



Manual for Planning and Conducting Training and Technical Assistance Workshops

Version February 2019

C/O BANK FOR INTERNATIONAL SETTLEMENTS
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INTRODUCTION

The mission of the IADI Training and Technical Assistance Council Committee (TTAC) is to provide oversight regarding compliance with the IADI Core Principles for Effective Deposit Insurance Systems (Core Principles); facilitate the sharing and exchange of expertise and information on deposit insurance issues through training, development, educational programs and conferences; and oversee and review the core curriculum for the training and technical assistance program. The Training and Conference Technical Committee (TCTC) is charged with supporting IADI Members and the Secretariat in the organization of the Annual IADI Conference, the Biennial Research Conference, and all workshops. One of these workshops is the Regional Technical Assistance Workshop.

A Technical Assistance Workshop includes some features of a training workshop, an educational workshop, and a Regional Conference. The host deposit insurance agency (DIA), in collaboration with the Regional Committee Chairperson, IADI Secretariat, and the TCTC Chairperson, select one to three Core Principles¹ or an operational theme that incorporates a cohesive set of Core Principles for in-depth discussion, analysis, and review of global best practices. Experts from IADI and collaborating international organisations give presentations on specific aspects of the selected Core Principles.

Another valuable component is a roundtable discussion where participants share and discuss gaps and challenges in the selected Core Principles in their respective DIAs in comparison with the IADI Core Principles and best practices.

In view of the extensive interactions expected among the participants and the experts, the optimal number of participants in such a workshop is 30 to 40, and typically the participants include mid- or senior-level managers in DIAs who will benefit from the in-depth analyses of key issues. Alternatively, the region may decide to open the workshop to a larger number of participants. In such case, breakout sessions could be used to facilitate discussions among smaller groups.

This manual provides detailed instructions and guidelines for planning, preparing for, and conducting such a Technical Assistance Workshop. With appropriate modifications, this Manual can be used for planning and conducting other types of workshops. Some of the suggested action items may not be appropriate or applicable to a specific hosting DIA and have been marked as “optional” in the below text.

¹ For most cases, the number of Core Principles discussed should be limited to no more than one per day, meaning that for a two-day workshop, a maximum of two Core Principles would be discussed. This will allow maximum time for discussion and analysis of each Core Principle and provide workshop participants with time to discuss and address gaps faced by the DIAs participating in the workshop.

Planning and Implementing the Technical Assistance Workshop (TAW)

1. Planning (including Host Selection)

- 1.01 Several weeks prior to the IADI Annual General Meeting, the TCTC Chairperson, or the Secretariat requests that the Regional Chairpersons solicit volunteers to host various types of technical assistance and training workshops and regional/international conferences during the next one or two fiscal years.²
- 1.02 The Regional Committee Chairpersons solicit and receive from the Regional Committee members their preference for hosting workshops, and for which Core Principles or other topics should be the focus of the workshop. These Core Principles or topics would reflect the gaps and challenges faced by the members of the Regional Committee and would be used as a guide in developing the workshop agenda.

The Regional Chairpersons review previous workshops and IADI conferences. The overall structure and format of the workshop depend on the purpose of the workshop. In deciding the location and possible funding³ of the workshops, guidance is received from IADI's "[Policy on Hosting IADI Annual General and EXCO Meetings and Conferences](#)" (login required) issued in October 2017.

- 1.03 At least two weeks prior to the IADI Annual General Meeting, the TCTC Chairperson and the Secretary General contact the volunteer DIAs and Regional Committee Chairpersons to finalize the purpose, themes, funding, tentative timing (e.g., 2Q of a calendar year), and jurisdiction for each of the workshops.
- 1.04 TCTC Chairperson, in coordination with the TTAC Chairperson, agrees upon and shares the FY calendar (schedule) for training and technical assistance events and details of workshops with the IADI Executive Council (EXCO) and receives its concurrence.

2. Preparation

[Key: T minus 19 (T-19) means the task ideally should be completed 19 weeks before the first day of the workshop, where T represents the first day of the workshop.]

- 2.01 The TCTC Chairperson sets up a Working Group to coordinate the overall planning of the workshop. Working Group members typically include representatives from the IADI Secretariat, host DIA, the Regional Committee Chairperson, and TCTC Chairperson. The TCTC Chairperson, in consultation with the host DIA, designates one of the TCTC members as the Working Group Coordinator (Coordinator); the host DIA designates a Local Liaison (Liaison).

² IADI fiscal years run from 1 April to 31 March the following year.

³ Funding is to be discussed between the host DIA and the Secretary General. IADI typically allocates funds annually for partial funding of such workshops. In addition, external sources may be approached for financial support. These include the World Bank, the Toronto Centre, Africa Development Bank, Asian Development Bank, U.S. AID and the European Bank for Reconstruction and Development.

[T-19]

The Coordinator acts as a project manager for the workshop and schedules a series of conference calls (and exchanges emails) to prepare for the workshop. It is recommended that these conference calls be held monthly for T-19 – T-8, and then weekly or bi-weekly from T-8 to the start of the workshop. The Coordinator is responsible for helping set the agenda for the call, ensuring that the group discussions stay focused on the agenda, and for summarising follow-up actions, responsible party, and expected time of completion.

The Liaison assists in planning and conducting the workshop logistics. The Liaison is typically a senior-level manager in the host DIA who can marshal the DIA's resources to complete administrative and logistical tasks for the workshop.

- 2.02 The Coordinator ensures that the venue and a block of hotel rooms are reserved by the Host DIA as early as possible once the dates are set. The Coordinator also updates the TA Workshop Milestones spreadsheet showing the status of activities in green (completed), yellow (on track and likely to meet the deadline) and red (behind schedule). The dashboard is shared with the Working Group during the periodic conference calls and with the TCTC.

[T-18]

- 2.03 The TCTC, in consultation with IADI Secretariat and the Regional Committee Chairperson, designates an IADI expert⁴ for the workshop. The expert is responsible for fine tuning the substance of the workshop and takes the lead in identifying speakers and presenters. Some prominent and international speakers are difficult to confirm and should be invited early. In some cases, the Coordinator and the expert may be the same person.

[T-17]

- 2.04 The Secretariat, in consultation with the host DIA and the Working Group, sends out "Save the Date" invitations to IADI Members or to just the DIAs in the region, depending upon the purpose and structure of the workshop. The invitation includes the workshop dates, location, overall theme, major topics, and targeted level of participants, if appropriate.

