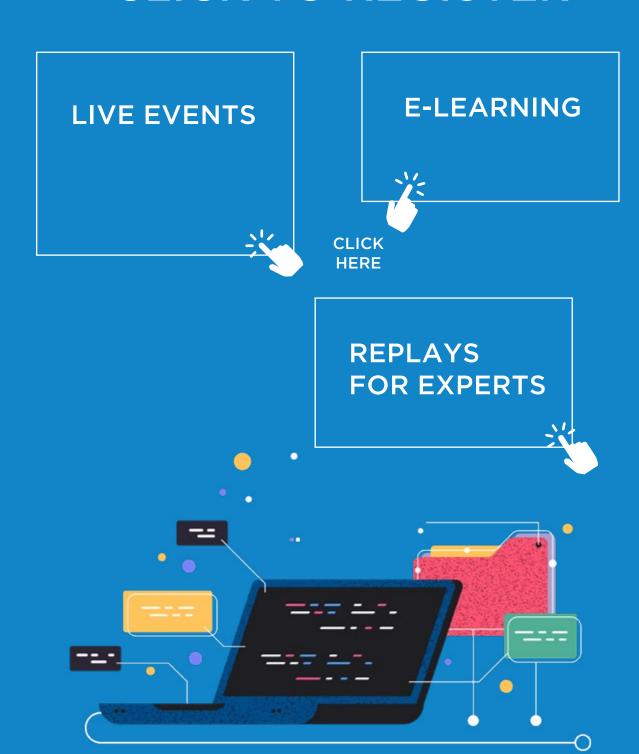
THE INTERNATIONAL BANKING AND FINANCE INSTITUTE

FLIPBOOK 2022





2022 ACTIVITIES CLICK TO REGISTER







WHAT ARE THE 3 KEY TRENDS WE ARE WITNESSING AT THE IBFI LEVEL?

TREND N°1: This long-lasting pandemic has had a substantial impact on the ways we cooperate: they have become virtual and this will continue after the crisis.

The most striking case is the rising use of online meeting platforms such as Zoom or Webex but also E-learning tools. The first consequence is the creation of new webs of international cooperation. Virtual cooperation means a striking new worldwide openness. The virtual format abolishes borders and opens all voluntary institutions to the world and to new networks of relationships. It is true for both the providers and beneficiary sides of capacity building. A second consequence is that virtual modalities will last. They are less expensive and have a low carbon footprint. They are also complementary to in-persons actions. However, face-to-face activities will still have a huge role in international cooperation. It is crucial to know each other in real life and when possible first contacts should happen in person. Physical meetings must be organised regularly to revitalise and reinforce the links.

TREND N°2: The rise of digital technologies opens new horizons and allows leapfrogging.

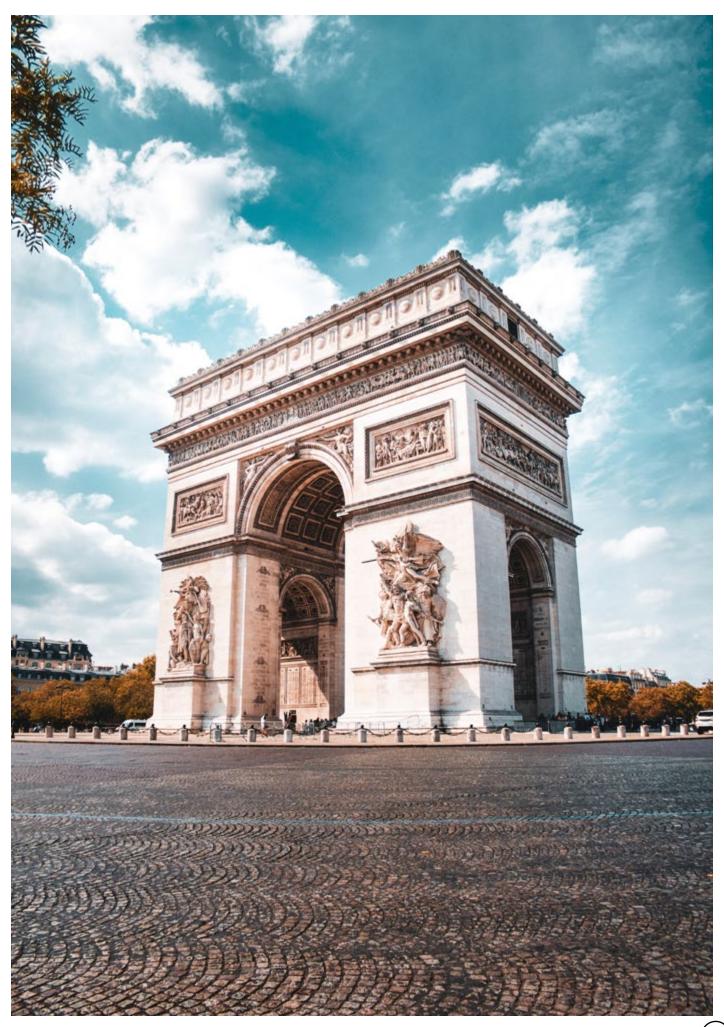
The main impact is that central banks can start from scratch and be able to deploy the most advanced technologies. Indeed, digital technologies are lowering barriers to entry for many activities. The emergence of digital finance in a very large number of countries is striking. Many institutions are even considering the use of central bank digital money, including as a way to promote financial inclusion.

TREND N°3: A huge increase of supply and demand in international cooperation and capacity building.

It is the end of in-persons bottlenecks. For instance, the IBFI has in the virtual mode 3 times more audience for its live events: 3700 versus 1200 to in-person events in the past; also over 1000 users on the e-learning platform and 1450 users of the replay-video for more than 1500 hours of views of our video replays. Climate change and central bank digital currency are the current hot topic. They are the top of the iceberg.

This flipbook provides much more on IBFI activities and programs. It presents our 2021 benchmarks. This is unique information on the recent trends in central banking.





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IBFI INBRIEF

THE INTERNATIONAL BANKING AND FINANCE INSTITUTE PROVIDES

4 MAIN ACTIVITIES

- Live events
- Video learning and E-learning
- Bilateral study visits
- Technical assistance missions

After having moved all **IBFI's** activities online during the period of the Covid19 pandemic, we are now preparing to come back to a normal situation. Our new services will remain active and will still complement our offer, providing learners with a wider range of solutions.

The **IBFI** proposes trainings covering all central bank functions. Topics evolve according to the needs expressed by our partners. The in-persons seminars include theoretical and practical presentations, situational exercises and case studies. Online events are shorter and focused on presentations.

The **IBFI** also provides technical assistance under two forms: mobilising Banque de France experts to take part in bilateral or multilateral missions (IMF, World Bank, EU) or welcoming study visits of delegations from foreign central banks and supervisory bodies at the Banque de France. We offer now virtual missions or study visits.



Live events: Training seminars and Webinars

The in-persons seminars provided through the **IBFI's** annual catalogue are our primary mode of action. They consist in 3 to 5 day training sessions the content of which changes according to the needs expressed by our partners. They include theoretical and practical presentations, simulation exercises and case studies. Participants are often brought together in smaller groups to foster interaction around a particular topic. Sharing experiences and networking are key. The **IBFI** proposes also webinars on current topics. They usually last 1h30. The **IBFI** live events are open to all central bank staff through a call for application.



Video learning and E-learning

The **IBFI** makes available videos of experts participating in its seminars. It is the Video library, a video platform created by a French start-up. It is a unique source of expert resources on all central banking activities. Video replays are available at any time, on any type of tool and usercentric.

The **IBFI** proposes also an e-learning tool for its central banks users thanks to its video library. Learners' progress is monitored and quizzes enable them to validate their understanding and identify areas for improvement. A certificate is delivered after a successful training.



Tailored training

We receive numerous requests to organise specialised or customised training programmes. Thus, aside from our traditional training seminars which are open to all central banks, we conduct tailored projects on a bilateral or regional basis. They can be virtual. Such specialised support may consist in study trips in France or virtual training sessions of small groups of central bankers, or may take the form of bespoke training sessions, held on our premises or within the partner central bank. In this latter case, we seek to involve, to the greatest extent possible, employees from other central banks of the same region, so that any such initiative may benefit the largest number of persons. These sessions are only launched after an in-depth study of existing requirements and a thorough examination of the most adequate means of satisfying demand. The duration of these events is variable, ranging from two to five days. Attendance may be combined with participation to seminars included in the **IBFI's** annual programme and videoconferences.



Partnerships

The **IBFI** has a broad network of partners worldwide. In addition to our bilateral cooperation with other central banks or international institutions such as the IMF or the World Bank, we build partnerships with regional institutions, in order to deliver training services suited to the local context and challenges, and to limit travel expenses for participants.

A partnership agreement was recently signed between the Banque de France and Expertise France (a subsidiary of the French Development Agency). This agreement provides a framework and funding for the provision of Banque de France experts for technical support or training missions undertaken by Expertise France. It offers new opportunities for our experts by allowing them to work within a coordinated offer of French expertise, particularly on European programmes.



High-level workshops

Throughout the year, the **IBFI** organises technical workshops upon an invitation-only basis. The organisation of these workshops is highly dependent on economic and financial news and the evolution of challenges faced by central banks.

These workshops aim at bringing together the main central bank specialists who are called upon to tackle a common issue. Participants come from various geographic zones and from diverse areas of expertise (macroeconomists, economic policy specialists, experts specialised in financial stability issues, as well as specialists of the markets, payment systems, regulatory and supervisory matters, or the internal management of central banks).

Workshops organised by the **IBFI** allow for a matching of experience, including with other public institutions and private sector players, in order to bring about the emergence of solutions possibly suited to the various local contexts.

For the proper progress of the debates, it is essential that all participants in these workshops have prior extensive knowledge in the area concerned.



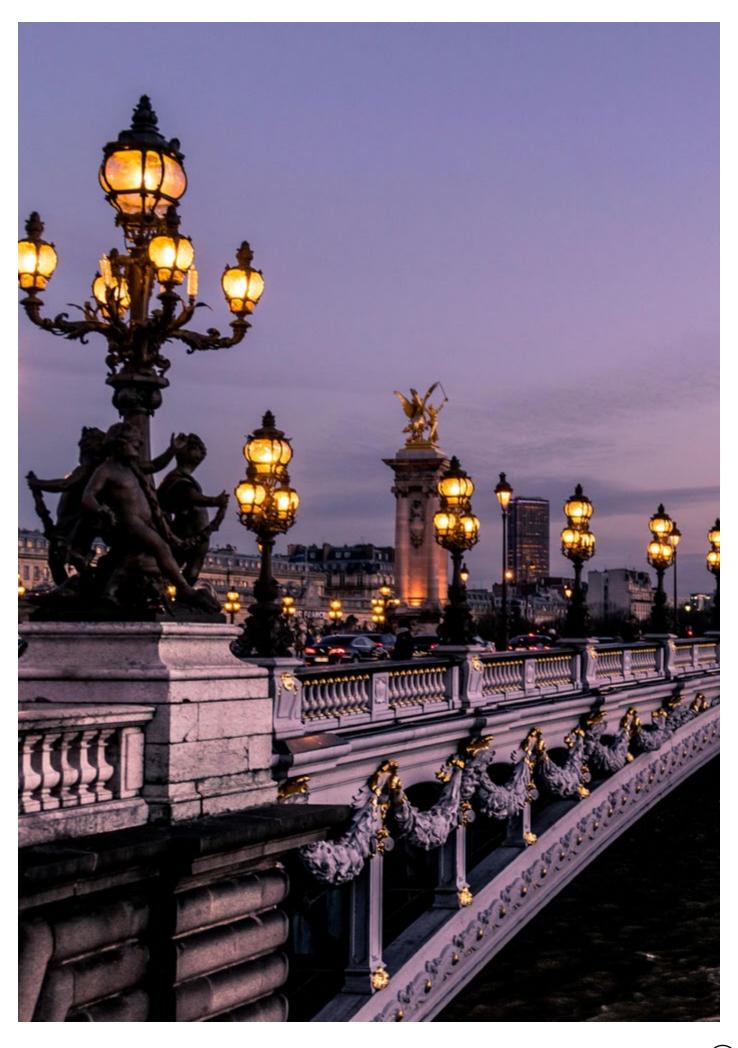
Videoconference support and dialogue

The **IBFI** is equipped with the infrastructure necessary for the organisation of videoconferencing among the experts of our partners and of the Banque de France. Such a cooperation mode is particularly suited to the review of a highly specific topic, requiring a short time period (one or two hours) of work in common.



Participation in projects organised by third parties

Experts within the **IBFI**, or appointed by the **IBFI** also participate in training projects organised and financed by third parties, whether national or regional central banks, international financial institutions such as the IMF and the World Bank, and regional institutions such as the CEF (Center of Excellence in Finance).



IBFI EVENTS IN 2022

		()
EVENT	CATEGORY	LANGUAGE
Introduction to DSGE models (level 1)	•	EN
Cybersecurity	•	EN
Legal experts and financial crises	•	EN
Operational risk management in a central bank		EN
Big Data		EN / FR
Sustainable Finance	•	EN
Balance of payments (introductory course) - Eurostat (ESTP)		EN
Consumer protection, financial inclusion and education	•	EN / FR
International Relations	•	EN
Central bank accounting and budget management	•	EN / FR
Financial risk management in a central bank		EN
Monetary and financial account statistics		EN / FR
Webinar Reducing the carbon footprint of a Central Bank		EN / FR
Data protection	•	EN / FR
Financial stability policy of central banks (joint with the Joint Vienna Institute		EN
Internal audit and control		EN / FR
Reserve Management		EN
Macro-economic forecasting	•	EN
Euromed		EN / FR
Balance of payments (advanced) - Eurostat (ESTP)		EN
Corporate credit risk assessment in a central bank	•	EN / FR
Financial market infrastructures, payment systems and instruments		EN / FR
Transforming a central bank		EN / FR
Anti-money laundering	•	EN / FR
Unconventional monetary policies	•	EN
Internal Audit workshop for francophone Directors	•	FR
Capacity-building and training for francophone Directors	•	FR
Real estate risks	•	EN
Using DSGE models for policy analysis (level 2)		EN
Back-office operations	•	EN / FR
Financial stability and macroprudential policies	•	EN
Balance of payments and other external statistics		EN / FR
Cash management modernisation		EN / FR
Stress testing		EN / FR
Finance durable	•	FR











		—		\circ	
DAYS	DATE	APPLY BEFORE	LOCATION	EMAIL	
4	10-13/01	7-Jan	on-line	dsge1@banque-France.fr	
2	1-2/02	27-Jan	on-line	cyberseminar@banque-france.fr	
3	7-9/02	4-Feb	on-line	legal@banque-France.fr	
2	7-8/03	3-Mar	on-line	risk@banque-france.fr	
3	9-11/03	6-Mar	on-line	data@banque-france.fr	
3	16-18/03	12-Mar	on-line	sustainable-finance@banque-france.fr	
2	to be confirmed	by invitation	Paris		
3	23-25/03	19-Mar	on-line	consumer@banque-france.fr	
3	11-13/04	9-Apr	on-line	ecoint@banque-france.fr	
3	12-14/04	8-Apr	on-line	compta@banque-france.fr	
2	4-5/05	30-April	on-line	risk@banque-france.fr	
4	9-12/05	5-May	on-line	monfinstats@banque-france.fr	
1h30	17/05	13-May	on-line		
2	18-19/05	13-May	Paris	dataprotectionseminar@banque-france.fr	
5	30/05-3/06	30-Mar	Vienne	stabfin@banque-france.fr	
3	8-10/06	2-Jun	on-line	auditseminar@banque-france.fr	
5	13-17/06	9-Jun	Paris	traders@banque-france.fr	
4	27-30/06	25-Jun	Paris	forecasting_ibfi@banque-france.fr	
2	to be confirmed	by invitation	Marseille	euromed@banque-france.fr	
3	to be confirmed	by invitation	Paris		
2	6-7/07	2-July	on-line	corporate@banque-France.fr	
4	5-8/09	6-juil.	Paris	market@banque-france.fr	
3	14-16/09	14-Jul	Paris	change@banque-France.fr	
4	20-23/09	20-Jul	Paris	aml@banque-france.fr	
3	21-23/09	21-Jul	Paris	monpol@banque-France.fr	
1	to be confirmed	by invitation	on-line	auditseminar@banque-france.fr	
3	10-12/10	by invitation	on-line		
3	12-14/10	12-Aug	on-line	realestate@banque-france.fr	
5	17-21/10	17-Aug	Paris	dsge2@banque-france.fr	
3	7-9/11	7-Sep	on-line	backoffice@banque-france.fr	
5	15-19/11	15-Sep	Paris	stabfin@banque-france.fr	
4	22-25/11	22-Sep	on-line	bop@banque-france.fr	
3	30/11-2/12	30-Sep	on line	cashseminar@banque-france.fr	
3	5-7/12	7-Oct	Paris	stresstest@banque-france.fr	
3	6-8/12	6-Oct	Paris	sustainable-finance@banque-france.fr	

