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BUILDING CRISIS-RESILIENT BANKS WITH RECOVERY & RESOLUTION PLANNING

Faculty
Daniel Chin Shen Li
Afiza Abdullah
Ho Kwok Piow



18 November 2024
9:00am – 1:00pm



- Board of Directors of banks
- Anyone who may find this program helpful



RM1,500
before SST

Program Overview

The banking turmoil of 2023, with reference to Silicon Valley Bank (SVB) and Credit Suisse, shows how issues in a bank can escalate quickly and cause a bank failure. It underscores the importance of robust crisis preparedness for banks.

This program will consider key takeaways from BNM and PIDM's regulatory initiative on recovery and resolution planning, which is a tool to facilitate and enhance recoverability and resolvability of Malaysian banks. It will discuss international case studies of past bank failures and how recovery and resolution planning that were implemented in other jurisdictions have contributed to the successful handling of the past failures. The program seeks to offer fresh perspectives and practical application for the Malaysian context. It will also discuss how board of directors can play a crucial role to oversee the recovery and resolution planning process towards enhancing the bank's crisis preparedness and operational resilience over time.

Learning Outcomes

At the end of the program, participants will be able to:

- Explain how a bank can fail unexpectedly and in a fast-paced manner;
- Discuss the board of directors' role in crisis preparedness by providing strategic leadership and input to management to build crisis capabilities during good times;
- Explain how recovery and resolution planning can help a bank in crisis.

Program Outline

Session 1: Lessons from Cases on Bank Failures

- Are we always able to detect and prevent a bank failure? What would be some of the tell-tale signs to look out for?
- How can communication play a role during crisis? What kind of communication or messaging can restore faith or accelerate the failure of a bank?
- How were the issues in SVB and Credit Suisse dealt with by the authorities within the short time frame in the interest of financial stability?

Session 2: Recovery Planning & Why It Matters?

- What are Bank Negara Malaysia's expectations on bank recovery plans?
- What should directors look out for in a bank's recovery plan?

Session 3: Resolution Planning & Why It Matters?

- How has resolution planning helped in past cases of bank failures?
- How has resolution planning for banks evolved based on past experiences and past crises?

Session 4: The Malaysian Approach to Resolution Planning

- How is our resolution planning framework in Malaysia different from other jurisdictions?
- What lessons have we learnt from leveraging on international implementation of resolution planning?
- What are the expectations on banks under PIDM's Resolution Planning Guidelines?

Session 5: The Way Forward: Building Readiness & Resilience Through Resolution Planning

- How will resolution planning be implemented in Malaysia?
- How can directors fulfil their role in crisis preparedness and in recovery and resolution planning for banks?
- How can resolution planning be used as a strategic and risk management tool by the bank to strengthen operational resilience over time and build stakeholder confidence?

Faculty



Daniel Chin Shen Li is the Director of the Financial Surveillance Department at Bank Negara Malaysia (BNM). His key responsibilities include the surveillance and assessment of risks to financial stability and the formulation of appropriate macro-prudential policies. Daniel also leads initiatives to enhance BNM's readiness to respond to financial crises effectively. This includes supporting BNM's Financial Stability Committee and Financial Stability Executive Committee to discharge its financial stability mandates, overseeing the assessment and implementation of liquidity assistance to a financial institution to avert financial stability risks, as well as the development of policies relating to recovery planning in Malaysia.

Prior to his present role, Daniel served as the Director of the Risk Specialist and Technology Supervision Department in BNM, where he helped oversee micro-prudential surveillance of risks to financial institutions. Prior to joining BNM, he was a management consultant with Oliver Wyman, where he specialised in the areas of finance and risk. He has a Master's degree in Engineering from Cambridge University, UK and is a Chartered Banker from the Asian Institute of Chartered Bankers (AICB).



Afiza Abdullah was appointed the Executive Vice President of Perbadanan Insurans Deposit Malaysia (PIDM) in January 2022. As the Executive Vice President in charge of resolution, she is responsible for the overall management of all Member Institutions' resolution plans as well as the functions related to various aspects of PIDM's intervention and resolution, crisis management, macro surveillance, and policy. Afiza joined PIDM in 2011 as Deputy General Manager, Policy and International Division, and was subsequently appointed as General Manager, Policy and International Division in 2016.

Prior to joining PIDM, Afiza had over 9 years of regulatory experience with Bank Negara Malaysia and had been involved in, among others, prudential policy formulation for insurance and banking sectors, and the modernization of the Central Bank of Malaysia Act 2009 as well as the regulatory laws. She was a core team member in the development of Bank Negara Malaysia Financial Blueprint.

She began her career in an audit firm in London, United Kingdom, and joined a local investment bank upon her return to Malaysia, before joining Bank Negara Malaysia. Afiza graduated with a Bachelor of Finance and Accounting (Honours) from the University of Salford, United Kingdom.

Faculty



Ho Kwok Piow is Head of Intervention and Resolution of MI Groups at Perbadanan Insurans Deposit Malaysia (PIDM). A chartered accountant by training, Kwok Piow has more than 28 years of experience in the field of corporate recovery and restructuring, transaction services, forensic accounting and investigation as well as regulatory policy. He began his career with a major accounting firm in Malaysia. During his tenure, Kwok Piow was seconded to the firm's London office to be trained and specialised in corporate recovery, forensic and transaction services.

Among the notable achievements of Kwok Piow in the field of transaction services include carrying out restructuring and listing exercises of several PLCs; financial due diligence and advisory for a sell-side NPL portfolio sale and a buy-side equity stake sale of commercial banks in Malaysia; as well as advising on the completion of accounts and purchase price adjustments of several sales and purchase transactions in the UK.

Kwok Piow joined Bursa Malaysia in 2010 as the Head of Corporate Surveillance. Working closely with the Securities Commission and other regulatory bodies, he was responsible for the surveillance and investigation of corporate transactions and activities relating to PLCs in Malaysia as well as taking appropriate and timely regulatory actions to ensure orderly market and investor protection.

In 2012, Kwok Piow joined PIDM and is entrusted with the responsibilities to oversee the end-to-end spectrum of risk assessment as well as the intervention and resolution for member institutions. Working closely with BNM, Kwok Piow led the development of the resolution planning framework in Malaysia and is currently overseeing its implementation by PIDM member banks.



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