The Academy

Centre for Deposit Insurance System Training & Education

The bi-annual publication of the NDIC Academy | Vol. 4 No. 1 | June, 2019

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M. Y. Umar (D, ISD) exchanging pleasantries with Javan Omondi Ndonga (KDIC), during the visit of the delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya to the NDIC Head Office Abuja, on Wednesday, February 6, 2019

VISION

To become a model deposit insurance training institute in Africa and Asia regions by 2020

MISSION

To promote and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse training programs in support of the Corporation's commitment to employee development, partnerships and organizational enrichment.

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Highlights of the Knowledge Sharing Session on Blockchain Technology: Implications for Banking and Supervision

The NDIC Academy scheduled four knowledge sharing sessions in 2019 with the aim of encouraging learning and capacity development among its staff. The first session took place in the second quarter, precisely on May 7, 2019 and it centered on Blockchain technology, with specific focus on its implications for Banking and Supervision. The paper was presented by Mrs Mary Ebere Enyi, an Assistant Manager in the Academy, and the issues discussed ranged from History and Evolution of Blockchain, its Impact on Banks, Regulatory Reporting Challenges to effect on Banking and Supervision.

The main objectives of the presentation were to expose participants to the implications of Blockchain to banking and supervision; arouse critical thinking on what must be done to remain relevant as supervisors in the emerging generation of internet finance (Blockchain Technology); and underscore the Corporation's responsiveness to the emerging demands of Blockchain technology as a supervisor of banks.

Blockchain technology was defined as an indestructible digital ledger for keeping track of economic transactions which can be programmed to maintain not only financial transactions but everything that has value. This brought to the fore the essential function of banks towards the promotion of economic development in any society by means of financial intermediation; this is done by efficiently allocating funds mobilized from surplus sectors to the deficit spheres of the economy. The role of banks is seen when individuals or corporate organizations transact with each other using banks as a trusted party. Every industry within the global supply chain has the bank as a central management system, which is required to validate, authenticate, and approve transactions before being finalized. Hence the reason why banks are heavily supervised more than any other industry.

Although banks are subjected to intense supervision, the difficulty in getting them to do the right thing is not in doubt as this usually manifests in poor asset quality, capital flight,

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Notes from the Chief Learning Officer

Once again, I am truly delighted to present to you the latest edition of The Academy, our virtual newsletter which chronicles the key activities that transpired in the school bi-annually. For reasons that were obvious, particularly delay in the passage of the federal government budget, limited training occurred in the first half of this year. Most of the courses executed within the period were those that spilled over from the 2018 training calendar; namely Artificial Intelligence, Management Development, Advanced ICT, Mobile Money and Bank Resolution Simulation.

However, despite the lull in training activities, the Academy was predominantly preoccupied with other critical components of its mandate, such as the development of curricula for various in-house programs; designing customized courses for stakeholders such as the Federal Ministry of Finance; completing Participants'/Instructors' Guides for Risk-Based Supervision program, working with the interdepartmental Quality Assurance Review Committee to standardize operational manuals, etc. These teaching aids and innovative designs shall, upon completion, assist to enhance the quality of our courses, thereby consolidate our enviable position as a leader in deposit insurance system training in Africa and Asia sub-regions.

Another key activity carried out by the Academy within this period was "Knowledge Sharing". The primary objective was to encourage the acquisition of new knowledge or the sharpening of existing ones among staff. Though four sessions were scheduled this year, two have been delivered so far, and they focused mainly on emerging topical issues such as Blockchain Technology and its implications to Banking and Supervision and the Payment Service Banks vis a vis the survival of Deposit Money Banks in Nigeria. Each witnessed great enthusiasm from the large number of participants from departments/units in Abuja. It is expected that more of such impactful sessions shall be executed in the last two quarters of the year.

Again, to expose our numerous readers to the current and future directions of knowledge in the learning and development space globally, we reviewed and published a few articles and reports on learning from some frontline L&D organizations. One of such articles is "The Lure of Learning Analytics". This piece champions the idea of analysing data related to learning to understand learners' dispositions and preferences with a view to creating a more impactful learning content and style for specific kind of learners. The second article, "The Datafication of Human Resource", discusses the various processes involved in transmuting an organization into a data-driven entity. Under this setup, workforce metrics are de-emphasized and, using a variety of methods and tools, attention is redirected to People Analytics. This invariably reveals the connections and patterns in an organization's data for better workforce decisions.

Finally, we highlighted major research findings from the LinkedIn's 2019 workplace learning report. The survey, "Workplace Learning Trends in 2019", demonstrates the continuous shift in paradigm from traditional modes of Learning and Development to more diversified learning styles. This is particularly apt as attention shifts globally to Strategic Workforce Planning, Attracting and Retaining Talent and Skills Management.

These articles, with the evolving trends they point to, have a huge depth of value to be harnessed by stakeholders and interested individuals and groups. The bottom-line is how to make learning more interesting and impactful such that employees and organizations shall reap huge benefits. As you flip through the pages that follow, I do sincerely hope it will be worth your while. Enjoy!

Director/CLO
NDIC Academy
Azubike Okoro, DBA

Highlights of the Knowledge Sharing Session on Blockchain Technology: Implications on Banking and Supervision

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bank panic, bank run, economic meltdown, and all forms of banking crisis. All these result principally from poor corporate governance, weak risk management, insider dealings, credit concentration, loan deposit mismatch, ineffective and inadequate recovery, weak human resource and capacity, as well as several other unethical practices.