NEW E-LEARNING MODULES AND NEW VIDEO LIBRARY CONTENT ON 2021 EVENTS

		2	Q
TOPIC	CATEGORIES	VIDEO LIBRARY	E- LEARNING
Green Finance	0/11/200111/20	EN/FR	EN/FR
Introduction to DSGE models (level 1)		EN	2. 4,
Cybersecurity		EN	
Legal experts and financial crises		EN/FR	EN/FR
Operational risk management in a central bank		EN/FR	EN/FR
Big Data		EN/FR	EN/FR
Real estate risks		EN/FR	EN/FR
Consumer protection, financial inclusion and education		EN/FR	EN/FR
International Relations	•	EN	
Webinar - Central Bank Digital Currency		EN/FR	
Financial risk management in a central bank		EN	EN/FR
Webinar, Reducing the carbon footprint of a Central bank	•	EN	
Corporate credit risk assessment in a central bank	•	EN/FR	
Monetary and financial account statistics		EN/FR	EN/FR
Internal audit and control	•	EN/FR	EN/FR
Reserve Management		EN	
Webinar. Assessing financial risks stemming from climate change: sharing French first results	•	EN	
Macro-economic Forecasting	•	EN	
Webinar. From Datalake to Data Platform	•	EN	
Unconventional monetary policies		EN	EN
Transforming a central bank		EN/FR	EN/FR
Anti-money laundering		EN/FR	EN/FR
Financial market infrastructures, payment systems and instruments		EN/FR	EN/FR
Using DSGE models for policy analysis (level 2)	•	EN	
Education financière - Groupe des banques centrales francophones		FR	
Webinar Euromed		EN/FR	
Data protection		EN/FR	EN/FR
Balance of payments and other external statistics		EN/FR	EN/FR
Back-office operations		EN/FR	EN/FR
Webinar, Statistics for sustainable finance/Statistiques pour la finance durable	•	EN/FR	
Stress testing		EN	
Webinaire Monnaie Numérique de Banque Centrale		FR	
Webinar, Data Governance		EN	
Webinar, MAPS	•	EN	





NEW SURVEY: ASSESSMENT OF THE IBFI ACTIVITY

An excellent feedback: 4,3/5

A survey among central banks worldwide

The IBI has launched in October 2021 a survey to previous participants or HR counterparts in central banks worldwide. It received around 320 answers from 72 countries. The different activities of the IBFI are rated at a high level, as illustrated hereafter:

- IBFI seminars: 4,4/5

- Impact on staff work of IBFI training: 4,3/5

- IBFI online seminars : 4,3/5

- Video replays: 4,4/5

- Technical assistance: 4,3/5

Why?

The respondents stress in particular the high level of expertise of speakers, the good organization and the interactivity and networking allowed in IBFI seminars.

What about our on-line live events?

While respondents often consider the face-to-face format as irreplaceable and overall a most effective mode of rainings, the online format, which has been the rule since the start of the pandemic are very well received. For several respondents it allows to bring together more participants and speakers from a wider area, and many wish it remains part of the standard programs provided by the IBFI.

What about our innovations?

The video replays provided by the IBFI are also very much appreciated as allowing to overcome somehow the effects of time-zone differences for online events and reviewing the training, making it more efficient. The French translations of the replays are also very well received by French speaking participants.

Among possible innovations mentioned: online training over a longer period (currently all IBFI training last up to 1 week), hybrid formats, the use of podcasts, shorter dedicated videos, further workshops with case studies. Some respondents stress the need to enhance the certification of trainings.

What are the needs?

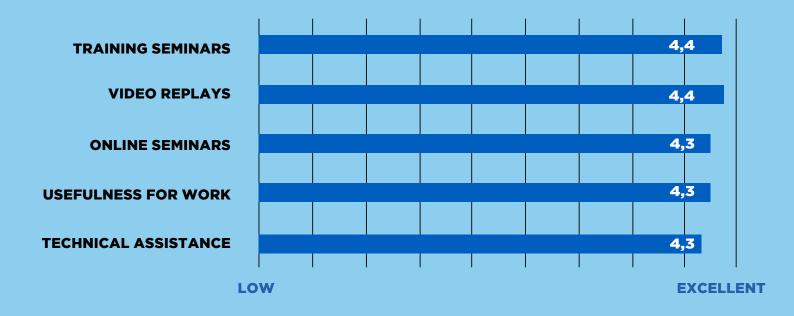
As regarding the themes of seminars, respondents put forward not surprisingly major themes of current central banking as: financial stability, payment systems (including central bank digital currency issues) economic modelling and research, governance (in particular risk management and transformation), statistics (in particular BoP), data protection, sustainable finance. For technical assistance, the needs appear more focused on issues related to market operations, big data and sustainable growth, which cover nearly 60 % of the expressed needs.

ASSESSMENT OF THE IBFI ACTIVITY (2021)

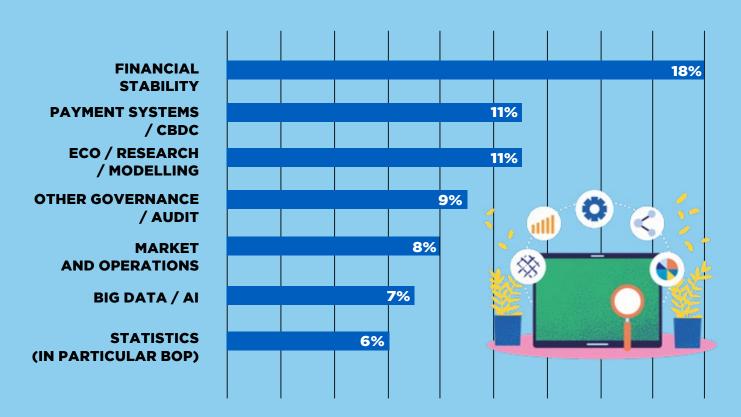


ASSESSMENT OF THE IBFI TRAINING AND TECHNICAL ASSISTANCE

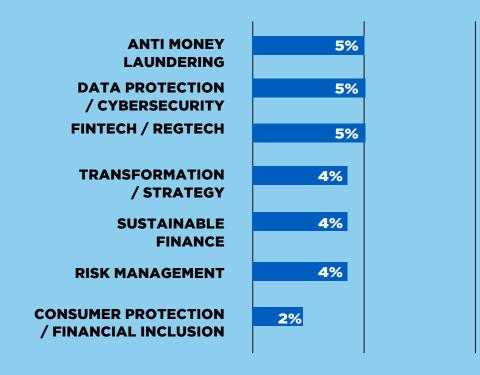
(MOST FREQUENT QUOTES)



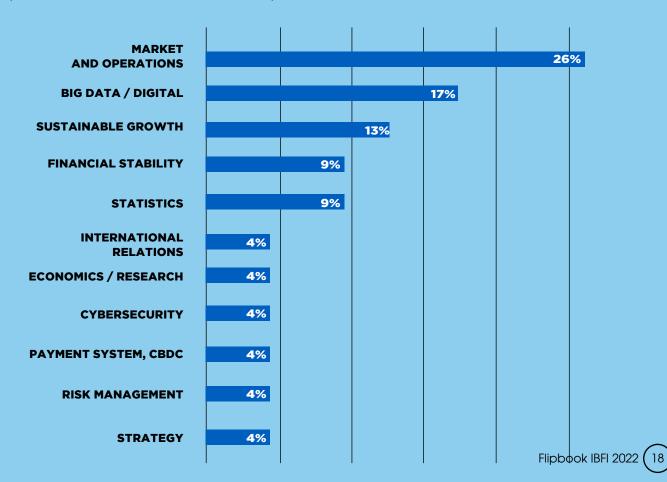
SEMINARS: DOMAINS OF INTEREST (MOST FREQUENT QUOTES)

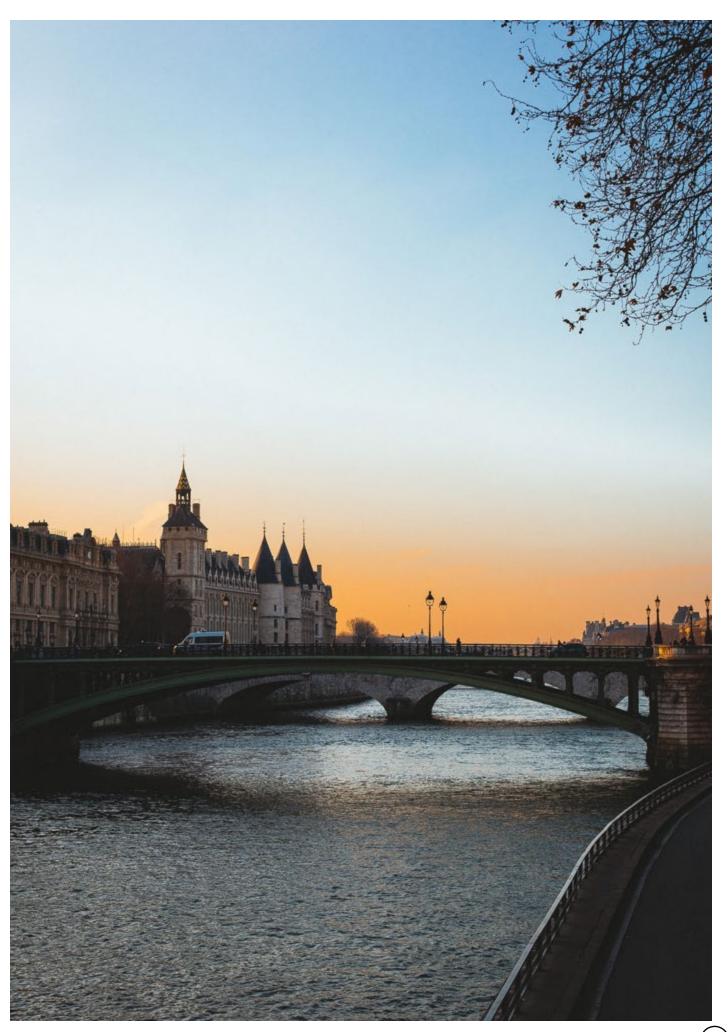


SEMINARS: DOMAINS OF INTEREST (CONTINUED) (MOST FREQUENT QUOTES)



NEEDS FOR TECHNICAL ASSISTANCE (MOST FREQUENT QUOTES)





IBFI KEY FIGURES

HOURS OF REPLAYS VIEWED

3700 PARTICIPANTS TO LIVE EVENTS

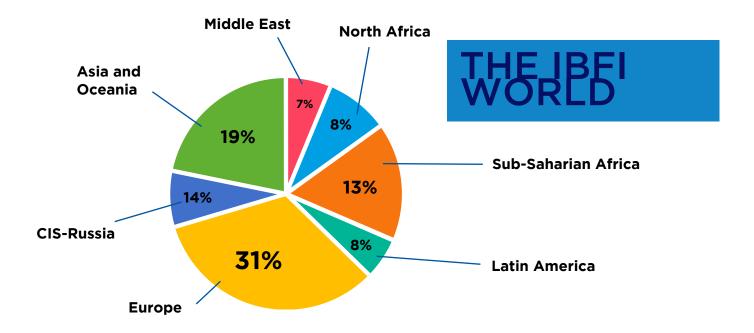
USERS ON LEARNING CHANNELS

ON-LINE SEMINARS

WEBINARS

VIRTUAL MISSIONS

170 INSTITUTIONS



- AFGHANISTAN
- ALBANIA
- ALGERIA
- ARUBA
- ANGOLA
- SAUDI ARABIA
- ARGENTINA
- ARMENIA
- AUSTRALIA
- AUSTRIA
- AZERBAIJAN
- BAHRAIN
- BANGLADESH
- BELARUS
- BELGIUM
- BELIZE
- BENIN
- BOSNIA-
- **HERZEGOVINA**
- BOTSWANA
- BRAZIL
- BULGARIA
- BURKINA FASO
- BURUNDI
- CAMBODIA
- CAMEROON
- CAPE VERDE
- CENTRAL AFRICAN **REPUBLIC**
- CHAD
- CHILE
- CHINA
- CYPRUS
- COLOMBIA
- COMOROS
- CONGO
- COSTA RICA
- CROATIA

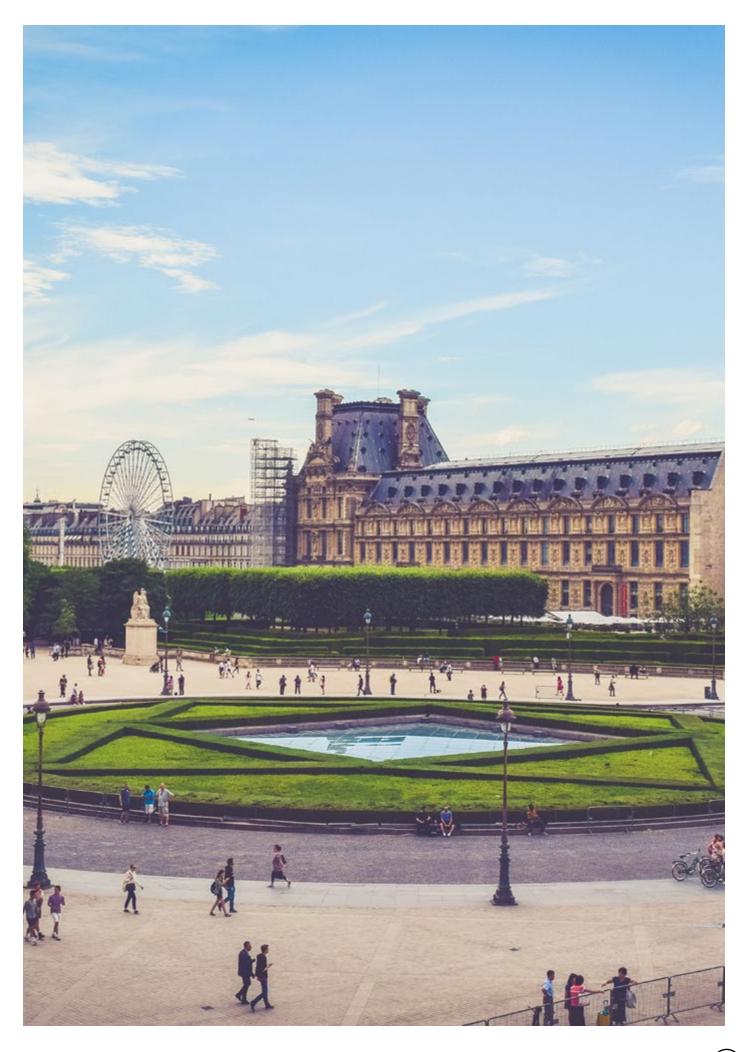
- CZECH REPUBLIC
- DJIBOUTI
- DEMOCRATIC

REPUBLIC OF CONGO

- DOMINICAN
- **REPUBLIC**
- EGYPT
- ECUADOR
- EL SALVADOR
- EQUATORIAL GUINEA
 LUXEMBOURG
- ESTONIA
- ETHIOPIA
- FIJI
- FINLAND
- FRANCE
- GABON
- GAMBIA
- GEORGIA
- GERMANY
- GHANA
- GREECE
- GUINEA CONAKRY
- GUINEA-BISSAU
- HAITI
- HONG KONG
- HUNGARY
- INDIA
- INDONESIA
- IRAQ
- ICELAND
- ISRAEL
- ITALY
- IVORY COAST
- JAMAICA
- JAPAN
- JORDAN
- KAZAKHSTAN
- KENYA

- KOSOVO
- KUWAIT
- KYRGYZSTAN
- LAOS
- LATVIA
- LEBANON
- LIBERIA
- LIBYA
- LITHUANIA
- MADAGASCAR
- MALAYSIA
- MALI
- MALTA
- MOROCCO
- MAURITIUS
- MAURITANIA
- MEXICO
- MOLDOVA
- MONGOLIA
- MONTENEGRO
- MOZAMBIQUE
- NFPAI
- NETHERLANDS
- NIGER
- NIGERIA
- NEW ZEALAND
- NORTH MACEDONIA
- PAKISTAN
- PALESTINE
- PANAMA
- PERU
- PHILIPPINES
- POLAND
- PORTUGAL
- ROMANIA
- RUSSIA
- SENEGAL

- SERBIA
- SEYCHELLES
- SINGAPORE
- SLOVAKIA
- SLOVENIA SOUTH KOREA
- SPAIN
- SUDAN
- SRI LANKA
- SWEDEN
- SURINAME
- SOUTH AFRICA
- SWAZILAND
- TAJIKISTAN
- TAIWAN
- TANZANIA
- THAILAND
- TOGO
- TUNISIA TURKEY
- UKRAINE
- UGANDA
- UNITED STATES URUGUAY
- UZBEKISTAN
- VIETNAM
- YEMEN
- ZAMBIA



IBFI BENCHMARKS



THE FIGURES/GRAPHS SHARE THE RESULTS OF SURVEYS AMONG PARTICIPANTS AT THE IBFI SEMINARS. THE FULL BENCHMARKS AND LISTS OF RESPONDING COUNTRIES SHARE ARE AVAILABLE ON WWW.BANQUE-FRANCE.FR/EN/IBFI/NEWS

GOVERNANCE, ADMINISTRATION AND COMMUNICATION



DIGITALIZATION AND INNOVATION MOVING FORWARD



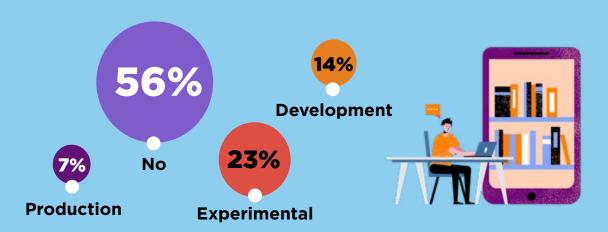
HAVE YOU CREATED A GOVERNANCE FRAMEWORK SPECIFIC TO INNOVATION?



