

THE INTERNATIONAL
BANKING AND FINANCE INSTITUTE

FLIPBOOK 2024



2024 ACTIVITIES CLICK TO REGISTER



.....○ LIVE EVENTS



CLICK
HERE



.....○ E-LEARNING



.....○ REPLAYS FOR
EXPERTS



FOREWORD

WHAT TRENDS HAS THE IBFI IDENTIFIED IN TERMS OF CAPACITY BUILDING AND CENTRAL BANKING?

- **Increasing innovation.** Most of the central banks we work with are key innovation drivers in their own countries. Their objective is to offer the best possible service to their stakeholders. Innovation, which is not just about IT, encompasses all their areas of activity. International cooperation plays therefore a crucial role by organising peer-to-peer discussions and the sharing of experience.
- **Diversification rather than fragmentation of cooperation ecosystems.** We are not seeing the emergence of blocs with limited intercommunication in terms of central bank cooperation, even if institutions in countries under sanctions are retreating. Instead, we are witnessing a burgeoning world in which each central bank is strengthening its cooperation ecosystem by «not putting all its eggs in one basket».
- **Digital transformation, one and one.** The organisation of online events is offering ever-new formats and enabling us to meet needs that could not be satisfied until now. For example, our first online seminar on the basics of central banking brought together 400 participants, constantly connected over several days. Young recruits were able to learn and others were able to broaden their horizons.
- **Climate change and sustainable finance are still in the spotlight.** There is huge demand for this subject and it is not about to dry up. The stakes are global, and central banks are getting involved in practical ways.
- **E-learning tools and video replays are a very valuable complement to the IBFI's activities.** They allow for a greater dissemination of knowledge and expertise. The IBFI platforms have had more than 400 users in 2023 and nearly 600 hours of replays have been viewed. Our project is to make this type of tool more and more impactful by better responding to users' expectations.

This flipbook also presents the benchmarks made during our seminars. They create new knowledge and allow the participants of our seminars, but also the partner Central Banks, to compare themselves in areas where there is often no specific information for Central Banks.

Enjoy your reading and see you soon at one of our activities!

Jean-Luc Quémard |
Head of the International Banking and Finance Institute (IBFI) |



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IBFI EVENTS IN 2024



EVENT	LANGUAGE	DATE	APPLY BEFORE	LOCATION	EMAIL
Legal experts and financial crisis	F/E	16-19 jan.	12-jan.	on-line	legal@banque-france.fr
Cybersecurity	F/E	23-24 jan.	19-jan.	on-line	cyberseminar@banque-france.fr
Corporate credit risk assessment	F/E	23-26 jan .	26-nov.	Paris	corporate@banque-france.fr
Macroprudential policies of central banks (joint with the Joint Vienna Institute)	E	22-26 jan.	22-nov.	Vienne	1491-ut@banque-france.fr
Insurance Control	F/E	30 jan.-01 feb.	30 nov.	Paris	1491-ut@banque-france.fr
International relations and International economics	E	27-29 feb.	9-jan.	Paris	ecoint@banque-france.fr
Consumer protection, financial inclusion and education	F/E	12-15 mar.	08-mar.	on-line	consumer@banque-france.fr
Sustainable finance	F/E	19-21 mar.	19-jan.	Paris	sustainablefinance@banque-france.fr
Monetary and financial statistics	E	26-28 mar.	24-mar.	on-line	monfinstats@banque-france.fr
Fighting against money laundering and financing of terrorism	E	02-04 apr.	by invitation	Paris	lab@banque-france.fr
Innovation management in central banks	F/E	09-10 apr.	04-apr.	on-line	ITseminar@banque-france.fr
Big Data	E	29-30 apr.	25-apr.	on-line	data@banque-france.fr
Reducing the carbon footprint of a central bank	F/E	04-jun.	31-may.	on-line	change@banque-france.fr
Internal Audit, Control and Compliance	F/E	10-13 jun.	10-apr.	Paris	auditseminar@banque-france.fr
Macroeconomic forecasting	E	18-20 jun.	14-jun.	on-line	forecasting_ibfi@banque-france.fr
Publishing research in a central Bank	E	2-jul.	29-jun.	on-line	
Strengthening financial stability through macro-prudential policies	E	10-12 sept.	11-jul.	Paris	stabfin@banque-france.fr
Innovation management in Central banks	E/F	24-26 sept.	24- jul.	Paris	ITseminar@banque-france.fr
Conducting change in a Central Bank	F/E	23-26 sept.	19-sept.	on-line	change@banque-france.fr
Monetary Policy in crisis time	E	30 sept.-02 oct.	01-aug.	Paris	monpol@banque-france.fr
Financial market infrastructures and payment systems	F/E	15-18 oct.	14-aug.	Paris	market@banque-france.fr
The basics of central banking	F/E	04-07 nov.	31-oct.	on-line	change@banque-france.fr
Balance of Payments and other external statistics	E	12-14 nov.	8-nov.	on-line	bop@banque-france.fr
Climate change in a central bank	F/E	10-13 dec.	8-dec.	on-line	sustainablefinance@banque-france.fr



IBFI IN BRIEF

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 come back to a new normal situation. Our new online services will remain active and 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 three forms: mobilising Banque de France experts to take part in bilateral or multilateral missions (BDF, IMF, World Bank, AFD and Expertise France) or welcoming study visits of delegations from foreign central banks and supervisory bodies at the Banque de France. We now offer virtual missions or virtual 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 we adapt to fit the needs expressed by our partners. They include theoretical and practical presentations, simulation exercises and case studies. To foster interaction around particular topics we often bring participants together in smaller groups. 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** shares videos of experts participating in its seminars through **IBFI** Replay video library using a Content Management System 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 device and are usercentric thanks to rich media features.

The **IBFI** proposes also an e-learning tool for its central banks users using resources from its video library as well as content created specifically for E-learning. 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. 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, 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 signed in 2021 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.



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 bilingual 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).

NEW E-LEARNING MODULES AND NEW VIDEO LIBRARY CONTENT

ECONOMIC ANALYSIS AND STATISTICS

VIDEO LIBRARY

Replays only Introduction to DSGE models (level 1) (EN)
International Relations (EN/FR)
Macroeconomic Forecasting (EN)

With e-learning

Big data (EN/FR)
Unconventional monetary policies (EN)
Sustainable finance (EN/FR) **NEW**
Monetary and financial account statistics (EN/FR)
Real estate risks (EN/FR)
Balance of payments (EN/FR)

FINANCIAL STABILITY AND PRUDENTIAL SUPERVISION

VIDEO LIBRARY

Replays only Legal experts and financial crises (EN/FR)

With e-learning

Consumer protection (EN/FR)
Anti-money laundering (EN/FR) **NEW**
Financial stability and macroprudential stability (EN/FR)

Video library : Most of our seminars are filmed you can access the replays of all the presentations on our rise up and ubicast platforms. For each seminars there are around 20 videos of 50 minutes each. The seminars mentioned below are the replays of the 2023 seminars. You can find on our other platform replays from previous years.

E-learning : Our e-learning modules are condensed content : the videos are shorter and they are coupled with a short quizz on the videos. You have here all the e-learnings available. The new e-learnings created in 2023 are indicated with the logo new. The others are from the years 2021 and 2022

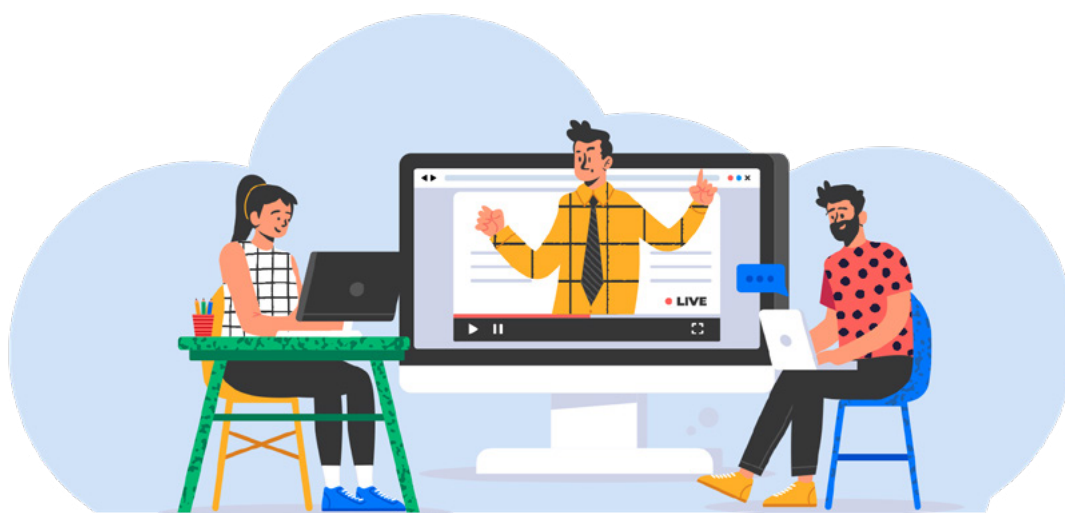
MARKETS AND OPERATIONS

VIDEO LIBRARY

Replays only Reserve Management (EN)
Back-office Operations (EN/FR)

With e-learning

Cybersecurity (EN)
Market infrastructures, systems and means of payment(EN/FR)
Operational risk management in a central bank (EN/FR)
Financial risk management in a central bank (EN/FR)
Central Banks Digital Currencies **NEW**



GOVERNANCE, ADMINISTRATION, AND COMMUNICATION

VIDEO LIBRARY

Replays only Corporate credit risks (EN/FR)

With e-learning

Data protection (EN/FR)
Internal audit and control (EN/FR)
Transforming a central bank (EN/FR)



IBFI KEY FIGURES

593

HOURS
OF REPLAYS
VIEWED



4500

PARTICIPANTS
TO LIVE
EVENTS



420

USERS ON
LEARNING
CHANNELS



23

ON-LINE
SEMINARS



15

IN-PERSON
SEMINARS



38

MISSIONS

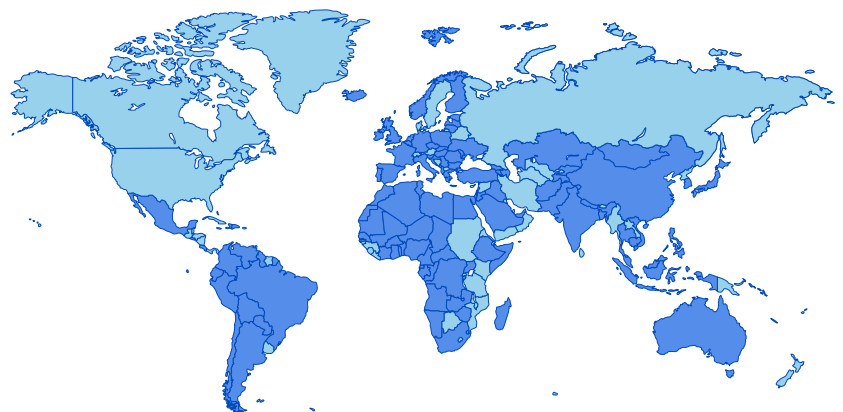
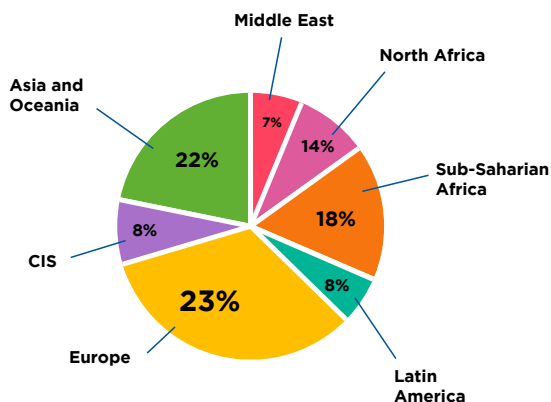


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INSTITUTIONS



- AFGHANISTAN
- ALBANIA
- ALGERIA
- ANGOLA
- ARGENTINA
- ARMENIA
- AUSTRALIA
- AZERBAIJAN
- BAHRAIN
- BANGLADESH
- BELGIUM
- BENIN
- BOLIVIA
- BOSNIA-HERZEGOVINA
- BRAZIL
- BULGARIA
- BURKINA FASO
- BURUNDI
- CAMBODIA
- CAMEROON
- CENTRAL AFRICAN REPUBLIC
- CHAD
- CHILE
- CHINA
- COLOMBIA
- COMOROS
- COSTA RICA
- CROATIA
- CYPRUS
- CZECH REPUBLIC
- DEMOCRATIC REPUBLIC OF THE CONGO
- DJIBOUTI
- DOMINICAN REPUBLIC
- ECUADOR
- EGYPT
- EL SALVADOR
- EQUATORIAL GUINEA
- ESTONIA
- ETHIOPIA
- FINLAND
- FRANCE
- GABON
- GEORGIA
- GERMANY
- GHANA
- GREECE
- GUINEA CONAKRY
- GUINEA-BISSAU
- GUYANA
- HAITI
- HONG KONG
- HUNGARY
- ICELAND
- INDIA
- INDONESIA
- IRAQ
- IRELAND
- ISRAEL
- ITALY
- IVORY COAST
- JAMAICA
- JAPAN
- JORDAN
- KAZAKHSTAN
- KOSOVO
- KYRGYZSTAN
- LAO
- LATVIA
- LEBANON
- LIBYA
- LITHUANIA
- LUXEMBOURG
- MADAGASCAR
- MALAYSIA
- MALDIVES
- MALI
- MALTA
- MAURITANIA
- MAURITIUS
- MEXICO
- MOLDOVA
- MONGOLIA
- MONTENEGRO
- MOROCCO
- NAMIBIA
- NEPAL
- NETHERLANDS
- NIGER
- NIGERIA
- NORTH MACEDONIA
- NORWAY
- PAKISTAN
- PARAGUAY
- PERU
- PHILIPPINES
- POLAND
- PORTUGAL
- REPUBLIC OF CABO VERDE
- REPUBLIC OF THE CONGO
- ROMANIA
- SAUDI ARABIA
- SENEGAL
- SERBIA
- SEYCHELLES
- SINGAPORE
- SLOVAKIA
- SLOVENIA
- SOMALIA
- SOUTH AFRICA
- SOUTH KOREA
- SPAIN
- SRI LANKA
- SWAZILAND
- SWITZERLAND
- TAIWAN
- TAJIKISTAN
- TANZANIA
- THAILAND
- TOGO
- TRINIDAD AND TOBAGO
- TUNISIA
- TURKEY
- UGANDA
- UKRAINE
- UNITED ARAB EMIRATES
- UNITED KINGDOM
- UNITED STATES
- VENEZUELA
- VIETNAM
- ZAMBIA
- ZIMBABWE



IBFI BENCHMARKS



THE FIGURES/GRAPHS SHARE THE RESULTS OF SURVEYS AMONG PARTICIPANTS AT THE IBFI SEMINARS AND DO NOT NECESSARILY REFLECT THE OFFICIAL VIEWS OF INSTITUTIONS. THE FULL BENCHMARKS AND LISTS OF RESPONDING COUNTRIES SHARE ARE AVAILABLE ON [HTTPS://WWW.BANQUE-FRANCE.FR/EN/IBFI](https://www.banque-france.fr/en/ibfi)

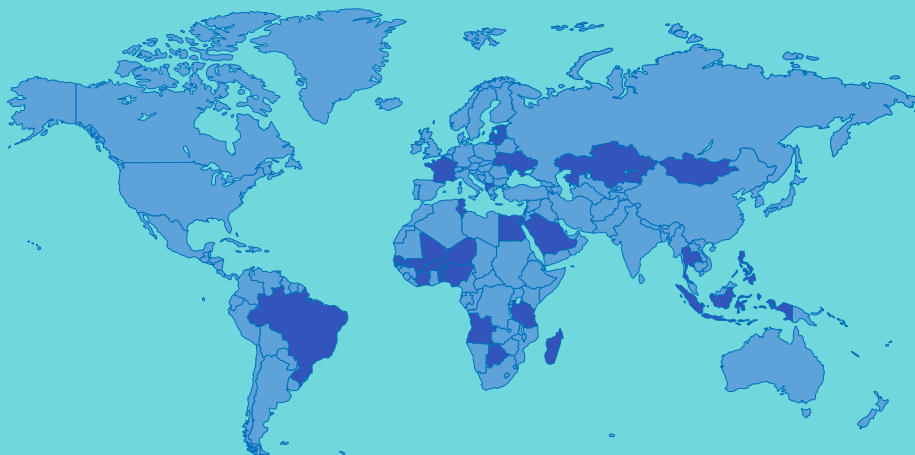
GOVERNANCE, ADMINISTRATION AND COMMUNICATION



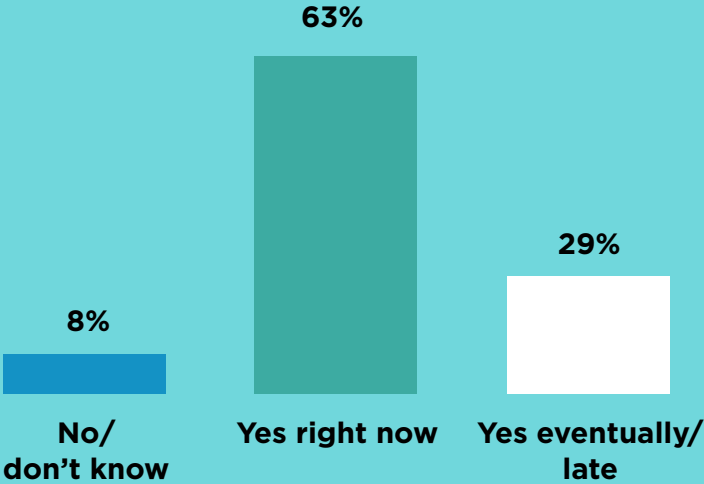
CORPORATE SOCIAL RESPONSIBILITY (CSR) AND ENVIRONMENT FOR CENTRAL BANKS



ALBANIA, ANGOLA, BCEAO-SENEGAL, BOSTWANA, BRASIL, ESTONIA, EGYPT, FRANCE, HONG KONG, INDONESIA, JORDAN, KAZAKHSTAN, LATVIA, LITHUANIA, LUXEMBOURG, MADAGASCAR, MOLDOVA, MONGOLIA, NIGERIA, NORTH-MACEDONIA, PHILIPPINES, SAUDI ARABIA, TANZANIA, THAILAND, TUNISIA, UKRAINE

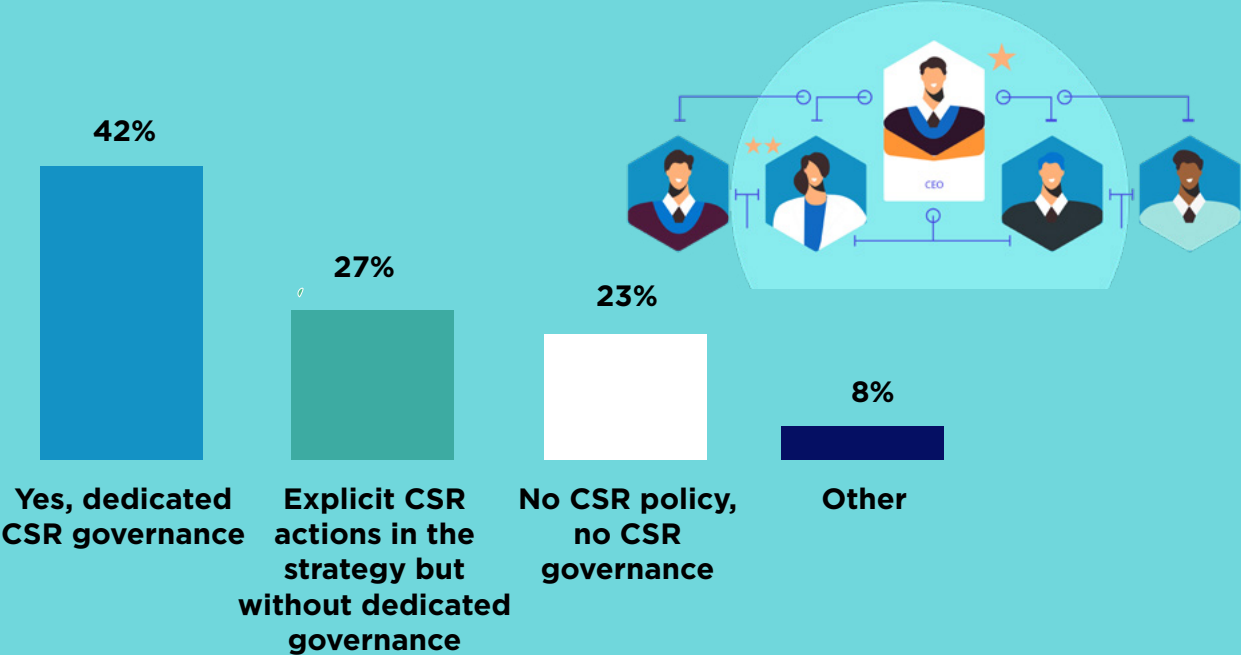


DO YOU BELIEVE THAT YOUR INSTITUTION, AS AN ORGANISATION, SHOULD PLAY A CENTRAL ROLE IN MEETING CLIMATE AND ENVIRONMENTAL CHALLENGES?



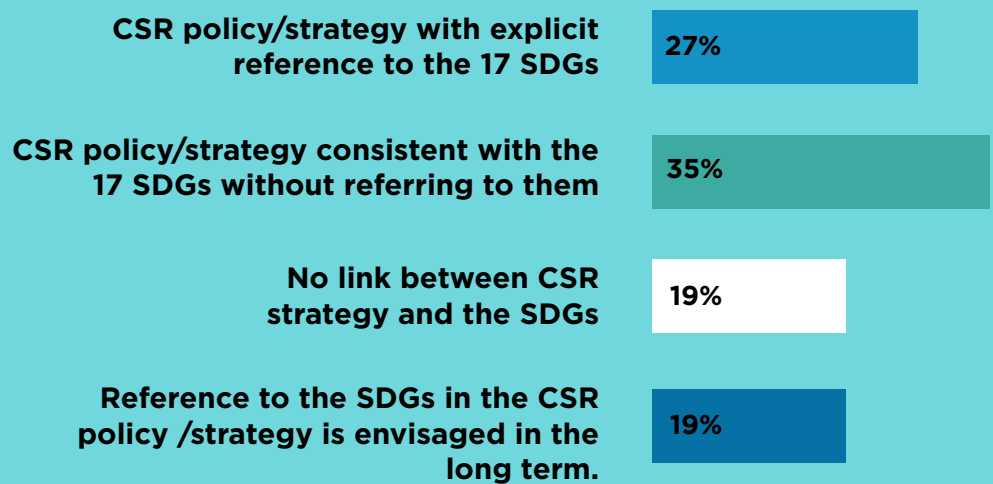
24

DOES YOUR INSTITUTION HAVE A GOVERNANCE STRUCTURE DEDICATED TO IMPLEMENTING, STEERING AND MONITORING A CSR POLICY?



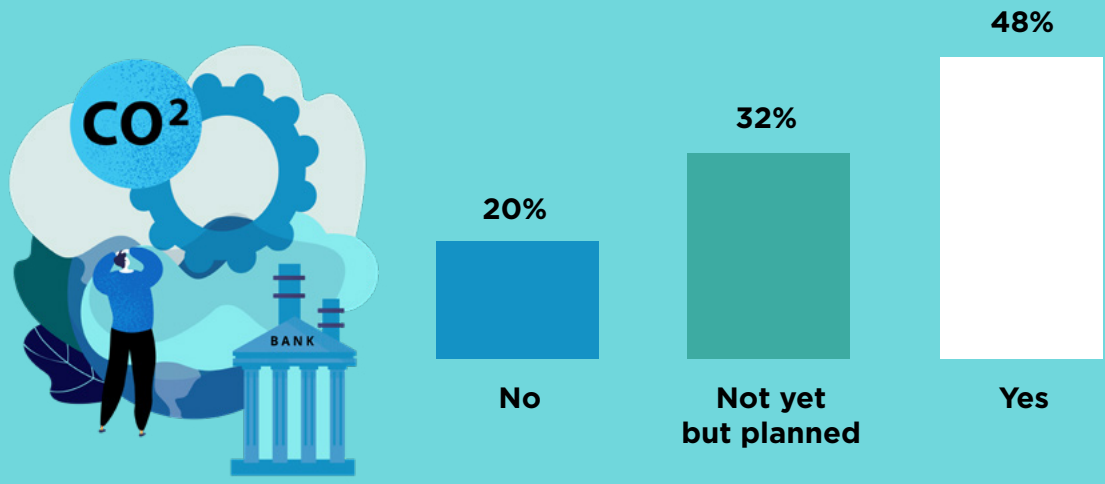
26

TO WHAT EXTENT DOES YOUR CSR POLICY/ STRATEGY/ROADMAP INTEGRATE THE SUSTAINABLE DEVELOPMENT GOALS (SDGS) OF THE UNITED NATIONS AGENDA 2030?



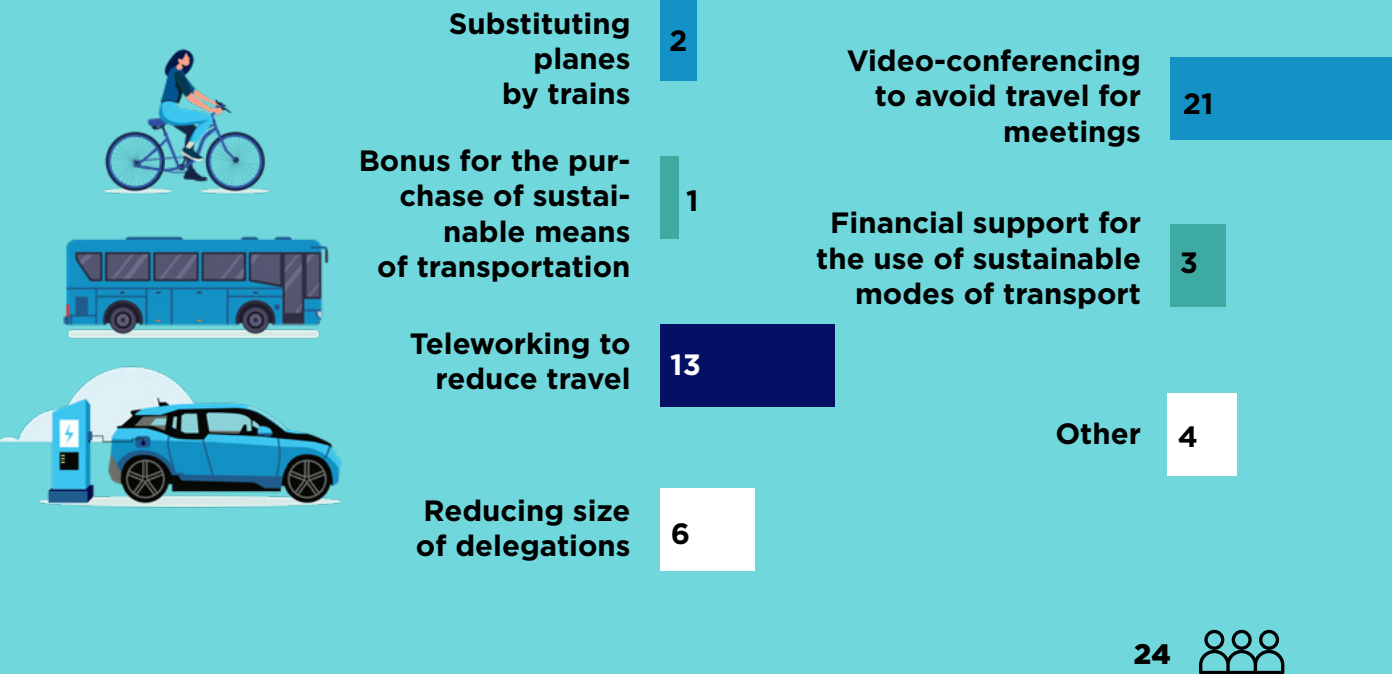
26 

DOES YOUR BANK SET GUIDELINES FOR TEAMS TO REDUCE THEIR ENVIRONMENTAL FOOTPRINT SUCH AS TRAVEL POLICY, ENERGY CONSUMPTION REDUCTION TARGETS?

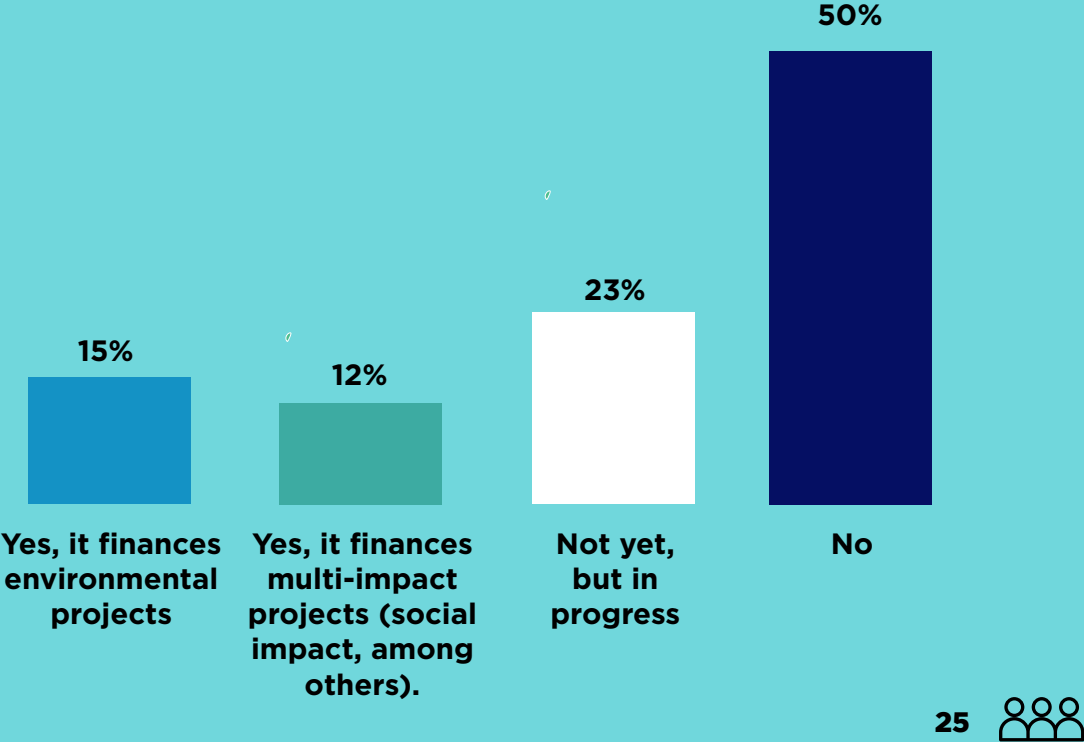


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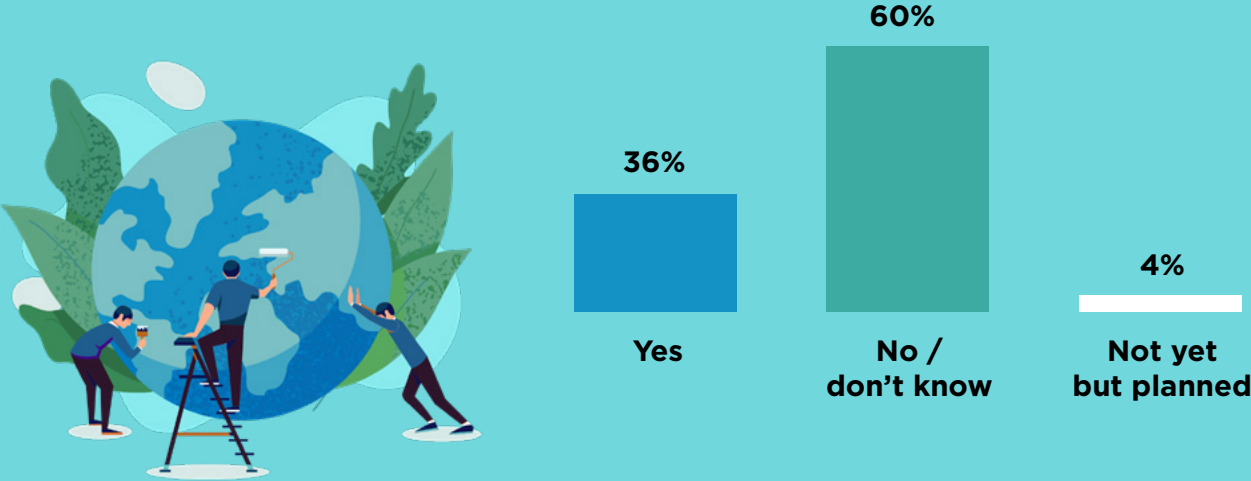
HAS YOUR INSTITUTION INTRODUCED MEASURES TO ENCOURAGE ITS STAFF TO USE SUSTAINABLE TRANSPORT?



IS YOUR INSTITUTION COMMITTED TO CARBON OFFSETTING?

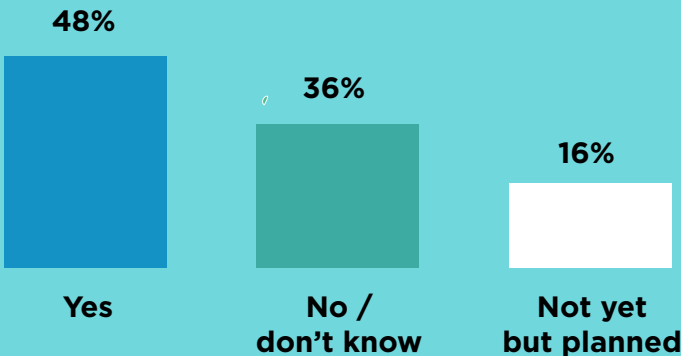


HAS YOUR INSTITUTION SET UP ACTIONS TO PRESERVE BIODIVERSITY?



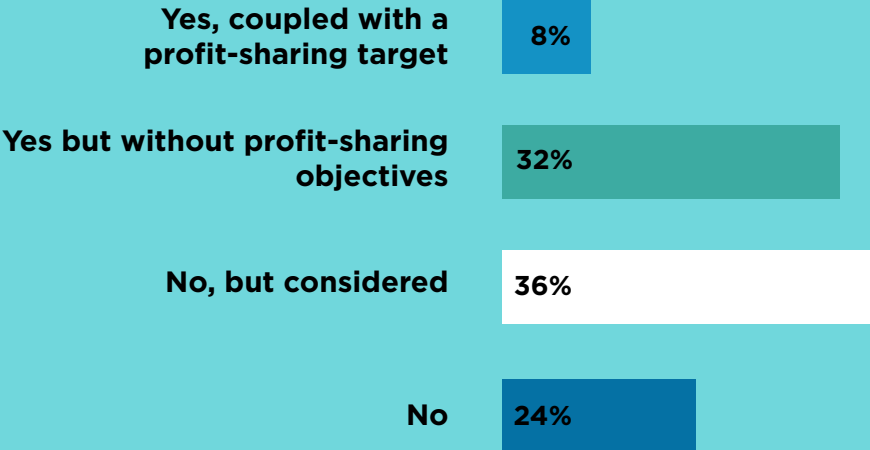
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HAS YOUR INSTITUTION IMPLEMENTED ACTIONS TO PROMOTE SUSTAINABLE WATER MANAGEMENT?



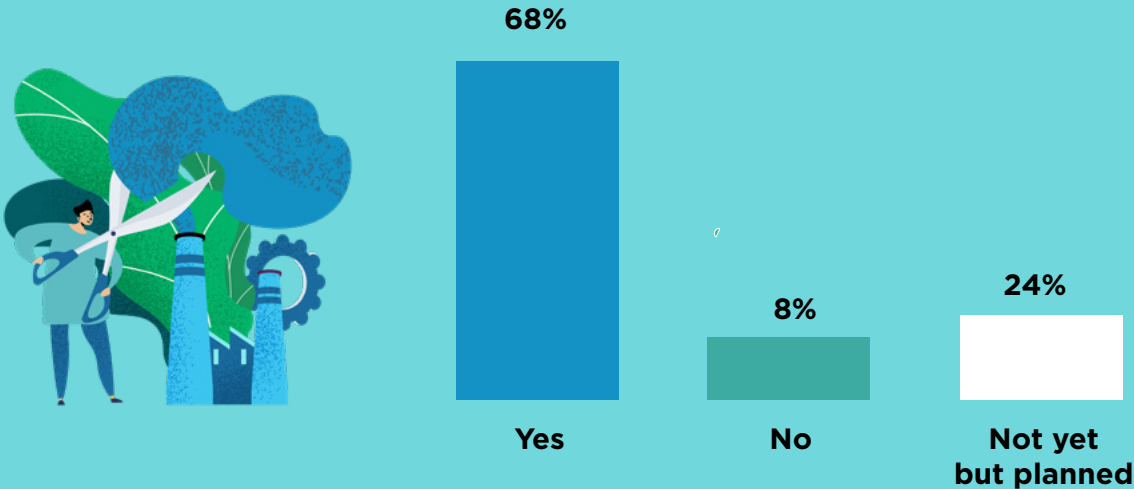
25 

DOES YOUR INSTITUTION OFFER INDIVIDUAL/ GROUP TRAININGS ON CSR ISSUES (E.G CLIMATE FRESKS)? IF SO, WHICH LEVERS ENCOURAGE STAFF TAKING SUCH COURSES?



25 

DOES YOUR INSTITUTION HAVE A POLICY FOR REDUCING ENERGY CONSUMPTION?

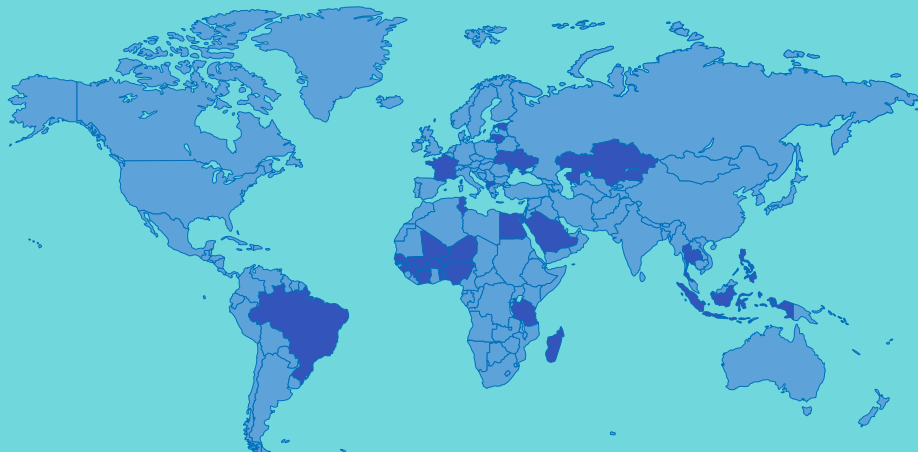


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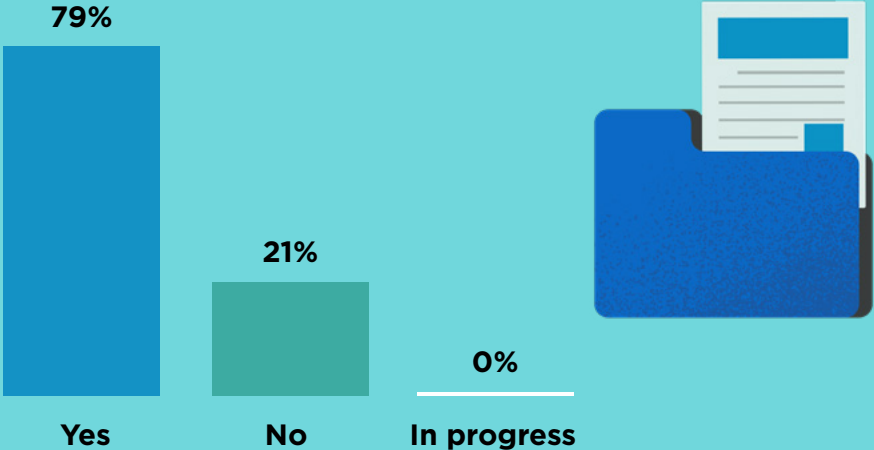
RESILIENCE MANAGEMENT IN CENTRAL BANKS



ALBANIA, BCEAO-SENEGAL, BRASIL, EGYPT, ESTONIA, FRANCE, GUINEA,
HONG KONG, INDONESIA, JORDAN, KAZAKHSTAN, LITHUANIA, LUXEMBOURG,
MADAGASCAR, MOLDOVA, NIGERIA, NORTH MACEDONIA, PHILIPPINES, SAUDI
ARABIA, TANZANIA, THAÏLAND, TUNISIA, UKRAINE

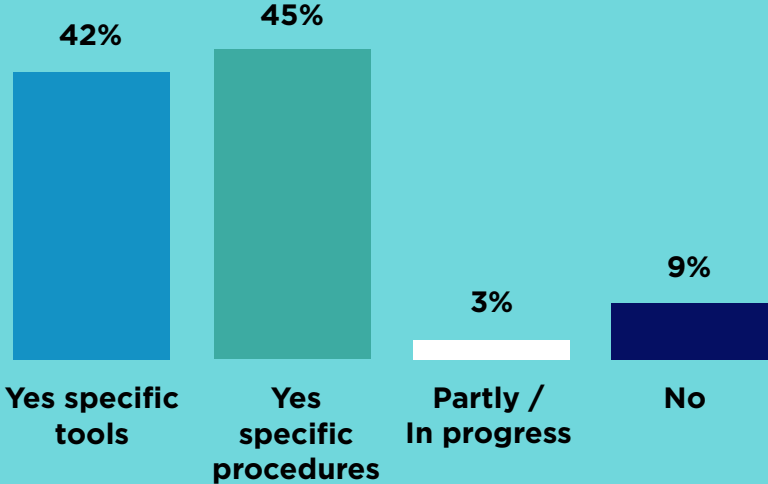


DO YOU HAVE A BROADLY PRESCRIPTIVE DOCUMENT THAT SETS OUT THE OVERALL FRAMEWORK FOR MANAGING RESILIENCE IN YOUR BANK?



