



AGJENCIA
E SIGURIMIT
TË DEPOZITAVE

STRATEGIC PLAN
2015 – 2017

In order to draft the Strategic Plan 2015 – 2017, the Agency has carefully taken in consideration and was based on the vision, mission and on public objectives values of deposit insurance scheme as the corner stone of entirely institution's activity.

AGENCY'S VISION

To be deposit insures deserving the public trust.

AGENCY'S MISSION

Proper administration of the deposit insurance scheme¹

AGENCY'S VALUES

Throughout - **integrity** action aiming completion of the mission

Team – work to strengthen the communication and carry out an effective cooperation

Full – **commitment** to assure adequate information and prompt compensation to the public

Transparency into our job culture

Accountability on financial sources management

¹ In the Articles of Association of the Agency it is set that “The mission of the Agency is the administration of the deposit insurance scheme in order to meet the public objectives of the scheme in compliance and implementation of the Law”. With the purpose of effectively communicating with the stakeholders this paper presents a simplified version.

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SUMMARY

The Deposit Insurance Agency's Strategic Plan of 2015 – 2017 seeks to provide a clear and structured forecast to Agency activity direction in the course of the last three – years. Preparation for an effective compensation for in - the - need depositors will be always the priority of deposit insurance scheme and Agency as its manager during this three – years mandate. In fulfillment of this duty, the strategic plan presents an outline of the Agency's activity, focusing in completion of a concrete strategy toward short - and medium - terms well - defined objectives.

The strategic plan was drafted using a challenging and realistic approach based on two main pillars. First, fundamental principles of effective systems of deposit insurance have been consulted with International Organization of Deposit Insurances and best international practices and deposit insurance standards have been emulated. This has been Agency's challenge. Second, based on the current capacities and the past experiences, a SWOT analysis has been carried out, identifying Agency's strengths and weaknesses as well as opportunities and threats encountered throughout the completion of the Strategic Plan. This is Agency's reality.

A SWOT analysis shows a *status quo* of Agency's capacities toward the Strategic Plan. In this context, SWOT identifies the Deposits Insurance Fund as Agency's main force and the availability of financial assets, operational capacities and Agency' structures commitment, and national and international cooperation, among the others, members of local financial insurance network and international deposit insurance organizations. However, according to the analysis, without any doubt, there are opportunities to further improve the efficiency of insurance scheme in compliance with best international practices, particularly *acquis* of European Union and intensification of relationship with Agency's partners and groups of interest. On the other hand, Agency's weaknesses in completion of the strategic plan are characterized of the lack of previous insurance experiences, unfinished compensation infrastructure like setting up and preservation of clear and effective operational standards and procedures. While, *threats* in completion of the Strategic Plan, are focused mainly on the local financial system stability and member subjects developments, regulatory framework adjustments supporting the Agency's activity, effectiveness of law - implementation bodies, and public finances stability.

In the course of three - year period 2015 - 2017, factors affecting the Agency's success are: (i) *14 days to compensate the depositors of the legal amount*. Compensation preparation according to legal and regulatory framework, simulations and trainings and inter - institutional cooperation through local financial insurance network has been considered as a necessary element; (ii) $\pm 10\%$ *variance in annual budget achievement*. The Agency seeks a continuous improvement of the operational efficiency, through a realistic planning, effective management of funds and its financial sources; (iii) *2 - 4 % rise of public awareness about insurance scheme*. A correct public information on the scheme and the

Agency's role has been estimated quite essential on strengthening and preservation of financial stability in the country.

In completion of these factors, the strategic plan identifying three – year strategies the Agency's activity will be relying on, are:

- a) Compensation availability. The close cooperation with the Financial Stability Advisory Group members, particularly with the Bank of Albania is an essential element. Also, the improvement and authentication of legal, information and operational Agency's infrastructure has been an objective to achieve in due time compensation process. In this context, depositors' data quality improvement by scheme member subjects is a priority.

