

ANNUAL REPORT ON COOPERATION

2021



BANCO DE
PORTUGAL
EUROSYSTEM

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Underlying chart data on cooperation
are available in an attached file.



BANCO DE PORTUGAL
EUROSYSTEM

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Cooperation enhances knowledge dissemination and discussion, favouring better decisions and performance. In view of the difficulties and demands of recent years, new ways have been found and new topics have been covered in central banks to empower institutions and their staff.

This Report illustrates the importance, reach and adaptability of the Banco de Portugal's cooperation activity.”

Mário Centeno,
Governor of the Banco de Portugal

Cooperation in numbers **2021**



174

COOPERATION
ACTIVITIES



38

PARTNER
INSTITUTIONS



≈1,100

PARTICIPANTS
FROM OTHER
ENTITIES



25

DEPARTAMENTS
STRUCTURES



≈470

STAFF
MEMBERS



1,253

WORKING
DAYS

1 Banco de Portugal cooperation in 2021

Cooperation proved to be an effective mechanism to strengthen the resilience of institutions, helping to increase their level of protection, notably against global shocks. The contribution of cooperation is especially important in an emergency context, which requires a swift adaptation of business plans.

In the pandemic period, the bonds forged by cooperation between central banks were essential, serving to facilitate information-sharing and institutional dialogue. The usual partners provided a solid and ever-present way for seeking sound responses and robust action. Cooperation was adapted and transformed, becoming increasingly multilateral and more digital, in the face of more demanding public opinion and partners.

Strengthening institutions' technological capacity and the IT skills of staff was key to enhancing the Banco de Portugal's technical cooperation with other central banks in 2021, with greater diversification of formats and content and based on a predominantly remote activity model. These developments confirmed the focus identified in the responses to the survey on new trends in cooperation activity, carried out in 2021, the results of which were presented in the [previous issue of this report](#).

Last year the Banco de Portugal participated in 174 cooperation activities, the highest number ever recorded, of which 93% were held remotely. The number of external participants also grew, reaching 1100, from 38 partner institutions. The number of the Banco de Portugal's staff directly involved in cooperation activities also increased, reaching 470, from 25 departments and structures of the Banco de Portugal that virtually cover all its functions, totalling 1,253 working days allocated to this activity. Statistics, supervision and financial stability, and human resources were the topics in most demand, while those related to climate change and digitalisation gained prominence.

The Banco de Portugal held technical cooperation activities with 38 counterparts from emerging and developing countries last year, especially from Portuguese-speaking countries (116 activities), followed by European Union neighbouring countries (32), Latin America and the Caribbean (19) and the African continent (5). Two activities with a cross-cutting geographical coverage were also held.

Also reflecting the strengthening of multilateral cooperation, meetings and conferences were intensified. Reference should be made to the high-level meetings of the central banks of Portuguese-speaking countries, namely the *X Meeting of Governors*, organised by the Banco Nacional de Angola and focusing on the impact of the pandemic crisis, and the *XXXI Lisbon Meeting*, dedicated to climate change and sustainable finance (Section 1.1). The Banco de Portugal also attended the two Meetings of Governors of the Center for Latin American Monetary Studies (CEMLA) and the *1st Ibero-American Central Bank Conference*, jointly organised by the Ibero-American General Secretariat and the Banco de España, where the role of monetary policy in tackling the pandemic crisis was debated.

Training activities represented a strong pillar of cooperation in 2021, in particular among the central banks of Portuguese-speaking countries. Considerable interest in the courses and seminars was observed, most notably the initiatives of the Banco de Portugal Academy (Section 1.2), which mainly offers training in soft skills, capacity building and personal development for the staff of peer central banks. The Banco de Portugal continued to award higher education scholarships to staff members of the central banks of Portuguese-speaking African countries and Timor-Leste.

Concerns relating to cash management and counterfeiting showed increased momentum last year (Section 1.3), combining the ease of remote participation and the implementation of organisational and business models similar to those of the Banco de Portugal, mainly by Portuguese-speaking countries.

The Banco de Portugal also continued its technical cooperation activity in conjunction with other external and international entities (Section 1.4). At the European level, it maintained its involvement in the cooperation of the European System of Central Banks (ESCB) with EU candidate and potential candidate countries, in particular in the programme for the Western Balkans, and in the preparation of the initiative for African central banks. The Banco de Portugal also collaborated with the International Monetary Fund (IMF), under its institutional capacity agenda, by providing advice to the Banco Nacional de Angola, the Bank of Jamaica and the National Bank of Moldova in fields such as supervision and monetary policy, risk management and resolution.

