

## Photos Taken at Project Sites



Reform of Bank Accounting in Angola



Accounting Standards at Cooperative Banks in Georgia



Agricultural Bank Strengthening in Ghana



Bank Supervision Strengthening in Vietnam

**DevPar** is a Canadian limited liability company registered under the Canada Business Corporations Act.

Founded in 1992 by experienced consultants seeking to provide services to developing countries through a sharing of experience in financial management. An emphasis in initial work was the establishment and modernization of financial and capital markets.

**Development:** The focus is improvement of the general welfare of people living in emerging, transitional, and developing countries.

**Partnerships:** The approach is through recognition that the participation of the most appropriate teams on projects will achieve the best sustainable results for beneficiaries.

We maintain relations with a variety of national consulting firms in developing countries with for collaboration on the conduct of projects.



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## Consulting Services To The Banking Industry



*“Bringing together experienced partners to provide skills, expertise and technology to the conduct of projects in developing countries”*

## Capacity Building

Capacity building has been at the heart of much of the technical assistance provided in the banking industry. This has included training and provisions for the management of change. Change management has often been a major impediment to the achievement of significant improvements. Training requirements are normally based on an objective assessment of training needs. These are often set in the context of staffing policies that emphasize the importance of encouraging staff to develop professionally and to be prepared for promotion. Part of the needs assessment includes seeking to understand the training techniques that would be most successful with the staff. Operational manuals are also assessed to see how they could better meet the needs of staff and support training. Training materials are developed to include training delivery techniques that will fully address the needs of staff. Often group participative techniques are the most successful. These are based on real-life situations and problems that could be faced by the staff. Training assessments are part of the process to test the extent to which learning has actually taken place, as well as assess the effectiveness of the training facilitator. It is the end result of training that must be the measure of its success. This can be enhanced through mentorship.

## Building Stronger Institutions

The desirable capacity of a financial institution can be viewed from at least two perspectives. One is its capacity to fulfill international standards for capital adequacy based on effective risk management. The other is based on its effectiveness in addressing the needs of customers in a customer-service context. Both are important. They need to be reflected in a strategic business plan that provides clear direction for the future.

The first perspective, capital adequacy, will address issues relating to stronger governance and the role of the Board of Directors and its relationship with management. Organization arrangements, systems, and operating processes will be implemented to address and monitor risks in all categories to ensure that the institution can contain risk within parameters set by the Board. It will have carried out preparations to address threats to business continuity.

The second perspective, relating to customer service, establishes within the institution an attitude and a commitment to recognizing that the customer is the reason-for-being of the institution. Market research and assessments will be key to this program to more fully understand the needs of customers and how they can best be met. Products, services, and the manner of delivering services will fall into this context for strengthening and improvement. Training and capacity building are essential components to fully achieve this goal. DevPar staff are often drawn from banking backgrounds in the functions and processes to be improved.

## Building The Regulatory Framework

A regulatory framework will seek to achieve a balance between prudential standards and economic development. Its objective will be to contain the threat of systemic disasters that could damage the economy.

DevPar has been involved in amending legislation and regulations to enable international standards of supervision to be implemented both at the supervisory agency and the institutional level. This latter work has included:

- ◇ Drafting manuals
- ◇ Preparing training materials
- ◇ Training trainers
- ◇ Coaching staff
- ◇ Improving the effectiveness of both on-site and off-site functions.

Our firm has been involved in the improvement of processes for licensing, supervision, liaison with the banking industry, and responses to non-compliant institutions. Staff have led diagnostic assessments of licensed institutions to determine the preparedness for risk-based standards of supervision including the design of internal capital adequacy assessments requirements.

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