



Calendar of Programs 2018-19



About CAFRAL

The Centre for Advanced Financial Research and Learning (CAFRAL) has been set up by the Reserve Bank of India (RBI) in the backdrop of India's evolving role in the global economy, in the financial services sector and its position in various international fora, and to develop into a world class global institution for research and learning in banking and finance. CAFRAL is a not-for-profit organisation established as a Society and a Trust; it is an independent body promoted by RBI. CAFRAL became operational in January 2011.

The Governor of RBI is the Chairman of the Governing Council of CAFRAL. CAFRAL's learning arm is engaged in conducting seminars, conferences and other learning programs that serve as a platform for exchange of high-level policy dialogues between the various stakeholders by bringing together regulators, policy makers, bankers, academicians, researchers and practitioners. It also conducts advanced programs for enhancing professional capabilities of senior executives in the financial sector.

CAFRAL's research focus is in the areas of banking and finance. Within these broad areas, our interests include financial institutions, financial markets, behavioral finance, corporate finance, household finance and related areas of macro-finance such as monetary economics or international finance. CAFRAL aims to build intellectual capacity in these areas through its own staff, by hosting researchers of international repute and facilitating collaborative research by building data resources and analytical capabilities.

Mission

To evolve as a global centre of excellence for policy research and advanced learning in banking and finance.

Objectives

- x Enhance our understanding of how the financial sector contributes to real sector growth through in-house and collaborative research that is useful and relevant.
- x Enhance professional capabilities in the banks, financial sector, and among central banks regulators and policy makers through learning events and programs.
- x Provide a platform for dialogue between policy makers' regulators, financial sector, practitioners and academics on issues of topical relevance and systemic importance.
- x Communicate and disseminate the conclusions and results of the learning and research activities of CAFRAL to policy makers, central banks, regulators and public at large.
- x Collaborate and network with domestic and global institutions with similar mandate for mutually beneficial arrangements.

Calendar of Programs 2018-19

#	Name of the Program	Dates	Location	Program Director
QUARTER I – FY 2018-19				
APRIL 2018				
1	CAFRAL Advanced Management Follow up Program	April 20-21, 2018	Goa Residential	M P Baliga
MAY 2018				
2	Program on Risk Management (In-company)	May 14-15, 2018	Mumbai Non Residential	Amarendra Mohan
3	Business Leaders' Forum (BLF) on Cyber Security with ReBIT	1 Day to be decided	Mumbai Non Residential	M P Baliga
4	Program for NBFCs: Risk Management, Regulatory and Supervisory Issues	May 21-22, 2018	Mumbai Non Residential	Amarendra Mohan
5	Program on Risk, Compliance and Controls	May 25-26, 2018	Mumbai Non Residential	M P Baliga
JUNE 2018				
6	Program on Sustainable Banking for a Resilient Financial System	June 12, 2018	Mumbai Non Residential	Amarendra Mohan
7	Workshop for Non-Executive Directors on Credit Committee	Jun 18, 2018	Mumbai Non Residential	M P Baliga
QUARTER II – FY 2018-19				
JULY 2018				
8	Treasury and Investments Program	July 20-21, 2018	Mumbai Non Residential	M P Baliga
9	Workshop on Cyber Risk and its Mitigation	2 days to be decided	Mumbai Non Residential	M P Baliga
AUGUST 2018				
10	Executive Development Program	2 days to be decided	Mumbai Non Residential	M P Baliga
11	Program on Basel III Reforms, IFRS 9 and Loan Loss Provisioning	2 days to be decided	Mumbai Non Residential	Amarendra Mohan
SEPTEMBER 2018				
12	Program for Non-Executive Directors on Audit & Risk Management Committees	2 days to be decided	Mumbai Non Residential	Amarendra Mohan
13	Conference on Capacity Building and Skill Development	1 day to be decided	Mumbai Non Residential	M P Baliga
14	Program on Know Your Customer (KYC), Anti Money Laundering (AML) & Combating the Financing of Terrorism (CFT)	2 days to be decided	Mumbai Non Residential	M P Baliga
QUARTER III – FY 2018-19				
OCTOBER 2018				
15	Program on Financial Frauds & Forensic Audit - Approaches & Insights	2 days to be decided	Mumbai Non Residential	Amarendra Mohan
16	CAFRAL Advanced Management Program((International Program in association with a reputed US Business School)	8 days To be decided	Mumbai Non Residential (2 Days) & USA Residential (6 Days)	M P Baliga
NOVEMBER 2018				
17	Conference of CROs and Heads of Risk Management Departments	2 days to be decided	Mumbai Non Residential	M P Baliga
18	Program for Chief Vigilance Officers	1 day to be decided	Mumbai Non Residential	Amarendra Mohan

