

## CAFRAL Advanced Leadership Program (CALP) – February 1-15, 2015



***“This is one of the best programs I have ever attended,”*** said one participant from a leading private sector bank in the country. ***“This program is unique in many ways especially for people who are at, or are aspiring to be at the top management of banks,”*** said another participant. CALP 2015 was attended by Executive Directors, CGMs, GMs, and Presidents from public and private sector banks. The unique program design included case studies, group discussions, hands on application development, role play and much more. ***“As a result of this program, I am able to participate more effectively in the Board meeting of my bank,”*** said another senior official after attending CALP.

[Click to read Governor, RBI address at CALP](#)

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## Highlights from the Advanced Program on Project and Infrastructure Financing



Photo: G Gopalakrishna, Director, CAFRAL and panel members at Advanced Program on Project and Infrastructure Financing

CAFRAL conducted a three day ***‘Advanced program on Project and Infrastructure Financing’*** from April 22-24, 2015 at the L&T, Leadership Development Academy, Lonavla. The objective of the program was to equip the participants with effective credit appraisal skills in project and infrastructure financing, through classroom sessions and discussion of case studies. The aim was to enable the participants to appreciate and understand the various risks involved in project and infrastructure lending. The program was attended by **36 senior officers** from commercial banks, financial institutions and Reserve Bank of India.

The program covered issues like risk analysis framework for project finance, financial analysis and modelling, legal issues and documentation, source of infrastructure and project finance, credit enhancement, financing power projects, etc. Case studies on road and highway financing and hydro power projects were also discussed in detail. The program concluded with a panel discussion on ***‘Way Forward to Stimulate Healthy Growth in Project and Infrastructure Financing by Banks.’*** The panel consisted of experts from the field of infrastructure financing and operations and was chaired by Shri Sushil Mhnot, Chairman and Managing Director, Bank of Maharashtra.

## Highlights from CAFRAL Program on Investigating Financial Frauds – Approaches & Insights



Photo: G Gopalakrishna, Director, CAFRAL with CBI officers and CAFRAL team

CAFRAL conducted a two-day program for **Senior Officers of Central Bureau of Investigation (CBI) on “Investigating Financial Frauds – Approaches & Insights”** on April 29-30, 2015 at Mumbai. The program was held in the Board Room of National Stock Exchange, Bandra Kurla Complex, Mumbai. The objective of the program was to familiarise Investigation officers of CBI with an overview of the nuances of banking procedures and regulations. The program was attended by **twenty senior officers of CBI** from different regions including three Joint Directors. Two officers of RBI on deputation to CBI also participated in the program.

The program focused on investigating into grey areas of appraisals, monitoring end use of funds, cases of diversion and siphoning, and insights into capital market related frauds. The program concluded with panel discussions. Shri T M Bhasin, Chairman, Indian Banks’ Association (IBA), Shri Manoj Fadnis, President, Institute of Chartered Accountants of India (ICAI), Shri Pradeep Kumar, Managing Director, State Bank of India, Shri K Veera Brahmaji Rao, Executive Director, Punjab National Bank and Shri Atul Kumar, Chief Vigilance Officer, Union Bank of India participated in the panel discussion.

### Upcoming Events

**Announcement:** CAFRAL’s **calendar of programs** planned for 2015-16, will be announced shortly on [CAFRAL website](#) and via this newsletter. Please feel free to [reach out to us](#) with relevant email ids and details of your HR Admin/Training/concerned departments to be added to our mailing list.

#### **CAFRAL Advanced Leadership Program - Retreat (CALP Retreat)**

May 15-16, 2015 at Alappuzha, Kerala. This is a residential program.

The objective of the program is to reinforce the learnings from CALP and assess the extent to which participants have applied them in their workplace in the last three months. This program is for CALP participants only.

#### **Advanced Leadership & Management Program for the Top Management of Commercial Banks in India**

June 6-7, 2015 at Indian Institute of Management, Bangalore.

The banking and finance sector is one of the most globalised industries in the world today. To enable dealing with this complex and fast changing sector, **CAFRAL jointly with Indian Institute of Management, Bangalore (IIMB)** has especially organised a customised program for CMD/ MD / CEOs of commercial banks operating in India. This program has been exclusively designed to enhance their managerial and leadership skills. The program will be held at IIMB. The program would focus on leadership, decision making, communication, team building, strategy and negotiations.

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## Roundtable on Capacity Building in Banks

June 18, 2015 from 9:00 AM to 2:00 PM. Venue details will be announced shortly on CAFRAL website.

The objective of this roundtable is to discuss the key aspects of the recommendations of the Committee on Capacity Building in Banks and to formulate strategy to streamline and implement the recommendations. The roundtable would also discuss the issues and challenges in implementing appropriate certification and accreditations process to strengthen the present framework of training, ensure development of appropriate skill set and to make it more competitive with state of the art technology. This roundtable is being organised for the heads of HR Department of Banks, equivalent to grade of Executive Directors and Chief General Managers from the banks and other stake holders.

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## CAFRAL Advanced Bank Management Program

October 5-16, 2015 at Washington D.C. and New York City, USA

CAFRAL would be conducting a two **Advanced Bank Management** 16, 2015 at Washington DC and New objective of the program is to technical skill levels of senior banks, financial institutions and program is being conducted in **School of Business, University of**



designed to provide senior executives from Indian banks, financial institutions and Reserve Bank of India with international exposure in the area of advanced bank management and to enhance their technical skills to achieve improved professional performance.

weeks residential program '**CAFRAL Program (CABMP)**' from October 5 to York, United States of America. The enhance the competency and executives of Indian commercial Reserve Bank of India. This pilot collaboration with **Robert H. Smith Maryland, USA** and is specifically

The broad topics will include risk management, use of innovation and technology in banks, emerging trends in banking and financial management, global challenges facing bank leaders, stress testing, cyber security, etc. The program will also provide opportunity to the participants to interact with U.S. regulators as also with executives from major global banks. The program is targeted at senior executives at the level of ED/CGM/GM (or equivalent) from commercial banks, financial institutions and Reserve Bank of India. **The seats are limited to 25 and presently nomination facility is open and can be made online.**

[View CABMP Brochure](#)

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