The invitation may indicate that a limited number (a maximum of three, for example) of participants will be accepted from a single DIA. Also included is a link to visa requirements and hotel room booking. Post-workshop excursions and spousal activities are not required, but may be included at the host's discretion. **Note: some jurisdictions may require an earlier registration deadline if their visa requests take longer than the average amount of time to process.**

[T- 15]

- 2.05 The Coordinator holds preliminary discussions with the Liaison regarding the workshop venue

⁴ An IADI expert is a highly qualified individual from an IADI Member's senior staff who has been rigorously trained in the Core Principles to: conduct IADI Self-Assessment Technical Assistance Program (SATAP) Reviews; support the IMF and the World Bank in conducting Financial Sector Assessment Program (FSAP) reviews and preparing Technical Notes relating to deposit insurance; conduct IADI technical assistance workshops, Core Principles overviews and peer reviews; and conduct FSB peer reviews.)

and facilities (hotel, conference center, DIA facility, etc.), minimum required space and breakout rooms, physical layout of furniture for the workshop (see Annex B), audio-visual needs, and visa requirements and procedures.

[T- 15]

3. Agenda, speakers, facilitators, and participants

- 3.01 The host DIA, in collaboration with the Working Group, begins to prepare a draft agenda showing possible speakers⁵, presenters, and panel chairpersons.

[T- 14]

- 3.02 The Working Group reviews and approves the draft agenda.

[T- 13]

- 3.03 The Working Group invites potential speakers, presenters, panel chairpersons and facilitators.

[T-12]

- 3.04 The host DIA, in consultation with the IADI Secretary General, decides if some of the speakers need to be paid speaker fees and/or travel expenses.

[T- 11]

- 3.05 The host DIA and the Secretariat send IADI Members or Regional Committee members, as appropriate, the draft agenda with tentative speakers, along with a detailed note about the structure and process of the workshop, any registration fees required, and what is expected of the participants.⁶

IADI or Regional Committee members, as appropriate, are asked to send in their nominations for participants with brief agency profiles, and describe major challenges related to the topics facing the DIA by T-6 (unless an earlier registration deadline is needed for visa processing). Participants are also requested to send in any visa letter requests, and dietary restrictions.

[T-10]

- 3.06 The host DIA or the host Regional Committee Chairperson, or their designated representative sends a request to the presenters and speakers to send their brief biographies (not more than one page per speaker) and presentation materials (PowerPoint slides) by T-4. The host DIA reminds presenters about best practices for PowerPoint Presentations (see Appendix E for sample speaker guidelines).

[T- 10]

- 3.07 The Liaison makes appropriate arrangements for participant and speaker visas; transportation from airport to the hotel, transportation from hotel to workshop site (if not at the same location); and coffee breaks, lunches, and dinners. Some of these tasks may be optional.

⁵ The IADI Speakers' Database, housed with the TCTC, is a possible resource to identify appropriate speakers and presenters.

⁶ Consideration should be given to suggesting materials to read prior to attending the workshop, such as the training on Core Principles on-line tutorial offered by the Financial Stability Institute (FSI) Connect.

[T-9]

- 3.08 The Working Group continues to review and finalise the agenda, speakers, and logistical arrangements. The Coordinator monitors that guest speakers and dinner speakers have been invited by the host.⁷
[T-7]
- 3.09 The Liaison, in consultation with the head of the host DIA and the Secretary General, discuss and decide if the local media will be invited to attend part of or the entire workshop and also if there will be a press conference at some appropriate time.
[T-7]
- 3.10 The Liaison reviews participant nominations and sends reminders to those DIAs who have not yet submitted their nominations.
[T-6]
- 3.11 The Coordinator discusses with the Liaison a proposed workshop facility layout diagram (see Annex B for a sample layout). Ideally, five to eight participants are assigned to one round table along with one facilitator. The facilitators could be IADI experts or the IADI Secretariat staff. This ensures good interaction and discussion among the participants. If there is more than one participant from a DIA, they preferably should be assigned to different tables.
[T-6]
- 3.12 The Liaison and Coordinator receive presentation materials (such as PowerPoint slides) from presenters and speakers and review those for length, substance, and relevance, and provide appropriate feedback to the presenters as needed.
- The speakers and presenters are informed that their presentation materials will be uploaded to the IADI Repository of Knowledge Events where they will be accessible to all IADI members, subject to the user permission rules of the Bank for International Settlements (BIS).
[T-4]
- 3.13 The Liaison prepares binders or folders for participants. The binders contain the workshop agenda, speakers' bios, appropriate logistical information, workshop evaluation form [see Annex C], blank sheets or note pads, pens, pencils, and copies of speaker presentations or links to the presentations. The Liaison also makes a few hard copies of key documents such as the IADI Handbook for use during the workshop. It is not necessary to provide each participant with these documents; instead, copies should be available for their reference.
[T-3]
- 3.14 The Liaison designs and produces appropriate signage for the workshop including banners, posters, directional signs, name tags for participants and speakers, and tent cards showing the name and country of each participant.

⁷ For welcoming speeches, possible speakers include: head of the DIA, Chairperson of the Regional Committee, Chairperson of the TCTC and the Secretary General of IADI. Opening remarks could be given by the Chairperson of the host DIA Board, Governor of the host Central Bank, or the Minister of Finance.

[T-3]

- 3.15 The Liaison arrange for all coffee breaks, lunches and dinners, taking into account any dietary restrictions some participants may have.
[T-3]
- 3.16 The Liaison may arrange for small souvenir gifts for the speakers, presenters and expert facilitators. [This is optional.]
[T-2]
- 3.17 The Coordinator conducts the last pre-workshop conference call or exchanges emails with the Working Group, to confirm all arrangements are made and all systems are ready to go. The coordinator also confirms the participation of all speakers and presenters.
[T-1]
- 3.18 The Liaison and the Coordinator, if available, conduct an on-site review of the workshop venue and test all audio-visual equipment, especially the microphones at each round table and at the lectern. They ensure that all PowerPoint presentations are loaded on a lap top computer and tested.
[T-1, the day before the start of the workshop]

4. On-site—Conducting the Workshop

- 4.01 Typically, the head of the host DIA or another senior official from the host DIA designates, or serves as, the master of ceremonies for the introductory session of the workshop. The master of ceremonies welcomes the participants and introduces the distinguished outside guest speakers.
On Day 1, after the introductory session and the coffee break, the master of ceremonies introduces any of the Working Group members present, and then conducts and facilitates the rest of the workshop sessions.
- 4.02 At a convenient time during the workshop, the Liaison arranges for a group photo of all participants and presenters. Copies of the photo are shared with all on the last day of the workshop or electronically.
- 4.03 The master of ceremonies reminds the participants to refer to the workshop evaluation or feedback form and to fill it in after each session (while impressions are fresh). (See Annex C for an example evaluation form). This is an extremely valuable tool for the workshop organisers, TCTC, and the IADI Secretariat for planning future workshops.
- 4.04 The facilitator assigned to each round table guides the group's discussion about any major gaps and challenges in their respective DIAs, (specifically relating to the core principles that are the focus of the workshop), responds to any technical questions about the issues discussed, and helps in identifying broad corrective or reform actions.

