INSTITUTE OF BANKING AND FINANCE
OF TRINIDAD AND TOBAGO

Newsletter

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Is ‘Responsible Banking’ Alive in 2025?

by: Mr. Stephen Jones, Director of Executive Education, Bangor University, U.K.

At a time of political crisis in the UK in 1964 the then Prime Minister Wilson observed “a week is a long time in politics”! Now 60 years later the phrase could be said to be equally applicable in 2025 as bankers around the world seek to keep pace with rapid changes - often originating outside their own country of origin and operation.

First consider the situation in 2022 as the world emerged from the Covid 19 pandemic, and faced the challenges of how to respond to the Russian Ukraine war. At that time, the aspects of Responsible Banking (RB) that could be said to be high on the agenda were:-

• Reducing levels of fraud that had ‘exploded’ during Covid as customers in many industry sectors were no longer able to meet their providers through traditional channels. They had to use technological channels with which they were unfamiliar - of which criminals in many parts of the world took advantage.
• How to comply with the widely agreed sanctions imposed on Russia seeking to end the war.
• Ensuring that the channels available to customers were appropriate to their needs, whilst also recognising employees who had for a time been ‘Working From Home’.

RB themes that seemed to be taken for granted in 2022 included:-
• Behaving responsibly towards the green/natural environment - in an organisation’s own strategies and operations, and for those operating in financial services seeking to influence their customers’ behaviour – e.g. the use that a customer made of any loan provided by the bank.
• Recognising and acknowledging the needs of a range of stakeholders - customers with differing product/service requirements; employees offering a diversity of skills and experiences; society at large - and the role that the UN Sustainable Development Goals (SDGs) could play in including these stakeholders.

Before moving to the many changes that have occurred so far in 2025, what does the principle of RB focus on? - encouraging organisations to make “the kind of positive contribution to people and the planet that society expects … at a time when such ambition is urgently needed”. As at May 2022, UN PFI reported that “over 270 banks representing over 45% of banking assets worldwide have now joined this movement for change” on “a journey of unprecedented scale and scope” - some observers commented that this was a remarkable achievement given that these were not mandated by regulation but by ‘principles of voluntary best practice’.

In 2022 I posed the question “why are universally agreed guidelines not embedded in industry practices? - and which stakeholder should set the agenda for ‘responsible financial services’?” – national governments with responsibilities to protect their own citizens and societies, or supranational bodies (e.g. the UN) seeking to achieve solutions across many nations?

What has changed since 2022? Many observers labelled 2024 as the 'year of elections'. Pew Research commented "2024 was a remarkable year for elections as voters in more than 60 countries went to the polls. It also turned out to be a difficult year for incumbents and traditional political parties. Rattled by rising prices, divided over cultural issues and angry at the political status quo, voters in many countries sent a message of frustration."

So what have been some of the changes that influence the theme of RB? Some nations, struggling with rising prices for their citizens, have reconsidered commitment to ambitious targets for achieving Carbon Zero. Others have reacted against the EDI principles of equality, diversity and inclusivity for citizens - labelling such policies as 'woke', and resulting in many commercial companies rolling-back so-called "woke" initiatives.

The regulatory side of the coin is captured by two different examples:-

• The Financial Action Task Force (FATF), considered by many commentators to be the pre-eminent global source of guidance on regulation against financial crime, updated its Standards to better promote financial inclusion (a key SDG objective) in February 2025 – "with approximately 1.4 billion people around the world still without a bank account, the amendments aim to better promote financial inclusion through increased focus on proportionality and simplified measures under the risk-based approach." At the same time FATF required national jurisdictions to move from demonstrating that their processes were rigorous (on paper) to requiring evidence of the implementation of those processes.

• The other side of the coin is represented in the UK by the government's initiatives to reduce the bureaucracy of regulation to boost economic growth.

Management teams in banks may well ask 'which change to follow?', 'which regulator to satisfy?'

Let me propose a couple of ways in which you may tackle this dilemma:-

• Firstly ensure that you are plugged into industry and professional networks that can evaluate & comment on such proposals, whilst also seeking to influence policy at national level. The Institute of Banking and Finance of Trinidad and Tobago (IBF) and its calendar of events ideally serves this purpose.