The bodies of the Exchange Rate Cooperation Agreement between Portugal and Cabo Verde and the Economic Cooperation Agreement between Portugal and São Tomé and Príncipe, of which the Banco de Portugal is part, continued their work, monitoring developments in each of those economies, despite the constraints arising from the pandemic crisis.

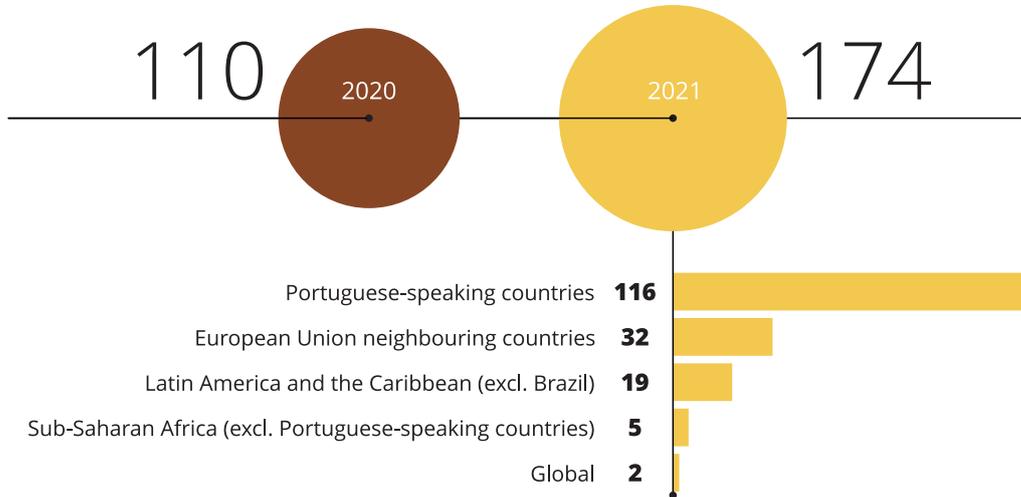
Alongside bilateral and regional cooperation, the Banco de Portugal also contributed to international cooperation efforts on a global scale to address the challenges of the pandemic crisis and to promote a strong, sustainable and inclusive recovery, notably in the context of its institutional relationship with the IMF.

One of the dimensions of international cooperation is reflected in the general Special Drawing Rights (SDRs) allocation of a sum equivalent to USD 650 billion – the largest ever – effective in August 2021. This allocation supplemented international reserves globally and provided important liquidity support to many developing economies and low-income countries. The Banco de Portugal also continues to participate in international and European discussions to maximise the impact of the allocation, such as through voluntary channelling of SDRs from members with stronger external positions to more vulnerable members. It also continued to participate in the market for voluntary SDR transactions.

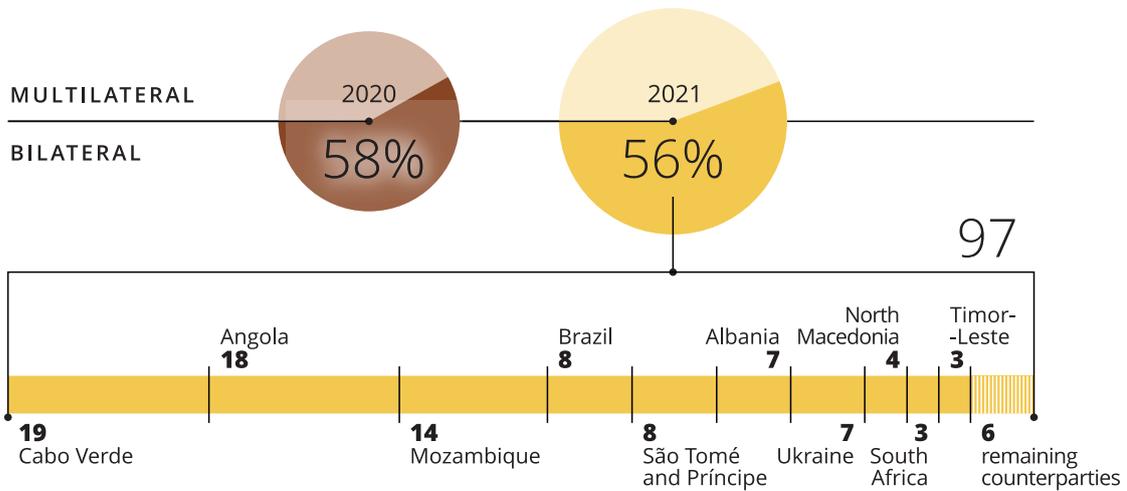
Through technical cooperation, the Banco de Portugal also contributes to Portugal's Official Development Assistance (ODA) (Section 2). According to the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD), ODA is one of the most important supporting measures for developing countries and has been one of the targets set for achieving the Sustainable Development Goals.

