



Calendar of Programs 2021-22



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

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

Calendar of Programs FY 2021-22

#	Name of the Program	Dates	Location	Program Director
QUARTER I – FY 2021-22				
APRIL 2021				
Scheduled programs canceled due to COVID pandemic				
MAY 2021				
1	CAFRAL Webinar on COVID Stress - Employee Health, Risk and Productivity	May 11, 2021	Mumbai Non Residential	Pramod Kumar Panda
2	CAFRAL Virtual Learning Program on Retail Lending - Amid and Post Pandemic	May 28-29, 2021	Mumbai Non Residential	Pramod Kumar Panda
JUNE 2021				
3	Virtual Workshop on Emerging Compliance Landscape	June 22, 2021	Mumbai Non Residential	Pramod Kumar Panda
4	CAFRAL Leadership Program for Women	June 29-30, 2021	Mumbai Non Residential	Pramod Kumar Panda
QUARTER II – FY 2021-22				
JULY 2021				
5	Conference for Small Finance Banks: Strategy, Risk and Regulation	1 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
6	CAFRAL Program on Enterprise Risk Management	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
AUGUST 2021				
7	Conference for Treasury Heads	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
8	Program on Lending to Agro MSME	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
9	Financial Sector Leadership Competency Development Program	5 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
SEPTEMBER 2021				
10	Program on Leadership Competency Development; mapping and assessments	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
11	Conference of Chief Financial Officers (CFOs) of Banks & Financial Institutions	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
QUARTER III – FY 2021-22				
OCTOBER 2021				
12	CAFRAL Program on Governance for Non-Executive Directors and Senior Financial Sector Professionals of Banks and FIs	3 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
13	Program on Digital Transformation in Banking	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
14	Program on Financial Frauds & Forensic Audit	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
NOVEMBER 2021				
15	Conference of CROs and Heads of Risk Management Department	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda

16	CAFRAL Advanced Leadership Program (CALP) (International Program in association with a reputed US Business School)	7 Days To be decided	Mumbai Non Residential (2 Days) & USA Residential (5)	Pramod Kumar Panda
DECEMBER 2021				
17	CAFRAL Leadership Program on Advanced Technologies: Artificial Intelligence (AI), Machine Learning and Data Analytics	3 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
18	Program on ALM, Liquidity Risk Management and Transfer Pricing	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda

QUARTER IV – FY 2021-22				
JANUARY 2022				
19	CAFRAL Program for NBFCs & HFCs: Governance, Risk Management & Regulatory issues	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
20	Leadership & Strategy Development Program	5 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
FEBRUARY 2022				
21	Conference of Heads of Inspection & Audit	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
22	Program on KYC, Money Laundering (ML) & Financial Crime (FC) Risks Management	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
MARCH 2022				
23	Financial Markets Program for Indian Economic Service (IES) Officers	5 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
24	Program for Company Secretaries and Secretaries of the Boards of Banks & Financial Institutions	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda

Program Details

QUARTER I – FY 2021-22

APRIL 2021

Scheduled programs canceled due to COVID pandemic

MAY 2021

1	CAFRAL Webinar on COVID Stress - Employee Health, Risk and Productivity	May 11, 2021	Mumbai Non Residential	Pramod Kumar Panda
<p>COVID19 pandemic which has already lasted longer than a year has disrupted the normal operations in banks and financial institutions. This has resulted in potential systemic stress which in turn could exacerbate the stress on individual institutions. Also, there has been COVID stress at individual employee level affecting both health and morale.</p> <p>As revealed in a survey in the USA, nearly 7 in 10 employees experienced moderate to extreme stress during last 6-12 weeks. Among those reporting stress, 62% noted losing at least 1 hour a day in productivity and 32% lost at least 2 hours a day due to COVID-19 related stress.</p> <p>The prominence of stress among the workforce could prove costly for employers/institutions seeking to optimize workflow amid the pandemic. Lost time from work has been indicated in another study in USA to potentially cost employers upwards of \$23 billion. And decreased efficiency of employees at work and resultant loss of productivity could further amplify these predictions. There is risk build up at more than one level. For instance, a dealer could potentially put through inappropriate deals with huge adverse financial implications for the institution when his mental health is under significant stress, accentuating operational risk for the institution. Thus, there is need for oversight on health conditions of employees working in sensitive areas of operations. Perhaps, several out of box HR strategies and processes need to be crafted to make sure that employers work together with the employees to track their health conditions non-intrusively and mitigate new risks to the institution and employees.</p> <p>Participant Profile Senior Officers of Banks, Financial Institutions and NBFCs particularly those working in the areas of HR, Strategy, Risk Management.</p>				