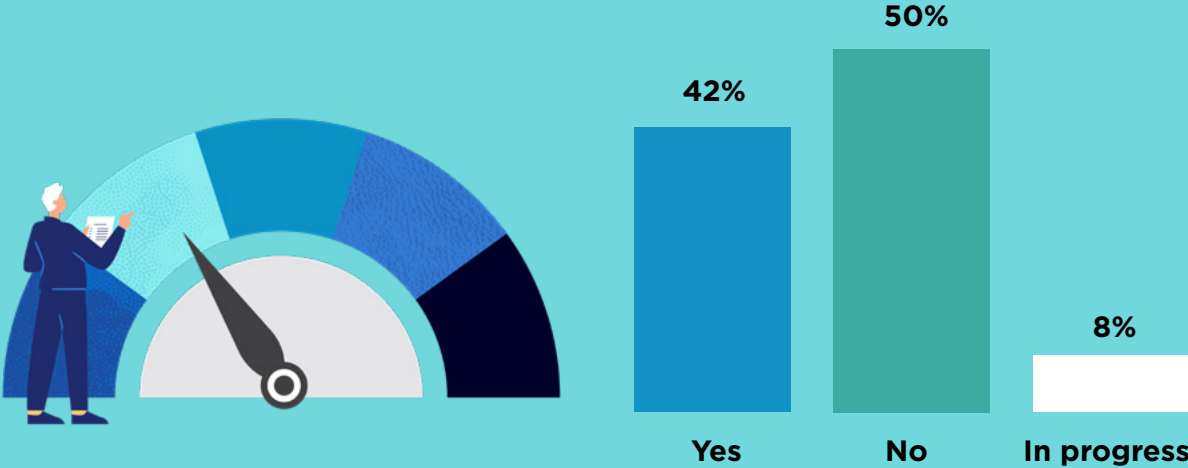
24 

DO YOU HAVE COMMUNICATION TOOLS AND /OR PROCEDURES, DISTINCT FROM THE STANDARD ONES, ENSURING THAT ACTORS MOBILISED IN A CRISIS ARE CONNECTED ?



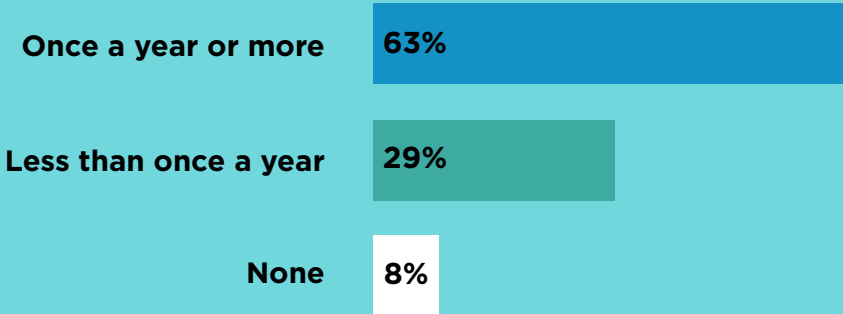
24 

DO YOU HAVE A RESILIENCE INDICATOR SPECIFIC TO YOUR BANK?



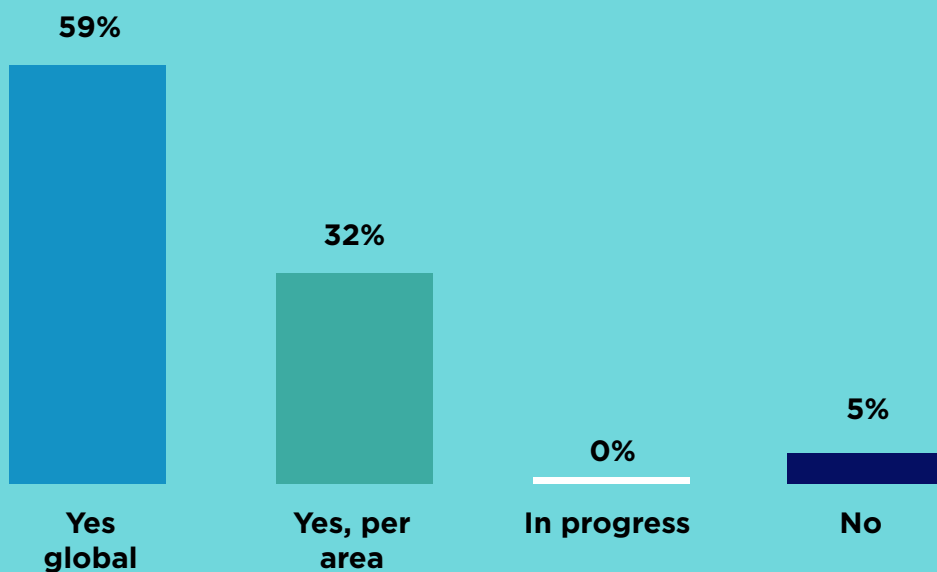
25

IF RESILIENCE IS INCLUDED IN YOUR AUDIT PLAN, HOW OFTEN IS IT AUDITED (E.G. IT)



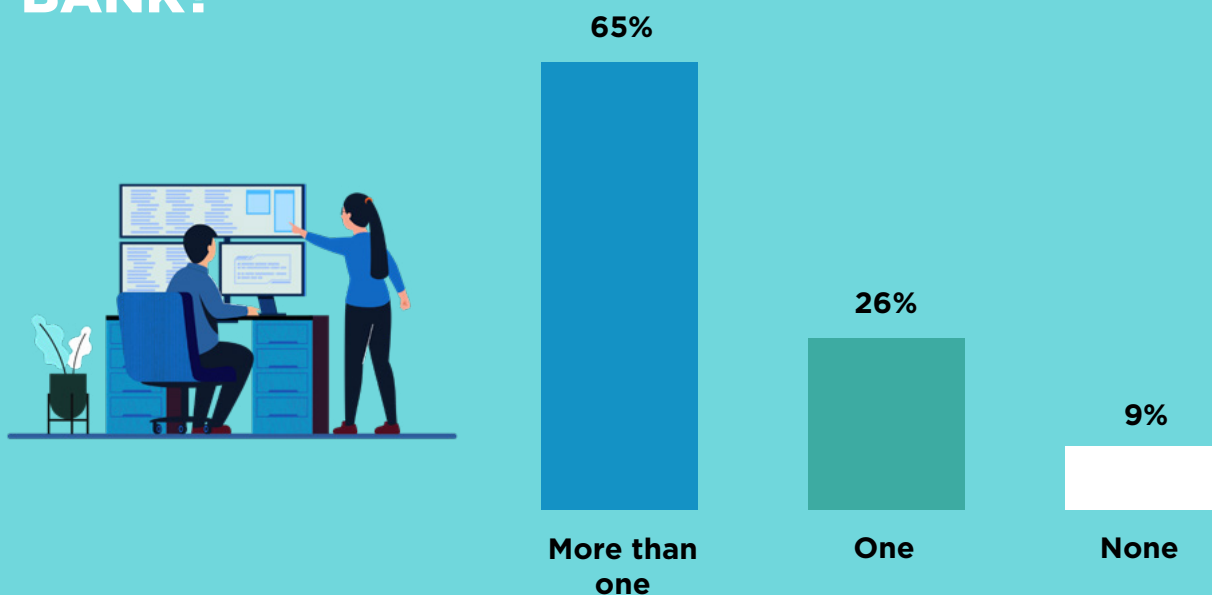
24

DO YOU HAVE GLOBAL IT CONTINUITY PLANS? OR SEPARATE PER AREA, E.G INFRASTRUCTURE, TELECOMMUNICATIONS, TECHNICAL SERVICES, BUSINESS APPLICATIONS?



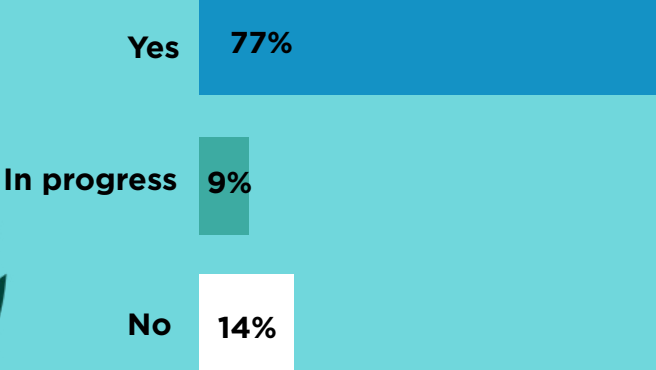
19

DO YOU HAVE BACK-UP IT CENTRES TO ENSURE BUSINESS CONTINUITY IN YOUR BANK?



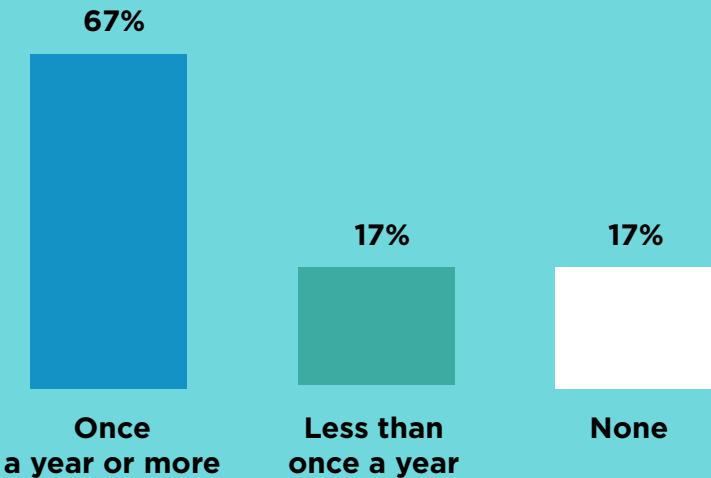
23

IN THE AGE OF TELEWORKING, DO YOU INCLUDE THIS DIMENSION IN YOUR TESTING PROGRAMS? CARRYING TESTS AWAY FROM HEADQUARTERS



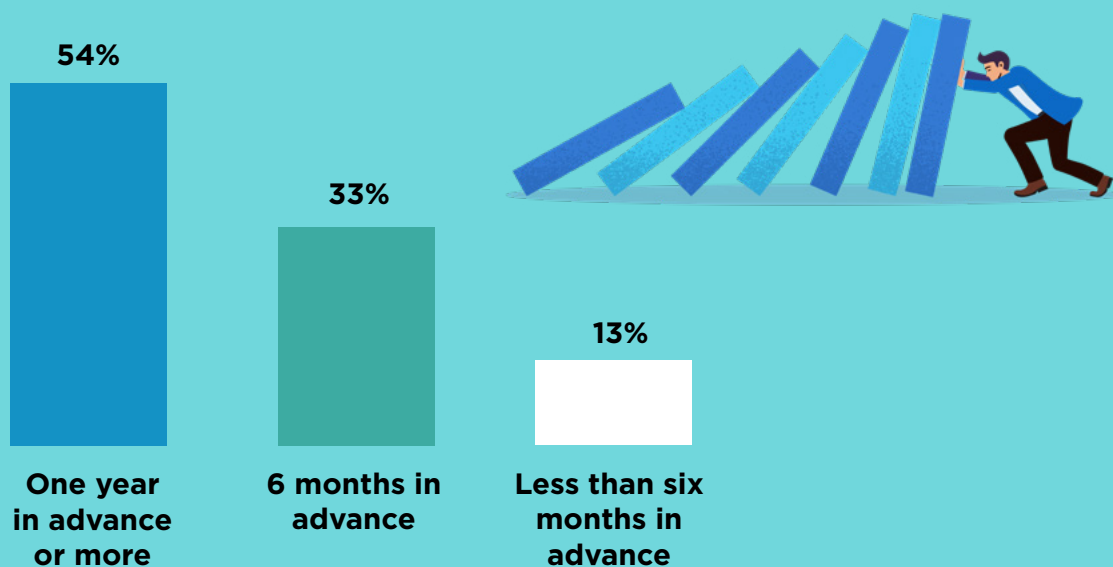
22 

HOW OFTEN DO YOU CONDUCT HIGH LEVEL (COMEX) CRISIS SIMULATION EXERCISES?



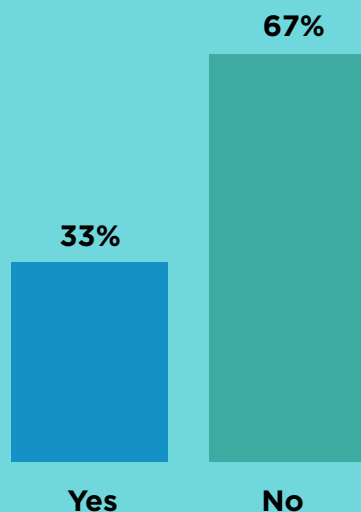
24 

HOW FAR IN ADVANCE DO YOU PLAN AN EXERCISE TO TEST THE RESILIENCE OF YOUR BANK (E.G. PARTIAL LOSS OF A DATA CENTRE)?



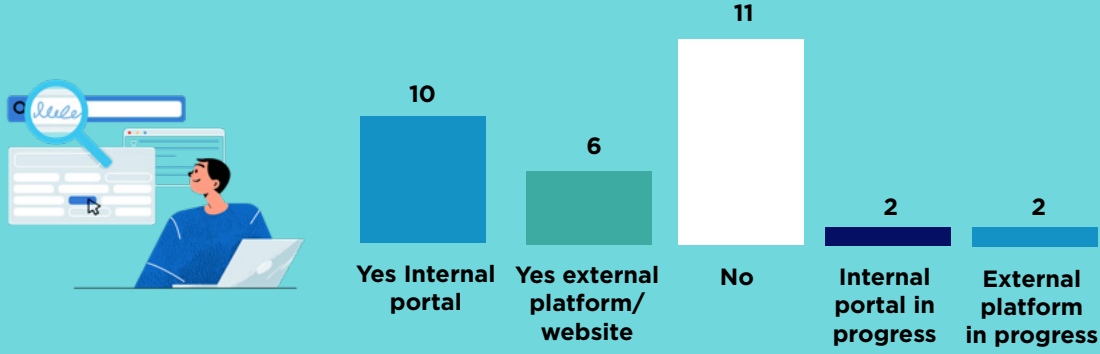
24 

DO YOU SHARE WITH OTHER CENTRAL BANKS, FEEDBACK AND/OR CROSS-BORDER TESTS ON RESILIENCE? E.G. ROBUSTNESS GROUP?



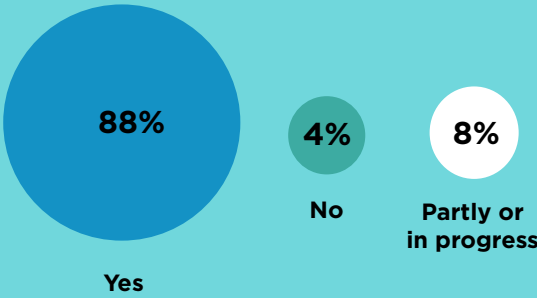
24 

DO YOU HAVE AN INTERNAL PORTAL (INTRANET) DEDICATED TO RESILIENCE AND/OR AN EXTERNAL PLATFORM / WEBSITE FOR CRISIS COMMUNICATION?



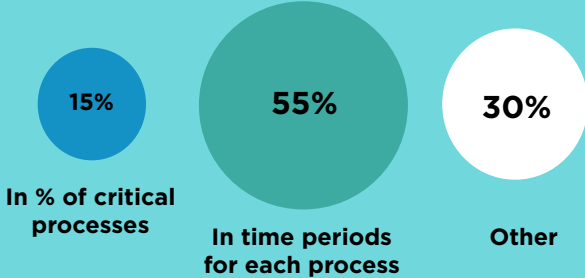
24 

DO YOU HAVE DIFFERENT LEVELS OF BACKUP IN PLACE DEPENDING ON THE IMPORTANCE OF YOUR APPLICATIONS?



24 

HOW DO YOU DEFINE YOUR MAXIMUM ALLOWABLE UNAVAILABILITY LEVEL?

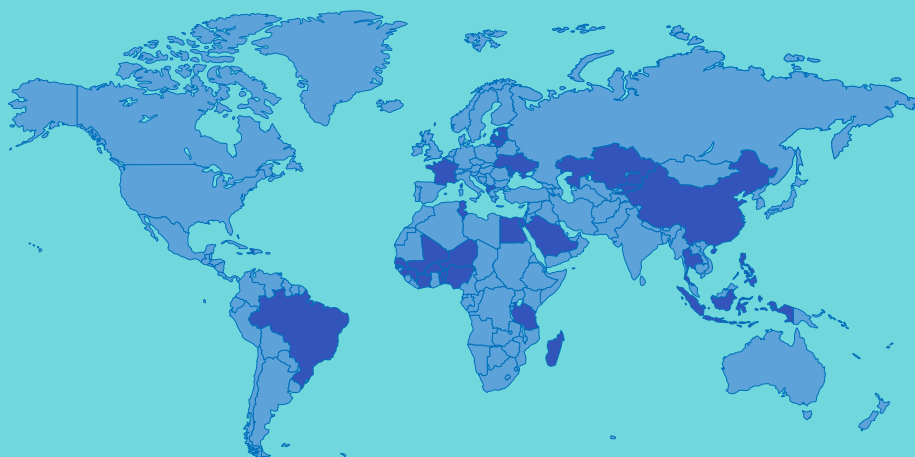


20 

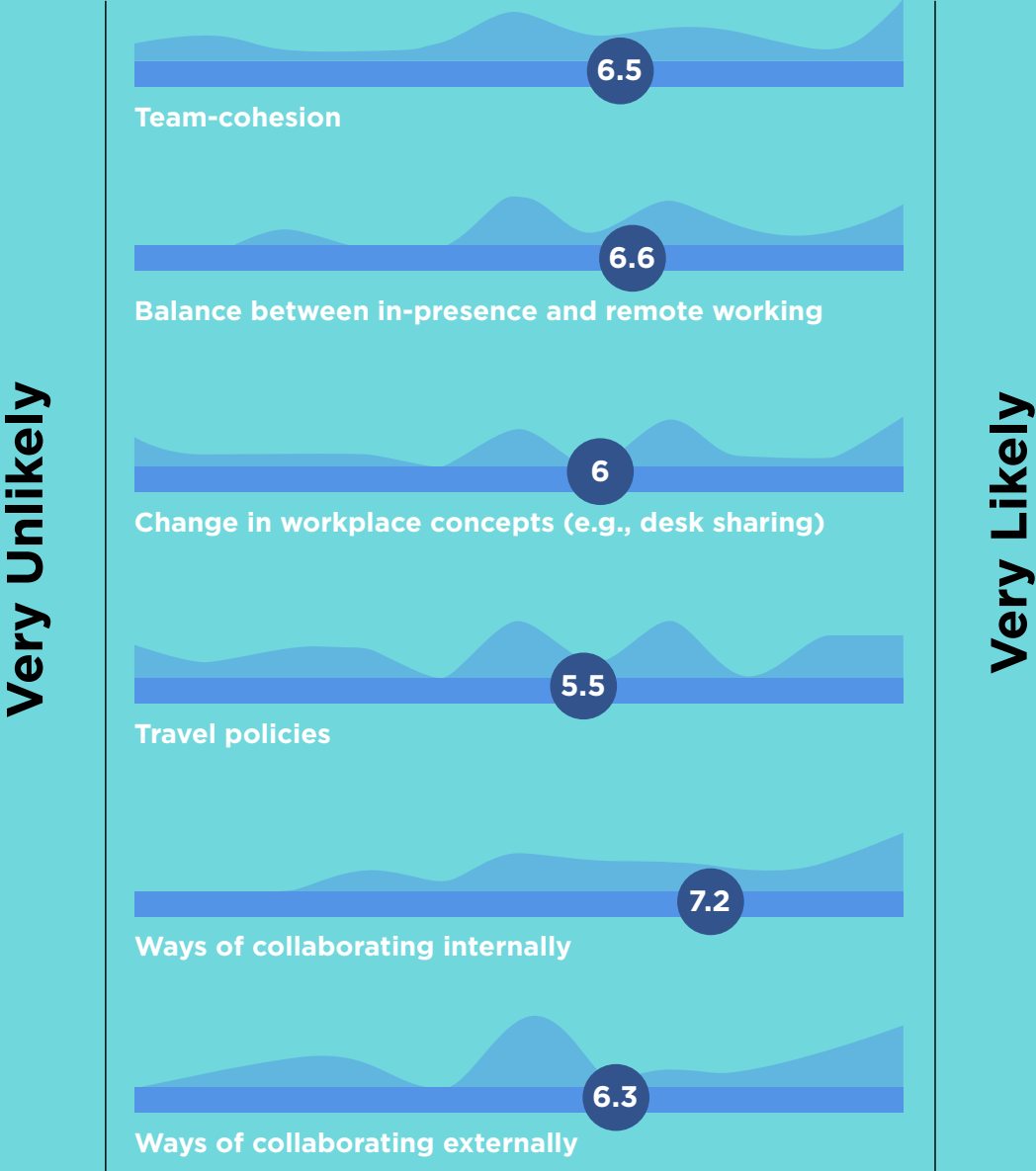
HOW CORPORATE STRATEGY IS STRUCTURING CHANGE IN CENTRAL BANKS



ALBANIA, BCEAO-SENEGAL, EGYPT, ESTONIA, BRASIL, FRANCE, GUINEA, PHILIPPINES, HAÏTI, HONG KONG, INDONESIA, JORDAN, KAZAKHSTAN, KYRGYSTAN, LATVIA, LITHUANIA, LUXEMBOURG, MADAGASCAR, MOLDOVA, NIGERIA, NORTH-MACEDONIA, SAUDI ARABIA, TANZANIA, THAILAND, TUNISIA, UKRAINE



HOW LIKELY DO YOU ANTICIPATE FUNDAMENTAL CHANGES IN THE FOLLOWING AREAS?



HOW LIKELY DO YOU ANTICIPATE FUNDAMENTAL CHANGES IN THE FOLLOWING AREAS?

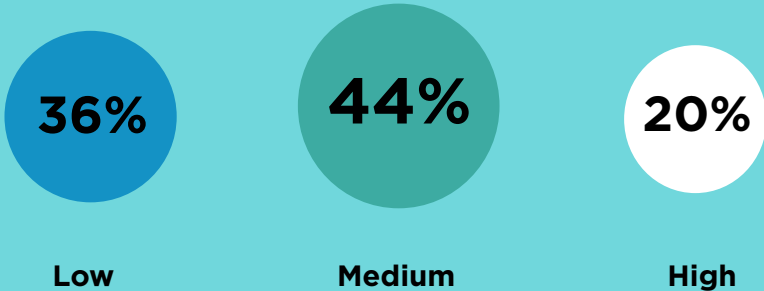


WHAT PROPORTION OF STAFF IS ELIGIBLE FOR REMOTE WORKING AFTER THE COVID CRISIS



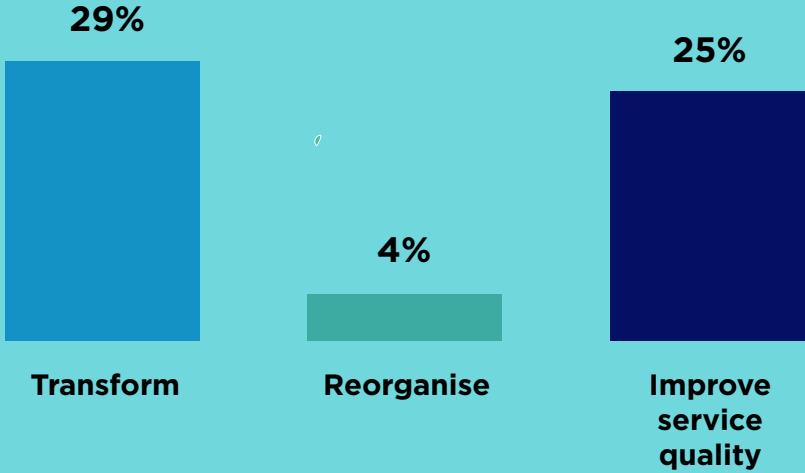
26

HOW LIKELY IS IT THAT THE SCOPE OF YOUR CENTRAL BANK'S MANDATE WILL CHANGE IN THE COMING YEARS? (CLIMATE RISK, INEQUALITY, ETC.)



25

IF YOU HAVE A MULTI-YEAR STRATEGIC PLAN, WHAT IS ITS MAIN OBJECTIVE?



DO YOU FORESEE A MIDTERM REVIEW FOR YOUR STRATEGIC PLAN?



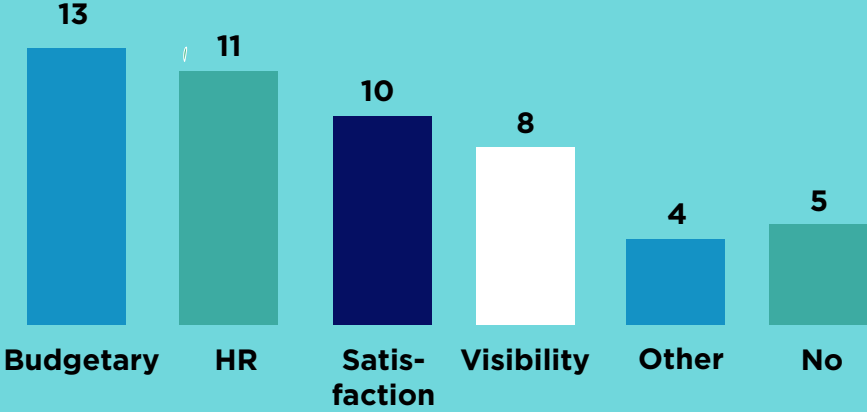
25 

DOES YOUR STRATEGIC THINKING /CORPORATE STRATEGY INCLUDE THE NEW WAYS OF WORKING?



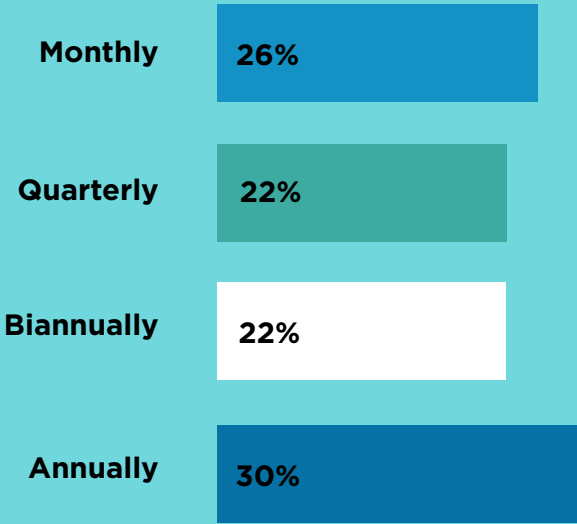
23 

DOES YOUR STRATEGIC PLAN SET QUANTIFIED TARGETS? (MULTIPLE CHOICE)



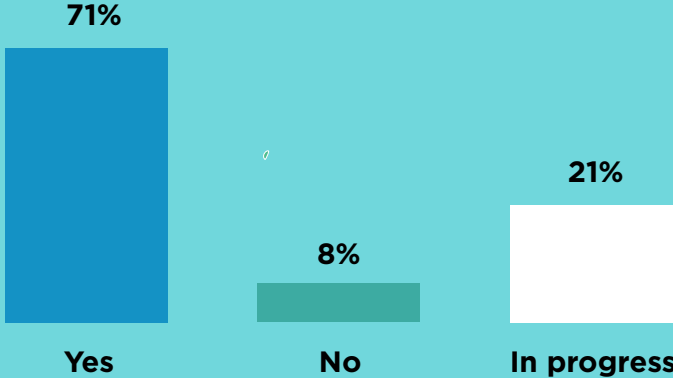
23

HOW OFTEN IS THE STRATEGIC PLAN IMPLEMENTATION MONITORED?



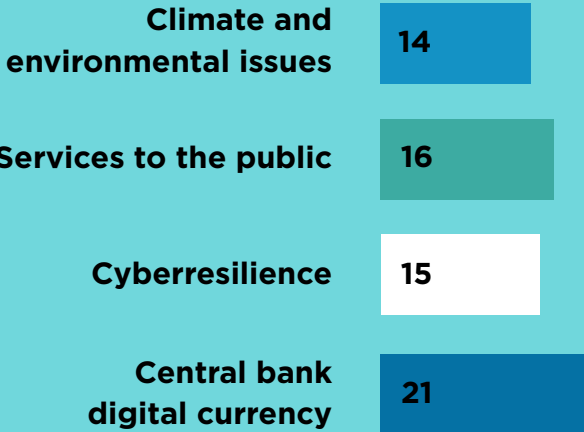
23

IS THE PERFORMANCE OF THE STRATEGY MEASURED AND MANAGED?



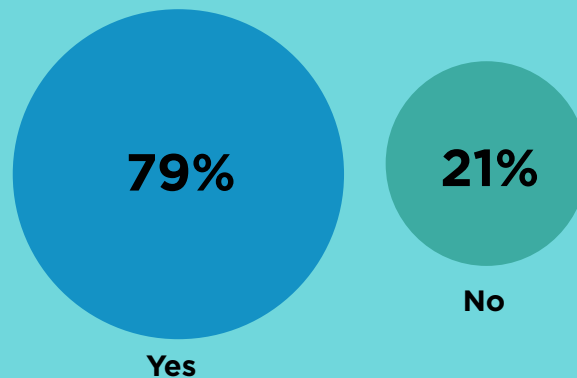
24 

SHOULD YOUR CENTRAL BANK PLAY A CENTRAL ROLE IN THE FOLLOWING FIELDS? (MULTIPLE CHOICE)



24 

DO YOU HAVE REGULAR INTERACTIONS WITH OTHER INSTITUTIONS TO CONDUCT YOUR FORESIGHT WORK?

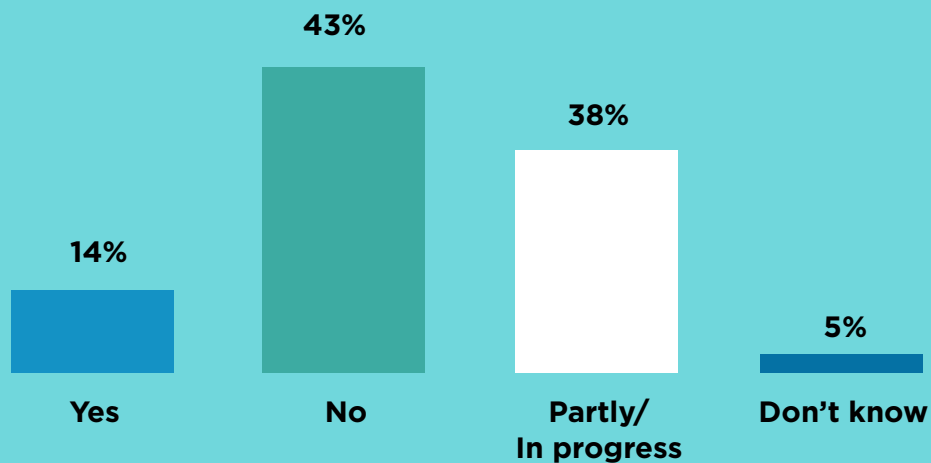


INTERNAL AUDIT, INTERNAL CONTROL, AND COMPLIANCE IN A CENTRAL BANK

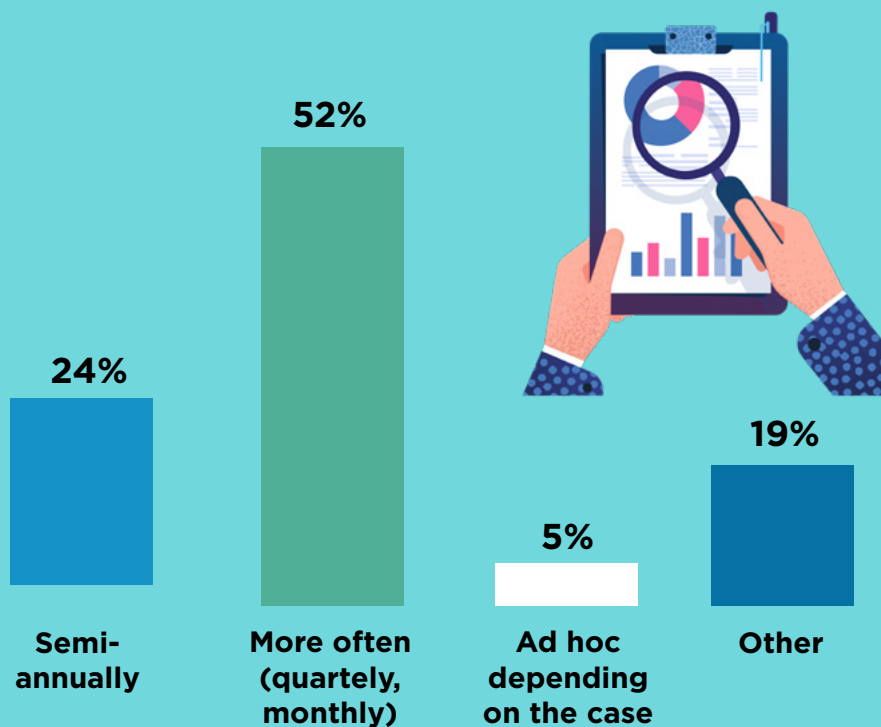


ANGOLA, CAMEROUN-BEAC, CROATIA, DJIBOUTI, ESTONIA, GEORGIA,
GREECE, FRANCE, INDIA, ISRAEL, ITALY, JORDAN, KOSOVO, KYRGYZSTAN,
MADAGASCAR, MEXICO, MOLDOVA, NIGERIA, SAUDI ARABIA, SOMALIA,
SOUTH KOREA

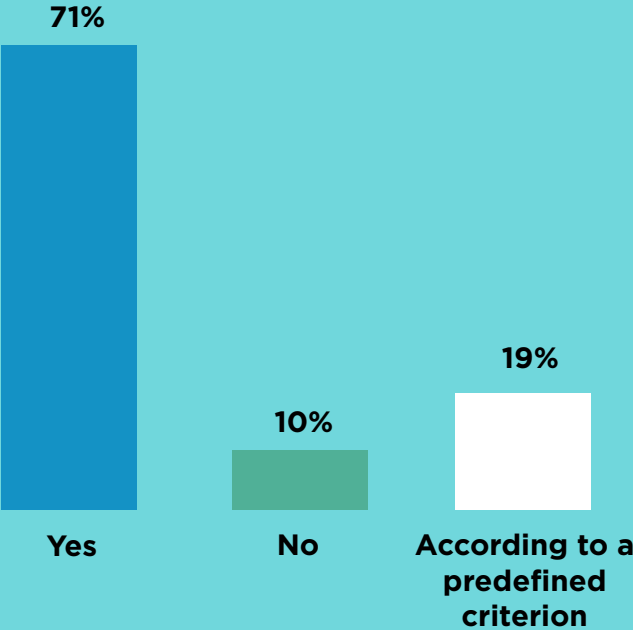
HAS INTERNAL AUDIT SET UP A SYSTEMATIC INVENTORY OF THE DATA USED BY THE AUDIT AND A SPECIFIC MANAGEMENT OF PERSONAL DATA PROCESSING



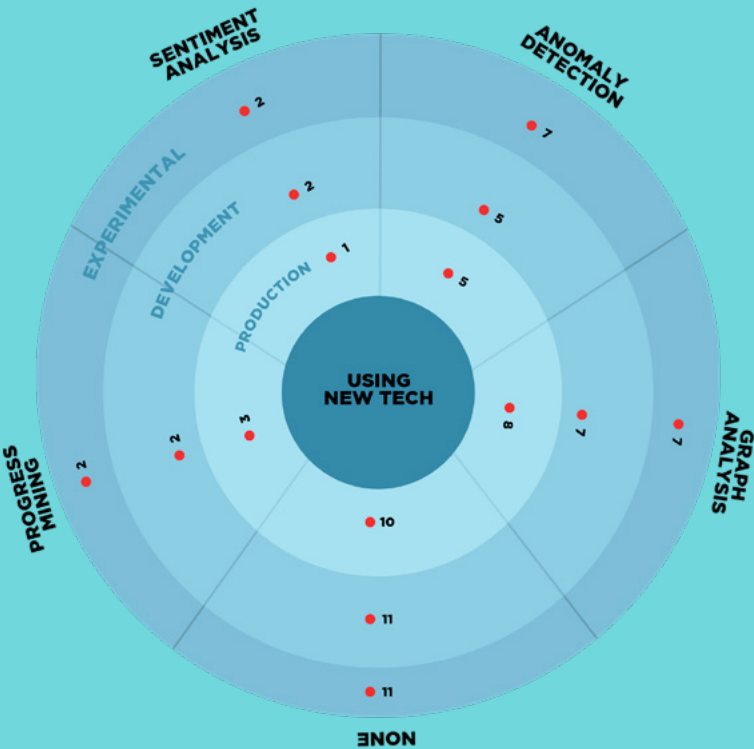
HOW OFTEN DOES THE AUDIT FOLLOW UP ON THE RECOMMENDATIONS?



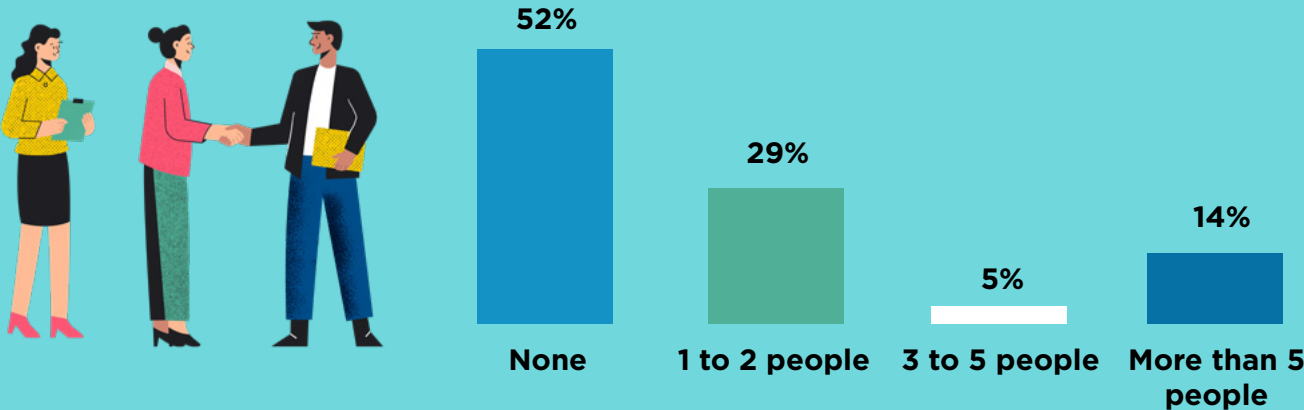
DOES THE AUDIT FOLLOW UP ON ALL RECOMMENDATIONS REGARDLESS OF THE LEVEL OF CRITICALITY?



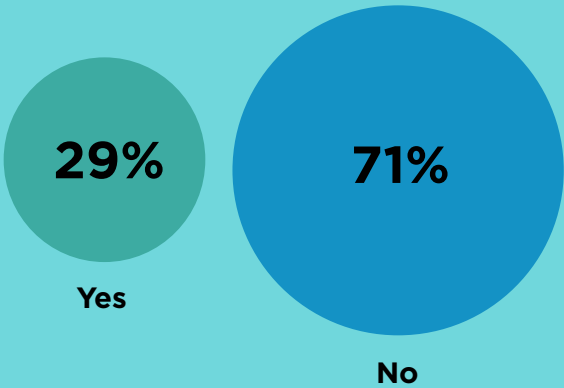
WHAT IS THE LEVEL OF DEVELOPMENT OF THE FOLLOWING TECHNOLOGIES?



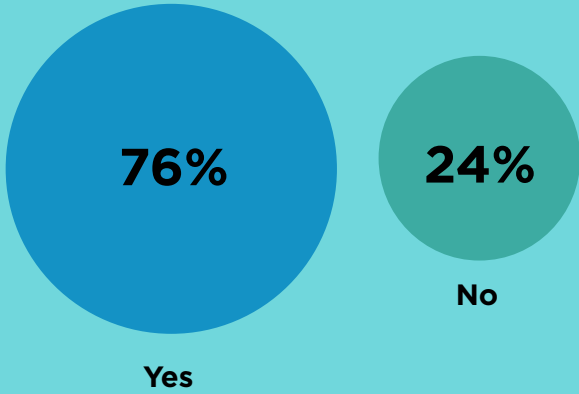
HOW MANY AUDITORS HAVE A DATA ANALYST PROFILE (MASTERING TOOLS SUCH AS POWER QUERY, TABLEAU, R, AND PYTHON ...)?



