approach to developing a third-party rating system should be comprehensive and based on risk, starting with the most critical systems affecting business continuity. The rating system should define what it means to be 1-IT business critical, 2-IT supporting, 3-IT ancillary, or 4-non-IT related.

rating. Organizations should work with their legal, information security, internal audit, and IT functions, as well as business units, to ensure they have a comprehensive set of documents to accurately evaluate each third party.

The documents needed are based on the third party's rating. For example, if the firm is rated as 1-IT business critical, then the team should consider appropriate artifacts for review and approval before beginning or continuing to conduct business with the company. Such documents include IT and information security policies, System and Organization Controls I



The next task is to gather a list of all third parties the company is doing business with or plans to do business with, which can be obtained from the legal and procurement functions, contracts, or other sources. Finally, the team should establish a vetting process in which key IT and business leaders rank and categorize the list of third parties. This vetting can help determine what a company should focus on first, second, and third — and which third parties do not require attention.

**Establish Assessment Criteria** In parallel to creating the rating system, the third-party management team should establish a procedure and assessment criteria to vet third parties' capabilities and establish a security boundary. These criteria should provide an overview of each third party before assessing its cybersecurity controls, which will flush out its technology risks.

**Establish a Document Collection Procedure** The team should determine what base and industry documents are required to verify the IT risks of any third party. These documents help reviewers confirm the appropriate controls exist based on a third-party

and II reports, business continuity and disaster recovery plans, a physical access report, a penetration test result, and a cloud management report. If the third party is rated 2-IT supporting or 3-IT ancillary, it may not require all of those documents because the information or hardware shared is less sensitive.

**Develop Cybersecurity Controls Assessment Criteria and Procedure** The team should assess the cybersecurity controls effectiveness of each document and whether there are any deficiencies that would prevent the organization from establishing a business relationship, require an exception, or need a remediation plan. Using a set of questions and answers, the team should verify whether each document meets its evaluation criteria. At the end of the assessment, there should be a synopsis rating for each section in the third-party risk report.

An example of applying a set of criteria to evaluate a base foundational document would be a company that is seeking to verify that a third party has a security policy to protect people and technology assets from harm. For example, does the policy:

- Cover all the third party's business functions?

- Identify consequences for noncompliance?
- Address how the third party handles internal and external threats?
- Identify the standards and guidelines to comprehensively and holistically secure the third party's IT systems?

Answers to each question should either be "acceptable," "unacceptable," or "unacceptable requiring remediation." Also, each question must have an associated cybersecurity standard or guideline to aid the evaluation process. The self-assessment of the third party's security policy

report before approving the vendor to move to the next step of the onboarding process, deny with remediation steps required, or deny it outright. Internal auditors should use these reports to verify that the organization is following this process and to determine where improvements can be made to continually mature the process.

#### Prioritizing Process Reviews

A robust third-party IT risk management process can reduce the likelihood that the organization will experience brand damage, legal issues, business and revenue loss, and cost implications while conducting business with vendors. Organizations should act now



and its ability to answer these questions accurately is critical to determining whether an organization proceeds to contractual negotiations or deems the company is too risky. The organization should have a similar set of evaluation criteria for each document.

**Develop a Risk Report** To achieve the best compliance results, the team should generate a third-party risk report for each vendor and review it during a regularly scheduled meeting. This review meeting will allow leadership to provide feedback for each risk

because the increased dependencies and complexities of working with outside firms may bring new opportunities and risks. For internal audit, reviewing third-party management processes should become a priority.

*Culled from: isaca.org*



## Simple Lifestyle Changes To Lower Your Blood Pressure

**H**igh blood pressure, also known as hypertension, is a condition in which the force of the blood against the artery walls is too high. The ideal blood pressure is ranked between 90/60mmHg and 120/80mmHg. Meanwhile, high blood pressure is either 140/90mmHg or higher and is considered severe if the pressure is above 180/120.

Hypertension typically develops over the course of several years. Usually, you don't notice any symptoms, which is why it is often nicknamed a silent killer as even without symptoms, it can cause damage to blood vessels and organs, especially the brain, heart, eyes, and kidneys.

It may take years or even decades for the condition to reach levels severe enough that symptoms become

obvious. Even then, these symptoms may be attributed to other issues. Symptoms of severe hypertension can include headaches, shortness of breath, nosebleeds, flushing, dizziness, chest pain, visual changes, blood in the urine.

These symptoms require immediate medical attention. They do not occur in everyone with hypertension, but waiting for a symptom of this condition to appear could be fatal. The best way to know if you have hypertension is to get a regular blood pressure reading.

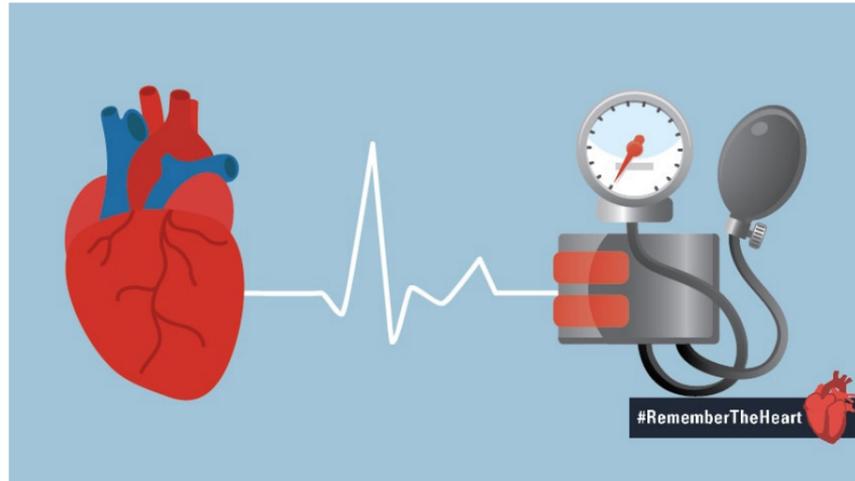
Treatment for hypertension includes both prescription medication and healthy lifestyle

changes. If the condition isn't treated, it could lead to health issues, including heart attack and stroke.