DOES YOUR BANK USE THE BLOCKCHAIN TECHNOLOGY? IF YES AT WHICH STAGE?



DOES YOUR BANK USE MACHINE LEARNING TECHNOLOGY? IF YES AT WHICH STAGE?



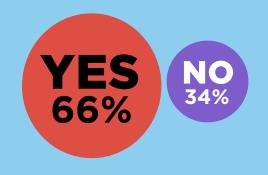
HAVE YOU CREATED ONE OR SEVERAL INTERNAL «LABS» TO BRING TOGETHER START-UPS AND YOUR INSTITUTION'S UNITS?



HAVE YOU CREATED ONE/SEVERAL CO-WORKING SPACES? IF YES DO YOU ENCOURAGE «CO-CONSTRUCTION WORK» WITH DIFFERENT TEAMS IN THE SAME SPACE?



ARE THERE TRAINING SESSIONS OR FAMILIARIZATION EVENTS ORGANIZED ON DIGITALIZATION FOR STAFF?



ARE THERE SPECIFIC SUPPORT MEASURES TARGETED TOWARDS MANAGERS TO HELP THEM ADAPT FOR TO DIGITALIZATION AND TO GOOD PRACTICES SUCH AS REDUCING CARBON FOOTPRINT AND SOCIAL IMPACT?



IF TOP-MANAGEMENT IS WELL INVOLVED INTO THE MANAGERIAL INNOVATION, HOW?



Annual MANAGERS' day

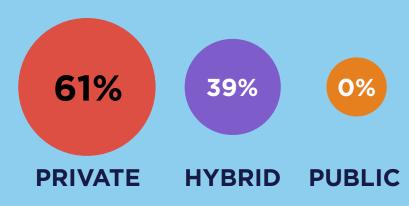


More delegated decisions



Shortening the validation process of memos

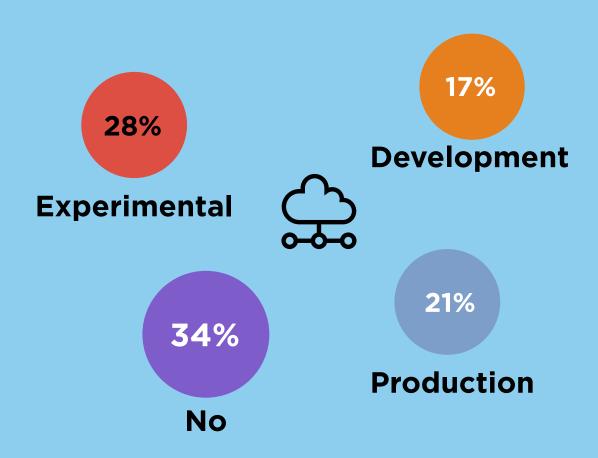
TOWARDS WHICH CLOUD IS YOUR BANK TURNING?



HAVE YOU DEVELOPED 'APPS' ACCESSIBLE BY SMARTPHONE, PROVIDING REMOTE ACCESS TO YOUR INFORMATION'S SYSTEMS?



HAVE YOU UPGRADED YOUR IT SYSTEMS TO CONSUME MORE SERVICES IN THE CLOUD?



DATA PROTECTION MANAGEMENT



IS THERE A SPECIFIC LEGISLATION RELATED TO PERSONAL DATA PROTECTION IN YOUR JURISDICTION?



DID THE GDPR (GENERAL DATA PROTECTION REGULATION) INITIATE A REVIEW OF LEGISLATION?



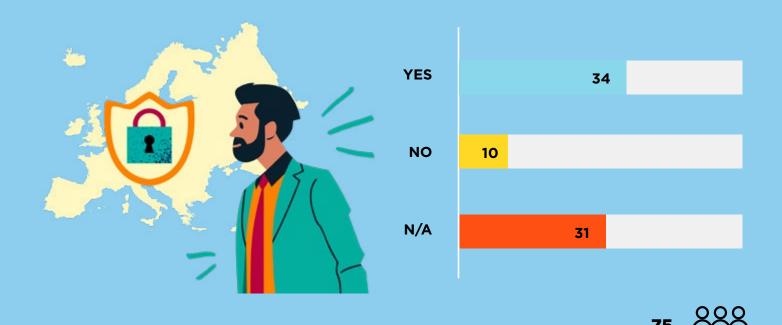
33

DID YOU MAKE CHANGES IN YOUR ORGANIZA-TION AFTER THE ENTRY INTO FORCE OF THE GDPR IN MAY 2018?

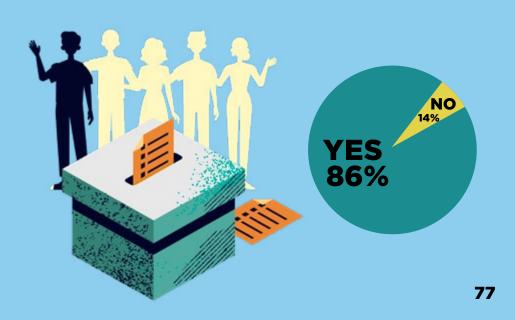




HAVE BANKS AND COMPANIES FROM YOUR COUNTRY PROVIDING SERVICES TO EU RESIDENTS DESIGNATED A REPRESENTATIVE IN THE EU AS POINT OF CONTACT?



DOES THE GENERAL PUBLIC IN YOUR COUNTRY WORRY ABOUT THEIR PERSONAL DATA PROTECTION?



HOW CENTRAL BANKS MANAGED TELEWORK AND COVID INTERNALLY?



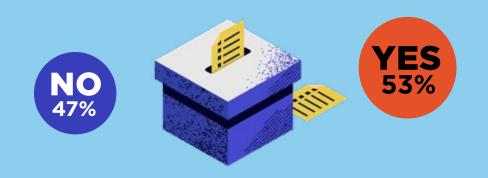
IN THE COVID19 CONTEXT, ARE MEETINGS WITH VISITORS PROHIBITED?



DO YOU KEEP OPEN COLLECTIVE SPACES LIKE THE COMPANY RESTAURANT, CAFETERIAS?



HAVE YOU USED BACK-UP PREMISES / SITES?



WHAT MEASURES ARE IN PLACE TO PREVENT PEOPLE FROM BUMPING INTO EACH OTHER IN OFFICES?



Introduction of signage inside the building, in particular to indicate the directions of traffic in the corridors



Dedicated accesses to the entrances - exits of the building



Reduction of the number of authorized persons per meeting room

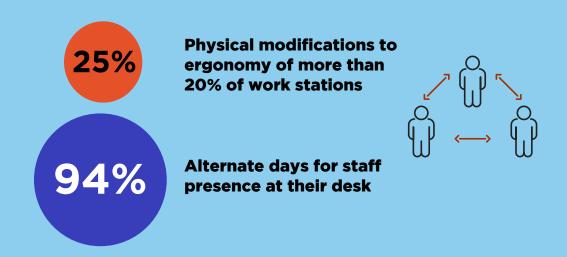
DO YOU HAVE SPECIFIC MEASURES FOR CLEANING DOORS HANDLES?



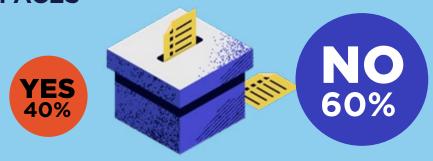
ARE YOU ABLE TO ACCESS TO YOUR SAFETY AND SECURITY INFRASTRUCTURE VIA EXTERNAL SECURED ACCESS?



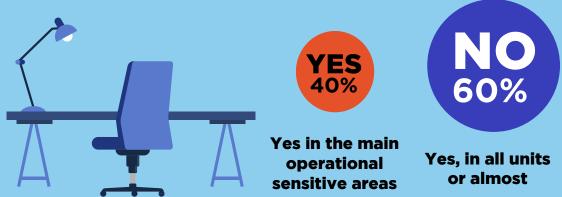
DUE TO COVID19, WHICH MEASURES ARE TAKEN FOR SOCIAL DISTANCIATION AT WORKPLACES?



DO YOU PLAN TO INITIATE OR GENERALIZE THE USE OF FLEX OFFICE FOR THE USE OF YOUR WORKSPACES



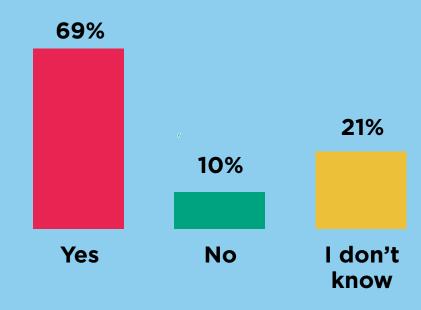
HAD YOUR CENTRAL BANK DESIGNED AND UPDATED BUSINESS CONTINUITY PLANS AND/OR CONTINGENCY PLANS?



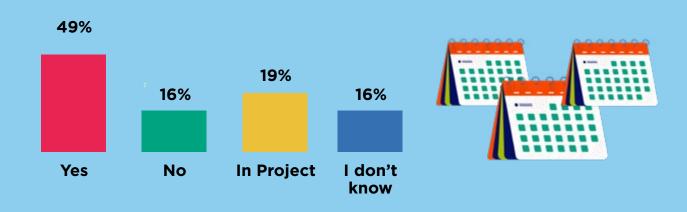
HUMAN RESOURCES MANAGEMENT SHIFTING TOWARDS SKILLS AND HUMAN DEVELOPMENT



DOES THE HR STRATEGY PROVIDE MAJOR INPUTS INTO THE GLOBAL CORPORATE STRATEGY?



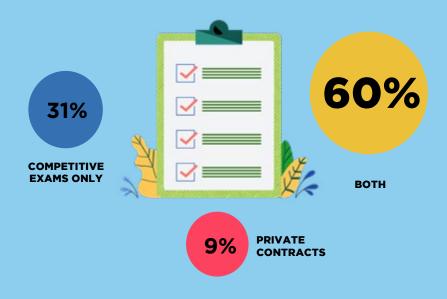
IS THERE A MULTI-YEAR HR STRATEGY?



IS THE HR FUNCTION CENTRALISED OR DECENTRALISED? IS IT CONSIDERED BY OPERATIONAL MANAGERS AS A BUSINESS PARTNER?



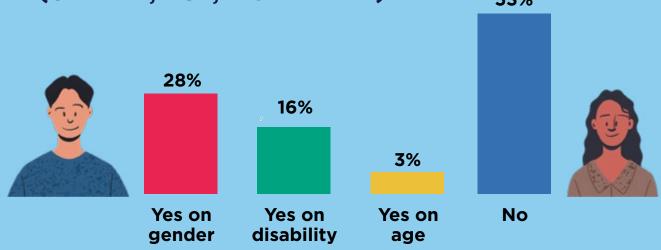
WHICH RECRUITMENT CHANNELS? **COMPETITIVE EXAMS VERSUS PRIVATE CONTRACTS**



ANY DIFFICULTIES IN RECRUITING? IF YES, BECAUSE OF SALARY LEVEL/EDUCATIONAL LEVEL/CAREER **PERSPECTIVES?**







FOR WHOM IS INTERNAL JOB ROTATION ENCOURAGED? SENIOR EXECUTIVES / ALL STAFF?



DO MANAGERS HAVE YEARLY INDIVIDUAL OBJECTIVES?



WHICH MANAGERS HAVE CONDITIONAL BONUS **SCHEMES?**



HAVE YOU EXPERIENCED AN HR REFORM IN THE LAST 3 **OR 5 YEARS?**



IF YES, A REFORM COVERING WHICH ASPECTS?

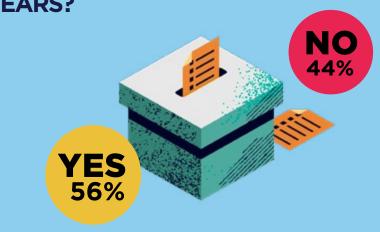


Number of answers

DOES THE PLAN SET QUANTITATIVE OBJECTIVES IN TERMS OF BUDGET?



HAVE YOU EXPERIENCED AN HR REFORM IN THE LAST 3 OR 5 YEARS?



IF YES, A REFORM COVERING WHICH ASPECTS?

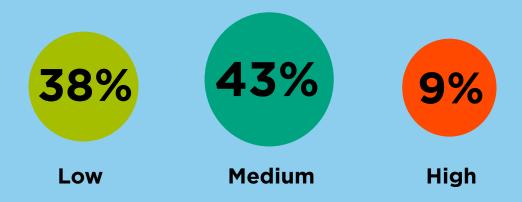


Number of answers

HOW CORPORATE STRATEGY IS STRUCTURING CHANGE IN CENTRAL BANKS



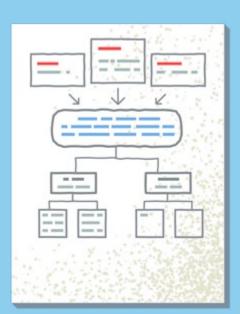
DO YOU SEE A LOW, MEDIUM OR HIGH PROBABI-LITY TO A MATERIAL CHANGE IN YOUR CENTRAL BANK'S CURRENT MANDATE, FOR ITS MAIN FUNC-**TIONS WITHIN THE NEXT 5 YEARS?**



IF YOU HAVE A MULTI-YEAR STRATEGIC PLAN, IS TRANSFORMATION' THE MAIN PURPOSE? IS DIGITALIZATION A STRATEGIC AXIS OF YOUR PLAN?



Transformation oriented







Digitalisation as strategic axis



DOES THE PLAN SET QUANTITATIVE OBJECTIVES IN TERMS OF BUDGET?



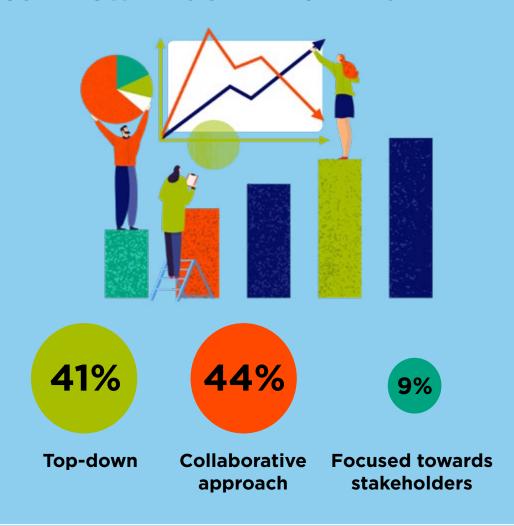
ARE THERE 'AMBASSADORS' IN YOUR BANK, IN CHARGE OF COMMUNICATING STRATEGIC TRANSFORMATIONS WITHIN THE BUSINESS LINES?



