



**ASSOCIATION OF AFRICAN  
CENTRAL BANKS (AACB)**

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**DRAFT WORK PROGRAMME OF THE COMMUNITY OF AFRICAN BANKING  
SUPERVISORS FOR 2017 - 2019**

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**COMMUNITY OF AFRICAN BANKING  
SUPERVISORS (CABS)**

**WORK PROGRAMME  
2017-19**

January 2017

## I. INTRODUCTION

1. Most African banking systems showed remarkable resilience<sup>1</sup> to the global financial crisis, reflecting not only their low exposure to risks emanating from the subprime crisis, but also the major improvements in the quality of banking regulation and supervision over the past two decades. However, the fact that Africa avoided the worst of the global financial crisis is not a justification for complacency, and the continuous upgrading of regulatory standards and supervisory capacity in Africa, remains essential.
2. Strengthening banking supervision is critical given the important role of supervision in promoting financial stability and minimizing the costs of banking crises, including disruptions to economic activity and the financial burden of failure resolution on tax payers. In addition, strong banking supervision enhances the relevance of the banking system to the economy at large as only a stable and robust banking system is capable of fostering economic growth and poverty alleviation. Banks have the potential of helping fuel economic growth, raising the standard of living, self-realization and inclusion. Equally, as we have witnessed over the past years, banks wiped out trillions of dollars of wealth around the world, bringing capital markets and economies to the brink of collapse.
3. The global financial crisis resulted in worldwide banking regulation reforms of different scales, with more stringent regulations on bank capital, liquidity and corporate governance structure being seen as the best way to restore the stability of financial markets.
4. There are also several important trends taking place. These include a move towards regional harmonization of regulatory frameworks, the emergence of Large and Complex Financial Institutions in Africa, a renewed focus on financial sector systemic stability issues, and the rapidly changing international regulatory environment (Basel II & III, and related Financial Stability Board (FSB) initiatives).
5. The “Community of African Banking Supervisors” (CABS) was established to identify African priorities, assist with capacity building efforts and give African regulators greater voice in international fora.
6. This report presents the CABS Work Plan for 2017-2019, which takes stock of the lessons drawn from the implementation of the first work plan (2014-2016), and builds on the main findings of the training needs assessment for CABS members carried out in 2015 under the joint leadership of the Reserve Bank of Zimbabwe (RBZ) and the Commission Bancaire de l’UMOA.
7. The preparation of this work plan has benefitted from the support of the Association of African Central Banks (AACB) Secretariat and the Making Finance Work for Africa Partnership (MFW4A). The work plan and related budget for the period will be submitted to the AACB Bureau and Assembly of Governors for consideration.

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<sup>1</sup>This was a result of high capital ratios, strong profitability, and high liquidity. Nonetheless, some banking systems experienced pressures and risks, notably from the threat of cross-border contagion (from financial institutions with regional and international operations), operational risks (as innovation and the use of technology-based products increased), and the fragmentation of regulatory and supervisory frameworks.

8. Section II presents a background on the establishment of the CABS. Section III summarizes the achievements from the previous 2014-2016 work plan. Section IV presents lessons learned from the implementation of the 2014-2016 work plan and priority areas that emerged from the training needs assessment. Section V presents the 2017 – 2019 work plan which is centered around two work streams: *Capacity Building and Knowledge sharing*, and *Resource Mobilization*. Section VI focuses on the implementation of three-year work plan, and finally, Section VII is the conclusion and a set of recommendations.

## II. BACKGROUND

9. The proposal to establish the CABS stemmed from a recommendation during the AACB/MFW4A workshop, “*African Approach to the implementation of international standards for banking supervision and the Basel Capital Framework*” hosted by the Bank of Uganda in April 2011. The objective of the workshop was to discuss the impact of the recent financial international standards on the African banking systems and to develop a customized African approach.

10. While underlining the need for African countries to upgrade their regulatory supervisory frameworks, participants recommended the establishment of a “Community of African Banking Supervisors” (CABS), in order to:

- ✓ Assist national and regional supervisory bodies in developing their capacity;
- ✓ Strengthen cross-border supervisory cooperation;
- ✓ Leverage the experience of African central banks that have implemented Basel II;
- ✓ Promote the collective voice of African regulators in the international arena; and
- ✓ Undertake country-level diagnostics to prioritize reforms.