Cooperation activities in **2021**

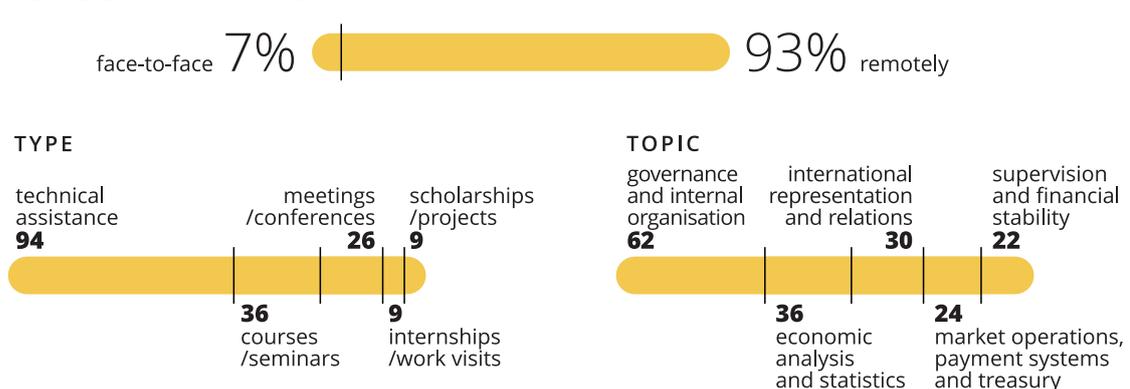
By region



By counterparty



By type and topic



1.1 XXXI Lisbon Meeting

The XXXI Lisbon Meeting was held in October 2021, once again remotely due to the constraints imposed by the pandemic. Of particular note was the large attendance at the public session – webinar on climate change and sustainable finance – with Frank Elderson, Member of the Executive Board of the European Central Bank (ECB) and Chair of the Network for Greening the Financial System (NGFS) as keynote speaker. Delegations from the central banks of Portuguese-speaking countries and the Macao Monetary Authority were invited to this session, as well as ambassadors, international financial institutions and of the Portuguese financial system, business associations, public administration and public sector institutions involved in the development agenda and cooperation activity. As in the previous year, the public session was broadcast live and the [video](#) is available on the Banco de Portugal's website.

In the opening address of the public session, Mário Centeno, Governor of the Banco de Portugal, stressed the importance of coordination and cooperation in facing current multiple challenges, particularly when the economic outlook indicates a recovery at different speeds and rising inequalities on a worldwide scale. The Governor emphasised the urgency of tackling climate change and the importance of the 26th United Nations Climate Change Conference (COP-26) in setting commitments towards climate neutrality, the global carbon market or the channelling of financial resources to developing countries to support their climate transition, recalling the role of the financial system in this area.

Frank Elderson's speech on *The role of supervisors and central banks in the climate crisis* addressed the ECB's initiatives for tackling the effects of the climate and environmental crisis, highlighting NGFS contribution to the setting and dissemination of recommendations to be adopted by central banks. The topic was welcomed by the delegations of the central banks of Portuguese-speaking countries and the Macao Monetary Authority, who actively intervened in the discussion, describing the approaches followed in their countries. This topic is expected to feature in future cooperation agendas between central banks on a regular basis.

As usual, the Meeting continued in a private session, with the presentation and discussion of the main topics of the annual meetings of the IMF and the World Bank, and the stocktaking and prospects for cooperation between the central banks of Portuguese-speaking countries.

“The Banco de Portugal has taken steps by incorporating the climate issue in its analyses, research and practices, public commitments and, in essence, in the Bank's work. The Bank puts initiatives into practice, both as an institution and a company, and, of course, within the framework of its mandate, also as a supervisor. The Banco de Portugal joined the NGFS in 2018. Today, with almost 100 members, the NGFS allows for the exchange of experience, best practices and the possibility of intervening and contributing to technical work, thus providing an invaluable contribution to understanding and positioning in this area. Our intention behind this year's choice of topic was to bring climate issues to the centre of the Bank's cooperation agenda.”

Mário Centeno, Governor of the Banco de Portugal

“Just as Portuguese-speaking countries are united by their language, NGFS members are united by our determination to ensure that climate-related and environmental risks are correctly managed by the financial sector. Whether a small island nation or a country with long coastlines exposed to rising sea levels, whether an oil, gas and natural resources exporter or an industrialised fossil-fuel dependent economy exposed to a rapid rise in carbon prices, we are all exposed one way or another. Action is needed now, and we – as central banks and supervisors – have a decisive role to play.”