Here are some healthy lifestyle changes that can help you manage hypertension:

### Developing a healthy diet

A heart-healthy diet is vital for helping to reduce high blood pressure. It's also important for managing hypertension that is under control and reducing the



risk of complications.

A heart-healthy diet emphasises foods that include: fruits, vegetables, whole grains, lean proteins like fish. Junk and processed food should be avoided at all costs. Your diet should also include the three vital nutrients to manage high blood pressure; potassium, magnesium and calcium.

### Lower the intake of salt

Excessive salt in your diet is a major risk factor for hypertension. Thus, lowering your sodium intake is important as sodium increases blood pressure by causing the body to retain excess fluid. This puts the burden on your heart and puts more pressure on your blood vessels.

### Manage your weight

Blood pressure often increases as weight increases. Being overweight can also cause disrupted breathing while you sleep (sleep apnoea), which further raises your blood pressure.

Weight loss is one of the most effective lifestyle changes in controlling blood pressure. Losing even a

small amount of weight if you're overweight or obese can help reduce your blood pressure. In general, you may reduce your blood pressure by about 1 millimetre of mercury (mm Hg) with each kilogram (about 2.2 pounds) of weight you lose.

### Limit alcohol intake

Even drinking too much alcohol can lead to an increase in blood pressure. Limiting the intake of alcohol can reduce high blood pressure. This will be a significant lifestyle change for people suffering from high blood pressure.

### Quit smoking

The nicotine in cigarette smoke is a big part of the problem. It raises your blood pressure and heart rate, narrows your arteries and hardens their walls, and makes your blood more likely to clot. It stresses your heart and sets you up for a heart attack or stroke.

### Regular physical activity

Regular physical activity — such as 150 minutes a week, or about 30 minutes most days of the week — can lower your blood pressure by about 5 to 8 mm Hg if you have high blood pressure. Cardiovascular, or aerobic exercise can help lower your blood pressure and strengthen your heart. Examples include walking, jogging, jumping rope, bicycling (stationary or outdoor), cross-country skiing, skating, rowing, high- or low-impact aerobics, swimming, and water aerobics.

### Reduce stress

Your body produces a surge of hormones when you're in a stressful situation. These hormones temporarily increase your blood pressure by causing your heart to beat faster and your blood vessels to narrow.

There is no proof that stress by itself causes long-term hypertension. But reacting to stress in unhealthy ways can increase your risk of hypertension. To reduce stress, engage in activities such as yoga and meditation, simplify your schedule and get plenty of sleep.

*Culled from: guardian.ng*



## Failed Parenting cause of Modern-day Society Chaos and Associated Remedies

Bringing up Kids in the Age of Internet and Social Media era have been a challenging one. Parents of these days have failed in their role in kid's upbringing. Most of the society ills are associated with failure of parents in carrying out their responsibilities in the various itemise ways below.

Summarised below are the various recommended remedies in correcting modern day society chaos resulting from failed parenting.

- 1) Statistically, the biggest indicator of success by age 32, is having self-control at age 12. Success is determined by a lot of factors namely no drug, no criminal violation, having a stable job, good citizenship etc
- 2) Make your kids speak their native language at home and with you. Reduce generation gap by involving their grandparents in their lives.
- 3) Make them feel proud of their heritage. Kids nowadays are ashamed to talk their language or wear their cultural attire. In a quest to fit in and assimilate they want to no longer associate with their roots.
- 4) Have a friend circle with folks whose kids also are able to communicate in the same mother tongue. This way the kids can talk the language among themselves.

5) Do not give them smart phones until you know they are responsible. Buy them a dumb phone if required. This phone will fulfil the needs.

6) Before now parents were seen as role models having strong moral characters but now the value system have changed. Make sure u keep track of things your kids watch. The more they watch certain shows via social media the more they will lose respect for you as a parent.

7) Keep them away from games that promote violence and vice. Such games as **Fortnite and Grand Theft Auto**. **Grand theft auto** in particular rewards a person for doing all the wrong stuff like stealing cars and killing people. What kind of character is that going to build? Violence in games is directly related to gun violence in America with statistical examples and across the world.

8) No TV or computers in the bedroom. Kids cannot be in the bedroom with screen whether its school work or something else. Make family room a place where screen time is allowed. Follow the example yourself as well. Bedroom should be a place to go to sleep not to socialize with the outside world.

9) Keep kids away from Instagram, Snapchat, and Facebook if possible, as long as possible. Put monitoring software on their devices so that every

single picture they take or Share, u get notified. Take their phones away at 9 in the night and give it back to them in the morning. Tell them that this is a condition going forward if they would like to keep their phone.