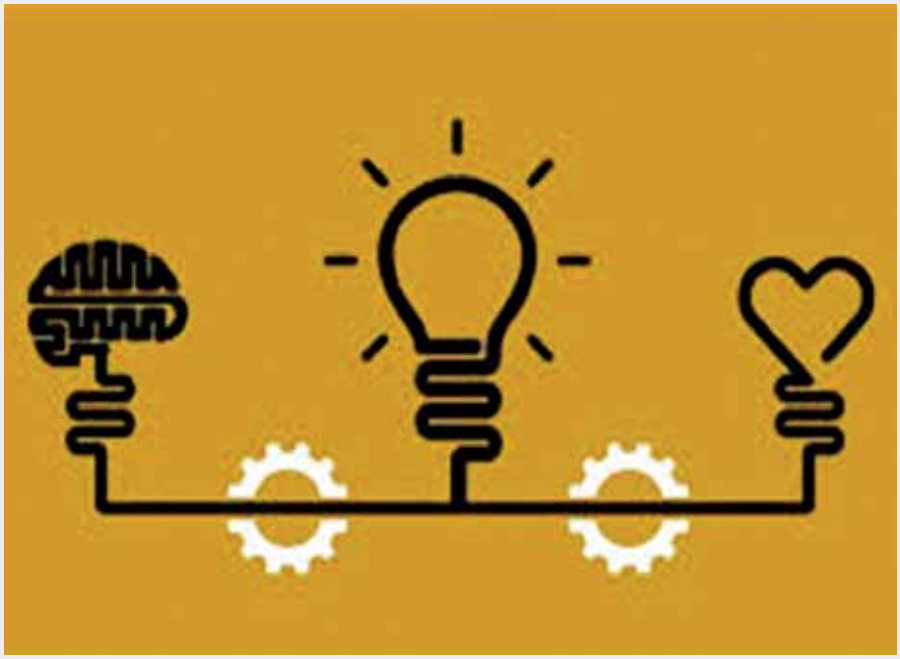
Blockchain as an immutable digital ledger offers an opportunity for supervisors and everyone that is involved in any economic transaction to participate real-time without any form of secrecy. This new technology, if embraced, has the capacity to enhance banking activities and invigorate banking supervision.

At the end of the presentation, the paper elicited ample reactions and responses from the audience which included staff from various Departments/Units in Abuja. The discussion session that followed dwelt mainly on the nature and features of Blockchain Technology, the differences and similarities between Blockchain and Cryptocurrency, the various types and features of digital currencies, as well as the climes where they are in operation, among others. These debates brought up so many ideas and perspectives that invariably enriched the participants and broadened their horizon.

The Lure of Learning Analytics

Learning Analytics is an emerging field in Education which simply refers to the analysis of data related to learning, and thus encompasses even basic exercises such as taking attendance or computing test scores in a class. However, as digital technology evolves, the amount and type of data that an instructor can collect continues to expand. Learning Analytics presents many positives as well as emerging developmental strides, some of which are highlighted below:

- As courses and pedagogy move more and more onto digital platforms, the data they track and produce can be used to refine how an instructor teaches, how learning patterns can be understood and how different types of learners can be properly steered towards expected learning outcomes.
- Learning Analytics delivers information and analytics to administrators, educators, advisors and students alike - each with different goals, as well as kinds and levels of analysis.
- Learning Analytics is being driven by the datafication of society, which basically involves gathering data about learners and factors that impinge on processes they use in learning in order to track their learning pattern, and navigate them towards successful learning. This captures what we do at the most granular levels, from making purchases or liking things online.



- Unlike academic analytics which is basically the application of business intelligence principles to education, learning analytics focuses on creating a more effective and impactful learning experience for learners.
- The ability to measure learning outcomes on an ongoing basis will enable instructors and institutions to make adjustments to courses and ensure that learners are achieving the expected result.
- Technology-driven learning management systems such as Insights and Brightspace are being deployed in the emerging field of learning analytics to predict learning patterns and simplify learning processes for a more impactful experience and outcome.

Source: https://www.universityaffairs.ca/features/feature-article/the-lure-of-learning-analytics/

An investment in knowledge pays the best interest.
– Benjamin Franklin

The Datafication of Human Resources (HR)

Datafication refers to 'the collective tools, techniques and processes' used to transform an organization into a data-driven entity. Human resource datafication therefore entails the tools and methods geared towards making data the core of all HR functions. Currently, HR organizations globally are confronted with numerous challenges ranging from competition for talent, outsourcing labour, to retrenchment. Yet, even the best workforce metrics are unable to successfully track and address these issues. Hence, such organizations need to migrate from Metrics to People Analytics in order to unravel the connections and patterns in their data for better workforce decisions. The entire subject of HR datafication provides certain interesting facts and features, some of which are highlighted below.

- Metrics provide a standard system of measurement and measure single data points, whereas Analytics provide systematic computational analysis of data or statistics, and connect multiple data points.
- Metrics provide information that guide tactics and operations as well as provide outputs of counts and rates that state the past and present, whereas Analytics provide insights on patterns and trends that assist to drive strategy and predict the future.
- In recruitment, common metrics such as "time to fill" and ''offers accepted rate" do not answer strategic questions about the quality and value of the people being hired. Analytics, however, assists recruiters to identify candidates' attributes such as background, education and experience which invariably impact productivity.
- Strong performers can make the difference between hitting business objectives and missing them. To truly understand and improve performance management, organizations must look beyond metrics such as, "performance appraisal participation rate" and "median performance rating" to analytics. Hence, it is pertinent to correlate total rewards and performance levels to determine if performance is effectively rewarded. Top performers will revert to average or resign if they do not perceive themselves to be receiving a level of reward that recognizes their differential performance.
- In the retention of talent by organizations, ''turnover" is the single most prevalent HR metric used. However, it does little to support strategic business plans. To achieve true insight, organizations need to evaluate some components of people analytics such as identifying employees at risk of leaving, based on a review of key characteristics of past resignations; correlating resignation with factors such as promotion waiting time, pay increases and training opportunities; and identifying the cost savings of retention programs by analysing the costs of turnover in relation to compensation, absenteeism, productivity and learning and development. This will assist such organizations to make better and more cost effective decisions around changes to pay benefits and employee development, leading invariably to effective talent retention.
- Organisations generally are highly complex bodies, comprising both structural and network components. While the structure refers to the organizational hierarchy, distribution of work and business units, the network refers to relationships and connections between people within the organization. No matter how sophisticated the structure is, if the network element is absent, the organization cannot perform at its best. On this note, analytics play important roles towards explaining the nature of employee movement in and out of organizational units, analysing career paths to uncover the lineage for leaders, and aligning succession pipelines with workforce plans. These will not only guarantee effective networking between employees, but will also lead to optimum performance.
- Learning is a key component of work and is crucial to retaining top talent, increasing productivity, and improving financial performance. However, metrics such as "learner satisfaction" and "cost of training" do little to improve the efficiency of learning organizations and their impact on business results. Analytics, conversely, assesses the impact of learning on business outcomes, monitor certifications for future compliance and analyse how long employees take to become fully ramped up and how this impacts the business. This will ensure that programmes on Learning and Development truly impact the workforce for the overall growth of the organization.