- b) Financial assets effective management. Improvement of risk management methods in relation with investment portfolio, cash, crediting and risk allocation throughout banking system. Seeking a realistic planning and constant monitoring of financial indexes, as well as identification of standard indexes to financial performance.
- c) Public awareness. Carry out periodical bases - polling to measure the public awareness level. Strategy Development about a continuous and effective communication with the groups of interest.
- d) Deposit insurance scheme enhancement. Involvement of Saving – Crediting Association (SCA) and the initiative to encompass SME in the scheme.
- e) New opportunities identification about extra - effective management of the Organization. The Agency will pursue international standards on proper management, transparency and communication. Also, commitment on community - affecting social projects is a goal.

The Agency estimates that implementation of these strategies is an essential part in fulfillment of public objective of deposit insurance scheme, accurate and on due time compensation of insured depositors. In fulfillment of strategies and objectives defined in the course of this period, the Agency will concentrate its endeavors and sources to strengthen the operational capacities. Likewise, the Agency will retain its commitment to enhance the cooperation with members of financial insurance network and groups of interest, to maintain the financial stability in the country and safeguard depositors' interests.

SUCCESS KEY FACTORS

To identify the key factors affecting a successful Strategic Plan 2015 – 2017, in - effect deposit insurance scheme regulatory environment and available capacities and sources have been considered. The Agency evaluates that the implementation of three - year defined strategies approaches it to the success - bringing factors.

I. 14 (fourteen) days to compensate the depositors to the legal amount.

Accurate and prompt depositors' compensation is existence Agency's motivation. The Agency has defined, in full compliance with its mission and fundamental principles to deposit insurance effective systems, depositors' compensation within 14 (fourteen) days from the obligatory liquidation determined - day of the non - paying ability financial institution. DIA is committed to accomplish efficient and on the time compensation processes on insured deposits in bankrupt – declared financial institutions, part of deposit insurance scheme. In addition, it develops stimulation procedures to authenticate, improve and guarantee its procedures effectiveness. In this way, DIA plays a contribution in maintain of financial stability in the country.

II. ± 10 % variance on annual budget achievement

Deposit Insurance Agency (DIA) is following a continuous process of operational efficiency improvement. DIA is fully committed to achieve an annual budget not exceeding 10% of its approved value. Such achievement seeks:

- a. A challenging realistic planning
- b. Improvement of communication and cooperation

C. Effective management of funds and its other sources

III. 2 – 4% rise of public awareness to Deposits Insurance Scheme into the Republic of Albania

The public confidence on the fact that their saving are in good and safe hands is the essential element of deposit insurance activity. In this context, public awareness has been considered as very important and necessary element on completion of deposit insurance public objectives. To this end, DIA is entirely committed to increase the level of public awareness to deposit insurance scheme and DIA from 2 to 4 %.

STRENGTHS, WEAKNESS, OPPORTUNITIES AND THREATS ANALYSIS (SWOT)

The job - defining strategic directions, objectives and projects subject to fulfillment of Strategic Planning duties was preceded by the analyzes on internal and external factors affecting the Agency’s activity. Such analyses was relied, among the others, on the FSAP mission of World Bank and IMF assessments about the compatibility level of the institution and fundamental principles of deposit insurance schemes. Likewise, the assessment of operational environment the Agency exercises its activity was taken in consideration in the current Agency’s experience on challenges management.

Strengths	Weakness
<ol style="list-style-type: none"> 1. Multiple cooperation 2. Agency’s structures commitments 3. Rise of insurance fund health and financial assets opportunity 	<ol style="list-style-type: none"> 1. Historical data and previous experiences 2. Compensation infrastructure 3. Cooperation and coordination within Agency’s sectors 4. Operational procedures and policies updating 5. Risks management
Opportunities	Threats
<ol style="list-style-type: none"> 1. Wholly acceptance of fundamental principles of European Union instructions on deposit insurances. 2. FSAG and international partners commitment 3. Rise of financial education and awareness of groups of interest 4. Enhance of technology utilization 	<ol style="list-style-type: none"> 1. Risk concentration, relaxed supervision and exposure of financial sector 2. Instability of regulatory framework 3. Effectiveness of methods on legal framework implementation and disputes solving 4. Market risk and public finances stability

I. DIA’s strengths in completion of Strategic Plan

1. **Multiple cooperation** – The Agency, as *de facto* member of Financial Stability Advisory Group (FSAG), cooperates and coordinates its activity with the Ministry of Finance, Bank of Albania

and the Financial Supervision Authority. In addition, the Agency, as full – rights member of International Agency / Association of Deposit Insurance (IADI) and European Forum of Deposit Insurance (EFDI) embraces best international practices in deposits insurance field. Aiming the exchange of experiences and capacities, the Agency signed agreements with several counterpart institutions.