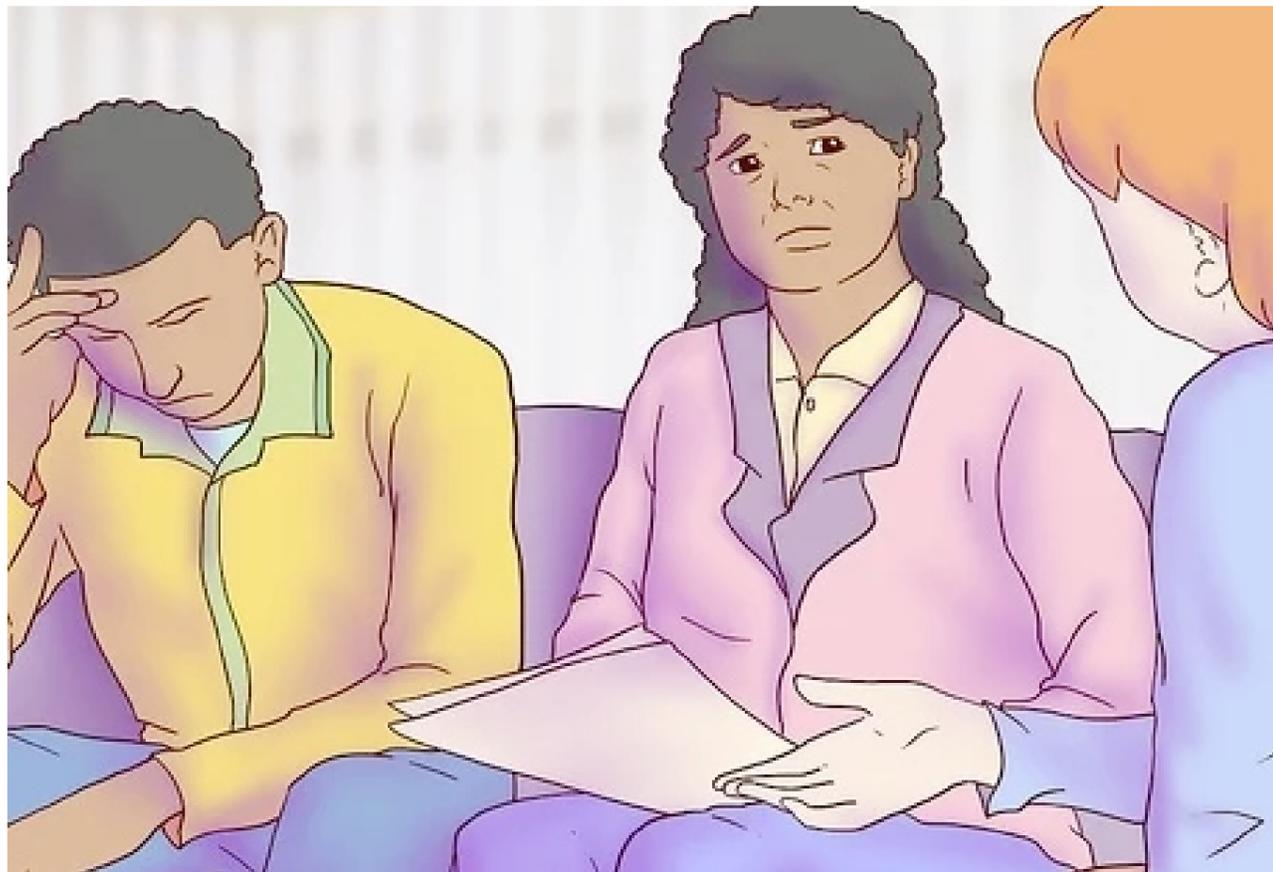
10) Be a peer to them but not a friend. If you become too friendly with the kids, they will start taking you for granted. Speak to them from a place of authority where No means No. When you take away the privileges from kids for their bad actions, they are going to resist. Be firm, remember you are the Parent.

11) Girls according to statistics are greatly influenced by Instagram and snapchat. Girls by nature will always post the good thing happening in their lives. This will

your kids grow up with a feeling of entitlement and selfishness.

13) The biggest detrimental effect of increased screen time or social media is the displacement effect. Which means that the time they are spending on games is the time they are not spending on something useful.

14) Know what kind of music they listen to. The music of these times are ripe with sexual innuendo . Make sure they do not make people like Justin Bieber or Akon as their role models. Chartbuster song last year With over 1 billion downloads was filled with the most sexual content imaginable.



create an illusion among other girls and lead them to think that their life is a mess and make them go into depression. Boys are more influenced by video games. Limit screen time to 20 minutes a day during the week and 1 hour on weekends. But the condition is they complete all their schoolwork. If they do not listen take away their devices.

12) Raise kids with humility. A very important characteristic. This can be inculcated by making them do chores at home even though u can afford maids. He said that the typical thing that parents say is my son/daughter is already so busy I cannot burden him or her. This is a very wrong approach and will make

15) T-shirts with stuff written with rude and offensive remarks like "I will trade wifi for my Brother", "I don't care" etc should not be encouraged. T-shirts of these types when shown in Scotland and Australia, people found it very offensive. Parents should pay attention to the words on the T-shirts their kids are wearing.

16) Nigeria is one of the countries where drugs are given to kids in the name of ADHD and Depression. Any small issues with A Kid, he is treated with anti-depression medicine. This is all destroying a generation.

17) Religion is a very important factor in people's life.

Nowadays people have made popularity, fame, money etc as their God. When people lack a higher purpose in life then they try to make materialistic things as their end goal.

18) When they surveyed people in the 1980s across the world to what are the 15 most important qualities or characteristics people should possess. Having good character and helping people etc were all top of the list and being famous was on number 15 on the list. Today

stress level and self-control and happiness

23) if you give 20 min screen time to your kids per day and if they don't use it, those min should not roll over to future dates.

24) Sexting is very common nowadays. Please make sure your kids are aware of the consequences of these acts.



becoming famous is at number one. Signs of the changing times.

19) There is a big industry that makes phone apps that look like calculators, but when you enter a certain number it opens into an app that shows pornographic images. This way the kids can fool their parents. It goes beyond this. If the kid shakes the phone before handing over to the parent, the app disappears without a trace, not even in the recent list. Unless u download certain monitoring software such as Netnanny it will be difficult for parents to keep on top of their kids online activity.

20) The kids who are addicted to online bad video games, when we ask them, are there any changes in their personality, they compare themselves with who are their peers and in similar situation and feel that they are OK, normal. But they are not comparing with normal kids who are not addicted.

22) Having dinner/meal with family is very important. The kids who eat 7 or more times in a week with family vs those who eat alone, there is big difference in their

25) Snapchat photos do not necessarily vanish in 5 sec. There are Apps that circumvent this restriction and allow you to take screen shots of photos without letting the sender know.