One person at each table volunteers to report to all workshop participants their group's concluding discussions identifying possible reform options and any challenges faced going forward.

- 4.05 If the participants include several representatives from jurisdictions that do not yet have a DIA, a separate concurrent session may be organised to discuss their status and challenges, and present appropriate techniques of coalition building, stakeholder buy-in, negotiations and political strategies. IADI Members and international organisations can provide technical expertise for such a session.
- 4.06 At the end of the workshop, the Coordinator collects all evaluation or feedback forms for analysis by the IADI staff.
- 4.07 If previously arranged, workshop participants and speakers join in an (optional) excursion. If necessary, the host DIA may choose to charge a fee for the excursion.

5. Post workshop follow-up

- 5.01 The Coordinator schedules a conference call or exchanges emails with the Working Group to review participant evaluations, and discuss how to incorporate these suggestions in future workshops. This is what is typically called a Plus/Delta session where topics discussed are items that worked well in the workshop and items that may be improved upon. Appropriate assignments are made for follow up actions and the IADI Secretariat monitors and keeps a log of the progress made.
[T+1]
- 5.02 The IADI Secretary General [or the head of the host DIA] sends thank you notes to the distinguished outside guest speakers.
[T+2]
- 5.03 The Liaison submits the final version of all event materials and the original participant evaluations to the Secretariat. The agenda and presentation materials will be uploaded to the Knowledge Materials on the Members-only website
[T+2]
- 5.04 The Liaison submits a financial report on workshop costs to IADI Secretariat and other external funding agencies to receive reimbursements, as per IADI policy.
[T+2]
- 5.05 The Coordinator submits a final report about the workshop to the IADI Secretary General, Regional Committee Chairperson, TCTC chairperson and the host DIA [T+3].

The final report includes:

- a brief overview of the workshop,
- a list of participants, speakers, and presenters,
- a summary of participants' feedback and evaluations,

See Annex F for a sample report.

- 5.06 IADI Secretariat staff conducts further analysis and provides input to the IADI research plan for the subsequent fiscal year, as well as future workshops and conferences.
[T+5]

Annexes

Annex A Sample Protocol for Workshop Participants

IADI EARC TECHNICAL ASSISTANCE WORKSHOP

7-9 May 2018

Istanbul, Turkey

Participant Protocol

This technical assistance workshop/seminar is designed to facilitate interaction and discussions among expert presenters and participants regarding implementation of the IADI Core Principles relating to contingency planning and crisis preparedness and management as well as issues in the context of Islamic banking and Islamic deposit insurance.

The sessions on Day 1 will include presentations by distinguished speakers on various issues related to the above topics. At the end of each presentation, participants will have an opportunity to raise specific concerns and ask questions.

On Day 2, two round table sessions will be organized and will involve discussions among participants on the challenges they face in their operations in general and specifically in crisis preparedness and management. During this session, round tables will be organized, seating 8-10 participants at each table, assigned according to common issues and challenges identified in the response to the attached survey questionnaire. IADI experts will serve as facilitators at each table and guide the discussion and answer any questions participants may have. The participants at each table will discuss among themselves 2-3 of the most critical issues (challenges) identified in the completed surveys and propose some possible ways of responding to these issues for each deposit insurer-participant of the round table.

At the conclusion of the round table, a reporter at each table will present to all workshop participants a brief summary of discussion at their table.

For the round table session to be successful, thorough preparation is necessary on the part of each participant. Therefore, please respond to the attached survey and send it by April 10, 2018 to IADISurvey@iadi.org. We expect one response from each participating Deposit Insurance Agency irrespective of the number of participants from that agency.

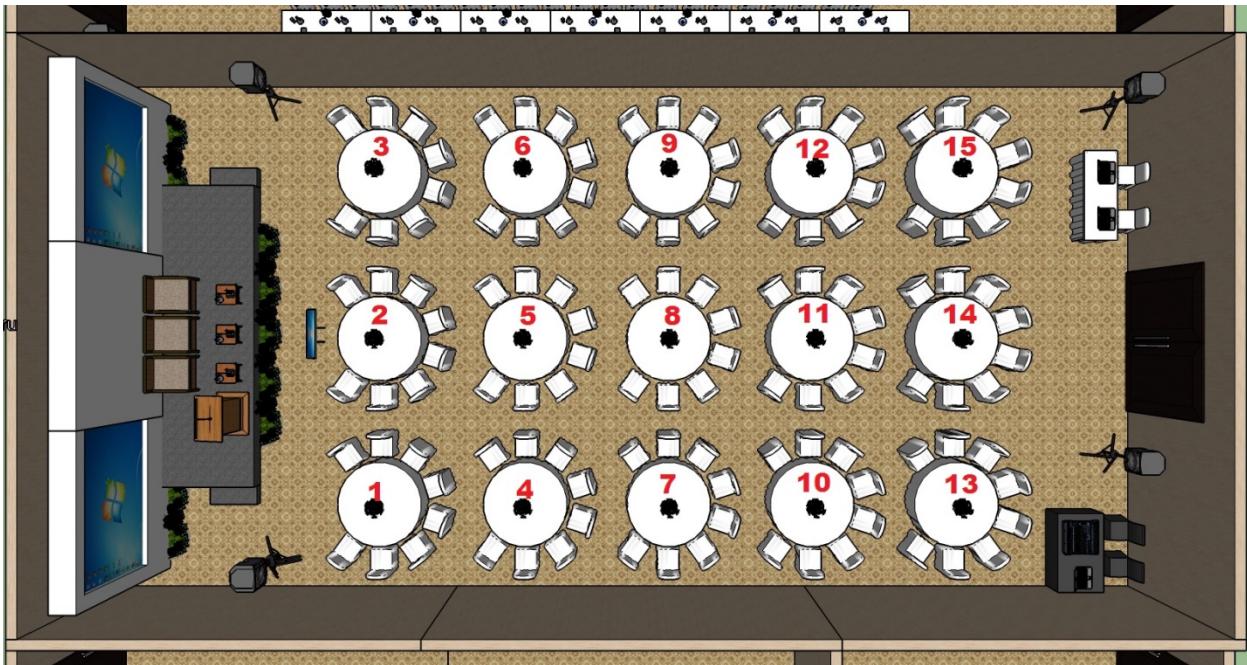
Please keep your responses as brief as possible – just a few sentences should suffice.