2. ***Agency's structures commitment*** – Fulfillment of Strategic Plan objectives is all – involving process seeking the commitment of Agency's structures. Consequently, one of the Agency's strength is the indicated commitment of all Agency's structures, from Board of Directors to the staff about the initiatives undertaken by the Agency toward the continuous improvement of deposit insurance scheme and its appropriate management.
3. ***A healthy rise of insurance fund and availability of financial assets*** – The deposit insurance fund has been raised in a steady way since the Agency establishment on 2002 and in the course of this period there has been no need to use it. In virtue of provisions of law "On deposit insurance", the Agency has signed agreements with the Ministry of Finance and Bank of Albania to guarantee the necessary funding to fulfill the legal obligations in case of an insurance issue. In addition, in order to diversify the financial sources and increase of coverage level, the Agency, on 2014, has signed a loan agreement with EBRD. The availability of financial assets enables the necessary funds allocation to fulfill the Strategic Plan objectives.
4. ***Operational capacities development*** – The Agency has undertaken several initiatives to improve its operational capacities. Setting up and implementation of the information system to report and compensation, changes on organizational and managerial structure and increase of financial independence play a substantial contribution on Agency's activity efficiency regarding fulfillment of strategic objectives.
5. ***Improvement of legal framework*** – On 2014 a new law "On deposit insurance" was passed in compliance with the recommendation of IMF and World Bank, facilitating the legal basis to improve regulation of deposit insurance scheme functioning. Such law established the necessary room for further development of deposit insurance scheme in our country in compliance with International Standards on Effective deposit insurance scheme and Regulation 2014 / 49 / BE of European Union "On deposit scheme guarantee."

II. DIA weakness on fulfillment of the Strategic Plan

1. ***Historic data and previous experience*** – DIA is a relatively new institution, with no experience on insurance cases. Previous experiences and the availability of historical data enable anticipation and drafting of extra accurate and realistic strategies in fulfillment of objectives, in compatibility with the operational environment of the Agency. Furthermore, the Agency has undertaken for the first time in the course of 2014, assessment of public awareness on deposit insurance scheme, which establishes the basis to set up an effective action - plan with respect to this objective.
2. ***Compensation infrastructure*** – Compensation procedure within the established deadlines seeks setting up and testing of the necessary infrastructure supporting such process and coordinates the job with the external actors as its part. The Agency is dealing with the renewal and testing of its regulatory and contractual framework enabling a clear and effective process to all actors involved in.
3. ***Cooperation and coordination within Agency's sectors*** – Achievement of the strategic objectives needs an effective cooperation and coordination within the Agency's sectors. Identification of key projects, challenge and realistic planning and relevant well-timed follow -

up and monitoring demands a constant betterment of communication lines and flexibility on Agency's organizational units daily activities in relation to completion of Strategic Plan common objectives.

4. **Operational procedures and policies updating** – Periodical renewal and adoption to the best practices and policies and operational procedures leading the Agency's activity is a priority in operational effectiveness rise, control environment betterment and Agency's activities monitoring. Clear and well-built policies and procedures reduce the mistakes, simplify operating processes and enable to downsize secondary activities - related sources and reorient them toward completion of strategic projects.
5. **Risks management** - Completion of strategic objectives bears risks, deserving an appropriate management from Agency. Clear identification of risks together with drafting and implementation of actions to hold such risks within acceptable parameters aids in quantities and qualitative fulfillment of undertaken projects. Considering excessive risk to achieve medium – term objectives could cause an unreasonable burden to Agency and other related actors.