26) For current generation 'how they look' is more important than 'who they are'

27) Finally, human beings have the longest period of childhood of all Mammals. Horses run Derbys when they are aged 3. This is by design for a reason. God has created human beings to have a long period (18 years) in which they are nurtured, and the values re-enforced so that they stick with the individual for the rest of his/her life. Once the formative years are lost it is very difficult for an individual to change.

In a nutshell It is important for parents to set their priorities right in raising kids who will go on to have strong character and virtue.

**Sunday Emeke Onwuemele**  
Team Member Forensic Investigation Unit  
United Bank For Africa (UBA) Plc.



**Audit functions should acknowledge and appreciate their No. 1 asset.**

Internal audit strategies tend to focus on what we will do for the organization, often using verbiage found in the International Professional Practices Framework. Phrases like “independent and objective,” “assurance and consulting activity,” “enhance and protect value,” and “systematic and disciplined approach” populate most departmental vision and mission statements. And the underlying goals and objectives reinforce these positions with phrases related to ensuring controls function correctly, supporting risk management, reporting results, and performing follow-ups. (While researching this column, I found one department whose first stated objective was to achieve the department's objectives.)

This is all well and good. The concepts and traits contained therein are important to our success and our ability to support the organizations we serve. They help build the solid foundation that allows internal audit functions to do the work they need to do. But we may be missing something important in all this.

Organizations have realized that when they take care of the employees, the employees will take care of the customer. Herb Kelleher, co-founder and former CEO of Southwest Airlines an organization widely respected for its customer service put it most succinctly: “You have to treat your employees like customers.” With the realization that happy employees make happy customers, those organizations are putting employees first. And they're succeeding.

If this is all true and solid research as well as

anecdotal references support the concept of putting employees first then what does it mean for internal auditors? The underlying question becomes: How does your internal audit department treat its internal auditors?

At this point I suspect many are rising to their feet proclaiming, “Our internal auditors are the No. 1 asset in our department.” But if the auditors are the most important part of the audit department if they are, indeed, No. 1 is that allegiance professed in the department's visions, missions, or objectives?

I recently became aware of an audit department that lists its No. 1 core value as the hiring and continuous training of the best people. That is a strong statement, and it speaks volumes about the department. But it stands out because it is a rare sighting in the world of internal audit.

The only way any audit department succeeds is because of the people who do the work. And even if audit leaders believe the auditors who do the work are their No. 1 priority, that belief is meaningless if they haven't articulated and exhibited it. Without formal acknowledgment, it's just hot air flowing into the balloon employees will climb aboard as they leave the department.

Audit leaders should take a closer look at their mission, vision, objectives, and charter. And they should make sure that their No. 1 asset the people — is a proud and prominent part of what is being valued.

*Culled from: iia.org*



## Why Executive-Focused Security Awareness Training is Important

Willie Sutton was a bank robber in the early 1900s, and a quite successful one at that. Over a long and less-than-illustrious-but-more-than-successful career, he amassed over US\$2 million. Even without considering inflation, that's a serious chunk of change. When an interviewer asked him why he robbed banks, he's reported to have replied, “Because that's where the money is.”

Though times have changed, the goals and motivations of criminals have not. In the digital realm, cyber attackers target assets that can be easily monetized. The Verizon Data Breach Investigations Report (DBIR) for 2019 states that 71% of breaches are financially motivated. When organizations look to secure assets that may be targeted for financial gain, the focus is often on systems that store financial data or information that can be sold for profit, such as Personally Identifiable Information (PII) or Intellectual Property (IP). However, one angle often overlooked is the people who have access to sensitive data and/or the authority to make financial decisions. And who has more access to systems and data than an executive?

Cyber attackers are not ignorant of this oversight. In fact, there's a specific term for an attack that targets senior executives – whaling. The term whale comes from the gambling industry. In casinos, “whales” are gamblers willing to bet in excess of \$1 million over a single weekend. Casinos will spend a significant

amount of time and money to attract and entertain whales in the hope of pay-outs much larger than their costs. Similarly, a cyber attacker will invest significant resources to target the whales of the corporate world, the senior executives.

Here are two attack scenarios targeting executives:

1. A CEO is sent an email (by an attacker posing as a major customer) asking for sensitive information about a product. This information, which only a few senior executives have access to in the organization, is shared by the CEO and then sold to a competing organization. Now, the actual customer would have been bound by a Non-Disclosure Agreement (NDA) prohibiting information-sharing. In other words, an actual customer can be taken to court for leaking sensitive information that they are privy to, but that isn't the case for an unknown attacker.
2. A CFO is sent an email with a link to a phishing website that harvests his or her credentials. If these credentials are the same used for the email account, the attacker can now read and send emails at will. After reviewing past communications, the attacker sends an email to the company's Accounts Payable department instructing a payment to be made to a vendor, but to a new account. The finance personnel don't want to question the boss, and hence, wire the

payment to the fraudulent account. This is pretty much what happened at toy maker Mattel in 2016.

Executives are targeted not only for the access and authority they have, but also because, in many cases, they are not the most well-informed on matters related to cybersecurity. This can be attributed to both their busy schedules and, in some cases, being less tech-savvy. It's important that executives are informed about the current threat environment (e.g., whaling, business email compromise) and trained on securing their online personas 24/7, at work and beyond. After all, as cyber attackers know only too well, "that's where the money is." After spending 17 years helping secure information technologies, I have often found myself learning from young grads fresh out of college. This is a testimony to the evolving nature of cybersecurity and the need for continual education.

### Security awareness tips for executives and their security teams

Below are just a few security pointers executives should be aware of. Remember, higher-ups in the C-suite are likely to be targeted specifically for authority and privileged access. The idea is to prevent social engineering or other tactics that would offer an attacker access to their credentials.