• Secondly, IBF's partnership with Bangor University provides avenues for professional networking and development through our suite of programmes of advanced study. Bangor University was the first in the UK to offer degree studies in banking - in 2025 our 'Chartered Banker MBA', together with MBA 'Financial Crime & Compliance', & MBA 'Illicit Finance' offer opportunities to discuss such topics with like-minded professionals around the world. These programmes are also available as individual modules - to act as 'subject taster', or for professional updating in specific topics.

To avail of these opportunities please contact IBF for further information.

I welcome your comments on the above discussion - please address them to me via IBF, or directly to s.j.jones@bangor.ac.uk.

IBF's Educational Programme Opportunities

Chartered Banker MBA

The only qualification in the world combining an MBA and Chartered Banker status from a leading Business School in the U.K.

Applications are now invited for the April 2025 intake.

Further details can be found on:
https://www.bangor.ac.uk/executive-education

Contact us for registration details and discount opportunities for the upcoming intake.

Post Graduate Certificate in Bank Management & Technology (CertBMT)

CertBMT supports the development of fundamental skills, which are necessary in dealing with an evolving digital banking world, and builds the capability of today and tomorrow's banking professionals. It leads to the prestigious Chartered Banker Designation as well as providing an accelerated route to the Chartered Banker MBA.

Contact us for registration details and discount opportunities for the upcoming intake.

Financial Crime & Compliance MBA

Bangor Business School is the only institution globally that can offer the Financial Crime & Compliance MBA (FCCMBA), a "Master in Business Administration" (Financial Intelligence Specialist). This ground breaking qualification allows you to gain an MBA together with the professional designation of Financial Intelligence Specialist (FIS).

Awarded in partnership with ManchesterCF, global providers of financial intelligence training. Financial Intelligence Specialist (FIS) designation sets a new standard in the world of financial intelligence.

The Financial Crime & Compliance MBA is delivered by means of distance learning and on a part-time basis. The programme can be studied from any location with a good internet connection. The material covers areas of anti money laundering in different contexts, anti-corruption and compliance with sanctions and financial and environmental crime informed by the UN Principles for Sustainable Banking, the programme focuses on constraining crime and terrorism through the diligence of financial institutions.

The FCCMBA experience brings together high-level skills and knowledge from an internationally recognized university and centre of research excellence with global specialists in financial intelligence and compliance.

Applications are now invited for the April 2025 intake.

Further details can be found on:
https://www.bangor.ac.uk/executive-education

Contact us for registration details and discount opportunities for the upcoming intake.

IBF's Educational Programme Opportunities

INSTITUTE OF BANKING AND FINANCE OF TRINIDAD AND TOBAGO

Chartered Banker

Keith Checkley & Associates

Certified Credit Professional (CCP)

This certification programme is accredited by the Chartered Banker Institute (CBI) and is offered via blended learning. Modules are delivered by UK and local tutors. Get certified in as little as 9 months! Upon completion of this programme, Certified Credit Professionals will have a comprehensive overview of the various problems and challenges that financial institutions experience in the areas of credit and lending.

"I wholeheartedly endorse the Certified Credit Professional course to anyone seeking to elevate their proficiency in credit management. Whether you're a novice or a seasoned practitioner, this course equips you with the tools and expertise necessary for success.

Waste no time - enroll today and propel your credit management career to new heights!"

Jewan Jaggernauth
Senior Loan Recoveries Officer
JMMB Group Ltd.

Register now for the 2025 Intake. Limited Scholarships available.

INSTITUTE OF BANKING AND FINANCE OF TRINIDAD AND TOBAGO

Chartered Banker

Keith Checkley & Associates

Certified International Risk Manager (CIRM)

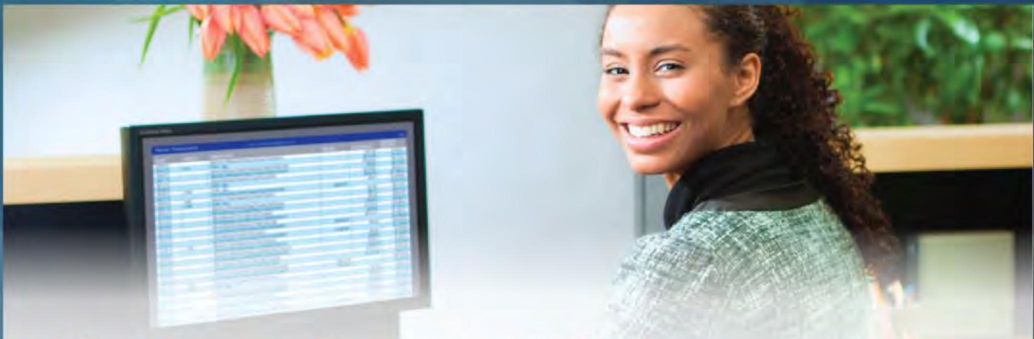
This programme is created to assist banking and finance professionals to develop competencies in international risk management. The Certified International Risk Manager Programme (CIRM) is internationally accredited by the Chartered Banker Institute (CBI). Upon completion, CIRM Graduates will be capable of analysing a variety of enterprise wide risks in order to make sound risk mitigation strategy decisions.