For further reading on new insights on the application of metrics and people analytics to the management of employees refer to the article culled from: https://hello.visier.com/datafication-of-hr-graduating-hr-metrics-to-people-analytics/

Workplace Learning Trends in 2019

As the workplace continues to evolve, basic learning components such as soft skills, manager training and general learning will remain relevant, but will no longer absorb the full focus of talent developers, as attention shifts globally to strategic workforce planning, attracting and retaining talent and skills management. Based on the survey conducted by LinkedIn Learning, a number of learning developments will hold sway in 2019, and they are highlighted below:

- Increased budgets and executive support are creating enabling environments for talent developers to play more strategic roles in the growth and development of businesses through programs that address day-to-day challenges.
- Creating and sustaining market leadership rests on the ability of talent developers to assist employees acquire and grow the right set of skills.
- Budget is no longer a huge hindrance to learning and development, as focus shifts increasingly to online learning, thereby fuelling the ability to scale the frequency of programs.
- The pace of digital transformation is leaving organizations to play catch-up as they try to hire and develop technology and other relevant skills.
- The top seven areas that talent developers expect to focus on through 2019 are:
  * identifying and assessing skills gaps;
  * increasing engagement with learning programs;
  * developing career frameworks;
  * providing consistent and valuable learning to employees globally;
  * training for soft skills;
  * delivering company-specific insights to close organizational skills gaps; and
  * understanding the impact of technology and automation on skills development.
- Some of the thriving business roles in the world, such as sales development, customer success, and customer experience jobs rely heavily on soft skills.
- Some of the in-demand soft skills are:
  * creativity,
  * persuasion,
  * analytical reasoning,
  * collaboration and
  * adaptability.
- The hard skills which are expected to be in-demand are:
  * cloud computing;
  * artificial intelligence;
  * translation;
  * UX design;
  * video production;
  * natural language processing, among others.
- Modern learners such as Millennials and Gen Z now dominate today's workforce, and they desire more collaborative work environments and self-directed career paths.
- All range of workers are increasingly tilting towards modern technology, and if the right strings are pulled, there would be increased cross-generational collaboration and participation that would help transform them into learning leaders.
- If the talent developer adequately manages the prospects, opportunities and challenges that would confront him, 2019 would definitely be the breakout year for talent development.

Source: LinkedIn Learning: https://learning.linkedin.com/resources/workplace-learning-report?src=e-eml&cid=7010d000001PiyYAAS&mcid=6506132368166920192&utm_medium=email&utm_source=Eloqua&veh=LDC_Drip_EML_20190305_WLR_Email_EXECS_Acquisition_GLOBAL_R3_Awareness_Email1_BF

Congratulations to all Newly Promoted Staff

The Academy wishes to congratulate all the newly promoted staff of the Corporation. We at the Academy are extremely proud to be associated with you, having had you as participants in a couple of our past programmes. We are delighted that our programmes contributed to your success. We assure you of our continued effort in dishing out quality courses. Congrats once again!

Know Your Facilitators –Internal & External

Dr Ikechukwu Oji, who holds a doctorate in Financial Management Technology, MSc in Monetary Economics and BSc in Economics joined the NDIC Academy's external faculty in November, 2016. A Management Consultant, he is an expert in Performance Management, Team Building & Team Management Strategies, Personal Effectiveness and Self-mastery, Strategic IQ, among others. Dr Oji, who trained in the University of Manchester, United Kingdom, was formerly Director of Capacity Building, Nigerian Institute of Management (Chartered) and he is a leading faculty in some organizations such as the Central bank of Nigeria (CBN), Microfinance Training Service Providers (MTSPs), etc. Moreover, he is an Honorary member, Research Board of Advisors, American Biographical and Research Institute, USA. An expert in Leadership Development, he was a member, Eleven-Man Inter-Ministerial Committee for Developing Model for Professionalizing and Institutionalizing HRM in the Civil Service in Nigeria (2012) and Five-Man Institutional Committee for Developing Human Resource Management Curriculum, Competency Framework and Matrix of Continuous Education Program for the Federal Civil Service in Nigeria (2014).

Dr. Oji is affiliated to several professional associations such as the Institute of Chartered Portfolio Management of Nigeria (Fellow), and the Strategic Finance and Administrative Institute of Nigeria (Fellow). He is an international trainer, facilitator and resource person with diverse skills. A professional manager per excellence, talented capacity builder, Dr Oji has cutting edge skills in organizational re-engineering.

Dr. Ikechukwu Oji

In addition to numerous other roles, he is the Chairman, Board of Trustees, Save Indigent Africa Child Support Program in Abuja. He facilitates in most of the Academy's management courses.

Vera U. Ogbo-Ikwue

Vera U. Ogbo-Ikwue is a Deputy Director and the Controller, Enugu Zonal Office of the Nigeria Deposit Insurance Corporation (NDIC). She served as a Team Lead in Bank Examination Department (BED), which is responsible for the on-site supervision of Deposit Money Banks (DMBs). She also served in the Finance Department in various leadership roles, heading the E-Payment, Zonal Accounts, and Budget Units at different times. A seasoned Bank Examiner, Mrs. Ogbo-Ikwue has held several positions of responsibility such as Pioneer Examiner, Team Lead in Bank Examination Unit, Closing Manager, in the closure of some DMBs and Micro-Finance Banks, as well as other numerous bank examination assignments.

In her over 28 years career in the Corporation, she has handled various responsibilities, including membership of interagency committees like the EFAS implementation, Basel implementation and FSSC/Macro prudential Policy implementation committees. A graduate of Accounting from Ahmadu Bello University, Zaria, Vera is also an alumnus of Said Business School, Oxford University, UK (Executive Education). She has attended various local and international courses in world-class institutions like the Lagos Business School (LBS); RIPA, UK; the Federal Reserve, Washington, USA; FDIC, Arlington VA, USA among others. An Associate member of the ERMP and the RIMAN, Vera facilitates in most of the Academy's core technical courses.

Learning never exhausts the mind

– Leonardo da Vinci

New Deposit Insurance Agency in the Works

China may soon establish an independent deposit insurance agency covering financial institutions that accept deposits from the public, according to some knowledgeable policy advisers.

The proposed agency will seek to protect depositors, they said.