#### Executives

- Use different credentials for work and personal use; enable multi-factor authentication (MFA) whenever possible.
- Do not share credentials, other than with an individual like your executive assistant officially tasked with operating your accounts on your behalf.
- Do not use personal devices to access official resources.
- Be especially careful about cybersecurity threats while traveling; airports, cafes and hotels are hotspots for compromises.
  - Do not use public USB charging points.
  - Do not use public Wi-Fi unless absolutely required; it's safer to use your phone as a hotspot.
  - Do not leave your laptop unattended in your hotel room.

- When in doubt, ask. This includes asking the security team about a suspicious email or the accounting department about an unexpected payment request.



#### Security teams

- Do not give executives a free pass during training sessions and phishing simulations.
- Deliver targeted training to executives and their assistants covering plausible scenarios like business email compromise (BEC), pretexting, juice jacking, etc.
- Ensure executive laptops are appropriately secured while traveling, especially to high-risk geographies.
- Establish mechanisms for expedited response to executives' security concerns.

#### Conclusion

While conducting Cyber Security Reviews (CSRs) for clients, I often find many do not provide specific executive-focused training. While most have general security awareness programs in place and some impart role-based training for developers and incident responders, few have training specifically for executives. Even if phishing simulations are being conducted, executives are often given a pass when they click on phishing links but not asked to undergo additional training. In such a scenario, not only are executives not provided targeted training, even existing training mechanisms are not being used properly. Considering the breach history that demonstrates that executives are specifically targeted, this is a concerning gap that organizations need to address proactively.

*Culled from: isaca.org*

## Building a Better Auditor: Developing an Internal Auditor's Mindset

So, you have hired the successful candidate who will join your internal audit team, and you are excited to have someone lighten your team's workload but have you subscribed to a new problem, an insider threat? These days, the new hire's "lifespan" with the organization may be virtual from entry to exit. It is the expectation that whoever joins the internal audit team will add value, but while it may be easy to assess external variables, the intrinsic value of a candidate cannot be ascertained until he or she is tested in real-life scenarios.

So what can be done to influence an internal auditor's mindset during his or her time with the organization, in-person or virtually? The IIA's Attribute Standards state that threats to independence and objectivity should be managed at the individual auditor, engagement, functional, and organizational levels.

**Onboarding** While onboarding involves getting new employees attuned to the organization's culture and philosophy, internal audit needs a specialized version of the process that will enable the new hire to understand internal audit as a function within the organization. To preserve internal audit's independence, there are certain attributes and information that may not be available to others within the same environment. Thus, understanding confidentiality and restricted access is important. In some cases, nondisclosure agreements are required at the beginning of the auditor's tenure.

**Personality Traits** Different people, different personalities. Some personalities that are often perceived as assets can be liabilities to internal audit. For instance, to get the "scoop," outsiders (e.g., from other departments or third parties) often look for a

weak link within internal audit from whom they can obtain information. While internal audit needs to build rapport with everyone — after all, they are not enemies — there needs to be an awareness of when to set boundaries. There have been times where I have seen a chief audit executive (CAE) complain about how the new hire has unknowingly passed on some "in-house" information or techniques to clients.

**Testing and Discussing** Are there follow-up engagements to be conducted? This is a typical time to engage new hires. After the engagement, experiences can be discussed and this can provide insight into the theoretical concepts that may have been discussed during onboarding.

From a team of two internal auditors to a multinational running across different time zones and locations, there should not be a closed-door policy where junior team members cannot access senior team members. It is important to share practices, discuss, and engage. That way, all parties can benefit from a cross-exchange of ideas and experiences.

I once suggested a book for a CAE to discuss with a new hire. The idea was to write a summary of the book and discuss over a lunch or tea break. It took the new hire by surprise because the book was not technically inclined, but the author created some ethical scenarios around the central character. This gave them an avenue to discuss real threats to independence under different scenarios.

Sometimes it's the little things that add to the big picture.

*Culled from: iia.org*

# UNDERSTANDING

# TEAM BUILDING



## INTRODUCTION

**N**o one can whistle a symphony; it takes an orchestra to play it – Halford Lucocck

In today's corporate world, you will rarely see an organization that does not have teamwork as a core value. After all, they say two heads are better than one. However, with team building it is two good heads are better than one.

Too often, teams are formed merely by gathering some people together and then hoping that those people somehow find a way together. Teams are most effective when carefully put together.

Team building requires the conscious effort of ensuring that people who make up a team are the best fit for the team's objective, and they can collaborate in the most effective and efficient manner.

## WHAT IS A TEAM?

As defined by Professor Leigh Thompson of the Kellogg School of Management, "a team is a group of people who are interdependent with respect to information, resources, knowledge and skills and who seek to combine their efforts to achieve a common goal".

A group of people who have **joined forces** to achieve a **common goal**.

Examples are: Football Team, Board of Directors,

Management Team, Steering Committee, Presidential Task Force on COVID-19 etc.

## BENEFITS OF A TEAM

- It boosts productivity
- It provides a support network
- It encourages innovation
- It improves morale
- It attracts talent
- It establishes strong relationships
- It improves customer service
- It allows flexibility
- It teaches conflict resolution skills
- It advances your career

## TEAM BUILDING

Team building is the process of turning a group of individuals, contributing employees into a cohesive team a group of people organized to work together to achieve their purpose and goals.

Team building creates stronger bonds among the members of a group. The individual members respect

each other and their differences and share common goals and expectations.

## 12Cs OF TEAM BUILDING

1. **Clear expectation** - All team members should have clear expectations. Not only that management have some sort of expectation from team members.
2. **Context** - Teams may be built with a clear context. The context is related to objectivity. Teams should not go beyond that context.
3. **Commitment** - Every team member must have a commitment. With this commitment, they can contribute to the organization. Without commitment, they cannot work sincerely.
4. **Competence** - Core competence is one of the key factors for the success of any organization. This competence may be innate or developed through training.
5. **Consequences** - Team members must be aware of the consequences of their performance. To have knowledge. The probable consequences are part of the wisdom of intelligent team leaders
6. **Coordination** - Team members should establish coordination among themselves. This coordination is needed to ensure disciplined and uninterrupted performance.
7. **Culture** - Every team member may have his/her own culture. After joining the team's cultural change may take place. This change may be attributable to successful team building.
8. **Charter** - Every team should work with a broad or specific charter of work. The charter may lead the team to achieving its goal.
9. **Control** - Control helps the team to work in conformance with predetermined objectives. Control ensures team member's activities align towards the objectives.
10. **Collaboration** - The success of team building depends on the collaboration of all members of teams. Otherwise, team spirit might be hampered.
11. **Communication** - Effective communication strengthens relationship of team members to a great extent. It also helps reduce misunderstanding among management and

teams.