Thank you very much in advance for your kind cooperation.

We look forward to seeing you in Istanbul in May 2018!

Annex B Sample Workshop Room Layout

Below is a sample room layout from the APRC Regional Workshop in Indonesia - July 2017.



Annex C Sample Participant Feedback Form



PARTICIPANT EVALUATIONS

Workshop: Introduction to the IADI Core Principles

Basel, Switzerland

19-Oct-18

Instructions: Please read and give your honest assessment of the various aspects of this workshop. Your views will be held in utmost confidentiality.

Overall Evaluation of the Workshop					
	Excellent	Good	Fair	Poor	Comments
How would you rate the overall preparation and execution of the workshop?					
Selection of Topics and Content					
Exchanges with Other Participants/Networking					
Speaker Selection					
Duration of Workshop					
Learning Environment (seating, lights, temperature)					
Hospitality (lunch and coffee breaks)					
Overall value of the Technical Workshop					
Please rate the following presentations and discussions					
	Excellent	Good	Fair	Poor	Comments
Introduction of the Core Principles	David Walker, IADI Secretary General				
Overview of Core Principles	David Walker				
<u>Panel 1</u> Evolving Role of Deposit Insurance in the Safety Net	<i>Moderator</i> - Lucas Metzger (Switzerland) <i>Panelist 1</i> - Ma. Belinda G. Caraan (Philippines) <i>Panelist 2</i> - Violeta Arifi-Krasniqi (Kosovo)				
<u>Panel 2</u> Contingency Planning	<i>Moderator</i> - Tony Sinopole (U.S.A) <i>Panelist 1</i> - Kumudini Hajra (IADI) <i>Panelist 2</i> - Eva Hupkes (FSB) <i>Panelist 3</i> - Eloise Williams Dunkley (Jamaica)				
<u>Panel 3</u> Deposit Insurers' Role in Resolution Implementation and Funding	<i>Moderator</i> - Eugenia Kuri (Mexico) <i>Panelist 1</i> - Ruth Walters (FSI) <i>Panelist 2</i> - Jerry Sociedade (Canada)				
<u>Panel 4</u> Depositor Payouts	<i>Moderator</i> - Karen Gibbons (U.K.) <i>Panelist 1</i> - Yury Isaev (Russia) <i>Panelist 2</i> - Thorbjorn Karp (Germany)				
Wrap-up Session (concluding remarks)	David Walker				
Please give any additional suggestions/comments:					

Annex D Sample Agenda



Draft Schedule of IADI Eurasia Regional Committee Annual Meeting, Technical Assistance Workshop and International Conference 7-9 May 2018

Hosted by the Savings Deposit Insurance Fund of Turkey (SDIF) Venue : Hyatt Centric Levent Hotel

Büyükdere Cad. No:136, 34330 Levent Beşiktaş – İSTANBUL

<https://leventistanbul.centric.hyatt.com/en/hotel/home.html>

Monday, May 7, 2018 FIRST DAY		
TIME	ITEM	LEAD
08:00 – 17:30	IADI International Conference	
08:00 - 08:30	Registration	SDIF Staff
08:30 - 08:45	Welcome & Opening Remarks	Mr. İlhami Öztürk <i>EARC Chair</i>
08:45 - 09:00	Keynote Speech	Mr. Muhiddin Gülaç <i>SDIF President and Chairman</i>
09:00 – 10:30	<p>Session-1: Crisis Preparedness</p> <ul style="list-style-type: none"> ▪ Risk Assessment & Early Warning System (EWS)-Korea ▪ Coordination Mechanism & Institutional Frameworks-World Bank ▪ Contingency Planning and Crisis Simulation-Poland <p>Speakers: 1-Mr.Yangig Cho (Korea)- Dr. Pyeonghoon Chang (Korea) 2-Mr.Miquel Dijkman (World Bank) 3-Mr.Tomasz Obal (Poland)</p> <p>(20 minutes/person) + (30 minutes Q&A at the end of session)</p>	Moderator: Mr.Dirk Cupei <i>(Germany)</i>
10:30 – 10:45	Break (Coffee & Tea)	
	<p>Session-2: Evolution of Crisis Management Framework</p> <ul style="list-style-type: none"> ▪ Recovery & Resolution Planning (RRP) and Resolvability Assessment-FSI/BIS ▪ Resolution Fund -Italy ▪ Lessons Learnt From Global Crisis and changing Role of DIs in Crisis Management – Philippines and Turkey <p>Speakers: 1-Mrs. Ruth Walters (FSI/BIS) 2-Mr. Giuseppe Bocuzzi (Italy) 3-Ms. Nancy L. Sevilla Samson (Philippines) 4- Mr. İlhami Öztürk (Turkey)</p> <p>(20 minutes/person)+(40 minutes Q&A at the end of session)</p>	Moderator: Ms. Kumudini Hajra(IADI)

12:45 - 13:45	LUNCH / IDITC Meeting	
13:45 – 15:45	<p>Session-3: Dealing with the Crisis Country Cases (Indonesia; Japan; Russia and Mexico)</p> <p>Speakers 1- Dr. Halim Alamsyah (Indonesia) 2- Mr. Nobuyuki Sato (Japan) 3- Mr. Nikolay Evstratenko (Russia) 4- Mr. Pablo Garcia Pimentel Caraza (Mexico)</p> <p>(20 minutes/person)+(40 minutes Q&A at the end of session)</p>	<p>Moderator: Mr. Martin Hlavnicka (Czech Republic)</p>
15:45 – 16:00	Break (Coffee & Tea)	
16:00 – 17:00	<p>Session-4: Islamic Deposit Insurance & Crisis Preparedness Country Cases (Malaysia, Indonesia)</p> <p>Speakers 1- Mr. Mohd Sobri bin. Mansor (Malaysia) 2- Mr. Ronald Rulindo (Indonesia)</p> <p>(20 minutes/person)+(20 minutes Q&A at the end of session)</p>	<p>Moderator: Mr. İlhami Öztürk (SDIF)</p>
17:00-17:30	Group Photo	<i>All Participants</i>
19:30-21:30	Gala Dinner (<i>Dress Code: Business Casual</i>)	

