



SPI ALBANIA SECRETARIAT TRAINING

Tirana, 18 -19 April 2008

SPI ALBANIA FRAMEWORK (I)

- **SPI ALBANIA PARTNERSHIP**

- **BoA:**

- Main responsibilities under SPI partnership
 - Organizational chart
 - Contacts

- **AAB:**

- Main responsibilities under SPI partnership
 - Organizational chart
 - contacts

- **Convergence Program:**

- Main responsibilities under SPI partnership
 - Organization
 - Contacts

- **Supporting documents:** MoU between AAB and Convergence Program; Cooperation BoA-AAB-SPI Secretariat

SPI ALBANIA FRAMEWORK (I-1)

- Bank of Albania (BoA)
 - Member of SPI Committee
 - Main responsibilities:
 - Proposes projects to be undertaken;
 - Provides members for PWGs;
 - Endorses SPI documents;
 - Takes actions for enactment of regulatory proposals.

SPI ALBANIA FRAMEWORK (I-2)

Departments

Governor's Office	Mr. Genci Mamani, Chief Officer
Banking Supervision	Mr. Indrit Banka, Director
Human Resources	Mr. Dashamir Halilaj, Director
Legal	Mr. Toni Gogu, Director
Monetary Operations	Mr. Marian Gjermani, Director
Monetary Policies	Mr. Gramoz Kolasi, Director
Financial Stability	Mr. Klodion Shehu, Director
Research	Mr. Altin Tanku, Director
Foreign Relations, European Integration and Comunication	Ms. Ina Kraja, Director
Issue	Mr. Valer Miho, Director
Payment Systems	Ms. Marseda Dumani, Director
Accounting and Finance	Mr. Artan Toro, Director
Information Technology	Mrs.Xhilda Deliana, Director
Statistics	Mr. Kliti Ceca, Director
Administration	Mr. Agron Skënderaga, Director
Security and Protection	vacant
Printing House	Mr. Alfons Theka, Director

SPI ALBANIA FRAMEWORK (I-3)

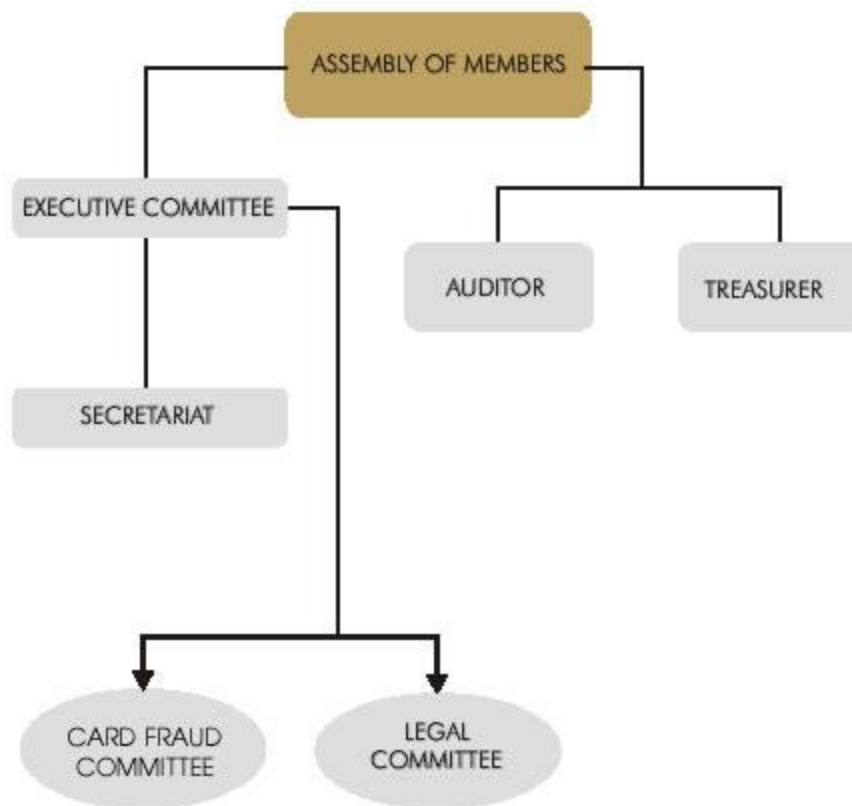
- ALBANIAN ASSOCIATION OF BANKS (AAB)
 - Member of SPI Committee
 - Main responsibilities:
 - Ensures office facilities for SPI Secretariat;
 - Proposes projects to be undertaken;
 - Provides members for PWGs;
 - Supports PWGs activities;
 - Endorses SPI documents;
 - Takes actions for enactment of regulatory proposals.