Such cover will likely be up to the insured limits applicable to depositors, and will help maintain the stability of the financial services sector, they said.

More details, such as the functions of the agency, which is being envisaged as a separate legal entity, are being worked out.

The larger idea, designed and proposed to the country's top legislators during the ongoing two sessions, is that such a mechanism will be of great help in the event of a bank run or credit risks.

Based on the scheme, the proposed insurance fund manager will collect premiums from member financial institutions.

Such premiums will be differentiated based on risk levels applicable to each such member.

The institutions can make a claim for payment, or start the depositor reimbursement, under certain conditions, according to the proposals viewed by this reporter.

It will be the first such national agency to be created under the basic deposit insurance system established in May 2015.

The proposed agency could help failed banks exiting the market, limit depositors' losses, and prevent risk contagion from spreading to the whole financial system, the officials concerned said.

The central bank has already collected insurance premiums from depository financial institutions seven times. And the deposit insurance fund amounted to 81.5 billion yuan ($12.13 billion) by the end of September 2018, according to the financial stability bureau of the People's Bank of China.

According to a proposal presented to the National People's Congress by Wang Jingwu, head of the PBOC's financial stability bureau, when financial institutions' capital adequacy ratio (the adequacy of their capital keeping in view their risk exposures) drops below 2 percent, or when there are serious credit risks, the resolution process will get triggered. The insured institutions could then take self-rescue measures within 90 days.

"The deposit insurance fund management institution could use the fund to inject capital in Systemically Important Financial Institutions," said Wang.

China's four largest banks are in the SIFIs group, a term comparable to "too big to fail". Any improper disposal of their risks may lead to systemic shocks.

Bai Hexiang, head of the PBOC's Guangdong branch, said the fund management agency could be authorized with the right to access

banks' information, in order to recognize potential risks at an early stage, and to reduce the possibility of bankruptcy.

The establishment of the agency is necessary, given the possibility of a further drop in real GDP growth this year from 6.6 percent in 2018, analysts said.

Economic headwinds may highlight the need for ensuring banks' asset quality [may sure the banks' assets are of good quality], with nonperforming loan ratios and credit costs elevated but not deteriorating, said Nicholas Zhu, a Moody's vice-president and senior analyst.

China's monetary policy in 2019 will support system-wide liquidity and general repayment capacity among borrowers, but also slow the nascent decline in system-wide leverage over the past year, he said.

China's banking system risks are concentrated in rural and small banks, which account for 10 percent of total assets, and are usually in the form of non-performing loans higher than the system-wide average by about 2.5 percentage points at the end of 2018, according to the PBOC's financial stability report.

To enhance banking system stability, the China Banking and Insurance Regulatory Commission also strengthened regulations for rural commercial banks in January.

According to CBIRC data, the listed banks' capital adequacy ratios all stood above 10 percent by the end of last year. Most of the smaller rural banks' capital adequacy level has improved compared with that in 2017, on the back of increase in loans.

The proposed deposit insurance

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Baoshang Bank Takeover Tests China's Nascent Deposit Insurance System

The government takeover of Baoshang Bank in May put China's national deposit insurance fund to the test for the first time since it was set up more than four years ago.

On the day of the takeover, the central bank created the Deposit Insurance Fund Management Co. Ltd. to manage the 100 billion yuan ($14.5 billion) deposit insurance fund. Before that, there was no way for the deposit insurance fund to inject funds into Baoshang Bank, a person close to the central bank told Caixin.

Now the takeover has thrown a spotlight on doubts that continue to plague the nascent deposit insurance system, including the fund's small size relative to the country's total deposits, vague responsibilities described by deposit insurance regulations, and a lack of independence from the central bank.

For details, see https://www.caixinglobal.com/2019-07-08/in-depth-the-challenges-facing-chinas-nascent-deposit-insurance-system-101436686.html

IMF's Lagarde urges euro zone to Establish Deposit Insurance Scheme

PARIS (Reuters) - Euro zone countries must set aside national concerns about exposure to risks from other countries' banks and build a shared bank deposit insurance system, said IMF chief, Christine Lagarde.

Even though euro zone countries have shared a common currency for two decades, their financial systems remain fragmented, Lagarde told a conference at the Bank of France.

While euro zone banks now have a common regulatory supervisor and a single resolution scheme, many still choose to lend and invest locally rather than across borders, she added.

"It is clear what is left to be done: establish common deposit insurance. We can find ways to resolve our legitimate national concerns," Lagarde said on Thursday.

"I urge euro area leaders to reignite the discussion, to negotiate in good faith and make the difficult compromises, to unlock the full potential of the banking union," she added.

The European Deposit Insurance Scheme, or EDIS, is the last missing element from the euro zone's banking union, which already includes a single supervisor and a resolution scheme.

IMF Chief, Christine Lagarde

Euro zone countries have struggled to reach an agreement because Germany, the Netherlands and other northern countries fear it could mean they would be left on the hook for the repayment of deposits in countries like Italy, Greece or Portugal, where banks are more burdened by bad loans.

(Reporting by Leigh Thomas; Editing by Sudip Kar-Gupta

https://www.euronews.com/2019/03/28/imfs-lagarde-urges-euro-zone-to-agree-deposit-insurance-scheme

New Deposit Insurance Agency in the Works

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system was designed based on the practices in the United States, said Zhou Xuedong, the former head of the stability bureau.

The US was one of the earliest countries to establish the deposit insurance system in the 1930s.

In July 2008, the Basel Committee on Banking Supervision and the International Association of Deposit Insurers decided to collaborate to develop an internationally agreed set of core principles for deposit insurance.

In 2017, based on a scrutiny of China's financial sector, the International Monetary Fund said the deposit insurance scheme is "in compliance with international core principles".

The IMF wrote in its Financial System Stability Assessment Report that the system, which was put in place in 2015, is able to take care of any insolvency problem effectively.