19	Workshop on Forensic Audit with special focus on Digital Forensics	2 days to be decided	Mumbai Non Residential	Amarendra Mohan
DECEMBER 2018				
20	Conference of Chief Compliance Officers	2 days to be decided	Mumbai Non Residential	Amarendra Mohan
21	Program on Operational Risk Management	2 days to be decided	Mumbai Non Residential	M P Baliga
22	Program for Small Finance banks	1 day to be decided	Mumbai Non Residential	M P Baliga

QUARTER IV – FY 2018-19				
JANUARY 2019				
23	Program for Payment banks	1 day to be decided	Mumbai Non Residential	Amarendra Mohan
24	Program on Frauds & Financial Crimes	2 days to be decided	Mumbai Non Residential	M P Baliga
FEBRUARY 2019				
25	Advanced Credit Risk Management	2 days to be decided	Mumbai Residential	M P Baliga
26	International Executive Development Program in association with a reputed Australian University/Institution.	8 Days To be decided	Mumbai Non Residential (2 Days) and Australia Residential (6 Days)	Amarendra Mohan
MARCH 2019				
27	Financial Markets Program for IES Officers	5 days to be decided	Mumbai Residential	M P Baliga
28	Program for Non-Executive Directors on the boards of banks	2 days to be decided	Mumbai Non Residential	M P Baliga

Program Details

QUARTER I – FY 2018-19

APRIL 2018

1	CAFRAL Advanced Management Follow up Program	April 20-21, 2018	Goa Residential	M P Baliga
<p>The objective of the program is to reinforce the learnings of Advanced Management programs as also to provide a continuous education to the participants of these programs. There would be discussions /presentations and brainstorming on current issues and challenges faced by financial lenders viz. credit risk & stressed assets management, interest rate risk management, governance & business strategy/turnaround strategy, etc.</p>				
<p>Participant Profile Participants of CABMP 2015 & 16, CACMP 2017.</p>				

MAY 2018

2	Program on Risk Management (In-company)	May 14-15, 2018	Mumbai Non Residential	Amarendra Mohan
<p>The program, designed exclusively for private sector bank, focuses on the recent developments in risk management, IFRS 9 and resolution of Problem Assets. The Program also covers in detail the December 2017 changes to the leverage ratio, IRB Approach and the Standardised Approach for Credit Risk and Operational Risk.</p>				
<p>Participant Profile Senior officers drawn from various departments of the Bank.</p>				

3	Business Leaders' Forum (BLF) on Cyber Security with ReBIT	1 Day	Mumbai Non Residential	M P Baliga
<p>The objective of this initiative is to sensitise and create awareness at the level of Top Management & Boards of banks and through them improve the internal threat mitigation policies and processes.</p>				
<p>Participant Profile Top/Senior Executive of banks and Non-Executive Directors on Boards of banks.</p>				

4	Program for NBFCs: Risk Management, Regulatory and Supervisory Issues	May 21-22, 2018	Mumbai Non Residential	Amarendra Mohan
<p>The program will focus on the enterprise-wide risk management framework to identify, assess, monitor and control risks in order to create value for the enterprise. The Program will also cover the role of internal control and compliance function and the need for its strengthening; the regulatory and supervisory issues for NBFCs; and banking Ombudsman for resolving customer complaints.</p>				
<p>Participant Profile Senior officers from select NBFCs.</p>				

5	Program on Risk, Compliance and Controls	May 25-26, 2018	Mumbai Non Residential	M P Baliga
<p>The objective of the program is to sensitise the senior officers of banks, financial institutions and Reserve Bank of India on issues relating to risks, compliance and controls. The program coverage would include risks and their management, credit and forex frauds, systems and controls, regulatory compliance, capital allocation and planning.</p>				
<p>Participant Profile Senior officers of banks, FIs and RBI at the level of DGM and above.</p>				