SPI ALBANIA FRAMEWORK (I-4)

- Organization
 - **Board of Administration**
 - Mr. Edvin Liubohova, Chairman
 - **Secretariat**
 - Mr. Elvin MEKA
Secretary General
Tel:+355 4 280 372
Fax:+355 4 280 371
E-mail: secretariat@aab-al.org
 - Ms. Junida KATROSHI
Assistant to Secretary General
Tel:+355 4 280 371
Fax:+355 4 280 371
E-mail: junida.katroshi@aab-al.org
 - Ms. Brunilda KOSTARE
Legal Adviser
Tel:+355 4 280 371
Fax:+355 4 280 371
E-mail: brunilda.kostare@aab-al.org

SPI ALBANIA FRAMEWORK (I-5)

Organization



SPI ALBANIA FRAMEWORK (I-6)

- **CONVERGENCE PROGRAM (CONVERGENCE)**
 - Member of SPI Committee
 - Main responsibilities:
 - Provides SPI Secretariat;
 - Manages day-to-day activities of SPI Secretariat and of PWGs;
 - Makes proposals on projects to be undertaken;
 - Provides international expertise;
 - Endorses SPI documents;
 - Coordinates actions for enactment of regulatory proposals.

SPI ALBANIA FRAMEWORK (I-7)

- CONVERGENCE PROGRAM
 - Mr. Luigi Passamonti, Head
 - Mr. Biagio Bossone
 - Mrs. Ramona Bratu, SPI Romania Director for Bank Products and Services
 - Ms Rumiana Uzunova, Office Manager

SPI ALBANIA FRAMEWORK (II)

- **SPI COMMITTEE** - a high level commitment to public-private collaboration on financial sector modernization.
 - Members
 - Main responsibilities
 - Meetings
 - SPI Secretariat duties
- Supporting documents
 - SPI Committee Operating Guidelines
 - SPI Committee meeting Agenda
 - SPI Committee meeting package
 - SPI Committee meeting minutes

SPI ALBANIA FRAMEWORK (II-1)

- **SPI COMMITTEE**

- **Members:** BoA- Governor & Hosting Chairperson, AAB - President, Convergence Program - Head
 - Convergence will invite MoF and AMF as permanent observers.
 - The nominal list of SPI Committee members and observer and of their alternates will be attached to the operating guidelines.
 - SPI Committee will sign its operating guidelines in the May meeting.
- Main responsibilities
- Meetings
- SPI Secretariat duties

SPI ALBANIA FRAMEWORK (II- 2)

- **SPI COMMITTEE**

- Members: BoA, AAB, Convergence Program
- **Main responsibilities:**
 - Selecting the analytical projects to be undertaken;
 - Endorsing the policy documents;
 - Monitoring progress of enactment of the regulatory proposals;
 - Intervening for speedy enactment and implementation.
- Meetings
- SPI Secretariat duties

SPI ALBANIA FRAMEWORK (II- 3)

- **SPI COMMITTEE**

- Members: BoA, AAB, Convergence Program
- Main responsibilities: ex-ante agreement on SPI projects, prompting for enactment
- **Meetings:** quarterly
- SPI Secretariat duties

SPI ALBANIA FRAMEWORK (II- 4)

- **SPI COMMITTEE**

- Members: BoA, AAB, Convergence Program
- Main responsibilities: ex-ante agreement on SPI projects, prompting for enactment
- Meetings: quarterly
- **SPI Secretariat duties:**
 - Secretary for SPI Committee – SPI Director for Analytics and Policy
 - SPI Committee meeting agenda
 - SPI Committee meeting package – 7 days before
 - SPI Committee meeting minutes
 - Documents
 - Reports - quarterly

SPI ALBANIA FRAMEWORK (III)

- PROJECT WORKING GROUPS

- Project Management Team

- composition
 - responsibilities

- Project Working Group

- Composition
 - Responsibilities

- PWG gathering

- Meetings

- SPI Secretariat responsibilities

- Supporting documents: Working Group Activities, minutes outline, background studies

SPI ALBANIA FRAMEWORK (III-1)

- PROJECT WORKING GROUPS
 - **Project Management Team**
 - **Composition & responsibilities:**
 - **Project Owner** - represents the main stakeholder at top management level and ensures the project oversight;
 - **Project Manager** – is appointed by the Project Owner (usually out of the PO's institution management staff) and ensures the management of the day-to day activities;
 - **Deputy Project Manager(s)** – represent(s) the other main stakeholder(s) and second(s) the Project Manager in coordinating the day-to-day activities.
 - Project Working Group
 - Composition
 - Responsibilities
 - PWG gathering
 - Meetings
 - SPI Secretariat responsibilities