12. **Creative innovation** - Teams can contribute to creative innovation. Innovation is the outcome of creative team members. They create new techniques for building teams more efficiently.

## FOUR APPROACHES TO TEAM BUILDING

1. **Setting Goals:** This emphasizes the importance of clear objectives and individual and team goals. Team members become involved in action planning to identify ways to define success and failure and achieve goals. This is intended to strengthen motivation and foster a sense of ownership. By identifying specific outcomes and tests of incremental success, teams can measure their progress. Many organizations negotiate a team charter with the team and (union leaders).
2. **Role clarification:** This emphasizes improving team members' understanding of their own and others' respective roles and duties. This is intended to reduce ambiguity and foster understanding of the importance of structure by activities aimed at defining and adjusting roles. It emphasizes the members' interdependence and the value of having each member focus on their own role in the team's success.
3. **Problem solving:** This emphasizes identifying and anticipate problems, knowing that problems are inevitable. If you expect the road ahead to always be smooth, you will not be able to solve the problems that come your way. Although it is important always to keep a positive attitude, planning for the worst will place you in a position to solve the problems that you encounter.
4. **Interpersonal relation:** This emphasizes increasing teamwork skills such as giving and receiving support, communication and sharing. Teams with fewer interpersonal conflicts generally function more effectively than others. Interpersonal relations can be improved through facilitated meetings to accomplish the goal of cohesive team or build your teams by structuring activities and fun events that team members can do together.

## BENEFITS OF TEAM BUILDING

1. **Common Goal:** Team-building activities help people understand the importance of working together. A company is more productive when everyone works together for a common goal, without factions or other divisive elements.

- Trust/Agreement:** Team-building activities help develop an atmosphere of trust, confidence, energy, and creativity. Team building helps put everyone in a spirit of agreement.
- Ideas/Participation:** When people come together in team-building activities, it results in more ideas from everyone involved. There is more participation. An organization can improve certain processes and procedures when everyone cares about and is a part of the outcome.



## TEAM ROLES

Dr Meredith Belbin studied teamwork for many years, and he famously observed that people in teams tend to assume different "team roles." He defined team role as "a tendency to behave, contribute and interrelate with others in a particular way". Team roles are a subtle blend of the behavioural clusters arising from a lifetime's worth of experiences, insights and personality traits that are unique to each of us.

A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role which is understood by other members. Research showed that the most successful teams were made up of a diverse mix of behaviours. Dr Meredith Belbin and his team discovered that there are nine clusters of behavior - these were called 'Belbin Team Roles'.

Each team needs access to each of the nine Belbin Team Role behaviors to become a high performing team.

However, this does not mean that every team requires nine people! Most people will have two or three Belbin Team Roles that they are most comfortable with, and this can change over time. Each Belbin Team Role has strengths and weaknesses, and each Team Role has equal importance.

## THE NINE BELBIN TEAM ROLE BEHAVIOURS

- 1. Coordinators** - They help the team to focus on its objective, draw out team members and delegate work appropriately.

### Strengths

- Clarifies goals – Ability to see and explain the overall picture.
- Identifies talent & recognizes strengths.

- 4. Motivation:** People tend to help each other more when there are team-building activities. Team building creates an environment that motivates people to achieve the goals and objectives of the organization while subordinating individual goals.
- 5. Rapport:** Team-building activities give people a chance to learn personal information about each other. People are then able to establish a certain amount of rapport and are more tolerant of each other. This creates a situation in which people are willing to work through situations in a more amicable way.
- 6. Organizational Benefit:** In team building, employees tend to be more concerned with the result rather than individual recognition. This makes an organization more likely to experience an increase in sales, lower costs, lower turnover, and less absenteeism.

- Mature & confident.
- Democratic and adopts the ideas of others.
- Keeps people focused.

### Weaknesses

- They be manipulative and might offload their own share of the work.
- Indecisive.
- \* **Do not be surprised to find that: They might over-delegate, leaving themselves little work to do.**
- 2. Team Workers** - They help the team to bond, using their versatility to identify the work required and complete it on behalf of the team.

### Strengths

- Co-operative
- Perceptive and diplomatic.
- Listens and averts friction.

### Weaknesses

Indecisive in crunch situations and tends to avoid confrontation.

**\*Do not be surprised to find that: They may not be part of a pressure group.**

- 3. Resource Investigators** They use their inquisitive nature to find ideas to bring back to the team.

### Strengths

- Outgoing & networking
- Enthusiastic
- Explores opportunities and develops contacts.

### Weaknesses

- Might be overoptimistic and can lose interest once the initial enthusiasm has passed.
- Not detail oriented

- Does not like routine

**\*Do not be surprised to find that: They might forget to follow up on a lead.**

- 4. Monitor Evaluators** - They provide a logical eye, making impartial judgements where required and weigh up the team's options in a dispassionate way.

### Strengths

- Sober, strategic, and discerning.
- See all options and judge accurately.
- Check validity.
- Query values.

### Weaknesses

- Sometimes lack the drive and ability to inspire others and can be overly critical.

**\*Do not be surprised to find that: They could be slow to come to decisions.**

- 5. Implementers** They are needed to plan a workable strategy and carry it out as efficiently as possible.

### Strengths

- Practical, reliable, efficient.
- Turns ideas into actions and organizes work that needs to be done.
- Loyal

### Weaknesses

- Can be a bit inflexible and slow to respond to new possibilities.