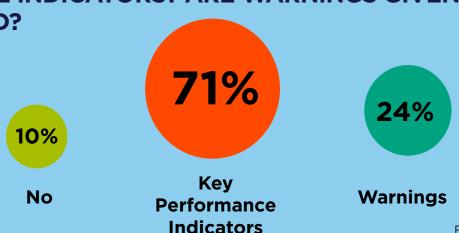
ARE STRATEGY REVIEWS MONTHLY/ QUARTERLY/ YEARLY?



WHAT APPROACH IS USED FOR THE PREPARATION AND FORMULATION OF THE STRATEGY? TOP-DOWN / BOTTOM-UP / COLLABORATIVE / FOCUSED TOWARDS STAKEHOLDERS?



IS THE STRATEGIC PERFORMANCE MANAGED AND MONITORED? IF YES, DO YOU USE KEY PERFOR-MANCE INDICATORS? ARE WARNINGS GIVEN TO THE BOARD?



DO YOU HAVE A PROJECT PORTFOLIO MANAGER **ROLE/FUNCTION OR STRUCTURE?**



DO YOU HAVE CENTRAL COORDINATION OF PRO-**JECTS & PROGRAMMES (PROJECT MANAGEMENT OFFICE?**



REDUCING THE CARBON **FOOTPRINT** OF A CENTRAL BANK

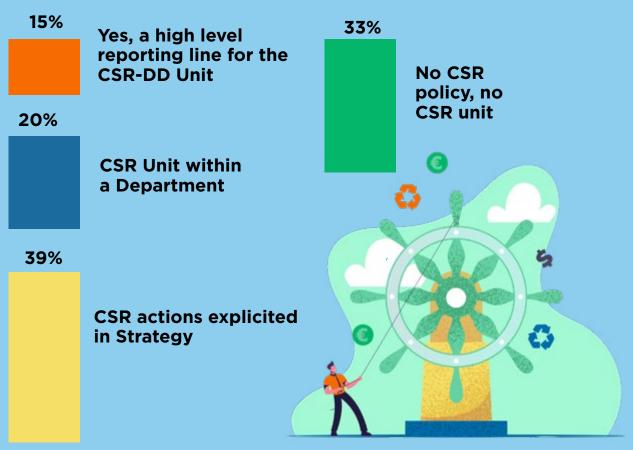


UKRAINE, SWEDEN, NETHERLANDS, PORTUGAL, MALAYSIA, UNITED KINGDOM, SPAIN, SINGAPOUR, LITHUANIA, PHILIPPINES, PAKISTAN, KOREA, AUSTRALIA, NEPAL, SRI-LANKA, IRELAND, FRANCE, GERMANY, ITALY, MOLDOVA, MALTA, DENMARK, COLOMBIA, JAPAN, BELGIUM, TUNISIA, MOROCCO, CONGO-RDC-KINSHASA, GREECE, NAMIBIA

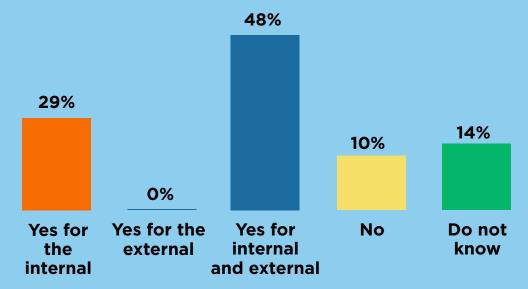
IS YOUR INSTITUTION EXPECTED TO PLAY A CENTRAL ROLE IN RESPONDING TO CLIMATE AND ENVIRONMENTAL ISSUES?



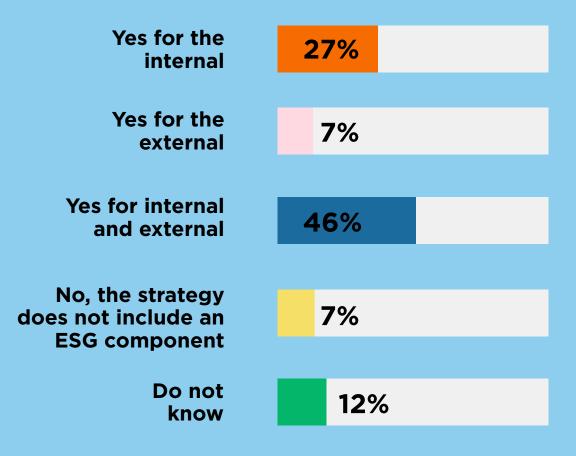
DOES YOUR INSTITUTION HAVE A GOVERNANCE SCHEME DEDICATED TO THE IMPLEMENTATION MANAGING AND MONITORING OF A CSR POLICY? (MULTIPLE CHOICE >100)



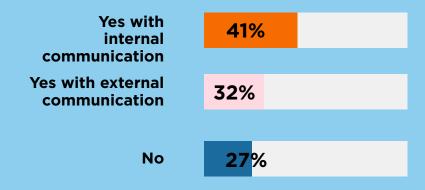
DOES YOUR STRATEGIC PLAN EMBED A PART ON ENVIRONMENTAL, SOCIAL REPONSABILITY AND GOVERNANCE (ESG)?



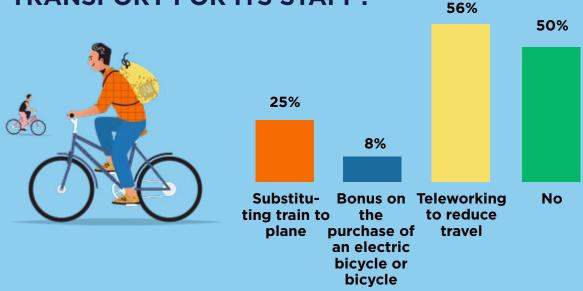
IF YES, IS IT ORIENTED INTERNALLY, EXTERNALLY OR BOTH?



DOES YOUR INSTITUTION MONITOR AND COMMUNICATE ON REDUCING ITS CARBON FOOTPRINT INTERNALLY, EXTERNALLY IN THE PUBLIC DOMAIN?



DOES YOUR INSTITUTION PROMOTE SOFT TRANSPORT FOR ITS STAFF?

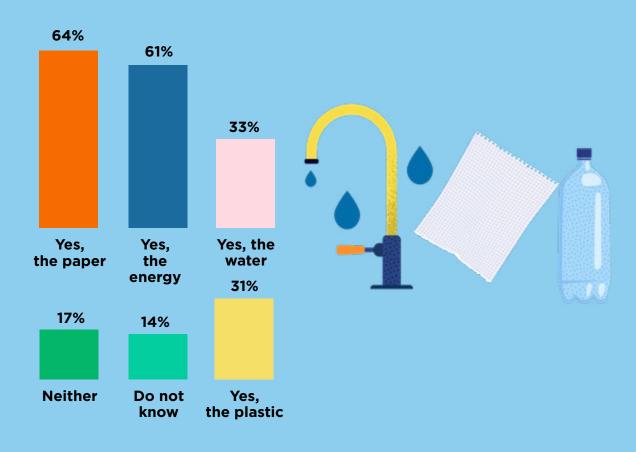


IS YOUR INSTITUTION SUBJECT TO REGULATIONS ON ITS BUILDINGS: (MULTIPLE CHOICE > 100)

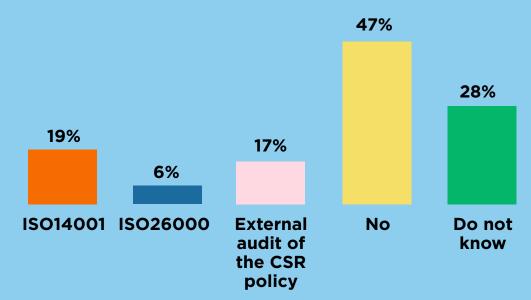


DOES YOU INSTITUTION IMPLEMENT AND MONITOR A POLICY TO REDUCE CONSUMPTIONS OF...?

(MULTIPLE CHOICE >100)

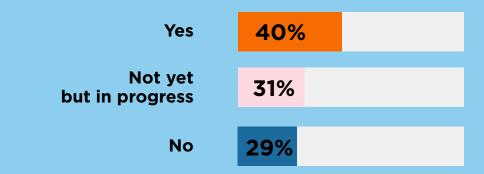


DOES YOU INSTITUTION USE EXTERNAL EVALUA-TION/CERTIFICATION OF THE RESULTS OF ITS ENVI-RONMENTAL POLICY? (MULTIPLE CHOICE >100)

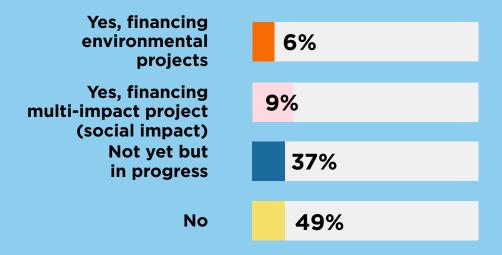


INVOLVEMENT INTO CARBON OFFSETTING...

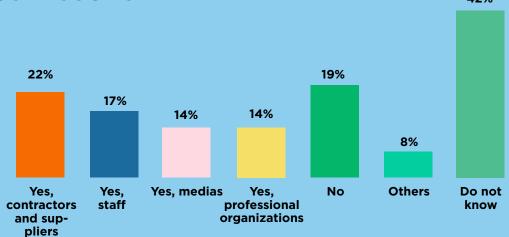
IN YOUR FINANCIAL SYSTEM



IN YOUR INSTITUTION



DO YOU MANAGE AND MONITOR YOUR STAKEHOLDERS EXPECTATIONS REGARDING "CSR ISSUES"?



LATEST TRENDS IN CENTRAL BANK'S INTERNAL AUDIT FUNCTION

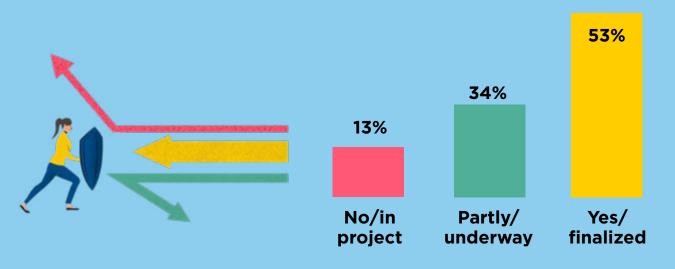


ARUBA, SOUTH AFRICA, CZECH REPUBLIC, SPAIN, KOSOVO, INDIA, NAMIBIA, KYRGHYZ REPUBLIC, IRELAND, UKRAINE, MALAYSIA, COMORES, TURKEY, NEPAL, PAKISTAN, BULGARIA, CROATIA, MORROCO, BRASIL, COSTA RICA, SRI LANKA, CHILE, MAURITANIA, ROMANIA, ARMENIA, NIGERIA, LUXEMBOURG, MADAGASCAR, MOLDOVA, BELARUS, HAÏTI, SERBIA, JORDAN, SLOVENIA, CHAD, CENTRAFRIQUE, GABON, GUINÉE-EQUATORIALE, CONGO-BRAZZAVILLE, CAMEROON, TUNISIE, MEXIQUE, FRANCE

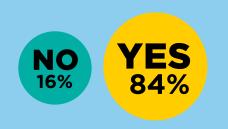
WHAT IS THE EXPECTED EVOLUTION OF THE STAFF OF...



IS THE 3 LINES OF DEFENCE MODEL IMPLEMENTED?



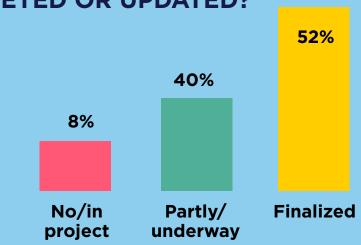
DOES THE AUDIT HAVE AN INTERNAL QUALITY ASSURANCE PROGRAM?



IS ARTIFICIAL INTELLIGENCE USED IN THE AUDIT FUNCTION?



ARE YOUR AUDIT METHODOLOGIES TO BE COMPLETED OR UPDATED?



DOES YOUR IT AUDIT USE A TECHNICAL REPOSITORY?



MOBILITY FORT AUDITORS COMPARED TO OTHER BANK DEPARTEMENTS?

More turnover

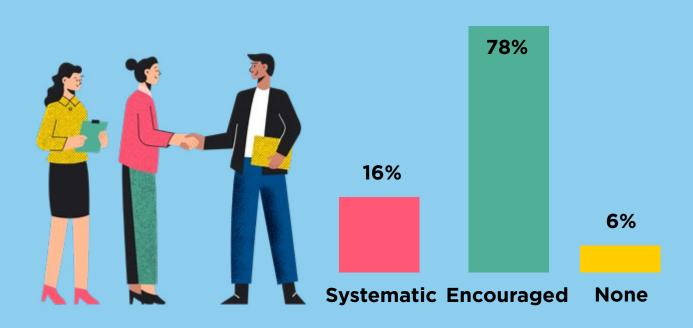
Same turnover

49

Less turnover

40

EXTERNAL PROFESSIONAL CERTIFICATIONS ARE



EXTERNAL AND INTERNAL COMMUNICATION **SUPPORTING CENTRAL BANKS' TRANSFORMATION**



ARMENIA, BELARUS, BRAZIL, BOSTWANA, COLOMBIA, CYPRUS, EGYPT, FRANCE, GEORGIA, JORDAN, HAITI, IRELAND, INDIA, KA-ZAKHSTAN, LAOS, LATVIA, LEBANON, MAURITANIA, MOLDOVA, MOROCCO, NEPAL, NIGERIA, PAKISTAN, PHILIPPINES, PORTUGAL, SPAIN, SKI-LANKA, TUNISIA

INTERNAL COMMUNICATION: DOES AN INTRANET PAGE/SPACE FEATURE NEWS CONCERNING EVENTS OF ALL BANK' DEPARTMENTS?



ARE THE 'NEWS' DRAFTED BY THE UNITS? AT THEIR INITIATIVE? DOES THE COM'DEPARTMENT PROPOSE REWRITING? (MULTIPLE CHOICE)



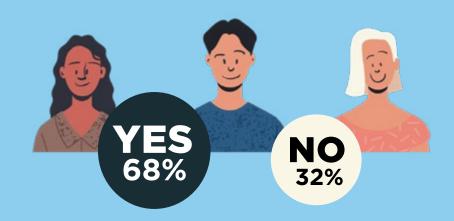
HAVE YOU INTRODUCED A STAFF FEED-BACK FUNCTIONALITY FOR COMMENTS ON INTRANET/INTERNAL PLATFORM?



EXTERNAL COMMUNICATION: DO YOU PUBLISH PRESS RELEASES ON REPORTS OF YOUR BANK LIKE ANNUAL REPORTS / BALANCE OF PAYMENTS / FINANCIAL STABILITY REVIEWS?



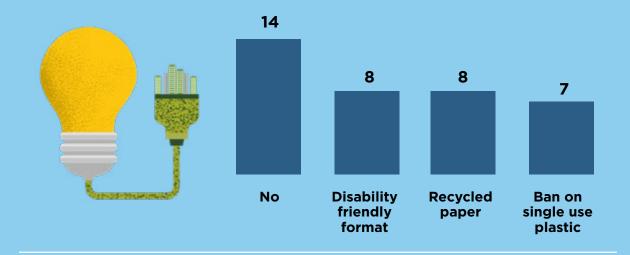
DOES YOUR EXTERNAL COMMUNICATION TARGET SPECIFIC AND DIFFERENTIATED AUDIENCES?



IS INTERNAL COMMUNICATION ON CORPORATE STRATEGY:

Monthly	11%	Ad hoc	49%	
Quartely	27%	None/Other	13%	

FOR YOUR INTERNAL AND EXTERNAL PUBLICATIONS, AS WELL AS FOR EVENTS, HAVE YOU DEVELOPPED INCLUSIVE AND LOWER ENVIRONNEMENTAL IMPACT PRATICES?



DURING THE COVID EPISODES, HAVE YOU OPENED A SPECIFIC PAGE ON INTRANET FOR COMMUNICATING ON COVID?



DURING COVID 19 LOCKDOWN, DID YOU SEND MESSAGES TO PERSONAL EMAIL ADDRESSES OR MOBILE PHONE NUMBERS OF YOUR STAFF?



DOES YOUR INSTITUTION COMMUNICATE THROUGH SOCIAL NETWORKS?



