

How to Promote an SPI Platform?

3.1. Steps for Building an SPI Platform

Establishing an SPI partnership is a long step-by-step consensus-building process. In this chapter we assume that a banking association that is an EBF associate is the SPI Platform promoter.

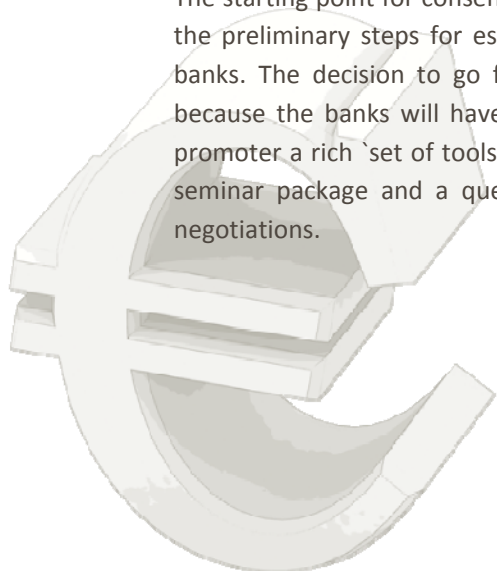
First, the banking industry should be made aware of SPI so that it can assess the feasibility of establishing the partnership and initiating the build-up actions. Then the main public partner should be gained as a supporter of the idea. This nucleus can invite other private and public institutions to join the partnership.

Box 14 – Four-step consensus-building process

- 1. Steps for building consensus among banks:**
 - i. EBF Associate's decision to assess the feasibility of establishing the SPI Platform.
 - ii. Bilateral discussions with the EBF Associate's senior management.
 - iii. Seminar for bank staff.
 - iv. EBF Associate's decision to initiate the SPI Platform.
- 2. Steps for initiating the partnership:**
 - i. Bilateral discussions between high-level representatives of banks and public authorities.
 - ii. Seminar with public authority staff.
 - iii. Official proposal to the central bank.
 - iv. Joint invitation from the central bank and banking association to other stakeholders.
- 3. Steps for establishing and running the partnership:**
 - i. SPI Committee set up.
 - ii. Preparation of public-private partnership project.
 - iii. Submission of request for funding to European Commission and other donors.
- 4. First implementation steps of project when funding has been secured:**
 - i. Hiring SPI Secretariat staff.
 - ii. Training SPI Secretariat staff.
 - iii. Designing and setting up a multi-annual financial modernization program.

3.2. Consensus-Building among Banks on Initiating the SPI Platform

The starting point for consensus-building is the decision by the management of the EBF Associate to take the preliminary steps for establishing the SPI Platform: awareness-building and consultations with the banks. The decision to go further depends on raising awareness of the advantages of SPI Platform, because the banks will have to contribute expertise and money. The **annexes** to this *Toolkit* give the promoter a rich set of tools – questions and answers, presentations, draft communications for banks, a seminar package and a questionnaire for assessing the potential project – that can be used in the negotiations.



3.2.1. EBF Associate's Decision to Assess the Feasibility of Establishing an SPI Platform

To persuade the management of the EBF Associate of the merits of SPI Platform, the promoter should give a presentation on the SPI partnership and on the proposed approach strategy, and answer any questions. The *Toolkit* offers a presentation (**Annex I-2**) and a question-and-answer discussion instrument (**Annex III-1**) that goes into greater detail. Anticipating positive feedback, the *Toolkit* provides a draft of the communication to senior bank management (**Annex III-2**) as a basis for public consultations with the industry.

These consultations should involve senior management of the banks, and then address the executive levels. For practical reasons, senior management must be approached through bilateral meetings because it is unlikely that senior managers of all banks will be available on a given date. The other levels of bank management should be addressed in a seminar.

Information gathered through this round of consultations will enable the EBF Associate to decide to initiate establishment of the SPI Platform.

3.2.2. Bilateral Discussions with the EBF Associate's Senior Management

Bilateral discussions with senior bank managers are essential for raising awareness about the SPI Platform, for obtaining opinions as to the feasibility of establishing the SPI Platform and implementing its actions and for understanding and addressing the banks' concerns.

To get the best results from the bilateral discussions, the *Toolkit* provides a presentation to be delivered during the meeting (**Annex III-3**), a questionnaire to help banks to identify modernization issues to be undertaken by an SPI Platform (**Annex III-4**), and a checklist (**Annex III-5**).

The presentation is designed to address a bank management's primary points of interest: what is "SPI", what does it do, what results are envisaged, and what is the quantitative impact on banks likely to be in terms of annual costs. The questionnaire is intended to help interviewees to understand what an SPI Platform could do for banks. These processes are backed up by the check-list. The overall aim is to provide the information necessary for the EBF Associate to reach its decision.

3.2.3. Seminar for Bank Staff

Having collected policy opinions from senior managers, the promoter must obtain technical opinions to ensure that potential project working group members understand the SPI Platform concept and are willing to be involved in its activities.

The presentation given in seminar for bank staff therefore focuses on project management procedures and on analytical methods. It describes the roles of project working groups and the SPI Secretariat, cooperation with banks, the banking association and its committees. Brainstorming sessions on the SWOT analysis of the SPI Platform or the project pipeline of an SPI Platform encourage bank executives to provide feedback.

The *Toolkit* provides the seminar package: the invitation letter (**Annex III-6**), an agenda (**Annex III-7**) and a presentation (**Annex III-8**).

3.2.4. EBF Associate's Decision to Initiate the SPI Platform

The results of the public consultations should be made known to the EBF Associate so that an informed decision can be made. The *Toolkit* provides an outline of the memo to be presented to the management of the EBF Associate (**Annex III-9**). For reasons of transparency, the findings of the consultations with the banks should be made known to all participants.

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