III. Opportunities in Strategic Plan completion

1. **Broadly - acceptation European Union fundamental principles and regulations on deposit insurance** – Fundamental principles on deposit insurance scheme are already certified as accepted standards in deposit insurance field. Their implementation is a steady guarantee to constant betterment and harmonization of the best international practices. Likewise, EU involvement on effective insurance schemes clearly offers to Albania integrity opportunity steps to this direction.
2. **Financial Safety Control Group** - As *de facto* member of Financial Stability Advisory Group (FSAG), the Agency plays a contribution on financial stability within the country. Commitment and coordination of periodic inter - action of financial safety network participants enables the guarantee of a stable scheme and its further improvement. Key financial partners of Albania, like IMF and WB, are highly committed on supporting of financial system and particularly deposit insurance scheme strengthening.
3. Financial education and awareness rise of groups of interest - initiatives recently taken by DIA on constructions field and maintain of effective lines of communication with groups of interest (like financial institutions, Parliament, Government of Albania, Bank of Albania, media, etc) and the chance to continuously improve them makes up a real opportunity to fulfill Strategic Plan objectives. In addition, an increasingly public - access to financial information shows a considerable influence in effective fulfillment of scheme objectives.
4. **Technology utilization enhancement** – Communication sources diversification through enhance of information technology utilization by wide public and interacting Agency's actors, offers opportunities to upgrade the initiatives effectiveness the Agency intends to undertake to fulfill its medium – and long – term objectives.

IV. Threats on achievement of Strategic Plan

1. **Risk concentration, relaxed supervision and financial sector exposure** – The Deposit insurance scheme effectiveness is affected of subject members' developments and financial sector stability facing eventual commotions. Concentrations in particular market actors' exposure would downsize the scheme effectiveness. Non – addressing IMF and WB identified challenges in relation to improvement of regulatory environment, sector exposure toward bad - loans, EUR currency use and surveillance effectiveness increase on banking and non – banking sectors to Financial Sector Assessment Program (FSAP), would constitute a challenge to fulfillment of Strategic Plan objectives.

2. ***Regulatory framework instability*** – The Agency exercises its daily activity in compliance and implementation of legal acts and by – laws (like Labor Code, Social and Health Insurance, Income Tax law, Law on the accounting, Law on Public Procurements, etc.) Regulatory framework instability or highly non – anticipated relevant changes is a costly to every related - actor and consequently would cause delays to the Strategic Plan objectives’ achievement.
3. ***Effectiveness of methods on legal framework implementation and disputes solving*** – An efficient implementation of legal framework and contractual relationship is a prior prerequisite to a stable financial system and several actors’ activity effectiveness. The reforms to define efficient methods laws implementation and solving of disputes remain several of main challenges in the country. Throughout daily Agency’ daily activity and specially on insurance cases, relying on these methods is quite essential and ineffective – functioning of whose would negatively affect on fulfillment of Strategic Plan’s objectives.
4. ***Market risk and public finances stability*** – In the course of financial assets management, the Agency is exposed to a number of financial risks, among which the most important are: market risk, crediting risk and liquidity’s. Exposure on Albanian Government debt instruments, considering secondary market limited activities and economical developments, would be negatively affected by public finances instability. Also, an increase in public finances instability would limit the Albanian Government ability to meet in due times the obligations in compliance with the law and the signed agreements.

STRATEGIES, OBJECTIVES AND PROJECTS

Strategies, for the planed period, are concentrated in initiatives and projects, with the purpose of improvement of Agency’s operational effectiveness and availability. Such strategies are relying on improvement of cooperation with members of financial safety network; increase of human resources abilities and capacities and an effective management of financial source as well as improvement of public information level. It is important the definition of strategic directions aiming projects/initiatives identifications, which would strengthen Agency’s capacities to complete its vision and missions.

I. Agency’s availability for compensation

Cooperation with other members of financial safety network, in particular, close cooperation relations with the Bank of Albania, has been considered as a strategic direction of a critical importance. Such relation is basic for on due time information with respect to deposits and depositors and to guarantee the necessary funds for a successful compensation process. This becomes more important considering statistics in relation with the factors prevent obstructing on due time compensation process and particularly depositors data collection in an insurance case².