DO YOU ENCOURAGE YOUR STAFF TO DISSEMINATE INFORMATIONS DIRECTLY ON SOCIAL NETWORKS?

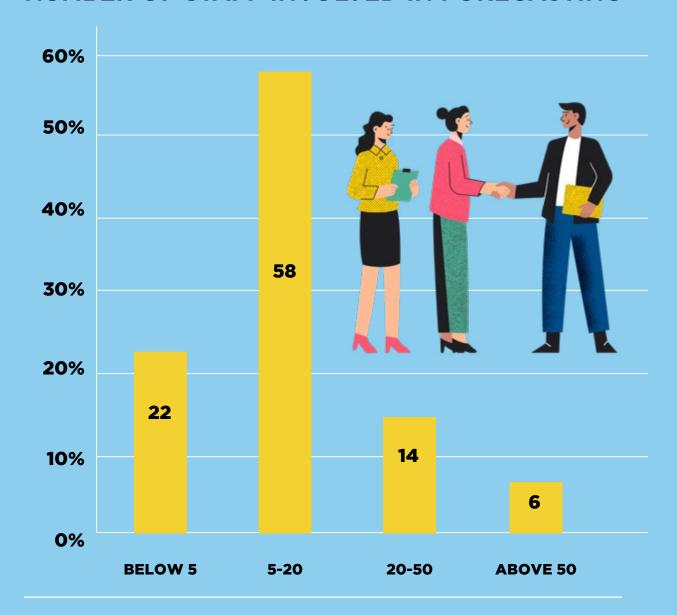




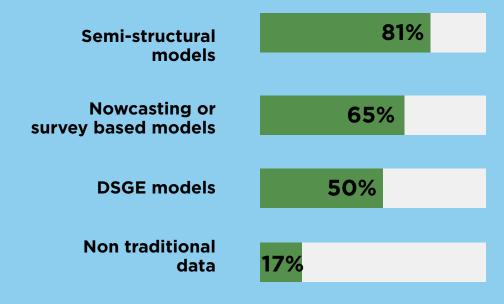
MACROECONOMIC FORECASTING IN CENTRAL BANKS



NUMBER OF STAFF INVOLVED IN FORECASTING



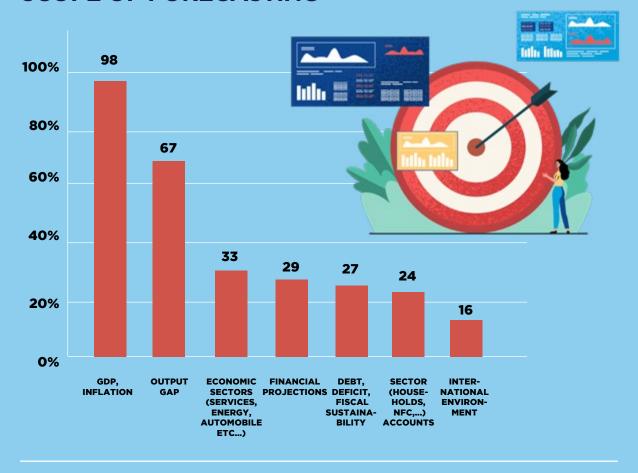
TYPE OF MODELS USED



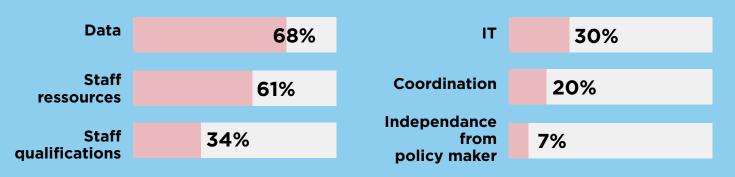
INTEREST RATES ASSUMPTIONS



SCOPE OF FORECASTING



SOURCES OF DIFFICULTIES



IMPROVING EXTERNAL STATISTICS



ANSWERS TO A QUESTIONNAIRE AT THE IBFI SEMINAR ON EXTERNAL STATISTICS

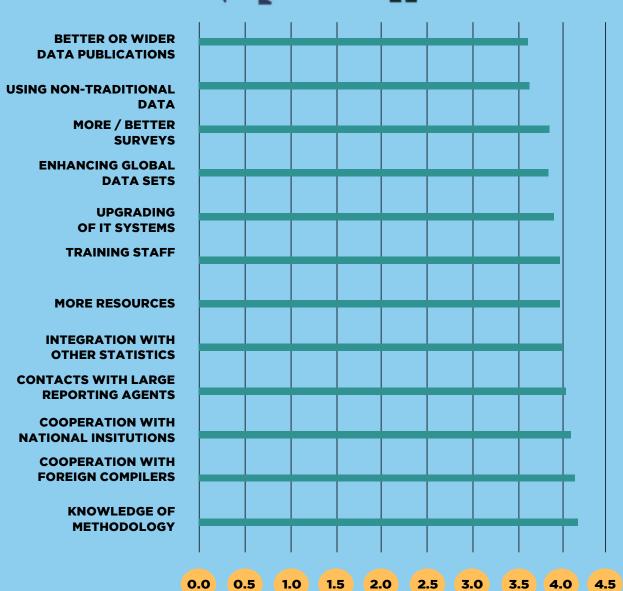
(22-24 NOVEMBER 2021)

MOST IMPORTANT FIELDS OF IMPROVEMENT IN EXTERNAL STATISTICS. (SCORE 1-5)



WAYS TO IMPROVE BOP STATISTICS (SCORE 1-5)





BIG DATA IN CENTRAL BANKS



ANSWERS TO A SURVEY AT THE IBFI VIRTUAL SEMINAR ON THE USE OF BIG DATA IN CENTRAL BANKS (9-10 MARCH 2021)

41 ANSWERS FROM 23 COUNTRIES

IS BIG DATA MANAGEMENT CENTRALISED IN ONE DEPARTMENT?

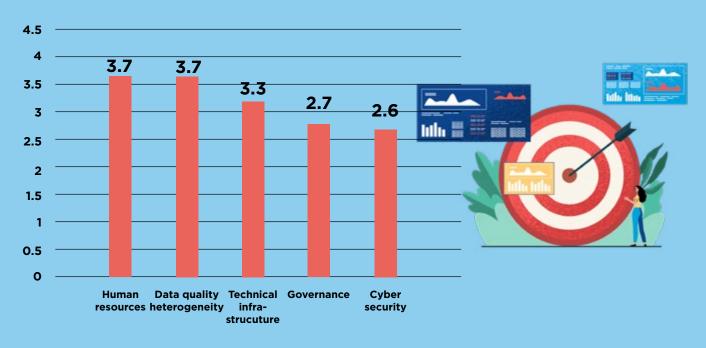


HOW DOES YOUR CENTRAL BANK VIEW THE CONTRIBUTION OF BIG DATA TO POLICY?

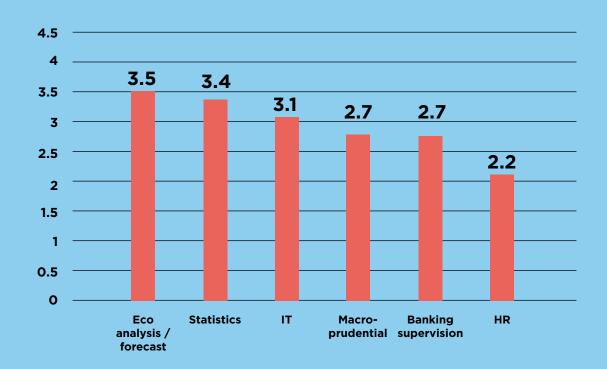


AUXILIARY CORE MARGINAL

MAIN CHALLENGES REGARDING BIG DATA DEVELOPMENTS (1-5)



DOMAINS OF APPLICATIONS OF CURRENT BIG DATA PROJECTS



FROM DATA LAKE TO **DATA PLATFORM**



34 COUNTRIES

ALBANIA, ARMENIA, PHILIPPINES, ROMANIA, MEXICO, FRANCE, IRELAND, KENYA, CAMBODIA, SRI LANKA, BRASIL, MOLDOVA, SLOVENIA, PORTUGAL, LAOS, MAURITIUS, MADAGASCAR, PAKISTAN, UKRAINE, LUXEMBURG, SOUTH KOREA, ETHIOPIA, SENEGAL, TOGO, BENIN, IVORY COAST, MALI, NIGER, BURKINA FASO, GUINEA-BISSAU, SPAIN, MALAYSIA, MAROC

HAVE YOU DESIGNED A 'DATA MANAGEMENT GOVERNANCE' WITHIN YOUR CENTRAL BANK?

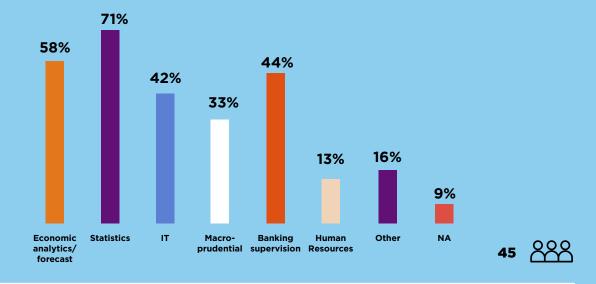


48

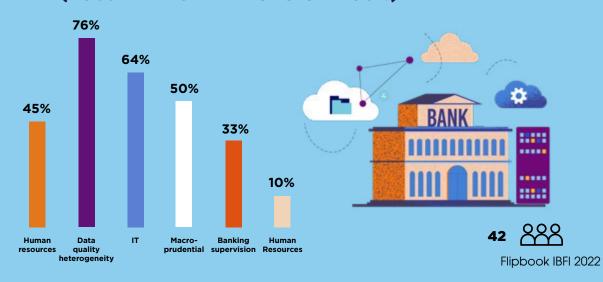


WHAT ARE THE DOMAINS OF APPLICATION OF YOUR CURRENT BIG DATA PROJECTS?

(MULTIPLE CHOICE >100%)

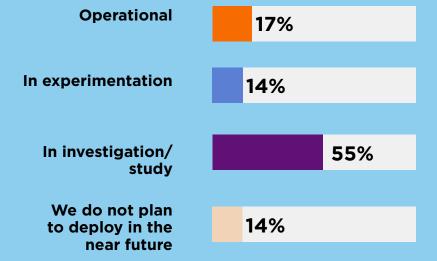


WHAT ARE THE MAIN CHALLENGES REGARDING BIG DATA DEVELOPMENTS AT YOUR CENTRAL BANK? (POSSIBLE MULTIPLE CHOICE >100%)

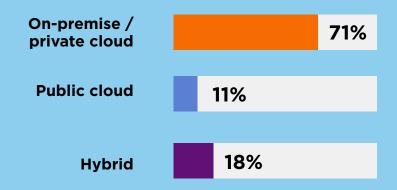


AT WHAT STAGE IS YOUR DATAPLATFORM/DATA LAKE DEPLOYMENT PROJECT AT YOUR CENTRAL BANK?

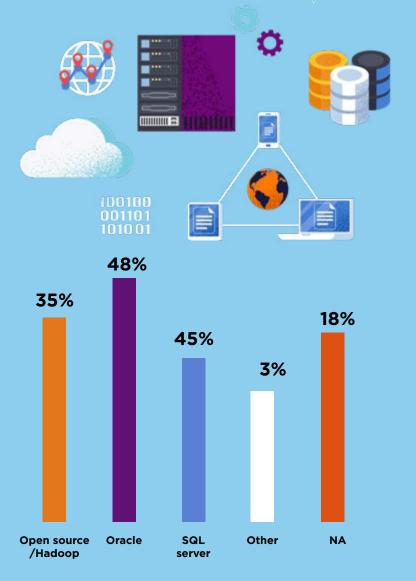




IF YES



WHICH ON-PREMISE DATA PLATFORM HAVE YOU DEPLOYED /ARE YOU PLANNING TO DEPLOY:



44 888

WHICH TECHNOLOGIES ARE YOU USING/ PLANNING TO USE ON YOUR DATA PLATFORM?

(MULTIPLE CHOICE >100%)

38



Data Data warehousing virtua-

Data catalogue

AI/ML platform

Other

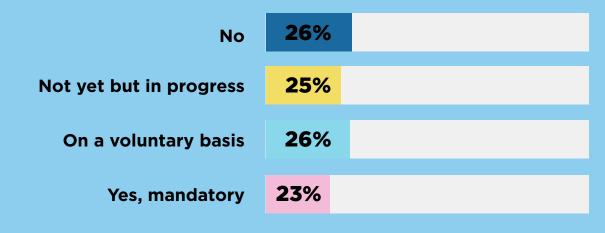
THE COMMITMENT TO GREEN FINANCE IN CENTRAL BANKS: A NEW CHALLENGE



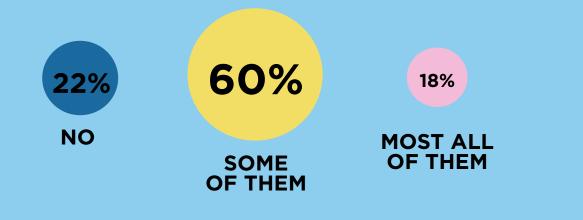
INDIVIDUAL ANSWERS WILL BE KEPT CONFIDENTIAL, ONLY SYNTHETIC RESULTS WILL BE DISPLAYED

ARGENTINA, AZERBAIDJAN, BELARUS, BRASIL, CAMBODIA, COLOMBIA, COSTA-RICA, FRANCE, GREECE, HAÏTI, HUNGARY, ICELAND, INDIA, ISRAEL, JORDAN, LAOS, LATVIA, MALAYSIA, MALTA, MEXICO, MOLDOVA, MONGOLIA, MOROCCO, NEW-ZEALAND, PAKISTAN, PORTUGAL, ROMANIA, RUSSIA, SAUDI ARABIA, SERBIA, SLOVAKIA, SLOVENIA, UKRAINE

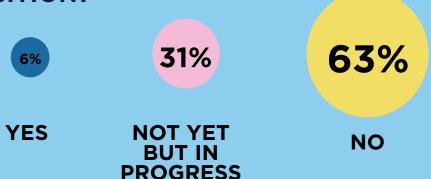
DO ANNUAL REPORTS OF LARGE COMPANIES HAVE TO INCLUDE DISCLOSURE ON ENVIRONMENTAL AND SOCIAL RESPONSIBILITY?



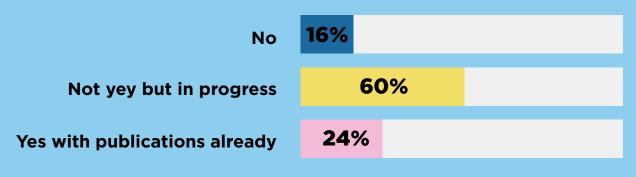
DO BANKS AND INSURANCE IN YOUR COUNTRY SHOW CLIMATE COMMITMENT IN THEIR LENDING, INVESTMENT POLICIES?



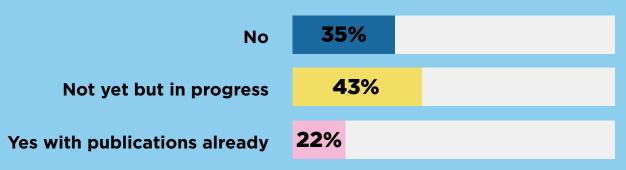
ARE THERE LEGAL OBLIGATIONS IN THE BANKING AND FINANCIAL SECTOR TO USE SAVINGS TO FINANCE THE ECOLOGICAL TRANSITION?



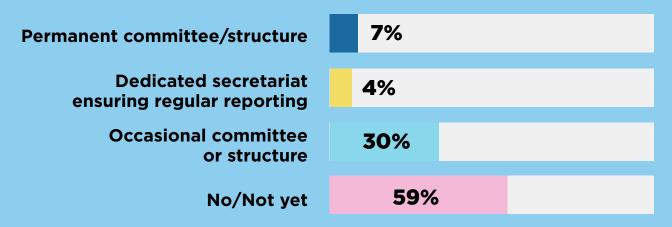
DOES YOUR CENTRAL BANK CONDUCT RESEARCH WORK LINKED TO CLIMATE CHANGE OR ENERGY TRANSITION?