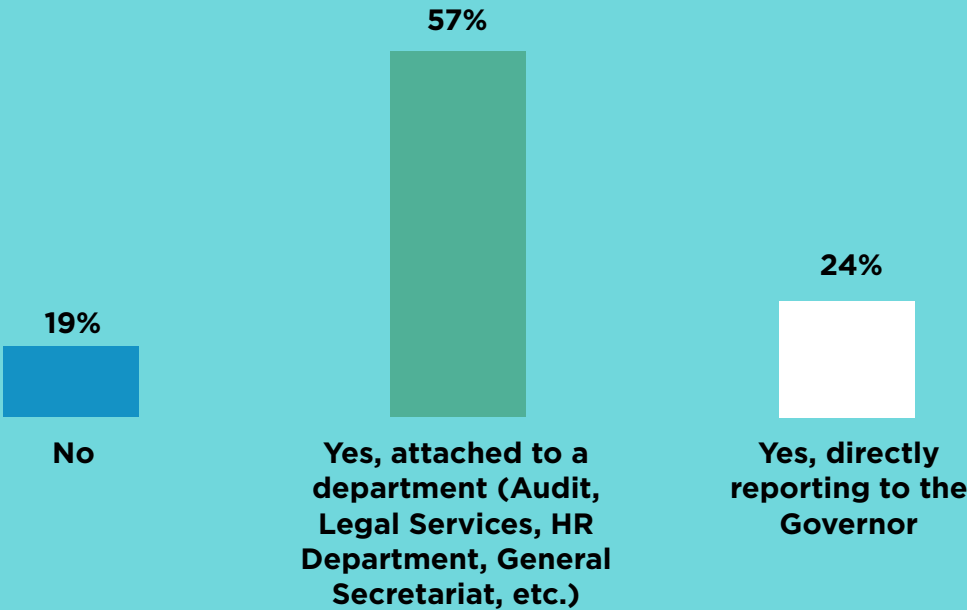
IS THE AUDIT OF AGENCIES / BRANCHES ^{Yes} HANDLED BY A DEDICATED STRUCTURE (GEOGRAPHICAL INSPECTION SECTORS, NETWORK AUDIT DEPARTMENT, ETC.)?



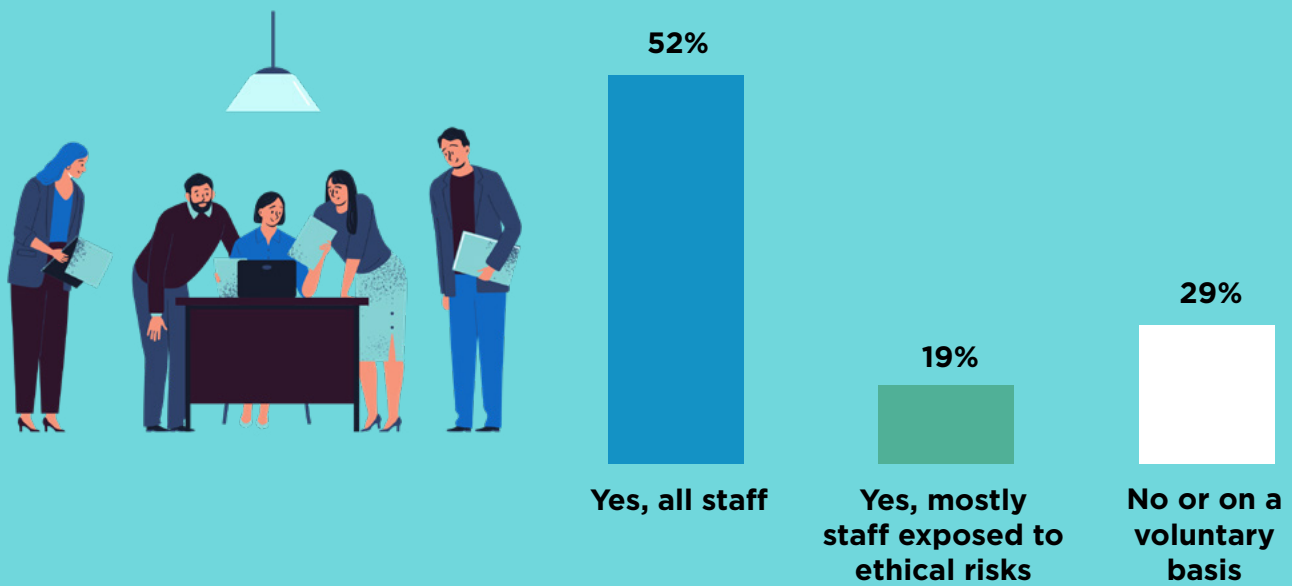
ARE CASH REGISTERS/FIDUCIARY PROCESSING CENTRES AUDITED MORE FREQUENTLY THAN OTHER AUDIT OBJECTS IN VIEW OF THE RISKS INVOLVED?



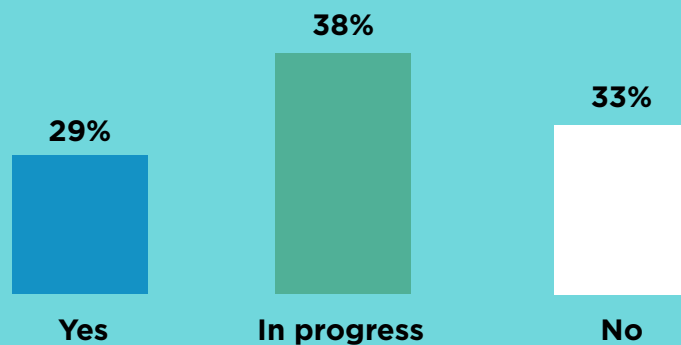
IS THERE A SPECIFIC UNIT DEDICATED TO ETHICS?



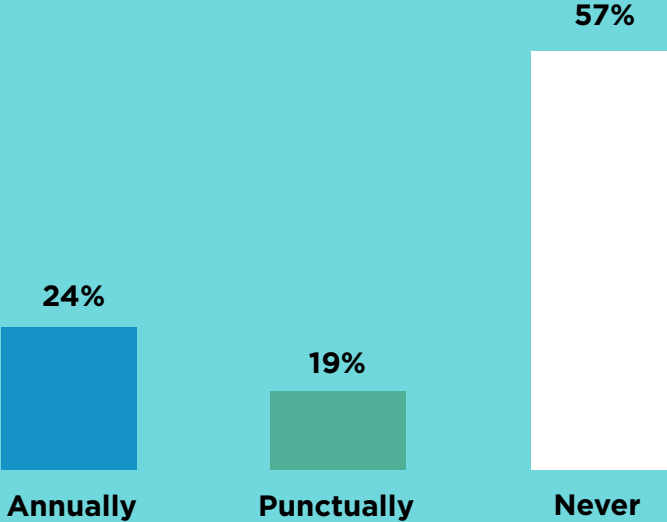
ARE STAFF TRAINED IN ETHICS?



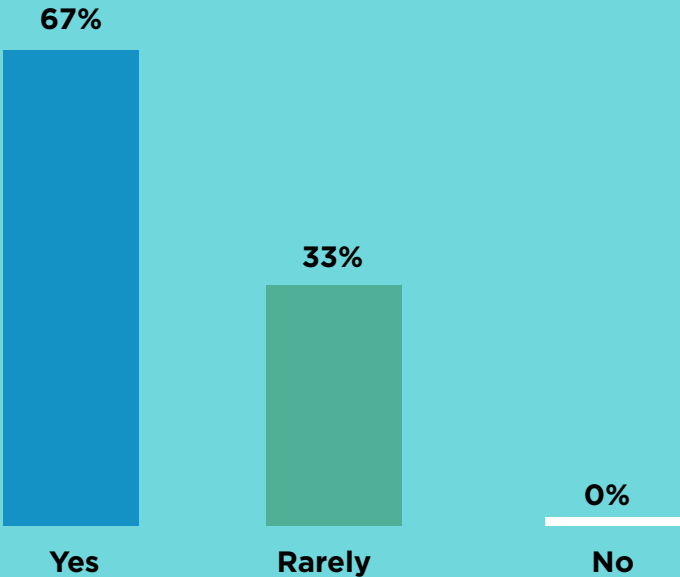
HAVE YOU ESTABLISHED A REGISTER OF PROVIDERS ACCESSING THE INFORMATION SYSTEM?



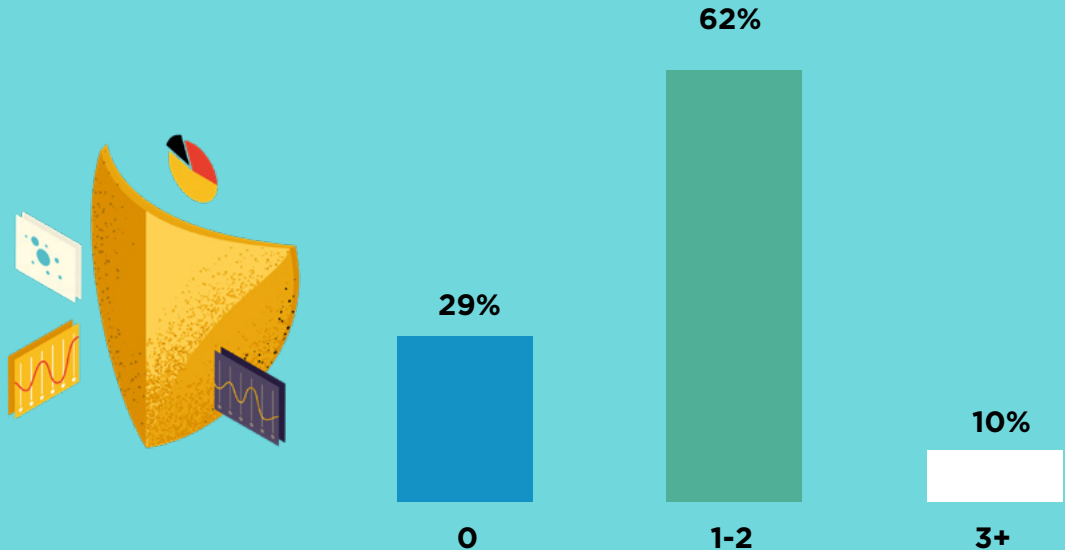
DOES THE INTERNAL AUDIT CONDUCT MISSIONS WITH SERVICE PROVIDERS?



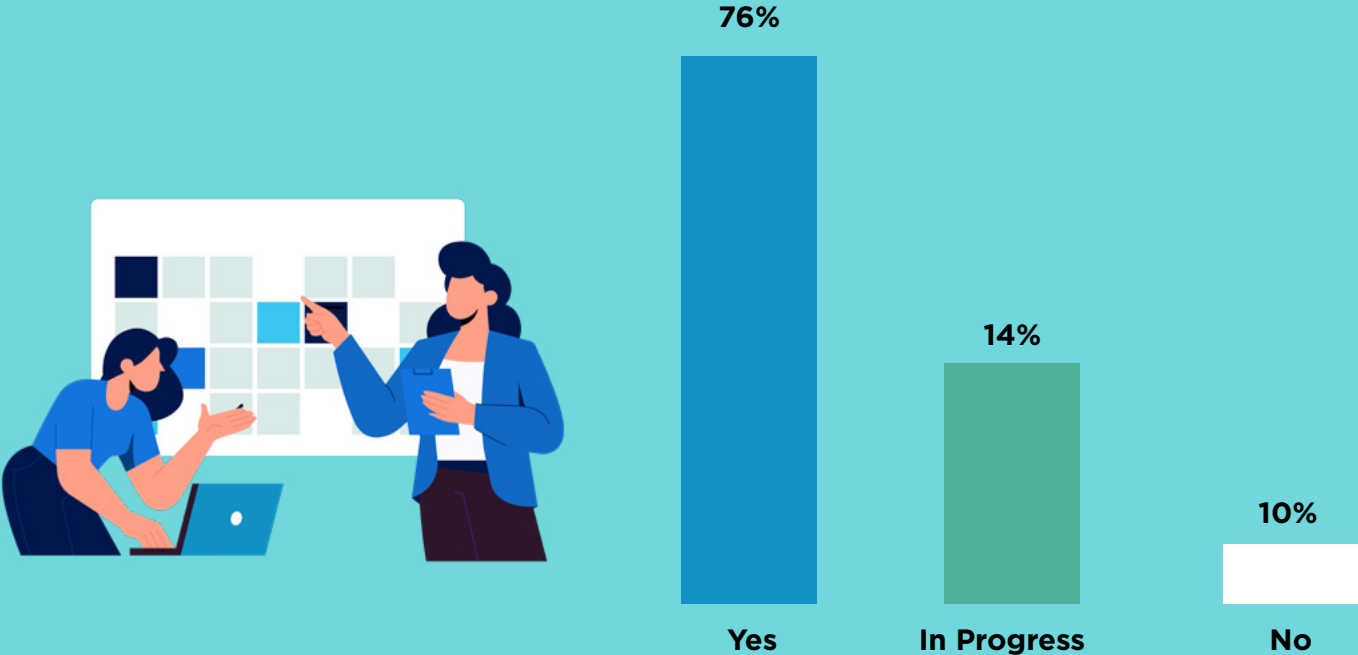
DO YOU CONDUCT AUDITS ON INCIDENTS NOT INCLUDED IN THE ANNUAL AUDIT PROGRAM?



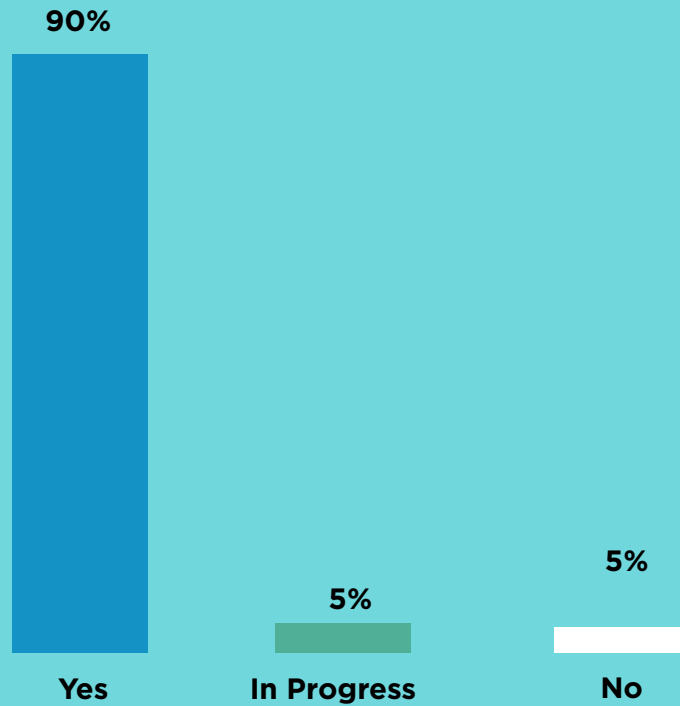
HOW MANY CYBERSECURITY AUDITS DID YOU CONDUCT LAST YEAR?



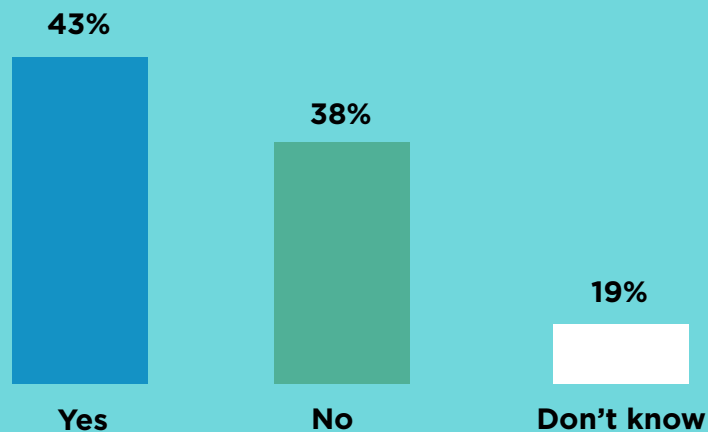
DO YOU HAVE A TEAM DEDICATED TO INFORMATION SYSTEMS AUDIT?



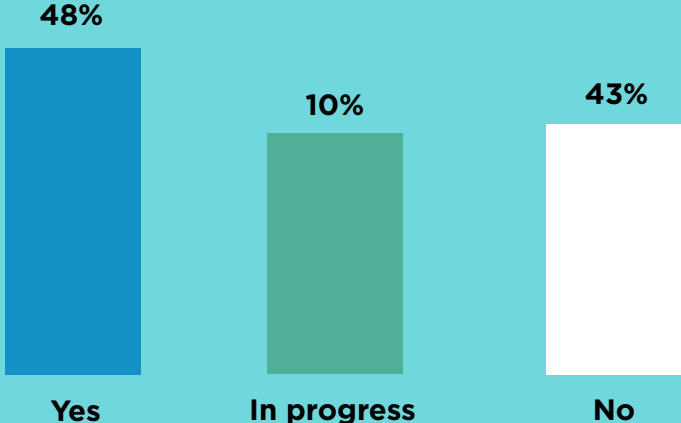
IS THERE ANY LEGISLATION ON THE PROTECTION OF PERSONAL DATA IN YOUR COUNTRY?



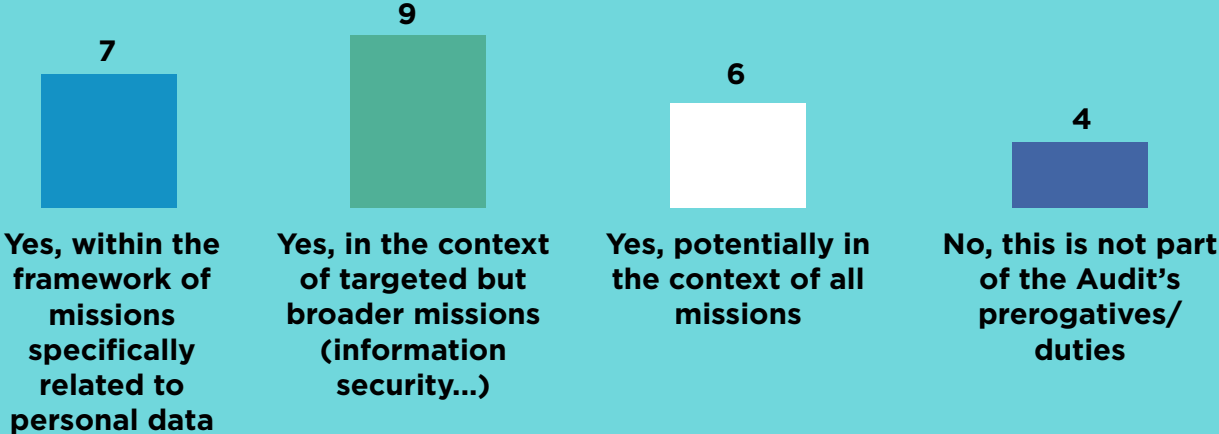
HAS THE GDPR (GENERAL DATA PROTECTION REGULATION) PROMPTED YOU TO THINK ABOUT CHANGES IN LEGISLATION?



HAVE YOU MADE ANY CHANGES TO YOUR ORGANISATION AFTER THE GDPR CAME INTO FORCE IN MAY 2018?



DOES INTERNAL AUDIT MONITOR THE PROTECTION OF PERSONAL DATA (MULTIPLE CHOICE)

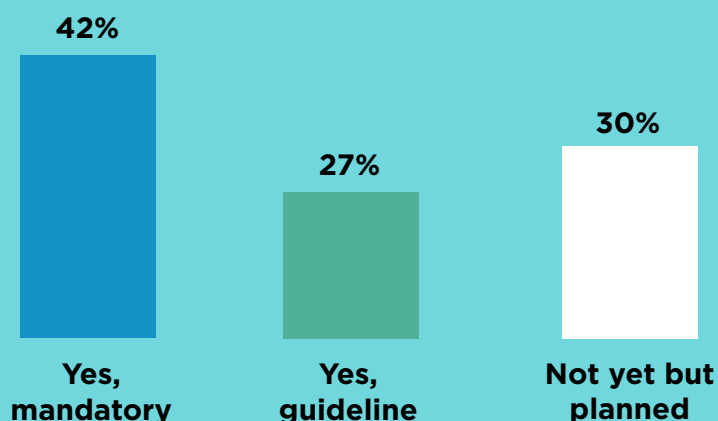


REDUCING THE CARBON FOOTPRINT OF A CENTRAL BANK

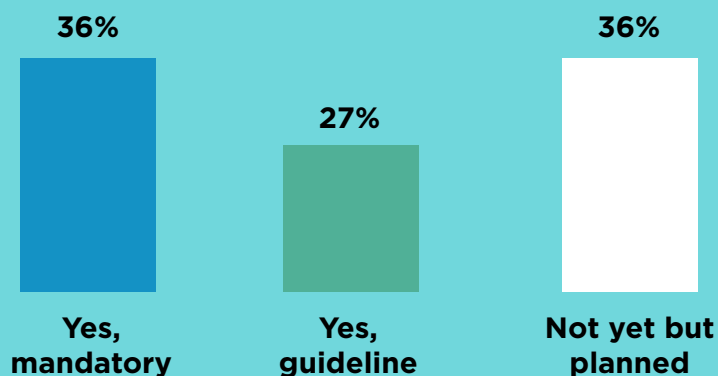


ANGOLA, BAHRAIN, BELGIUM, BRAZIL, DENMARK, EGYPT, ESTONIA,
EUROPEAN CENTRAL BANK, FRANCE, GERMANY, GREECE, HAITI, HONG KONG,
INDONESIA, ITALY, MALAYSIA, MEXICO, MONGOLIA, NIGERIA, NORTHERN
MACEDONIA, PORTUGAL, SENEGAL-BCEAO, SINGAPORE, SPAIN, THAILAND,
TUNISIA, UKRAINE, UNITED ARAB EMIRATES, UNITED STATES-FED, URUGUAY

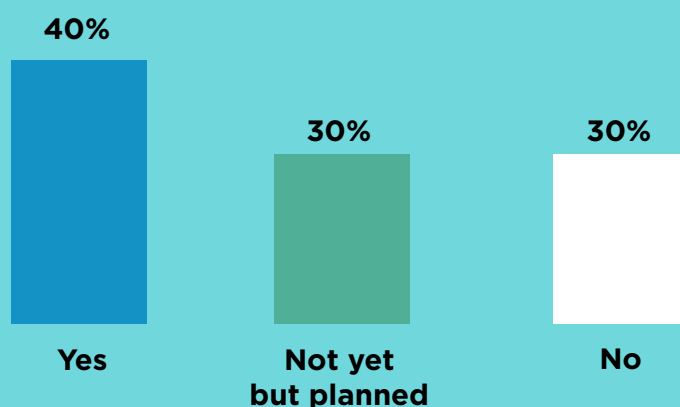
ARE THERE ANY GOVERNMENT REGULATIONS YOUR INSTITUTION IS SUBJECT TO... REGARDING ENERGY SAVINGS IN YOUR COUNTRY?



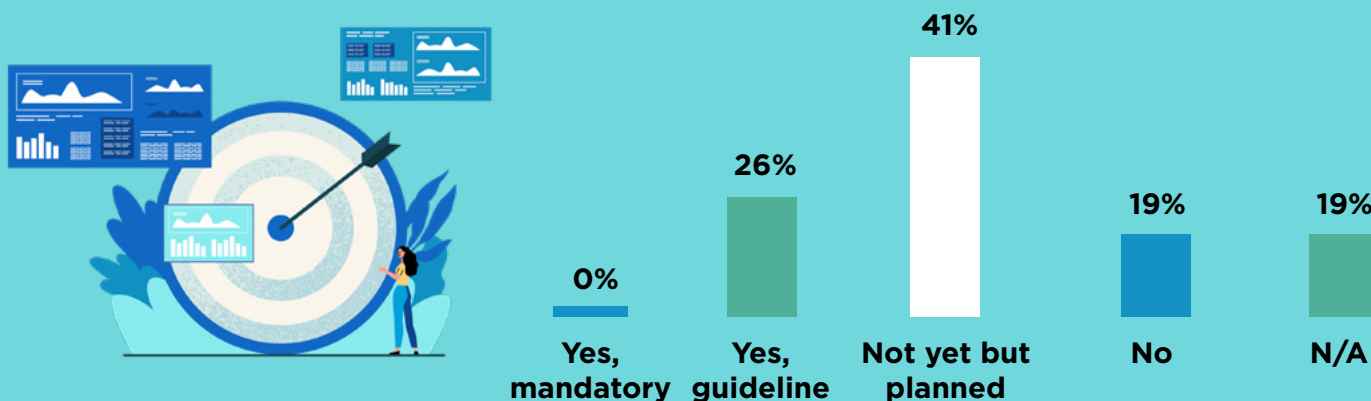
WERE/ARE THERE ANY NEW SPECIFIC GOVERNMENT REGULATIONS IN THIS FIELD IN YOUR COUNTRY LAST WINTER OR NEXT SUMMER THAT APPLY TO YOUR INSTITUTION ?



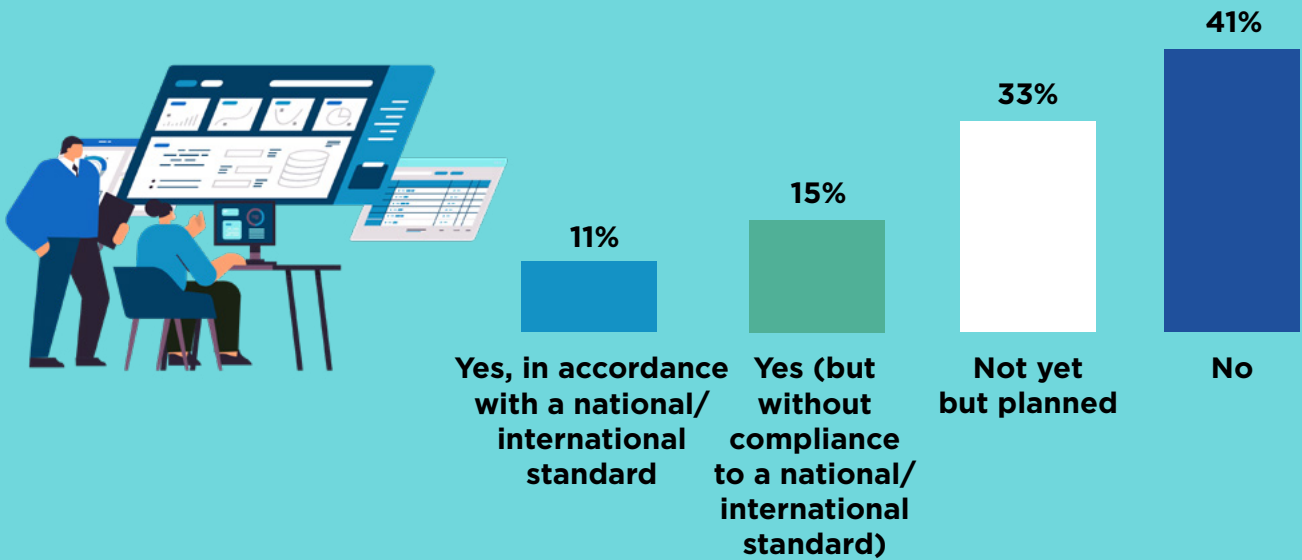
HAS YOUR INSTITUTION IMPLEMENTED A FORMAL ENERGY SAVINGS POLICY ?IF SO, SINCE WHEN HAS IT BEEN IN PLACE ? AND WHEN WAS IT LAST UPDATED ?



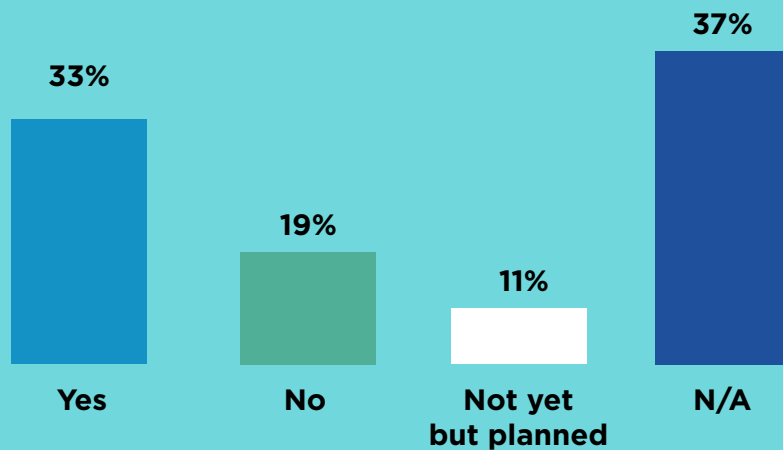
IS THIS FORMAL APPROACH ACCOMPANIED BY QUANTIFIED MESURABLE OBJECTIVES AND/OR PERFORMANCE INDICATORS (KPIs)?



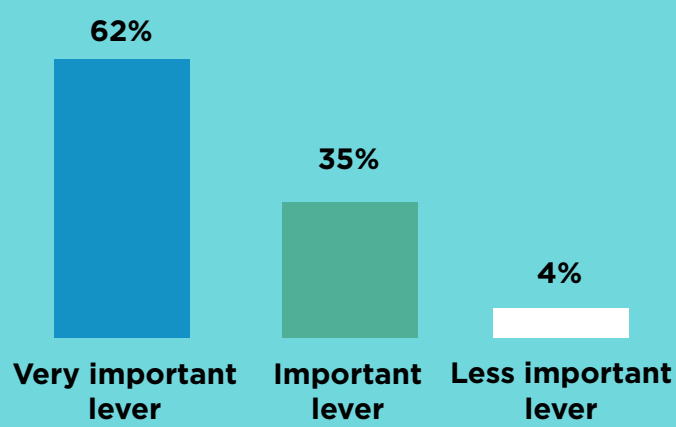
IS THERE AN ENERGY MANAGEMENT SYSTEM IN PLACE? IF SO, DOES IT MEET STANDARDS SUCH AS ISO 50001 OR EMAS?



IF NO, IS ENERGY CONSUMPTION MANAGED IN A SYSTEMATIC AUTOMATED WAY? FOR EXAMPLE, ON THE BASIS OF PROCEDURES, ALERTS, AUTOMATIC START-UP OF HEATING,...



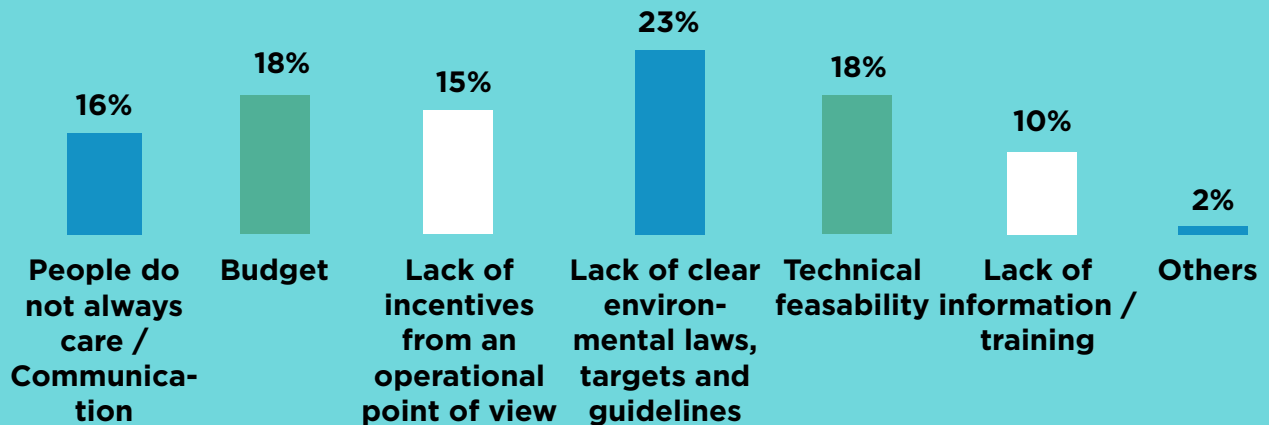
TO WHAT EXTENT DO YOU BELIEVE THAT REDUCING YOUR ENERGY CONSUMPTION IS A LEVER IN YOUR EFFORTS TO REDUCE GHG EMISSIONS?



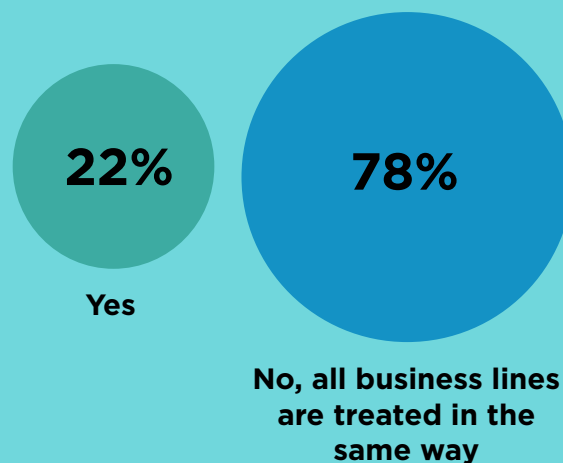
WHICH MEASURES ARE IN PLACE/ IMPLEMENTED BY YOUR INSTITUTION TO SAVE ENERGIES ? PLEASE SPECIFY IF MANDATORY OR VOLUNTARY BASIS/ GUIDELINES ADRESSED ?

- 21% Max. temperature heating 21% Min. temperature cooling
- 11% No heating of common spaces
- 31% All non security lights must be switched off at night
- 16% Water heaters in toilets and/or kitchenettes switched off
- 16% Increase teleworking (For instance make teleworking mandatory several days a week or implement a mandatory teleworking day for all eligible staff)
- 3% Staff gathering to reduce the area to be heated and lighted?(For instance closing some areas/buildings some days)
- 35% Mandatory shutdown of computers, screens, printers and photocopiers at night?
- 45% Works on heating systems / facilities
- 46% Lighting replacement by less consuming lights (LEDs)
- 26% Substitutional installations (photovoltaic, etc.)
- 24% Other measures 4% None of these

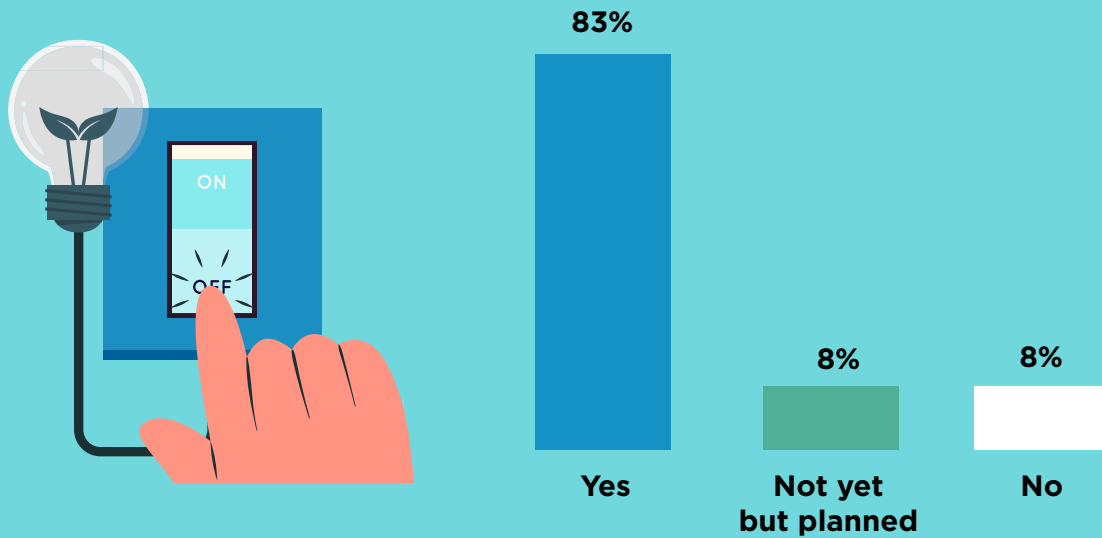
WHAT DO YOU THINK ARE THE MAIN OBSTACLES OR DIFFICULTIES (INTERNAL AND EXTERNAL), AT YOUR INSTITUTION, TO DO MORE IN THIS FIELD ?



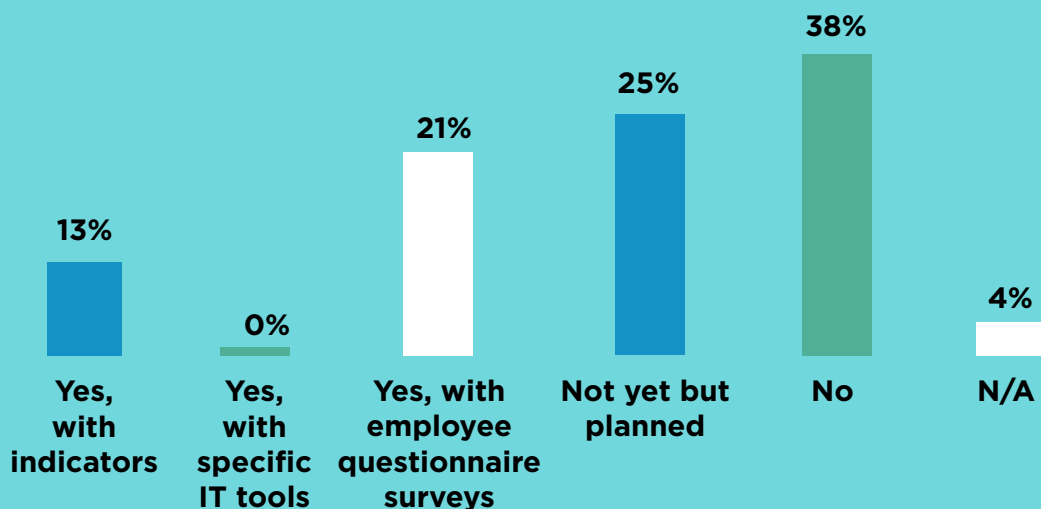
HAVE YOU TAKEN ANY SPECIFIC MEASURES FOR CERTAIN BUSINESS LINES? IF YES, PLEASE SPECIFY THE BUSINESS LINES CONCERNED.



ARE THERE ANY AWARENESS RAISING ACTIONS WITHIN YOUR INSTITUTION AIMING AT IMPROVING EMPLOYEE COMMITMENT TOWARDS ENERGY CONSUMPTION?



ARE YOU ABLE TO EVALUATE THE IMPACT OF ANY AWARENESS RAISING ACTION ON THE REDUCTION OF ENERGY CONSUMPTION (E.G. EFFICIENCY INDICATORS)?



FINANCE AND ACCOUNTING ACTIVITIES/COST AND BUDGET MANAGEMENT

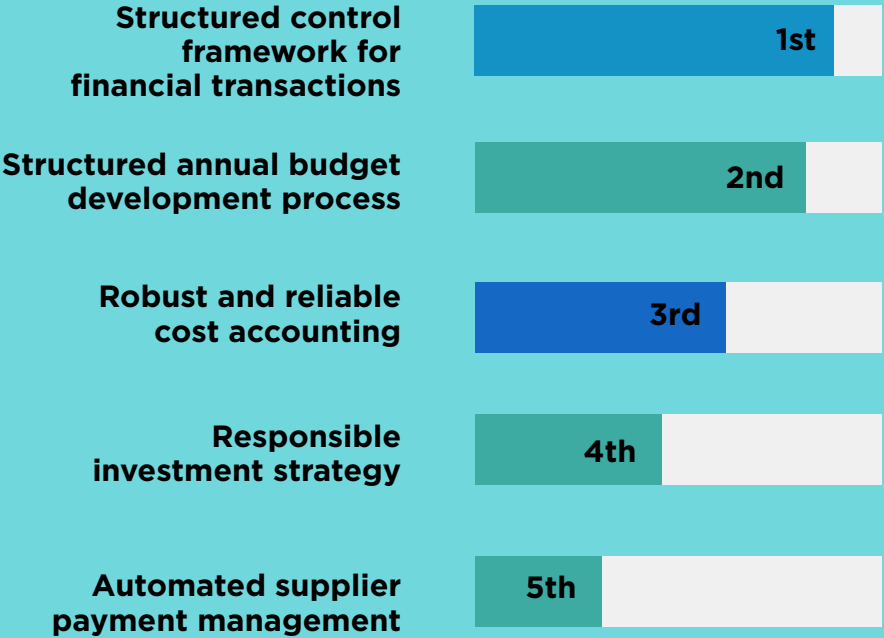


ALBANIA, ALGERIA, ARMENIA, BELGIUM, BHUTAN, BOLIVIA, CAMEROON-BEAC, COMOROS, DEMOCRATIC REPUBLIC OF CONGO, ETHIOPIA, GEORGIA, GHANA, GUINEA, HAITI, INDONESIA, IVORY COAST, JORDAN, KAZAKHSTAN, MADAGASCAR, MALI, MAURITANIA, MEXICO, MOLDOVA, MONGOLIA, MOROCCO, NIGER, NORTH MACEDONIA, PERU, POLAND, ROMANIA, SAUDI ARABIA, SÉNÉGAL-BCEAO, SLOVENIA, SPAIN, SWITZERLAND, THAILAND, TUNISIA, UKRAINE, UNITED STATES OF AMERICA, UZBEKISTAN

WHAT DO YOU EXPECT MOST FROM THIS SEMINAR? (MULTIPLE CHOICE)

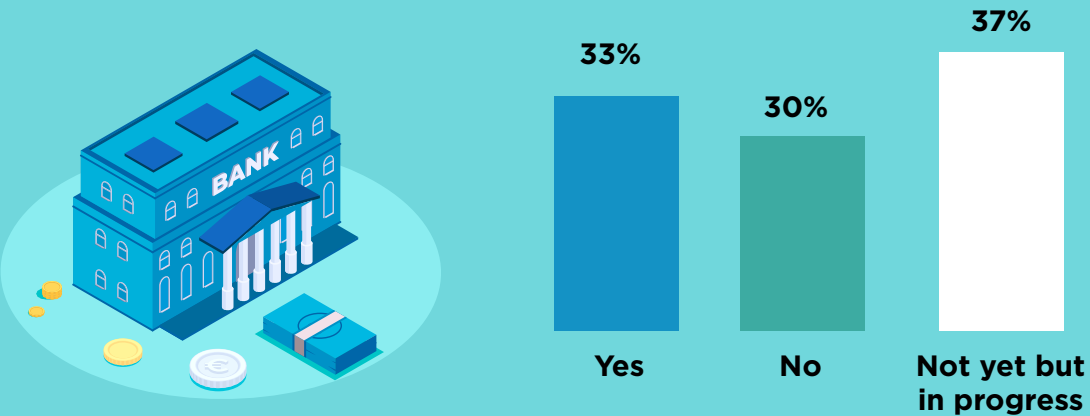


CAN YOU RANK THE FOLLOWING TOPICS, FROM THE HIGHEST TO LEAST PRIORITY FOR YOU?