SPI ALBANIA FRAMEWORK (III- 2)

- PROJECT WORKING GROUPS:
 - Project Management Team
 - PO – strategic management & oversight
 - PM/DPM – management of day-to-day PWGs activities
 - **Project Working Group**
 - Composition: representatives of all stakeholders, with specific expertise profiles.
 - Responsibilities:
 - » Attending the meetings;
 - » Actively participating in the meetings;
 - » Providing individual contributions (their institutions' experience, parts of documents);
 - » Validation of RIA questionnaire;
 - » Providing data/filling in questionnaires;
 - » Validation of RIA findings;
 - » Approval of position/policy documents;
 - » Supporting enactment activities.
- PWG gathering
- Meetings
- SPI Secretariat responsibilities

SPI ALBANIA FRAMEWORK (III- 3)

- **PROJECT WORKING GROUPS:**
 - Project Management Team
 - PO – strategic management & oversight
 - PM/DPM – management of day-to-day PWGs activities
 - **Project Working Group:** representatives of all stakeholders, with specific expertise profiles, providing individual contributions
 - **PWG gathering**
 - ToRs
 - List of eligible persons – in consultation with BoA and AAB
 - Invitation letters – to be signed by SPI Committee members
 - **Meetings:** 3-4 meetings
 - SPI Secretariat responsibilities

SPI ALBANIA FRAMEWORK (III- 4)

- **PROJECT WORKING GROUPS:**
 - **SPI Secretariat responsibilities**
 - **ToRs drafting:**
 - background information – interviews with stakeholders and research;
 - project objective;
 - strategy;
 - methodology (steps, output, contributions)
 - **Drafting list of eligible persons/project in consultation with BoA and AAB**

Project	Objective	PO	PM/DPM	PWG members
---------	-----------	----	--------	-------------

- **Drafting, getting signatures and sending invitation letters**
- **Organizing PWGs meetings:**
 - Meeting details – in cooperation with PMT and AAB
 - Invitation with agenda and documents for discussions

SPI ALBANIA FRAMEWORK (III- 5)

- PROJECT WORKING GROUPS:
 - **SPI Secretariat responsibilities**
 - **Preparing background studies** – based on interviews, research, international benchmark, compilation of regulations
 - **Preparing PWGs meeting minutes**
 - Venue, date, meeting number
 - Participants
 - Agenda/meeting objective
 - Summary of discussions and conclusions
 - Next steps
 - Future meeting
 - **Centralizing individual contributions**

SPI ALBANIA FRAMEWORK (III- 6)

- **PROJECT WORKING GROUPS:**
 - **SPI Secretariat responsibilities**
 - **International expertise**
 - Identifying, with Convergence support, international experts
 - **Preparing draft ToRs for the expert**
 - Supporting contracting process
 - Handling the relationship with the expert
 - Endorsing, together with PMT, the payment to the expert
 - **Preparing documents for PWGs discussions**
 - **Preparing draft RIA questionnaire**
 - **Collecting data and performing calculations**
 - **Preparing policy documents**

SPI ALBANIA FRAMEWORK (III- 7)

- **Organizing events** – in cooperation with PWG, SPI Committee members and experts, under Convergence coordination – for awareness raising or for disseminating projects' outcomes
 1. Draft event agenda
 2. Identify potential speakers and panelists
 3. Draft participants' list
 4. Draft action plan and budget
 5. Investigate speakers' availability
 6. Investigate logistic possibilities
 7. Draft invitation letter to be sent to speakers
 8. Send invitation letters with draft agenda
 9. Gather event package
 10. Send final agenda
 11. Prepare minutes of the event
 12. Send the minutes with event package
 13. Send thank you letters to speakers, minutes and event package

SPI ALBANIA FRAMEWORK (IV)

- SPI SECRETARIAT
 - General responsibilities
 - Specific responsibilities per each project phase
 - Better regulation – SPI Secretariat mission
 - Recap of SPI Secretariat responsibilities
- Supporting documents: Cooperation BoA-AAB-SPI Secretariat, Better regulation presentation, SPI Committee Operating Guidelines

SPI ALBANIA FRAMEWORK (IV-1)

- SPI SECRETARIAT

- General responsibilities:

- Manage relationships with the banking community, international banks (e.g., through Convergence Group), local experts (e.g., Deloitte) and other TA providers (e.g., IFC PEP, EBRD,...);
 - Manage relationships with potential funding sources for expertise (e.g., public and private donors);
 - Manage technical relationships with foreign experts and consult with technical staff of the authorities during projects;
 - Prepare analytical studies supporting proposed regulatory changes (with full RIA);
 - Build up and maintain necessary databases and evidence;
 - Prepare final SPI Committee proposal (backed by analytical study);
 - Prepare SPI Committee meetings agenda, keep meetings record and distribute minutes to members;
 - Submit periodical activity reports to Convergence, BoA, AAB and SPI Committee;
 - Present SPI Annual Business Plan quarter/annual working plans and budgets for approval to the SPI Committee;
 - Contribute to Convergence papers, presentation, and reports (i.e., annual reports);
 - Feed the website and manage relationship with press

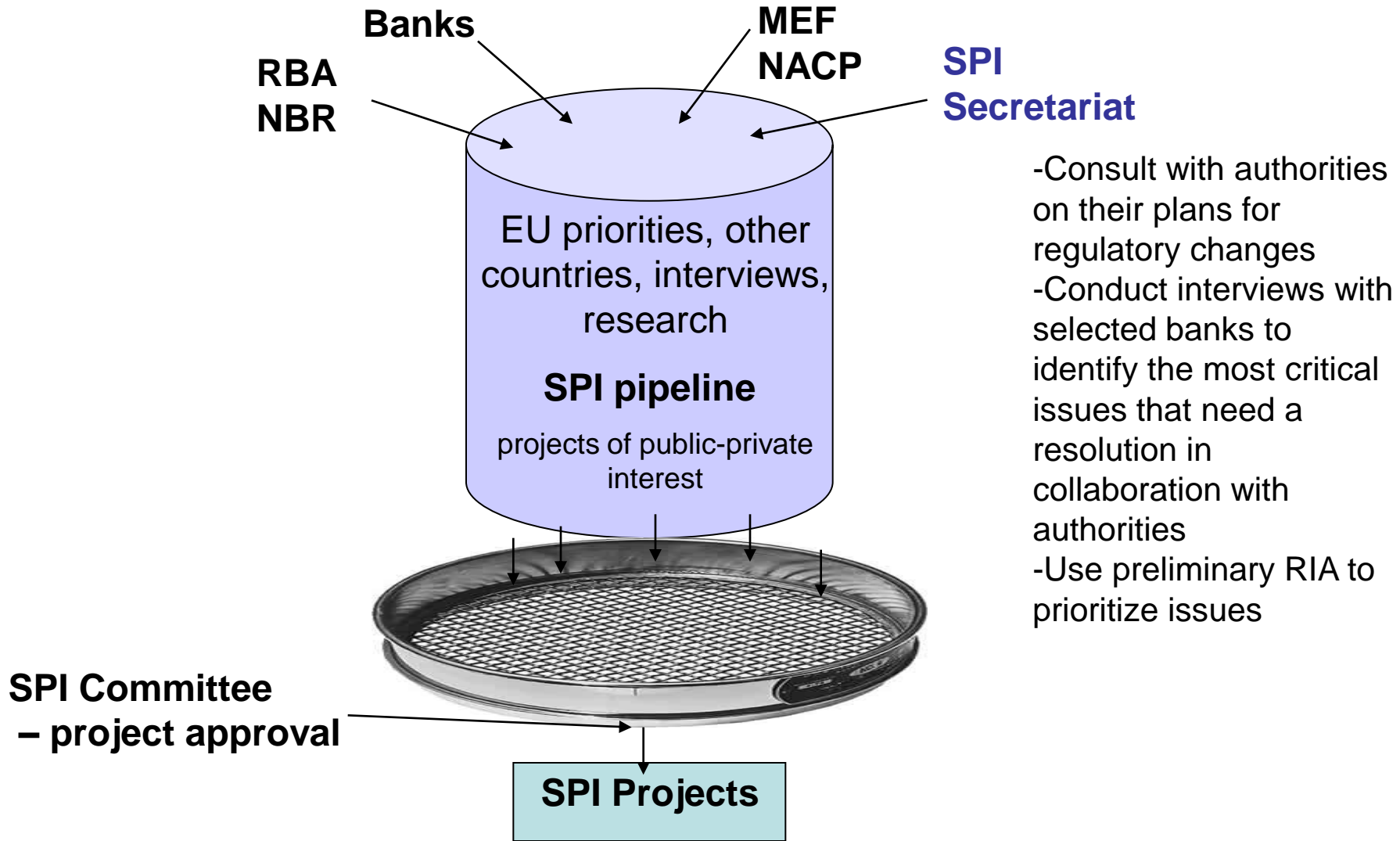
SPI ALBANIA FRAMEWORK (IV- 2)