<p style="text-align: center;">Tuesday, May 8, 2018 SECOND DAY IADI EARC Technical Assistance Workshop and Annual Meeting</p>		
TIME	ITEM	LEAD
08:15 – 15:30	IADI EARC Technical Workshop	
08:15 – 08:30	Workshop Overview	Mr. David Walker (IADI)
08:30 – 09:30	<p>Session-1: Current crisis management framework of EARC countries <u>EARC members</u> will introduce their current structure</p> <p>Speakers:</p> <ul style="list-style-type: none"> 1- Azerbaijan 2- Kazakhstan 3- Kyrgyz Republic 4- Ukraine <p>(15 minutes/person)</p>	<p>Moderator: Mr. Giuseppe Bocuzzi (Italy)</p>
09:30 – 10:00	Break (Coffee & Tea)	
10:00 – 10:30	<p>Session-2: Current crisis management framework of EARC observers <u>EARC observers</u> will introduce their current framework</p> <p>Speakers:</p> <ul style="list-style-type: none"> 1- Belarus 2- Tajikistan <p>(15 minutes/person)</p>	<p>Moderator: Mr. David Walker (IADI)</p>
10:30 – 11:15	<p>Session-3: Introduction of preliminary outcomes of ongoing IADI Research on DIS's role in contingency planning & system-wide crisis preparedness and management.</p> <p>1 Speaker (45 minutes)</p>	<p>Speaker: Ms. Kumudini Hajra (IADI)</p>
11:15 – 11:30	Break (Coffee & Tea)	
11:30 – 12:30	<p>Session-4: Roundtable & Group Discussion-I Relevant gaps and challenges, proposed action plans to improve the current crisis management structure will be discussed among EARC participants.</p>	<p>Moderator: Ms. Kumudini Hajra (IADI)</p>
12:30 – 13:30	LUNCH	

13:30 – 14:30	Session-5: Roundtable & Group Discussion-II Relevant gaps and challenges, proposed action plans to improve the current crisis management structure will be discussed among EARC	Moderator: Mr. David Walker (IADI)
14:30 – 15:00	Wrap-up Session (concluding remarks)	IADI Mr. David Walker (IADI) Ms. Kumudini Hajra (IADI)
15:00 – 15:30	Break (Coffee & Tea)	
15:30 – 17:30	<p>11th EARC Annual Meeting for 2018</p> <ul style="list-style-type: none"> -Opening of Annual Meeting (Welcome speech) -Call to order and adoption of the Agenda -Ratification of minutes of EARC meeting on 10 October 2017, Quebec City (Canada) -EARC countries structures and activities, Mr. İlhami Öztürk, Chairperson of EARC -Kazakhstan update presentation -Tajikistan update presentation -Roundtable update of all other EARC members and observers on main issues in their countries -EARC Chairing Sequence – from Turkey to Ukraine -Discussion report on activities of the IADI Secretariat, Mr. David Walker, Secretary General, IADI -Closing <p>Open to EARC members & observers only</p>	Mr. İlhami Öztürk Chair, EARC
19:30-21:30	Farewell Dinner (Dress Code: Business Attire)	

Wednesday, May 9, 2018

THIRD DAY

Excursion

TIME	ITEM	LEAD
09:00 – 16:30	<p>Excursion</p> <p>Visiting the historical peninsula (including lunch)</p> <p>(Dress Code: Casual Attire)</p> <p>THE MEETING POINT FOR EXCURSION IS AT THE LOBBY OF HYATT CENTRIC HOTEL</p>	

Annex E Sample Speaker Guidelines

The following are a few sample guidelines to be shared with speakers and panel moderators as applicable.

Presentation/Content Guidelines

- Avoid spending too much time on the history and legal structure of your organization.
- Focus on the general applicability of the Core Principle or topic.
- If two speakers are making presentations on related aspects of a topic, they are requested to share each other's presentations to avoid redundancy and make sure all necessary aspects are covered.
- Ensure that adequate time is left for questions after the presentation. If you are given 20 minutes, allow at least 5 minutes for questions. Time limits will be enforced.
- Panel chairs or moderators should arrange a conference call or brief meeting in advance with the speakers to review the format and expectations.
- Chairs/moderators should prepare several questions in advance for use if questions aren't forthcoming from the audience.

PowerPoint Guidelines

- Keep slide design simple and avoid using too many words on each slide.
 - Use uniform, legible font throughout the presentation.
- Generally, you should allow at least 2 minutes on each slide. For a 30 minute presentation, the maximum number of slides is 15.
- When using graphics, make sure they are high quality.

Annex F Sample Final Report

REPORT OF IADI AFRICA REGIONAL COMMITTEE AGM AND TECHNICAL ASSISTANCE WORKSHOP HELD IN LAGOS, NIGERIA, 25TH-28TH SEPTEMBER, 2018

1. Introduction

The Nigeria Deposit Insurance Corporation (NDIC) hosted the 2018 IADI Africa Regional Committee AGM and Technical Assistance Workshop at the Four Points by Sheraton, Lagos from 25th to 28th September, 2018. The theme for the Workshop was "Financial Stability, System-Wide Crises Preparedness and Effective Bank Resolution".

2. Participants

The workshop was attended by 67 participants. Twenty three (23) international delegates from Sudan, Kenya, Swaziland, Uganda, Switzerland (IADI Secretariat), Zimbabwe, Ghana, Rwanda, and West African Monetary Union (WAMU) were present at the workshop. Specifically, the IADI Secretary General, Chief Executive Officers of Uganda Deposit Protection Fund, WAMU Deposit Insurance Fund, Kenya Deposit Insurance Corporation and the Nigeria Deposit Insurance Corporation, were among those that attended the conference.

