The BIS Standards - an extract

The Bank for International Settlements (BIS) provides guidelines to commercial banks and bank regulators worldwide on the effective operation of banking institutions. Its sub-committee, Basel Committee on Banking Supervision, is one which encourages banking supervisors globally to promote sound practices for managing risk. Their consultative document "Principles for the Management of Credit Risk" discusses 17 principles applicable to the business of lending and should be applied to all activities where credit risk is present.

The Committee recognises that "the major cause of banking problems continues to be directly related to lax credit standards for borrowers and counterparties, poor portfolio risk management, or a lack of attention to changes in economic or other circumstances that can lead to a deterioration in the credit standing of a bank's counterparties".

They define credit risk as the potential that a bank borrower or counterparty will fail to meet its obligations in accordance with agreed terms and point out that the objective of credit risk management is to maximise a bank's risk-adjusted rate of return by maintaining credit risk exposure within acceptable levels. They suggest that banks will need to manage the credit risk inherent in the entire portfolio, as well as the risk in individual loans. According to Basel, "The effective management of credit risk is a critical component of a comprehensive approach to risk management and essential to the long-term success of any banking organisation".

The sound practices set out in the document represent internationally acceptable standards which should be instilled in all banks' credit risk management processes.

The principles fall under five main headings:

A Establishing an Appropriate Credit Risk Environment

1. The Board of Directors should have responsibility for approving and periodically (at least annually) reviewing the credit risk strategy and significant credit risk principles of the bank. The strategy should reflect the bank's tolerance and the level of profitability the bank expects to achieve for incurring various credit risks.
2. Senior management should have responsibility for implementing the credit risk strategy approved by the Board of Directors and for developing policies and procedures for identifying, measuring, monitoring and controlling credit risk. Such policies and procedures should address credit risk in all of the bank's activities and at both the individual credit and portfolio levels.
3. Banks should identify and manage credit risk inherent in all products and activities new to them are subject to adequate risk management procedures and controls before being introduced and undertaken, and approved in advance by the Board of Directors or its appropriate committee.

B Operating Under a Sound Credit Granting Process

4. Banks must operate within sound, well-defined credit granting criteria. These criteria should include a clear indication of the bank's target market and thorough understanding of the borrower or counterparty, as well as the purpose and structure of the credit and its source of repayment.
5. Banks should establish overall credit limits at the level of individual borrowers and counterparties, and groups of connected parties that aggregate in a comparable and meaningful manner, different types of exposure, both in the banking and trading book and on and off the balance sheet.
6. Banks should have a clearly established process in place for approving new credits as well as the amendment, renewal and refinancing of existing credits.
7. All extensions of credit must be made on an arm's length basis. In particular, credits related to companies and individuals must be authorised on an exceptional basis, monitored with particular care and other appropriate steps taken to control or mitigate the risks of non-arm's length lending.

C Maintaining an Appropriate Credit Administration, Measurement and Monitoring Process

8. Banks should have in place a system for the on-going administration of their various credit risk-bearing portfolios.
9. Banks must have in place a system for monitoring the condition of individual credits, including determining the adequacy of provisions and reserves.
10. Banks are encouraged to develop and utilise an internal risk rating system in managing credit risk. The rating system should be consistent with the nature, size and complexity of a bank's activities.
11. Banks must have information systems and analytical techniques that enable management to measure the credit risk inherent in all on- and off-balance sheet activities. The management information system should provide adequate information on the composition of the credit portfolio, including identification of any concentration risks.
12. Banks must have in place a system for monitoring the overall composition and quality of the credit portfolio.
13. Banks should take into consideration future changes in economic conditions when assessing individual credits and their credit portfolios, and should assess their credit risk exposures under stressful conditions.

D Ensuring Adequate Controls over Credit Risk

14. Banks must establish a system of independent on-going assessment of the bank's credit risk management process and the results of such reviews should be communicated directly to the Board of Directors and senior management.
15. Banks must ensure that the credit granting function is being properly managed and the credit exposures are within levels consistent with prudential standards and internal limits. Banks should establish and enforce internal controls and other practices to ensure that exceptions to policies procedures and limits are reported in a timely manner to the appropriate level of management for action.
16. Banks must have a system in place for early remedial action on deteriorating credits, managing problem credits and similar workout situations.

E Role of Supervisors

17 .Supervisors should require that banks have an effective system in place to identify, measure, monitor and control credit risk as part of an overall approach to risk management. Supervisors should conduct an independent evaluation of a bank's strategies, policies, procedures and practices related to the granting of credit and the on-going management of the portfolio. Supervisors should consider setting prudential limits to restrict bank exposures to single borrowers or groups of connected counterparties.