2	Program on Retail Lending	May 28-29, 2021	Mumbai Non Residential	Pramod Kumar Panda
<p>Retail loan portfolios of banks are growing at faster pace in the face of significant past losses and increasing regulatory rigor in the area of corporate lending. This program is designed to sensitize the participants of the potential risks in the retail loan business. The participants will learn through case studies and analytical discussions, the inherent risks in the retail loan portfolios and ways to mitigate them including structuring of products.</p> <p>Participants Profile Senior officers of banks and NBFCs working in the areas of credit risk, retail asset creation business, audit/credit audit.</p>				

JUNE 2021

3	Virtual Workshop on Emerging Compliance Landscape	June 22, 2021	Mumbai Non Residential	Pramod Kumar Panda
<p>This program will seek to discuss the changing nature of compliance function in banks and other financial institutions in the context of emerging regulatory framework, enterprise risk management and legal changes. There will be special focus on RBI's proposed regulatory framework relating to compliance.</p> <p>Participant Profile Senior officers from select commercial banks, NBFC and FIs</p>				

4	CAFRAL Leadership Program for Women Officers	June 29-30, 2021	Mumbai Non Residential	Pramod Kumar Panda
----------	-----------------------------------------------------	-------------------------	-----------------------------------	-------------------------------

In view of the specific requests received from some banks this program has been designed to equip women leaders with tools they need to increase their leadership impact and create lasting personal and professional change. The objective of the program is to motivate the women participants to assume leadership roles, discuss with them how to transit to leadership positions from managerial roles and provide guidance to develop excellent leadership abilities around personality traits

Participants Profile

Women Executive at the level of AGM and above from Banks and FIs

QUARTER II – FY 2021-22

JULY 2021

5	CAFRAL Program on Enterprise Risk Management	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
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.				
Participant Profile Officers at the level of AGM (or equivalent) and above from banks, financial institutions and NBFCs.				

6	Conference for Small Finance Banks: Strategy, Risk and Regulation	1 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective is to provide a platform to the Top Executives of Small Finance Banks (SFBs) to interact amongst themselves and with the regulator on the challenges faced by them and how they see their prospects going forward from the perspectives of business opportunities, strategies and risks. The program will also deliberate on the supervisory expectations, regulatory developments and emerging business scenarios (with reference to, among others, the pandemic experience) SFBs.				
Participant Profile CEOs and CXO level officers of Small Finance Banks				

AUGUST 2021

7	Conference for Treasury Heads	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective of the conference is to provide a platform to Heads of Treasuries and senior officers involved in risk management function to discuss a few contemporary issues like financial markets and regulatory developments, foreign portfolio investments, interest rate and forex derivatives, corporate bond market, ECB and masala bonds, and liquidity management. This conference would also provide an opportunity to the participants to interact with the regulators and their peers.				
Participant Profile Heads of Treasuries and senior officers (at the level of Deputy General Manager or equivalent and above involved in risk management function) from banks and financial institutions.				

8	Program on Lending to Agro MSME	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
Agro-MSMEs, which operate in the intersection of Agriculture and MSME sectors, can be powerful vehicles of growth in the post-pandemic environment. This program would build a business case for lending profitably to the Agro-MSMEs as they hold a promise for the development of the rural economy in a sustainable and impactful manner. The program would cover policy developments and innovation in the Agro-MSME sector with some inputs on the technical aspects of Agri-MSME financing.				

Participant Profile

Top and senior officers of banks, financial institutions and NBFCs working in the areas of strategy setting, lending policy formulation, priority sector lending, MSME financing and Agri-lending.

9	Financial Sector Leadership Competency Development Program	5 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
<p>This is Leadership Competency Development Program (LCDP) that has been ideated and designed (prototyped) keeping in view the assumption that several leadership competencies for financial sector are potentially unique, while the common competencies for leadership roles still remain valid for financial sector. The Program will be launched on pilot basis in collaboration with an external organisation specialising in general competency mapping. CAFRAL would provide the overlay as far as typical fincial sector leadership competencies are concerned. In the first part of this LCDP the leadership competencies of a select group of participants will be identified and mapped to a set of both functional and behavioural competencies. This assessment will be done by the technically qualified competency assessors through interaction with the participants. Post assessment, the assessors will bilaterally discuss with the smaller homogenous groups of participants their identified leadership competencies or absence thereof. Building on those discussions they will work out action plans with individual participants for building missing competencies or enhancing the existing ones. These assessments will be sandwiched by classroom presentations, lectures and case studies on personality traits, behavioural competencies and functional competencies including several topics surrounding sustainable finance, responsible lending , access to finance, impact finance, risk intelligence & risk culture , advanced technologies, innovation and design thinking , digital transformation etc.</p>				
Participant Profile Officers at the level of AGM/DGM (or equivalent) from banks and financial institutions				