Forty-four (44) local participants, comprising twenty-eight (28) from the NDIC, fourteen (14) from the Federal Ministry of Finance, Budget Office of the Federation, Securities and Exchange Commission, National Insurance Commission, Central Bank of Nigeria, and the Chartered Institute of Bankers of Nigeria. Six facilitators made presentations at the workshop, out of which two were foreign (Mr. David Walker and Mr. Mohamud A. Mohamud), and four locals.

3. Programme Highlights

Day 1: 24th September, 2018

The event commenced with a welcome Cocktail at the Four Points by Sheraton. The MD/CEO of the NDIC represented by Prince Aghatise Erediauwa, Executive Director (Operations), welcomed delegates to Nigeria and to the Workshop. He stated that the large

turn-out from different countries signifies long-standing commitment to move the course of deposit protection in the African Region to greater heights. He advised participants to leverage on the country-mix of the delegates and benefit from experience sharing as the workshop proceeds.

Day 2: 25th September, 2018

The Annual General Meeting was held on the second day. The AGM was attended by nineteen (19) delegates from 10 countries, namely; Sudan, Kenya, Zimbabwe, Swaziland, WAMU (Senegal), Uganda, Nigeria, Sierra Leone, Ghana, and Rwanda.

During the meeting, corrections were made to the minutes of the 2018 ARC meeting held in Moscow, Russia. The delegates observed the shifting of the 2018 IADI Annual General Meeting from the Zimbabwe Deposit Protection Corporation to Basel, Switzerland. They commended the IADI for providing more training opportunities than other regional committees on Core Principles. The delegates noted that South Africa appears to be the only G20 country without a deposit insurance system.

Nevertheless, efforts are on-going to set up a DIS in that country.

It was suggested that ARC should reclaim its hosting right of the IADI AGM in 2019. In that regard, WAMU has accepted to host the 2019 IADI AGM and conference, subject to the approval of their Central Bank Governor(s). Ghana serves as the alternative host, in case of a default by WAMU, but subject to the approval of their Board. It was resolved that ARC members should endeavour to participate in IADI events and contest for Committee Membership.

It was observed that capacity building is being increasingly strengthened in the region through attachments/study tours and MoUs. In that regard, the NDIC reported that Korea Deposit Insurance Corporation has approached it for a MoU in the area of capacity development, which is being signed. Similarly, the Zimbabwe Deposit Protection Corporation (ZDPC) also signed a similar MoU with Chinese Taipei, while Kenya Deposit Insurance Corporation (KDIC) signed MoU with Korea Deposit

Insurance Corporation. Ghana is also in the process of signing a formal agreement with the Federal Deposit Insurance Corporation to build the capacity of its workforce. Furthermore, the Uganda Deposit Protection Fund benefitted from the NDIC Academy and Kenya Deposit Insurance Corporation through courses and attachment programmes. It was also advised that countries in the region without a DIS should be encouraged to establish one, and the countries could approach this, through their Central Banks.

The Africa Regional Committee Website was presented at the AGM. It was agreed that ARC resources such as publications, newsletters, country profiles and Icon of countries, be uploaded on the website. The modalities for constant editing of the website were also discussed. The issue of training for the editors and sub-editors was discussed. There was also a consensus decision to replace the phrase "sharing deposit insurance with the world", with "sharing deposit insurance expertise with Africa" on the website.

Delegates from countries (Ghana, WAMU, Swaziland and Rwanda) setting up a deposit insurance agency gave updates on their country experiences. Elections were conducted to replace the out-going Chairman of the Africa Regional Committee (ARC). The MD/CEO of NDIC, Umaru Ibrahim, was elected as the new Chairman of ARC, and Mr. Mohamud Mohamud, CEO of Kenya Deposit Insurance Corporation was elected as the Vice Chairman.

Day 3: 26th September 2018

Africa Regional Committee Technical Assistance Workshop

The day started with welcome remarks by Umaru Ibrahim, MD/CEO Nigeria Deposit Insurance Corporation (NDIC). In his remarks, he emphasized the growing interconnectedness of the banking sector globally and in the region, and the rising threat to global financial stability. According to him, deposit insurance agencies need to adopt system-wide approach and crisis preparedness strategy. This involves collaborative efforts of financial safety-net participants and regional deposit insurance agencies. He also pointed out that the secret to the financial stability achieved in Nigeria lies in the smooth coordination among the safety-net participants. He noted that, the current theme was chosen based on emerging global financial system, and in recognition of the rising exposure of emerging markets.

Mr. John Chikura, outgoing Chairman of the Africa Regional Committee (ARC) also made remarks. He expressed appreciation to members of the ARC for their commitment to the success and support for the ARC during his tenure. He noted that ARC membership is increasing and that his vision for the ARC is to become the biggest bloc in IADI. He further expressed his appreciation to the IADI for its support in increasing DIS capacity building in Africa.

Mr. David Walker (Secretary General of IADI), in his remarks, noted that the current workshop was necessitated by the outcome of previous workshops where the level of deposit insurers' preparedness in managing financial sector crises and system wide instability were assessed.

According to him, the lesson is to plan ahead of a crisis, share experiences of knowledge, insights and innovation. This would ensure that buffers are on ground to stem the crisis. The theme concerns all of us (supervisors, regulators); thus, there should be a lot of coordination in this regard. He further emphasized that, deposit insurers should understand the tools and frameworks involved in crisis preparedness and test their efficacy frequently. He also mentioned that BCBS and IADI core principles are integrated to enable jurisdiction make reforms on key banking and deposit insurance issues.

In his Goodwill message, the Governor of the Central Bank of Nigeria, represented by Mr Ahmed Abdullahi, Director of Banking Supervision, stated that, the 2007-09 global economic and financial crises brought out the role of deposit insurance in ensuring the stability of the financial system. He observed the slow growth in the deposit insurance schemes in Africa, and advocated that countries in the region should establish deposit insurance schemes in order to promote stability in their financial systems. He ascribed the relative stability enjoyed in the Nigerian financial system to the collaboration and co-operation among the safety-net participants under the umbrella of FSRCC.

Technical Session: Core Principle 9-Sources and Uses of Funds

The first paper in this session focused on "**Determining Target Funding Ratio**

Framework", and was delivered by Mr. M.Y Umar (Director, Insurance & Surveillance Department, NDIC). In his presentation, he defined Funding gap/surplus as the difference between risk exposure and deposit insurance fund (DIF), which is cumulative of the premium.