Frank Elderson, Member of the Executive Board of the ECB
and Vice-Chair of the Supervisory Board of the ECB

1.2 Participation of central banks of Portuguese-speaking countries in the Banco de Portugal Academy

The opening, as of 2019, of the Banco de Portugal Academy to the participation of staff from central banks of Portuguese-speaking countries proved to be highly significant, particularly in the context of the changes brought about by the pandemic in organising training activities.

The shift from face-to-face to remote activities has considerably increased the participation of staff from central banks of Portuguese-speaking countries. In turn, priority given to training in areas such as leadership, communication and soft skills has broadened the qualification of human resources beyond the training traditionally more focused on technical central banking topics.

In 2021, participation of central banks of Portuguese-speaking countries in the Banco de Portugal Academy courses was significant (86 participants compared to 25 in 2020) and very diverse with respect to thematic interests, involving 24 courses.

In 2021, online participation of staff from the central banks of Cabo Verde, São Tomé and Príncipe, the Central Bank of West African States (BCEAO), Guinea-Bissau and Brazil in the Banco de Portugal Academy activities is worthy of note. The time difference for Portugal is likely to have restricted the participation of staff from other central banks, above all the Banco Central de Timor-Leste.

“The training activities developed and delivered by the Banco de Portugal’s staff members were based on sound methodology, while the subjects covered, coupled with the experience and dynamism of the experts, generated valuable inputs that will be an asset, particularly at a time of enormous challenges, namely the implementation of the structuring projects of the Banco de Cabo Verde set out in the Strategic Plan 2021-2024. ”

Banco de Cabo Verde

“The participation of central banks of Portuguese-speaking countries in the training activities offered by the Banco de Portugal Academy has been highly relevant and continues to grow each year. Participants enrol in courses in different subjects, either technical, such as microcomputing, or behavioural, such as emotional management, communication, and also new ways of working and managing people. In 2021, the enrolment rate was so high that exclusive courses were prepared for these colleagues. Everything suggests that this growth trend will continue in 2022, proving that this is an important partnership for the central banks of Portuguese-speaking countries, as well as an opportunity to share experiences that add value to the Banco de Portugal’s technical staff.”

Human Resources Department
of the Banco de Portugal

1.3 Initiatives in the areas of cash management and counterfeiting

Portugal’s accession to the euro also brought challenges to the Banco de Portugal in the area of issue and treasury. The requirements for cash production and management became centrally established, but with any necessary national adaptation at the time of implementation. In this context, the creation of VALORA for the production of national euro banknote requirements and the establishment of a protocol with the Portuguese criminal police for the analysis of counterfeits extended responsibilities and determined the need for internal expertise.

At the same time, the Banco de Portugal was a pioneer in regulating the cash recirculation activity by business partners, namely credit institutions and cash-in-transit companies, a model that has been replicated by other central banks. The Banco de Portugal was also innovative in developing training and information content on knowledge of euro banknotes and coins, both for professionals and the general public. This e-learning training has been adopted by the European Central Bank and several Eurosystem national central banks.

As a result, the Banco de Portugal has created a pool of skills and knowledge on the life cycle of cash, from the production of raw materials and banknote production, stock and treasury management, circulation and sorting of banknotes to their destruction and analysis of counterfeit cash.

Responsibilities, activities and knowledge foster unique synergies with an impact on the results achieved, particularly in the areas of cash management and analysis of counterfeits. The recognition of these skills has aroused the interest of other central banks for the continuous training of their staff and the development of new projects. In addition, cultural proximity, a common language and similar organisational and business models have contributed to the interest of Portuguese-speaking countries.

“In 2021, the ease of access to and use of tools for remote interaction made it possible to step up cooperation in cash management and counterfeiting, for which there had previously been little demand, particularly with Brazil, and to reach out to a wider audience, as was the case with the online seminar under the Pericles programme (European Commission initiative to combat counterfeiting and protect the public in the use of cash, in which the Banco de Portugal has collaborated), with around 130 participants from 13 countries.”

Issue and Treasury Department of the Banco de Portugal

1.4 Banco de Portugal’s participation in external technical assistance projects

The Banco de Portugal’s participation in technical assistance initiatives coordinated and funded by international institutions has gained momentum in recent years. Its increased involvement in such projects reflects the Banco de Portugal’s reputation and openness towards international partners and contributes to strengthening its technical capacity and institutional image. At the same time, these projects have extended both the geography and scope of the Banco de Portugal’s cooperation to include – in addition to Angola – Jamaica, Moldova and the six Western Balkan countries in 2021. The ESCB technical assistance project to the Western Balkans and involvement in IMF technical assistance projects are particularly noteworthy.