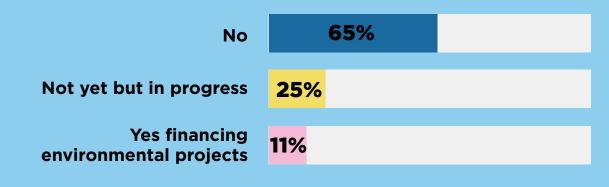
DOES YOUR CENTRAL BANK CONDUCT MODELLING WORK LINKED TO CLIMATE CHANGE AND/OR ENERGY TRANSITION?



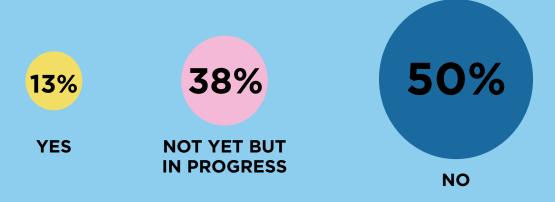
FOR GREEN FINANCE, IS THERE A STRUCTURED COOPERATION FRAMEWORK BETWEEN FINANCE MINISTRY, SUPERVISORY AND MARKET AUTHORITIES AND YOUR CENTRAL BANK?



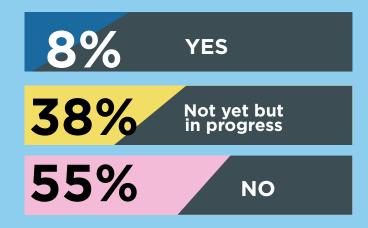
IS YOUR INSTITUTION INVOLVED IN CARBON OFFSETTING? (FINANCING ACTIONS REDUCING EMISSIONS OF CARBON DIOXIDE OR OTHER GREENHOUSE GASES)



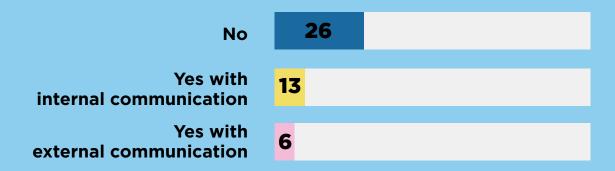
ARE FINANCIAL INSTITUTIONS IN YOUR COUNTRY INVOLVED IN CARBON OFFSETTING?



DO YOU HAVE STATISTICAL MEASURES OF FINANCIAL ACTORS' CONTRIBUTION TO FINANCING THE ECOLOGICAL TRANSITION?

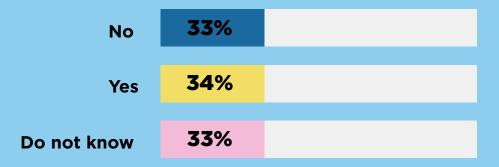


DOES YOUR INSTITUTION MONITOR ITS CARBON FOOTPRINT REDUCTION? IF SO, DOES IT **COMMUNICATE ON IT INTERNALLY, EXTERNALLY** (MULTIPLE CHOICE POSSIBLE)



Number of answers

IS SUSTAINABILITY INTEGRATED BY VOUR CENTRAL BANK IN ITS FINANCIAL INVESTMENT STRATEGY? (MONETARY POLICY PORTFOLIOS **OR OTHERS)**

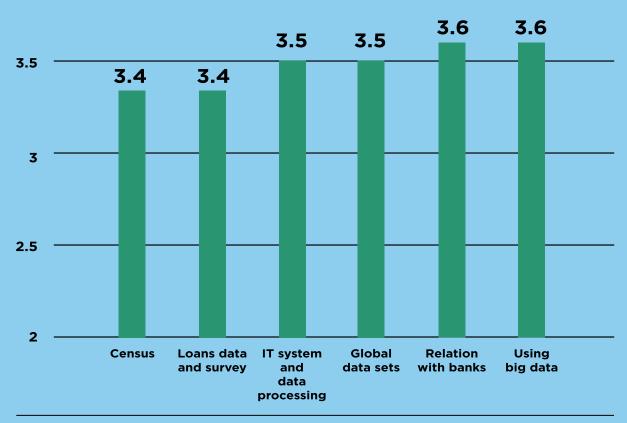


ENHANCING MONETARY AND FINANCIAL STATISTICS

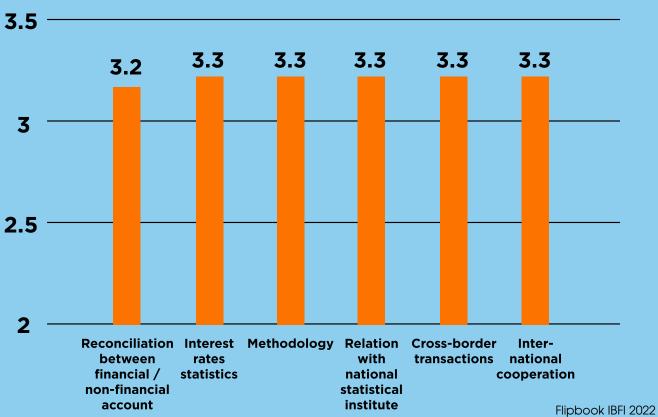


ANSWERS TO THE QUESTIONNAIRE AT THE IBFI ONLINE SEMINAR ON MONETARY AND FINANCIAL STATISTICS (18-21 MAY 2021)

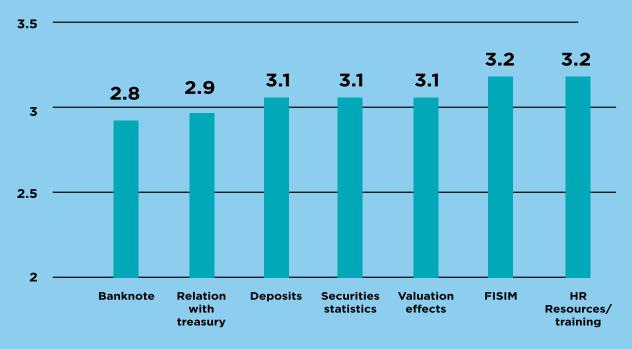
WAYS/DOMAINS OF IMPROVEMENT OF **MONETARY AND FINANCIAL STATISTICS**



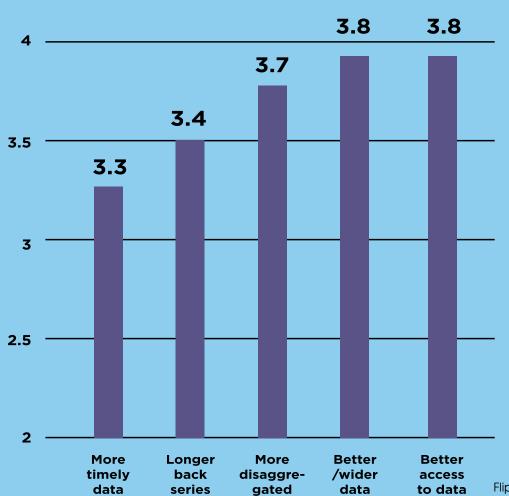
WAYS/DOMAINS OF IMPROVEMENT OF **MONETARY AND FINANCIAL STATISTICS**



WAYS/DOMAINS OF IMPROVEMENT OF MFS STATISTICS



HOW IMPROVING THE USE OF MONETARY AND FINANCIAL STATISTICS



data

publication

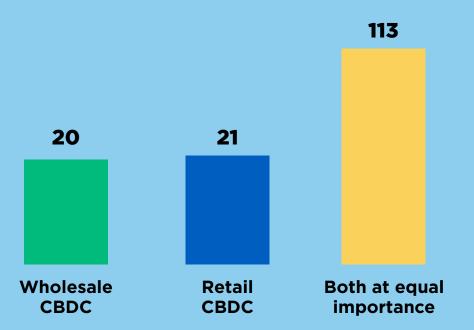
MARKETS AND OPERATIONS



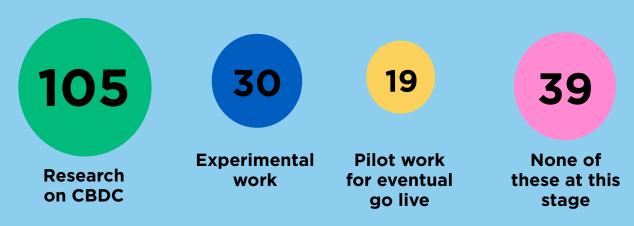
CENTRAL BANK DIGITAL CURRENCY



IS YOUR INSTITUTION PRIMARILY INTERESTED IN:

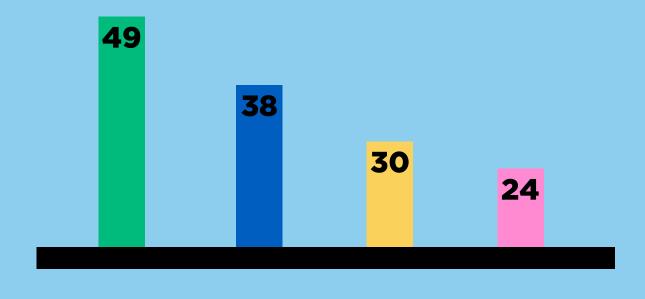


IS YOUR INSTITUTION INVOLVED IN:



146

WHAT ARE THE MAIN OPPORTUNITIES FOR **CENTRAL BANKS TO ISSUE A RETAIL CBDC?**



Offer citizens a public alternative for the declining use of cash

1st

Make the payment ecosystem more resilient

2nd

Give central banks new tools for monetary policy implementation

3rd

Decrease cost of domestic payments

4th

WHAT ARE THE MAIN RISKS ASSOCIATED WITH RETAIL CBDC?



2nd

3rd **31**

Negatively affect the funding of banks and increase the risk of digital runs

Create a reputational risk for the central bank if CBDC is misused for money laundering **Crowd out** private innovation

139

WHERE COULD A WHOLESALE CBDC MAKE MOST GAINS IN TERMS OF EFFICIENCY OR RISK-**REDUCTION?**

1st **Cross-boarder payments** 2nd **Securities settlement** 3rd **Domestic payments**

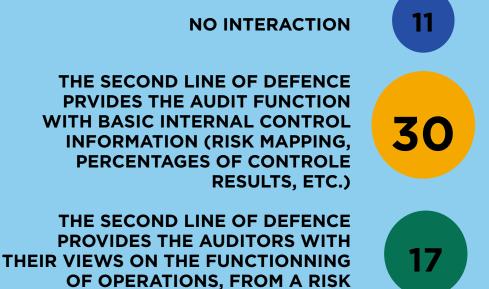
OPERATIONAL RISK MANAGEMENT IN A CENTRAL BANK



HAS YOUR INSTITUTION IMPLEMENTED THE 3-LINES-OF-DEFENCE MODEL?



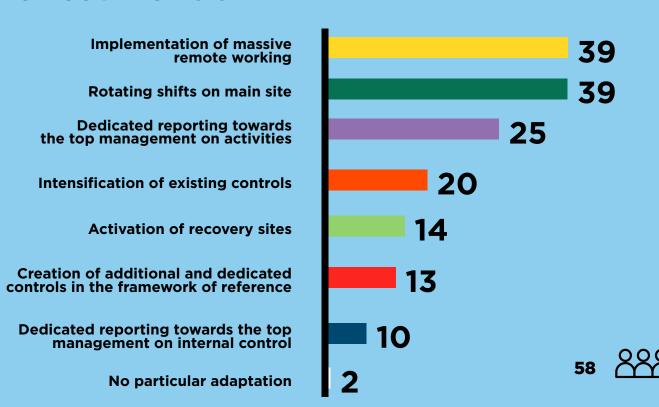
HOW DO THE AUDIT FUNCTION AND THE SECOND LINE OF DEFENCE INTERACT, ESPECIALLY DURING AN AUDIT?



PERSPECTIVE

58

HOW HAS THE ORGANIZATION OF YOUR INSTITUTION BEEN ADAPTED IN TIMES OF COVID CRISIS?

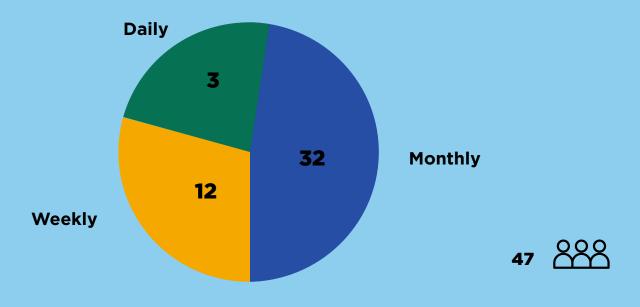


IN 2020, HOW FREQUENT WAS THE REPORTING TO THE MANAGEMENT ON ACTIVITIES? (IF IMPLEMENTED)



IN 2020, HOW FREQUENT WAS THE REPORTING TO THE MANAGEMENT ON INTERNAL CONTROL?

(IF IMPLEMENTED)



IN 2020, DID YOUR ACTIVITIES



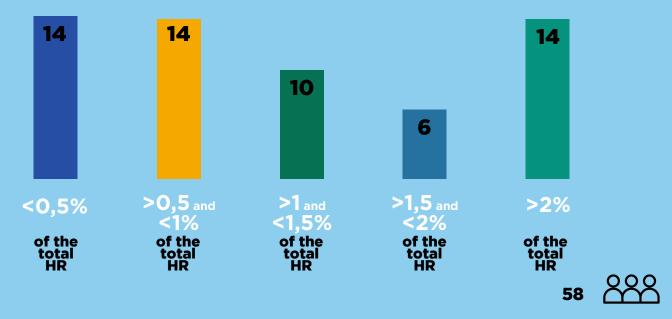
IN 2020, DID THE NUMBER OF INCIDENTS



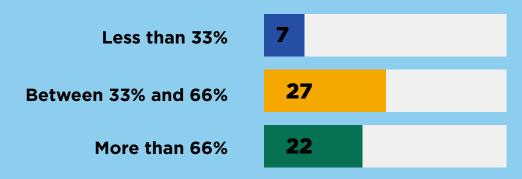
52

BESIDES THE AUDIT FUNCTION, WHAT ARE THE RESOURCES DEDICATED TO INTERNAL CONTROL?

(GIVE A PERCENTAGE OF TOTAL HR)



WHAT IS THE PERCENTAGE OF STAFF THAT WORKED REMOTELY DURING THE LOCKDOWN?



IS REMOTE WORKING STILL LARGELY IMPLEMENTED?



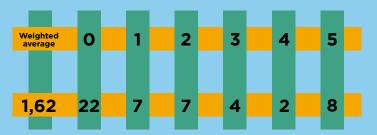


55

HOW MANY DAYS-A-WEEK IS THE RETURN ON SITE MANDATORY?

Number of days of on-site presence

On-site presence



42



WOULD EXTENDED REMOTE WORKING BE CONSIDERED AS:



Only a contingency procedure in case of crisis



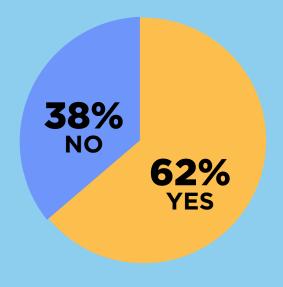
A possibility for standard activity

57

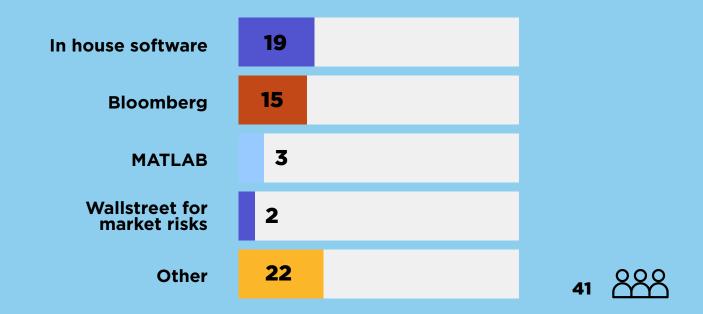
FINANCIAL RISK MANAGEMENT IN A CENTRAL BANK



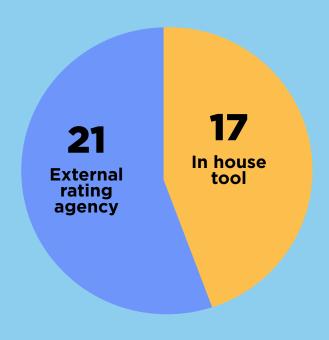
DO YOU AGGREGATE ALL FINANCIAL RISKS (MARKET, CREDIT AND OPERATIONAL RISKS) IDENTIFIED IN YOUR ORGANIZATION?