- SPI SECRETARIAT
 - General responsibilities
 - Necessary databases
 - BoA - contacts
 - AAB (including individual banks)
 - PWGs (composition, contacts)
 - Financial authorities and other stakeholders
 - Academic experts
 - Consulting companies
 - Data on the banking system
 - Possible donors
 - Neighboring countries' banking systems

SPI ALBANIA FRAMEWORK (IV-3)

SPI Secretariat responsibilities by **project phase**

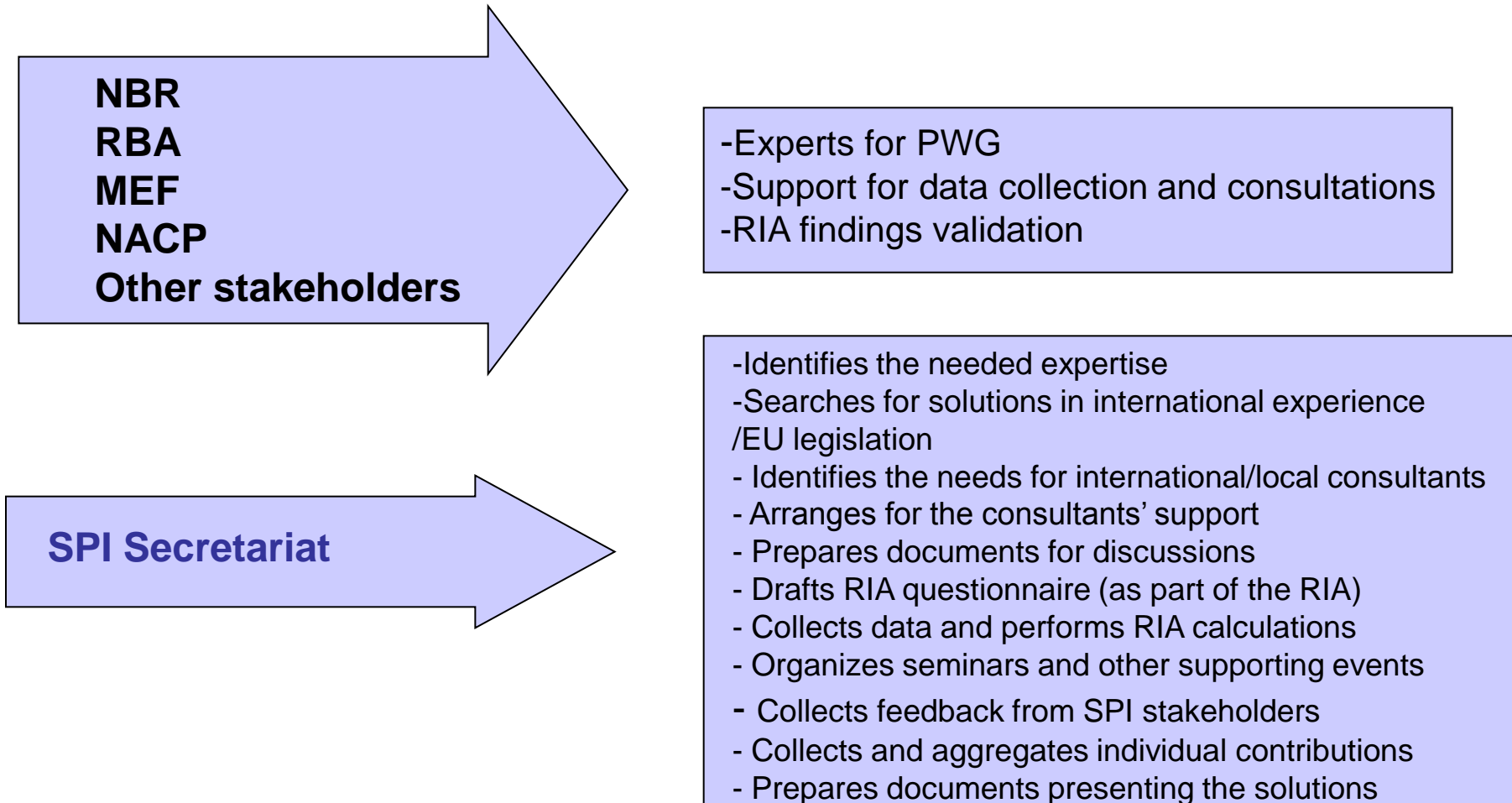
1. Issue identification and selection



SPI ALBANIA FRAMEWORK (IV-4)