JUNE 2018

6	Program on Sustainable Banking for a Resilient Financial System	June 12, 2018	Mumbai Non Residential	Amarendra Mohan
<p>Sustainable finance promotes sustainable and inclusive growth. Sustainable finance also contributes to a financial system that focuses on the material Environmental, Social and Governance factors. Financial regulation needs to promote sustainability by identifying the key areas where adjustments are needed and developing specific and targeted proposals for change. Internationally, a lot of work has been undertaken by multilateral and other agencies in this very important area. The “Task Force on Climate-related Financial Disclosures” appointed by the Financial Stability Board has made recommendations relevant for the financial entities and other corporates. The Program will focus on the recent national and international developments in sustainable finance.</p> <p>Participants Profile Senior officers of banks and FIs working in business areas, risk management, internal audit/control and compliance.</p>				
7	Workshop for Non -Executive Directors on Credit Committees	June 18, 2018	Mumbai Non Residential	M P Baliga
<p>The objective of the workshop is to understand issues relating to credit appraisals, financial ratios and indicators, risk assessments in project & infrastructure financing, retail lending, etc.</p> <p>Participant Profile Non-Executive Directors who are on the Credit Committees of banks.</p>				

QUARTER II – FY 2018-19

JULY 2018

8	Treasury and Investments Program	July 20-21, 2018	Mumbai Non Residential	M P Baliga
<p>Interest rate risk is an integral part of banking business and affects the value of portfolio and earnings of banks. Investment portfolios of banks are sensitive to interest rate movements and the risk needs to be understood, measured and managed including by use of derivatives.</p> <p>Participant Profile Senior officers at the level of Assistant General Manager or equivalent and above from banks, FIs and RBI.</p>				
9	Workshop on Cyber Risk and its Mitigation	2 Days	Mumbai Non Residential	M P Baliga
<p>The objective of the Workshop is to discuss the threat posed by cyber-attacks and how banks and financial institutions can assess and mitigate cyber risks.</p> <p>Participants Profile Senior officers at the level of Assistant General Manager or equivalent and above from banks, FIs and RBI involved with risk management, operations, audit, cyber security, CISOs.</p>				

AUGUST 2018

10	Executive Development Program	2 Days	Mumbai Non Residential	M P Baliga
<p>The objective of the program is to provide senior officers of banks, FIs and RBI on various topics of current relevance as also facilitate discussions on issues like governance, compliance, risk, asset quality management, financial markets and business strategy.</p>				

Participant Profile

Senior officers at the level of DGM or equivalent and above from banks, FIs and RBI.

11	Program on Basel III Reforms, IFRS 9 and Loan Loss Provisioning	May/June 2 Days	Mumbai Non Residential	Amarendra Mohan
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Basel III reforms, developed in response to the financial crisis of 2007-09, were finalised in December 2017 by the Basel Committee on Banking Supervision. Basel III aims to strengthen the regulation, supervision and risk management of banks. The Program will cover the latest changes made in the IRB Approach, Standardised Approach for Credit Risk and the Standardised Approach for Operational Risk. The Program will also cover the Provisioning under IFRS 9 and the international experiences in Loan Loss Provisioning.

Participants Profile

Senior officers from banks working in the Risk, Compliance, Internal Control and business areas.

SEPTEMBER 2018

12	Program for Non-Executive Directors on Audit & Risk Management Committees	2 Days	Mumbai Non Residential	Amarendra Mohan
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The Basel Committee's Corporate governance principles for banks (July 2015) outline the expectations of The Audit and Risk Management Committees of the Board. These Committees perform a key role in the corporate governance of a bank. The objective of the Program is to explore how these committees can be made more effective so as to implement the "Three Lines of Defence" for an effective risk governance framework. The Program will cover international and national best corporate governance practices.

Participants Profile

Non –Executive Directors on Audit & Risk Management Committees.

13	Conference on Capacity Building and Skill Development	1 Day	Mumbai Non Residential	M P Baliga
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The banking sector needs adequate skill sets in specialised fields to maintain and grow their market presence as also continued relevance in the face of competition from new players and fintech companies. Shrinking middle management on account of retirements and lack of succession planning poses significant risks to banks. The program will provide a platform for the stake holders to brainstorm and develop effective strategy in Human resource management.

