Sustainable Corporate Governance in Public Sector: A Study of Nigeria Deposit Insurance Corporation, 2001-2022

Taiwo Ganiyat OLUSESI
LCU/PG/002932

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Certification

This thesis **titled "Sustainable Corporate Governance in Public Sector: A Study of Nigeria Deposit Insurance Corporation, 2001-2022"** was carried out by **Taiwo Ganiyat OLUSESI**, with matriculation number, LCU /PG /002932 in the Department of Politics and International Relations, Faculty of Social Management Sciences, Lead City University, Ibadan, Oyo State, Nigeria, for the award of Doctor of Philosophy (PhD) in Public Administration and that this has not been previously submitted.

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_____ _____

Prof. Akeem Amodu **Date**
Supervisor

_____ _____

Dr. Adebola Alade **Date**
Head of Department

Dedication

I dedicate this project to Almighty Allah for His love, grace, mercy and privilege.

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Acknowledgement

I sincerely express my gratitude to Lead City University, Ibadan, Oyo State, Nigeria for providing me with the training, coaching, and knowledge that has shaped my intellectual growth. The institution stands as a citadel of knowledge and a beacon of self-reliance. I also appreciate the NDIC staffs of Lagos branch where the study was carried out.

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

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Abstract

This study investigates sustainable corporate governance practices within the Nigeria Deposit Insurance Corporation (NDIC) from 2012 to 2022. The aim was to evaluate the alignment of NDIC's governance framework with international standards while identifying gaps and opportunities for improvement. Institutional theory was adopted to investigate how institutions shape organisational behaviour and governance practices. Using a descriptive research design, the study combined quantitative data from a survey of 110 respondents, including NDIC staff and stakeholders, and qualitative insights from interviews with five senior executives and board members from the same organisation. The instruments explored corporate governance practices, sustainability initiatives and the challenges hindering effective governance. Findings revealed that 82% of respondents were familiar with NDIC's corporate governance policies, while 68% confirmed the effective implementation of board independence and audit committee practices. Sustainability practices were emphasized, with 75% of respondents identifying stakeholder engagement and governance training as core strategies. However, challenges such as regulatory constraints (reported by 57%) and inadequate resources (44%) were identified as barriers to sustainable governance. Interview conducted highlight concerns about political interference and limited enforcement mechanisms, which were perceived as hindrances to achieving long-term corporate sustainability. Comparative analyses with global deposit insurance schemes, such as the Federal Deposit Insurance Corporation (FDIC), (U.S.A), and the Canada Deposit Insurance Corporation (CDIC), demonstrated best practices NDIC could adopt. These best practices include the adoption of advanced risk assessment methodologies, enhanced transparency in financial reporting, and public awareness campaigns to foster stakeholder engagement. The research also highlighted the need for NDIC to leverage technology, viz blockchain and data analytics, to improve governance efficiency and depositor protection mechanisms. The study concluded with actionable recommendations to strengthen NDIC's governance framework, including promoting board diversity, addressing regulatory enforcement gaps and aligning policies with global best practices. By addressing these challenges, NDIC can bolster its role in safeguarding depositor funds, fostering financial stability, and contributing to Nigeria's economic growth. The study recommended that board members with expertise in sustainability, risk management, and emerging financial … be appointed to ensure well-rounded decision-making; and develop a robust sustainability reporting framework based on globally recognized standards like the Global Reporting Initiative (GRI) to enhance transparency and accountability.

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List of Acronyms

Abbreviation	Meaning
ACTU	Anti-Corruption and Transparency Unit
AMCON	Asset Management Corporation of Nigeria
BOFIA	Banks and Other Financial Institutions Act
CAMA	Companies and Allied Matters Act
CBN	Central Bank of Nigeria
CDIC	Canada Deposit Insurance Corporation
DICGC	Deposit Insurance and Credit Guarantee Corporation (India)
DIF	Deposit Insurance Fund
DMBs	Deposit Money Banks
DPAS	Differential Premium Assessment System
EFCC	Economic and Financial Crimes Commission
ERM	Enterprise Risk Management
ESG	Environmental, Social, and Governance
FDIC	Federal Deposit Insurance Corporation (USA)
FRC	Financial Reporting Council of Nigeria
GRI	Global Reporting Initiative
IADI	International Association of Deposit Insurers
IMC	Interim Management Committee
KDIC	Kenya Deposit Insurance Corporation
MFBs	Microfinance Banks
NDIC	Nigeria Deposit Insurance Corporation
NSE	Nigerian Stock Exchange
OECD	Organisation for Economic Co-operation and Development
PMIs	Primary Mortgage Institutions

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PSBs	Payment Service Banks
SASB	Sustainability Accounting Standards Board
SEC	Securities and Exchange Commission

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