SPI Secretariat responsibilities by **project phase**

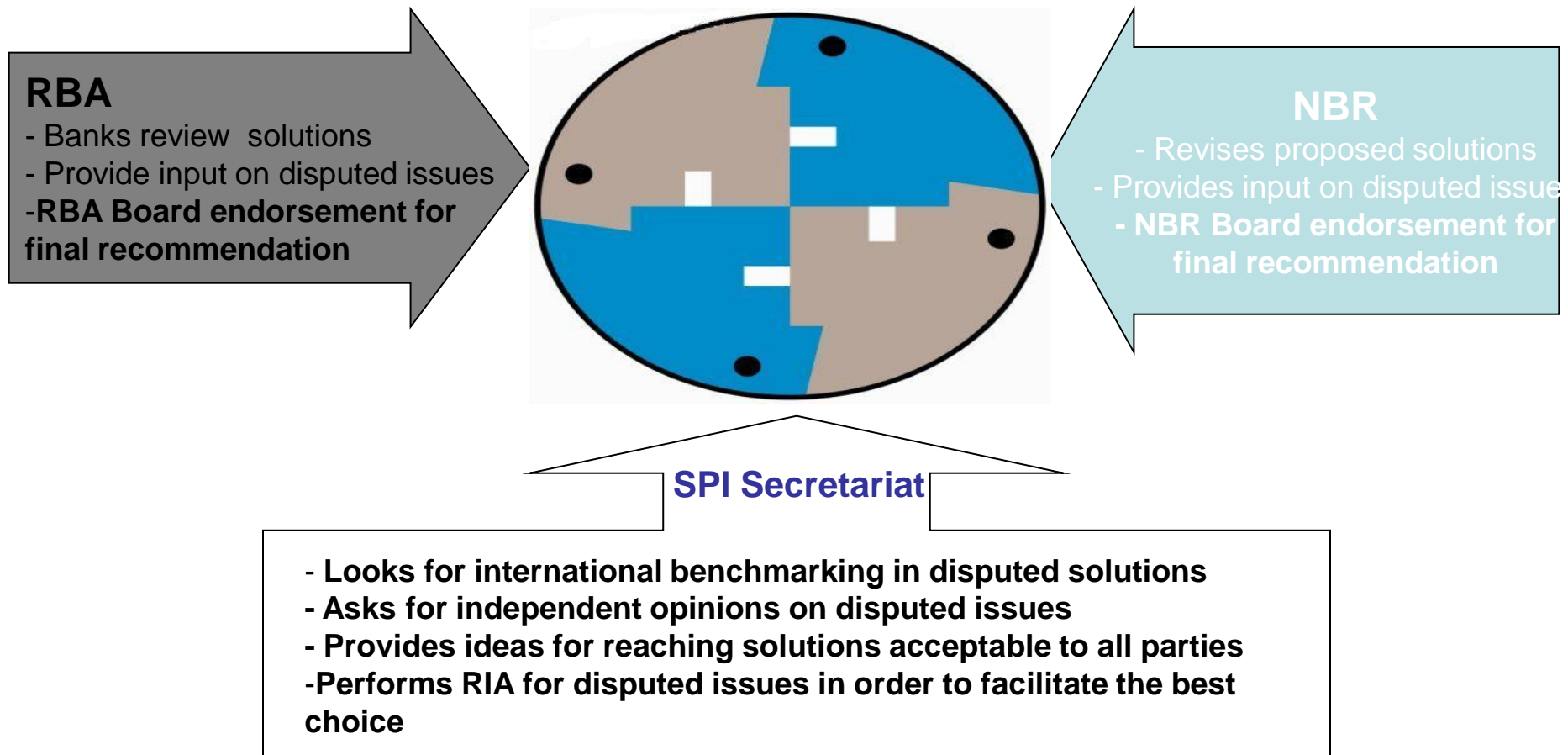
2. Solution searching



SPI ALBANIA FRAMEWORK (IV-5)

SPI Secretariat responsibilities by project phase

3. Consensus building



SPI ALBANIA FRAMEWORK (IV-6)

SPI Secretariat responsibilities by **project phase**

4. **Solution enactment**



NBR, RBA and SPI Secretariat coordinate actions in respect of full range of SPI projects

