

ICIEC Staff Retreat and 30th Anniversary Celebration

20 - 21 December 2023

Legal Affairs Department

Outline

1 | DEPARTMENTAL PLAN

2 | STRATEGIC PLANING

3 | ALIGNMENT WITH 10YEARS STRATEGY

4 | PROJECTS and KPIs

5 | TARGETS / INITIATIVES

6 | CHALLENGES and RECOMMENDATIONS

1 | Departamental Plan

STRATEGIC FOCUS

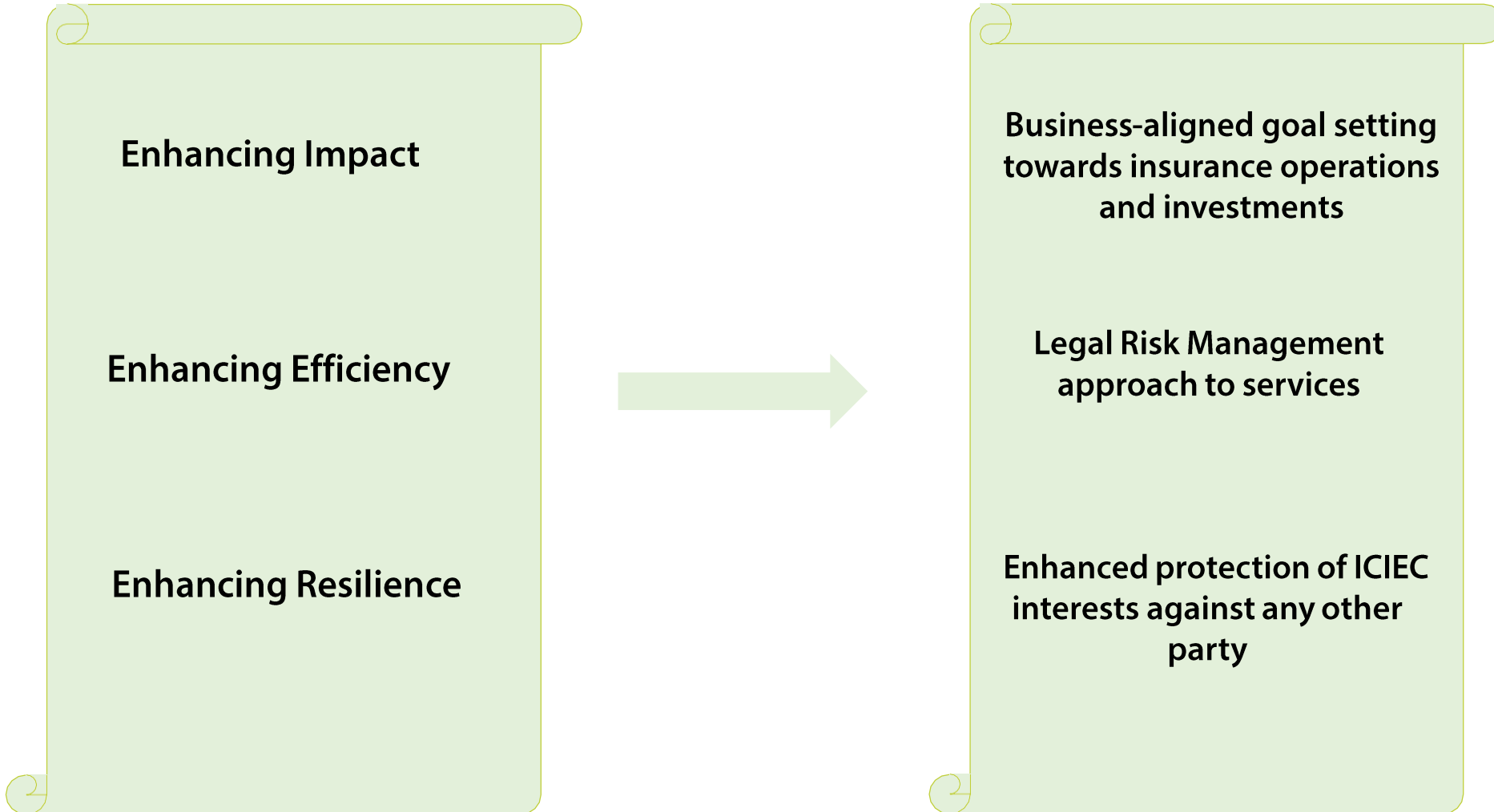
1. Deepen the knowledge base, skills & capacity of staff
2. Enhance strategic approach & methodology in service delivery
3. Structure the LAD as full-service suite with full complement of staff
4. Demonstrate capability in legal, compliance and claims knowledge services
5. Enhance visibility within ICIEC and multilateral peers