SEPTEMBER 2021

10	Program on Leadership Competency Development; mapping and assessments	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
<p>This will be a follow up program link to Praogram No 13 . In this program the assessors would work with the regstered participants in mapping, assessing and enhancing their competency, besides counseling them on their personality traits in which they would be found weak/deficit.</p>				
Participant Profile Officers at the level of AGM/DGM (or equivalent) from banks and financial institutions				

11	Conference of Chief Financial Officers (CFOs) of Banks & Financial Institutions	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
<p>The one-day conference will focus on the key challenges facing the Chief Learning Officers/Human Resource Heads of banks and how CAFRAL can play a useful role in meeting these learning needs, especially in the context of equipping the young managers with leadership skills so that they can assume higher responsibilities in future.</p>				
Participants Profile Chief Learning Officers of Banks and Heads of HR function.				

QUARTER III – FY 2021-22
OCTOBER 2021

12	CAFRAL Program on Governance for Non-Executive Directors and Senior Financial Sector Professionals of Banks and FIs	3 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
-----------	----------------------------------------------------------------------------------------------------------------------------	---------------------------------	-----------------------------------	---------------------------

The objective of the program is to teach the participants and facilitate their learning on concepts, processes, regulations, laws and good organizational policies & practices surrounding Governance with particular reference to strategy setting, risk management, compliance, Board Governance including secretarial practices and regulations, Corporate Governance, Bank Governance. On the first day of the program an entry test will be conducted for the participants. The Program will provide to the participants a 360-degree view of Governance in terms of concepts, regulation, law and good practices. The program would also discuss the contemporary issues and challenges faced by banks relating to governance, strategy, risk, compliance and asset quality. The program would also cover other topics like regulatory/supervisory developments and perspectives, financial markets and domestic & international developments in the financial sector. The aim of the program would essentially be towards improving the technical knowledge and effectiveness of directors and aspiring/potential directors on the boards of banks. The participants may be issued a participation certificate mentioning the marks secured by them in the exit test without indicating any pass/fail or grade/rating. If approved, CAFRAL would work on a road map towards developing this to a CAFRAL Certification Program on Bank Governance in collaboration with agencies specialising in certification processes.

Participant Profile

Newly Inducted , to be inducted and aspiring Non-Executive Directors on the Boards of Banks and FIs

13	Program on Digital Transformation in Banking	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
-----------	-----------------------------------------------------	---------------------------------	-----------------------------------	-------------------------------

Leveraging digital technology is critical to changing the trajectory of traditional business growth. The objective of the program is to take a 360-degree approach to developing understanding and opening new vistas in the Digital Banking space through interactions with a variety of players. Participants will explore the reasons why some banks are catching up fast in the area of digitalization while many are lagging behind. Besides policy and practical inputs for implementation of a digitisation program will be provided.

Participants Profile

Senior management overseeing and handling policies and initiatives in and implementation of digitalisation, payments, information technology, cyber security and HR implementation at banks, NBFCs, Mutual Funds and Insurance Cos. Senior officers at training establishment will also find this program useful.

14	Program on Financial Frauds & Forensic Audit	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
-----------	---------------------------------------------------------	---------------------------------	-----------------------------------	-------------------------------

On Day 1, the focus will be on the modus operandi of financial frauds (FF) and the mechanisms for monitoring, detecting and resolving FF. On Day 2, experts will deal with the Forensic Audit (FA) as one of the key internal controls that can help in the efficient resolution of FF from financial and legal perspectives. Some technical processes and technological aspects of FA will be covered. Participants also get the opportunity to hear and interact with the senior functionaries of CVC, RBI, Police Department, banks, IBA and eminent legal experts.

Participant Profile

Heads and Senior officials associated with Fraud Risk Monitoring/Management, Operational Risk, Financial Crime, Vigilance Department of banks, FIs and NBFCs.

NOVEMBER 2021

15	Conference of CROs and Heads of Risk Management Department	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
-----------	-----------------------------------------------------------------------	---------------------------------	-----------------------------------	-------------------------------

The objective of the conference is to provide a platform to the participants to discuss and understand various types of risks and management of these risks, governance and compliance, role of Chief Risk Officers, supervisory perspective and expectations from Risk Based Supervision, issues in ICAAP, credit ratings and risk, etc.