ESCB programme for the Western Balkans

The *Programme for Strengthening the Central Bank Capacities in the Western Balkans with a view to the integration to the European System of Central Banks*, funded by the European Union and led by the *Deutsche Bundesbank*, ran from 2019 to 2021 and sponsored technical capacity-building activities for the monetary and banking supervisory authorities in the region. The Banco de Portugal participated in the project from its inception, in regional initiatives – courses for the six countries in the areas of statistics, conduct supervision and resolution – and in bilateral initiatives, where its cooperation with the central banks of Albania, Kosovo and North Macedonia in 2021 is worthy of note.

“The Banco de Portugal’s experience of cooperation with the **Bank of Albania** has been highly positive, primarily since it has enabled mutual learning. Particularly, experiences were exchanged on how central banks should move towards promoting the internal sharing of statistical information and on investment that should be made in order to ensure consistent, harmonised and integrated information across the different databases and statistical domains.”

Statistics Department of the Banco de Portugal

“In 2021, the Banco de Portugal provided technical assistance to the **Central Bank of the Republic of Kosovo** by assessing its approaches to banking conduct supervision, notably with regard to the applicable legal and regulatory framework and the procedures for managing bank customers’ complaints. As a result of this assessment, the Banco de Portugal issued a number of recommendations in the context of banking conduct supervision, particularly with respect to the management of complaints.”

Banking Conduct Supervision Department of the Banco de Portugal

“Under the cooperation initiative with the **National Bank of the Republic of North Macedonia (NBRM)**, the Banco de Portugal shared its experience in managing data on monetary and financial statistics, central credit register and the accounts database. Sharing knowledge and best practices in implementing the ECB’s requirements for monetary financial institutions’ balance sheet statistics and granular credit data will allow the NBRM to speed up the implementation of the Integrated Banking Information System project (ISIDORA) and promote further alignment and harmonisation with the ESCB’s statistical requirements.”

Statistics Department of the Banco de Portugal

IMF’s technical assistance programme

Capacity building and technical cooperation are part of the IMF’s central mandate and account for almost one-third of its budget. Strengthening the capacity of economic institutions, such as central banks and ministries of finance, aims at the adoption of more effective policies leading to greater stability and growth. It also boosts the achievement of the Sustainable Development Goals.

As part of its programme, the IMF requested technical support from the Banco de Portugal in 2021, which thus participated in technical assistance missions to support the Banco Nacional de Angola, the Bank of Jamaica and the National Bank of Moldova.

“An IMF technical assistance mission to the **Banco Nacional de Angola (BNA)** was conducted in 2021 to support the establishment of an emergency liquidity assistance (ELA) framework. The Banco de Portugal collaborated in training sessions and meetings with various departments of the BNA to present the pillars of an ELA framework, identify regulatory development needs and the workstreams to be carried out in the coming months. A follow-up to this initiative, with a view to implementing the new ELA framework, is expected in 2022.”

Markets Department of the Banco de Portugal

“As part of the **BNA’s** regulatory and supervisory equivalence process, the IMF requested support from the Banco de Portugal for assistance in the operationalisation of the annual Supervisory Review and Evaluation Process (SREP). The contribution aimed to provide training on the concepts and implementation of the SREP, including the assessment of key risk areas, capital adequacy and liquidity (ICAAP and ILAAP) and the determination of supervisory measures regarding capital and liquidity. The Banco de Portugal shared its practical experience of SREP with BNA’s areas of supervision, regulation, banking conduct and communication, enabling discussions and detailed knowledge of the key areas of the process. On-the-job training on the implementation of SREP was also provided, focusing on opportunities for improvement in risk assessment reports. In 2022, additional missions are expected, focusing on specific fields (e.g. stress tests, ML risk, among others).”

Banking Prudential Supervision Department of the Banco de Portugal

“The Banco de Portugal’s participation in IMF technical assistance missions in the context of risk management has aimed at advising central banks’ Governors and Boards of Directors on positioning, governance model and best practices. This work is typically integrated with other areas such as strategic planning, organisational structure, cybersecurity or digital currencies. The recommendations issued, with well-defined owners and dates, are then subject to follow-up as part of the IMF’s regular practice of interaction with the national central banks. In 2021, the Banco de Portugal participated in a mission to assist the **Bank of Jamaica**, which focused on relevant aspects of risk management related to Fintech and cybersecurity. ”

Risk Management Department of the Banco de Portugal

“The Banco de Portugal participated in the Financial Sector Stability Review of the Republic of Moldova on bank crisis management and deposit guarantee matters. The mission involved meetings with Moldovan national authorities – the National Bank of Moldova, the National Commission for Financial Markets, the Ministry of Finance and the Deposit Guarantee Fund – and financial institutions – banks, non-bank financial institutions, stock exchange and central securities depository. These missions aimed at identifying needs for improving the legal and institutional framework, as well as the technical capacity building needs of the authorities. Recommendations and suggestions for technical assistance activities for their implementation are established by the mission team. The final report will include a technical note prepared by the Banco de Portugal on crisis management and deposit guarantee workstreams.”