SPI Secretariat

- Prepares the law / regulations enactment packages
- Prepares SPI Committee letters to the legislative initiator or to the NBR Board for NBR regulations
- Provides detailed description of RIA to the legislative initiator or to the NBR Board
- Follows up with the legislative initiator
- Notifies NBR on the initiation of the public consultation process
- Sends SPI Secretariat submission under the public consultation process
- Arranges and/or attends the meetings with institutions involved in the enactment process
- Prepares other documents as required by the legislative initiator

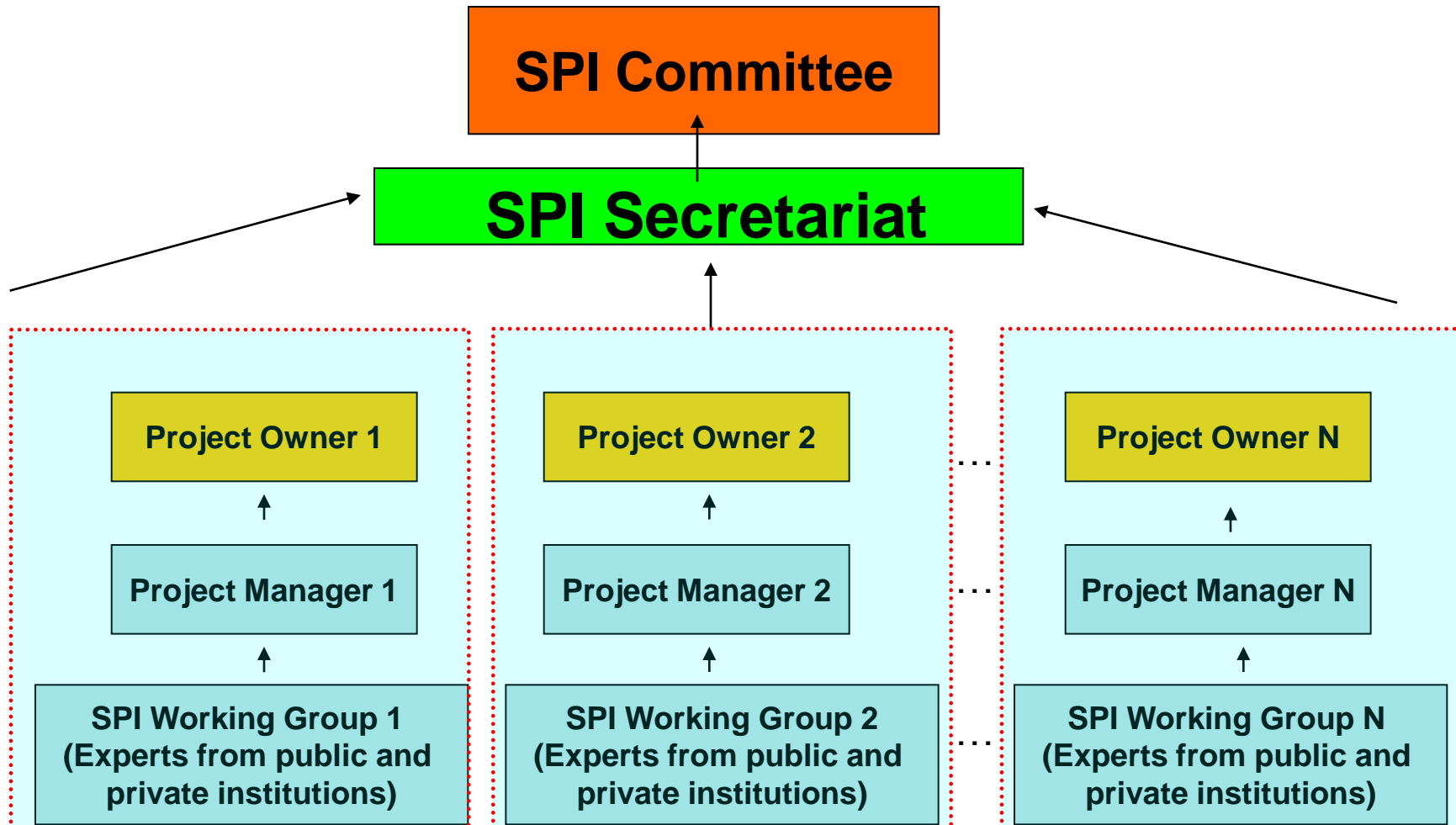
SPI ALBANIA FRAMEWORK (IV-7)

10 GOLDEN RULES FOR CONSENSUS - BUILDING

- Gaining PWGs confidence through a very well preparation of the projects and of the PWG meetings
- Maintaining a neutral position in the PWG meetings
- Focusing PWGs discussions
- Accurate minutes of PWGs meetings
- Keeping a clear track on disputed issues
- Asking each party's arguments on disputed issues
- Looking for international experience for the disputed issues
- Asking for third parties' opinions on disputed issues
- Searching for middle-way solutions
- Asking for PWGs' approval on documents