11. The Central Bank Governors “*Roundtable on Regional Banks in Africa*”, which took place in Washington DC in April 2012 further supported this idea. Subsequently, the CABS was inaugurated in Algiers, on 10<sup>th</sup> January 2013 and established as a technical committee of the AACB supported by MFW4A. It reports to the highest AACB governing bodies, i.e, the Bureau and the Assembly of Governors.

12. During their Ordinary Meeting of 23 August 2013 in Balaclava, Mauritius, the AACB Assembly of Governors “*Took note of the establishment of the Community of African Banking Supervisors (CABS). The Assembly highlighted the importance of banking supervision in Africa and insisted that there should be a synergy and complementary of activities between the CABS and the regional supervisory bodies. They directed that a Working Committee comprising experts from the African Banking Supervision community should develop a comprehensive work plan and budget for submission to its next meeting*”.

13. In line with the AACB Assembly of Governors’ decision, a Working Committee comprising supervisors from the AACB sub-regions, met at the Bank of Mauritius, from 20 to 22 January 2014, to prepare the work plan and related budget for the period 2014-2016 which was subsequently endorsed by the AACB governance bodies.

14. The implementation was successful and the completion of Phase I (2014 – 2016) is an important milestone (achievements for this phase are presented in Section III) upon which to

build future CABS' activities. This work plan (2017-2019) draws on the lessons learnt (e.g. AACB's decision making process, technical and human resources available within the AACB Secretariat, financial resource constraints, a selection of potential training course providers, etc.) and achievements during 2014-2016 (e.g. training programs, working groups (i.e. cross-border banking led by the South African Reserve Bank (SARB), virtual platform, needs assessment survey, etc.).

### **III. ACHIEVEMENTS FROM PREVIOUS PERIOD 2014-2016**

#### **3.1 Capacity Building**

15. Based on the identified priorities three training workshops were identified. Two were conducted during Phase I and, the last one delayed to Q1 of 2017.

➤ ***“Macro-prudential Surveillance: Multiple Views, One Objective”, 5-10 September 2015 in Algiers, Algeria***

16. Banque d'Algérie hosted the workshop with the support of the AACB, MFW4A, the African Development Bank (AfDB) and the German Cooperation. The training was delivered by the Toronto Centre<sup>2</sup> and brought together around 40 senior officials of twenty-one (21) African central banks offering them a broad perspective on various aspects of macro-prudential surveillance and policy<sup>3</sup>.

➤ ***“Cross-border banking supervision”, 24-29 January 2016 in Cape-Town, South Africa***

17. The South African Reserve Bank (SARB) hosted the workshop with the support of the AACB, MFW4A and the German Cooperation. Approximately 42 senior officials from 22 African central banks participated in this interactive training workshop delivered by the Toronto Centre. With cross-border banking becoming an increasingly important feature of African financial systems, the practice of supervising complex and interconnected financial groups is a key challenge and a policy priority for the continent. Participants were empowered with a practical approach to surveillance and leadership skills.

➤ ***“Crisis Management and Bank Resolution”, 16-20 January 2017 in Abuja, Nigeria***

18. The Central Bank of Nigeria (CBN) hosted the workshop with the support of the AACB, MFW4A and with the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) delivering the training. It was intended to provide the participants with the opportunity to examine issues arising in managing a crisis from a potentially

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<sup>2</sup>The Toronto Centre is a not-for-profit organization that promotes financial stability globally by building the capacity of financial sector regulators and supervisors, particularly in emerging markets and low-income countries.

<sup>3</sup>The workshop also provided participants with both the concepts and practical tools in this rapidly evolving field, a better understanding of the relevance of the macro-and micro-prudential dimensions, how to improve analytical tools to identify risks, the skills to measure and assess systemic risks, implementing stress-testing programs, identification of and responding to risks posed by Systemically Important Financial Institutions (SIFIs) and the importance of policy coordination.

systemic financial institution and presents different approaches to facilitate the effective resolution of banks without disrupting the broader financial system<sup>4</sup>.

### 3.2. Working groups

19. The work plan for 2014 – 2016 also recommended launching two (2) working groups to foster information sharing and peer-learning and most importantly, to encourage follow through collaboration between CABS members' post-delivery of training workshops.

➤ ***Working group on “Cross-border banking supervision in Africa”***

20. The SARB (South Africa) was mandated to lead this working group. A virtual meeting was called and representatives of 17 CABS member institutions responded favorably. The discussions focused on the design and adoption of a model template to collect and gather data on cross-border banking activities in Africa.