Resolution Department of the Banco de Portugal

2 Banco de Portugal's contribution to the Official Development Assistance

The Development Assistance Committee (DAC) operates within the OECD and is composed of 30 members: 29 OECD countries, including Portugal, and the European Union. The DAC defines Official Development Assistance (ODA) as the set of official flows aimed at promoting the economic development and welfare of developing countries. ODA accounts for resources channelled to the countries included on a specific list of recipients (currently 140 countries and territories with low and middle per capita income levels according to the World Bank classification), as well as to the financing of multilateral development institutions. Such resources must meet the following criteria concurrently:

- they are provided by public entities, including central, regional and local governments or their agencies and equivalent entities (the case of the Banco de Portugal), and
- they are concessional (grants and soft loans) and administered for the promotion of the economic development and welfare of the populations in those countries.

In 2020 (the last year for which consolidated data are available), ODA reached a total of USD 162,2 billion (0,33% of donor country's gross national income - GNI), the highest figure ever, to which contributed the increase in humanitarian aid in that year, notably related to the fight against the pandemic.

Traditionally, ODA is broken down into:

- bilateral aid for development projects, programmes and technical cooperation (57% of the total in 2020);
- aid channelled through multilateral institutions (around 28%);
- humanitarian aid (10%);
- internal support for refugee costs (5%);
- grant aid for debt relief to recipient countries (with a residual value).

In 2020, Portuguese ODA grew by 8%, reaching a total of USD 413 million, corresponding to 0.18% of the GNI and ranking Portugal in 23rd place among the 30 DAC members. This aid was mainly channelled to multilateral institutions (60% of the total), with almost half of the bilateral share to Portuguese-speaking countries.

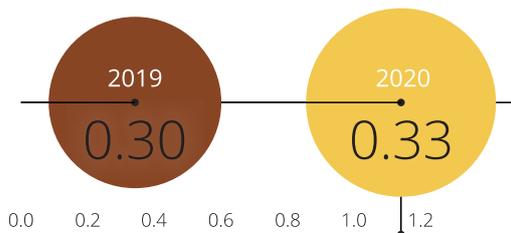
The financial resources provided by the Banco de Portugal for technical cooperation are part of ODA's first component. The Banco de Portugal's figures, annually reported to Camões – Instituto da Cooperação e da Língua, which compiles the overall Portuguese ODA, reflect cooperation activity costs: organisation of events (visits, courses, meetings, conferences), staff travel expenses within the scope of cooperation missions, scholarships awarded to the staff of the central banks of the Portuguese-speaking African countries and Timor-Leste, remuneration and other charges during the periods devoted to the activities, and administrative costs associated with the coordination of cooperation activity.

For historical and affinity reasons, Banco de Portugal's ODA to Portuguese-speaking countries (except for Portugal, they are all on the recipient list) is largely the majority (around 80% in 2021), but the component relating to cooperation and technical assistance to other countries has been expanding and gaining relevance.