Participant Profile

Senior officers at the level of DGM or equivalent and above from Human Resource Management Departments.

14	Program on Know Your Customer (KYC), Anti Money Laundering (AML) & Combating the Financing of Terrorism	2 Days	Mumbai Non Residential	Amarendra Mohan
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The objective of the program is to provide an integrated view of policy issues, practical challenges and technological solutions for the implementation of KYC-AML standards. Some of the best practices in these areas would also be shared in the Program.

Participants Profile

Heads and Senior officials working in the areas of KYC-AML implementation, operational risk, internal audit and vigilance in commercial banks and SI-NBFCs.

QUARTER III – FY 2018-19
OCTOBER 2018

15	Program on Financial Frauds & Forensic Audit - Approaches & Insights	2 Days	Mumbai Non Residential	Amarendra Mohan
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The objective of the program is to deliberate on strengthening the mechanism to deal with financial frauds in the banking system. The program is structured so as to understand the best practices by interacting with officials from CVC, RBI, Police Department, top management of banks, IBA and eminent legal authorities.

Participant Profile

Senior officials in charge of fraud monitoring, Chiefs of the Vigilance Department, Operational Risk Management Department and Compliance Officers of banks

16	CAFRAL Advanced Management Program (International Program in association with a reputed US Business School)	8 Days to be decided	Mumbai Non Residential (2 Day) & USA residential (6 Days)	M P Baliga
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The objective of the program is to provide senior executives the attributes of financial architecture, inputs relating to key banking and finance topics like project and corporate credit, consumer credit, financial distress and restructuring, credit monitoring, credit derivatives, structured finance and stress testing.

Participant Profile

Senior officers of banks, FIs and RBI at the level of GM and above

NOVEMBER 2018

17	Conference of CROs and Heads of Risk Management Departments of banks	2 Days	Mumbai Non Residential	M P Baliga
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The objective of the conference is to provide a platform to the participants to discuss various types and aspects of risk, role of Chief Risk Officers, supervisory expectations from RBI Supervision, stressed assets resolution and improving the risk management systems in banks.

Participant Profile

Chief Risk Officers and Heads of Risk Management Departments of banks.

18	Program for Chief Vigilance Officers	1 Day	Mumbai Non Residential	Amarendra Mohan
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Banks are now exposed to various types of risks resulting in increasing incidence of frauds. The objective of the programme is to understand the perspectives of the Boards, Bank Management, Regulator, CBI and CVC so that timely and appropriate measures are taken to strengthen the vigilance function in banks.

Participants Profile

CVOs of banks

19	Workshop on Forensic Audit with special focus on Digital Forensics	2 Days	Mumbai Non Residential	Amarendra Mohan
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The objective of the workshop is to strengthen the capabilities in forensic audit and fraud detection with the use of forensic tools, capacity building for investigative skills in digital forensics.

Participants Profile

CISOs / CVOs/ CIOs/ In charge of Fraud Monitoring Cell/ Heads of Risk/Inspection/ Audit/Compliance/IT Heads / EDs and GMs / DGMs

DECEMBER 2018

20	Conference of Chief Compliance Officers	2 Days	Mumbai Non Residential	Amarendra Mohan
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The conference provides a forum for interaction and experience-sharing amongst Chief Compliance Officers and the regulator; exposure to international practices /trends on regulatory reporting and internal management reporting; and meeting the challenges of Risk Based Supervision in the Indian context.

Participants Profile

Heads of Compliance / Senior Compliance Officers

21	Program on Operational Risk Management	2 Days	Mumbai Non Residential	M P Baliga
Operational risk is all encompassing and arises from various unforeseen situations like failed or inadequate systems, processes and people. It can result not only into a substantial monetary loss but also pose huge reputational risk. The objective of the program is upscaling the operational risk management systems in banks.				
Participant Profile Senior officers at the level of DGM or equivalent and above from banks.				

22	Program for Small Finance Banks	1 Day	Mumbai Non Residential	M P Baliga
This program will provide a platform for the officers from Small Finance Banks for discussing areas such as regulatory and supervisory issues, risk management and governance.				
Participant Profile Top management and senior officers of Small Finance Banks.				