A key factor in this process is addressing of the issue of lack of depositors’ identification data (particularly personal number and address), keeping in mind the importance this issue in relation of completion of Agency’s mandate. The Agency intends to address this issue by the mean of support of the Supervisory Authority and Ministry of Finance.

There is as other important strategic objective to achieve the Agency’s mandate, availability increase and operational effectiveness. In the course of this tree – years period, the Agency intends to strengthen the operational availability and identify methods to increase the expertise and staff’s abilities. Operational and processes effectiveness is essential to fulfillment of

² Enhanced Guidance for Effective Deposit Insurance Systems: Reimbursement Systems and Process, pg. 14; November 2012

institutional mandate's duties. Considering this purpose, regulatory framework process strengthening to promote a prompt and accurate compensation (reimbursement), would be considered even during these three years, an important Agency's objective (target).

In addition, considering a more rapid technology development, it is important to bear in possession effective information solutions in support to Agency's mission and vision. These will be also, part of strategic plan Agency's objectives, during the upcoming three – years.

In the course of this period, the Agency will enhance the availability through stimulations. This would identify the possibilities to strengthening and improvement of processes and its infrastructure.

II. Effective management of financial assets

Agency's strategy consists on constant monitoring of risk allocation on banking system, as reflected on two dimensions, on each subject's individual profile and on system risk, including even their interlinks. Risk Individual profiles of insured subjects are created based on quantitative indexes reported by the Supervisory Authority, particularly those on the second – level banks economical – financial situation. While on due time and systematical following of these profiles shows even the outstanding features in management of each of them.

Besides following of risk individual profiles, the analysis seeks to affect on the Agency's financial investment policy, providing all the time compensation (reimbursement) availability. A preliminary knowledge of banking system risk allocation enables a better suitability of investment policies having an efficient management of liquidity risk. An efficient management of Agency's portfolio financial risks would be one of the priorities of achievement of its strategic objectives.

One of identified key factors enabling a successful fulfillment of Agency's mandate is the budgeted achievement of a variance $\pm 10\%$.

To achieve this factor, the Agency will perform a review of budget planning process, which would enable an active involvement of all structures. All projects will be followed up by relevant Agency's structures, which have required including it in budgeted, reporting every three months. Also, during the coming years, the Agency will effectuate periodical review, implementation and effective monitoring of performance financial indexes, which endorse an effective use of financial assets and minimizing variances and delays in their performances.

III. Public awareness

In order to have an effective deposit insurance system it is essential that the public be continuously informed in relation to deposit insurance scheme, its benefits and limitations. Taking in consideration such fundamental principle of international standards, the Agency will draft and implement its communication strategy in peaceful timing and insurance cases. The communication strategy will be focused on identification of targeted audiences, their addressing in an appropriate information way and instruments to this purpose.

With the aim to assess the effectiveness of communication strategy, in order to review it improvement, annual studies on public awareness are to be carried out. Such studies, will intend measuring of public informing concerning insurance scheme, the Agency as its manager, legal insurance amount, etc.

IV. Identification of new directions aiming a better Institution's management

In the frame of new directions identification, the Agency seeks to perform a self – assessment on compatibility of scheme with fundamental principles of effective deposit insurance schemes.

An important part of an appropriate Institution administration is an efficient management of human resources. To this end, the Agency, during 2015 – 2017, will develop a new strategic plan for human resources, to ensure commitment and optimization of staff's efficiency to reach the objectives. The new strategic plan will offer possibilities to a better professional development will increase and develop employees' abilities by the mean of possessing of the best national and international practices, various trainings and continuous testing process. In addition, involvement of all employees on objectives achievement, through communication improvement and team – work encouragement will be part of human resources management strategic plan.

RISKS MANGEMENT

An efficient risks management is a very important process in successful implementation of the Strategic Plan. Such process includes identification, assessment, addressing and continuous monitoring of risks affecting in fulfillment of one or more Agency's strategic directions. Below a summary of main risk existing in Agency's activity is provided.

Risk Categories and sub – categories:

❖ Financial Risks

These include the group of risks coming from Agency's assets value and financial obligations fluctuation. Categories of financial risks conditioned from external factors consist in: market, liquidity and loan risks.