➤ ***Working group on “Crisis Management and Banking Resolution”***

21. The CBN (Nigeria) was mandated to lead this working group. Partly due to the delay in organizing the workshop on: “*Crisis Management and Banking Resolution*”- rescheduled to *January 2017*, activities were not recorded over the period. However, CBN is fully conscious of its responsibility to establish and lead the working group.

### 3.3. Training needs Assessment for CABS members (Diagnostic survey)

22. The Reserve Bank of Zimbabwe (RBZ) and the Commission Bancaire de l'UMOA completed a comprehensive diagnosis of regulatory and supervisory gaps in CABS member jurisdictions with the purpose of identifying their respective capacity building needs.

23. The survey identified critical areas requiring action and also revealed areas of mutual interest among supervisors as well as areas in which member countries may benefit from the experience of their African peers. A detailed Report was released to inform future CABS initiatives and interventions from potential partners.

### 3.4. Other activities

24. An Online Collaborative Platform (OCP) which houses a virtual Library was implemented to foster the exchange of information among CABS members and contribute to capacity building. The virtual library is a repository of articles, reports, laws, regulations, policies and guidelines issued by standard setting-bodies and CABS members.

25. The draft proposal to implement a “*Cross-Border Banking Supervision and Information Exchange Initiative*” prepared by the World Bank/FIRST Initiative was reviewed by the AACB members before submission to FIRST for funding. The three components of the project are:

- ✓ An information exchange methodology and data exchange template;

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<sup>4</sup>Emphasis will be placed on the Financial Stability Board's work related to the *Key Attributes of Effective Resolution Regimes* (from a bank perspective) and on the efforts of International Association of Deposit Insurers (IADI) related to implementing the Core Principles for Effective Deposit Insurance Systems.

- ✓ The strengthening of cross-border supervision capacity: and
- ✓ Information exchange.

#### **IV. LESSONS LEARNT FROM PHASE I AND PRIORITY AREAS EMERGING FROM THE TRAINING NEEDS ASSESSMENT FOR CABS MEMBER COUNTRIES**

##### **4.1. Lessons Learnt from Phase I**

26. The implementation of the 2014–2016 work plan demonstrated a genuine and effective collaboration between the AACB and MFW4A respective Secretariat to deliver on activities. Despite the narrow resource base, most of the activities planned were undertaken. However, the implementation of some activities (see below) was particularly challenging:

##### **➤ *Collaboration with Regional Supervisory Groups***

27. The initial plan to forge collaboration with regional supervisory groupings such as: the SADC Subcommittee of Banking Supervisors (SSBS) and the Committee of Banking Supervisors of West and Central Africa (CSBAOC) proved to be unrealistic in practice as their geographical scope did not match AACB's sub regional groups.

##### **➤ *Functioning Working Groups***

28. Working groups did not function yet in a satisfactory manner. Although lead institutions expressed concerns about the lack of guidance on the assigned duties, it also appears that this responsibility was considered an additional burden over and above their regular activities for which they are assessed.

29. In the absence of well-functioning working groups, the incentive to develop internal rules to guide CABS' activities was weak and did not materialize. These rules were intended to address specific issues, such as procedures governing activities of the working groups, including calling of meetings or attending to requests, ensuring confidentiality in the exchange of information, assistance by peers, etc.

##### **➤ *Resource Mobilization***

30. A major challenge in the implementation has been resource mobilization and the lack of predictability of available resources. GIZ's support was very helpful to cover the budget gap for the first two trainings.

##### **➤ *Advocacy***

31. Advocacy was considered an important activity area and the CABS was meant to promote an African position during the international discussions on financial regulatory reforms. In practice, this has proven unrealistic because the CABS as a technical committee of the AACB has no authority to take such positions.

##### **4.2. Priority Areas Emerging from the Training Needs Assessment**

32. CABS launched a survey in 2014, to assess the regulatory and supervisory training needs of member countries. The purpose of the survey was to identify supervisory gaps and specific needs of member countries as well as to determine critical areas requiring urgent action. Specific objectives of the survey were to:

- ✓ Determine the required trainings by member institutions;
- ✓ Determine the areas in which training is required;
- ✓ Determine desired training outcomes; and
- ✓ Provide a basis of monitoring and evaluation.