QUARTER IV – FY 2018-19

JANUARY 2019

23	Program for Payments banks	1 Day	Mumbai Non Residential	Amarendra Mohan
This program will provide a platform the officers from Payments Banks for discussing issues relating to governance, business strategies, risk management, prudential norms apart from discussing their current issues and challenges.				
Participants Profile CEOs/MDs and other senior officials of Payments Banks				

24	Program on Frauds & Financial Crimes	2 Days	Mumbai Non Residential	M P Baliga
The objective of this program is to examine various challenges and solutions for implementation of “Framework for dealing with loan frauds” in commercial banks and draw their focus to prevention, early detection, prompt reporting and timely initiation of the accountability exercise. The program is oriented towards minimizing the vulnerability of the banking system.				
Participant Profile Senior officers handling fraud reporting and monitoring, CVOs, Heads of Operational Risk Management Departments and Compliance Officers.				

FEBRUARY 2019

25	Advanced Credit Risk Management	2 Days	Mumbai Non Residential	M P Baliga
The very nature of banking business exposes itself heavily to credit risk. In the current situation in India, the skills for assessment of credit risk by banks needs upskilling. The program would focus on proper assessment of credit risk including measurement by using credit risk models. Both corporate and SME credit risk assessment would be dealt with.				
Participants Profile Senior officers at the level of AGM or above of banks who are associated with credit risk management.				

26	International Executive Development Program in association with a reputed Australian University/Institution	8 Days	Mumbai Non Residential (2 Days) and Sydney Residential (6 Days)	Amarendra Mohan
<p>The International Executive Development Program for Senior Executives of the Indian Financial Sector will cover three key themes (i) Leadership and Strategy in an increasingly complex world (ii) Risk Management and Risk Governance with a special focus on Strategic Risks (iii) Practical Hands-on Workshops on Risk Management, Leadership and Resolution of Problem Assets.</p> <p>The Program will be held in Mumbai for 2 days followed by 6 days in Australia.</p>				
<p>Participant Profile Senior officers of banks and FIs at the level of DGM or equivalent and above</p>				

MARCH 2019

27	Financial Markets Program for IES Officers	5 Days	Mumbai Residential	M P Baliga
<p>The objective of the program is to provide senior officials from the Indian Economic Service (IES) an overview of the financial markets, with an emphasis on the strategic issues that impact and shape policy making.</p>				
<p>Participants Profile Officers from Indian Economic Service.</p>				

28	Program for Non-Executive Directors on the boards of banks	2 Days	Mumbai Non Residential	M P Baliga
<p>The program will focus on current issues and challenges of Indian banking system, recent regulatory and supervisory guidance, risk management, role of treasury. The program will also make the Directors aware of international developments in banking sector.</p>				
<p>Participants Profile Non-Executive Directors on the Boards of Banks and FIs.</p>				

For program details, participant profile and online nominations, kindly visit www.cafral.org.in/Upcoming-Events.aspx

Profiles

Dr. Amartya Lahiri, Director, CAFRAL



Dr. Amartya Lahiri joined as Director of CAFRAL with effect from September 1, 2017. He was previously the Royal Bank Faculty Research Professor and the Director of Graduate Studies at the Vancouver School of Economics, University of British Columbia. Dr. Lahiri also held the Johal Chair of Indian Research at the Institute of Asian Research. He has held research positions at the Federal Reserve Bank of New York, University of California Los Angeles and John Hopkins University, prior to joining the University of British Columbia.

Dr. Amartya's fields of specialization are International Economics and Macroeconomics. He has written extensively on subjects like exchange rate management, monetary policy, balance of payment crisis and economic growth. His recent research focuses on

monetary economics as well as topics like gender gaps, inequality across castes and labor mobility. Dr. Amartya's work has been published in top economics journals such as the Journal of Political Economy, Journal of Economic Theory, Journal of International Economics, Journal of Monetary Economics, European Economic Review as well as policy oriented outlets published by the World Bank, Brookings Institution and the National Council of Applied Economic Research.

Dr. Amartya is the recipient of 'Faculty Career Development Award' and the 'Departmental Distinguished Teaching Award' at the University of California at Los Angeles for his research and teaching contributions. Dr. Amartya is not only a member of American Economic Association, the Econometric Society, but also an Associate Editor at European Economic Review and Journal of International Economics.

