

COMMUNIQUE OF 26TH CONTROLLERS' CONFERENCE
HELD IN THE GCC CONFERENCE ROOM 11TH FLOOR
HEAD OFFICE, ABUJA
BETWEEN 30TH MARCH AND 1ST APRIL, 2005

1. **Introduction**

This conference had over the years, provided the forum for exchange of ideas among the Branch Controllers and other stakeholders and resource persons. The year 2004 Conference was held in GCC Conference Room, 11th floor of the new building of the Central Bank of Nigeria, Abuja from 30th March, to 1st April, 2005.

The conference aptly themed: **Promoting Effective and Efficient Customer Service Delivery: The role of Central Bank of Nigeria Branches**” was declared open by the Governor of the Central Bank of Nigeria, Professor Charles C. Soludo.

2. **Opening Remarks**

In his opening remarks, the Governor, highlighted the 13-point agenda of the Bank’s consolidation programme, which includes re-structuring of departments, staff selection, and deployment process, take over and re-structuring of NSPM by the Central Bank of Nigeria, reform in security services, reform in budget and procurement processes, training programmes, reform in Health Sector, review of staff salaries

and allowances and the challenges ahead. He reiterated the dwindling revenue income of the Bank resulting especially from the reduction of the MRR and “Zero” income from Ways and Means as at the end of the 1st quarter of 2005. He further appealed to staff to ensure that the Bank moves forward despite the reality of current economic reforms being implemented in the country.

The Deputy Governor, Operations, Dr. Shamsuddeen Usman, OFR in his keynote address reminded the participants that this year’s conference theme is not only appropriate and relevant, but most timely, at this time when the Management of the Bank is committing huge resources to capacity building, and provision of conducive work environment, to facilitate efficient and effective service delivery to our customers. He therefore challenged the Branch Controllers to produce during the conference, or at some other period, a document which will be considered a Charter on “CUSTOMER SERVICE DELIVERY” for the Bank.

He reminded the participants that the conference was a milestone in the effort to reposition the Bank, and that the automation of the Bank’s processes and operations will ensure that work was done promptly and efficiently.

He admonished Branch Controllers that “Zero tolerance for fraud” was an important criteria for assessing the performance of Branches/Currency Centres.

The Deputy Governor further reminded participants of the key challenges facing the CBN in the year 2005 as announced in the Governor’s New Year address to staff, and urged the participants to brace up for the task ahead.

Earlier, in his welcome address, the Director, Currency and Branch Operations Department, Mr. Ben Onyido, emphasized that for the Bank to serve its diverse customers better, new strategies, structures and processes will need to be put in place to complement the various technology platforms that will be deployed at the end of the re-engineering process to facilitate seamless service delivery. He reminded Branch Controllers that as ambassadors of the Bank in their respective areas, they needed to lead by example as this was the time to have all the internal controls tightened in order to minimize, eliminate and prevent fraudulent activities in the Bank.

3. **Business Session**

The topics discussed during the conference included:

- Customer Service Excellence: An over view

- Strategies for Integrating CBN Process in Managing, Meeting and Exceeding Customers Expectation.
- The Impact of CBN Branch Network as Service Delivery Channels: The Customer's Perspective.
- Enhancing Customer Service and Public Confidence in the Central Bank of Nigeria.
- Managing the Nigerian Currency: The Challenge of Meeting Customers Expectations.
- Efficient and Effective Audit System: A Veritable Tool for Fraud Prevention – The CBN Experience
- Enhancing the Security situation in the Bank: An interactive session
- Identifying “Best Practices” in Managing Different Customer situations.
- Discussion on operational issues with some stakeholders.

4. Observations and Recommendation

- (i) The consolidation programme introduced by the Management in July 2004 should be sustained in the interest of the financial sector and the economy in general.

- (ii) The takeover of MINT by the CBN is commendable, and the immediate re-structuring and re-organisation of the company should be vigorously pursued to meet the challenges ahead especially in currency management, production and distribution as well as production of other security documents.
- (iii) For efficient and effective customer service delivery, the Bank should evolve a “Charter” to guide it in achieving the desired objective.
- (iv) Outsourcing of some non-core functions is desirable to enable the Bank concentrate on the “core functions”. However, outsourcing the security system of the Bank to private organizations should be considered with caution, in view of the nature of the services and operations offered by the Bank.
- (v) As one of the four core-values of the bank customer focus must be given proper attention to enable the Bank satisfy the yearnings of its customers.
- (vi) In view of the problems plaguing FGN revenue collections namely: unremitted funds, un-transferred

funds, outright diversion of funds and integrity of collection data, regular meetings with FIRS, collecting Banks, Banking Operation Department and CBN Branches should be introduced to discuss and iron out issues.

- (vii) Urgent remedial maintenance steps should be taken in the Branches that have problems of leaking water in their Treasury offices.
- (viii) Immediate provision of effective and efficient communication equipment for the purpose of currency movements.
- (ix) The Policy of maintaining clear currency notes should be sustained.
- (x) Branch Operations Manual should be reviewed to meet the current challenges and re-engineering process of the Bank.
- (xi) The Conference commended the effort of the Management in evolving the new Security Master Plan (SMP) for the Bank, and recommended that implementation should be accelerated in view of the

gross inadequacy of the existing security arrangement in the Branches.

- (xii) For effective and efficient service delivery, there is need for co-operation and coordination between Branches and Head office. There was therefore the need for regular meetings between Branch Controllers and core Departmental Directors where issues would be highlighted and discussed.

CONCLUSION

The entire participants at this year conference particularly Branch Controllers, wish to immensely thank the Management of the Bank for making the conference a reality through the moral and financial support.

We also are full of admiration and gratitude to the Director of the Currency and Branch Operations Department, and his team of conference secretariat who had toiled relentlessly to see to the successful realization of the conference, despite several competing engagements in his office.

We make bold to say that we have benefited extensively from the theme and discussion papers delivered in the course of the conference, and do pledge to incorporate these new ideas into our processes at the respective branches, in

a renewed bid to achieve efficient service delivery to both our internal and external customers.