The survey was also meant to inform CABS' strategic work plan and implementing arrangement.

33. The survey was carried out through the development and administration of a questionnaire<sup>5</sup> covering the following broad areas:

- ✓ Assessment of Compliance with the Basel Core Principles for Effective Supervision;
- ✓ Adequacy of the Legal & Regulatory Framework in place;
- ✓ Ongoing Supervision and Reporting Systems;
- ✓ Institutional Framework and Processes;
- ✓ Human Resources & Capacity Building needs; and
- ✓ Supervisory Initiatives.

34. The survey noted that CABS member countries have made considerable efforts in strengthening their regulatory and legal frameworks. Progress has been made on key issues such as risk management, accounting standards, minimum capital requirements, anti-money laundering (AML), risk-based supervision, among other areas. Member countries are additionally increasingly adopting international standards such as the Basel Capital Standards, International Financial Reporting Standards and AML.

35. However, acute weaknesses were revealed in the compliance to some of the Basel Core Principles<sup>6</sup> on: Consolidated supervision, Home-Host Relationship, Risk Management Process, Country and transfer risk, Interest Rate Risk in Banking Book, and Liquidity Risk and Operational Risk.

36. It was noted that considerable work is required on areas relating to Macro-prudential supervision, Early Warning Systems, Domestically Systemically Important Banks and Mobile Banking. Notwithstanding the low usage of early warning systems as performance evaluation methodology, there is need to capacitate member countries on the use of early warning systems.

37. The survey noted a convergence in demand for training in the following areas: Basel II & III, Crisis Resolution, Stress Testing, Consolidated Supervision and Macro-prudential Supervision. The training needs of member countries were seen to be in line with international

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<sup>5</sup>Additional details on the data collection process are provided in the report (p.9).

<sup>6</sup>BCPs: 12, 13, 15, 21, 24 and 25.



trends, as typified by the high response rate for Basel II& III (48%), Stress Testing (33%), Macro-prudential Supervision (24%), and Crisis Resolution (24%).

38. The survey noted that most supervisors have put in place basic institutional arrangements for information sharing with other regulators within and outside their jurisdictions, such as signing Memorandum of Understandings (MoUs with domestic and foreign regulators) and participating in supervisory colleges and joint examinations.

39. Notwithstanding the high rate of MoUs with foreign regulators, the survey revealed that a sizeable number of supervisors do not participate in Supervisory Colleges and Joint Examinations, as reflected by a non-participation response rate of 19% and 38% respectively. This might also be a reflection of the inadequacies of legal and regulatory frameworks which do not provide for joint examination and supervisory colleges as information sharing tools.

## **V. WORK PLAN 2017 -2019**

40. The strategic objectives of CABS remain to:

- ✓ Build supervisory capacity, through the exchange of experience and training programs;
- ✓ Develop the appropriate tools for supervision;
- ✓ Promote MoUs between bank and non-bank regulators to facilitate the exchange of information and coordinated supervision; and
- ✓ Help to articulate African common positions on global banking regulatory and supervisory reforms.

41. In conducting its activities, the CABS will build on existing frameworks and institutions, in particular on established regional supervisory bodies. It will also avoid any duplication of efforts and give priority to joint work and cooperation amongst its members.

42. The survey identified areas of mutual interest among supervisors and areas in which member countries may benefit from the experience of their African peers. This is critical in facilitating knowledge sharing, fostering capacity building and enriching contents of the virtual library.

43. To achieve these strategic objectives, the CABS will implement its activities through two main work streams:

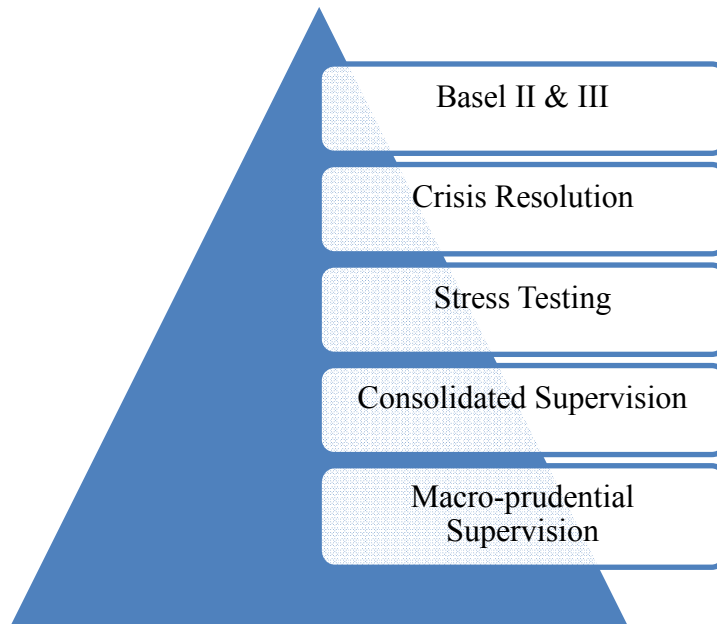
- i) Capacity Building and Knowledge Sharing; and
- ii) Resource Mobilization and Advocacy.