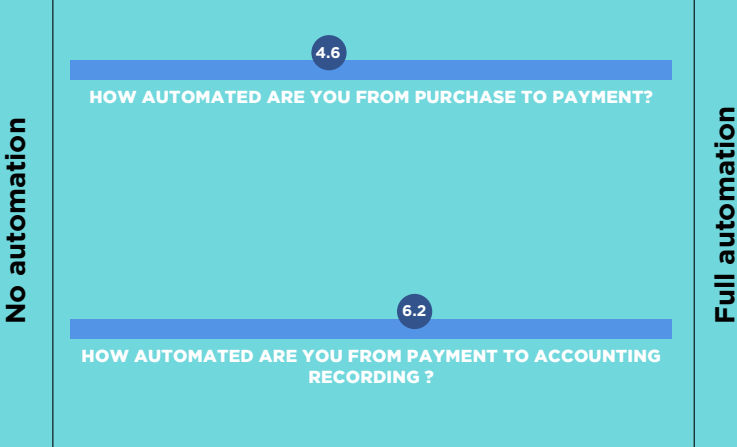
63

HAVE YOU DEVELOPED AN INVESTMENT POLICY IN YOUR CENTRAL BANK?



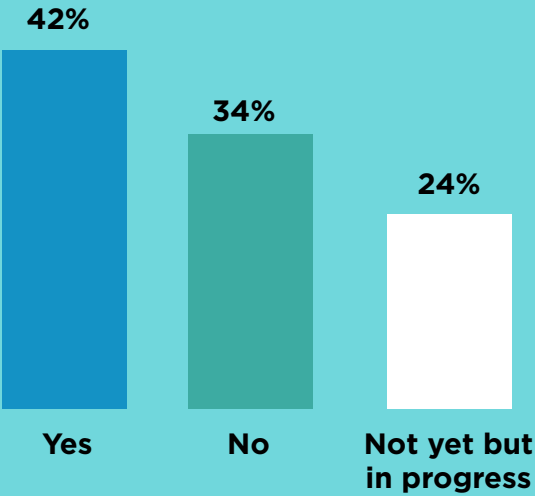
40

FINANCIAL MANAGEMENT AUTOMATION



40

HAVE YOU DEVELOPED COST ACCOUNTING IN YOUR CENTRAL BANK ?



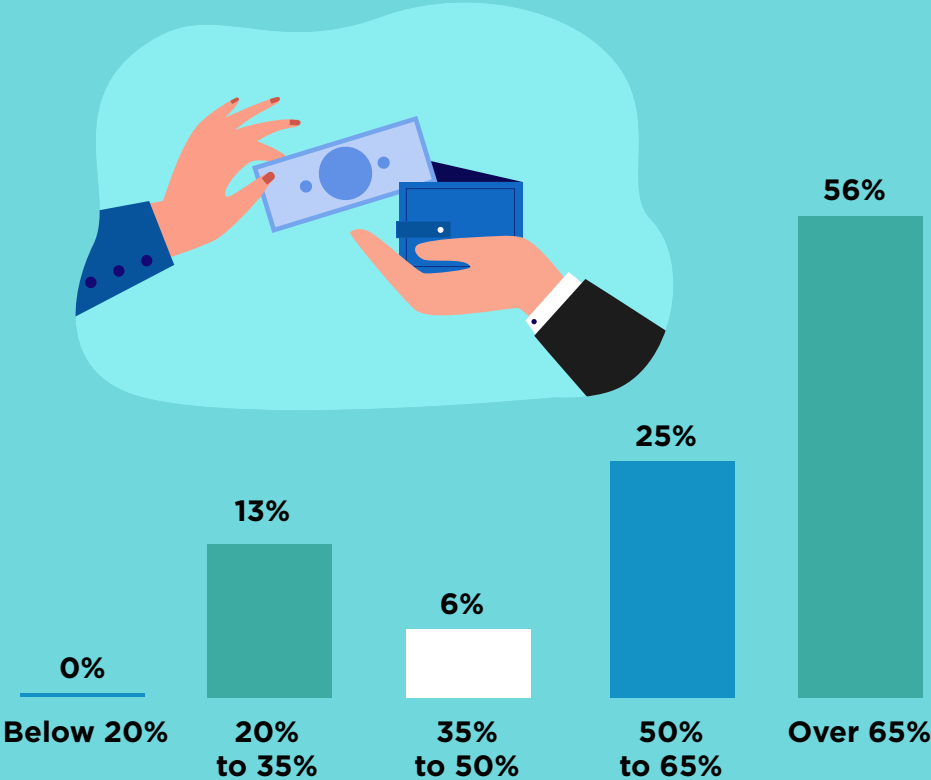
40

BANKNOTES AND CASH CYCLE



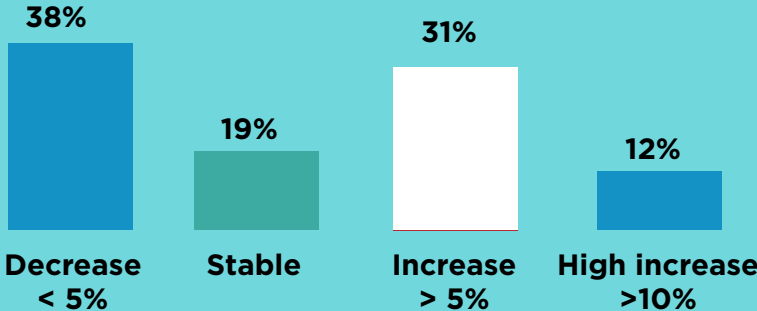
ALBANIA, ANGOLA, BCEAO, BEAC, CAPE VERDE,
COMOROS, JORDAN, MAURITANIA, MEXICO,
MOLDOVA, PHILIPPINES, PORTUGAL, THAILAND

WHAT PERCENTAGE OF POINT OF SALES TRANSACTION ARE IN CASH?



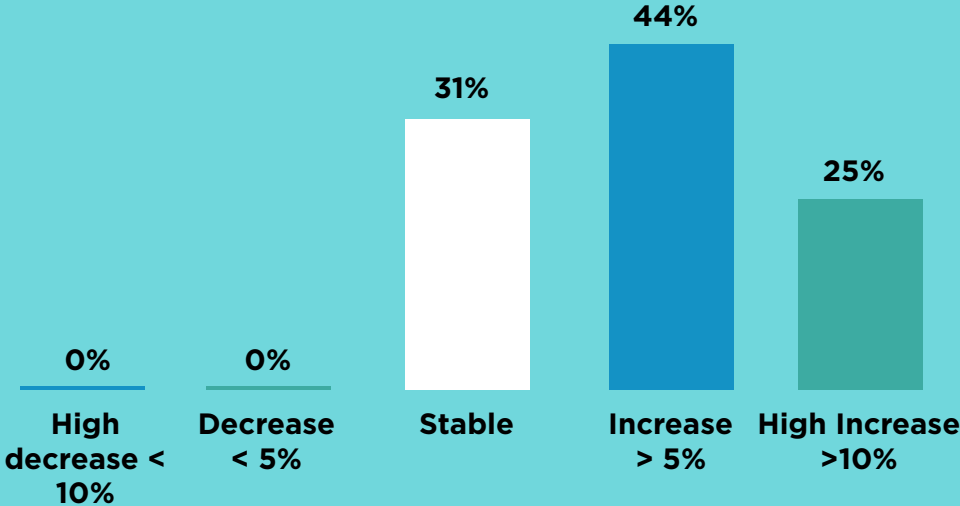
16 

HOW THIS SHARE IN PAYMENT METHODS HAVE CHANGED DURING THE PAST 5 YEARS?



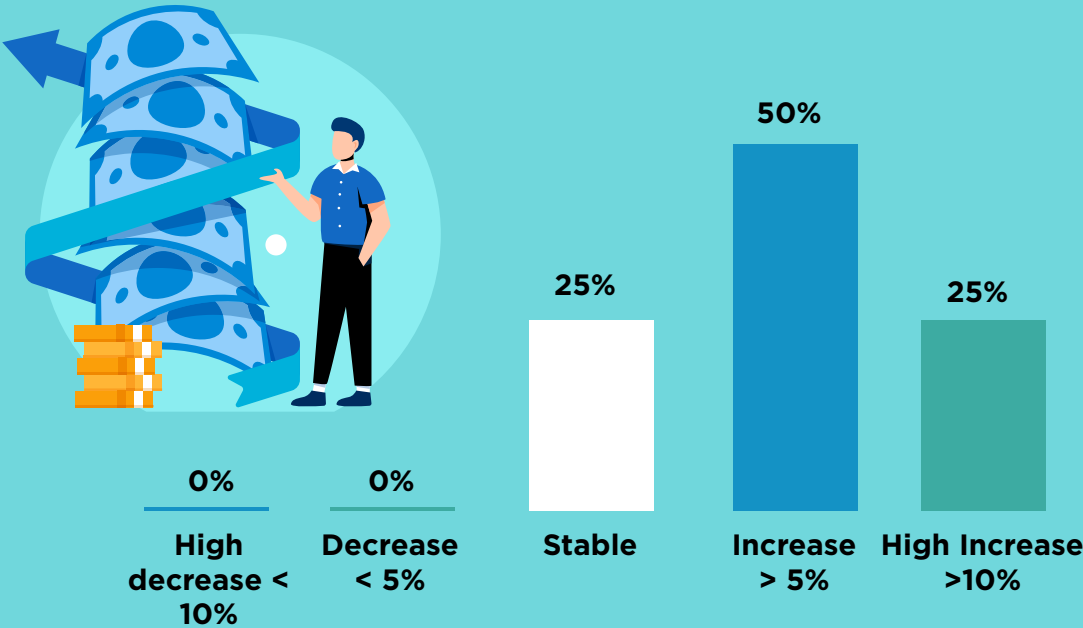
16 

ON A YEARLY BASIS CURRENCIES VOLUME EMISSIONS ARE EVOLVING IN WHICH PROPORTION?



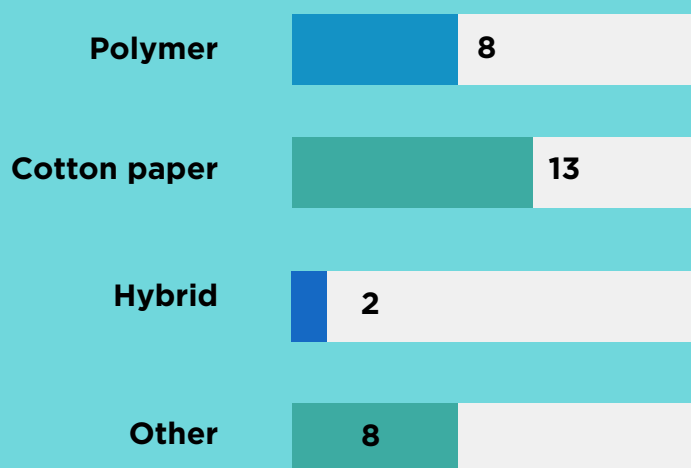
16

ON A YEARLY BASIS, NET ISSUANCE OF CASH IN VALUE IS EVOLVING IN WHICH PROPORTION?



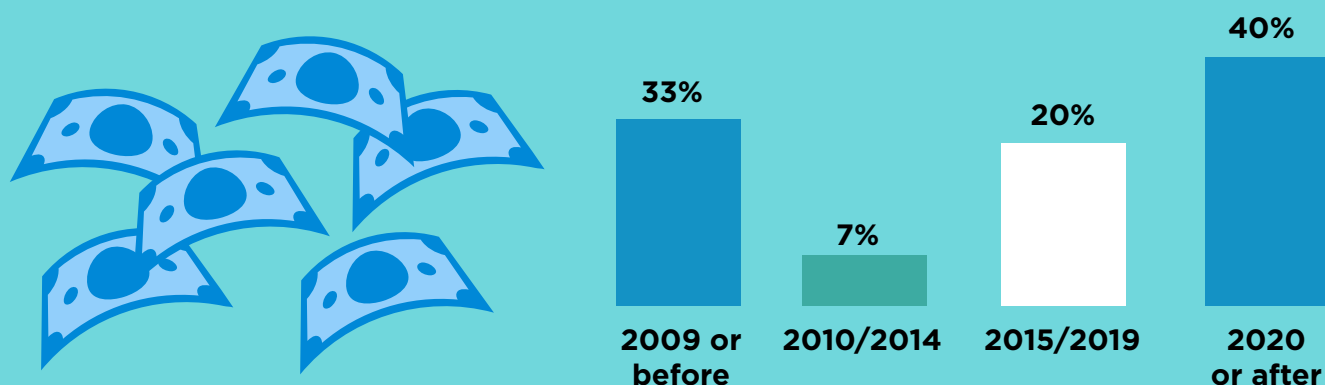
16

WHAT TYPE(S) OF SUBSTRATE DO YOU USE NOW FOR YOUR BANKNOTES? (MULTIPLE CHOICE POSSIBLE)



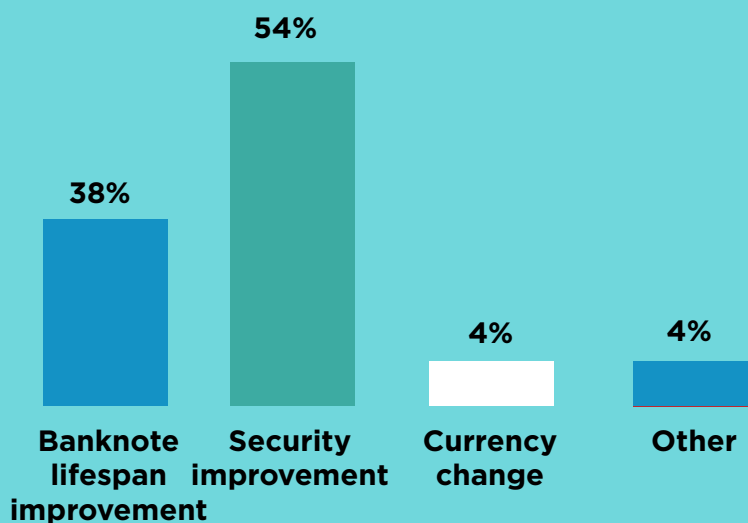
15

WHEN DID YOU CHANGE, LAST TIME, YOUR SERIES OF BANKNOTES?



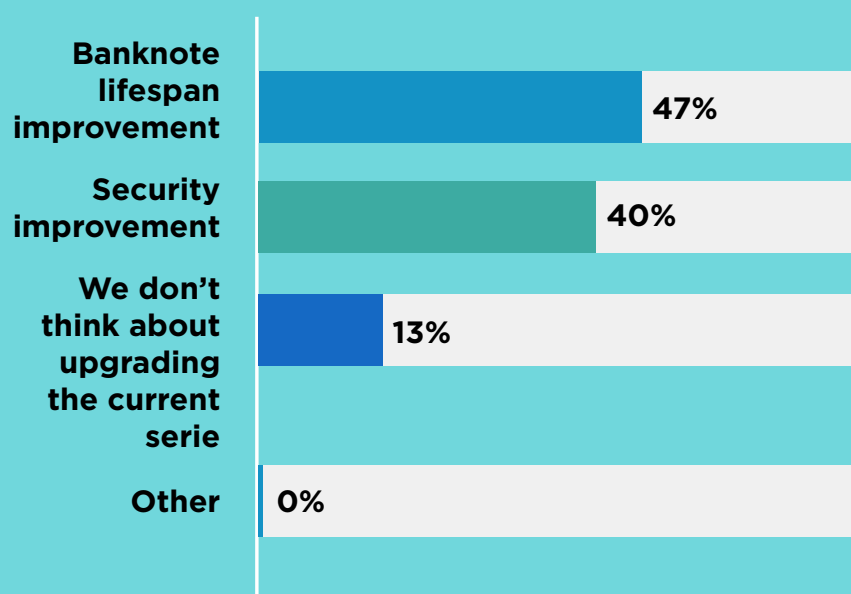
15

WHAT WERE YOUR MOTIVATIONS?



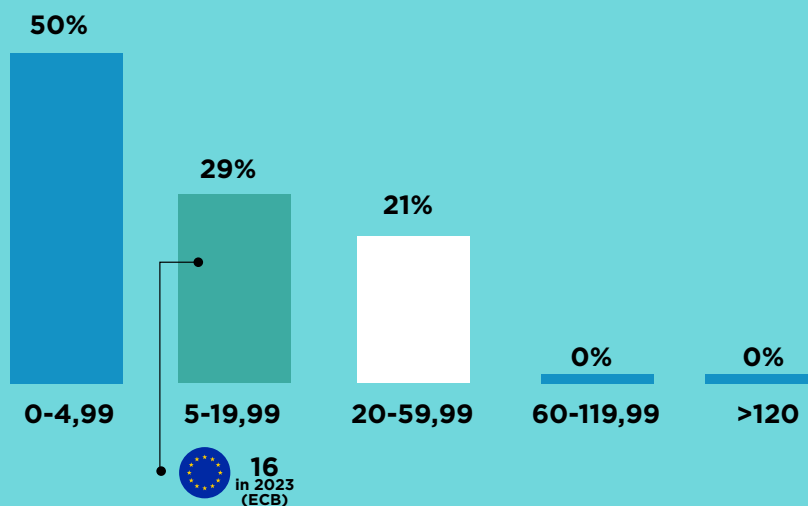
15 

IF YOU WOULD LIKE TO GO FOR AN UPGRADE ON YOUR CURRENT SERIES OF BANKNOTE, WHAT WOULD BE YOUR MAIN OBJECTIVE?



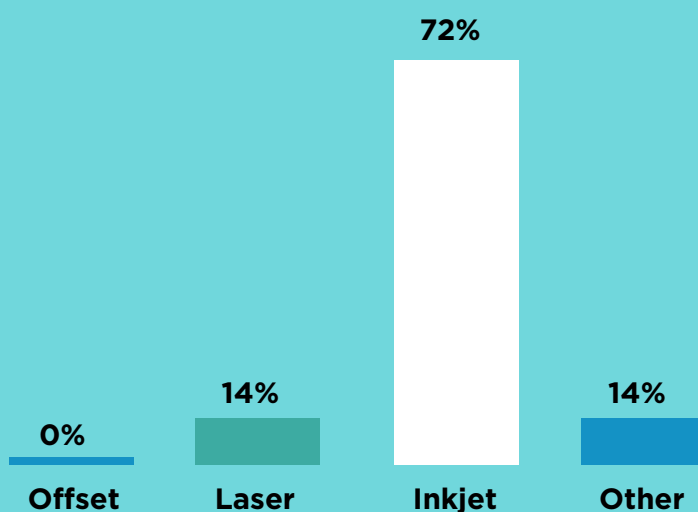
15 

WHAT IS YOUR DETECTED COUNTERFEITS TO CIRCULATING BANKNOTES RATIO (IN PPM)?



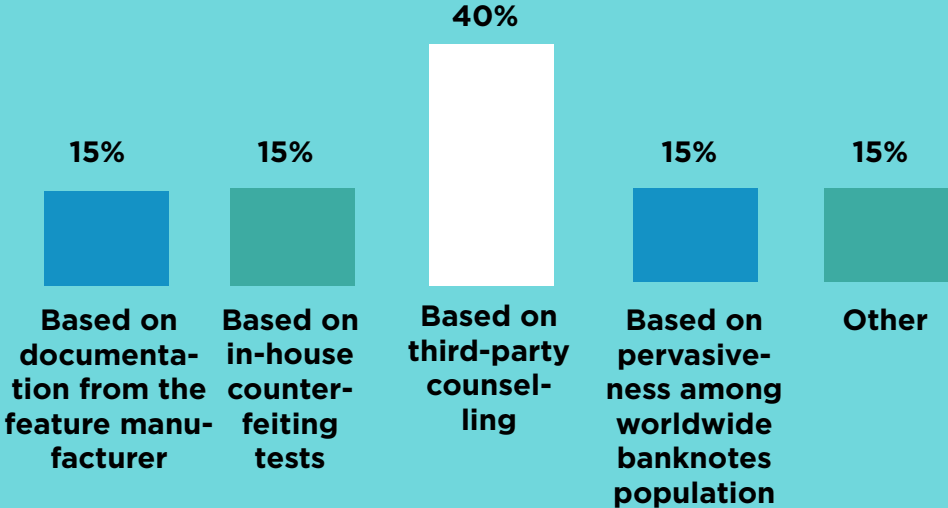
14

WHAT IS THE PREDOMINANT PRINTING METHOD FOUND ON COUNTERFEITS?



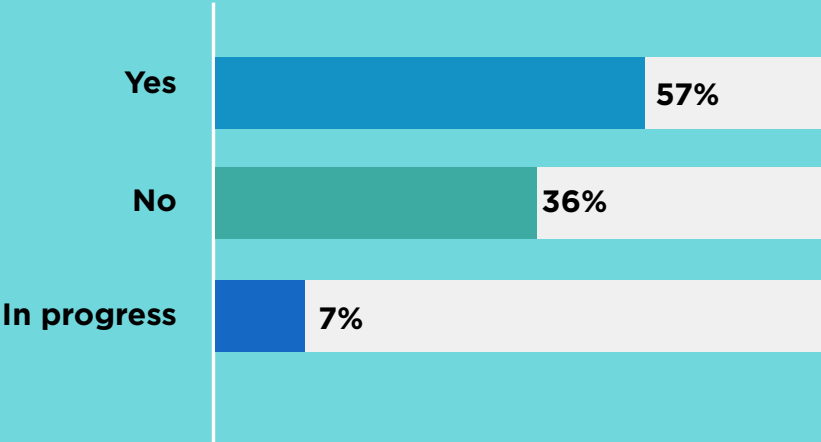
14

WHEN SELECTING SECURITY FEATURES FOR NEW BANKNOTES, HOW DO YOU EVALUATE THEIR ANTI-COUNTERFEITING POTENTIAL?



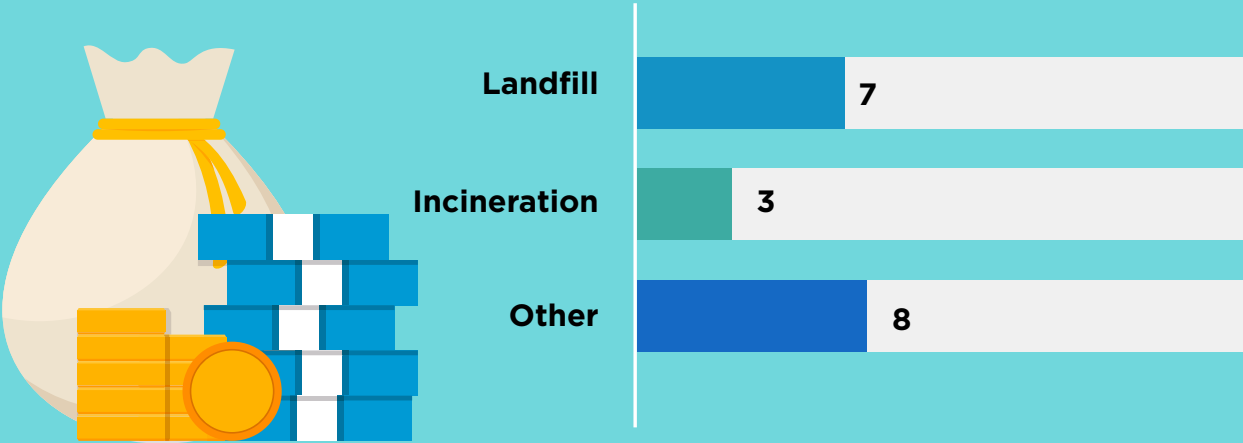
13 

DO YOU HAVE A CLEAN NOTE POLICY?



14 

WHAT TYPE OF DESTRUCTION DO YOU USE FOR YOUR UNFIT BANKNOTES? (MULTIPLE CHOICE POSSIBLE)



14 

ECONOMIC ANALYSIS AND STATISTICS

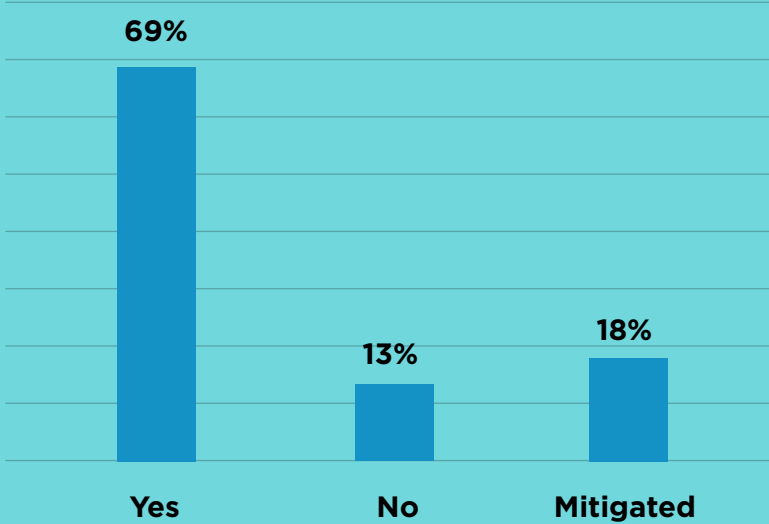


BIG DATA

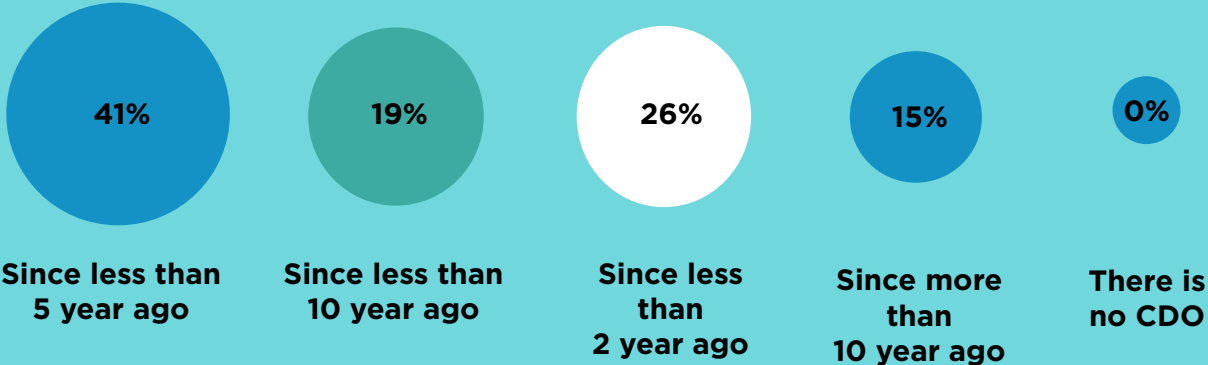


ALBANIA, ARMENIA, AUSTRALIA, AZERBAIJAN, BRAZIL, BOLIVIA, BULGARIA, BURKINA FASO, CAMEROON, CHILE, COSTA RICA, CROATIA, CYPRUS, ECUADOR, FINLAND, FRANCE, GEORGIA, GREECE, GUINEA, HUNGARY, INDONESIA, JORDAN, KAZAKHSTAN, KENYA, LEBANON, LITHUANIA, LUXEMBOURG, MACEDONIA, MALTA, MOROCCO, MAURITIUS, MEXICO, MOLDOVA, MONGOLIA, NIGERIA, NORTH MACEDONIA, OMAN, PAKISTAN, PERU, PHILIPPINES, POLAND, PORTUGAL, ROMANIA, SAUDI ARABIA, SÉNÉGAL-BCEAO, SERBIA, SLOVAKIA, SOMALIA, SOUTH AFRICA, SPAIN, THAILAND, TUNISIA, TÜRKIYE, UGANDA, UKRAINE

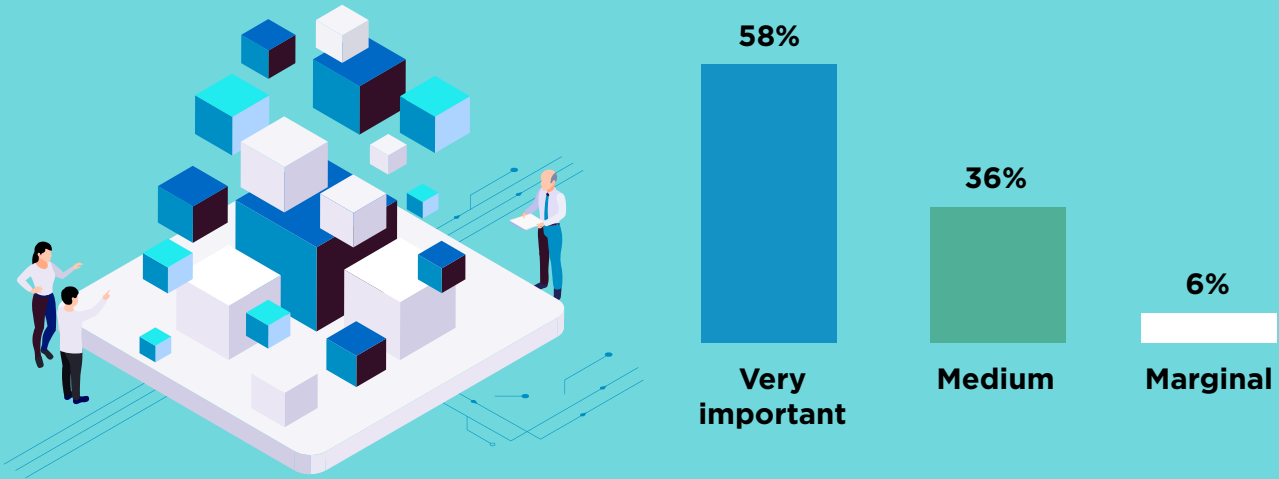
IS THERE A DATA STRATEGY/ GOVERNANCE IN YOUR INSTITUTION?



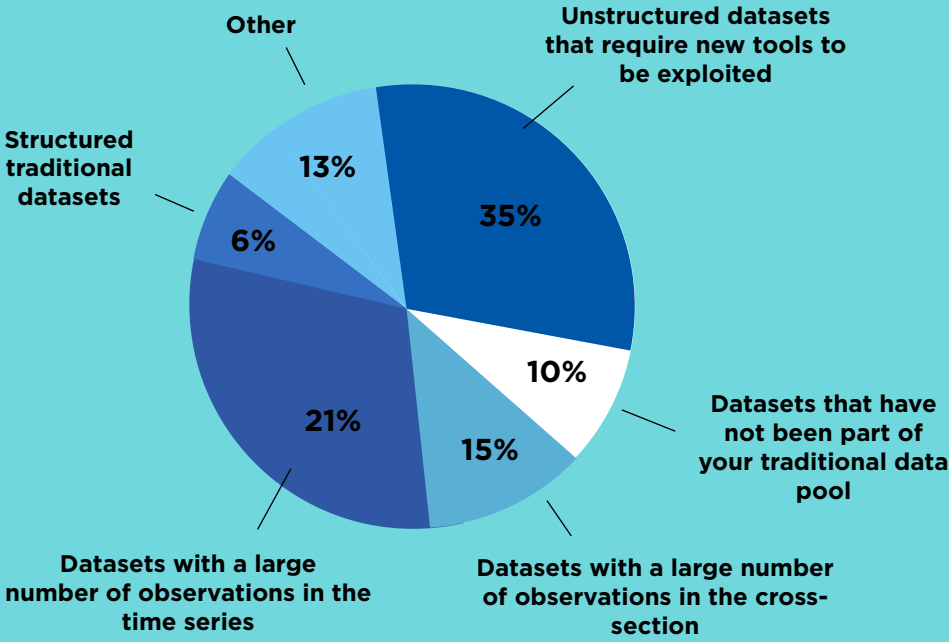
SINCE WHEN IS THERE A CHIEF DATA OFFICIER (CDO) IN YOUR INSTITUTION?



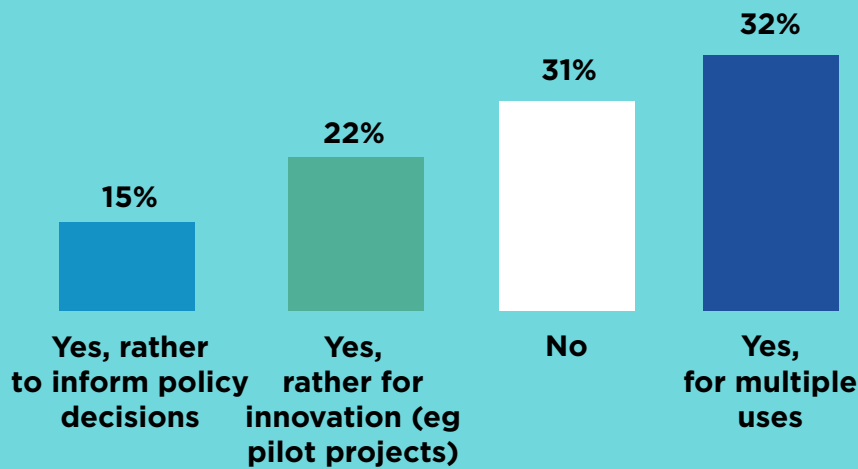
HOW IMPORTANT IS BIG DATA DEVELOPEMENT FOR YOUR INSTITUTION?



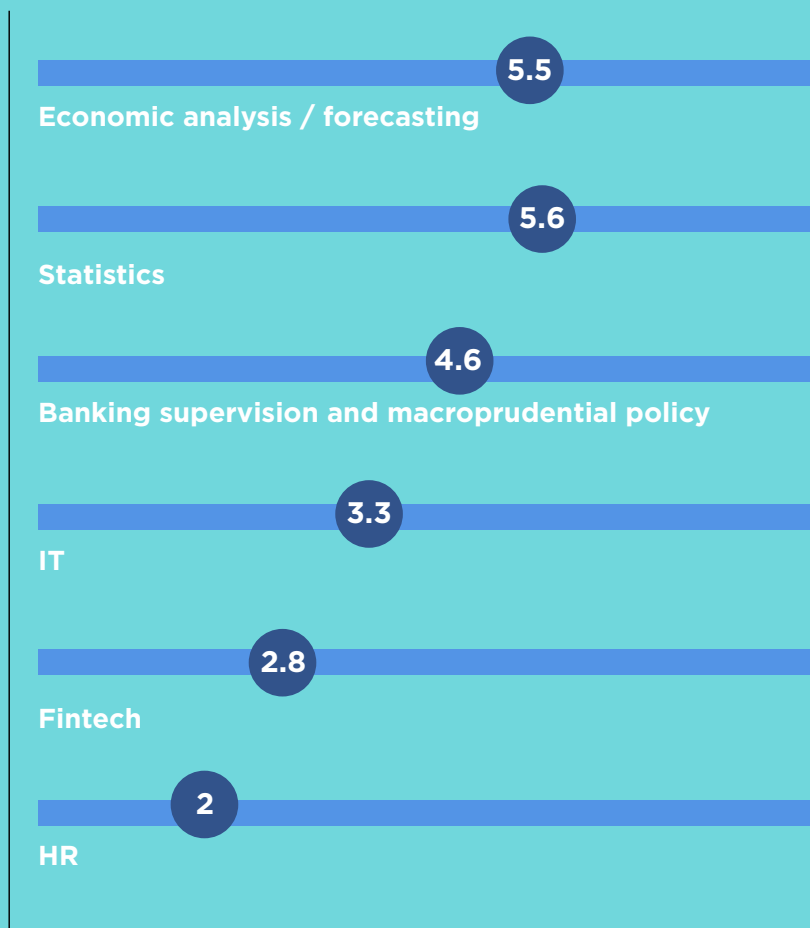
HOW DOES YOUR INSTITUTION DEFINE BIG DATA?



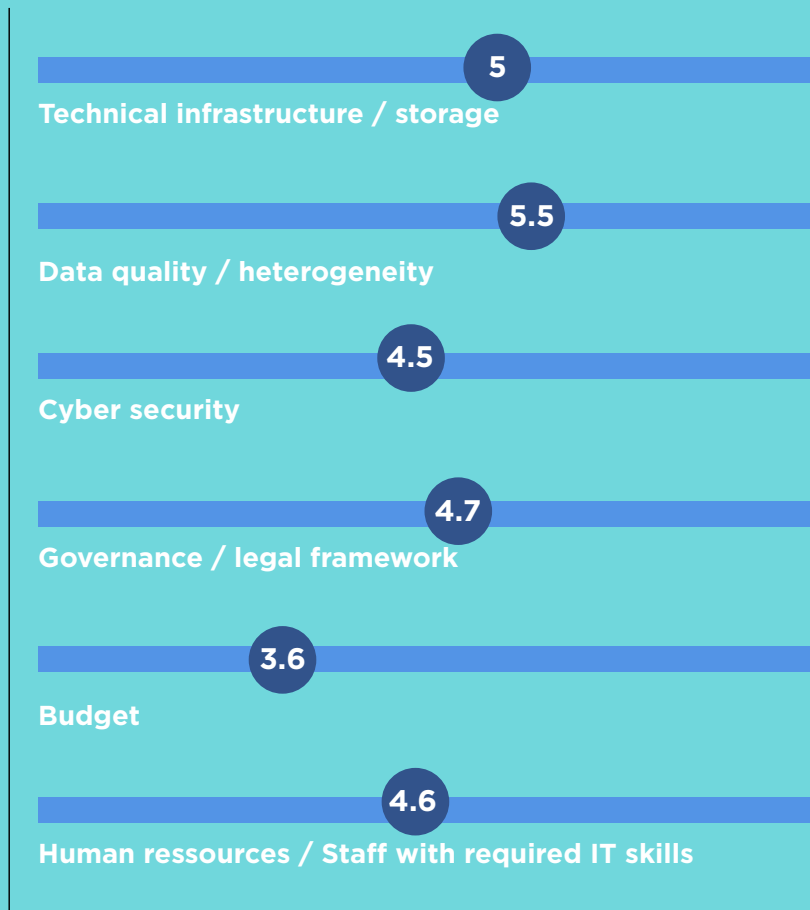
IS YOUR INSTITUTION CURRENTLY USING ANY BIG DATA SOURCES?