- **Market risks** – these are risks because of unfavorable fluctuation of interest and exchange rates and market prices.
- **Liquidity risk** – this risk consists in hardships the Agency comes across in fulfillment of its financial obligations, in its daily activity and in a insurance case, payable in cash of other financial assets.
- **Loan risk** – this is the risk due to financial losses if the other party in a financial instrument fails to fulfill its contractual obligations.

❖ Insurance Risks

This group refers to the risks related with the institution's ability to perform assessment and monitoring of risks concerning deposit insurance service.

- **Assessment and monitoring risk** – This is the risk consisting in Agency non – performing identification, monitoring and reporting of high risk subject members
- **Compensation risk** – this is related with the availability to perform an effective compensation, in compliance with the Agency's mandate
- **Legal risk** – this is in reference with the effectiveness of law “On deposit insurance” and other by – laws regulating the Agency's activity

❖ Operational Risks

Group of risks related with internal institution's processes, human resources, information technology, legal compatibility requests, information security, etc. affecting the achievement of Agency' mandate.

- **Risk of legal compatibility** – this refers to risk events concerning Agency’ failure to perform its activity in compliance with the legal framework and effective regulations, instructions, manuals, internal policies, etc.
- **Risk of information safety** – this refers to risks events affecting a confidential information safety
- **Risk of information technology** – these are risk events related to IT systems troubles and their failure to effectively support the institution in the achievement of its activity and completion of objectives.
- **Human risks** – referring to risk events resulting of incompetence, capacities or performances, or inadequate staff training.
- **Process risk** – risk events related to incorrect process implementation, violation or default of policies, procedures or relevant monitoring
- **Physical safety risk** – these are risk events pertain to Agency’s lack of ability to guarantee its staff and assets safety.

❖ **Reputation risks**

These are in reference to events bearing a negative impact on group of interest, in relation with institution ability to fulfill the objectives.

- **Media risk** – this is in relation with the negative impact the media can cause, like: distorted and insufficient information, contradictory reporting, etc.
- **Perception / imaging risk** – events related with downgrade of public awareness and policies effectiveness in recognition of institution role.

❖ **Strategy and directions risks**

This group refers to risks having impact on achievement of institution strategic directions defined in the Strategic Plan and those affecting processes effectiveness and management structures.

- **External risks** – outside uncontrolled events, posing threat on the institution ability to perform daily activity and fulfill objectives.
- **Management risks** – risky events in relation with institution relations with groups of interests, Board of Directors and internal control environment.
- **Strategic risk** – this refers to risky events concerning strategic unfavorable decisions, unsuitable decisions implementation or inadaptability to changes in operational environment
- **Activity continuity risk** – this is in reference to events causing problems in employee’s daily activity, equipments, spaces or operational activities, due to various reasons preventing normal business.

Identified risks will be introduced in periodical assessments of Agency’s Strategic Plan and actions will be undertaken to prevent and minimize them. During the three - year period, their performance will be monitored and effect of utilized actions will be assessed. Risks will be evaluated as per below classification:

Acceptable	Level of risk is acceptable and there are suitable practices to manage it
Manageable	Risks seek action to be minimized and these actions are being undertaken to manage them
Seeking attention	Risks needing particular attention and /or initiatives previously undertaken to manage them, but not completely implemented. Although suitable actions are planned to rightly handle them.
Serious concern	Level of risk is unacceptable and might involve considerable gaps existing on procedures and controls on their management

CONCLUSION

The strategy of 2015 – 2017 of Deposit Insurance Agency should be considered as guidance, defining the main strategic direction that the institution should follow in order to successfully and effectively accomplish the objectives and legal mandate. The initiatives planned in this Plan could be implemented by a full commitment of entirely Agency's structures. Setting up, improvement and effectively carrying out of operational standard processes and necessary infrastructure identified in this Plan will be priorities to all institutional structures. However, it is to emphasize that, in case of events requiring re - concentration of available sources, a renewal of projects' priorities as anticipated in this Strategic Plan would be necessary.