**\*Do not be surprised to find that: They might be slow to relinquish their plans in favor of positive changes.**

- 6. Planters** - Tends to be highly creative and good at solving problems in unconventional ways.

### Strengths

- Creative, imaginative, freethinking, generates ideas and solves difficult problems.

### Weaknesses

- Might ignore incidentals and may be too preoccupied to communicate effectively.
- Arrogant.
- Very sensitive.
- Difficult.

**\*Do not be surprised to find that: They could be absent-minded or forgetful.**

**7. Shapers** - Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

### Strengths

- Challenging, dynamic, thrives on pressure.
- Has the drive and courage to overcome obstacles.
- Drivers team & crisis manager
- Gets things going and concentrate on the task at hand

### Weaknesses

- Can be prone to provocation and may sometimes offend people's feelings.

**\*Do not be surprised to find that: They could risk becoming aggressive and bad humored in their attempts to get things done.**

**8. Specialists** - Brings in-depth knowledge of a key area to the team.

### Strengths

- Brings in-depth knowledge of a key area to the team.

### Weaknesses

- Tends to contribute on a narrow front and can dwell on the technicalities.

**\*Do not be surprised to find that: They overload you with information.**

**9. Finisher** - Most effectively used at the end of tasks to polish and scrutinize the work for errors, subjecting it to the highest standards of quality

control.

### Strengths

- Painstaking, conscientious, anxious.
- Searches out errors.
- Polishes and perfects.

### Weaknesses

- Can be inclined to worry unduly, and reluctant to delegate.

**\*Do not be surprised to find that: They could be accused of taking their perfectionism to extremes.**

### CONCLUSION

It is important to note that not all roles are always required at the same time. First, look at the team's objectives, and work out which tasks need to be undertaken. Once this has been done, discussions can take place regarding which and when each Belbin Team Role behaviour should be utilized.

The first step to uncovering strengths and weaknesses is for individuals to complete the Belbin questionnaire, called the Self-Perception Inventory, and where possible, to obtain feedback from colleagues and managers.

Note: You can access the Belbin team role questionnaire online.

### REFERENCES

1. Susan M. Heathfield, "twelve tips for team building: how to build successful work teams"
2. Salas Eduardo et al (2004): "Team Building" CRC Press. pp.465-470.
3. Chris, Leitch. 20 July 2020, "10 Powerful Benefits of teamwork at workplace"
4. Melvin Richardson. September 26, 2017, "What Are the Benefits of Team-Building?"
5. BELBIN Associates. 2020, "The Nine Belbin Team roles"

**Babatunde Esho**  
(Providus Bank Ltd)



<p><b>SAMUEL Ekanem</b> January 12 NMRC</p>	<p><b>ABDULLAHI Usman</b> January 29 Jaiz Bank</p>	<p><b>EMEKA Owoh</b> February 27 Standard Chartered</p>
<p><b>BOLAJI Ajao</b> February 28 Citibank</p>	<p><b>ROTIMI Omotayo</b> March 05 POLARIS BANK</p>	<p><b>FEMI Fatobi</b> March 07 RMB</p>
<p><b>AMARACHUKWU Okogbue</b> March 08 FCMB</p>	<p><b>IFEATU Onwuasoanya</b> March 09 NOVA</p>	<p><b>KABIR Garba</b> March 10 unionbank</p>
<p><b>GBOYEGA Sadiq</b> March 21 UBA</p>	<p><b>SADIKU Kanabe Ogbhe</b> March 23 THE INFRASTRUCTURE BANK PLC</p>	<p><i>We your colleagues join your families and friends to wish you long life in good health of mind and body</i></p>



Access Bank Plc  
Yinka Tiamiyu  
Plot 999C Damole Street,  
Victoria Island, Lagos  
tiamiyuy@accessbankplc.com  
08023220367, 2364062



Bank of Agriculture Limited  
Daniel Olatomide  
1 Yakubu Gowon Way  
Kaduna.  
d.olatomidei@boanig.com  
08067007183



Bank of Industry Limited  
Yemi Ogunfeyimi  
23, Marina  
Lagos.  
yogunfeyimi@boi.ng  
08033059361



Central Bank of Nigeria (CBN)  
Lydia I. Alfa  
Plot 33, Abubakar Tafawa Balewa  
Way Central Business District,  
Cadastral Zone, Abuja,  
Federal Capital Territory, Nigeria  
lialfa@cbn.gov.ng  
08033177216



Heritage Bank Ltd  
Prince Akamadu  
130, Ahmadu Bello Way,  
Victoria Island, Lagos  
Prince.akamadu@hbng.com  
08037649757



The Infrastructure Bank Plc  
Sadiku Ogbhe Kanabe  
Plot 977, Central Business District  
(Adjacent National Mosque)  
P.M.B 272, Gark  
F.C.T, Abuja  
Nigeria.  
skanabe@tibplc.com  
08033039481, 08056900079



JAIZ BANK PLC  
Abdullahi Usman  
No. 73 Ralph Shodeinde Street,  
Central Business District,  
P.M.B. 31 Garki Abuja,  
Nigeria.  
ABDULLAHI.USMAN@jaizbankplc.com  
09-4605138, 08032089010,  
08086103555



Keystone Bank Limited  
Clifford Odiase  
707 Adeola Hopewell Street,  
Victoria Island, Lagos  
CliffordOdiase@keystonebankng.com  
09087500658, 07035385884



NIGERIAN EXPORT-IMPORT BANK  
NEXIM BANK  
Mr Ichide Friday  
NEXIM House  
Plot 975 Cadastral Zone AO,  
Central Business District,  
P.M.B. 276, Garki,  
Abuja, Nigeria.  
ichidejnr@gmail.com  
07085122928.