Official Development Assistance

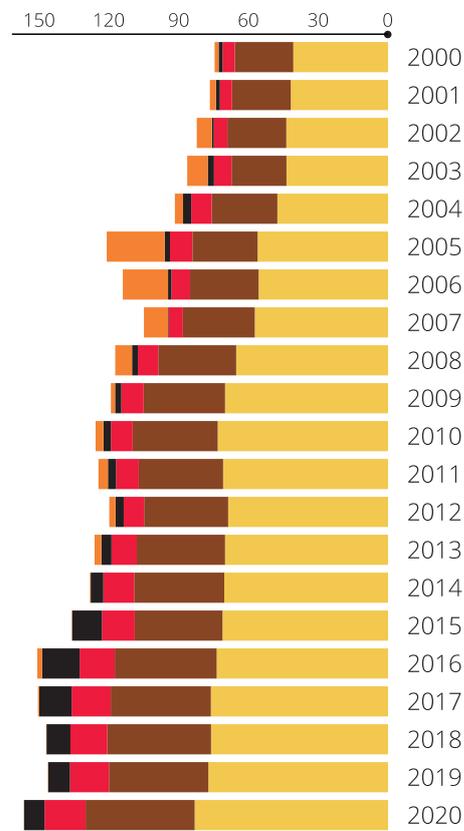
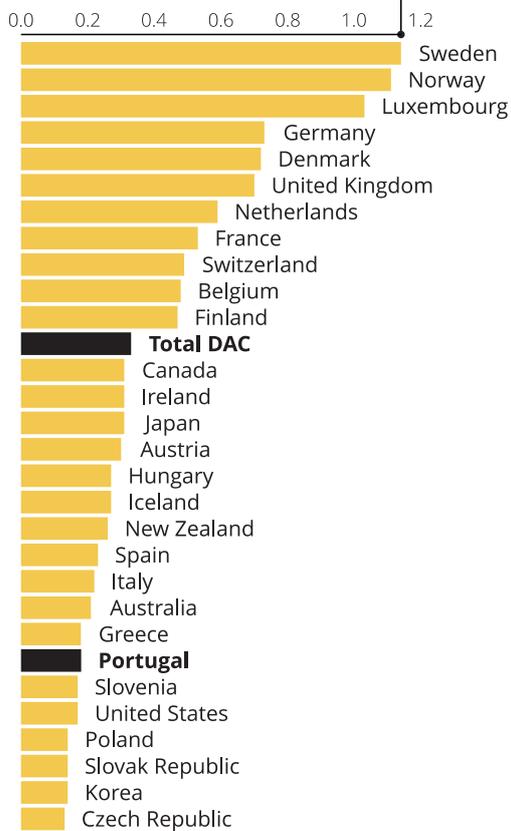
Development Assistance Committee Members (DAC)

TOTAL
as a percentage
of gross national income



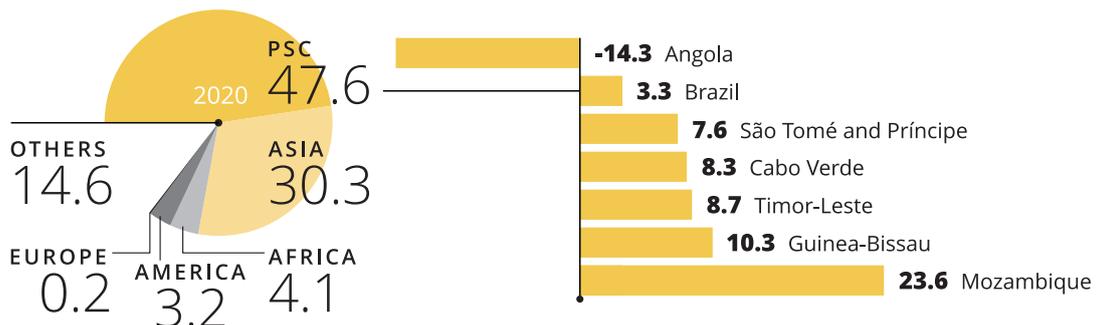
BY COMPONENT
USD billion
2019 prices

- Bilateral development proj., progr. and technical cooperation
- Multilateral ODA
- Humanitarian aid
- Refugee costs
- Debt relief (net)



Portugal

BILATERAL, BY COUNTERPARTY | as a percentage of total



3 Courses and seminars in 2021 with the participation of Portuguese-speaking countries

3.1 Payment systems | 4 to 7 May

Seminar organised by the Payment Systems Department, presenting key concepts on payment systems, covering central bank money settlement systems, retail payments, innovation in services and systems, the List of Cheque Defaulters, regulations, compilation and production of information, the oversight of various systems and an introduction to digital currencies.

3.2 Implementation of the Eurosystem monetary policy | 10 to 14 May

Course organised by the Markets Department, presenting the Eurosystem monetary policy transmission mechanisms, including available instruments, eligibility criteria for counterparties, collateral in credit operations and conduct of monetary policy operations. It also focused on the banking system liquidity forecast, the role of non-standard measures, the information systems used and the impact of digital innovation and FinTech.

3.3 Non-financial risk management | 20 to 24 September

Course organised by the Risk Management Department and the Compliance Office, which addressed the Banco de Portugal's experience in strategic and operational risks, including the identification and monitoring of associated indicators and the management of related incidents. The topics of business continuity management, information security and conduct risk were also covered.

3.4 Financial stability | 6 to 8 October

Course organised by the Financial Stability Department, focusing on methodologies of systemic risk identification and assessment, including indicators and sources used, and on the macroprudential policy strategy, covering the identification and analysis of instruments and measures and their alignment with microprudential, monetary and tax policies.

3.5 *The knowledge of the euro and the fight against counterfeiting – Pericles Programme* | 7 October

Webinar organised by the Issue and Treasury Department under the Pericles Programme of the European Union (EU) to disseminate knowledge about the euro, centralise and share information on currency counterfeiting inside and outside the EU, reinforce the protection of the euro against counterfeiting and intensify cooperation among participants. With a view to reinforcing the connection between experts from different countries, and as preparation for a seminar to be held

in 2022, this webinar also involved the European Commission (DG-ECFIN), the ECB, Europol and the Portuguese criminal police. It was attended by 130 experts from European and Portuguese-speaking countries.