"The implementation of a deposit insurance system will provide support for the orderly shutdown of financial institutions, and assistance for sorting out contingent liabilities," said the IMF.

culled from http://www.chinadaily.com.cn/a/201903/15/WS5c8adffaa3106c65c34eeb13.html

IADI welcomes its 91st member

The International Association for Deposit Insurers (IADI) welcomes its 91st member, the Fundo de Garantia de Depósitos from Angola

For details, see https://www.iadi.org/en/news/the-association-welcomes-its-91th-member-the-fundo-de-garantia-de-depositos-

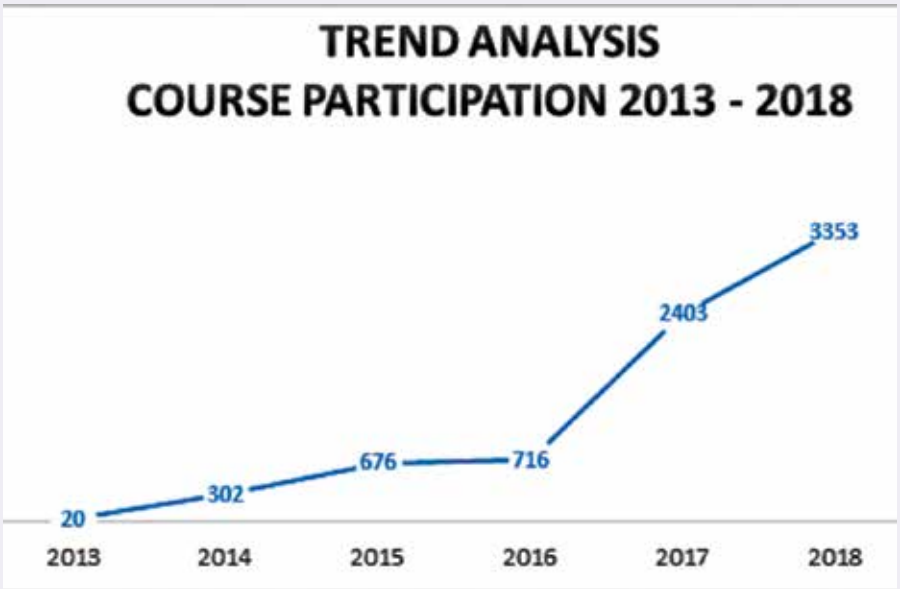
Brief on NDIC Academy's 2018 Surveys

Three survey instruments – *Service Delivery, Training Need Analysis (TNA)* and *Training Evaluation* were administered to samples of employees at the end of 2018. The training needs survey which targeted staff that were engaged post January 1, 2010 indicated that most of them had not attended the Academy's flagship courses, thus there are skill gaps in the core, technical competencies. The service delivery survey covered staff in different grades, both experienced and new ones. The survey findings revealed that most respondents were satisfied with the services rendered by the Academy, such as automation of training processes, new training methodologies, and teaching aids. They frowned at some issues like internet connectivity, insufficiency of conveniences, variety of food, etc. The training impact survey enabled selected participants to evaluate about 10% of courses executed and both the course participants and their immediate supervisors were targeted. The selected courses were among those considered critical to attaining corporate mandate. Areas covered by the instruments included course content, facilitators, coordination, ambience of the environment, feeding, etc. The training impact study indicated that the quality of 'learning materials and facilitators' exert more influence on 'staff performance' than 'catering services'. Some staff had reservation on training design with respect to course duration and sequence of sessions, as well as 'class room condition' which they said needed improvement. With this, the Academy was able to identify areas of strength and areas that needed improvement.

Develop a passion for learning, if you do, you will never cease to grow.
– Anthony J. D'Angelo

Highlights of NDIC Academy's 2018 Annual Report

The year 2018 was another fulfilling period for the Academy. Consistent with past practice, and in fulfilment of its mandate of building the capacity of the Corporation's staff, it set out early in the last quarter of 2017 to collate the identified training gaps of managerial cadre staff. This was achieved by reviewing the reports of programs executed in 2017 and via its annual training needs survey. Based on the data collated, the Academy proposed 26 programs for execution for the consideration of the Training Advisory Committee (TAC). They comprised 20 technical and 6 soft skill courses. Subsequently, six (6) additional programs namely, Artificial Intelligence in Banking, E- Payment Operations, Strategic IQ, Management Development, NIBSS-NDIC Lecture Series, etc., which were meant to bridge generic skill gaps, were approved by Management. However, out of the 32 approved courses, 28 were executed and eight (8) were new - Competency Framework for Banks, Living Will Concept, NIBSS-NDIC Annual Lecture Series, Public Finance, Accounting & Auditing, Financial Statement Analysis, Advanced ICT, Artificial Intelligence in Banking and Bank Resolution Simulation - to speed up with the emerging issues in the industry. Overall, over 80% execution rate was achieved and 3,353 participants trained, a 39% increase over the 2,406 participants



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trained in 2017.

A statistical analysis of training activities, including capacity development for external stakeholders (CBN, FMF, EFCC, ICPC, SEC, DMO, DIS agencies from IADI Africa Sub-Region, etc.) indicates an impressive growth trend. 64 (2%) trainees in 2018 were from local and foreign stakeholders.

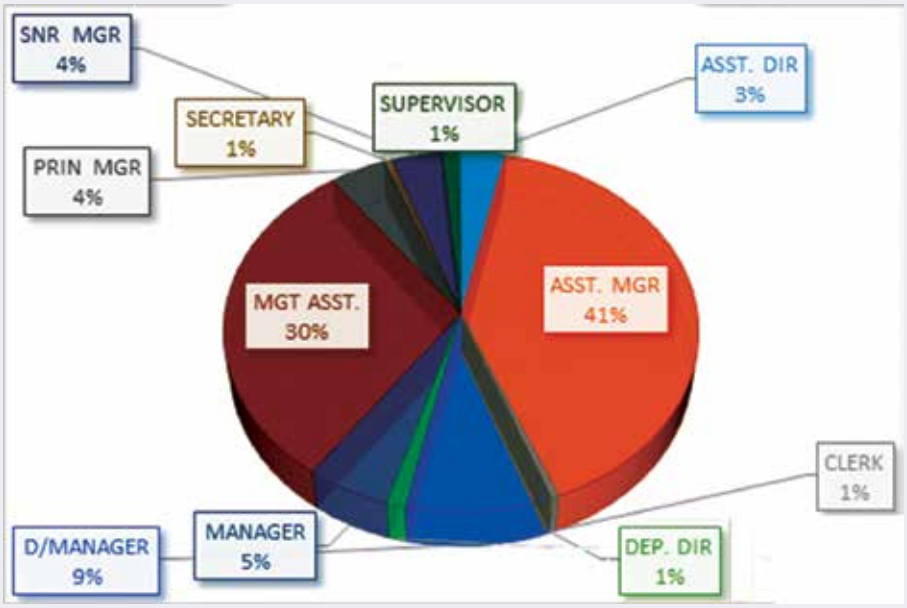
The Academy fully utilized the opportunities offered by its approved stratex programs as every staff of the Department benefitted from relevant programs identified to bridge competency and skills gaps. In addition, there was effective collaboration with other Departments and Units through the provision of logistics to assist them execute their own stratex programs.