Taking in consideration as above, the Agency will keep monitoring its operational environment, to ensure that the eventual risks preventing achievement of this Plan would be in due time identified and carefully managed aiming minimizing of their effect.

Based on success key factors and identifies strategies in the Strategic Plan 2015 – 2017, the Agency will keep going in direction of efficiency increase to relationship with all involved actors and improvement and updating of its capacities in all aspects. All initiatives and projects presented in this document bear two main targets: (i) rise of Agency's availability and effectiveness level with purpose of creating a prompt access of depositors in their savings, and (ii) contribution on rising of public's credibility on financial system stability promoting most effective practices on public awareness.

ANNEX 1 – Table of objectives and projects 2015 - 2017

Strategies	Strategic Objectives	Projects	2015	2016	2017
Agency's availability for compensation	Close cooperation of FSAG to timely receive the information in relation with issues and timely raising of necessary funds	Review of cooperation agreement with the Bank of Albania	Signing	Implementation	Implementation
		Plan for periodic reporting of Agency to FSAG	Drafting	Implementation	Implementation
		Contingency plan on liquidity for every scheme subject member, in a insurance case	Approval	Updating	Updating
		Review and completion of compensation regulatory framework	Approval	Updating	Updating
		Staff testing for achievement of a compensation process	Implementation	Implementation	Implementation
		Performance of annual stimulation	Implementation	Implementation	Implementation
		Data automated – sending from Agency to BA	-	Maintenance	Maintenance
		Setting - up of a back - up server to maintain Agency's information system data for reporting and compensation	Implementation	Maintenance	Maintenance
		Cooperation agreement with public /private subjects for intermediation of payments and depositors communication in compensation cases			

	Improvement of data maintain quality for depositors of scheme subject members	Public Institutions awareness to enable insured subjects on identification data completion /accuracy (personal number, address) Periodical verification on scheme member subjects in relation with data maintain accuracy	Implementation Implementation	Implementation Implementation	Implementation Implementation
Effective management of financial assets	Improvement of risks administering related with investment portfolio, liquidity, loans and risk allocation in banking system	Procedure on risks administration of Agency's investment portfolio	Approval	Implementation	Implementation
		Methodology on liquidity risk administration to ensure Agency's compensation obligation fulfillment	Implementation	Implementation	Implementation
		Methodology on administration of risk allocation in banks members of insurance scheme	Implementation	Implementation	Implementation
		Methodology on administration of counterpart risk related to operations the Agency performs with system banks	Implementation	Implementation	Implementation
	Realistic planning and continuous monitoring of annual budget	Review of procedures and policies for budget drafting and implementation	Approval	Implementation	Implementation
		Creation of standard reporting models for budget projects achievement from responsible units	Approval	Implementation	Implementation

	Identification and recognition /matching of standard indexes of financial performance	Study on identification of financial performance indexes based on best international practices, adequate for institution nature Periodic review of recognized /matched performance financial indexes	Approval Implementation	Implementation Implementation	Implementation Implementation
Public awareness	Measuring of public awareness level	Annual polling on measuring of public awareness level	Implementation	Implementation	Implementation
	Continuous and effective communication with groups of interest	Communication strategy with public	Approval /Implementation	Implementation	Implementation

Enhance of deposit insurance scheme	Involvement of SCA in DIS	<p>Verification on SCA about criteria - meeting to scheme membership</p> <p>Preparation of an automated - reporting system for Saving and Crediting Association (reporting system, data exchange, compensation, etc.)</p>	Implementation	-	Proposition	Implementation
	Involvement of SME in DIS	Study about assessment of SME involvement in deposit insurance scheme (DSI)	Study	Study	Analyses / Conclusion	
Identification of new directions for a better Institution administration	Institution management in compliance with international standards of appropriate governance, transparency and communication	<p>Self – assessment on compatibility level of deposit insurance scheme and fundamental principles of effective deposit insurance schemes</p> <p>Strategy for human resources development</p>	Approval / Implementation	Implementation	-	Implementation
	Enhance of institutions' social accountability, by means of commitments in community - affecting projects	Identification of social projects, the Agency is expected to become part of	Implementation	Implementation	Implementation	