WHAT ARE THE MAIN APPLICATIONS OF BIG DATA IN YOUR INSTITUTION (1 : LOWEST / 10 : HIGHEST)



WHAT ARE THE MAIN APPLICATIONS OF BIG DATA IN YOUR INSTITUTION (1 : LOWEST / 10 : HIGHEST)

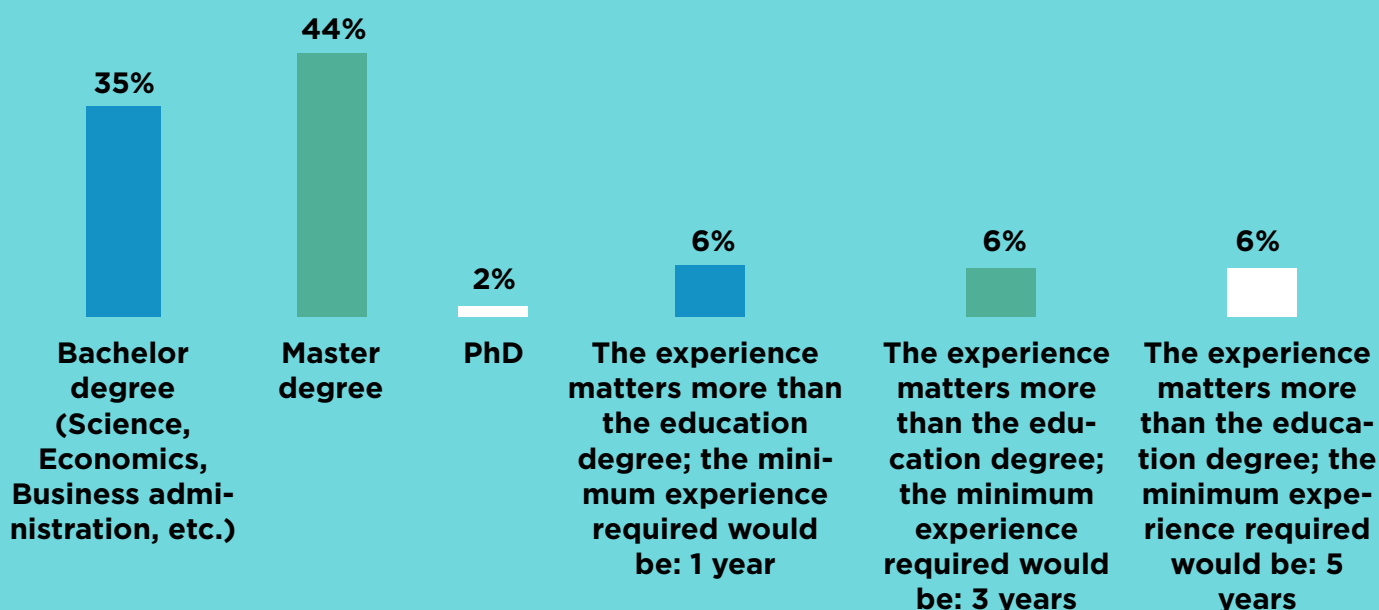


MONETARY AND FINANCIAL STATISTICS

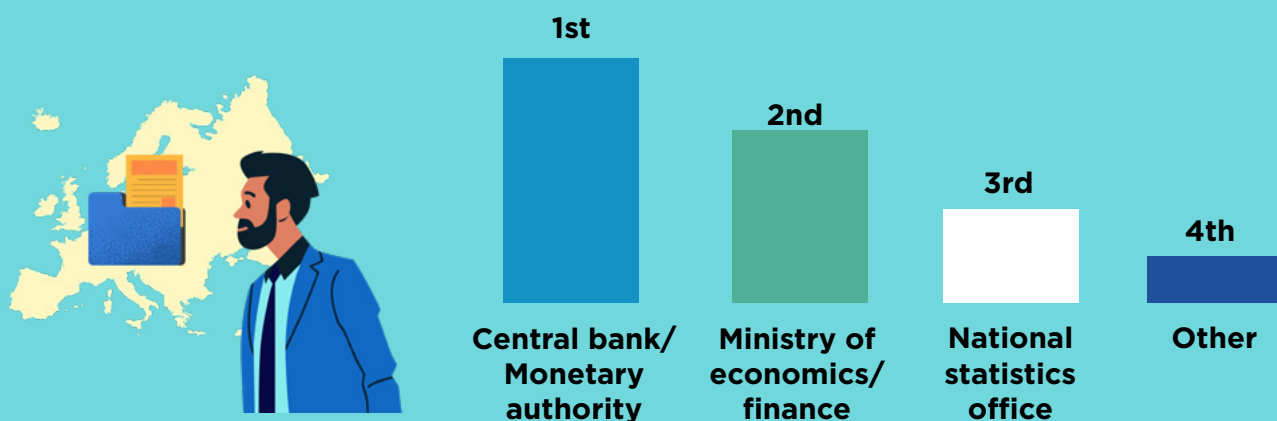


ALBANIA, ANGOLA, ARMENIA, BRAZIL, BULGARIA, BURKINA FASO, CHILE, COSTA RICA, CYPRUS, EGYPT, FRANCE, GEORGIA, GREECE, HUNGARY, ICELAND, KUWAIT, LATVIA, LEBANON, MALTA, MEXICO, MOROCCO, NORTH MACEDONIA, PHILIPPINES, ROMANIA, SÉNÉGAL-BCEAO, SOMALIA, SPAIN, THAILAND, TUNISIA, TÜRKIYE

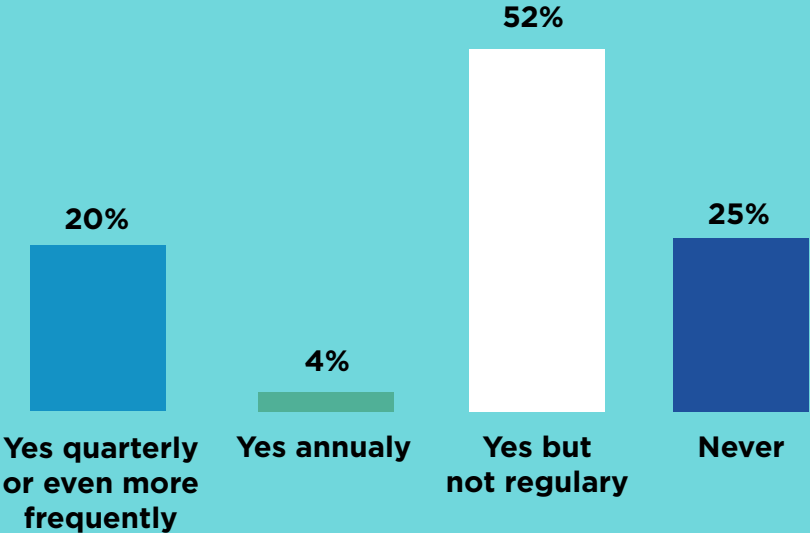
WHAT WOULD BE THE REQUIRED EDUCATION DEGREE/YEARS OF EXPERIENCE TO CARRY OUT YOUR CURRENT JOB RELATED TO MONETARY AND FINANCIAL STATISTICS (MFS)?



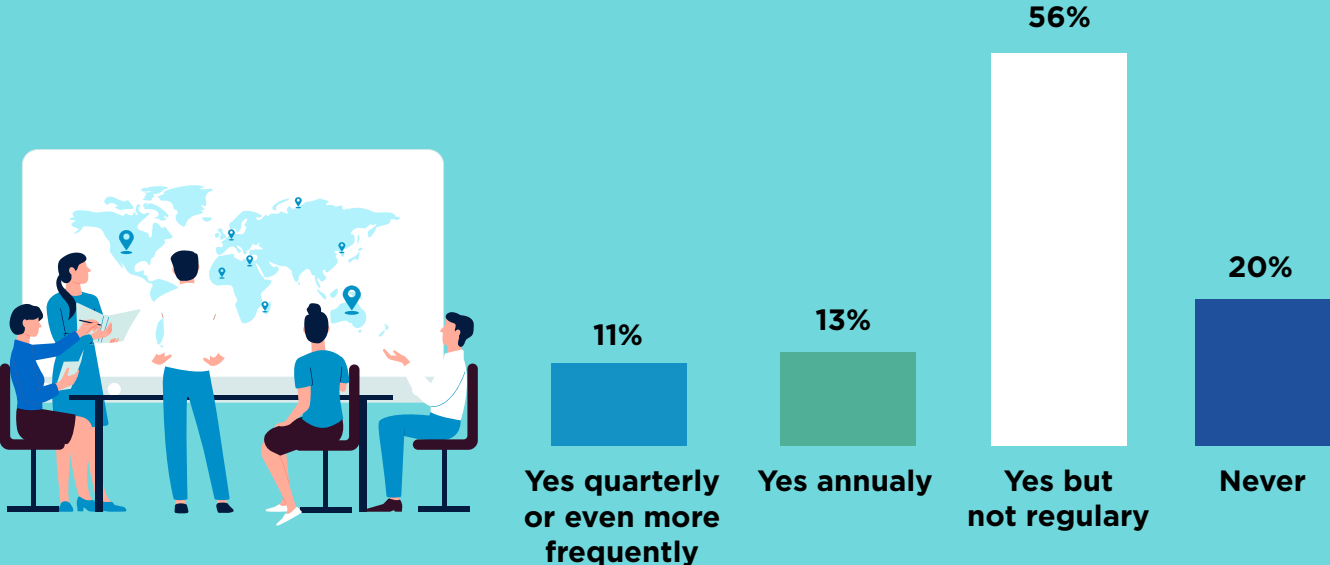
WHAT PUBLIC BODIES ARE IN CHARGE OF COMPILING AND PUBLISHING MFS IN YOUR COUNTRY/AREA? RANK IN ORDER OF IMPORTANCE



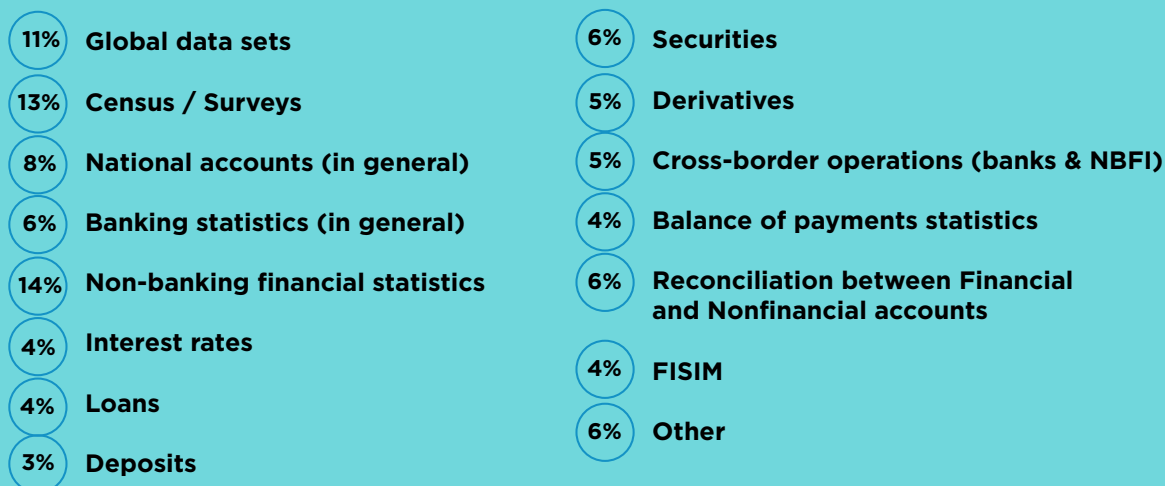
DO YOU HAVE REGULAR MEETINGS WITH OTHER NATIONAL BODIES IN YOUR COUNTRY CHARGE OF MFS?



DO YOU HAVE REGULAR MEETINGS WITH OTHER BODIES OUTSIDE OF YOUR COUNTRY IN CHARGE OF MFS?



WHAT AREAS OF MFS SHOULD BE IMPROVED IN YOUR COUNTRY? GRADE ACCORDING TO THE NEED FOR IMPROVEMENT :



HOW TO IMPROVE MFS IN YOUR COUNTRY? GRADE THE MAIN WAYS

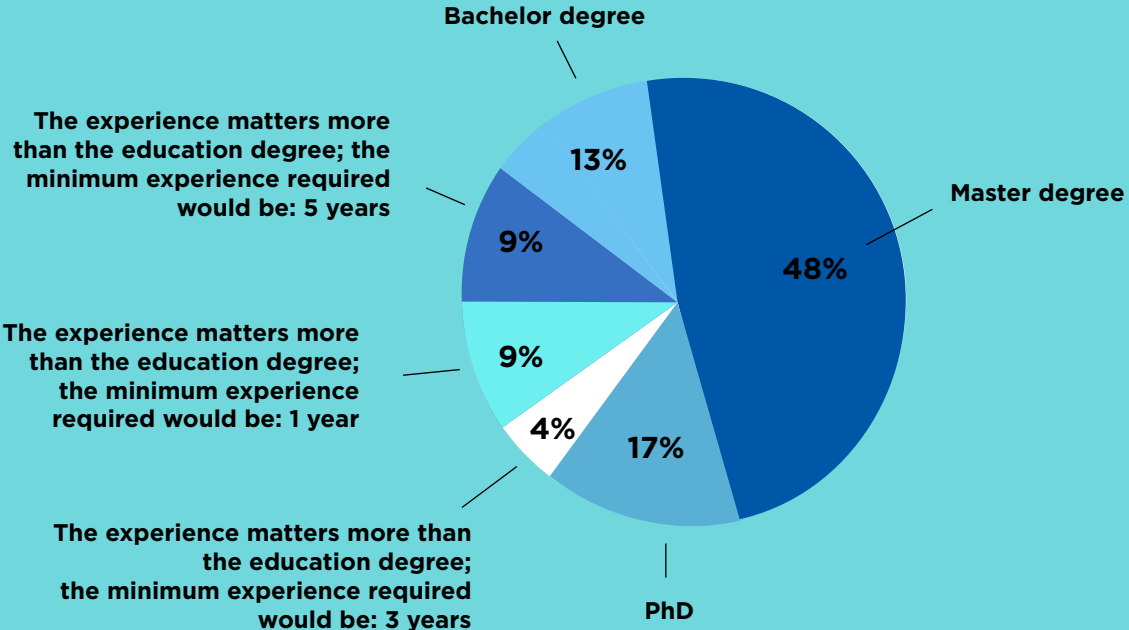


MACROECONOMIC FORECASTING

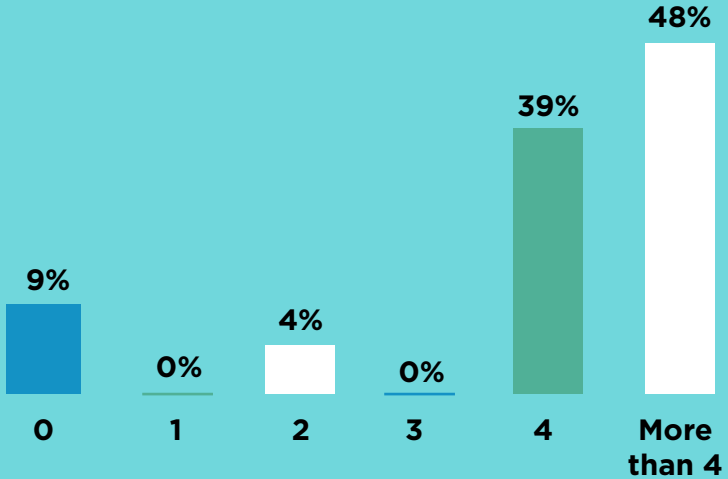


ANGOLA, ARMENIA, COLOMBIA, DJIBOUTI, HUNGARY, INDIA,
INDONESIA, JORDAN, KOREA, MALTA, MAURITANIA, MEXICO,
MOLDOVA, MOROCCO, NEW-ZEALAND, PHILIPPINES, SÉNÉGAL-
BCEAO, UKRAINE

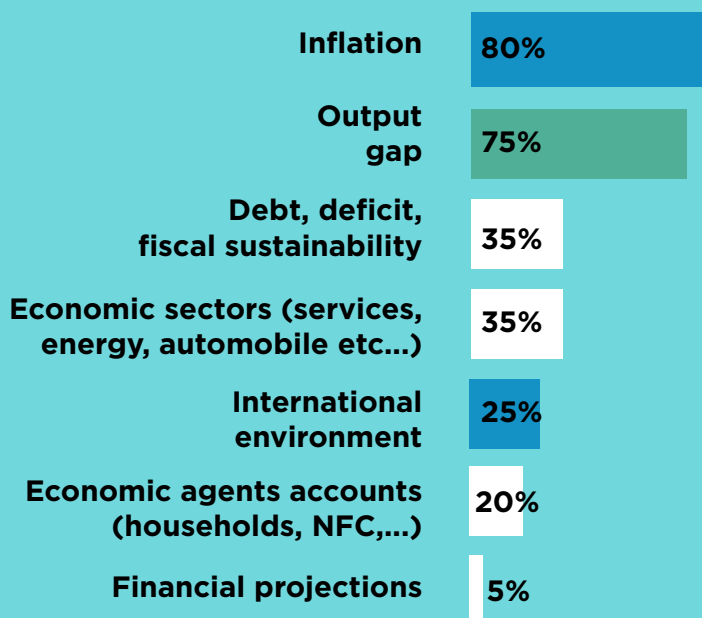
WHAT WOULD BE THE REQUIRED EDUCATION DEGREE/YEARS OF EXPERIENCE TO CARRY OUT YOUR CURRENT JOB RELATED TO FORECASTING?



HOW MANY FORECASTING EXERCISES DOES YOUR CENTRAL BANK CARRY OUT PER YEAR?

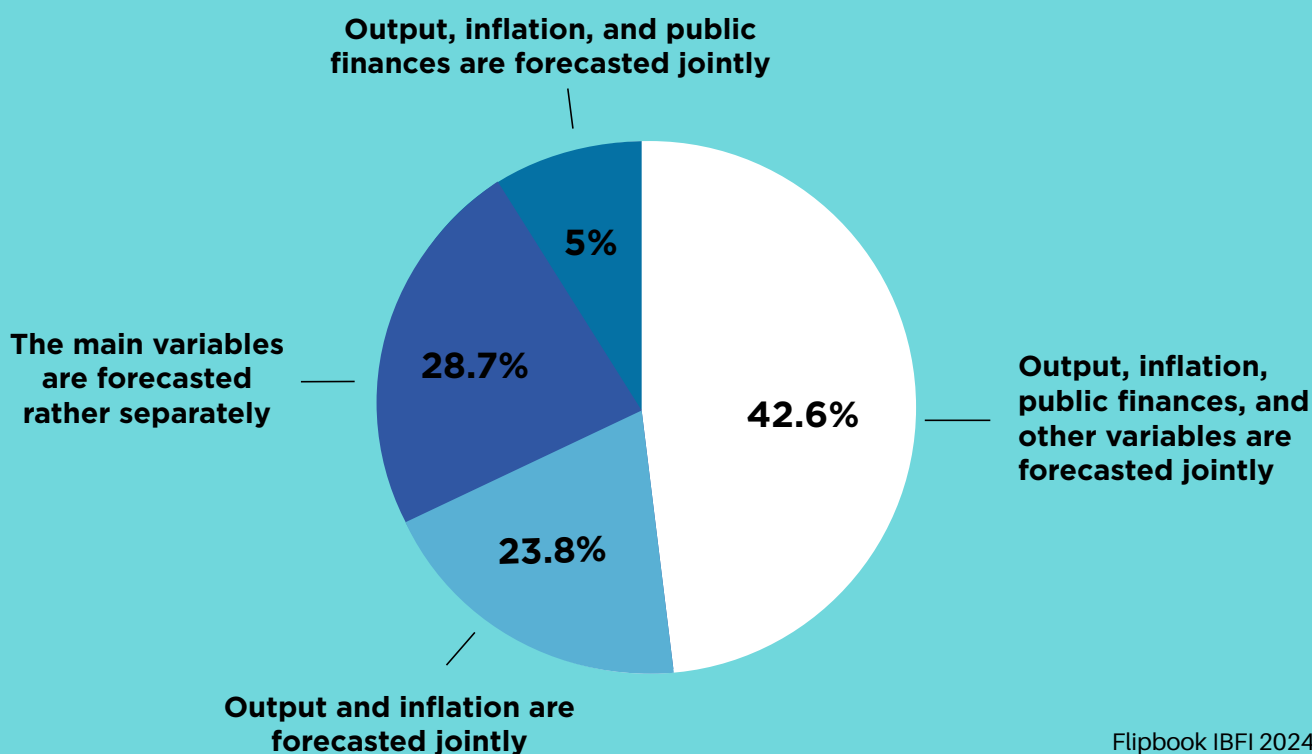


WHAT IS THE CONTENT OF YOUR PROJECTIONS? (YOU CAN CHOOSE ONE OR MORE ANSWERS)

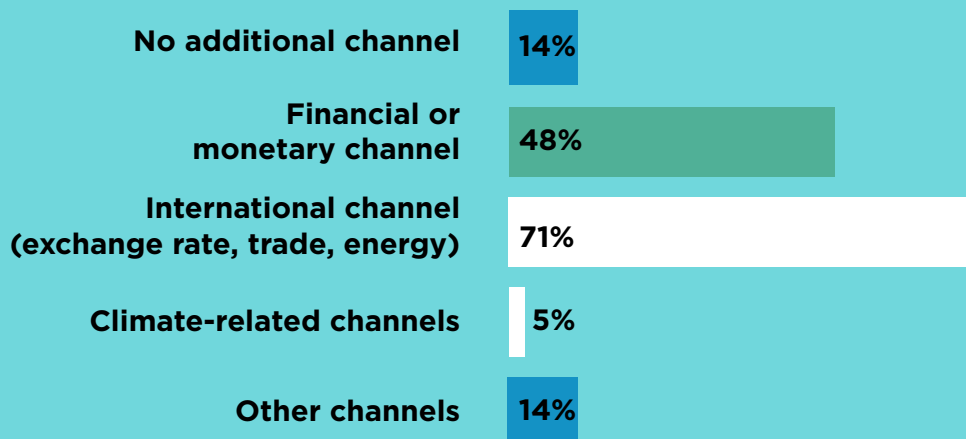


The % ratios correspond to the number of respondents having chosen at least this answer over the total number of respondents (In this example, 80% of respondents claim that their CB forecast at least inflation). As each participant can choose more than one answer, the addition of ratios exceeds 100%

TO WHAT EXTENT DO YOU FORECAST THE MAIN VARIABLES JOINTLY?

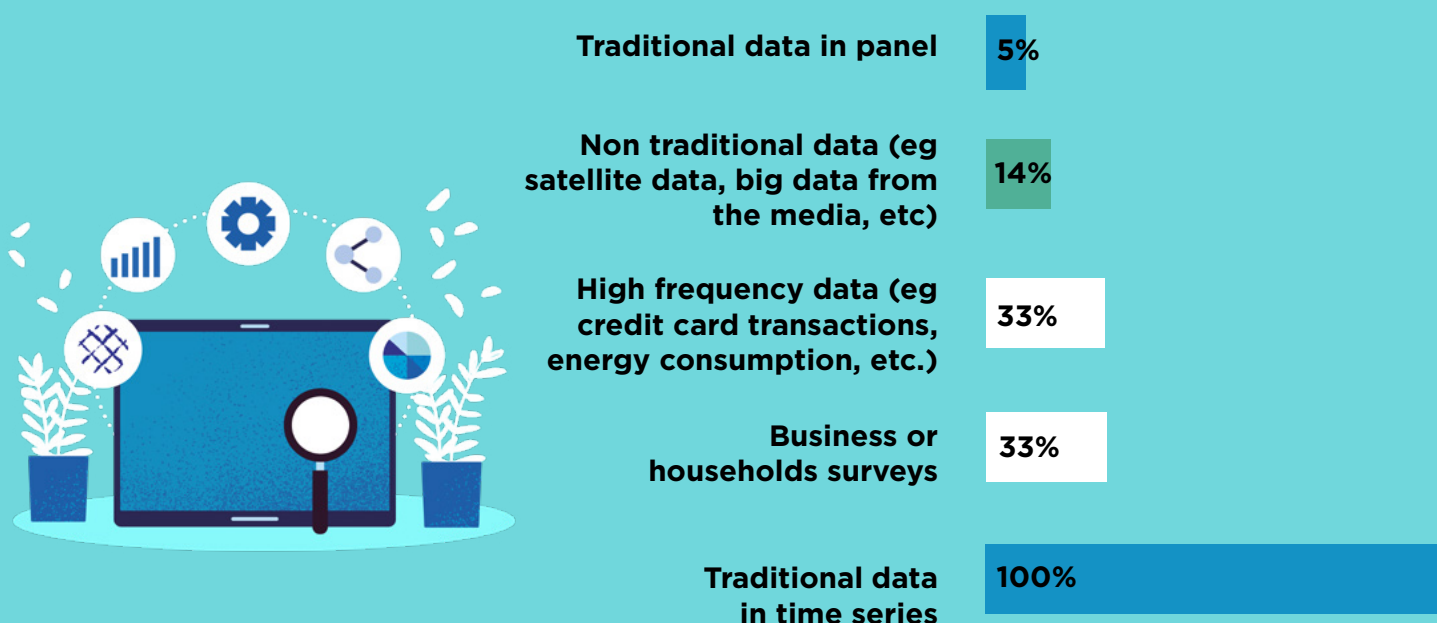


DO YOU TAKE INTO ACCOUNT ADDITIONAL CHANNELS IN YOUR FORECASTING SCENARIOS? (YOU CAN CHOOSE ONE OR MORE ANSWERS)



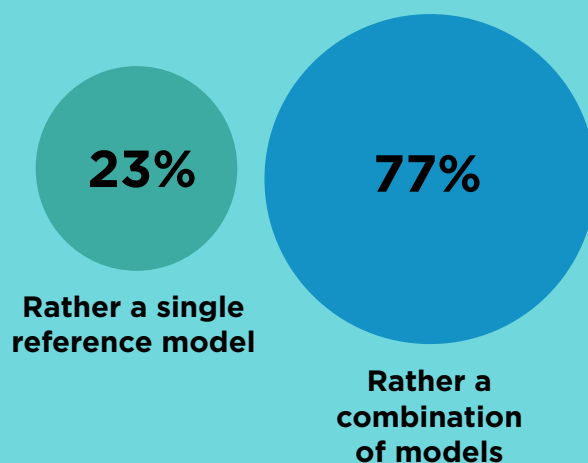
The % ratios correspond to the number of respondents having chosen at least this answer over the total number of respondents. As each participant can choose more than one answer, the addition of ratios exceeds 100%.

WHAT TYPE OF DATA DO YOU USE FOR PROJECTIONS? (YOU CAN CHOOSE ONE OR MORE ANSWERS)

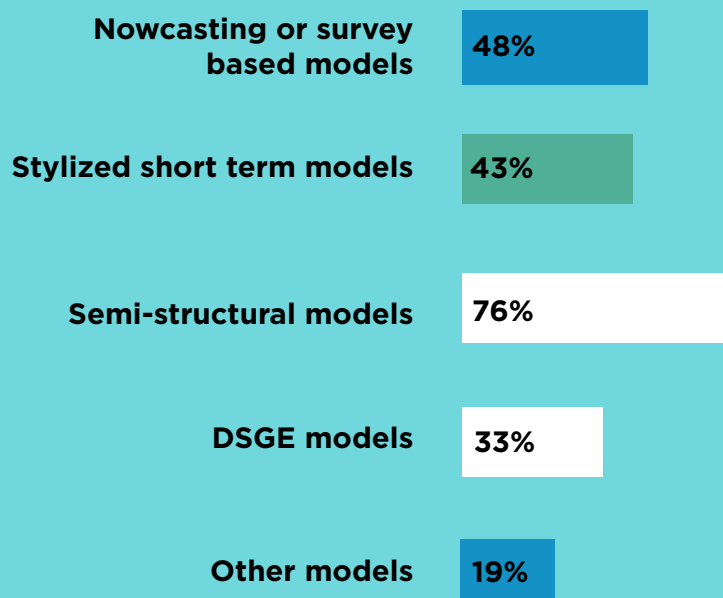


The % ratios correspond to the number of respondents having chosen at least this answer over the total number of respondents. As each participant can choose more than one answer, the addition of ratios exceeds 100%.

WHAT TYPE OF MODELLING APPROACH DO YOU USE FOR FORECASTING?

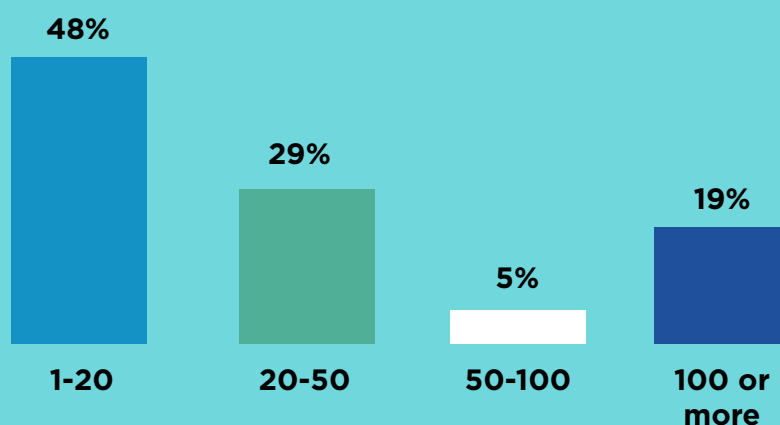


WHAT FORECASTING TOOLS DOES YOUR CENTRAL BANK USE? (YOU CAN CHOOSE ONE OR MORE ANSWERS)

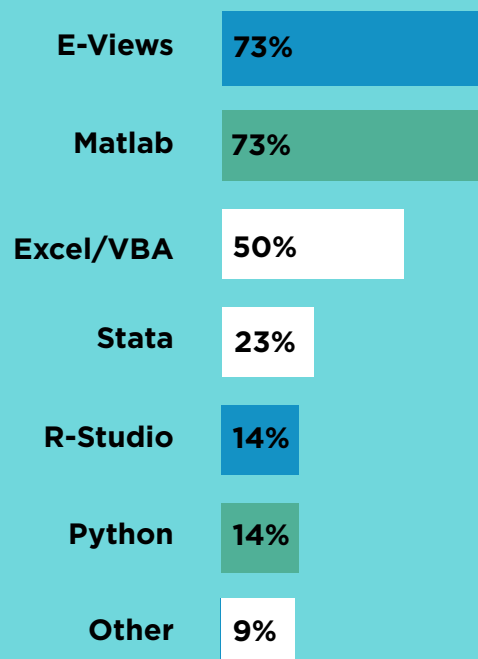
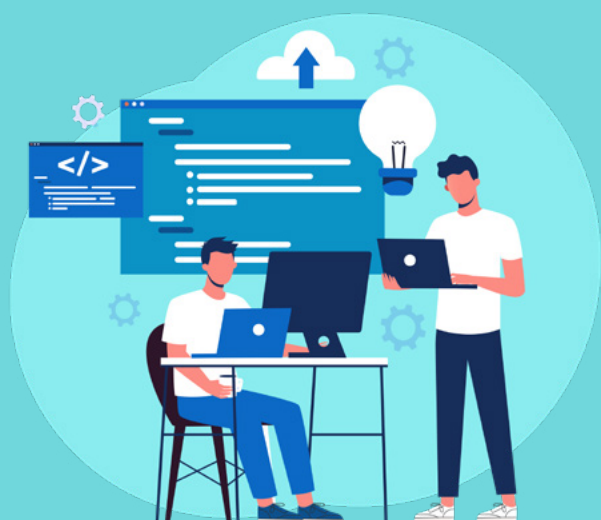


The % ratios correspond to the number of respondents having chosen at least this answer over the total number of respondents. As each participant can choose more than one answer, the addition of ratios exceeds 100%.

HOW MANY EQUATIONS DOES YOUR MAIN REFERENCE MODEL FOR FORECASTING ENCOMPASS?

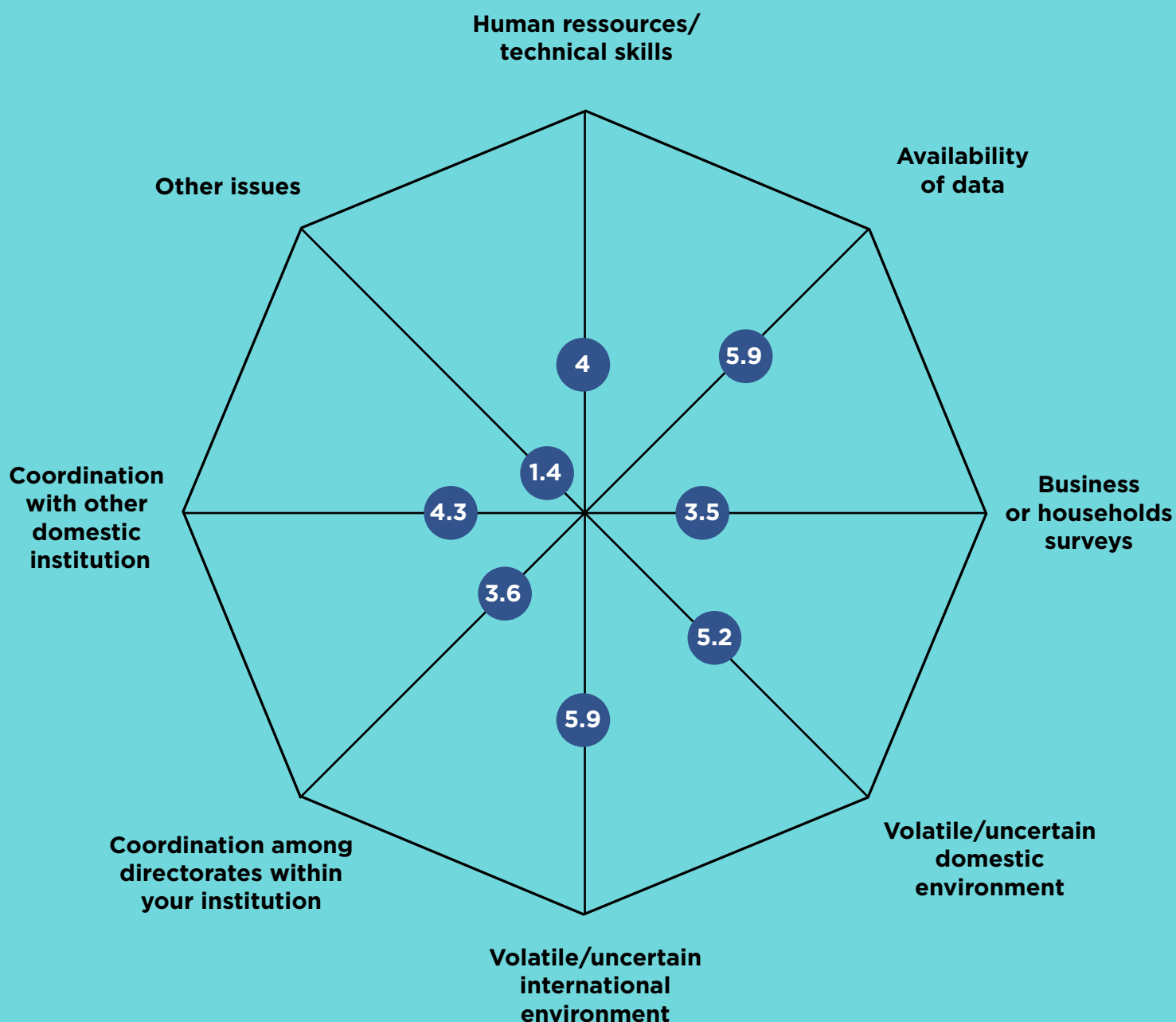


WHAT SOFTWARES ARE USED FOR FORECASTING IN YOUR CENTRAL BANK ? (YOU CAN CHOOSE ONE OR MORE ANSWERS)



The % ratios correspond to the number of respondents having chosen at least this answer over the total number of respondents. As each participant can choose more than one answer, the addition of ratios exceeds 100%.

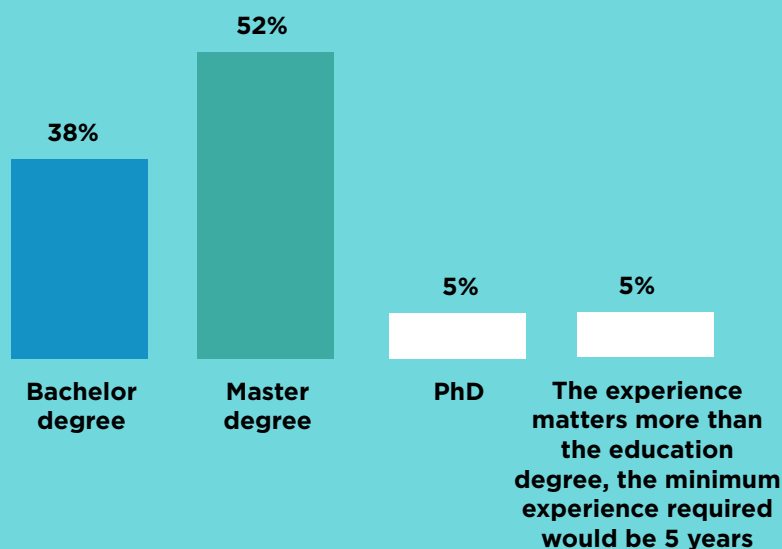
WHAT ARE THE MAIN CHALLENGES FOR FORECASTING FACED BY YOUR INSTITUTION (1 : LOWEST / 10 : HIGHEST)



MONETARY POLICY IN CRISIS TIMES

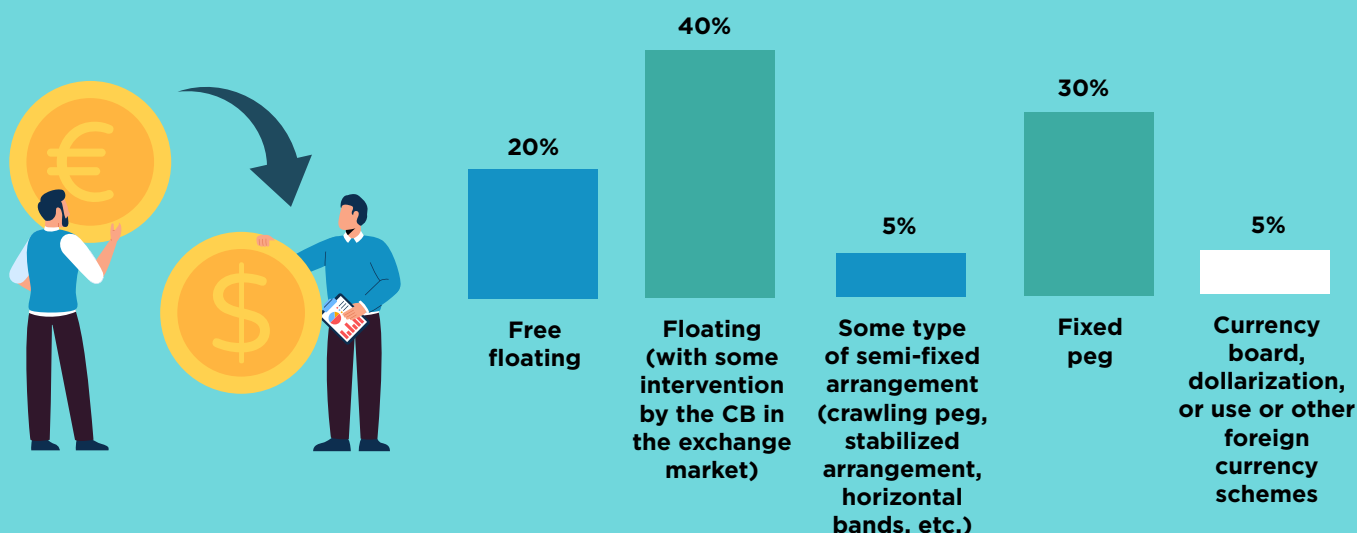


WHAT WOULD BE THE REQUIRED EDUCATION DEGREE/YEARS OF EXPERIENCE TO CARRY OUT YOUR CURRENT JOB RELATED TO MONETARY POLICY OR THE MONEY MARKET?



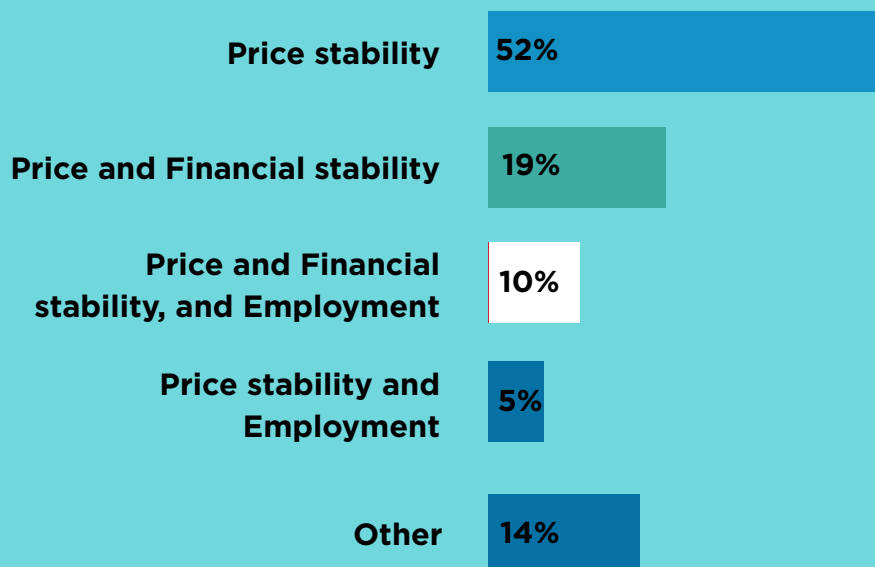
21 

WHAT IS THE EXCHANGE RATE ARRANGEMENT IN YOUR COUNTRY/ MONETARY AREA?



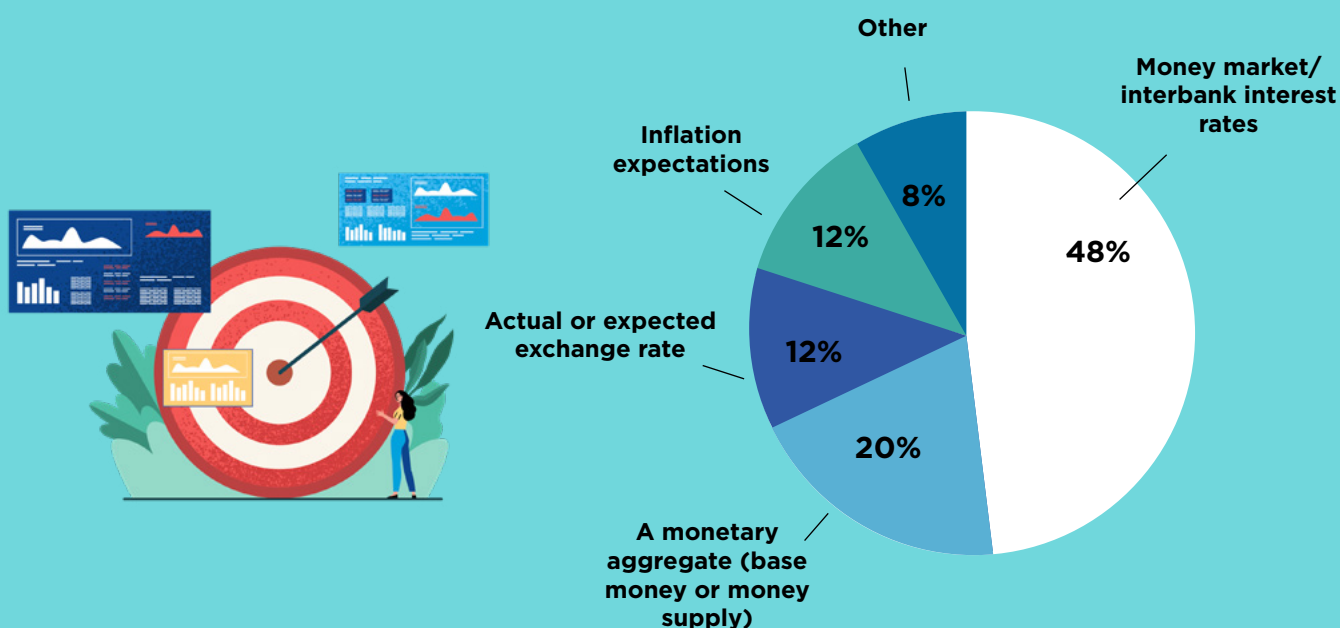
20 

WHICH OF THE FOLLOWING FINAL GOALS ARE STATED IN YOUR CENTRAL BANK'S (CB) MANDATE?