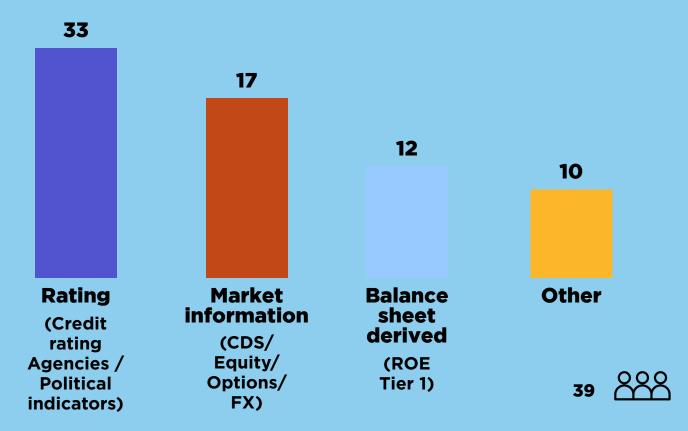
WHICH SOFTWARE DO YOU USE TO QUANTIFY AND FOLLOW RISK MEASURES?



DO YOU HAVE AN INTERNAL CREDIT RISK ASSESSMENT TOOL OR DO YOU USE AN EXTERNAL RATING?



WHAT ARE YOUR KEY INDICATORS TO ASSESS THE CREDIT QUALITY OF ISSUERS?



DO YOU HAVE A MARGIN OF APPRECIATION IN THE ANALYSIS OR IS THE EVALUATION SYSTEM **AUTOMATIC?**



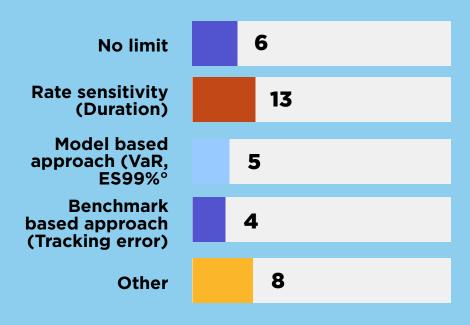
DO YOU HAVE AN INTERNAL MARKET RISK ASSESSMENT TOOL?



23 NO

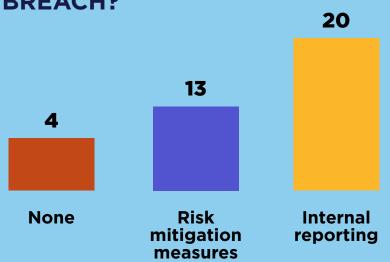
36

HAVE YOU SET LIMITS TO MITIGATE MARKET RISKS? IF SO, OF WHAT NATURE?



6 222

WHAT ARE THE CONSEQUENCES IN CASE OF LIMIT BREACH?

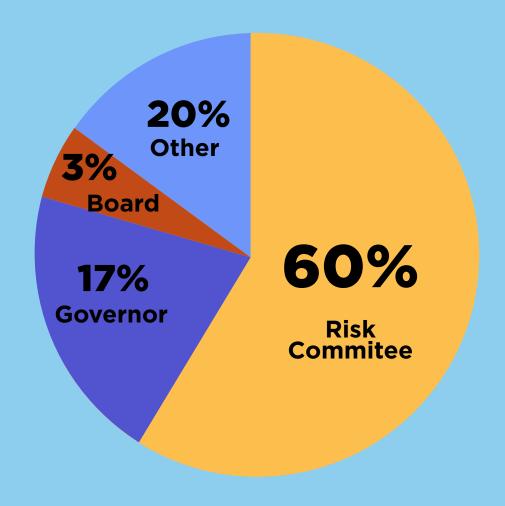


5**7**

IS YOUR RISK MANAGEMENT FUNCTION INDEPENDENT FROM THE INVESTMENT DIVISION?



IF YOUR RISK MANAGEMENT FUNCTION IS INDEPENDENT FROM THE INVESTMENT DIVISION, WHO DOES THE RISK MANAGEMENT DIVISION **REPORT TO?**



FINANCIAL MARKET INFRASTRUCTURES, PAYMENT SYSTEMS AND INSTRUMENTS



ARE THE PFMIs IMPLEMENTED IN A LAW AT NATIONAL LEVEL?



12 NO

8 Partially

50 XX

IS THERE ANY EQUIVALENT OF THE SYSTEMICALLY IMPORTANT PAYMENTS SYSTEMS (SIPS) ECB REGULATION IN YOUR COUNTRY?





49

222

DO YOU HAVE ANY CCP IN YOUR COUNTRY?





46

282

DOES YOUR AUTHORITY UNDERTAKE CCP ON-SITE INSPECTIONS OR REVIEWS?





IS THERE AN EQUIVALENT TO CSDR (REGULATION ON SETTLEMENT AND CENTRAL SECURITIES DEPOSITORIES) IN YOUR JURISDICTION?





45

IS THERE AN EQUIVALENT OF THE EUROPEAN PAYMENT SERVICE DIRECTIVE (PSD) IN YOUR JURISDICTION?





43

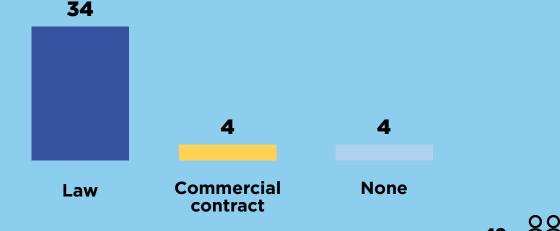
ARE PAYMENT/E-MONEY SERVICE PROVIDERS SUBJECT TO SPECIFIC RULES (NON-BANK LICENSE)?



6

43

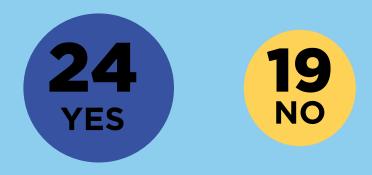
WHAT IS THE CONSUMER PROTECTION REGIME REGARDING THE USE OF PAYMENT SERVICES/MEANS?



IS THERE A STATISTICAL FRAMEWORK IN PLACE TO SUPPORT THE OVERSIGHT?



IS THERE A NATIONAL BANKING COMMITTEE DEALING WITH PAYMENTS?

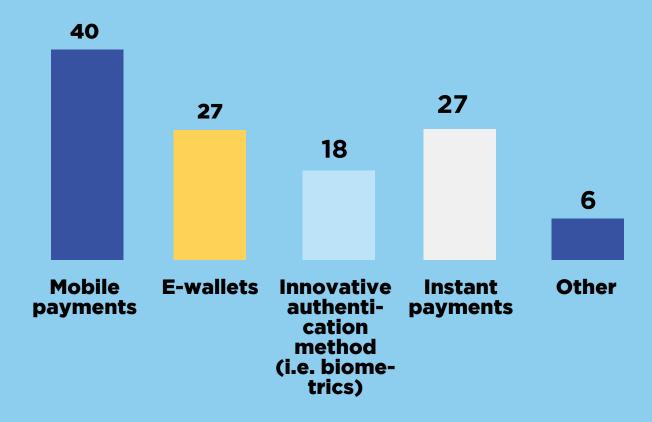


HOW LONG HAVE YOU BEEN USING INSTANT PAYMENTS?



42

WHAT ARE THE MAIN INNOVATIONS IN TERMS OF PAYMENT SOLUTIONS IN YOUR COUNTRY?



FINANCIAL STABILITY



PRUDENTIAL SUPERVISION

BENCHMARK LEGAL EXPERTS AND FINANCIAL CRISES



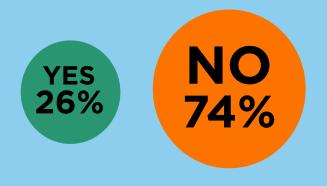
YOUR COUNTRY HAS ADOPTED A RESOLUTION FRAMEWORK FOLLOWING THE FSB'S KEY ATTRIBUTES OF EFFECTIVE RESOLUTION REGIMES FOR FINANCIAL INSTITUTIONS



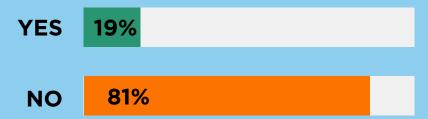
IN YOUR COUNTRY BANKS HAVE TO PREPARE AND SET UP RECOVERY PLANS



A DISTRESSED BANK HAS ALREADY APPLY ITS RECOVERY PLAN IN YOUR COUNTRY



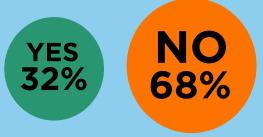
THE IMPLEMENTATION OF THE RECOVERY PLAN SAVED THE DISTRESSED BANK (NO IMPLEMENTATION OF FURTHER RESOLUTION MEASURES NEEDED)



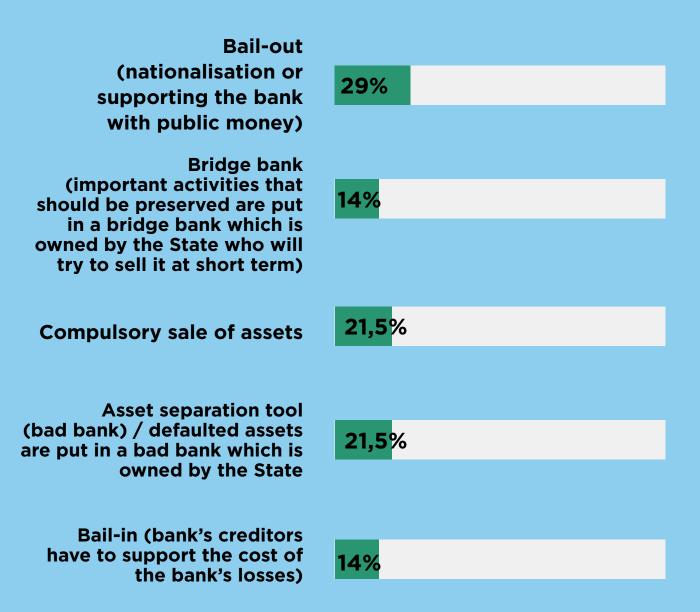
WERE EARLY INTERVENTION MEASURES
ALREADY APPLIED IN YOUR COUNTRY AFTER THE
FAILURE OF A RECOVERY PHASE?



THE IMPLEMENTATION OF THESE EARLY INTERVEN-TION MEASURES SAVED THE DISTRESSED BANK (NO IMPLEMENTATION OF RESOLUTION MEASURES NEEDED)



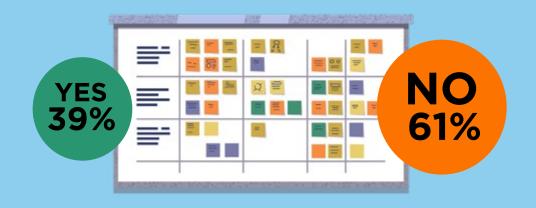
DID YOU COUNTRY ALREADY IMPLEMENTED ONE OF THE FOLLOWING RESOLUTION MEASURES?



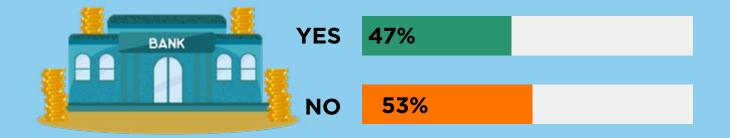
DID THE IMPLEMENTATION OF YOUR RESOLUTION FRAMEWORK RESULTED INTO A LITIGATION BE-**FORE COURTS?**



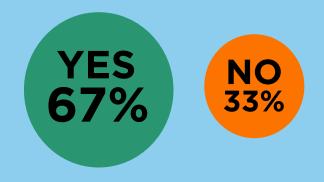
DO YOU THINK THAT YOUR NATIONAL FRAMEWORK TO LIQUIDATE FIRMS FACING DIFFICULTIES IS APPROPRIATE FOR BANKS?



DID YOU COUNTRY ADOPTED A FRAMEWORK FOR ADDITIONAL OWN FUNDS IN ORDER FOR BANKS TO SUPPORT A BAIL-IN? EXAMPLE: TLAC OR MREL



DO YOU EXPECT BANKS TO FACE MORE DIFFICUL-TIES IN 2021?

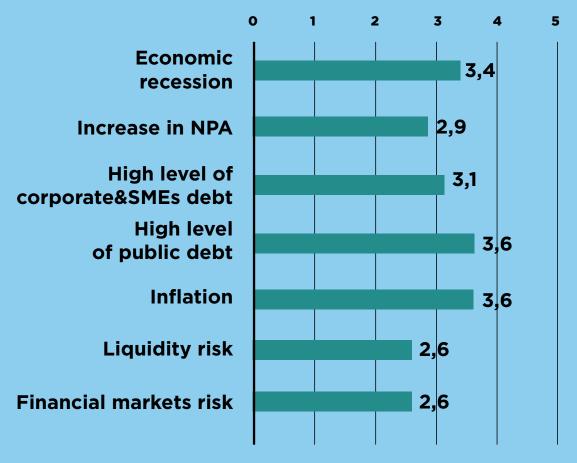


ENSURING FINANCIAL STABILITY AND DESIGNING MACROPRUDENTIAL POLICIES

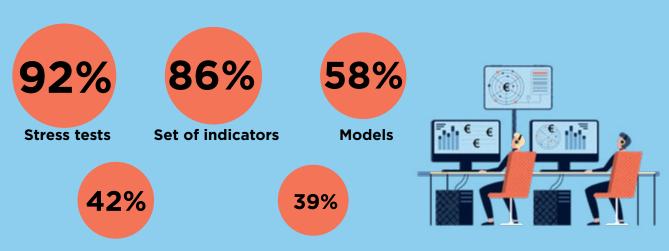


THIS BENCHMARK IS BASED ON A SURVEY OF 33 INSTITUTIONS AND CENTRAL BANKS THAT PARTICIPATED IN THE SEMINAR ON FINANCIAL STABILITY AND MACROPRUDENTIAL POLICIES OF CENTRAL BANKS

WHAT ARE THE MAIN RISK FACTORS IN YOUR JURISDICTION?



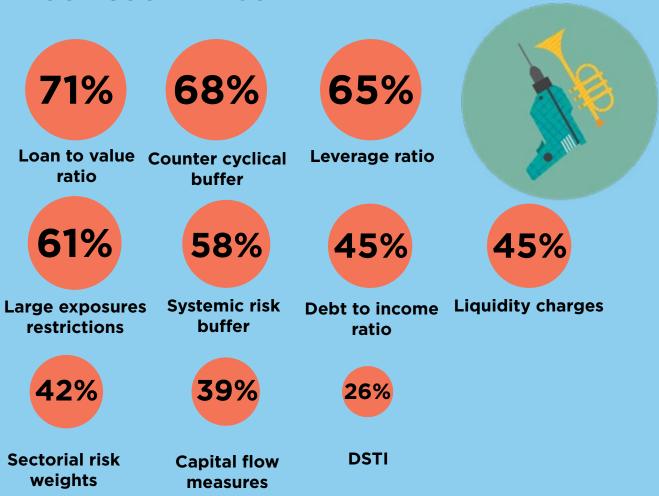
HOW DO YOU MONITOR MACRO-FINANCIAL CONDITIONS?



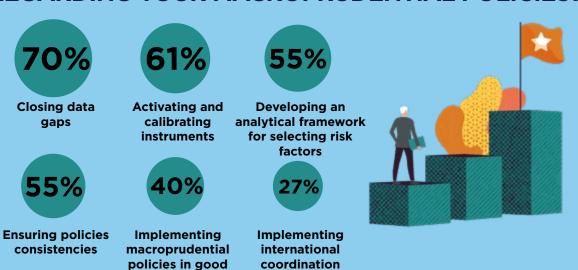
Synthetic indicators
(constructed by aggregating
granular indicators mapped to the
risk factors)

Experts group surveys from financial and real sectors

WHICH INSTRUMENTS HAVE BEEN ACTIVATED IN YOUR COUNTRY SO FAR?



WHAT ARE THE MAIN CHALLENGES GOING FORWARD REGARDING YOUR MACROPRUDENTIAL POLICIES?



times

BENCHMARK CONSUMERS PROTECTION, FINANCIAL EDUCATION AND INCLUSION



HAS YOUR COUNTRY ADOPTED A FINANCIAL EDUCATION STRATEGY AS ADVOCATED BY THE OECD?

40% YES 60% NO

WHAT ARE THE MAIN LIMITATIONS OR DIFFICULTIES ENCOUNTERED IN THE FIELD OF FINANCIAL EDUCATION?