The two approaches to measuring target funding ratio highlighted by him, are; the loss distribution and credit portfolio approaches. The NDIC's target funding ratio as modeled by the IMF/World Bank is based on 4-5% of total industry deposits in the Deposit Money Banks during normal economic conditions and 7% in periods of economic downturns. He noted that frequent assessment of the target-funding ratio is necessary because bank deposits change often. He also emphasized the fundamental role of liquidity in the successful implementation of a deposit insurance system. According to him, cash is needed for payment of guaranteed insured sum in case of bank failure. Funding makes it easy to quickly resolve a failed bank as its case can be isolated and resolved quickly when funding is available. A deposit insurance agency should have clear sources of funding to guarantee independence.

The second paper centred on "**Exploring Investment Options for a Deposit Insurer-A Critical Analysis**" and was presented by Mr. Jimi Ogbobine (Head of Research, Agusto & Co. Nigeria). He was of the opinion that the level of risk to be under-taken is an important consideration for deposit insurers. He advised that deposit insurance agencies should invest in assets that are liquid and can promptly reimburse depositors in the event of a bank failure. The presenter recommended that deposit insurance agencies should have an investment policy guideline and review it periodically.

The third paper which focused on "**IFRS 9 and Deposit Insurance: Issues and Challenges**" was aptly delivered by Mr. Oluwaseyi Oshibolu (Associate Director, Ernst & Young). He gave background information on the transition from IAS 39 to IFRS 9. According to him, IAS 39 was rigid and the need for flexibility made IFRS 9 imperative. He was however quick to add that the IFRS 9 is principle-based, requires judgment and lots of assumptions. It is more forward looking, using the expected credit loss (ECL) approach, compared with the IAS 39 where the incurred loss (IC) approach was used. The presenter advised that financial institutions holding sovereign bonds need to assess the credit risk of the financial instruments before determining the treatment and stage classification under the ECL approach, measurement and valuation of the instruments, as well as determining their impacts on financial statements of the reporting entities.

Day 4: 27th September, 2018

The activities of the day commenced with a recap of the highlights of presentations in Day 3. The recap was done by Dr. S.A. Oluyemi (Director, Research, Policy, and International Relations Department, NDIC).

Technical Session: Deposit Insurer's Role in Contingency Planning and Crisis Management

The first presentation for the day centred on "**Crisis Management, Recovery and the Role of financial Safety-Net Players: Country Experience**". It was presented by Mr. Kevin N. Amugo (Director, Financial Policy & Regulations Department, CBN). He stated that every crisis is unique and presents its own specific challenges. Hence, efforts to address it should also be unique and directed at a particular challenge. He advocated that policy makers need to act promptly in the event of a crisis and be transparent in the adopted approach. The presenter highlighted "Living Will", Early Warning System, and the classification of some banks as Systemically Important Banks, as key crisis management and prevention initiatives. He concluded by emphasizing that crisis should be dealt with using institutional framework management and a holistic approach, and that the legal framework must be robust to support prudential supervision and regulation.

The second paper was on "**Cross-Border Arrangement for Systemic Crises Management**" and was delivered by David Walker (Secretary General, IADI). He distinguished among four phases of crises management. Stabilize the financial system by stopping liquidity drain (Phase 1), restructure and re-organize bank (Phase 2), manage impaired assets (Phase 3), and exit from poor policies (Phase 4). The presenter also highlighted some useful tools for crises management such as protecting depositors with blanket guarantee, transparent policies, merger & acquisition, bridged banks, recapitalization, setting up of asset management companies, bail-in, and adherence to IADI Core Principles. According to him, one major limitation of asset management entities include fiscal cost and the tendency to hold assets for too long. Mr. Walker offered some lesson from crises management. These include; planning ahead of crisis, sharing information on problematic banks, and strengthening operational planning for crisis. He further stated that they have been successfully used in advanced

economies. He however pointed out that bail-in may not work in financial institutions with deposits funded by retail deposits. It works best when the bank is opened for wholesale credits.

Mr. Mohamud. A. Mohamud, CEO Kenya Deposit Insurance Corporation presented a paper on **"Simulation for Crisis Preparedness"**. The presenter classified IADI Core Principles into three (3), namely; public policy objectives, design of deposit insurance policy, and crisis resolution. He stated that most deposit insurance agencies are created post-crisis. According to him, communication is key to crisis management because information given by the regulators/supervisors could mislead the public and hasten bank failure process. Asset quality is also important in resolution mechanism. Mr. Mohamud stated that failure is the last resort and deposit insurer must plan and work to ensure that crises are effectively managed. This entails Early Warning System and the application of appropriate resolution mechanisms. He recommended the following strategies: mapping out of major financial sector components, identifying system that is important to banks, identifying inter-connectedness and major exposure.

4. Evaluations/Feedback

As a convention in all formal workshops, detailed evaluation forms were distributed to workshop participants and most of them filled and gave objective assessments of the various aspects of the course. The evaluation form has three parts:

- a) Overall Evaluation of the Workshop,
- b) Evaluation of presentations and discussions, and
- c) Valuable comments for future considerations.

A scale was provided such that participants are to rate each category as either Excellent, Good, Fair, or Poor. We received impressive feedback from 41 participants covering all the days of the workshop.

Overall Evaluation of the Workshop:

The analysis of the assessments show that, each of the eight (8) category assessed was rated either Good or Excellent by 33% and 67%, respectively. Most of the participants felt the

selection of topics and overall preparations and execution of the course was excellent. Only two participants rated Duration of Workshop category as Fair and one rated the learning environment as Fair. Interestingly, no category has been rated poor by any of the participants. The highest ratings were given for the selection of topics and contents and overall value of the technical workshop. As mentioned above, the lowest rating was given for the duration of the workshop and the learning environment.

Presentations and Discussions:

There were six (6) sessions of valuable papers delivered by competent resource persons carefully selected, and justice had been done to the respective topics. The presentations have been rated excellent by 40 out of the 41 respondents representing 97% of the participants. One session was rated Good representing 3%, and none of the sessions were rated as Fair or Poor. The highest ratings were given to the presenters and moderators. In their comments, participants acknowledged excellent communication and liveliness credited to M.Y. Umar's lecture titled 'Determining Target Funding Ratio Framework' and Oluwaseyi's lecture titled 'IFRS 9 and Deposit Insurance: Issues and Challenges.