SPI ALBANIA FRAMEWORK (IV-8)

SOLUTION ENDORSEMENT AND ENACTMENT



SOLUTION FINDING (Based on public-private consultations through RIA)

SPI SECRETARIAT RESPONSIBILITIES ON BETTER REGULATION - I

Steps	Purpose
Scoping of problem	
1. Problem identification	To understand if a market/regulatory failure creates the case for regulatory intervention.
2. Definition of policy objectives	To identify the effects of the market /regulatory failure to the regulatory objectives.
3. Development of “do nothing option”	To identify and state the status quo.
4. Alternative policy options	To identify and state alternative policies (among them the “market solution”).
Analysis of impact	
5. Costs to users	To identify and state the costs borne by consumers
6. Benefits to users	To identify and state the benefits yielded by consumers
7. Costs to regulated firms and regulator	To identify and state the costs borne by regulator and regulated firms
8. Benefits to regulated firms and regulator	To identify and state the benefits yielded by regulator and regulated firms
Consultations	
9. Data Questionnaire	To collect market structure data to feed into cost and benefit analysis
10. Policy Document	To learn market participant opinions on various policy options
Conclusion	
11. Final Recommendations	Final report based on Cost Benefit Analysis and market feedback

SPI SECRETARIAT RESPONSIBILITIES ON BETTER REGULATION - II

- Details on Better regulation approach steps
- Policy recommendations document
 - Problem identification;
 - Objectives;
 - Policy options;
 - Analysis of qualitative and quantitative impact (per each option considered, also including the “do nothing option”);
 - Comparisons of the options
 - Stakeholders feedback
 - Policy recommendations.

SPI SECRETARIAT – RESPONSIBILITIES SHARING

- General and specific responsibilities (recap)
- Team work on responsibilities sharing
 - SPI Operations Director
 - SPI Director for Analytics and Policy
 - SPI Technical Anchor

SPI SECRETARIAT – RESPONSIBILITIES

SHARING – I (General responsibilities)

Responsibilities	Responsible (s)
Manage relationships with the banking community, international banks (e.g., through Convergence Group), local experts (e.g., Deloitte) and other TA providers (e.g., IFC PEP, EBRD,...).	
Manage relationships with potential funding sources for expertise (e.g., public and private donors)	
Manage technical relationships with foreign experts and consult with technical staff of the authorities during projects	
Prepare analytical studies supporting proposed regulatory changes (with full RIA)	
Prepare final SPI Committee proposal (backed by analytical study)	
Build up and maintain necessary databases and evidence	
Prepare SPI Committee meetings agenda, keep meetings record and distribute minutes to SC members	
Submit periodical activity reports [frequency to be determined] to Senior Country Advisor, Convergence Rome, RBA, Steering Committee and WB	
Present SPI Annual Business Plan quarter/annual working plans and budgets for approval to the Steering Committee	
Maintain Convergence web site and disseminate relevant materials	
Contribute to Convergence papers, presentation, and reports (i.e., annual reports)	
Feed the website and manage relationship with press	

SPI SECRETARIAT – RESPONSIBILITIES SHARING – II (by project phases)

Responsibilities	Responsible (s)
Issue identification and selection	
Consult with authorities on their plans for regulatory changes	
Conduct interviews with selected banks to identify the most critical issues that need resolution in collaboration with authorities	
Use preliminary RIA to prioritize issues	
Perform research in the international experience and in country's priorities in accessing to EU	
Prepare proposals for SPI Committee approval	
PWG activities -I	
Prepare project ToRs	
Identify possible PWG members	
Prepare and send invitation letters	
Contact PWGs	
Organize PWGs meetings	
Prepare background studies	

SPI SECRETARIAT – RESPONSIBILITIES SHARING – III (by project phases)

Responsibilities	Responsible (s)
PWG activities -II	
Attend PWGs meetings	
Prepare minutes of PWGs meetings	
Centralize individual contributions and prepare documents for PWGs discussions	
Manage the relationship with external experts	
Look into international experience	
Prepare draft RIA questionnaire	
Collect data and perform calculations	
Consensus building	
Prepare policy documents	
Organize seminars and other project-related events	
Enactment monitoring	
Other responsibilities	

SPI SECRETARIAT – EXERCISE

- Presentation of individual homework
- Discussions
- Conclusions