2|Lad's Strategic Plan



- Enhanced commercial and strategic advisory
- Legal Affairs Department transformation
- Enabling business growth
- Improving People and skills
- New products and services
- Operational efficiency
- Focus on environmental, social and governance

3|Alignment With 10years Strategy



4|Project and KPIs

Project	KPIs
Product incubation and development support	• Develop assessment guidelines for Islamic factoring, SCF • Develop bespoke solutions and guidelines on coverage of project finance • Support external partnerships such as AATB, Africa CGP, etc
Strategic partnerships	• Establish partnership with specialized multilateral insurers, ECAs on product alignment, knowledge sharing, climate finance, trust funds and claims • Establish relationship with international law firms for knowledge sharing on CRR, project finance, insolvency, restructuring, compliance, debt recovery etc
ICIEC Governance Support	• Develop ICIEC organizational manual with HCM • Develop policy management framework for data governance at ICIEC • Provide membership support
Quality and Process Efficiency	• Develop standard legal opinion templates for corporate matters • Draft position papers and guidance notes on operations matters • Standardize the LAD submissions to TUC and other management committees

4|Project and KPIs...2

Project	KPIs
Compliance Projects	• Develop compliance guidelines • Present periodic compliance report to Management • Develop and update legal counsel guidance in applying for US Treasury OFAC General License and General Licenses on sanctions • Create standardized ICIEC compliance bundles to aid ease of client onboarding
Standardization of Corporate Agreements	• Framework Consultancy Agreement, Consultancy Agreements • MoU, Cooperation Agreements • Digitalize the workflow for processing these corporate forms.
Shariah Project	• Hire a dedicated Shariah resource for ICIEC matters • Training and awareness sessions on Shariah aspects of trade finance, takaful and project finance • Shariah Decision-Making Framework for ICIEC in line with AAOIFI
Knowledge Management	• Deliver training and awareness programs on CRR, Repacks, Project Finance, PCS, legal aspect of PRI, guarantees and unfunded risk participations, other topics relevant to ICIEC's business

4|Project and KPIs

Claims And Recovery	
PROJECT	KPIs
Partnership and knowledge management	• Develop a framework to engage with peer institutions (MDBs, ECAs, Int'l Insurance and Reinsurance partners) on claims and recoveries processes and knowledge sharing. • Enhancing the network of debt collection agencies and law firms
Loss Minimization	• Lead loss minimization efforts at an early stage of the NPL process to avoid claims.
Claim Processing	• Processing of claims in an effective manner and ensure the timely payment of eligible claims • Testing, implementation and execution of Claims and Recovery module in ITS
Recovery	• Specific Recovery Cases – Focus on MAAP and Chemie-Tech recovery cases
Training and Knowledge Sharing	• Claims on PRI covers • Export Credit Claims and Industry Update
Revised Overdue and NPL Processes	• Implementation of Revised Overdue and NPL Processes • Ensure effective follow-up with the counterparties.

5|Targets/Initiatives

Targets/Initiatives	
IsDB Group Synergy Target 2024	• Development of IsDB Group Legal Risk Framework • Establish a Legal Department TCC for ICIEC, ITFC and ICD
IsDB Group Synergy Target 2024	• Establishment of OIC Permanent Investment Dispute Resolution Mechanism
IsDB Group Training	• Developing Training Modules on Grievance Mechanism and Disciplinary Rules
LAD Digitalization Project	• Develop self-service tools for basic request on corporate agreements form legal opinion repository.
Updating ICIEC Website with Governance and Claims Information	• Update the governance section of ICIEC website • Provide Claims information as marketing tool
Product Development and Enhancement	• Standardize product development process documentation • Position paper on local currency project and domestic trade coverage • Safeguards on ESG litigation and human rights risks
Knowledge Session on Grievance Mechanism	• Develop and deliver key grievance mechanism training for HCM & Management including lessons learnt from Appeals Committee and Tribunal cases

6|Challenges And Recommendations

CHALLENGE	RECOMMENDATION
Double-hatting	• There is a need to hire dedicated staff to manage all important functions of (i) claims and recoveries, (ii) Corporate compliance and (iii) Shariah compliance.
Generalist Legal Counsels	• With the focus on innovative products, structured solutions, climate action a focused specialism is required for legal counsels with requisite training provided
Structural Limitation	• With the considerable growth in ICIEC's business, there is a need to upgrade two of LAD's functions into Divisions- Claims and Recoveries and Legal Services. This will also address career management plan and path for the Legal Counsels.
Market Access and Update	• This can be enhanced by subscription support to Lloyd's wordings repository and sponsorship to impactful industry events.

THANK YOU



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