5. Lessons Learned

The salient lessons from the technical sessions are as follows

- a) No two crises are the same. Every crisis is unique and presents its own specific challenges. Hence, efforts to address it should also be unique and directed at a particular challenge.
- b) The need to think ahead of a crisis. This would ensure that buffers are on ground to withstand the crisis.
- c) DIS should understand the tools and frameworks involved in crisis preparedness and test their efficacy frequently.
- d) A deposit insurance agency should be able to determine its funding gap at any given time.

- e) Under IFRS 9, decision on the trading limits of instruments held to maturity is the responsibility of an Organizational management. The Management should use this opportunity to make good investment decisions.

Factors contributing to the Workshop's success:

- a) Planning commenced about seven months in advance.
- b) The setting up of Africa Regional Committee AGM Working Group comprising of Taurai Togarepi (Workshop Coordinator), Dr Sunday Oluyemi, David Walker and Anthony Sinopole and support staff from FDIC, DPC and TTACC members helped a lot in shaping preparations in a short space of time especially after deciding to incorporate Technical Assistance aspect a few months before the event.
- c) The theme focused mainly on crisis preparedness and resolution, and was an outcome of a survey among the ARC members identifying gaps in the different deposit insurance jurisdictions.
- d) Presenters were experts on the topics presented and chosen from a mix of IADI ARC members and external facilitators from financial sector. Participants therefore benefitted from the wealth of experience.
- e) The questions and answers sessions gave participants the opportunity to share experiences.
- f) The NDIC planning team leveraged largely on past experiences in hosting the ARC workshop in Nigeria. This knowledge proved useful in planning the 2018 ARC workshop.

Areas for consideration in future workshops:

- a) The organizers (IADI, ARC and host deposit insurance agency) should ensure early approval of the programme of events. Facilitators should be identified and contacted early. The presenters should also be requested to send-in their papers to the

host secretariat at least three weeks before the programme. This would ensure that the papers are shared with the participants early.

b) Written commitments about room price from hotels, for delegates' accommodation should be ensured. Delegates should be encouraged to make hotel reservations only through organizing committee. This would ensure uniform prices at the rate bargained by the host country.

6. Conclusion

The 2018 IADI Africa Regional Committee AGM and Technical Workshop held in Lagos, Nigeria was rated highly successful and yielded the desired outcome. The workshop exposes the relevance of deposit insurance system in stabilizing the financial system in Africa and the need to re-tool it to brace up for the challenges ahead. The workshop observed the growing interconnectedness of the banking sector globally and in Africa, and the rising threats to global financial stability. To address the threats, the workshop advocated for a system-wide crisis preparedness strategy, which could be implemented through collaborative efforts of financial safety-net participants and regional deposit insurance agencies.

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Summary Table of Actions, Due Dates and Responsible Entities

Planning the fiscal year calendar of workshops prior to the AGM (*due dates correspond to the AGM*)

Action	Due Date	Responsible Entity
1.01 Contact Regional Chairpersons to begin workshop solicitation	T-10	TCTC Chair or Secretariat
1.02 Solicit volunteers to host various workshops	T-9	Regional Chairpersons(RC)
1.03 Finalise schedule for next fiscal year with volunteer DIAs and Regional Chairpersons	T-2	TCTC Chair
1.04 Present workshop calendar to TTACC and EXCO for approval	AGM	TCTC Chair

Preparation, Agenda, On-site, and Post Workshop Follow-Up (*due dates correspond to the start of the workshop*)

Action	Due Date	Responsible Entity
2.01 Set up a Working Group (WG) to coordinate overall planning; also designate a Coordinator and Liaison	T-19	TCTC Chair, Host DIA
2.02 Reserve venue and block of hotel rooms	T-18	Coordinator
2.03 Designate IADI expert	T-17	TCTC, Secretariat, RC
2.04 Send out "Save the Date" invitations	T-15	Secretariat
2.05 Discuss facilities & logistics	T- 15	Coordinator and Liaison
3.01 Prepare draft agenda and speakers	T-14	Host DIA, WG
3.02 Approve draft agenda and speakers	T-13	WG
3.03 Start contacting/inviting speakers	T-12	WG
3.04 Discuss possibility of paying some speakers	T-11	Host DIA and SG
3.05 Send invitation to IADI/RC members	T- 10	Secretariat and Host DIA
3.06 Ask speakers to send their bio and presentations by T-4	T-10	Host DIA
3.07 Arrange for transportation, visa, excursion, logistics	T-9	Liaison
3.08 Review and finalise agenda and speakers	T-7	WG
3.09 Decide whether to invite local media	T-7	Liaison, host DIA, SG
3.10 Review participant nominations	T-6	Liaison
3.11 Finalise workshop facility layout and AV set up	T-6	Coordinator and Liaison
3.12 Receive/review speaker presentations and bios	T-4	Liaison; Coordinator
3.13 Prepare participation binders and make copies of key reference documents	T-3	Liaison
3.14 Produce signage, name tags, evaluation forms	T-3	Liaison
3.15 Arrange for coffee breaks, lunches, dinners	T-3	Liaison
3.16 Arrange for small souvenir gifts for speakers, et al (optional)	T-2	Liaison
3.17 Conduct final conference call with WG to confirm all arrangements and speakers	T-1	Coordinator
3.18 Conduct on-site review of facilities and Audio-Visual systems	T-one day	Liaison
4.01 Welcome participants and introduce distinguished guests	Day 1	Host DIA head or master of ceremonies
4.02 Arrange for a group photo of all participants	Day 1	Liaison
4.03 Remind participants to fill in evaluation forms	Day 1	Coordinator or master of ceremonies
4.04 During roundtable discussion, guide the group	Day 1 & 2	facilitators

4.05 For countries without a DIA, organise a concurrent session to discuss their challenges and solutions	Day 2	Participants
4.06 Collect all completed evaluation feedback forms	Day 2	Coordinator
4.07 Optional excursion/tour	T+ 1	Participants
5.01 Schedule a conference call with WG members for a debriefing on the workshop	T+1	Coordinator
5.02 Send out thank you notes to distinguished outside guest speakers	T+2	Host DIA Head or SG
5.03 Liaison submits final version of all event materials and evaluations to Secretariat	T+2	Liaison
5.04 Submit financial report on workshop costs to SG/ Secretariat	T+2	Liaison
5.05 Submit final report on the workshop to WG members	T+ 3	Coordinator
5.06 Analyse report for future workshops and research	T+ 5	SG & IADI Staff