### **5.1. Capacity Building & Knowledge Sharing**

44. As noted from the training assessment needs; CABS member countries have the necessary institutional arrangements to facilitate effective supervision of their banking systems with regards to good corporate governance and risk management, as well as compliance with supervisory standards. However, there is need to facilitate the provision of training and technical assistance directed at strengthening and closing gaps of legal and regulatory frameworks for member countries.

45. The CABS will organize *training workshops* as it emerged as the preferred capacity building method, promote staff exchange and practical hands-on training; help secure technical assistance and where relevant, set up task-forces as well as revamp and create working groups.

46. The first set of identified priority themes for training workshops are:



47. The schedule for training workshops will be determined depending on the availability of technical and financial resources. It is worth noting that preference is to short-term technical assistance to share knowledge on stress-testing.

48. There is also scope for organizing *webinars* to deliver selected training modules. MFW4A will provide the web-conferencing system (Webex) and work with the AACB/CABS to identify webinar topics and experts.

49. *Staff exchanges* and most likely study visits are already common practice for central banks. However, the AACB Secretariat upon request from member institutions may facilitate the process as go between or by availing relevant information.

50. *Working groups* are meant to foster knowledge sharing and joint work on particular subjects thereby strengthening supervisory capacity amongst CABS members. Lead institutions (SARB, CBN) are to lead the process of convening and coordinating the working groups leveraging on technology facilities to conduct their activities. In addition to regular e-mails and the web-conferencing facility, MFW4A also avails the Online Collaborative Platform (OCP), an intranet system to facilitate group communication.

51. Despite challenges in the uptake of working group activities, there is a case to continue to pursue efforts for the proposed two working groups (on “Cross-border banking supervision” and “Crisis management and banking resolution”) to function effectively.

52. The AACB leadership has endorsed the project proposal to implement a “*Cross-border banking supervision and information exchange*” initiative with technical and financial assis-

tance from the World Bank and FIRST Initiative. The working group shall act as counterpart in implementing the activities of this project.

53. There is need to ensure adequate capacity building that promotes the use of supervisory colleges and joint examinations as information sharing tools. In addition, there is need for a review of legal and regulatory provisions of CABS member countries to ensure that they provide for all facets of information sharing.

54. To this end, CABS working group on “*Cross-border banking and information exchange*” should spearhead a review of legal and regulatory frameworks of member countries on aspects of information sharing. In addition, a generic (model) MoU which captures the different arrangements, can be drafted for customization by member countries.

55. To facilitate knowledge sharing and contribute to capacity building, efforts will continue to be made to populate the virtual library with relevant policy papers, laws & regulations and best practices from standard setting-bodies and member institutions.

## 5.2.Resource Mobilization & Advocacy

56. To support its activities, CABS will mobilize resources from its members, with limited recourse to the AACB and MFW4A regular budget. However, where these resources are insufficient to cope with the existing needs, prospective partners will be approached to assist (in particular for capacity building through training workshops, practical hands-on training and technical assistance).

57. The AACB Bureau and Secretariat, and the MFW4A Secretariat will play a catalytic role in mobilizing technical and financial resources, both from within the Community and from Partners. Prospective partners include: BIS/FSI, ATI/AFRITACs (IMF), World Bank/FIRST Initiative, AfDB, GIZ, Toronto Centre, MEFMI, etc.