"Low-income households could prefer informal sector for financial need while their access to financial service could be difficult"

"Limited financial knowledge of people who are eager to get financial services without learning about them"

"Not sufficiently reliable and educational information, there is a need to provide more financial education on any kind of media"

"The national financial education program faces budget issues for its implementation" "Poverty and discrepancies between regions in terms of education, wealth-fare and unemployment"

WHAT HAS BEEN THE IMPACT OF THE COVID 19 PANDEMIC ON FINANCIAL EDUCATION IN YOUR COUNTRY?

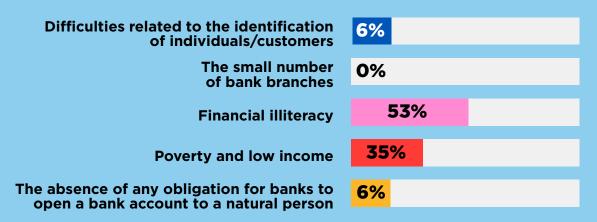
"The pandemic slowed down awareness-raising actions"

"Various methods of updating customers on the banking business under new normalcy are being carried out however it depends on the existence of sufficient communication infrastructure in the country"

"Covid-19 has further delayed the implementation of the National Financial Literacy Program"

"When the quality of infrastructure is satisfying, people was directed toward the digital channels when it comes to the financial services"

WHAT ARE THE TWO MAIN OBSTACLES TO ACCESS TO BASIC BANKING SERVICES IN YOUR COUNTRY?



WHAT ARE THE OPPORTUNITIES OF DIGITAL FINANCE FOR LOW-INCOME CLIENTS?

"Allow them to carry out small-amount transactions locally"

"Financial service at a lower cost"

"Better management of expenditure and income"

"Reduction in the rate of theft and loss risks during cash transactions"

"For some large countries digital finance is a quick and not expensive solution providing easy access to financial services, easy and secure way for transacting, ensuring that the funds are routed through the banking system, increasing the client base of the banks and allowing them to promote new products"

WHAT ARE THE BARRIERS FOR DEVELOPPING DIGITAL FINANCE?

"Operational risks including fraud, agent errors as well as inadequate data handling practices"

"May include relatively high data cost and cyber risk"

"Risk of poor credit practices by banks or more frequent registration of customers on payment incident databases which may lead to increased financial exclusion"

People might not be able to manage properly these financial services

"The absence of regulations governing the sector"

WHAT HAS BEEN THE IMPACT OF THE COVID 19 PANDEMIC ON FINANCIAL INCLUSION IN YOUR COUNTRY?

"Staff reduction at financial institutions"

"The short time frame for developing new programs, systems and products"

"Increase of the use of mobile banking and online purchase"

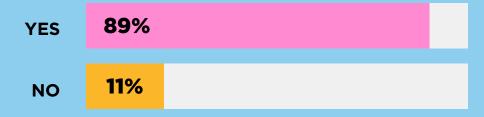
"Decrease of the client's income (job loss, growing fear of investing)"

HAS THE CENTRAL BANK A LEGAL MISSION OF FINANCIAL SERVICES CONSUMERS' PROTECTION?

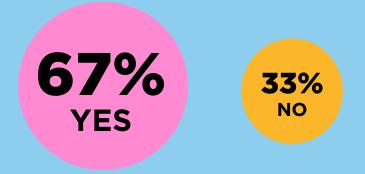
75%YES

25% NO

MAY YOUR AUTHORITY RECEIVE COMPLAINS AND CLAIMS FROM THE CONSUMERS AGAINST THE CREDIT INSTITUTIONS?



PERIODICAL ALERTS AND WARNINGS AGAINST SOME DUBIOUS FINANCIAL PRODUCTS OR INSTITUTIONS ARE THEYBROADCASTED AMONG THE GENERAL PUBLIC?



WHAT HAS BEEN THE IMPACT OF THE COVID 19 PANDEMIC ON FINANCIAL SERVICES CONSUMER PROTECTION IN YOUR COUNTRY?

"The quality of the information on credit conditions has deteriorated"

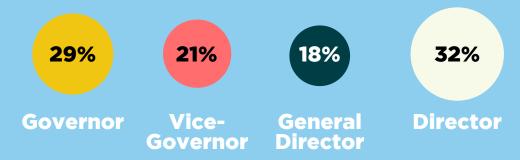
Some Central bank's initiatives have not been well implemented in the banks and accordingly we have received many complaints

"A greater number of complaints"

FIGHTING AGAINST MONEY LAUNDERING AND TERRORIST FINANCING, 2021



WHO IS RESPONSIBLE FOR THE IMPLEMENTATION OF AML/CFT IN YOUR INSTITUTION?



HAS YOUR CENTRAL BANK IMPLEMENTED AN AML/CFT RISK-BASED APPROACH FOR ITS OWN OPERATIONS?



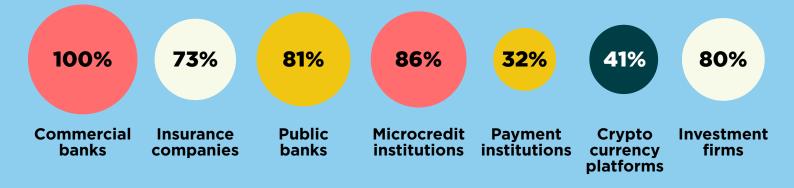
DOES YOUR AUTHORITY GIVE AN INDIVIDUAL AML/CFT RISK RATING FOR EACH COMMERCIAL BANK SUPERVISED IN YOUR COUNTRY?



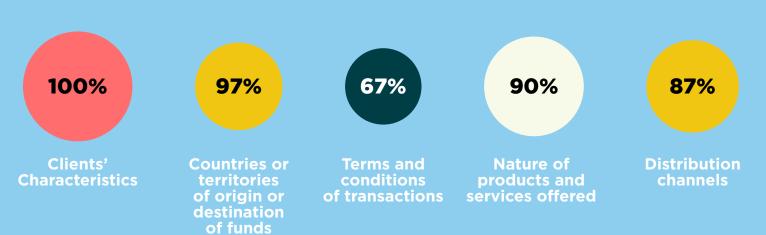
HAS YOUR AUTHORITY PUT IN PLACE A MAPPING OF MONEY LAUNDERING AND TERRORIST FINANCING RISKS IN THE BANKING SECTOR?



WHICH INSTITUTIONS ARE SUBJECT TO AML/CFT OBLIGATIONS IN YOUR COUNTRY?



WHAT ARE THE ELEMENTS TAKEN INTO ACCOUNT IN YOUR RISK-BASED AML/CFT APPROACH?



DOES YOUR AUTHORITY CONSIDER THAT **COMMERCIAL BANKS IN YOUR COUNTRY** SATISFACTORILY APPLY THE FOLLOWING **AML/CFT ELEMENTS?**



85%

87%

92%

59%

Identification of the customer in business relations

Vigilance with regard to correspondent bank

identification of the beneficial regard to politiowner

Vigilance with cally exposed persons

Remote client identification

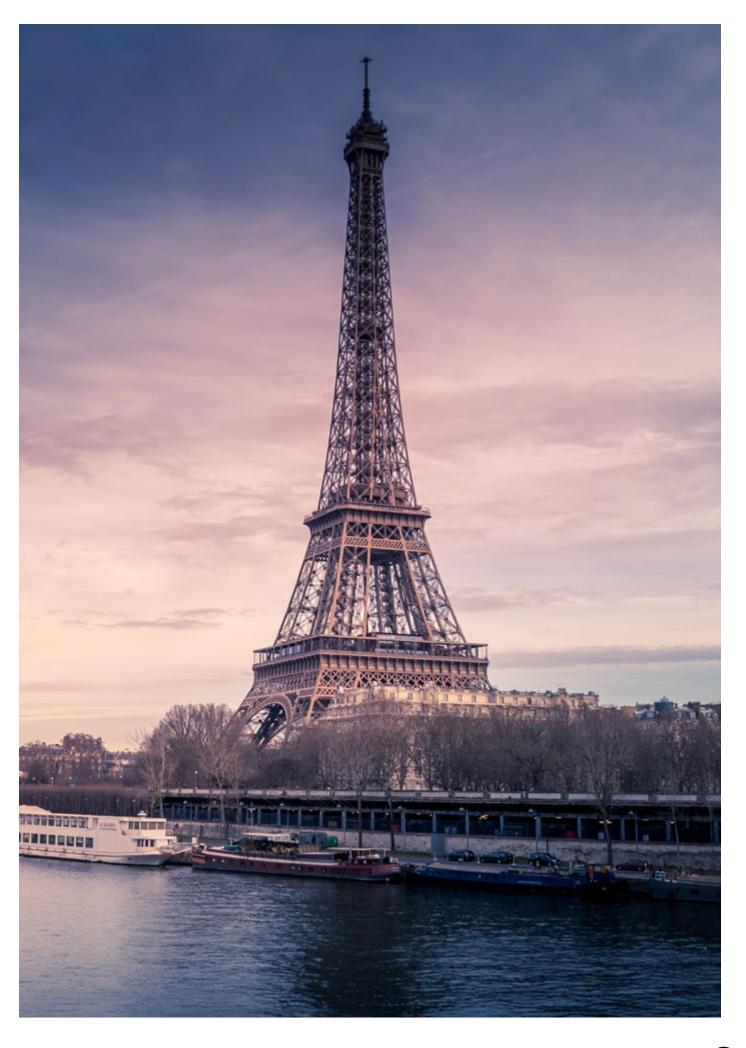
ARE TOOLS FOR THE AUTOMATED DETECTION OF ATYPICAL OPERATIONS IMPLEMENTED?



DOES YOUR AUTHORITY USE ARTIFICIAL INTELLIGENCE TO DETECT FRAUDULENT **BEHAVIOR?**









The IBFI's annual program offers free training seminars (on-line or face-to-face) and webinars.

For learners, the IBFI's offer has also been expanded with a new e-learning tool that allows you to follow a training path through the numerous activities carried out within a central bank and a banking and insurance authority. The content is retrieved from our seminars and webinars, it is updated yearly and this tool provides training certificates to learners.

For experts, the IBFI provides an access to its video library. It is a unique content on central banking.

All our actions are exclusively for the managerial staff and experts of central banks and financial supervisory bodies.



Practical information for online seminars and webinars

- The registration to an online seminar or a webinar must be made via the Live Events calendar page on our website: Live Events | Banque de France (banque-france.fr).
- Central banks and other institutions intending to enrol a participant to an online seminar or a webinar must apply within 1 to 3 days before the date of the event. A notice of receipt is sent to candidates upon registration. Then all selected participants receive a message with a link to the video conferencing platform used. This message includes a username and password for each participant. The duration of the online seminars is usually from 3 to 5 days. The duration of a webinar is typically half a day. The online seminars and webinars are free of cost.



Practical information for the E-Learning tool (for learners)

- Our e-learning tool is accessible via the IBFI webpage on the "Banque de France" website: E-learning | Banque de France (banque-france.fr).
- Employees of central banks, supervisory authorities and foreign administrations are able to access training courses combining videos, quizzes and other e-learning modules. Completion certificates with detailed scores are granted to successful learners. This adaptable training tool allows employees to set their own pace. More, online courses will be added in various fields that are covered by the IBFI (financial stability, economics, statistics, financial market operations, IT security, human resources, etc.). This e-learning tool is free of cost for participants.



Practical information for the Video Library (for experts)

- Our video library is accessible via the following webpage: IBFI Video Library
- It gives an access to most of the contents produced during our seminars and seminars. It covers most of central banking activities. It is free of costs for participants.

Practical information for face-to-face seminars

Like other training centers run by central banks or international organizations, the IBFI was forced to suspend its live events during the pandemic. We hope to resume face-to-face seminars in Paris from June 2022.

Enrolment

- Central banks and other institutions intending to enrol a participant must apply before
 the deadline, 2 months before the date of the seminar, via the Live events calendar
 page on our website. Please specify the HR correspondent or superior validating the
 application. You are advised not to use special character, accents and copy-paste from
 word.
- A notice of receipt is sent to candidates upon registration. The answer is sent after the closing of the application period.
 Given the large number of applications received, applications are accepted depending on availability.
- Participants in the seminars must have a good command of one of the working languages mentioned in the training programme: French or English. Poor understanding of presentations and discussions goes against the smooth running of the seminar and compromises its efficiency.
- Two months prior to the seminar, the confirmed participants shall receive an official invitation letter by email, in particular for visa purposes. They are then requested to fill some practical information (social event, diet restrictions, traveling schedules and hotel for eligible countries) through the link provided.

Organisation

- The duration of the seminars is usually from 3 to 5 days. In the case of 5-day seminars, a half-day off is generally scheduled for participants.
 The seminars are held at our Paris headquarters.
- Our on-line platform enables participants to access the slides, various documents, practical information and is a forum for discussion or exchange of documents. Each participant will receive a password and ID to access the platform.
- We insist on the act that trainees have to attend every session of the seminar and sign the attendance sheet circulated every day.

Cost coverage

- Banque de France covers the following costs:
 Training courses, lunches and coffee breaks, social events, all or part of the hotel costs for eligible countries.
- Trainees cover in particular the following costs: dinners, hotel (except for eligible countries, see the section "Accommodation" below), transport e.g. plane, taxi, metro.

Accommodation

Participants care for their own hotel reservation and payment. The IBFI provides a list of hotels nearby at negotiated rates. However, a partner hotel is proposed for participants eligible to the coverage of accommodation costs under the following conditions.

- Participants from central banks of middle-income and industrialised countries. Banque de France does not cover accommodations costs.
- Participants from central banks of countries of the HIPC (highly indebted poor countries) IMF/WB initiative. The Banque de France covers the accommodation costs from the night before to the night after the seminar (for example 6 nights for a 5-day seminar).
- Participants belonging to the other Least Developed Countries (LDC). Banque de France covers half of the hotel nights (1).

The eligibility of the participants is automatically determined by the application platform. The accommodation cost average for eligible trainee implies (s)he stays at the partner hotel.

The cost coverage applies for a single room with breakfast. It does no include: additional cost for twin-room, longer stay (additional nights before or after the seminar), mini-bar, telephone and other services..

Cancellations

- In case of withdrawal, it is absolutely necessary to inform us at least 10 days prior to the seminar.
- Given the large number of applications, a late cancellation deprived another applicant from joining the seminar and incurs cancellations fees.

For those participants eligible to partial or total coverage, hotel cancellation fees in case of no-show be chargeable to the central bank of the participant involved. A restrictive position may-be adopted vis-à-vis any future applications from the latter.

⁽¹⁾ As the case might be, a figure rounded up to the nearest decimal number. For instance for a 4-day seminar implying 5 nights, the BDF shall cover 3 nights.

THE IBFI TEAM











Louis Bê Duc

is senior economist in charge of external cooperation (sector "macroeconomics and statistics") at the International Banking and **Finance Institute** of the Banque de France. He has also been senior economist at the **European Central** Bank, the European Commission and the Ministry of Finance, as well as Bank Supervisor at the **Prudential Control** and Resolution **Authority and** administrator of the Banque de France's Foundation for Research.

Thierry Cusson

has held several positions in Financial Statistics, International Economics, **European Relations** and was seconded abroad to the **Federal Reserve** Bank (New York), to the European **Parliament** (Brussels) and to the Reserve Bank of India (Mumbai) before joining the IBFI. Since 2014 he has been in charge of seminars and technical assistance in the field of the support functions such as Internal Audit and Control, Accounting and Budget, Human resources, Governance, Change Management

Hedi Jeddi

organizes all the work of the IBFI in the fields of banking supervision, financial stability and consumer's protection and education. Hedi has worked for 10 years in banking supervision for the Autorité de Contrôle Prudentiel et de Résolution. He also worked in banking supervision and was a legal expert for the Reserve Bank of India in Mumbai.

Jean Luc Quémard

Since 2015. Jean-Luc Quémard is the Head of the International Banking and **Financial Institute** (IBFI). Jean-Luc was a member of Basle Committee and European **Banking Authorities** working groups. He joined the Banque de France in 1994. He published three books on credit risk and securitization frameworks. He is a lecturer at the Paris University and the South University (Toulon- France).

Yasmina Safy

is in charge of the Markets and Operations Unit. After graduating in electrical engineering, she worked during 22 years in the private sector mainly in the means of payments domain first in a large French bank, then as a project manager and a country representative at EBA CLEARING. She joined the Interbank **Settlement Division** of the Banque de France to conduct the French market migration to T2S (TARGET2 Securities).



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https://www.banque-france.fr/en/ibfi