Dr. Amartya Lahiri completed his Ph.D. in Economics from the University of Maryland at College Park. He received a M.A. in Economics from the Delhi School of Economics and a B.A. in Economics from St. Stephens College in Delhi prior to this

Chandan Sinha, Additional Director (*Learning*), CAFRAL



Shri Chandan Sinha is the Additional Director responsible for the Learning activities at CAFRAL. He is a career central banker having worked in the Reserve Bank of India for over 35 years. His stint as Executive Director, covered areas as diverse as supervision of banks & non-banks, internal debt management, foreign exchange department, financial market regulation, payment & settlement systems, information technology and management of forex reserves.

Shri Sinha has rich experience of financial markets in view of his association with the market oriented departments of RBI (including as the head of the Financial Markets Department), a stint as the Chief Dealer with the Securities Trading Corporation of India (STCI) and as the founding Chief Investment Officer (HAG level) of the Postal Life

Insurance. He has been member on important working groups/committees of the Reserve Bank and was its nominee on international committees of the Financial Stability Board (on bank resolution) and the Bank of International Settlements (on banking regulation and also payments & market infrastructures). Served as a panelist on cyber security at international events hosted by Bank de France (2015), Swift (at SIBOS 2016) and on Digital Money by Citi/IIF (2017). He has been a resource for training both within and outside the country and also served as the Director, Indian Institute of Bank Management, Guwahati. Has co-authored BIS papers on Corporate Bond Market Development in India and on Indian Financial Openness and Integration with South East Asian Countries. Shri Sinha has been a nominee Director on the Boards of Allahabad Bank, Union Bank of India, ECGC and currently is on the Board of State Bank of India. He has a Master's degree in Physics from St. Stephens College, Delhi University. Professional qualifications include MBA (in Finance) and CAIIB.

M P Baliga, Senior Program Director, CAFRAL



Shri M P Baliga is currently a Senior Program Director at the Centre for Advanced Financial Research and Learning which is promoted by the Reserve Bank of India. Prior to joining CAFRAL he worked at Reserve Bank of India for more than three decades in various capacities. His last assignment was at the level of General Manager in the Banking Policy Division of Department of Banking Operations and Development from June 2008 to May 2014. He has 15 years of experience in banking regulation and supervision and was involved with onsite inspection of many banks in India. He was a Member of Faculty with the Bankers Training College, Reserve Bank of India for five years. His broad areas of specialization in teaching were in banking regulation, banking supervision and risk management. He has conducted many programs for senior bankers at various places in India and overseas. He

was nominated by the Reserve Bank of India as a Member of the Working Group on Liquidity of Basel Committee on Banking Supervision during the period 2010 to 2014. After his stint in Reserve Bank of India got over in May 2014, he joined CAFRAL as a Program Director in June 2014. He has a Masters Degree in Financial Management from Jamnalal Bajaj Institute of Management Studies, Mumbai, India and is a Certified Associate of Indian Institute of Bankers.

Amarendra Mohan, Senior Program Director, CAFRAL



Shri. Amarendra Mohan has more than three decades of professional experience – including nine years at the Financial Stability Institute of the Bank for International Settlements (BIS) in Basel, Switzerland - in financial sector regulation and supervision.

Mr. Mohan is currently associated with the learning activities of CAFRAL. He also works as Banking Supervision & Regulation Advisor of the International Monetary Fund (IMF), Washington DC. He has undertaken assignments for the IMF, the Asian Development Bank, Manila, Philippines and The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) in Africa. As a Senior Advisor in the Bank for International Settlements, Basel, Switzerland, Mr. Mohan was engaged in capacity building of financial sector supervisors globally. He has spoken on the Basel Standards in 40

countries in which senior level bank supervisors from more than 100 jurisdictions participated. He was a Member of the Basel Committee's Working Group on Systemically Important Banks' Supervision and the Working Group on Operational Risk. Before joining the BIS, Mr. Mohan was Chief General Manager in the Department of Banking Regulation, Reserve Bank of India, where he worked on a variety of regulatory and supervisory issues, including implementation of Basel II in India.

Mr. Mohan completed with distinction the MBA-International Banking and Finance from The University of Birmingham, UK.



CAFRAL

CENTRE FOR ADVANCED FINANCIAL
RESEARCH AND LEARNING

Promoted by Reserve Bank of India

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