Activity	Resource Partners	Action leads
<b>Workshops and Webinars</b>	MEFMI, Toronto Centre	AACB Secretariat and MFW4A to follow up on previous collaboration
	ATI/IMF, FSI/BACBS	AACB leadership to request assistance
<b>Practical hands-on in country training (technical assistance and advice), secondments and study visits</b>	Peer central banks/supervisory authorities from Africa and abroad	Direct negotiations between peer-authorities
	AFRITACs World Bank /FIRST, AfDB	AACB and Central banks leadership to request assistance

58. The survey also indicated that some supervisory agencies are currently operating on manual systems. There is a need to advocate for financial support to acquire bank supervision applications and automate supervision processes which improve the effectiveness and enhance the quality of banking supervision.

## VI. IMPLEMENTATION PLAN

59. The implementation will address some uncompleted activities and leverage on achievements in Phase 1, build on identified priority areas and take into account the outcomes of resource mobilization efforts in terms of availability of technical and financial resources. In addition to the five areas for thematic training workshops: *Basel II & III; Crisis Resolution; Stress Testing; Consolidated Supervision; and Macro-prudential Supervision*; the survey also revealed that CABS members plan to launch initiatives on *credit reference system*.

60. The implementation plan serves as a guide for executing the activities over the year and a supervisory tool. It will also allow the AACB leadership to oversee CABS activities.

### **6.1 Implementation plan in 2017**

The following activities will be undertaken in 2017:

#### **➤ Working groups**

61. The working group leads (CBN and SARB) will develop terms of references (ToR) and share with CABS members for their inputs before finalizing. The AACB Secretariat and MFW4A will facilitate the process and if need be, clearance will be sought from AACB's relevant bodies. In addition to the ToRs, working group leads (CBN and SARB) may share meeting reports or progress/activity reports.

62. There is a need to revamp the activities of the working group on "cross-border banking supervision" by fostering interaction amongst members. In the event the "*cross-border banking supervision and information exchange*" initiative is funded by FIRST Initiative, the working group shall provide constructive inputs at various stages of implementation.

63. The AACB Secretariat shall engage with CBN and SARB for their respective working groups to agree on the way forward including needed assistance for the implementation of planned activities.

#### **➤ Webinars**

64. The CABS will leverage its relationship with various sources of expertise including among its membership to launch a webinar series on selected topics with the objective of encouraging knowledge sharing and peer-learning. MFW4A will facilitate the process by availing its virtual conferencing platform and working with the AACB Secretariat to ensure quality delivery of the webinars. The webinars will be scheduled on a quarterly basis tentatively starting from Q2.

#### **➤ Partnerships**

65. The CABS with the support and consent of the AACB leadership and assistance from MFW4A, will seek to establish useful partnerships in order to deliver on its work programme. Prospective partners (ATI/AFRITAC/MFW4A, FSI/BACBS, FSB, and MEFMI) are expected to provide desired technical expertise and/or financial support for seminars, workshops, working groups, webinars, and hands-on trainings.

**Activities in 2017**

	<b>Schedule</b>	<b>Outcomes</b>	<b>Outputs</b>
<b>Working groups</b>	- “Cross-border banking” (revamping in Q2) - “Crisis Management and banking resolution” (launched in Q2)	Knowledge sharing, joint initiatives, project implementation	ToRs, reports
<b>Webinar series</b>	Quarterly (Q2, Q 3, Q4)	Knowledge sharing dissemination, peer-learning	Summary notes
<b>Partnerships</b>	Continuous	Resource mobilization	Agreements

➤ **Resources**

66. Both in-kind and financial resources will be mobilized from the AACB (Secretariat, CABS Chair and working group leads), MFW4A (webex conference facility, communication, and possibly expert fees) and partner institutions willing to support these activities. Partnerships will help mobilizing needed technical and financial resources.

	<b>AACB</b>	<b>MFW4A</b>	<b>Other Partners</b>
<b>Working groups</b>	Secretariat support and in-kind from members	Convening support	In-kind or cash contribution
<b>Webinar series</b>	Secretariat support	Convening support and / cash contribution (expert fees)	In-kind or cash contribution

**6.3. Implementation Plan 2018**

67. The work programme 2014-2016 considered a third working group on “*The new Basel Core Principles (BCP) on Effective Banking Supervision*”, however this was not seen as a priority at the time. Since Basel II and III have been identified among the priority thematic for future workshops, the launch of a working group dealing with the *Basel regulations* will be envisaged subsequent to the workshop /seminar on “*Basel II and III*”.