3.6 Market monitoring | 11 to 15 October

Specialised course organised by the Markets Department, aiming at further developing know-how on techniques and instruments to support regular market monitoring and analysis, from historical and forward-looking perspectives. It included an overview of the world economy, the current features of foreign exchange and financial markets and an approach to the key elements of asset management.

3.7 Statistics and micro-databases | 18 to 22 October

Course organised by the Statistics Department on the experience of the Banco de Portugal in organising and structuring a central bank's statistics department. It addressed the main domains, focusing on monetary and financial statistics, the Central Credit Register, external statistics, the Central Balance Sheet Database, securities statistics, national financial accounts and general government statistics. It also covered topics such as statistical quality, the integrated management of information and dissemination/communication.

3.8 Third country equivalence in regulation and supervision | 25 to 29 October

Seminar jointly organised by the Legal Enforcement, Financial Stability, Legal Services and Banking Conduct Supervision Departments, addressing the different regulatory frameworks of financial systems, while using European Banking Authority (EBA) standards. The main topics of the seminar were the EBA's process and methodology for assessing equivalence, the regulatory framework and "Basel criteria" implementation in the EU, the monitoring of the stability of the financial system, including continuous banks' supervision, work tools and preventive supervision of money laundering and terrorist financing.

3.9 Introduction to reserve management and risk management | 15 to 19 November

Introductory course jointly organised by the Markets Department and the Risk Management Department, focusing on the main concepts and procedures used in reserve management and the complementary financial risk management. The course covered issues related to market monitoring, the conduct of portfolio management operations (front office) and their recording and processing (back office), as well as the associated risk measurement and control.

3.10 Banco de Portugal Academy

Under the training plan made available by the Banco de Portugal Academy, several courses were carried out during the year to strengthen management skills and further develop central bank staff members, with the participation of counterparties from Portuguese-speaking countries.

Personal effectiveness and communication – determining the individual area of control to build up the use of personal resources and actions taken to achieve goals; the role of effective and assertive communication and the establishment of positive, effective interactions.

Presentation techniques through storytelling – the key factors of a professional presentation and adjustment to the online reality; the use of storytelling to boost communication and persuasion skills, with a focus on remote communication tools.

Time thieves – solving situations that affect personal and professional day-to-day efficiency, promoting more clarity in priority setting, agenda management and allocation of time to required activities and thus controlling the usual “time thieves”.

Resilience – raising the ability to handle adverse situations, identifying and developing the resilience structure.

Goals to create the future – interlinking of different areas of life and their influence on the present moment; setting life goals and the power to change one’s life; self-perception in the present moment and along the planned path; building a strategy and then taking action, anticipating obstacles.

The Pomodoro Technique, a time management method – personal time management and its consequences for daily work organisation and capitalisation; the Pomodoro Technique for time management, suitable for professional activities.

How to set up indicators to measure our goals? – establishing better indicators for goals, to ensure that work environments are challenging and stimulating.

Agile & Smart Working – working on aspects involving communication in different contexts, priority setting, efficiency and gaining awareness of agility.

Conflict management: building positive relationships! – competences, techniques and skills to adequately deal with conflict situations by building a culture of trust, and finding solutions through negotiation beneficial to the parties and the organisation.

Communicating in clear Portuguese – providing participants with the tools necessary to communicate more clearly and effectively with their internal or external interlocutors.

Design thinking – starting from an approach based on the needs of those in want of solutions, a toolkit is offered to reach innovation, co-creation and dialogue between members of different teams, achieve the teams’ full creative potential, solve problems in a creative and effective way and reduce initial investment uncertainties and risks.

Communication Toolkit – main pillars of effective communication; communication style; structuring communication to be direct and compelling in different contexts; the importance of the call to action; the use of compelling elements in communication; adequacy of non-verbal language.

Management and leadership essentials – initial approach to the manager’s role in conducting work teams and planning the organisation’s internal resources, aimed at achieving organisational results.

Problem-solving strategy – analysing the root cause and identifying the most appropriate solutions to the organisation’s problems, seeking not only to “treat symptoms”, but rather to prevent and solve underlying causes leading to the recurrence of those problems.

Influential communication – identifying different communication profiles and adapting the speech to the interlocutor; recognising emotions and knowing how to apply positive communication in complex situations; assimilate agenda and meeting organisation techniques; enhancing the use of technology for more effective communication.