A continuous review of the Academy's faculty is imperative because of the dynamic nature of the industry in which the Corporation operates, thus it regularly identify resource persons from staff with relevant qualification and experience, sister agencies, the industry, among ex-staff and Consultants. In 2018, some new resource persons constituted the bulk of faculties for the new courses. The pool of resource persons are classified into internal, external and areas of specialisation for all its programs in the four training locations. This made accessibility to resource persons easier and cost effective.

The maiden edition of the annual NIBSS-NDIC Lecture Series held on 2nd and 19th October, 2018 in Lagos and Abuja, respectively. Executives and senior staff from various Departments/Units were in attendance. The program was designed to acquaint participants with knowledge on the future of banking payments as well as the application of artificial intelligence in banking operations and supervision. Mr Adebisi Shonubi, erstwhile MD/CE of NIBSS and now DG, CBN presented the lead paper while other subject matter experts were drawn from NIBSS and the FINTECH sub-sector.

Furthermore, the Academy commenced the implementation of virtual automated training processes via the Knowledge Hub on NDIC portal in 2018. Two demo courses were rolled out Corporation-wide, in order to test-run the new system and bring everyone up to speed with a success rate of over 80%. A total of 1,170 staff participated, 1,116 completed the courses and passed the tests, 29 failed while 25 did not complete the process. To further ensure a smooth take-off of the new system, a one-day sensitisation program was organised for Departmental Training Officers (DTOs) across the Corporation. It afforded them the opportunity to be acquainted with the automation process, particularly as it relates to their roles in assisting HODs/HOUs/ZCs with making nomination. With migration to the digital process, pre-course materials, participants' pre-course assessment, end-of-course evaluation through to the issuance of certificates to successful participants are administered online. This landmark achievement has no doubt put the Academy at par, and in some cases, ahead of some training institutions on Deposit Insurance System.

ANALYSIS OF STAFF TRAINED BY GRADE



In order to adhere to industry best practices, the Academy initiated the development of Facilitator's and Participant's Guides for its flagship programs in 2017 and sustained the effort in 2018. The guides for Bank Examiners' Level I (two modules), Assets & Liability Management, Fundamentals of Non-Interest Banking and Non-Interest Deposit Insurance were achieved during the year. The Facilitators' Guide contains detailed information about the curriculum of a course to aid its delivery and use of time, while the Participants' Guide contains all the modules of a program with learning aids such as model review questions and answers, case studies, etc. The documents form part of the Academy's stock of learning resources.

On a continuous basis, the Academy nurtures relationship with sister DIS agencies in IADI Africa sub-

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Highlights of NDIC Academy's 2018 Annual Report

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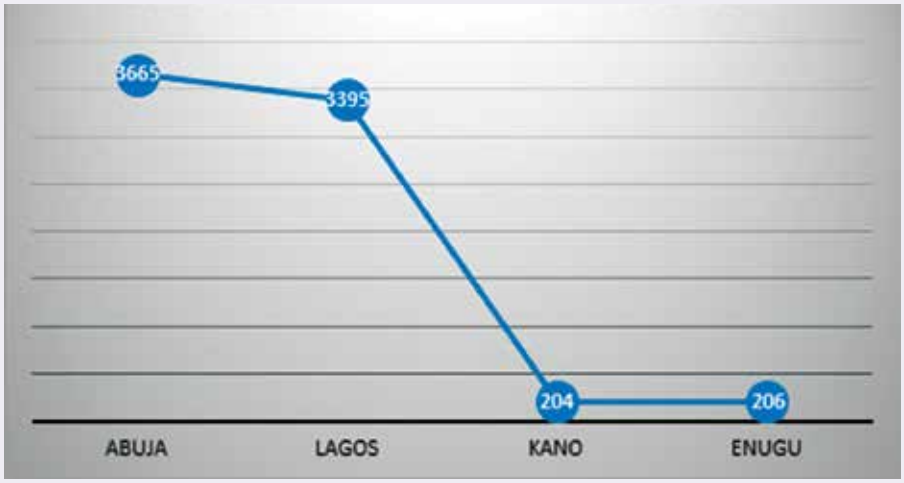
region, some of who participated in our training tuition-free. Two staff of Kenya Deposit Insurance Corporation participated in the Public Finance, Accounting and Auditing program while another three from the same institution, and two from the Central Bank of Kenya, participated in the Bank Resolution Simulation course. Other external stakeholders whose staff participated in the Academy programs in 2018 included EFCC, CBN, SEC, AMCON, and FMF. They all recounted the enormous benefit they derived, while also indicating interest in future programs.

Sequel to the accreditation of the Academy by the CIBN in 2016, as a training service provider in banking and finance, the institute's officials on a monitoring visit were hosted in October, 2018. The periodic visit, which is part of the re-certification process, is in line with international best practices to certify that the requirements for the accreditation were still being maintained. The Academy, expectedly, surpassed their expectations as attested to by the commendations of Dr Dele Olaolu, the team lead. Also, the Academy team promised to sustain high standards in all its operations.

As part of its plan to continuously draw attention to its core functions, the Academy sustained the publication of a bi-annual newsletter in 2018. The initiative is greatly applauded from within and outside the Corporation as it opened the door for suggestions, comments and constructive criticisms. To enhance the robustness of programs and effectively engage participants, Harvard Business School case studies are incorporated into most course curricula. However, to ensure greater relevance to the operating environment, the Academy in

ANALYSIS OF STAFF TRAINED BY LOCATION



liaison with some Departments in the Operation's Division is working to adapt these cases to issues germane to this milieu. The developed materials shall further be subjected to validation by external Subject Matter Experts (SMEs) to ensure rich local content. This is inclusive of simulation manuals for core courses such as Effective Bank Closure and Bank Resolution. Following the visit by delegates from the Office of Technical Assistance (OTA), US Treasury, the Academy seized the opportunity to discuss areas of collaboration on teaching aids and curriculum development. We had expected to take delivery of a simulation pack, similar to what the training arm of the FDIC, the Corporate University, Arlington, USA uses to make learning much more experiential. We expect this partnership to impact positively, not only on the Corporation, but on sister agencies whose staff visit the Academy as training delegates.

