

AGENDA

CROSS-BORDER BANKING SUPERVISION

FEBRUARY 18-22, 2019

CAPE TOWN, SOUTH AFRICA



South African Reserve Bank



Program funded by:



Global Affairs
Canada

Affaires mondiales
Canada



PROGRAM AGENDA

INTRODUCTION

This program is designed to enhance participants' understanding of the practice of cross-border banking supervision and leadership skills for effective supervision. It goes beyond theoretical concepts and drills down to the "how-to-do-it" and the challenges facing banking supervisors. This is a highly interactive program and through the use of case studies, it aims to provide participants with a practical approach to cross-border supervision.

Program Objectives

Participants will learn critical supervisory leadership skills. With growth and development, both local and foreign banks play critically important roles in supporting economic growth, but are supervisors well equipped in their understanding of financial entities which have expanded beyond national borders and even crossed sectoral boundaries? What issues should they be mindful of and what measures can they take both in "normal" circumstances and in times of stress? Participants will have the opportunity to discuss these issues and learn from group activities in their respective groups using selected case studies. During the week participants will learn the use of soft skills in communication and persuasion as well as in planning. They will use the Toronto Centre action planning methodology to develop their own action plans for implementation upon their return to their work place.

Medium of instruction: The program will be conducted in English with simultaneous translation service into French and Portuguese.

Target audience: The program is designed for middle-to-senior level officials from African central banks that are involved in banking supervision.

MONDAY, FEBRUARY 18

- 8:30 **Welcome and registration**
- 9:00 **Opening remarks**
Group photograph
- 9:30 **Session 1: Group activity to identify the challenges facing cross-border supervision in Africa**
Paul Wright and Phang Hong Lim
- 10:15 **BREAK**
- 10:30 **Session 2: Why is cross-border supervision important?**
Paul Wright
- 11:30 **Session 3: Effective stakeholder communications and persuasion**
Phang Hong Lim
- A session on how to convince stakeholders to support work proposals:
 - Analyze stakeholders – who they are, what they like and dislike about your proposals and what is needed to get their support
 - Introduce the “Four box model” for effective persuasion and communication
- 12:30 **LUNCH**
- 13:30 **Session 4: Communicating with the media**
SARB speaker
- Handling the media in “normal” and stressed periods
 - The Do’s and Don’ts when dealing with the media
- 15:00 **BREAK**
- 15:15 **Session 5: Action planning and leadership process**
Phang Hong Lim
- A framework for tackling challenges at work
 - Assess the challenge confronting you with options to consider
 - Outline a plan, analyze stakeholders, project implementation
 - How to apply Action Planning to challenges faced by a financial regulator

- 16:45 **Individual action plan preparation**
- Participants will start applying the action planning methodology for their individual action plans. Participants may wish to consult with Program Leaders who will provide advice as needed.
- 17:15 **Daily Evaluation**
- 17:30 **END OF DAY**
- 19:00 **WELCOME DINNER**

TUESDAY, FEBRUARY 19

- 8:30 **Ideas I will use**
- 8:45 **Session 6: Case study – Barings**
- Paul Wright*
- Home/host supervisory cooperation
 - Failures in internal controls and governance in a remote office
 - Cross border position taking in a third country market which is not a host or home country
 - Shortcomings of relying on memoranda of understanding for adequate exchanges of information
- 10:30 **BREAK**
- 10:45 **Session 6: Case study – Barings (cont'd)**
- 12:30 **LUNCH**
- 13:30 **Session 7: Group activity – supervision for branch vs subsidiary**
- Phang Hong Lim*
- 15:30 **BREAK**
- 15:45 **Individual action plan consultations**
- Participants will continue working on their individual action plans with the assistance of Program Leaders. These sessions will focus on assessing the problem and developing a solution.
- Daily Evaluation**
- 17:30 **END OF DAY**

WEDNESDAY, FEBRUARY 20

- 8:30 **Ideas I will use**
- 8:45 **Session 8: Cross-border supervisory cooperation**
Phang Hong Lim
 Objectives and principles underlying cross-border supervisory cooperation, key challenges requiring cooperation, and appropriate regulatory and supervisory approaches to manage the challenges
- 10:30 **BREAK**
- 10:45 **Session 8: Cross-border supervisory cooperation (cont'd)**
- 12:30 **LUNCH**
- 13:30 **Session 9: Case study – Iceland banks**
Paul Wright
- Hazards of unbalanced foreign exchange position risk
 - Rapid growth in foreign banking markets without adequate oversight by home or host authorities
 - Absence of a consolidated supervision plan
 - Differences in deposit insurance regimes raise inequities
- 15:00 **BREAK**
- 15:15 **Individual action plan consultations**
 Participants will continue working on their individual action plans with the assistance of Program Leaders. These sessions will focus on assessing the problem and developing a solution.
Daily Evaluation
- 17:30 **END OF DAY**

THURSDAY, FEBRUARY 21

- 8:30 **Ideas I will use**

- 8:45 **Session 10: Case study – BCCI**
Paul Wright
- Lack of consolidated supervision
 - Lessons learned from a renegade bank with global operations and weak parent bank supervision
 - Liquidation risk in a world with different bankruptcy regimes
 - Failure of cooperation between investigative, intelligence, and supervisory agencies
 - Are supervisory colleges a good way forward?
- 10:30 **BREAK**
- 10:45 **Session 10: Case study – BCCI (cont'd)**
- 12:30 **LUNCH**
- 13:30 **Session 11: Case study – Fortis**
Paul Wright
- Expansion without a concrete business plan or strategy
 - High cost acquisitions in an unsettled market
 - Hazards of a consortium acquisition
- 15:30 **BREAK**
- 15:45 **Session 12: Panel discussion: other issues identified by central banks, as well as specific challenges in cross-border supervision**
Program Leaders
- 17:15 **Daily Evaluation**
- 17:30 **END OF DAY**