68. The majority of respondents (67%) to the survey expressed preference for in-country training to build capacity in “*Stress testing*” as hands-on assistance is more effective for quantitative methodologies. It is recommended that CABS establishes a small team of professionals to develop a proposal for a *short-term practice-based in country assistance programme* to member institutions to be implemented in 2018.

**Activities 2018**

	<b>Schedule</b>	<b>Outcomes</b>	<b>Outputs</b>
<b>Workshop</b>	Basel II and III (Q2)	Skill development	Report
<b>Working group</b>	3 <sup>rd</sup> working group on Basel regulations (launched)	Knowledge sharing, joint initiatives, project implementation	ToRs, reports
<b>Webinar series</b>	Quarterly	Knowledge sharing, peer-learning, dissemination of good practices	Summary notes
<b>Short-term practice-based in-country assistance on “Stress testing”</b>	Continuous	In country training/skill development	Project proposal, feedback notes
<b>Partnerships</b>	Continuous	Resource mobilization	Agreements

➤ **Resources**

69. CABS will mobilize resources for the training workshop/seminar from its members, with limited recourse to the AACB’s regular budget. MFW4A and other partners will be called upon to cover the budget gap. For the “Stress testing” in country training programme CABS will draw on the expertise of advanced member countries (e.g. SARB) as well as approach selected partners (i.e. AFRITACs, ATI) to deliver the programme.

	<b>AACB</b>	<b>MFW4A</b>	<b>Other Partners</b>
<b>Workshop</b>	Secretariat support and in-kind from members	Convening support and cash contribution	In-kind and/or cash contribution
<b>Working groups</b>	Secretariat support and in-kind from members	Convening support	In-kind and/or cash contribution
<b>Webinar series</b>	Secretariat support	Convening support and cash contribution (expert fees)	In-kind and/or cash contribution
<b>Short-term practice-based in-country assistance on “Stress testing”</b>	Secretariat support and in-kind from members	Convening support	In-kind and /or cash contribution (expert fees)

#### 6.4. Implementation Plan 2019

70. A sizeable number of countries continue to exhibit significant regulatory and supervisory gaps related to consolidated supervision of banking groups. Additionally, a considerable number of countries do not have the appropriate regulatory and supervisory systems in place. These factors could be the reason why “*Consolidated Supervision*” was rated as a priority training topic in the needs assessment Survey, and could therefore be basis for the second workshop / seminar in 2019.

##### Activities in 2019

	Schedule	Outcomes	Outputs
<b>Workshop</b>	Consolidated Supervision (Q1)	Skill development	Report
<b>Working groups</b>	Regular virtual and physical meetings	Knowledge sharing, joint initiatives, project implementation	ToRs, reports
<b>Webinars</b>	Quarterly	Knowledge sharing, peer-learning, dissemination of good practices	Summary notes
<b>Short-term practice-based in-country assistance on “Stress testing”</b>	Continuous	In country training/skill development	Programme
<b>Partnerships</b>	Continuous	Resource mobilization	Agreements

##### ➤ Resources

71. CABS will continue mobilizing resources from its members and partners for activities outlined below with limited recourse to the AACB’s regular budget.

	AACB	MFW4A	Other Partners
<b>Workshop</b>	Secretariat support and in-kind from members	Convening support and cash contribution	In-kind and /or cash contribution
<b>Working groups</b>	Secretariat support and in-kind from members	Convening support	In-kind and /or cash contribution
<b>Webinar series</b>	Secretariat support	Convening support and / cash contribution	In-kind and /or cash contribution
<b>Short-term practice-based in-country assistance on “Stress testing”</b>	Secretariat support and in-kind from members	Convening support	In-kind and /or cash contribution

## VII. CONCLUSIONS AND RECOMMENDATIONS

72. This draft work programme for Phase II outlines the main activities to be undertaken by the CABS over the period 2017-2019. It aims to:

- ✓ Promote compliance with international standards such BCPs, IFRS, Basel II & III;
- ✓ Strengthen cross-border supervisory co-operation;
- ✓ Foster peer-learning and promote capacity-building by leveraging regional and global experience and expertise; and
- ✓ Help to reflect on relevant global discussions and articulating the concerns of the continent.

73. AACB Secretariat and Partners recommend to forward the work plan to central banks for comments before its submission to the Assembly of Governors for approval. It is also recommended that the Bureau authorizes to undertake the actions planned for 2017 which are mainly relevant to the activities of the working Groups and the organization of webinars.

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