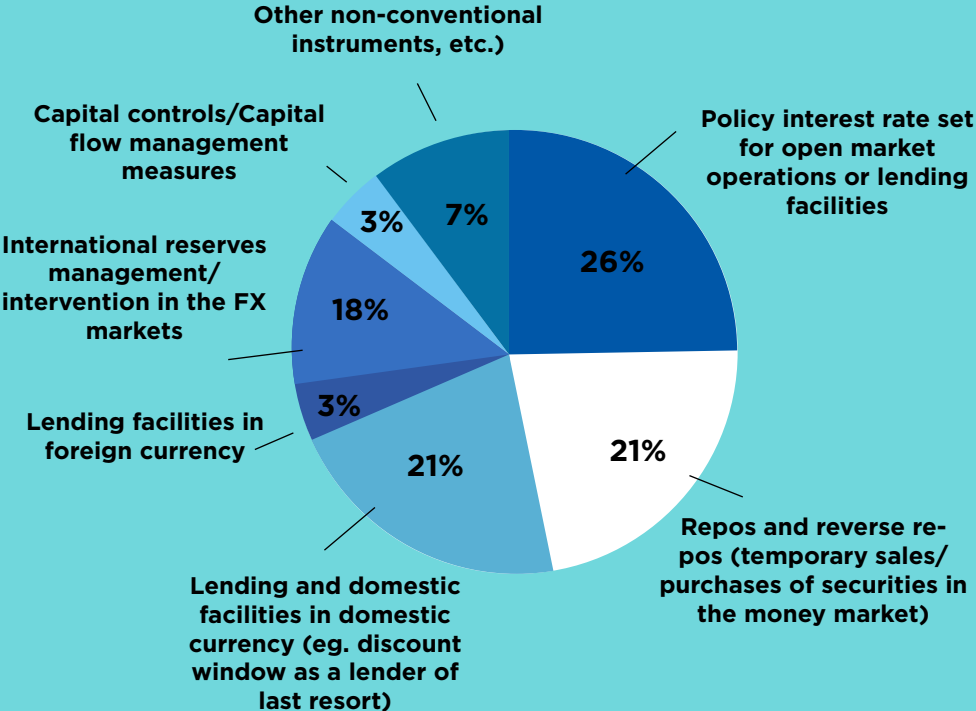
23 

WHICH OF THE FOLLOWING OPERATIONAL OR INTERMEDIATE TARGETS OF MONETARY POLICY DOES YOUR CB USE? (WEIGHTED RATIO FROM MULTIPLE CHOICE)



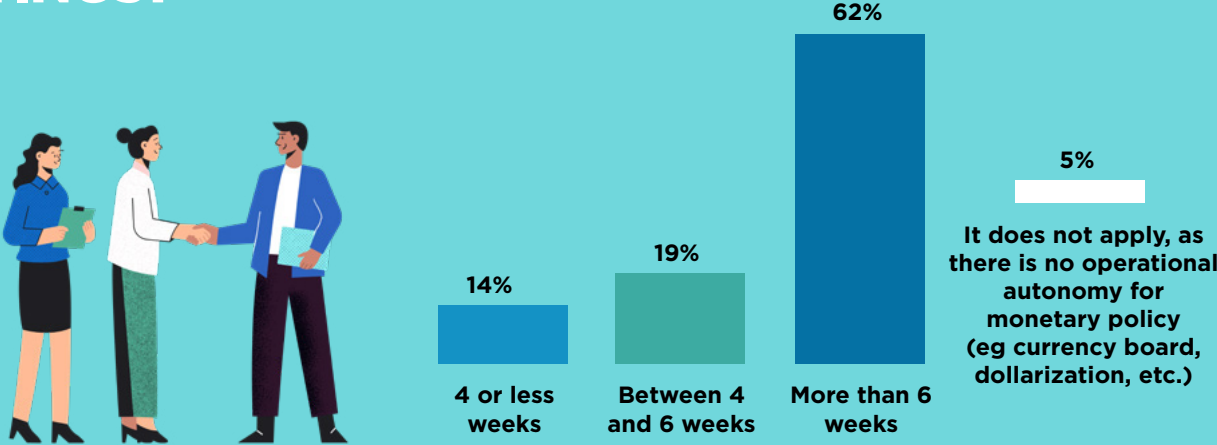
21 

WHICH OF THE FOLLOWING INSTRUMENTS DOES YOUR CB USE WITH MONETARY POLICY PURPOSES? (WEIGHTED RATIO FROM MULTIPLE CHOICE)



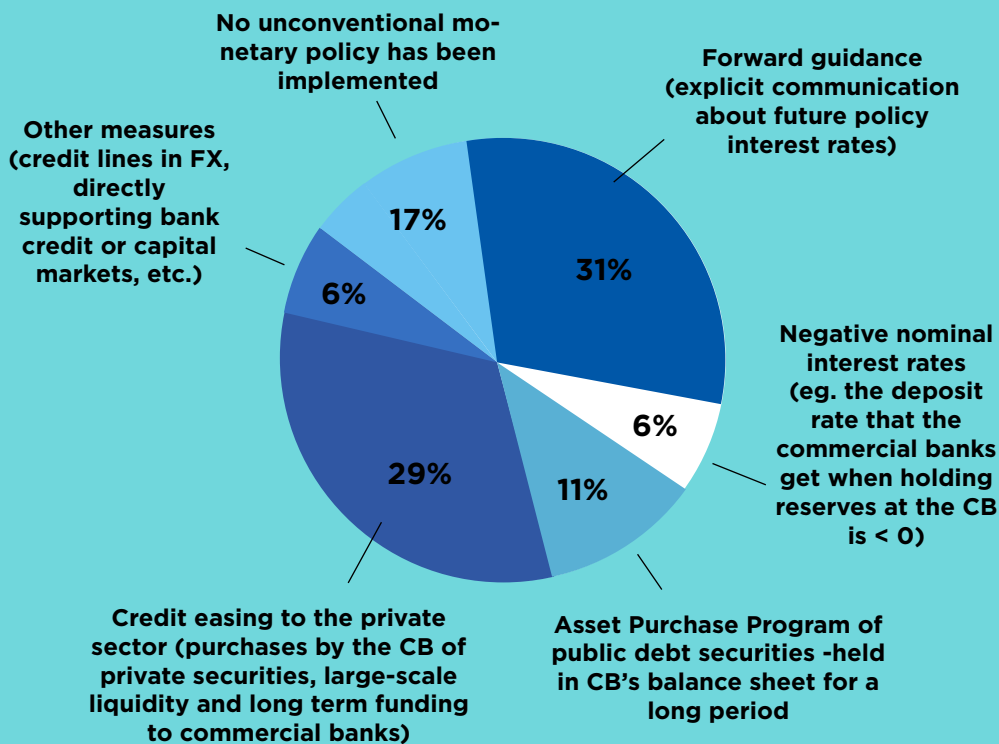
21

IN YOUR COUNTRY/MONETARY AREA, HOW FREQUENTLY DOES THE BOARD IN CHARGE OF MONETARY POLICY DECISIONS HOLD MEETINGS?



21

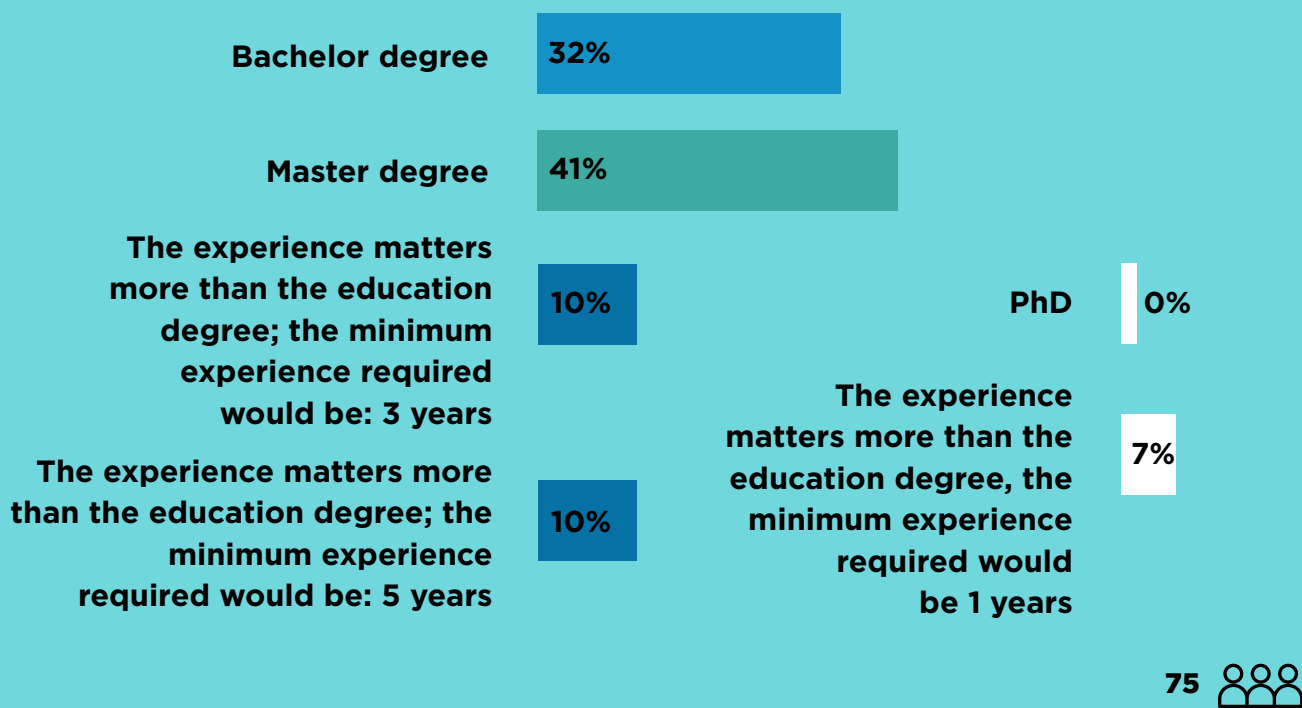
IN YOUR COUNTRY/MONETARY AREA, HAS ANY TYPE OF UNCONVENTIONAL MONETARY POLICY BEEN IMPLEMENTED? (WEIGHTED RATIO FROM MULTIPLE CHOICE):



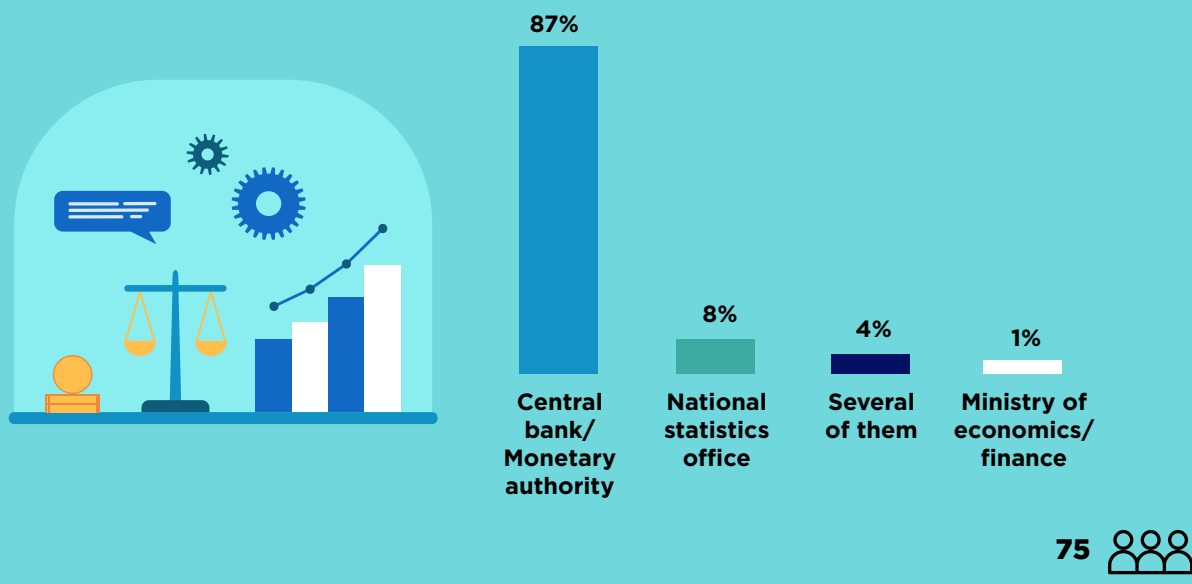
BALANCE OF PAYMENTS AND OTHER EXTERNAL STATISTICS



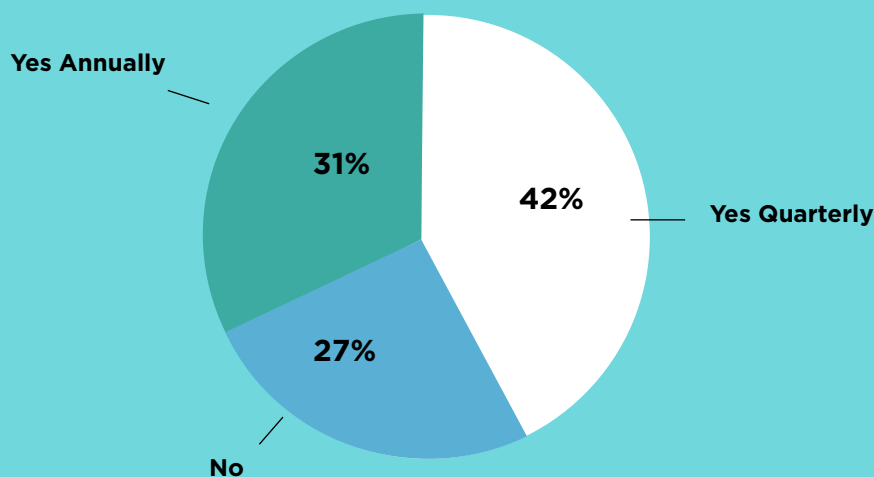
WHAT WOULD BE THE REQUIRED EDUCATION DEGREE/YEARS OF EXPERIENCE IN A SIMILAR FIELD TO CARRY OUT YOUR CURRENT JOB RELATED TO EXTERNAL STATISTICS?



IN YOUR COUNTRY/AREA WHAT IS THE PUBLIC BODY PRIMARILY IN CHARGE OF COMPILING AND PUBLISHING BOP STATISTICS?

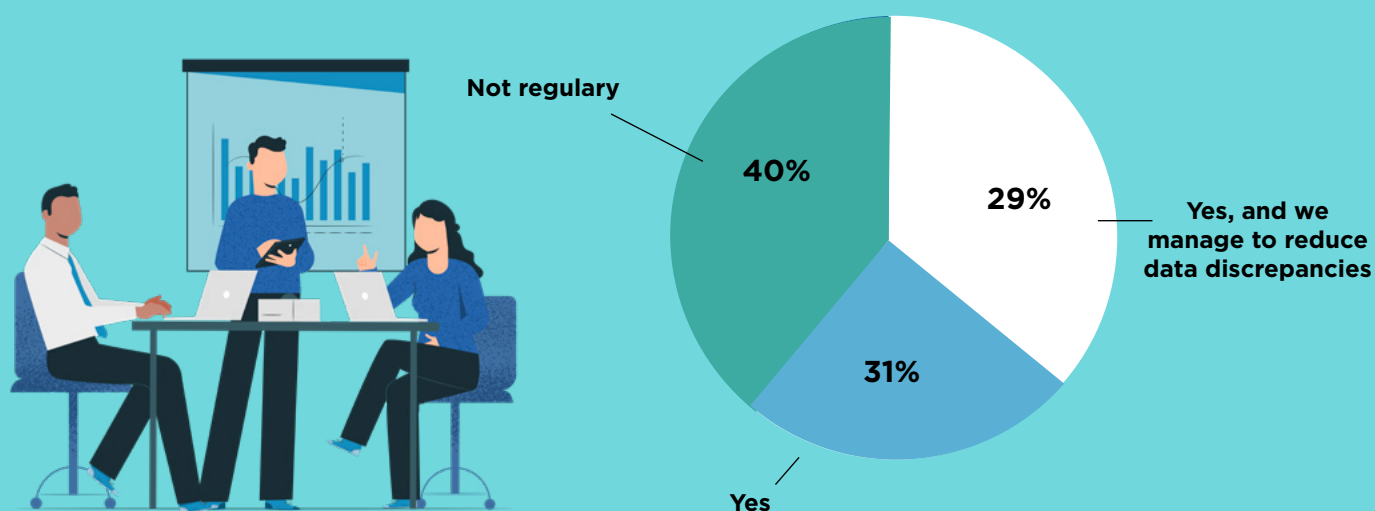


DO YOU REGULARLY CHECK GAPS BETWEEN BALANCE OF PAYMENTS STATISTICS AND NATIONAL ACCOUNTS?



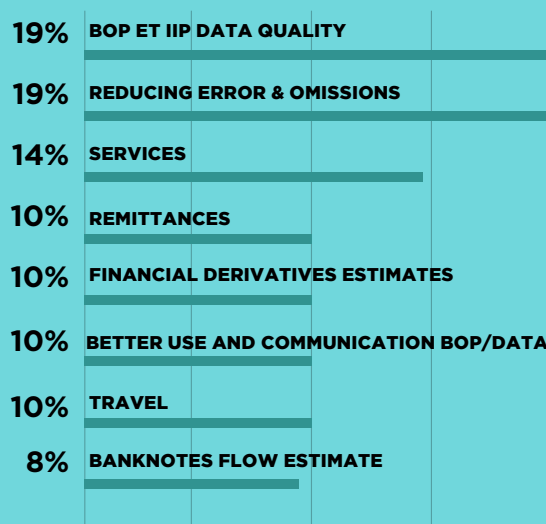
71 

DO YOU HAVE REGULAR MEETINGS BETWEEN PEOPLE IN CHARGE OF BALANCE OF PAYMENTS STATISTICS AND NATIONAL ACCOUNTS?



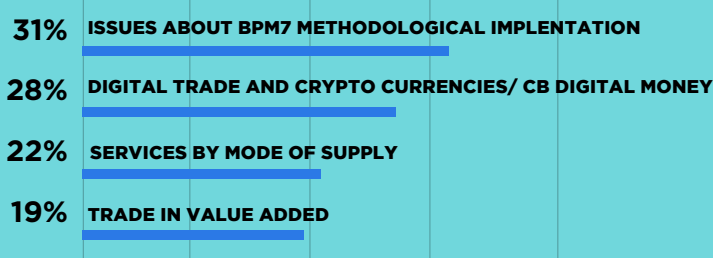
70 

WHICH FIELDS OF BOP/ IIP STATISTICS NEED MORE IMPROVEMENT? (YOU CAN GRADE A VARIABLE NUMBER OF ITEMS; TOTAL = 100)



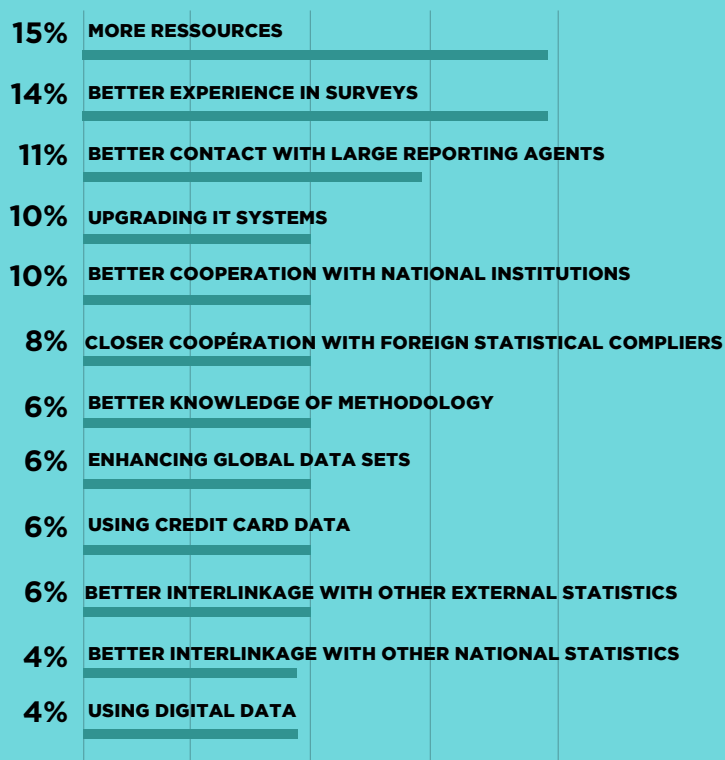
64

WHICH FIELDS OF OTHER EXTERNAL STATISTICS NEED MORE IMPROVEMENT? (YOU CAN GRADE A VARIABLE NUMBER OF ITEMS; TOTAL = 100)



62

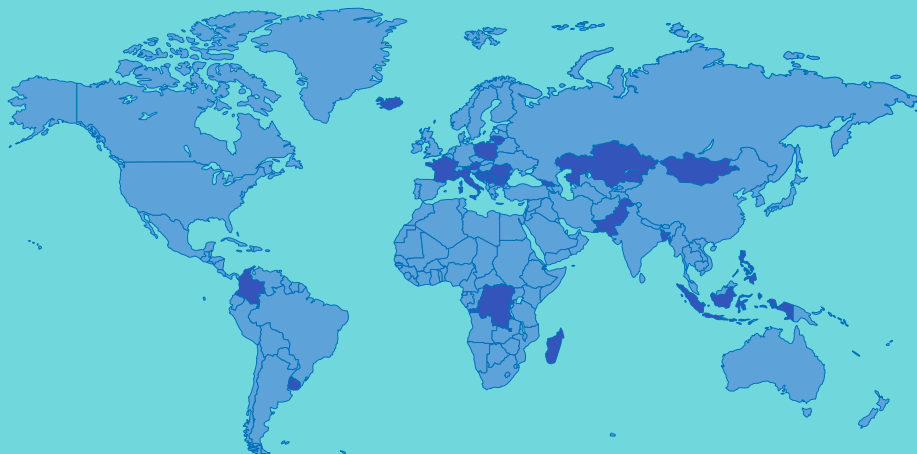
GRADE THE MAIN WAYS TO IMPROVE EXTERNAL STATISTICS (YOU CAN GRADE A VARIABLE NUMBER OF ITEMS; TOTAL = 100)



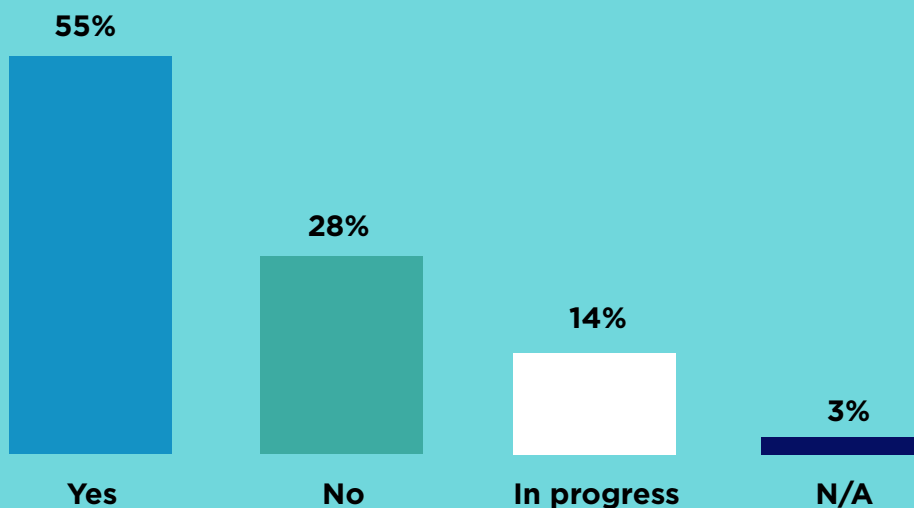
SUSTAINABLE FINANCE NATIONAL FRAMEWORKS



AUSTRIA, BANGLADESH, BOSNIA-HERZEGOVINA, BULGARIA, COLOMBIA, CONGO-RDC, CROATIA, DJIBOUTI, FRANCE, GEORGIA, GREECE, ICELAND, ITALY, KAZAKHSTAN, LITHUANIA, MADAGASCAR, MALTA, MAURITIUS, MOLDOVA, MONGOLIA, PAKISTAN, PHILIPPINES, POLAND, ROMANIA, RWANDA, SERBIA, TRINIDAD AND TOBAGO, URUGUAY

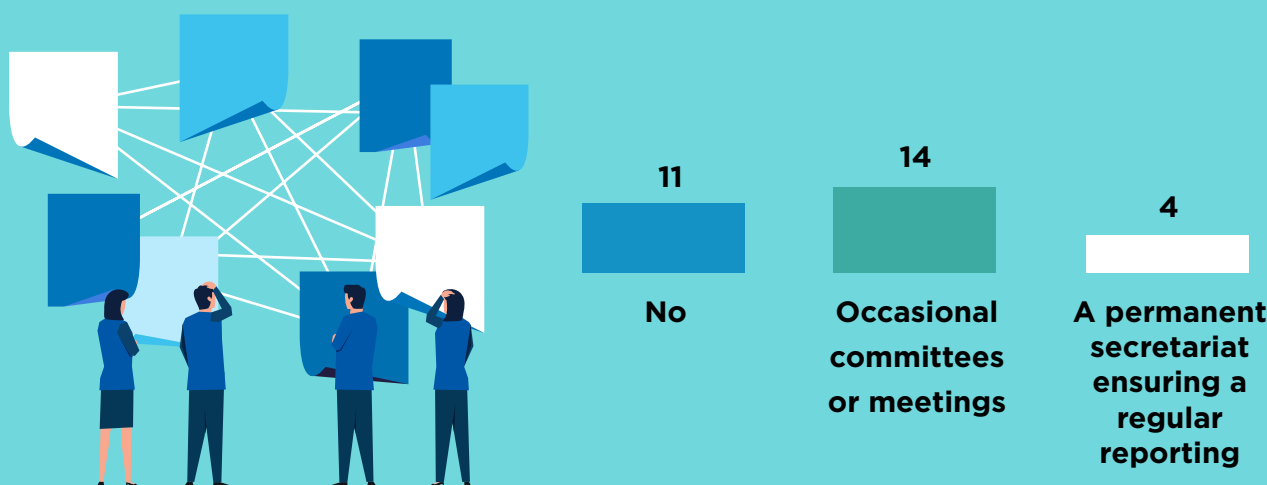


IS THERE IN YOUR COUNTRY A NATIONAL ROADMAP FOR GREENING THE FINANCIAL SYSTEM?



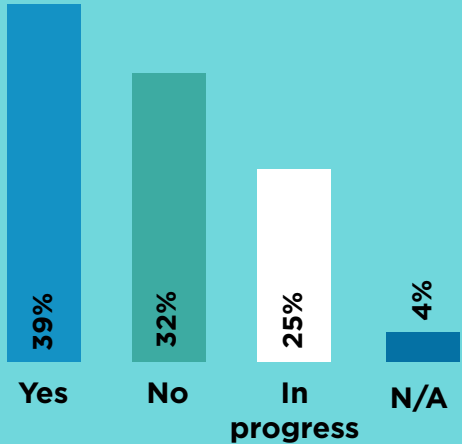
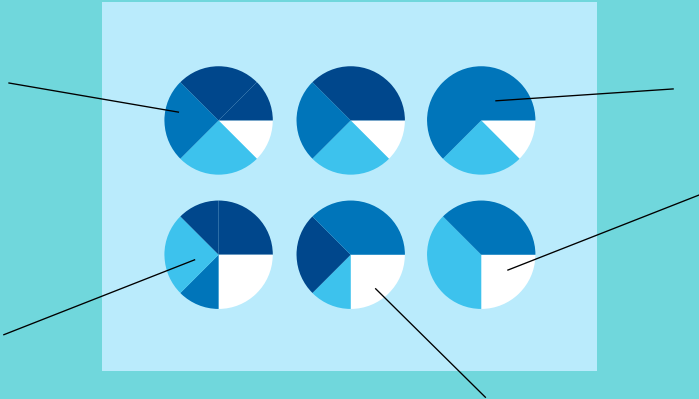
29

REGARDING SUSTAINABLE FINANCE, HAS YOUR COUNTRY A STRUCTURED COOPERATION FRAMEWORK BETWEEN FINANCE MINISTRY CENTRAL BANK, MARKET AUTHORITY AND SUPERVISORS?



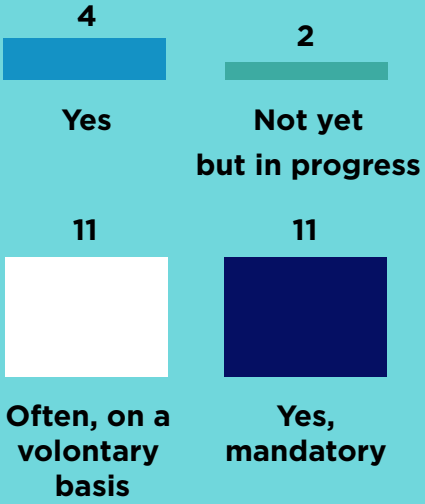
29

IS THERE ANY GREEN TAXONOMY IN YOUR COUNTRY?



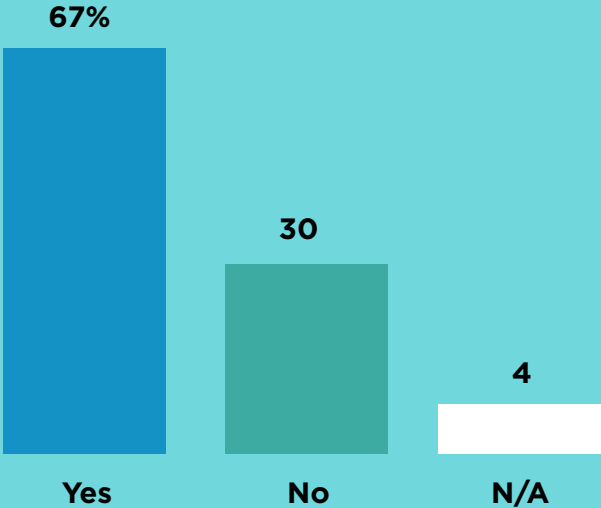
28

DO ANNUAL REPORTS OF BIG COMPANIES OR FINANCIAL INSTITUTIONS HAVE TO INCLUDE ESG (ENVIRONMENTAL AND SOCIAL RESPONSIBILITY) DISCLOSURE?



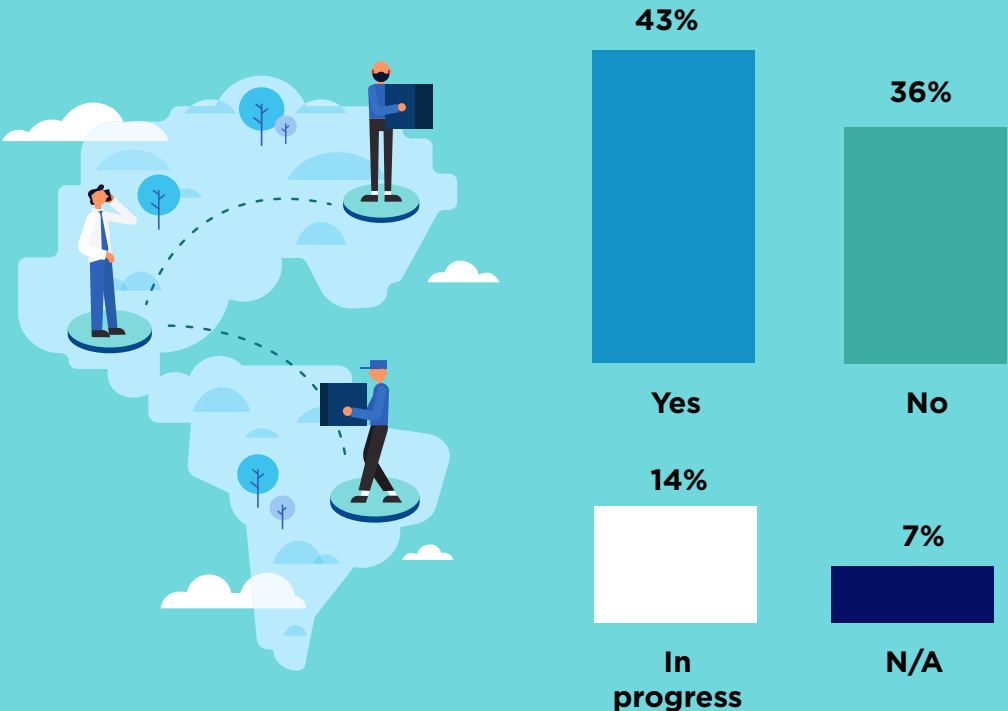
28

HAS ANY FIRM IN YOUR COUNTRY ISSUED GREEN BONDS?



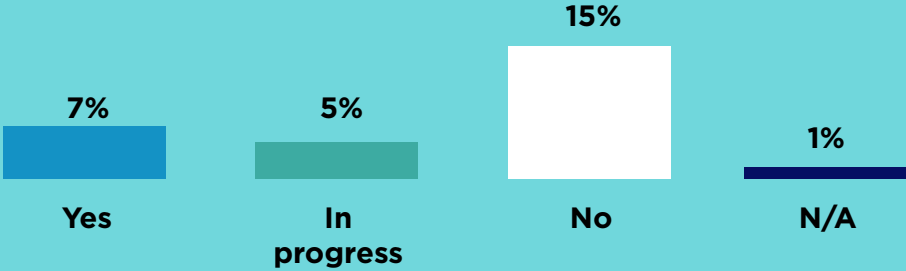
27

IS ANY GUIDELINE ON FINANCE SUSTAINABLE PRODUCTS APPLIED IN YOUR COUNTRY?



28

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



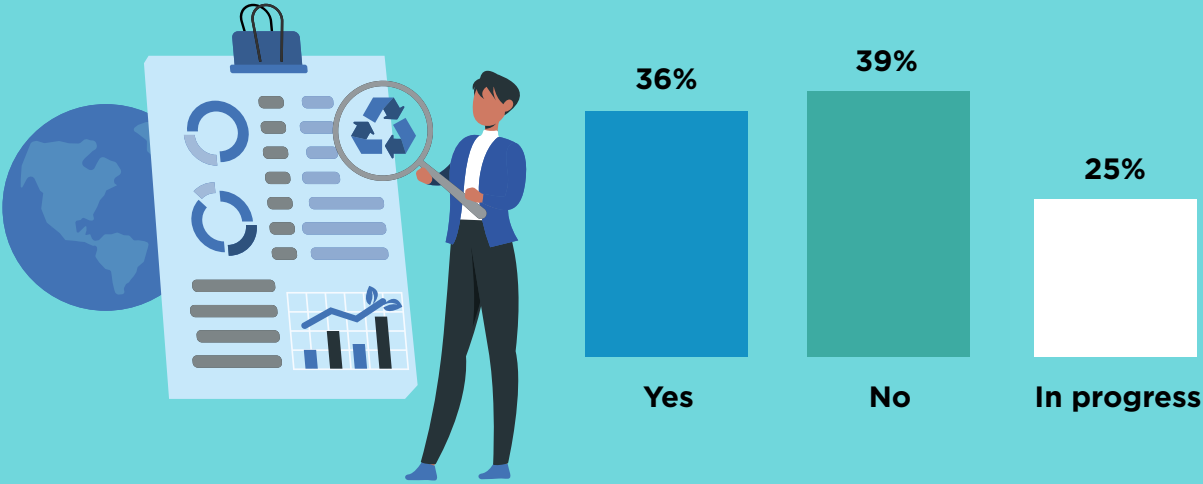
28 

DOES YOUR INSTITUTION HAVE ITS OWN SUSTAINABLE DEVELOPMENT ROADMAP?



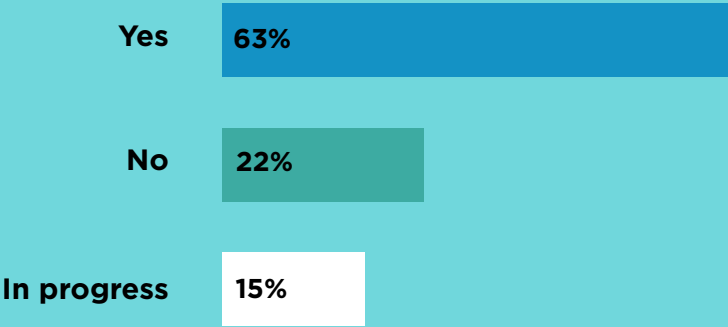
26 

DOES YOUR INSTITUTION HAVE ITS OWN CLIMATE CHANGE ROADMAP?



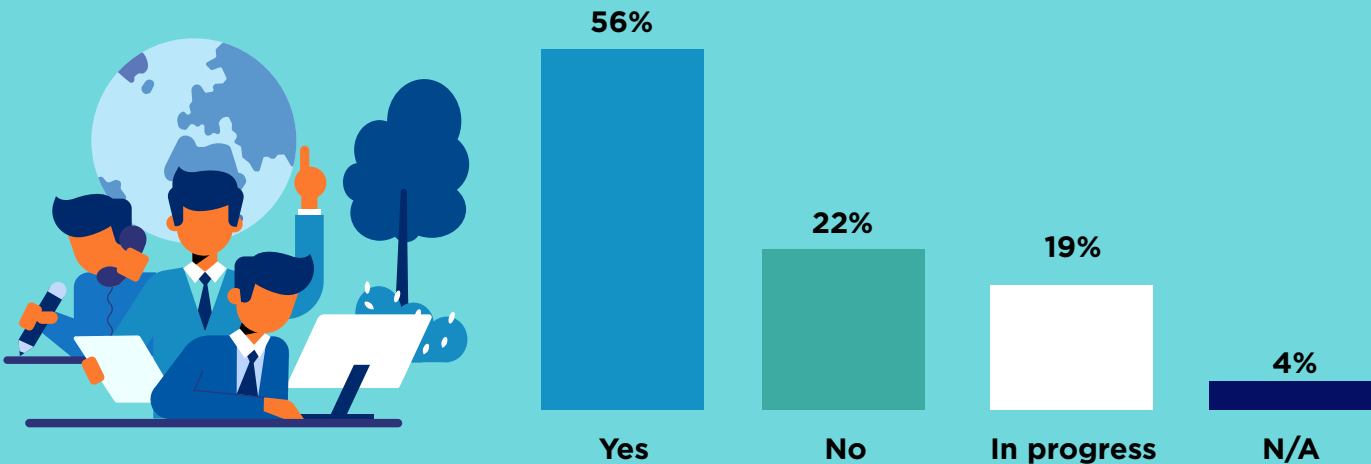
28

HAS YOUR CENTRAL BANK / SUPERVISORY AUTHORITY SET ANY INTERNAL ORGANIZATION TO TACKLE CLIMATE CHANGE ISSUES (INTERNAL NETWORK, DEDICATED UNIT...)?



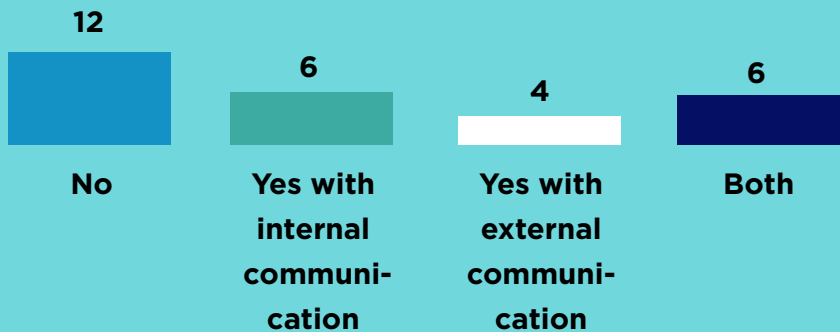
27

DO YOU HAVE DEDICATED STAFF TO COORDINATE CLIMATE CHANGE IN YOUR INSTITUTION?