Citibank Nigeria Ltd  
Bolaji Ajao  
27 Kofo Abayomi St  
Victoria Island, Lagos  
bolaji.ajao@citi.com  
Tel: (234)1 2798400, 4638400 Ext. 8446  
DL: (234)1 2798446, 4638446.  
Mobile - 07057878877



Coronation Merchant Bank Ltd  
Dele Dopemu  
10, Amodu Ojikutu Street  
Victoria Island,  
Lagos.  
ddopemu@coronationmb.com  
01-4614892, 07034109732.



Development Bank of Nigeria  
Joshua Ohioma  
The clans place  
Plot 1386A Tigris Crescent,  
Maitama, Abuja.  
johioma@devbankng.com  
08129145586



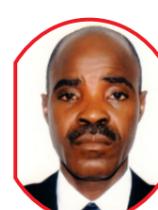
Ecobank Nigeria Ltd  
Felix Igbinsola  
21 Diya Street, Gbagada  
Lagos  
FIGBINOSA@ecobank.com  
07068754692 ; 08023633203  
D/L: 01 2260449



Nigeria Mortgage Refinance Company  
Olusemore Adegbola  
No 18 Mississippi Street,  
Off Alvan Ikoku Way  
Maitama,  
Abuja, Nigeria  
oadebola@nmrc.com.ng  
08033769975



Nova Merchant Bank  
Ifeatu Onwuasoanya  
23, Kofo Abayomi Street  
Victoria Island, Lagos.  
ifeatu.onwuasoanya@novambl.com  
08024114481



Polaris Bank  
Olurotimi Omotayo  
3 Akin Adesola St  
Victoria Island, Lagos  
romotayo@polarisbanklimited.com  
08023096373



Providus Bank Ltd  
Aina Amah  
Plot 724, Adetokunbo Ademola Street  
Victoria Island,  
Lagos.  
aamah@providusbank.com  
08029087442



Rand Merchant Bank  
Femi Fatobi  
3RD Floor, Wings East Tower,  
17A, Ozumba Mbadiwe Street  
Victoria Island, Lagos  
Femi.fatobi@rmb.com.ng  
01-4637960, 08028514983



FBNQuest Merchant Bank Limited  
Dr. Remeo Savage  
18, Keffi Street, Ikoyi  
Lagos  
Remeo.Savage@fbnquestmb.com  
01-270-2290 Ext-1245  
08023551492



Federal Mortgage Bank of Nigeria  
Wakeel Imam Galadanci  
Plot 266, Cadastral AO, Central  
Business District  
P.M.B 2273, Abuja  
wakeelimam@yahoo.com  
08023040123, 01-4602102



Fidelity Bank Plc  
Ugochi Osinigwe  
Fidelity Bank Plc.  
2, Adeyemo Alakija Street, V/I, Lagos.  
ugochi.osinigwe@fidelitybank.ng  
08023030298, 08092147012.



First Bank of Nigeria Ltd  
Uduak Nelson Udoh  
9/11, McCarthy Street, Lagos  
Uduak.udoh@firstbannigeria.com  
01-9054583, 08022902268



Stanbic IBTC Plc  
Abiodun Gbadamosi  
Plot 1712, Idejo Street  
Victoria Island, Lagos  
Abiodun.Gbadamosi@stanbicibtc.com  
07057215563.



Standard Chartered Bank Nig. Ltd.  
Emeka Owoh  
142, Ahmadu Bello Way  
Victoria Island, Lagos  
emeka.owoh@sc.com  
08037027452



Sterling Bank Plc  
Cyril Oshoku  
1<sup>st</sup> Floor,  
Sterling Bank Plc Head Office  
(Annex), Ilupeju  
239/241, Ikorodu Road, Lagos.  
Cyril.oshoku@sterlingbankng.com  
08023046639, 08056656866



SunTrust Bank Nig. Ltd.  
Adedokun Aremu  
1, Oladele Olashore Street,  
Off Sanusi Fafunwa Street,  
Victoria Island, Lagos  
adedokun.aremum@suntrustng.com  
09038989319, 08020663423



TajBank Nigeria Limited  
Aminu Habu Alkassim  
Plot 72, Ahmadu Bello Way,  
Central Business District,  
Abuja.  
aminu.alkassim@tajbank.com  
08032868266



First City Monument Bank Ltd  
Amarachukwu Okogbue  
10/12 McCarthy St,  
Lagos.  
amarachukwu.okogbue@fcmb.com  
08033062602



FSDH Merchant Bank Limited  
Dare Akinnoye  
Niger House (6/7 floors)  
1/5 Odunlami St, Lagos  
dakinnuoye@fsdhgroup.com  
08022017090



Greenwich Merchant Bank Ltd  
Rasaq Alawode  
Plot 1698A Oyin Jolayemi Street,  
Victoria Island, Lagos  
rasaq.alawode@greenwichbank  
group.com  
08083248797



Guaranty Trust Bank Plc  
Segun Fadahunsi  
178, Awolowo Road, Ikoyi, Lagos  
segun.fadahunsi@gtbank.com  
08023285640



Union Bank of Nigeria Plc  
Kabir Garba  
36 Marina,  
Lagos.  
unionbank.com  
08033028899



United Bank for Africa Plc  
Gboyega Sadiq  
UBA House  
57 Marina, Lagos  
gboyega.sadiq@ubagroup.com  
08025011046



Unity Bank Plc  
Olusegun M. Famoriyo  
Plot 290A, Akin Olugbani Street,  
Off Adeola Odeku Road,  
Victoria Island, Lagos  
ofamoriyo@unitybankng.com  
08023145535



Wema Bank Plc.  
Adekunle Onitiri  
Wema Towers  
54 Marina, Lagos  
adekunle.onitiri@wemabank.com  
+234 1 4622364, 08022245818



Zenith Bank Plc.  
Mogbitse Atsagbade  
Plot 84 Ajose Adeogun St  
Victoria Island, Lagos  
mogbitse.atsagbade@zenithbank.com  
08023270998