FRIDAY, FEBRUARY 22

- 8:30 **Ideas I will use**
- 8:45 **Action planning presentations**
- 10:15 **BREAK**
- 10:30 **Action planning presentations (cont'd)**
- 12:15 **Final evaluation of program**
- 12:30 **Closing ceremony and award of certificates**
- 13:00 **LUNCH AND FAREWELL**

Registration form

Annexure B

**Working Group on Cross-border Banking Supervision of the Community of African Banking
Supervisors: Invitation to Regional Cross-Border Banking Supervision program to be held in Cape
Town, South Africa, from 18 February 2019 to 22 February 2019**

Name of nominating supervisory authority
Contact person (other than proposed nominee)
Contact details

Delegate(s) details	Delegate 1	Delegate 2 (if applicable)
Last name:
First name:
Job title/ Department:
Institution:
Address:
Country:
Tel:
Fax:
E-mail:
Preferred language (English / Portuguese / French)

Suggestions regarding topics for discussion:
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Hotel accommodation:
Please note that all hotel accommodation, flights to and from O R Tambo International Airport, transport to and from the hotel and all private expenditure are for the account of the attending delegate(s).	

	Delegate 1	Delegate 2 (if applicable)
Special dietary requirements (Please indicate any specific dietary needs, for example Halaal or Vegetarian):

Please return the completed registration form via e-mail by no later than 31 January 2019 to:
Ms Nicolette van Zyl at e-mail address: Nicolette.VanZyl@resbank.co.za

Cape Town, South Africa

Hotel Details

Please note:

- Delegates must make their reservations, for their own account, directly with the hotel concerned.
- Airport transfers can be arranged with the hotel. Transfers are also for the delegates' own account.

Hotel:	The Westin	Radisson Blu	Southern Sun The Cullinan	City Lodge
Website:	www.westincapetown.com	www.radissonblu.com	www.tsogosun.com/the-cullinan	www.citylodge.co.za
Tel Nr:	+27 21 412 9999	+27 21 467 4000	+27 21 415 4000	+27 21 419 9450
Street address:	Convention Square, Lower Long Street	22 Riebeek Street, Cape Town	1 Cullinan Street, Cape Town	Cnr Dock and Alfred Roads V & A Waterfront
Within walking distance to conference centre (Y/N)	Yes	Yes	Yes	Yes
Check-in time:	14:00 hrs	14:00 hrs	14:00 hrs	14:00 hrs
Check-out time:	12: 00 hrs	11:00 hrs	11:00 hrs	11:00 hrs
Contact Person and number	+27 412 9999 Leigh Ann Lyons	+27 21 794 9050	+27 21 415 4000	+27 21 419 9450
Tariff per person per night	R1 500.00	R2 070.00	R4 510.00	R1 587.00
Reservations e-mail	Leigh-ann.lyons@westin.com	info.capetown.residence@radissonblu.com	sscullinan.reservations@tsogosun.com	Clva.groups@clhg.com

accommodation booking form

THE WESTIN
CAPE TOWN

CABS Cross Border Banking Accommodation
18th February – 22nd February 2019

Once completed kindly email this form to: leigh-ann.lyons@westin.com.

For any additional queries relating to your booking please contact **Leigh Ann Lyons** on leigh-ann.lyons@westin.com or on **+27 21 412 9999**

Group Negotiated Rates:

Deluxe Single Occupancy R1,500.00 Deluxe Double Occupancy R 1,850.00

Room Preference*

King Twin

**Bed and room preferences are subject to availability and will be confirmed on making the reservation.*

Arrival and Departure:

Date of arrival (dd/mm/yyyy): Time:
Date of departure (dd/mm/yyyy): Time:

Contact Details:

Company name			
First Name			
Last Name			
Address			
Postal Code			
Telephone		Email	
Nationality		SPG Number	

Included:

The above rates are quoted per room, per night. The rates include 15 % vat. The rate includes the government levy @ 1% of total accommodation value. It also includes breakfast, complimentary access to the spa, WIFI and shuttle to and from the Waterfront. The rate is valid for seven days before and after the conference dates.

Airport Transfers:

Luxury Sedan: R650-00 one way with a surcharge of R100-00 per hour between 23h00 and 06h00
Luxury 7 seater: 1 - 3 Guests, R650-00 one way / 4 - 7 Guests, R800-00 one way.
***please contact the coordinator (details above) to book your transfer**

A link will be sent to you once your booking has been made to facilitate the deposit payment. Please indicate which email you would like the link to be sent to: _____.

Please be advised that the following deposits will be taken from the credit card provided:

- On making the reservation - one night's accommodation
- 30 days prior to check in - full pre-payment

Cancellation Policy:

Cancellation or reduction in length of stay

- 60-30 days prior to arrival any cancellations or reduction in stay will be charged one night's accommodation.
- Less than 30 days prior to arrival any cancellations or reduction in stay will be charged in full for the accommodation booked.

No shows

No shows will be charge full cancellation for the total nights booked

By your signature hereto, you are accepting all terms and conditions specified on this form and confirm that all information given is current and accurate.

signature _____