The Department scheduled five knowledge sharing seminars to keep staff abreast of emerging issues and new trends in the banking and finance sector. However, only four held and many staff from departments in Abuja participated in two that were particularly engaging - "Artificial Intelligence and Organizational Agility" and "The State and Future of Automation in Banking Services in Nigeria". As the world is speedily heading towards full digitalization, especially the banking sector, the Corporation needs to stay ahead of the game in order to effectively execute its mandate. Perhaps, this explains the level of interest the seminar generated amongst participants from various Departments whose contributions were very valuable.

Finally, the Academy remains grateful to Management for its tremendous support in providing a conducive ambience for learning as it shall be relocating to a bigger facility shortly where some current challenges would be mitigated. The Academy also maintains effective collaboration with relevant departments and the Quality Assurance Review Committee, thus continuously identifying issues that touch on the Corporation's mandates for appropriate action. Given what was achieved in the current year, in spite of some challenges, it is obvious that the Academy has the potential to do even better. With this in mind, it has set out a very robust and challenging work plan for 2019. The primary target is to bridge skill gaps in core operational areas, particularly amongst new and younger employees, in the light of the retirement trend of experienced staff.

Photo News

L-R: Imokhede Agbi (SDD), Idongesit Inyang (Academy) and Abdullahi Kabeer (Academy) exchanging pleasantries after the knowledge sharing session on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

R-L: Kollere Mohammed Gidado (YZO) and Alfonso Nwosu (ISD) comparing notes at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Mr S.O. Ojo supervising participants during a case study session at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019.

Participants at the knowledge sharing session on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

A cross section of NDIC staff and training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya during their visit to the NDIC Head Office, Abuja on Wednesday, February 6, 2019

Hawwau Gambo (CPAU) contributing to the topic on Block chain Technology at the knowledge sharing session, NDIC Academy, Utako on Tuesday, May 7, 2019

Aminu Ahmed (D, HRD) welcoming the training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya at the NDIC Head Office, Abuja on Wednesday, February 6, 2019

A cross-section of participants at the knowledge sharing session on Block chain Technology at the NDIC Academy, Utako on Tuesday, May 7, 2019

Photo News

A very interactive session at the knowledge sharing programme on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

Sunday Oluyemi (D, CPAD) welcoming the training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya at the NDIC Head Office, Abuja on Wednesday, February 6, 2019

Aminu Ahmed (D, HRD) welcoming the training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya at the NDIC Head Office, Abuja on Wednesday, February 6, 2019

Ramatu Sani (HRD) and Umaru Ndanusa (ITD) discussing after the knowledge sharing session on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

Photo News

A cross section of NDIC staff and training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya during their visit to the NDIC Head Office, Abuja on Wednesday, February 6, 2019

Cordelia Utaan (RPIRD) contributing to the topic on Block chain Technology at the knowledge sharing session, NDIC Academy, Utako on Tuesday, May 7, 2019

Dr. Azubike Okoro (D/CLO, NDIC Academy {middle}), flanked by other staff of the Academy and training delegates from Kenya Deposit Insurance Corporation (KDIC) and Central Bank of Kenya during their visit to the NDIC Academy, Abuja on Wednesday, February 6, 2019

Yunus Kotoko (ERMD) addressing the class at the knowledge sharing programme on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

Sudiq Ibrahim (Academy) and Isa Mohammed (HRD) exchanging pleasantries at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi, on Tuesday, February 5, 2019

Particiapants at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Particiapants at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Purity Obago (Central Bank of Kenya) presenting her group's exercise at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Theopilus Ogedegbe (Academy) coordinating the class at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

R-L: S.B. Balogun (DD, ISD), U. U. Maitambari (D, ERMD), Nwabueze Amakwe (AD, Legal) and other participants at the Cyber Security Awareness Programme at the NDIC Academy, Utako on Tuesday, April 30, 2019

Cordelia Utaan (RPIRD) and Ogbonnia Oti (HRD) discussing after the knowledge sharing session on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

Sudiq Ibrahim (Academy) facilitating at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Isa Mohammed (HRD) addressing the class at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Sandra Eva-Ojeje (ISD) making a presention at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Alfonso Nwosu (ISD) presenting his group's exercise at the Bank Resolution Simulation Programme at Alpha Plus Apartment, Jabi on Tuesday, February 5, 2019

Mary Ebere Enyi (Academy) facilitating at the knowledge sharing session on Block chain Technology at NDIC Academy, Utako on Tuesday, May 7, 2019

Our 2019 Curricula

The ACADEMY courses are specifically designed to provide participants with an in-depth knowledge of the unique subject of Deposit Insurance System and associated issues through an interactive and blended learning processes.

The curricula are grouped into six 'SCHOOLS'. These programmes are delivered by internal and external subject-matter experts and in collaboration with our local and international partners.

Bank Failure Resolution School

- Effective Bank Closure
- Bank Resolution Simulation
- Living Will Concept for Banks

Bank Supervision School

- Bank Supervision
- Bank Examiners Foundation
- Competency Framework for Banks
- Blockchain Technology & Financial Services
- Risk-Based Supervision
- NIBSS-NDIC Lecture Series
- Bank Examiner Level 1
- Digitalization: Foundation for Financial Innovation
- Enterprise Risk Management
- Virtual Finance

Deposit Insurance & Consumer Protection School

- Fundamentals & Practice of DIS

Information Technology School

- Basic ICT
- Intermediate ICT
- Advanced ICT

Management Development School

- Leadership Development
- Management Appreciation
- Presentation Skills/Train the Trainer
- Project Management
- Setting Goals & Managing Priorities
- Team Management
- Sustaining a Winning Culture

Capacity Developement for Stakeholders

- Public Finance, Accounting & Auditing
- Specialized Programme for Security Operatives