27 

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

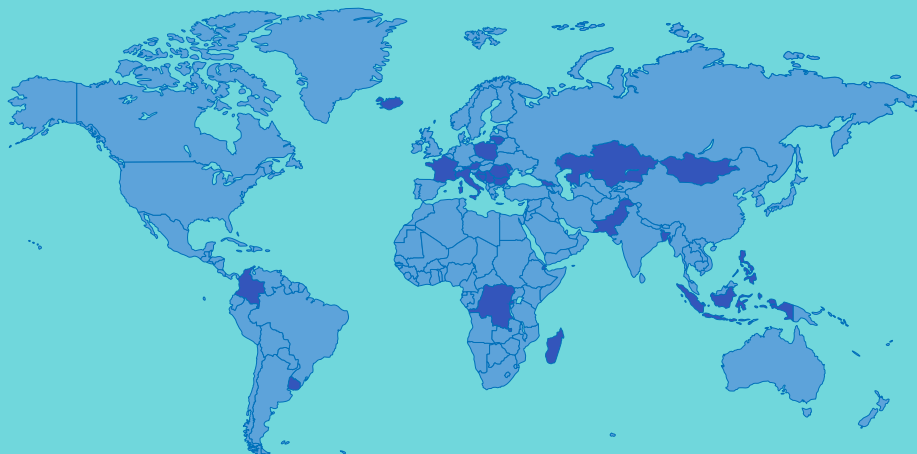


28 

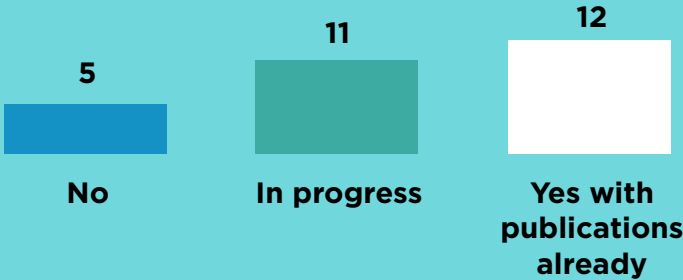
SUSTAINABLE FINANCE AND CENTRAL BANKING



AUSTRIA, BANGLADESH, BOSNIA-HERZEGOVINA, BULGARIA, COLOMBIA, CONGO-RDC, CROATIA, DJIBOUTI, FRANCE, GEORGIA, GREECE, ICELAND, ITALY, KAZAKHSTAN, LITHUANIA, MADAGASCAR, MALTA, MAURITIUS, MOLDOVA, MONGOLIA, PAKISTAN, PHILIPPINES, POLAND, ROMANIA, RWANDA, SERBIA, TRINIDAD AND TOBAGO, URUGUAY

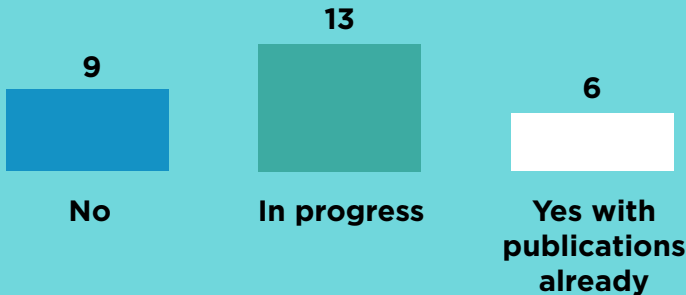


DOES YOUR INSTITUTION CONDUCT RESEARCH WORK LINKED TO CLIMATE CHANGE OR ENERGY TRANSITION?



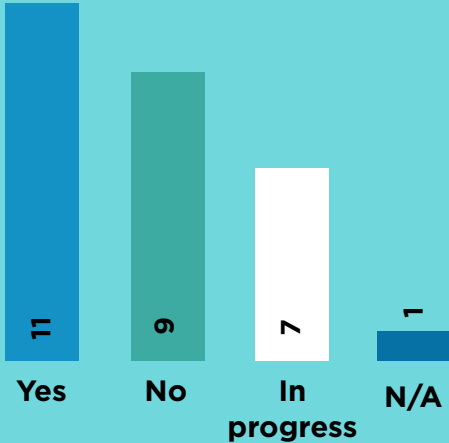
28

DOES YOUR CB CONDUCT MODELLING WORK LINKED TO CLIMATE CHANGE OR ENERGY TRANSITION?



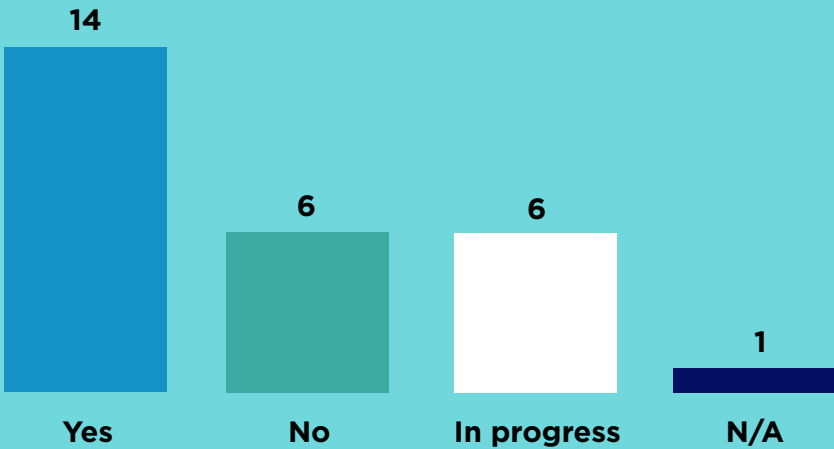
28

HAS YOUR CENTRAL BANK / SUPERVISORY AUTHORITY CONDUCTED SURVEYS TO MEASURE BANKING EXPOSURES TO CLIMATE CHANGE OR ENERGY TRANSITION?



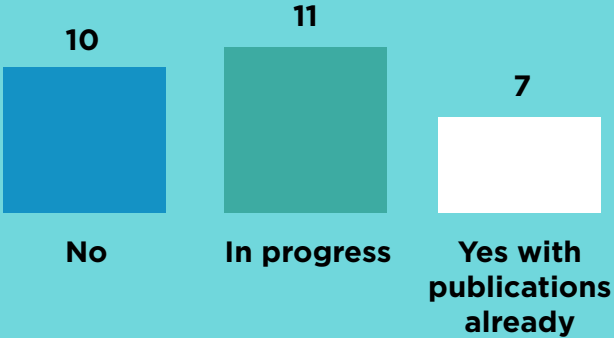
28 

HAS YOUR CENTRAL BANK CONDUCTED SURVEYS TO IDENTIFY BANKS' RISK MANAGEMENT PRACTICES RELATED TO CLIMATE CHANGE OR ENERGY TRANSITION?



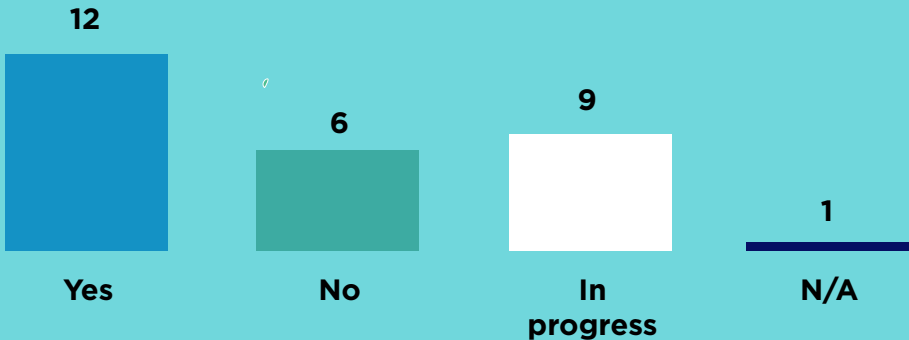
27 

HAS YOUR CB ALREADY CONDUCTED A CLIMATE RISK STRESS TESTING/ A CLIMATE RISK FINANCIAL ASSESSMENT?



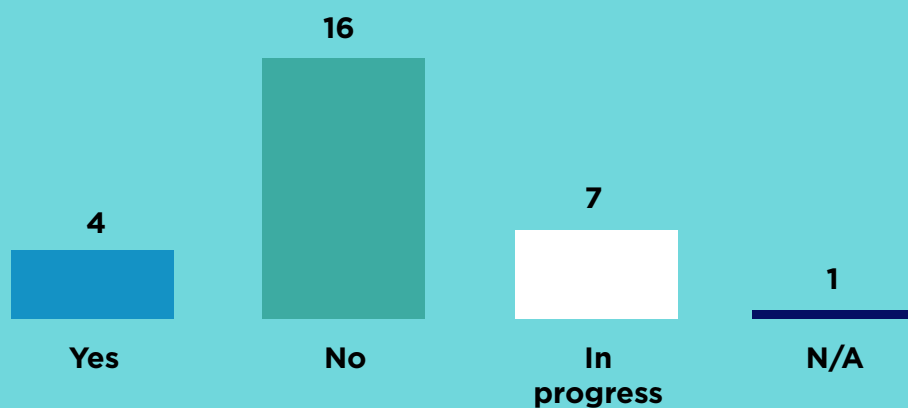
27

HAS YOUR CB/ SUPERVISORY AUTHORITY SET ANY SUPERVISORY EXPECTATIONS (RISK MANAGEMENT GUIDELINES FOR BANKS RELATED TO CLIMATE CHANGE/ENERGY TRANSITION)?



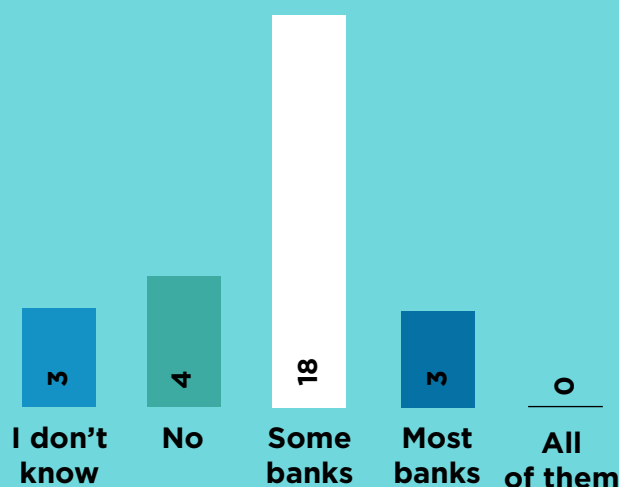
27

FOR BANKING SUPERVISION, DO YOU ALREADY IMPLEMENT ANY TOOL SUCH AS RELATED CAPITAL ADD ON, ICAAP, INSTITUTION RISK ASSESSMENT, RELATED TO CLIMATE?



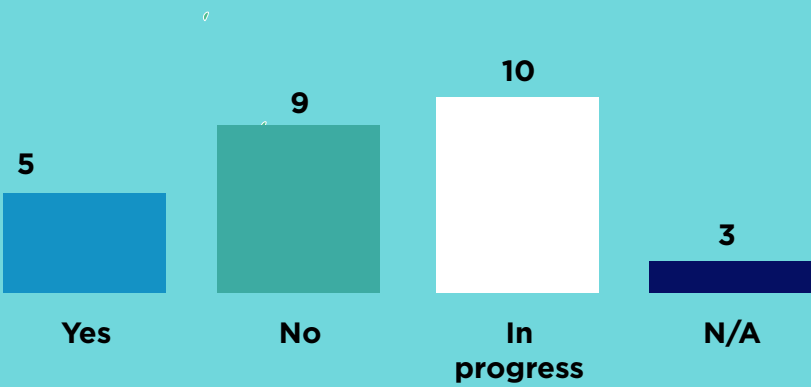
28 

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



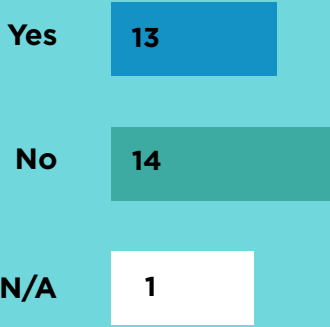
28 

HAS YOUR CB STARTED ANY ACTION TO INTEGRATE CLIMATE CHANGE/ ENVIRONMENTAL CONCERNS INTO ITS MONETARY POLICY FRAMEWORK (COLLATERAL, DEBT PURCHASE...)?



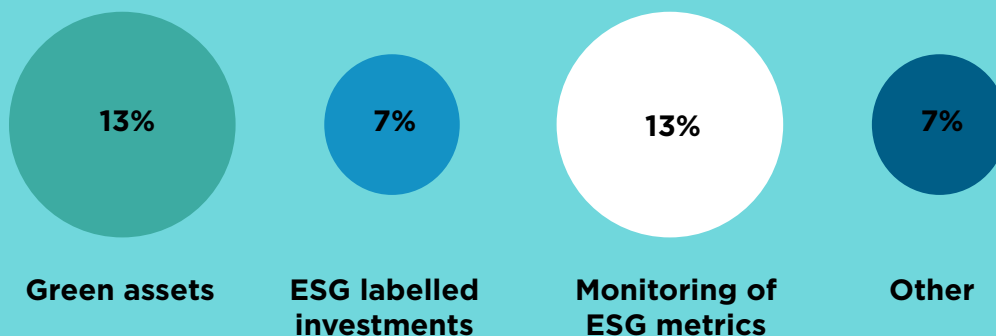
28

HAS YOUR CB SET ANY GOAL REGARDING ITS ESG STANDINGS BEYOND CLIMATE CHANGE (E.G SOCIAL GOALS)?



28

IF YOUR INSTITUTION PLANS TO SET UP A FORMAL RESPONSIBLE INVESTOR POLICY, WHICH OF THE FOLLOWING TOOLS ARE CONSIDERED? (MULTIPLE CHOICE)



25 

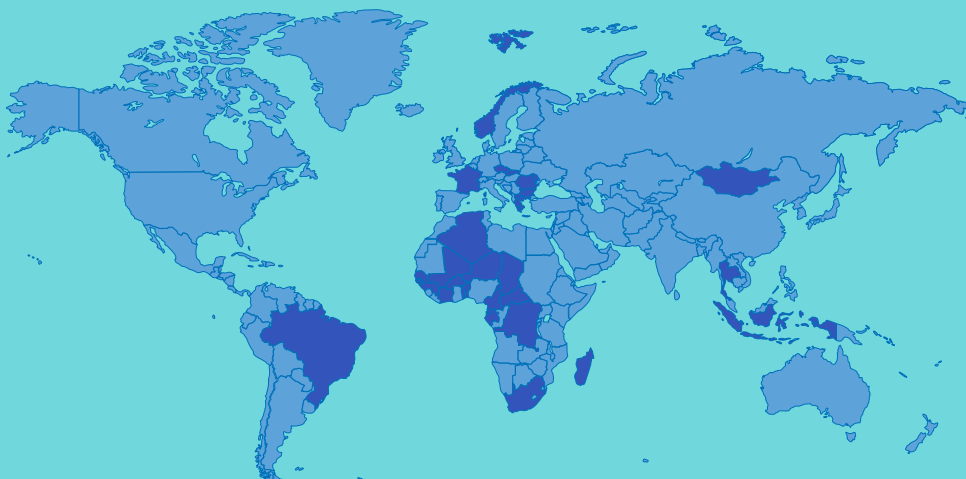
MARKETS AND OPERATIONS



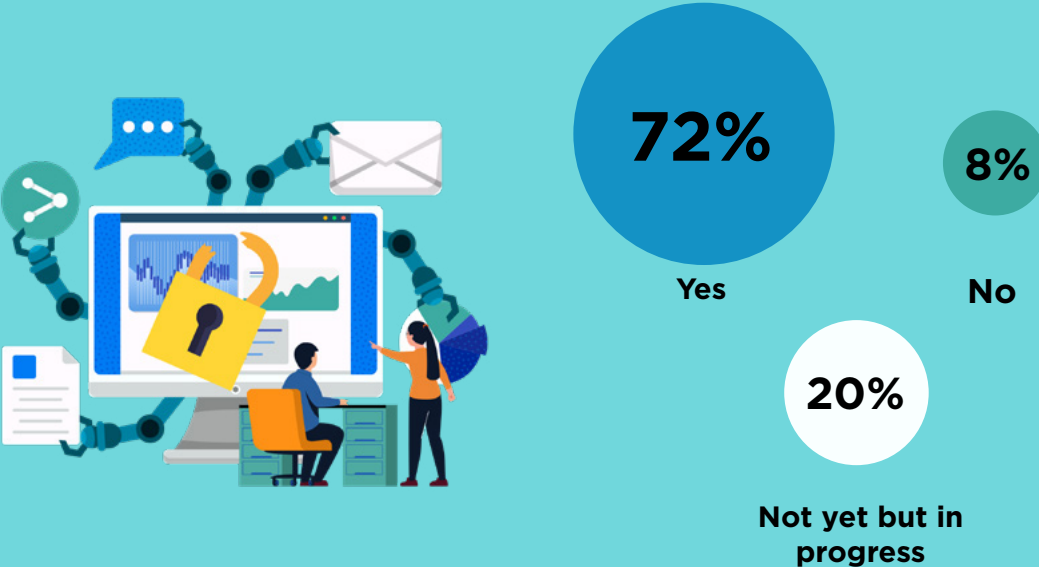
CYBERSECURITY IN CENTRAL BANKS



ALGERIA, BELGIUM, BRAZIL, BULGARIA, CAMEROON-BEAC, CZECH REPUBLIC, FRANCE, GREECE, HAITI, INDONESIA, KOSOVO, LATVIA, MAURITIUS, MADAGASCAR, MOLDOVA MONGOLIA, MONTENEGRO, NORTHERN MACEDONIA, NORWAY, REPUBLIC OF GUINEA, ROMANIA, SENEGAL-BCEAO, SINGAPORE, SLOVAKIA, SLOVENIA, SOUTH AFRICA, TAIWAN, THAILAND

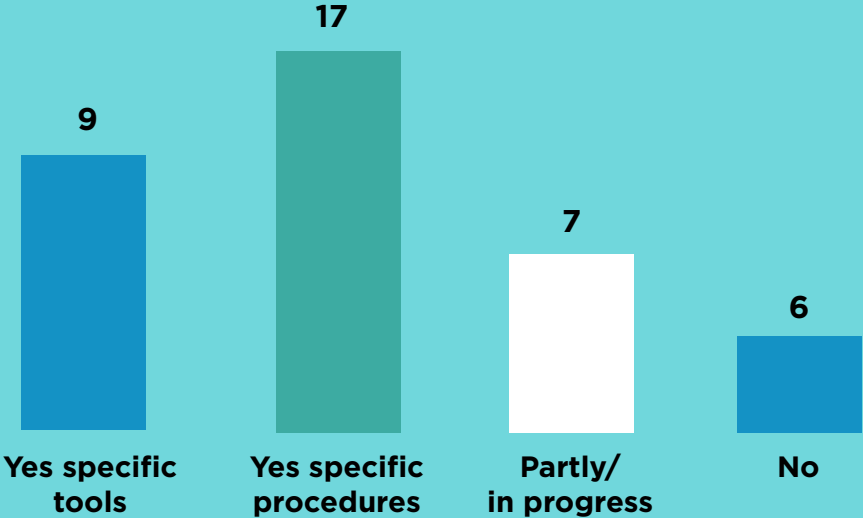


DOES YOUR INSTITUTION HAVE A MANAGEMENT PROTOCOL FOR CYBER CRISES ?



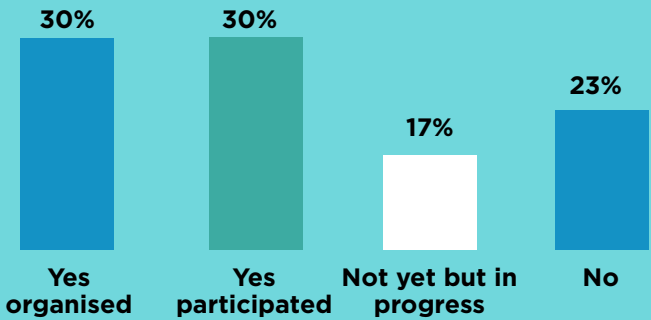
36

DO YOU HAVE COMMUNICATION TOOLS AND/OR PROCEDURES, DISTINCT FROM THE STANDARD ONES, ENSURING THAT ACTORS MOBILISED IN A CRISES ARE CONNECTED



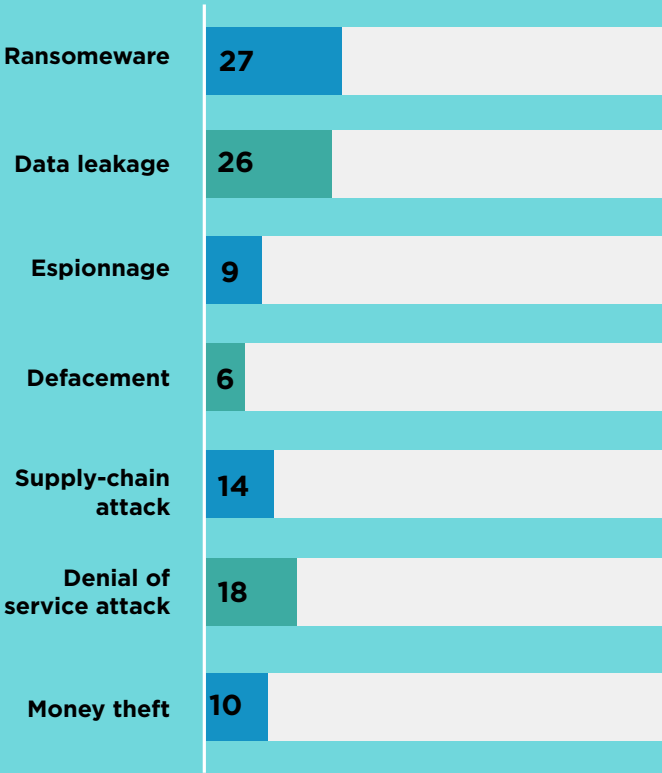
28

HAS YOUR INSTITUTION ALREADY ORGANISED OR PARTICIPATED TO CYBER CRISIS MANAGEMENT EXERCICES?



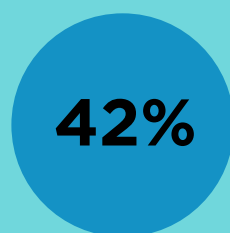
30

ACCORDING TO YOU, THE MAJOR CYBER THREATS ARE (MULTIPLE CHOICE POSSIBLE)

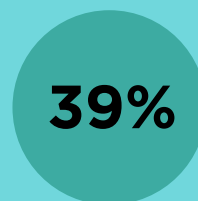


31

DO YOU SHARE WITH OTHER CENTRAL BANKS OR INSTITUTIONS FEEDBACK AND/OR CYBER-RESILIENCE TESTS (ROBUTNESS GROUP)?



Yes



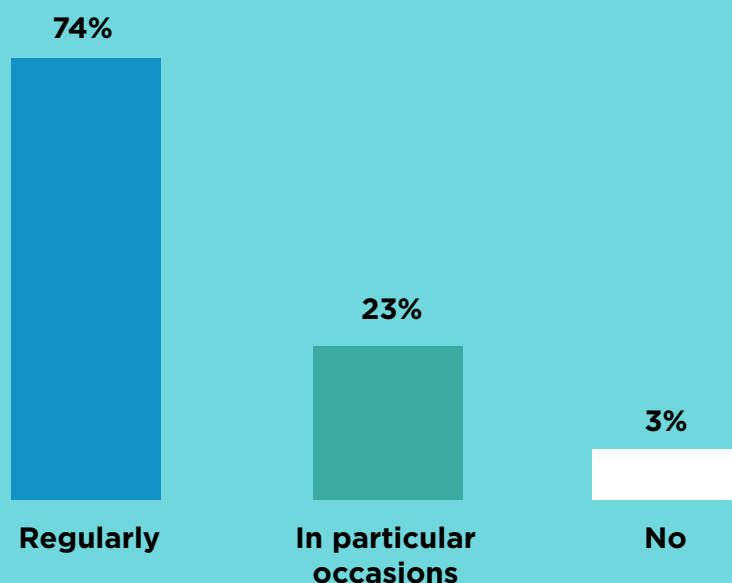
No



Not yet but in progress

26

DOES YOUR INSTITUTION RAISE AWARENESS OF GOOD CYBERSECURITY PRACTICES AMONG ITS EMPLOYEES?



31

HOW OFTEN DO YOU CONDUCT HIGH LEVEL (EXECUTIVE COMMITTEE INCLUDING GOVERNOR) CRISIS SIMULATION EXERCICES?



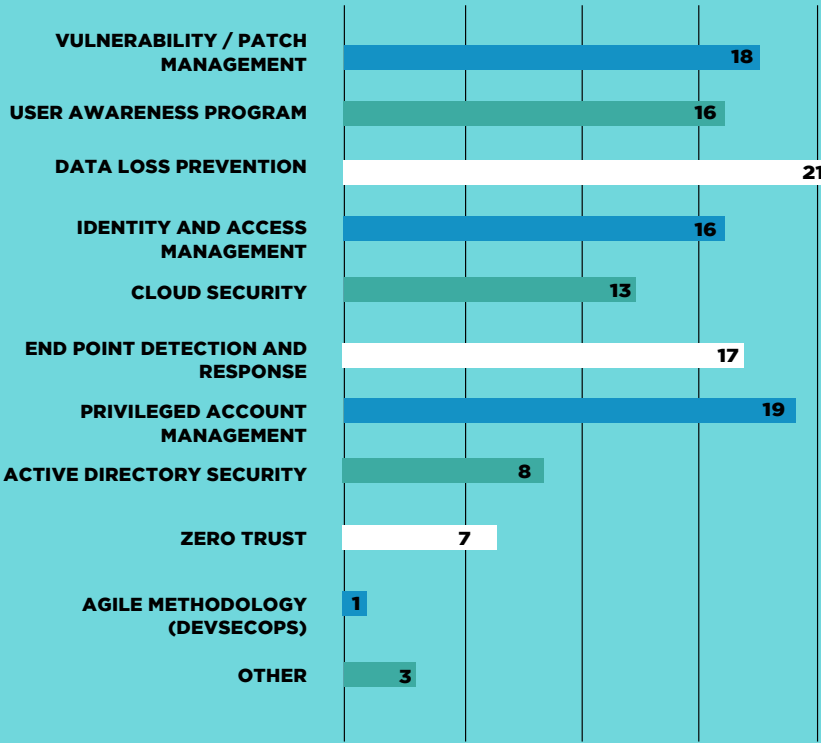
23%
Once a year or more

44%
Less than once a year

33%
None

30

WHAT ARE YOUR MAIN PROJECTS IN TERMS OF CYBERSECURITY? (MULTIPLE CHOICE POSSIBLE)



32

FINANCIAL MARKET INFRASTRUCTURES AND SYSTEM OF PAYMENTS



ARMENIA, BEAC (BANQUE DES ETATS DE L'AFRIQUE CENTRALE), CHILE, THE COMOROS, CROATIA, CYPRUS, ETHIOPIA, GHANA, GREECE, GUINEA, INDONESIA, JORDAN, KOSOVO, KYRGYZSTAN, LITHUANIA, MADAGASCAR, MAURITIUS, MOROCCO, MOZAMBIQUE, NORTH MACEDONIA, PERU, PHILIPPINES, PORTUGAL, RDC (DEMOCRATIC REPUBLIC OF CONGO), ROMANIA, SAUDI ARABIA, SPAIN, SWITZERLAND, THAILAND, TUNISIA, TURKIYE, UKRAINE, WAMI (WEST AFRICAN MONETARY INSTITUTE)

DO YOU SEE A TREND OF CRYPTOASSETS BECOMING A SETTLEMENT ASSET?



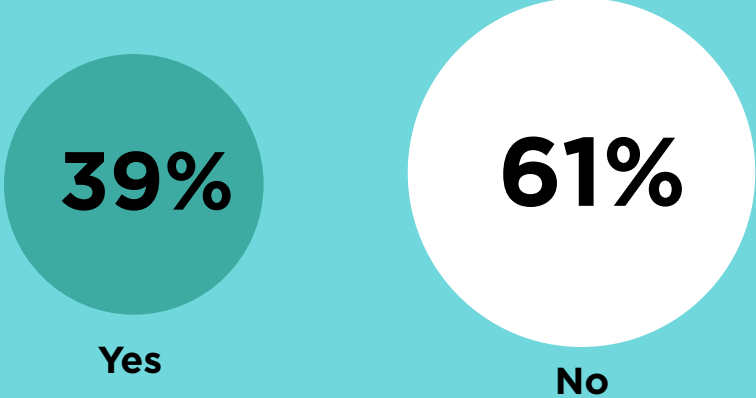
19 

WHAT TYPES OF CRYPTOASSETS SEEM MOST INTERESTING TO YOU TODAY?



11 

HAVE YOU EVER HEARD ABOUT THE G20 ROADMAP FOR CROSS-BORDER PAYMENTS?



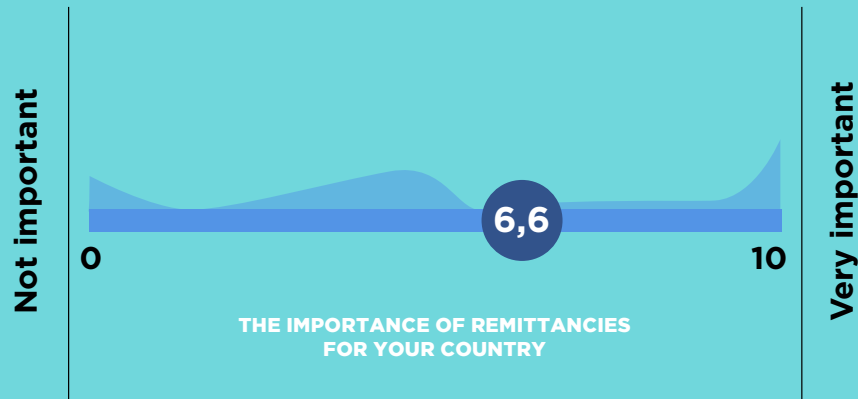
28 

ARE YOU AWARE OF THE OPPORTUNITIES FOR TECHNICAL ASSISTANCE TO IMPLEMENT THE RECOMMENDATIONS OF THE ROADMAP?



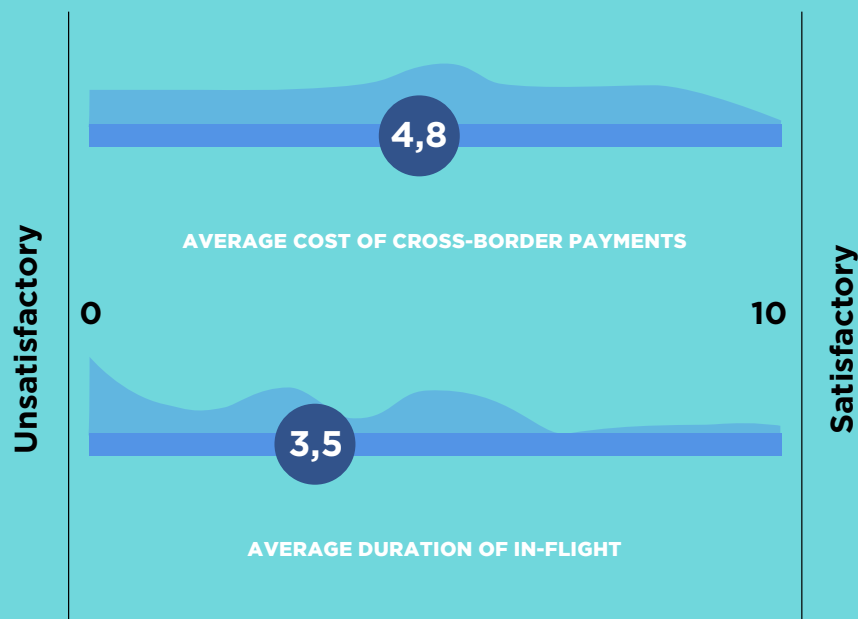
26 

THE IMPORTANCE OF REMITTANCES FOR YOUR COUNTRY



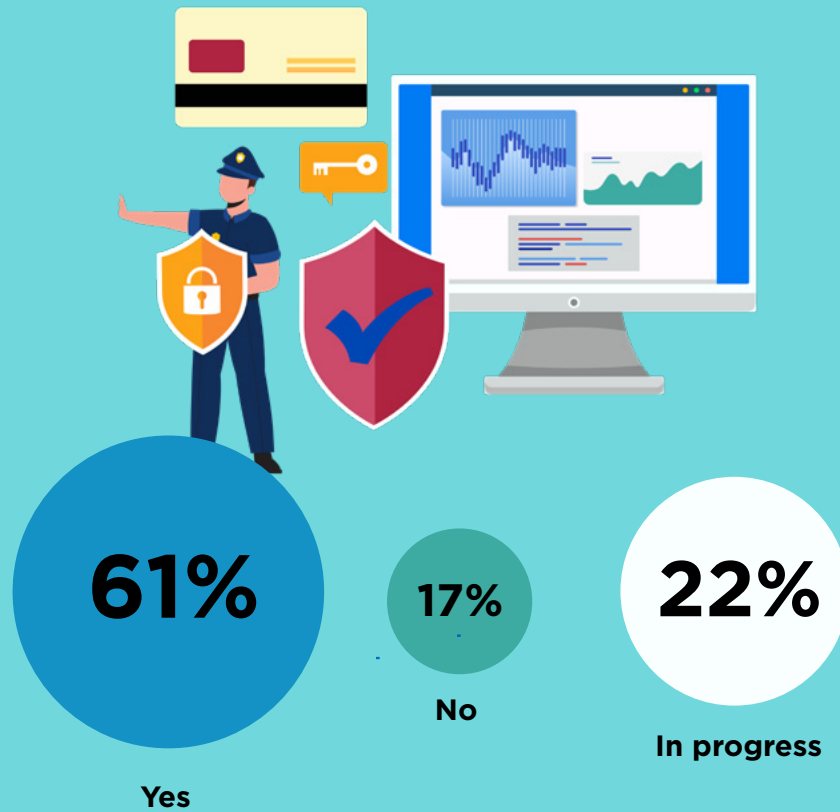
25 

HOW DO YOU FEEL ABOUT THE AVERAGE COST AND ABOUT THE AVERAGE DURATION OF IN-FLIGHT IN YOUR JURISDICTION?



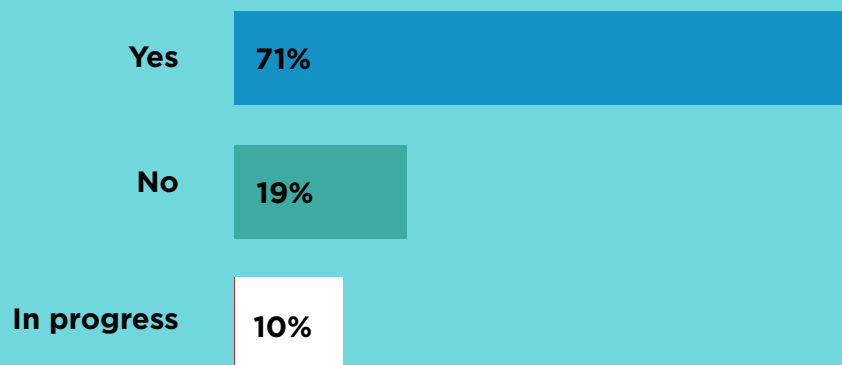
21 

IS THERE REGULATION STRENGTHENING CYBERSECURITY IN YOUR JURISDICTION?



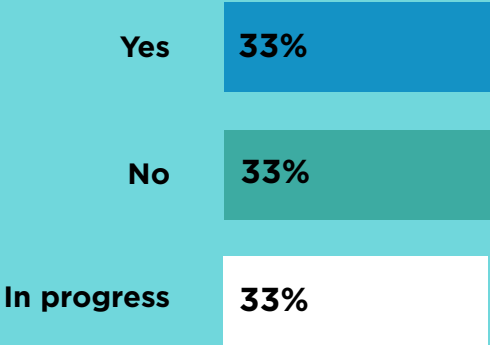
23 

IS CYBER RISK SPECIFICALLY MONITORED IN YOUR JURISDICTION?



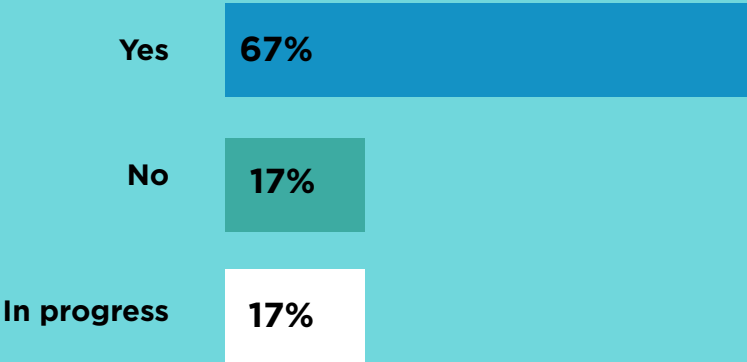
21 

ARE THERE NON-CRISIS INFORMATION-SHARING MECHANISMS?



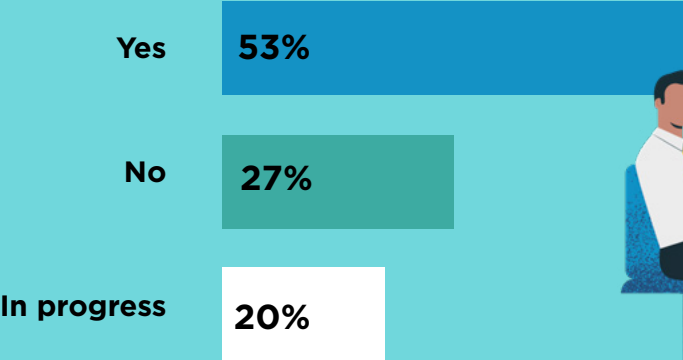
21

ARE THERE MECHANISMS FOR INFORMATION SHARING/COORDINATION IN CRISIS?



18

DO YOU ORGANISE CRISIS MANAGEMENT EXERCISES?



BACK-OFFICE OPERATIONS

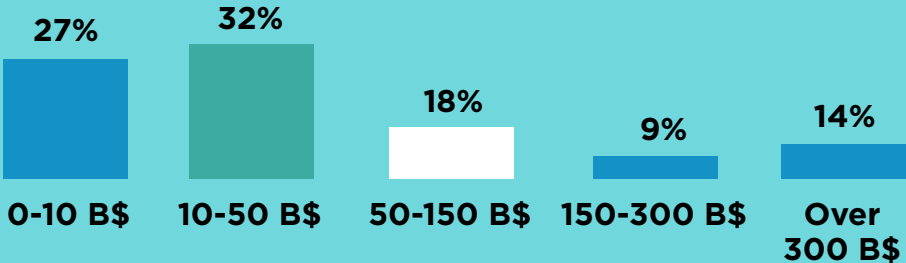


WHERE ARE YOU FROM ?



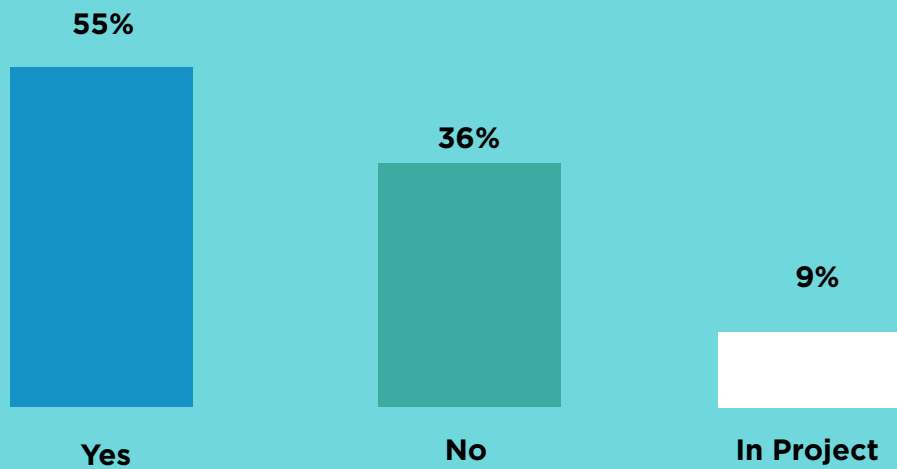
19

WHAT IS THE SIZE OF YOUR FOREIGN EXCHANGE RESERVES (ALL CURRENCIES)?



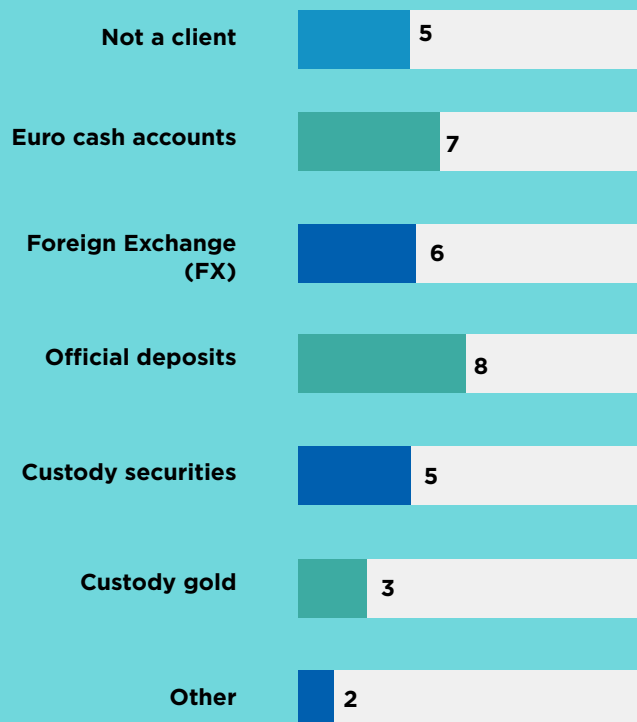
22

ARE YOU ACTIVE IN FOREIGN EXCHANGE ACTIVITIES IN EUROS?