"The CIRM programme is all-encompassing and provides a panoramic view of risk. It espouses, remaining relevant and well-equipped for individuals to make more informed decisions relating to assessing and managing risks."

Mrs. Beverly Richards
2021 CIRM Graduate
Credit Manager, Risk Management, Republic Bank Limited

Contact us for registration details, discount opportunities and our payment plans.

IBF's Educational Programme Opportunities



Diploma in Banking (DIB) Programme

TARGET AUDIENCE

The DIB Programme is ideal for bankers and anyone interested in pursuing a career in Banking.

- DIB graduates without CAPE/GCE Advanced level passes are also eligible for admission to the UWI St. Augustine to pursue any undergraduate degree in the Faculty of Social Sciences.
- Obtain an industry-recgonized professional qualification that can improve opportunities for career-advancement.
- Self-study format, beneficial for busy professionals.

Ideal for busy professionals!

Contact us to learn more!

Contact us to learn more!

Professional Certificate for Financial Advisors (Cert. FA) Programme

An internationally accredited self-study programme that equips finance professionals with the necessary skills required to provide sound financial advice to clients.

Become Specialized in one of these three (3) fields.

- Banking
- Mutual Funds
- Securities

ACTT

Chartered Banker

Accredited programme

Can be completed in as little as twelve (12) months!

IBF's Upcoming Training Workshops

EQUIPPING SUPERVISORS TO DRIVE EFFICIENCY & SUCCESS

TWO (2) DAY TRAINING WORKSHOP

OVERVIEW:

This workshop is designed to equip you with the tools, techniques, and strategies you need to boost team efficiency and drive organizational success. Through interactive sessions, you will gain practical skills in time management, communication, problem-solving, and leadership, helping you excel in your role as supervisors to build high-performing teams.

LEARNING OUTCOMES:

By the end of this workshop you will:

- Understand the core responsibilities required to drive your efficiency and success.
- Master time management and prioritization techniques.
- Enhance your communication and team engagement skills.
- Develop strategies for effective problem-solving and decision-making.
- Implement performance management practices to maximize your team's productivity.
- Lead change and innovation effectively within your team.
- Cultivate personal and team resilience for sustained success.

DAY 1: FOUNDATIONS OF EFFECTIVE SUPERVISION

1. The Role of Supervisors in Driving Efficiency and Success
2. Time Management and Prioritization
3. Communication and Team Engagement

DAY 2: ADVANCED STRATEGIES FOR EFFICIENCY AND SUCCESS

1. Problem-Solving and Decision-Making
2. Performance Management and Accountability
3. Leading Change and Driving Innovation
4. Supervisory Leadership for Long-Term Success

MEET YOUR FACILITATOR: Ms. La Toya Griffith, *Human Resource Management Consultant*

La Toya seamlessly bridges the corporate and creative worlds, blending structure with innovation. With a Bachelor of Business Administration in Human Resource and Marketing Management, and a Master of Science in Human Resource Management specializing in Training & Development, she brings a strategic and evidence-based approach to HR policies and programs. A certified trainer by the Arthur Lok Jack Graduate School of Business and the International Labour Organisation, La Toya prioritizes compliance with Industrial Relations legislation and leverages her expertise in Labour Law and Alternative Dispute Resolution. Her passion lies in fostering dynamic, thriving work environments that balance creativity with corporate efficiency.