"In learning you will teach, and in teaching you will learn."
— Phil Collins

"Leadership and learning are indispensable to each other."
— John F. Kennedy

FEEDBACK FROM TRAINING

At the NDIC Academy, we love feedback! It helps us improve on the standards of our facilities, programmes and processes. Please find below some thoughts from our colleagues across the Corporation:

I must admit, I have not attended a more enlightening and interesting course in NDIC, or perhaps it was the excellent coordination that made it most enjoyable. Thank you very much for the wonderful course.
(Bank Resolution Simulation)
Jason Ayashar (BED)

The programme, Bank Resolution Simulation was indeed educative, informative and provided a platform for sharing with the younger, newer staff. The facilitators did a great job of sharing their experience.
Babatunde Mojola (CRD)

The course, Bank Resolution Simulation was near perfect and a great learning experience. Your work ethics, Madam Coordinator, were equally exceptional from beginning to the end.
Dr Waziri Galadima (RPIRD)

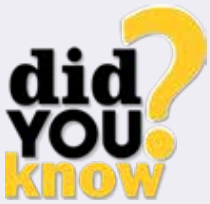
Good course content and on point for staff of NDIC. Practical exercises drive home the lessons".
(Advanced ICT, Enugu)
Okuwhere Obukohwo (BZO)

The training on Artificial intelligence organized by the Academy was very well thought out and succeeded in imparting knowledge of the future of banking and financial services. It also helped shed more light on positive developments in the area of curtailing bank fraud and fraud in the financial services industry, as artificial intelligence introduces several checks before verifying transactions.
Ikhuoria Okaiwele (ETSD, Lagos)

The duration of the program should be increased for adequate coverage of the course content."
(Advanced ICT, Kano)
Ukpata Gabriel (KZO)

The training on Microsoft Excel will help in analyzing loan portfolio during bank examination."
(Advanced ICT, Enugu)
Ibitomisin Oluwasanmi (PHZO)

Excel class should be designed for Bank Examiners so that real life practicals will be carried out with some of the insured institutions' credit schedules in order to reduce the manual aspects of Credit Classification... (Advanced ICT, Kano)
Umar Dikko Shittu (SZO)



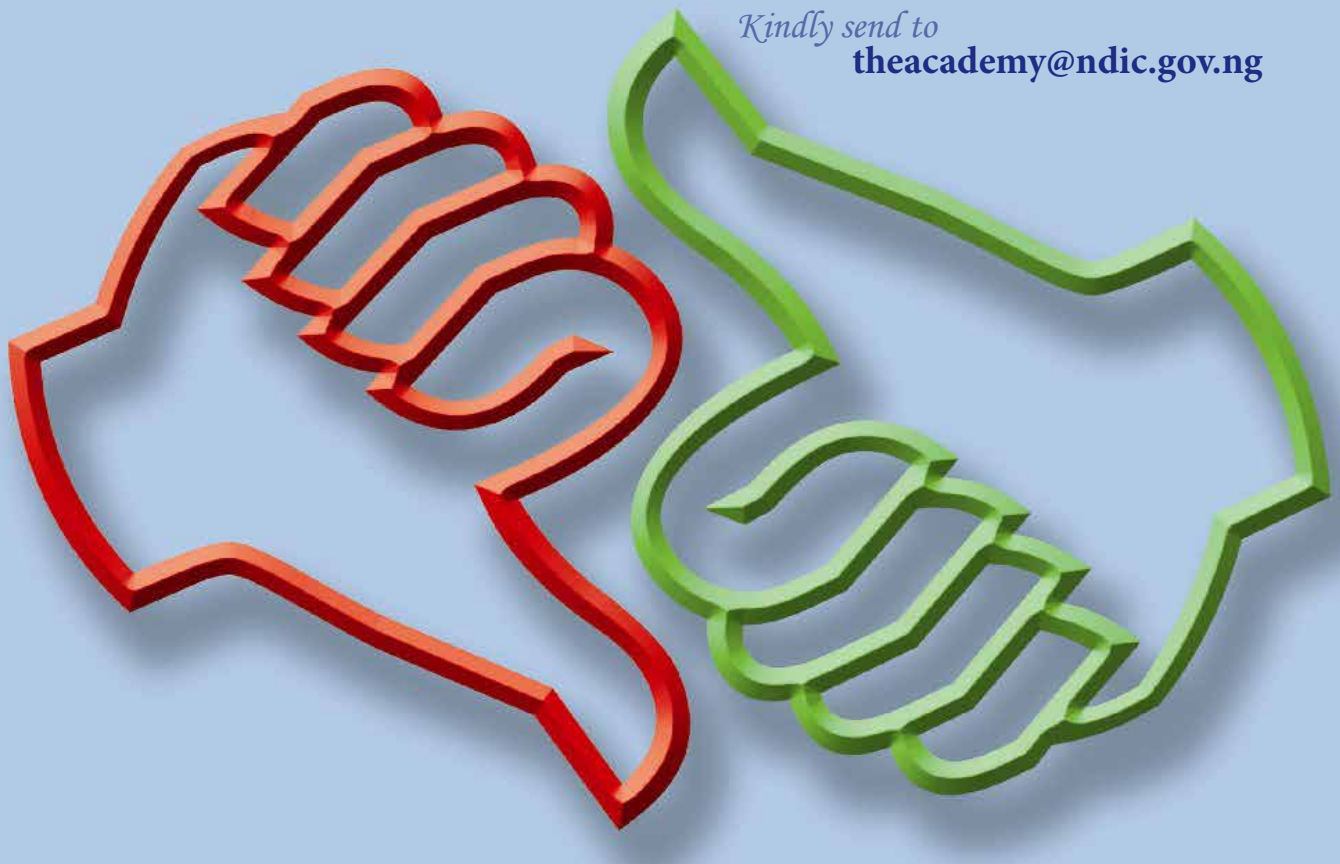
- **The Academy will roll out six (6) new programmes in 2019**
- **The Academy now trains international participants tuition-free**
- **The Academy will be relocating to a new site in 2019**
- **The Academy trained 3353 participants in 2018**
- **That you can follow the NDIC Academy on our social media handles**

@ndic_academy ndic_academy NDIC Academy

NDIC Academy The Academy, June, 2019

COMPLAINTS COMMENTS COMPLIMENTS

Kindly send to
theacademy@ndic.gov.ng



The bi-annual Publication of the NDIC Academy, the Nigeria Deposit Insurance Corporation, Abuja,Nigeria.
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