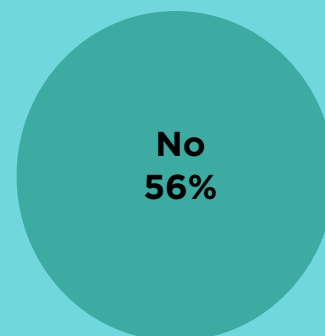
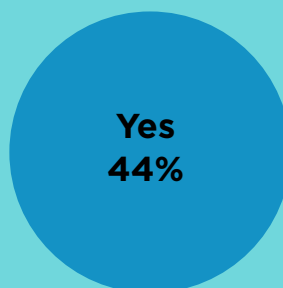
22

ARE YOU A CLIENT OF THE BANQUE DE FRANCE'S INVESTMENT SERVICE OFFER? (MULTIPLE CHOICE POSSIBLE)



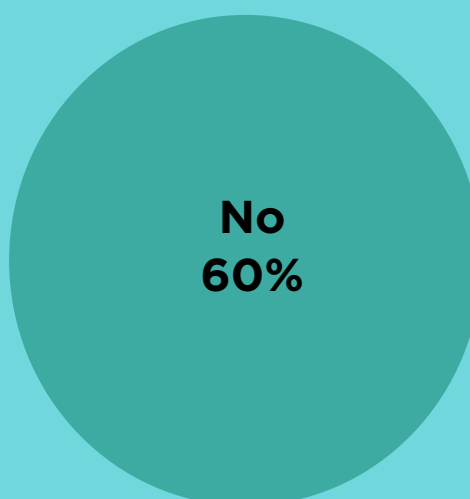
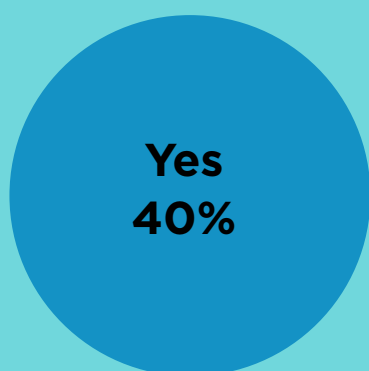
17

DO YOU OPERATE WITH DIFFERENT LIVE SITES FOR THE TRADING ROOM?



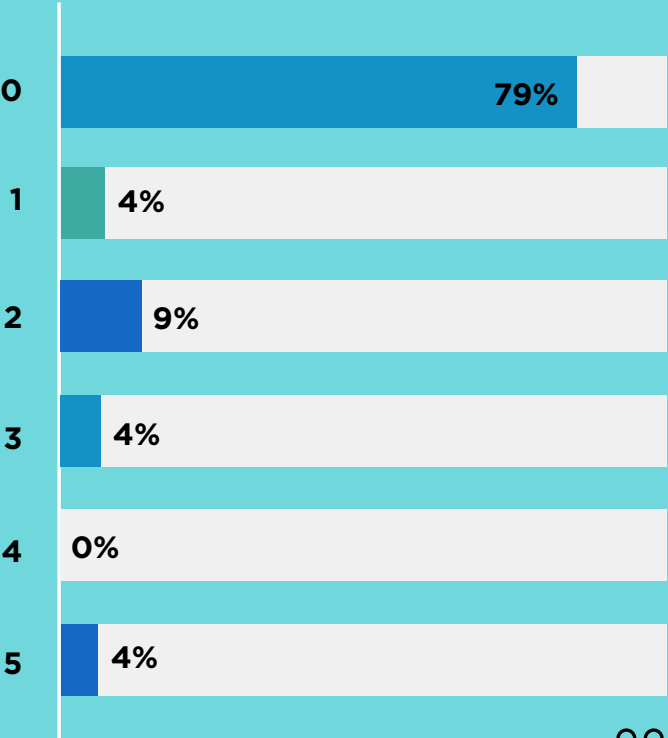
18

DO YOU WORK WITH DIFFERENT LIVE SITES FOR THE BACK-OFFICE?



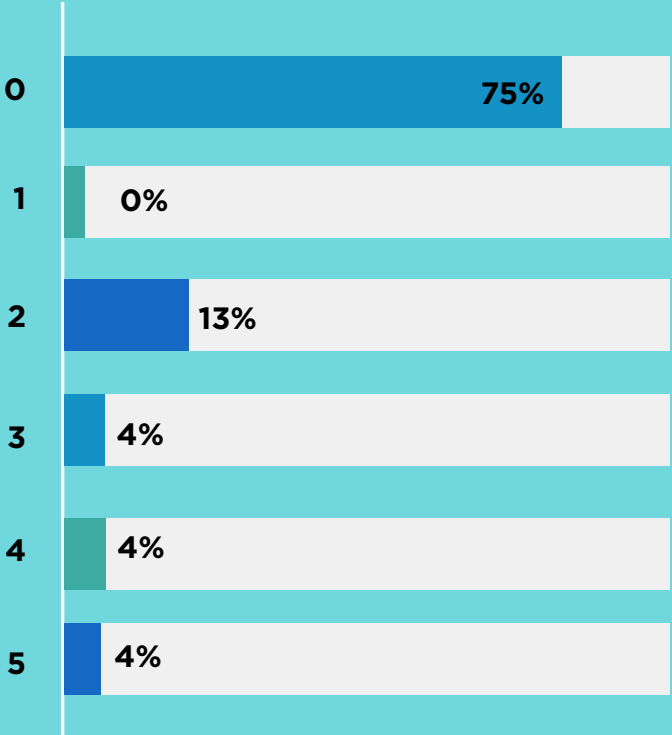
20

HOW MANY DAYS IN A WEEK DO YOU TELEWORK?: FOR THE TRADING ROOM



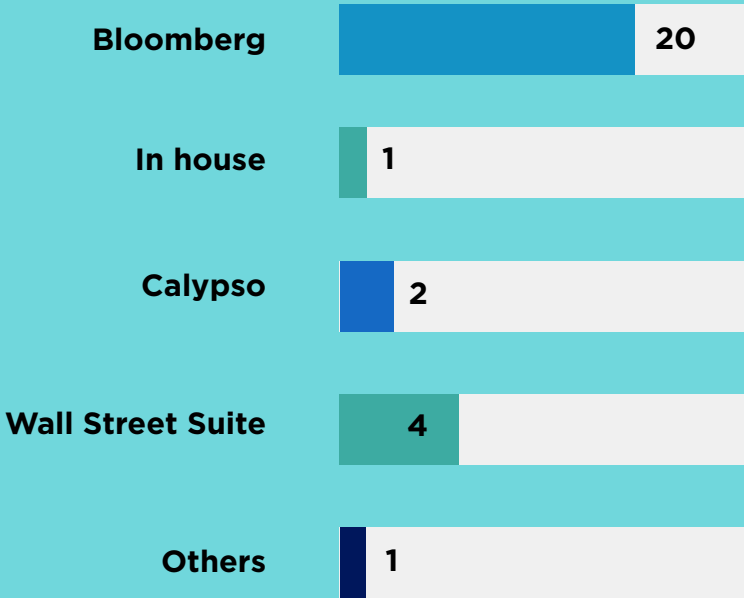
23

HOW MANY DAYS IN A WEEK DO YOU TELEWORK?: FOR THE BACK-OFFICE



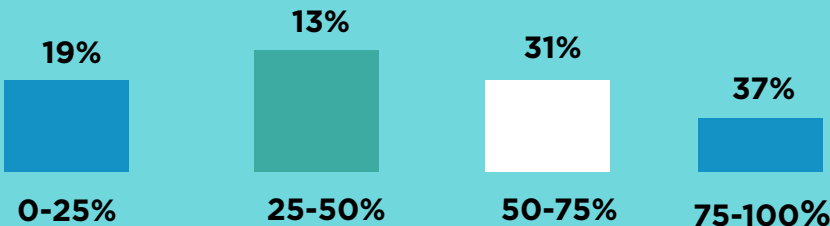
23

WHAT KIND OF INFORMATION SYSTEM DO YOU HAVE FOR MARKET ACTIVITIES? (MULTIPLE CHOICE POSSIBLE)



21

HOW ADVANCED IS THE AUTOMATION OF YOUR OPERATIONS STP (STRAIGHT-THROUGH PROCESSING)?



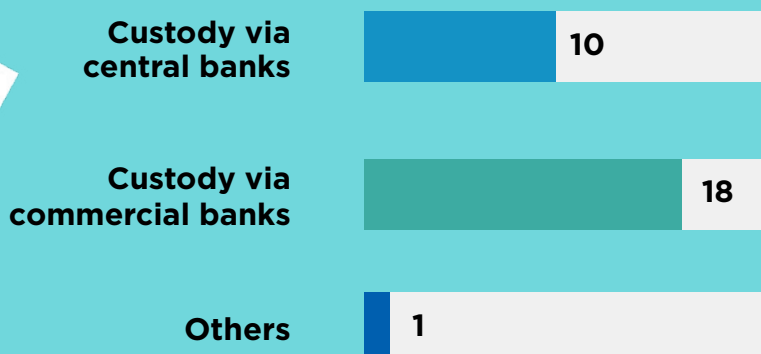
16

WHAT IS YOUR MODEL FOR HOLDING SECURITIES IN RESERVE (NON DOMESTIC) CURRENCIES? (MULTIPLE CHOICE POSSIBLE)



19 

WHO ARE THE CUSTODIANS OF YOUR CASH ACCOUNTS? (MULTIPLE CHOICE POSSIBLE)



19 

FINANCIAL STABILITY AND PRUDENTIAL SUPERVISION



LEGAL EXPERTS AND FINANCIAL CRISES



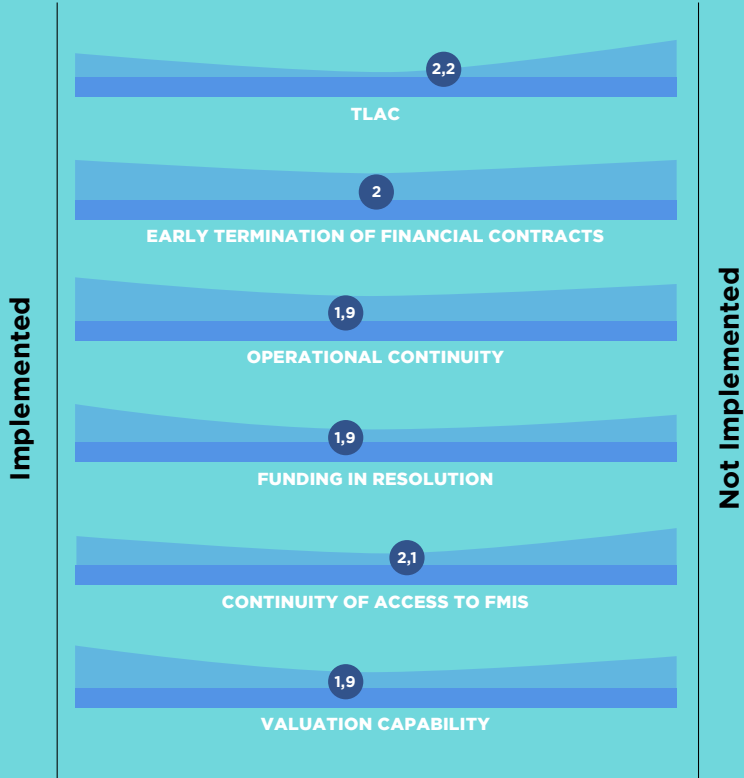
STATUS OF IMPLEMENTATION OF ASPECTS OF BANK RESOLUTION REGIME

(1=IMPLEMENTED ; 2=PARTIALLY IMPLEMENTED; 3=NOT IMPLEMENTED)



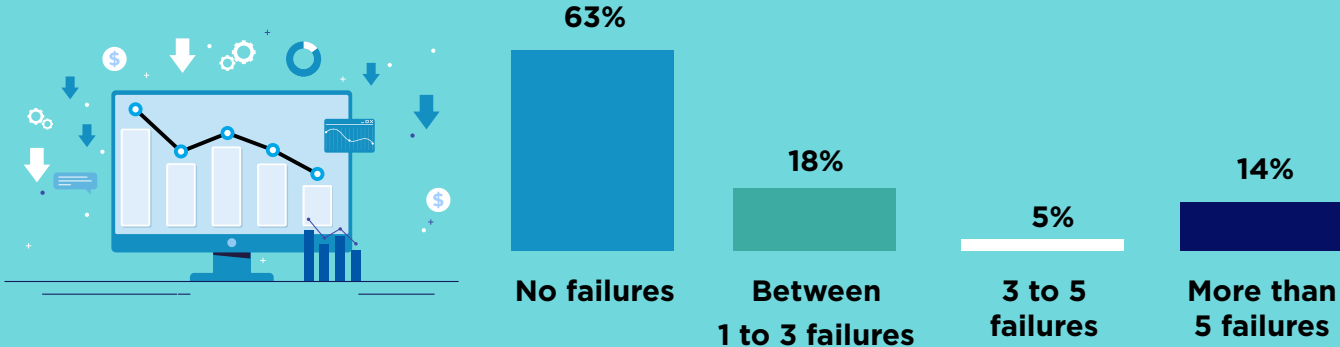
RULES, REGULATIONS AND GUIDANCE RELEVANT TO G-SIB RESOLVABILITY

(1=IMPLEMENTED ; 2=PARTIALLY IMPLEMENTED; 3=NOT IMPLEMENTED)



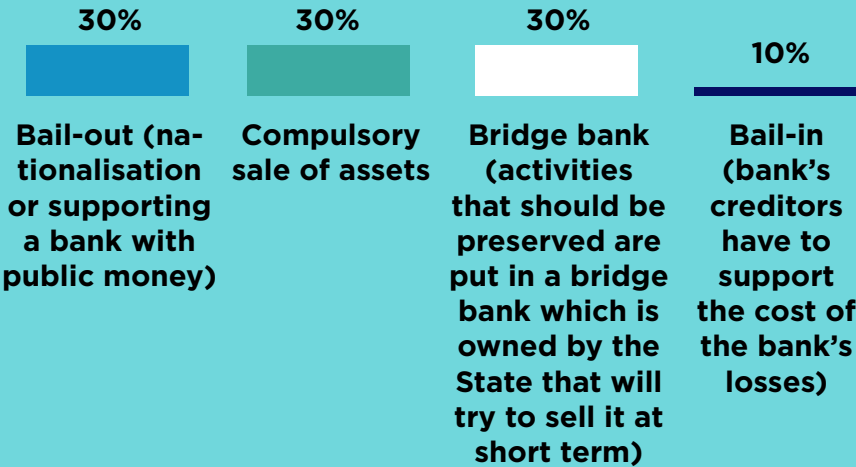
23 

OVER THE PAST FIVE YEARS, HAVE YOU EXPERIENCED ANY FAILURES OF CREDIT INSTITUTIONS IN YOUR JURISDICTION?



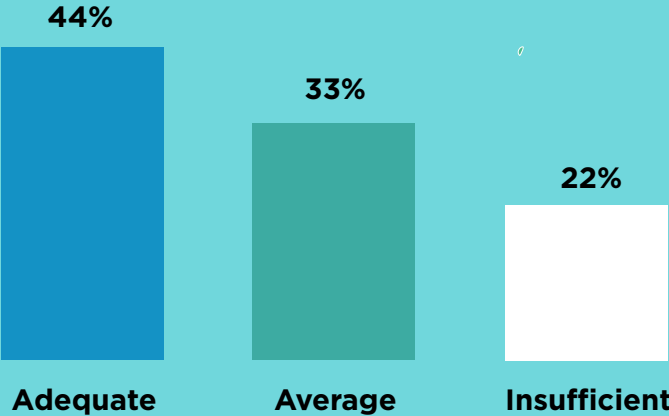
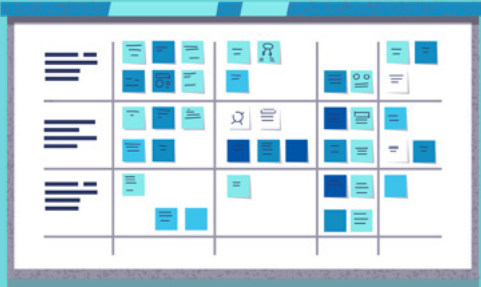
22 

DID YOUR COUNTRY IMPLEMENTED ONE OF THE FOLLOWING RESOLUTION MEASURES DURING THE LAST 5 YEARS?



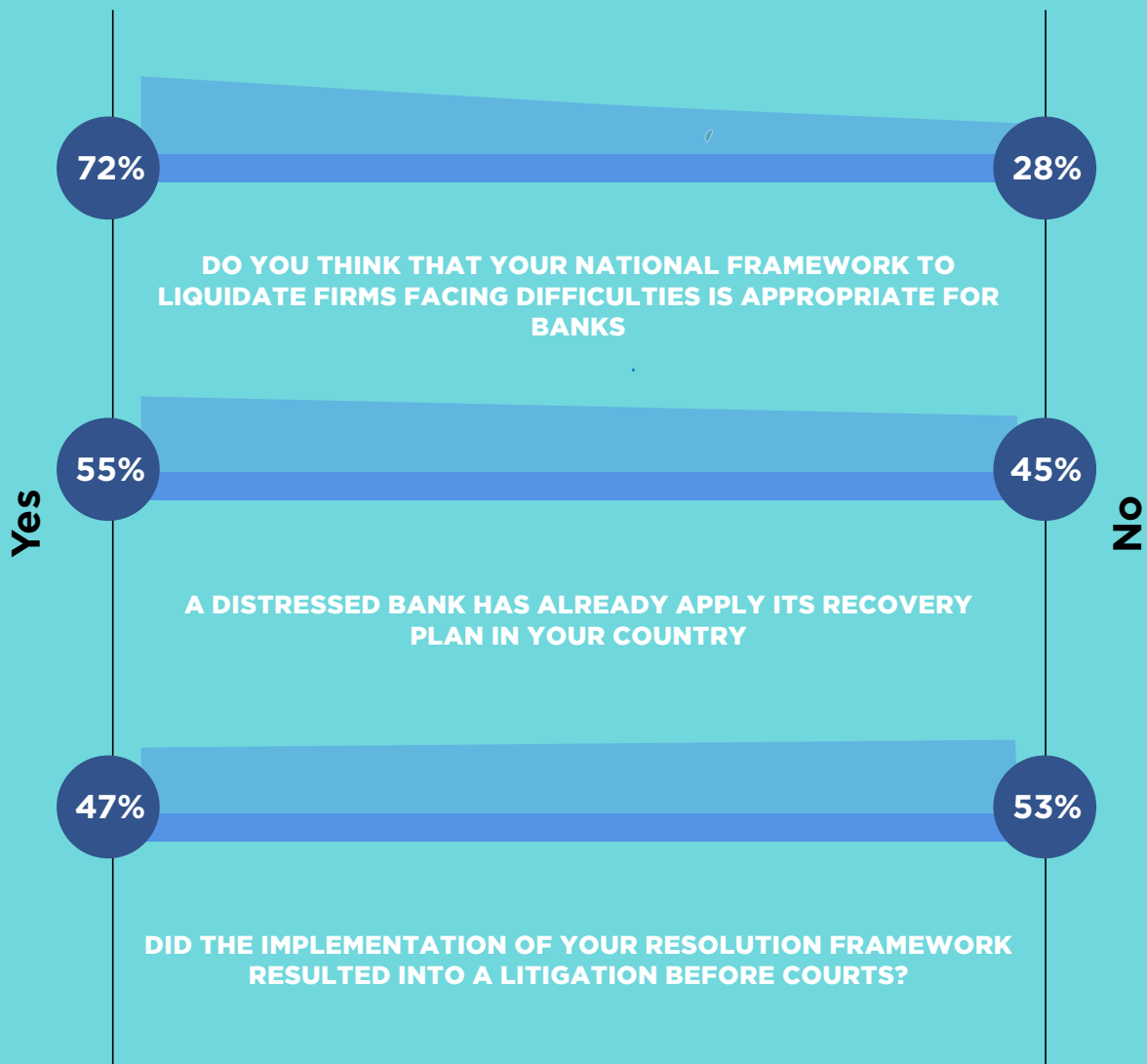
6

THE APPLICATION OF THESE RESOLUTION MEASURES GAVE A RESULT:



9

STATEMENTS ON LIQUIDATION, RECOVERY AND RESOLUTION



CONSUMERS PROTECTION, FINANCIAL EDUCATION AND INCLUSION



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



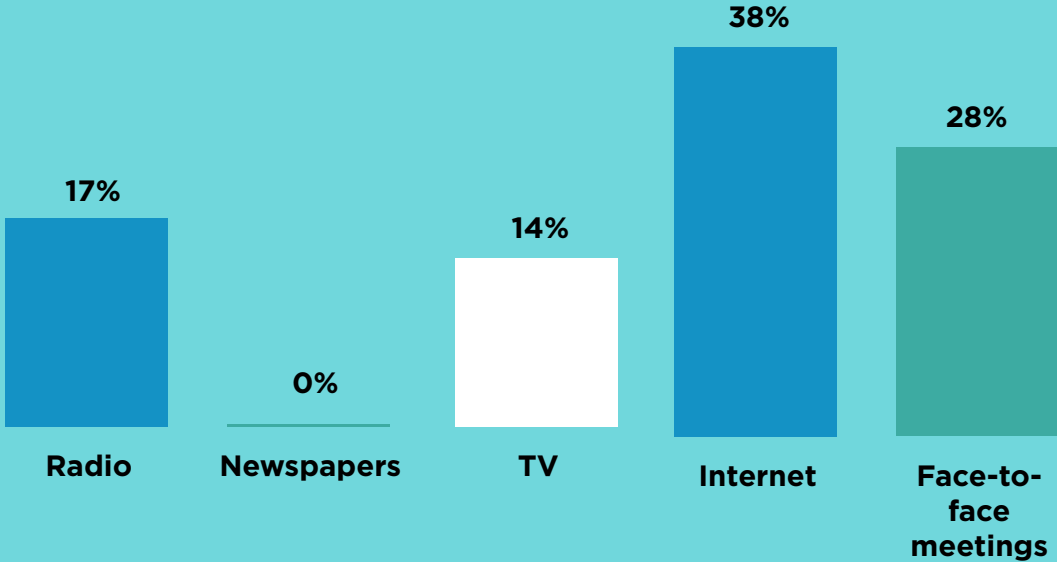
27 

HAS YOUR COUNTRY ADOPTED A SPECIFIC DIGITAL FINANCIAL LITERACY STRATEGY?



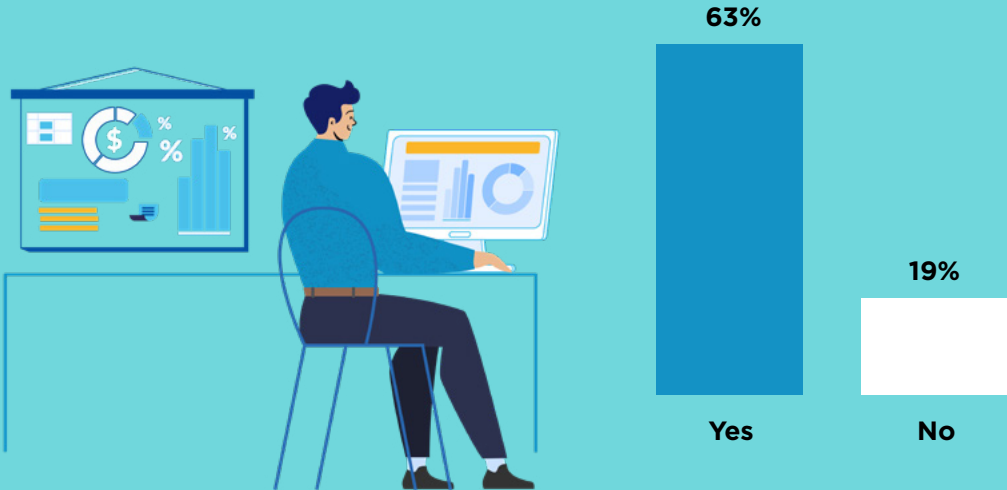
27 

WHAT CHANNELS ARE USED TO DISSEMINATE FINANCIAL EDUCATION IN YOUR COUNTRY?



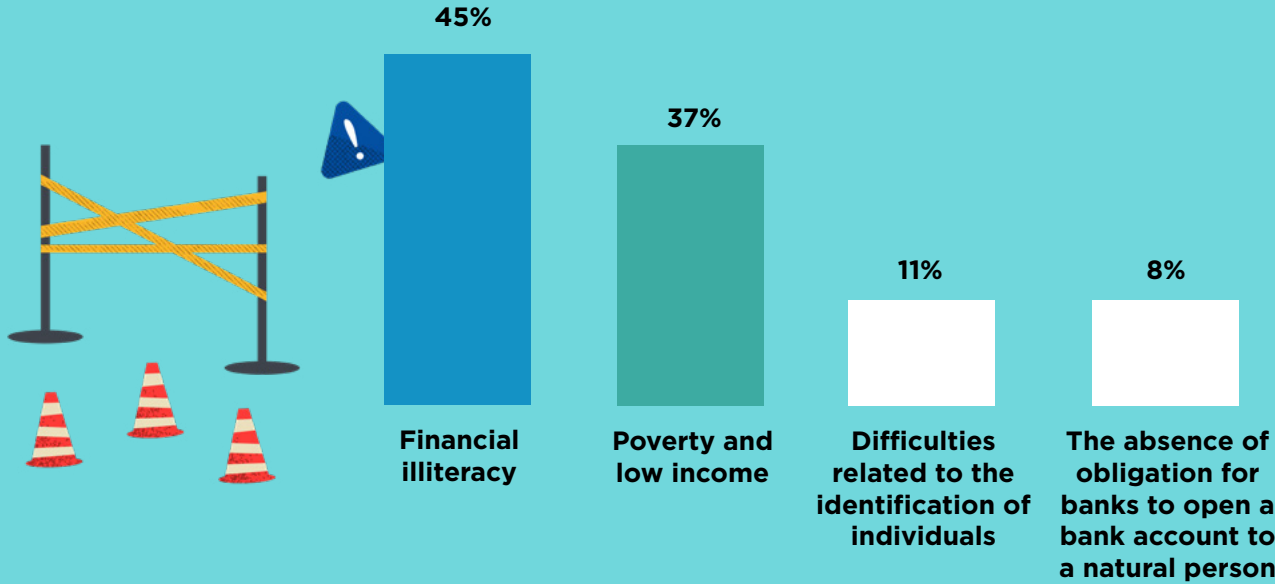
23

DOES YOUR COUNTRY HAVE A PROCESS IN PLACE TO ASSESS THE IMPACT OF FINANCIAL EDUCATION ACTIONS ON THE LEVEL OF FINANCIAL LITERACY OF THE POPULATION?



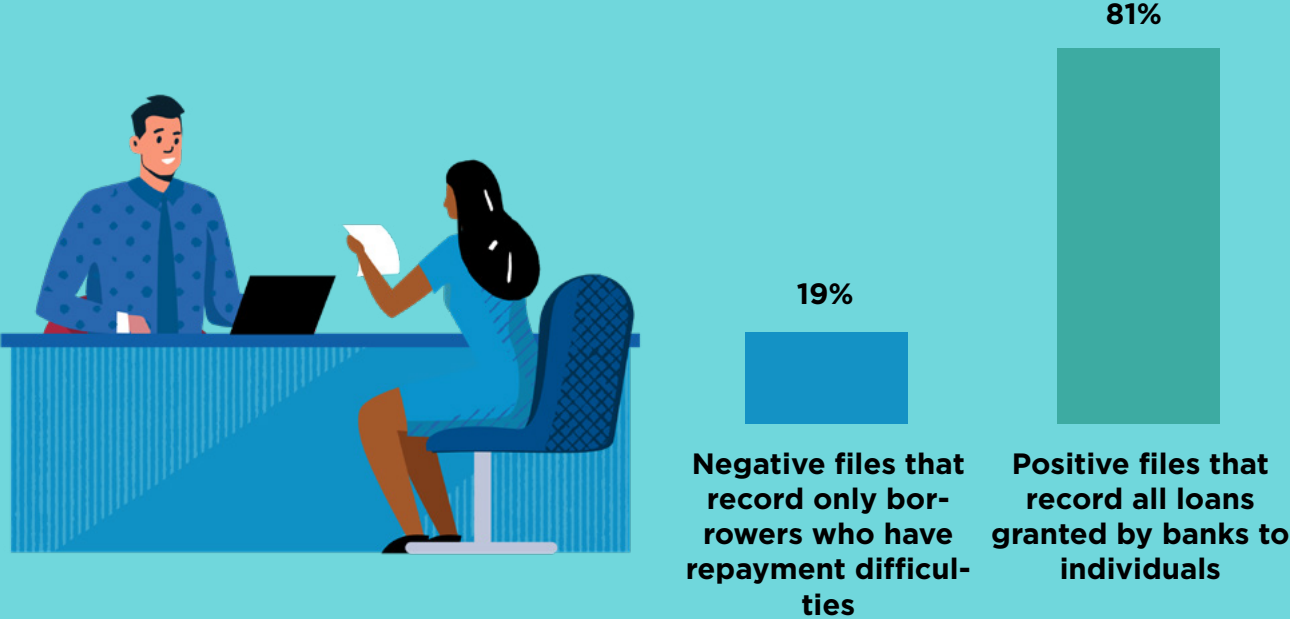
16

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



22

WHAT TYPE OF CREDIT FILES/CREDIT BUREAU ARE THERE IN YOUR COUNTRY?



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

«digital finance via mobile money has increased the number of people using banking services»

«access to real-time information, better decision-making, ease and efficiency, it's flexible, makes mobile working possible, and it allows integration of financial management into other business operations»

«it is available and it being promoted, yet needs heavy Financial Literacy efforts for uptake and usage»

«access to digital banking services in remote areas»

WHAT ARE THE RISKS AND BARRIERS OF DIGITAL FINANCE FOR LOW-INCOME CLIENTS?

«being unaware of the liabilities and responsibilities of both the customers and the Financial services providers»

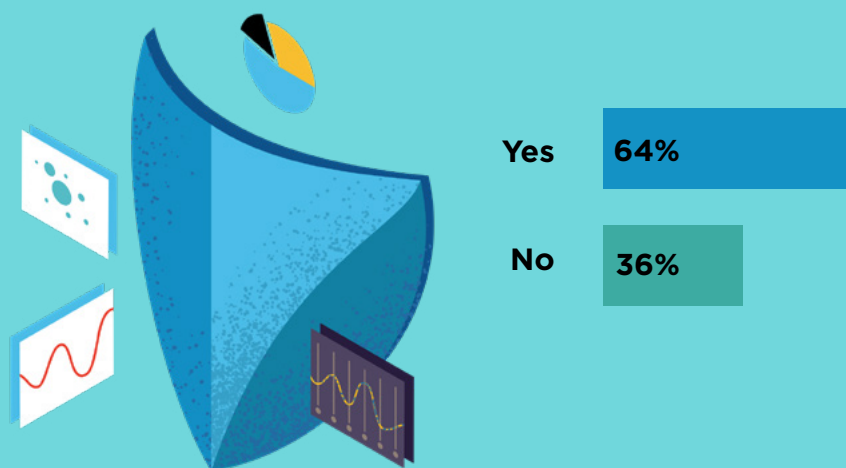
«false advertisement, pulling customers into a debt trap. Data misuse, lack of information, weak redress mechanism, and constrain of social norms especially for women»

«digital finance without financial educations can be risky: fraud, scams, identity theft»

«the main obstacle to the development of digital finance is the lack of infrastructure, our country is not fully covered by adequate IT infrastructure»

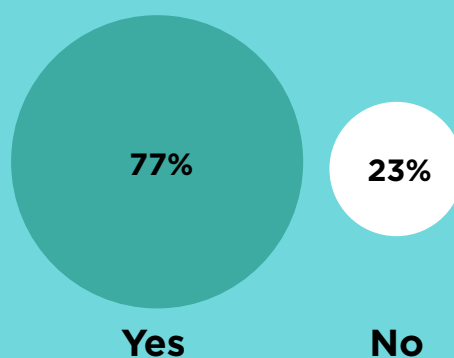
«insufficient level of IT and finance related knowledge»

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



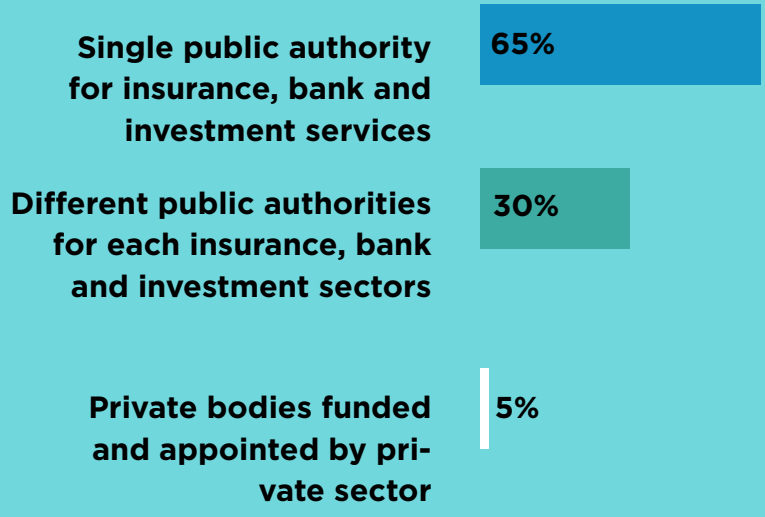
22 

IS THERE A NON-JUDICIAL AUTHORITY (OMBUDSMAN) IN YOUR COUNTRY THAT CAN RECEIVE COMPLAINTS FROM CONSUMERS OF FINANCIAL SERVICES?



22 

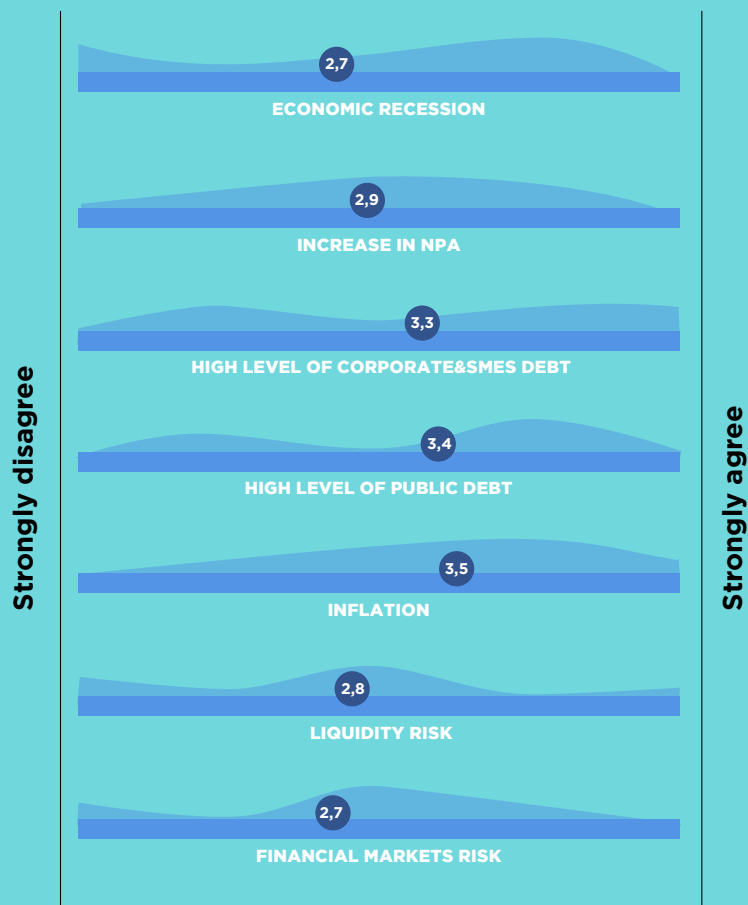
THIS OMBUDSMAN IS:



FINANCIAL STABILITY AND MACROPRUDENTIAL POLICIES

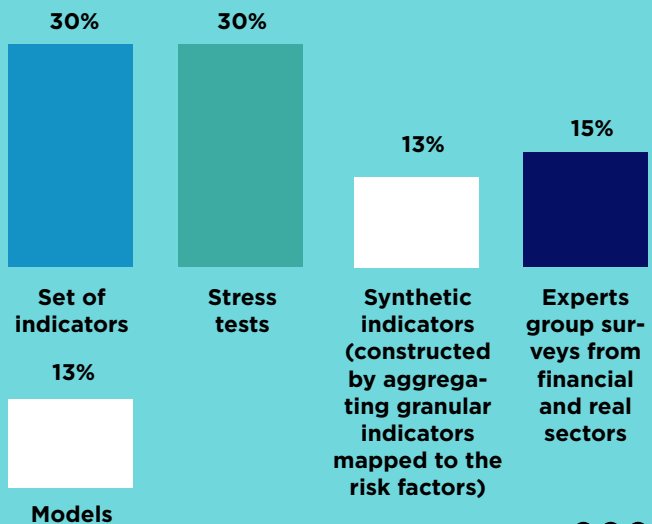


WHAT ARE THE MAIN RISK FACTORS IN YOUR JURISDICTION?



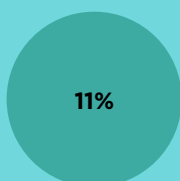
13

HOW DO YOU MONITOR MACRO-FINANCIAL CONDITIONS?



13

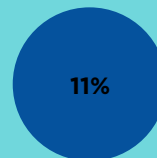
WHICH INSTRUMENTS HAVE BEEN ACTIVATED IN YOUR COUNTRY SO FAR?



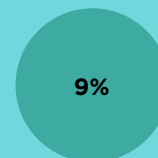
Leverage ratio



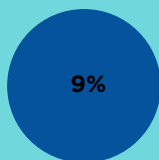
Sectorial risk weights



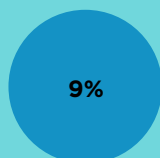
Systemic risk buffer



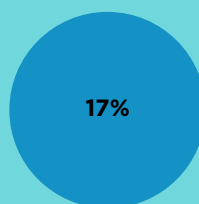
DSTI



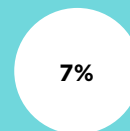
Large exposures restrictions



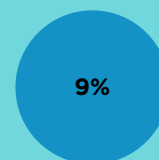
Counter cyclical buffer



Debt to income ratio



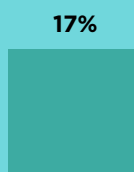
Liquidity charges



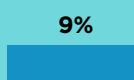
Capital flow measures

13

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



Closing data gaps



Ensuring policies consistencies



Activating and calibrating instruments



Implementing macroprudential policies in good times



Developing an analytical framework for selecting risk factors



Implementing international coordination

12



IBFI PRACTICAL

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

The IBFI's offer has been extended to include a new e-learning tool that allows learners to follow training paths through the numerous activities carried out within a central bank and a banking and insurance authority. The content, either based on replays from our seminars and webinars or specifically created, is updated yearly. After completion of a training on IBFI E-learning, learners receive training certificates.

For experts, the IBFI provides an access to its video library IBFI Replay. It offers 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 IBFI E-learning. (for learners)

- Our E-learning platform 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 platform 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.). IBFI E-Learning is free of cost for participants.



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 enroll a participant to an online seminar or a webinar must apply within 3 days before the date of the event. A notice of receipt is sent to candidates upon registration. Selected participants then receive a message with an invitation to join the online meeting.. The duration of the online seminars is usually from 2 to 5 days. The duration of a webinar varies from 1h30 to half a day. The online seminars and webinars are free of cost.



Practical information for the Video Library (for experts)

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

Practical information for face-to-face seminars

The IBFI was forced to suspend its live events during the pandemic, but resumed face-to-face seminars in Paris from June 2022.

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 fact that trainees have to attend every session of the seminar and sign the attendance sheet circulated every day.

Enrolment

- Central banks and other institutions intending to enroll a participant in a face to face seminar 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, acceptance depends 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, useful for visa purposes. They are then requested to fill some practical information (social event, traveling schedules and hotel for eligible countries) through the link provided.

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 on the application platform. The accommodation cost average?

Coverage for eligible trainee implies (s)he stays at the partner hotel. The cost coverage applies for a single room with breakfast. It does not include: additional cost for twin-room, longer stay (additional nights before or after the seminar), mini-bar, telephone and other services.

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.

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 may deprive another applicant from joining the seminar and incurs cancellations fees.

For participants eligible to partial or total coverage, hotel cancellation fees in case of no-show will 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.

IBFI BOARD



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, Human resources, Governance, Change Management.



Stéphane Gourdet

recently joined the International Banking and Finance Institute (IBFI) team. He was recruited by the Banque de France 25 years ago and has worked in different areas (IT projects, human resources, all lines of work of the Banque de France network : management control, risk management, financial inclusion, corporate credit risk assessment, cash circulation, safety and security, ...), before getting specialized in financial education and external cooperation. Before joining Banque de France, he first received a master degree in Mathématiques from Provence University.



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).



Julio Ramos Tallada

Is a senior economist in charge of organizing seminars and technical assistance in macroeconomics and statistics at the IBFI. In the past, he has held other positions: at the Bank of France he was senior economist at the International Monetary Relations Division, and research economist at the Macroprudential Policy Division (Financial Stability Directorate); at the French Treasury, he served as financial counselor in the French Embassy in Brasilia (on secondment). Before joining the Bank of France in 2011, he worked as a lecturer in Paris Dauphine University, where he received his PhD.

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