8:30A.M - 4:00 P.M | $2,500 PLUS VAT | 14th & 15th May, 2025

Level 1 Invaders Bay, Off Audrey Jeffers Highway, Port of Spain | *Hybrid Attendance Available*

CREDIT ANALYSIS AND LOAN ASSESSMENT FOR MICROFINANCE LENDING

TWO (2) DAY WORKSHOP

OVERVIEW:

Unlock the skills you need to make smarter lending decisions in microfinance and small business lending! This dynamic two-day workshop is specifically designed for lending officers and credit committee members, who want to enhance their credit analysis and loan assessment capabilities.

OBJECTIVES:

- Understand the fundamental principles of lending, including the 5 Cs of credit.
- Develop expertise in loan structuring and various types of small business loans.
- Master the analysis and interpretation of financial statements.
- Identify and mitigate potential risks associated with microfinance lending.
- Enhance decision-making skills for responsible and sustainable lending practices.

TARGET AUDIENCE:

Lending Officers and credit committee members.

TOPICS INCLUDE

- Introduction to Microfinance and the 5 Cs of Credit
- Loan Structuring and Types of Small Business Loans
- Risk Management in Microfinance
- Credit Risk, market risk and operational risk
- Risk mitigation strategies
- Financial Statement Analysis and Interpretation
- Putting it all together - Case Studies & Best Practices

MEET YOUR FACILITATOR: Mr. Andre Falby

Andre Falby is a career banker with three decades of experience in risk management, business lending, and corporate and investment banking. He currently serves as the Chief Risk Officer at a prominent financial institution, leading the bank's enterprise risk management functions. Andre holds an International MBA with a specialty in finance, is a Certified Anti-money Laundering Specialist (CAMS), and an ESG professional Certificate in International Sustainable Business (ISB) Advisor level 1. He is an adjunct lecturer at UWI Roytec, The UWI Open Campus, and Cipriani College of Labour & Co-operative Studies, and facilitates credit and risk management workshops at the Institute of Banking and Finance of Trinidad & Tobago.

8:30A.M - 4:00 P.M | $2,500 PLUS VAT | June 10th and 11th, 2025

Level 1 Invaders Bay, Off Audrey Jeffers Highway, Port of Spain

Debt Recovery and Delinquency Management: Two (2) Day Training Workshop

Date: June 4th & 5th, 2025 | **Facilitator:** Mr. Andre Falby | **Cost:** $2500.00 Plus VAT | **Time:** 8:30 a.m. – 4:00 p.m. | **CPD Hours:** 12

Credit Analysis and Loan Assessment for Micro Finance Lending: Two (2) Day Training Workshop

Date: June 10th & 11th, 2025 | **Facilitator:** Mr. Andre Falby | **Cost:** $2500.00 Plus VAT | **Time:** 8:30 a.m. – 4:00 p.m. | **CPD Hours:** 12

IBF's List of Training Topics

Soft-Skills

- Administrative Professionals Training
- Boosting Productivity
- Business Writing and Communication
- Change Management
- Coaching and Mentoring
- Conflict Management: Practical Techniques for Leaders
- Creating an Inclusive Culture: Building a Respectful Workplace
- Customer-Centric Strategies for Exceptional Engagement
- Customer Service
- Equipping Supervisors to Drive Efficiency & Success
- Interviewing Skills and Tips
- Leading at Every Level: Leadership Program for Managers & Supervisors
- People Management in the Age of AI
- Supervisory Training

Technical

- Advanced Treasury Management
- AML/CFT for Non-Profit Organizations
- Analysing Financial Statements
- Anti-Money Laundering/Counter Financing of Terrorism
- Credit Analysis & Loan Assessment for Microfinance Lending
- Credit Assessment and Proposal Writing
- Debt Recovery and Delinquency Management
- Enterprise IT Security and Cyber Security in the Cloud
- Enterprise Risk Management
- Environmental, Social and Governance Fundamentals
- Ethics for Financial Service Providers
- Financial Planning
- Foreign Exchange and Derivatives
- Introduction to Accounting and Finance for Non-Financial Professionals
- Investment Management
- Mastering Policy Development: A Practical Guide to Clarity & Compliance
- Project Management

Our Team

Chief Executive Officer:
Ms. Marsha John

Training & Business Development Officer:
Camille Applewhaite

Administrative Officer/ Programme Coordinator:
Ms. Sharia Ahamad

Contact Us

Office Hours: Monday - Friday from 8:00 a.m. - 4:00 p.m.

Level 1, Invader's Bay Tower,
Off Audrey Jeffers Highway, POS

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