Participant Profile

Chief Risk Officers, Heads of Risk Management Departments and Senior risk officers in banks and financial institutions.

16	CAFRAL Advanced Leadership Program (CALP) (International Program in association with a reputed US Business School)	7 Days To be decided	Mumbai Non Residential (2 Days) & USA Residential (5 days)	Pramod Kumar Panda
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 , SEBI, IRDA, RBI at the level of GM and above				

DECEMBER 2021

17	CAFRAL Leadership Program on Advanced Technologies: Artificial Intelligence (AI), Machine Learning and Data Analytics	3 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
<p>Advance Technologies (AT) are potentially powerful and extremely useful agents that help professionals and organizations enhance their efficiency, quality of customer experience, standard of governance, efficacy of risk management, compliance outcomes, particularly regulatory compliance. Fintechs and Bigtechs have amply demonstrated this. In fact, AT is potentially unleashing a new wave of financial disintermediation. Open Banking is a phenomenon to be reckoned with. While Incumbent Banks have to make extensive use of AT to not only compete with the emerging intermediation forces and processes including platforms, they have to generate organization wide awareness on AT, skill up the senior officers in AT and build special cadres specializing in select AT consistent with their respective business strategies and governance/regulatory requirements.</p> <p>This program will seek to deliver technical and technological inputs for the participants to help them develop the said awareness and set them on a continuing learning and skilling up path. The program will provide a powerful backdrop for the participants to learn the fact that the use of AT in banks is essentially dependent on a specially shaped ecosystem that promotes the use of ATs. In the context, the program will expose the participants to behavioral aspects of finance, specifically the behavioral challenges several of which the ATs potentially resolve to certain extents.</p>				
Participant Profile Top and Senior Management Officers of banks, financial institutions, regulatory organizations				

18	Program on ALM, Liquidity Risk Management and Transfer Pricing	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
<p>Asset liability management (ALM) and Liquidity risk management are important facets of risk management framework. The asset liability mismatches generally arise from funding of long-term assets by short-term liabilities. This risk was recently experienced by a few large NBFCs and if such problem is not addressed effectively and on a timely basis could pose a serious systemic risk. Funds Transfer Pricing (FTP) is an internal measurement designed to assess the financial impact of uses and sources of funds and can be used to evaluate the profitability. The program objective is to discuss and find ways of improving the effectiveness of risk management to address issues arising on account of ALM and liquidity risk and build on your knowledge of integrating balance sheet management optimisation strategies as well as managing interest rate risk in low/negative markets, and the essential topic of funds transfer pricing.</p>				
Participant Profile Officers at the level of DGM (or equivalent) and above from banks and financial institutions				

QUARTER IV – FY 2021-22

JANUARY 2022

19	CAFRAL Program for NBFCs & HFCs: Governance, Risk Management & Regulatory issues	2 Day To be decided	Mumbai Non Residential	Pramod Kumar Panda
-----------	-------------------------------------------------------------------------------------------------	--------------------------------	-------------------------------	---------------------------

The program for NBFCs will focus on the essentials of Corporate Governance. An effective Corporate Governance culture would drive internal controls and build a strong compliance culture within the organisation. The regulatory and supervisory expectations from NBFCs, Systemic issues concerning NBFCs, Resource Raising and Managing ALM, Strengthening of Risk Management, Internal Controls and Compliance, implementation of Ind AS.

Participant Profile

Officers at the level of AGM (or equivalent) NBFCs. Similar level officers from banks and financial institutions doing credit underwriting in respect of NBFC borrowers can usefully participate in this program

20	Leadership & Strategy Development Program	5 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective of the program is to expose the senior officers of banks and financial institutions to current issues and developments with a view to prepare them to lead their organisations effectively. This program will cover topics like governance, leadership & business strategy, risk & compliance, financial markets and bank management. The program would also provide the participants a platform to interact and exchange views with the regulator and peers. The program would aim at developing the skills of senior officers so as to enable them to assume the role of future leaders				
Participants Profile Officers at the level of DGM (or equivalent) and above from banks and financial institutions				

FEBRUARY 2022

21	Conference of Heads of Inspection & Audit	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective of the program is to explore how the Audit function can be made more meaningful and IT driven so that the weaknesses and irregularities are detected early. It has become necessary that compliance to audit findings be given adequate weight in performance appraisals and any compliance failure should lead to staff accountability. Moreover, the Audit department must subject some of the compliances provided by various verticals to veracity check and thereby provide assurance to the Board and the regulators. The Program will cover some of the emerging best practices in this regard from the banks themselves and the regulator.				
Participant Profile Heads and senior officials of the Internal Audit and Compliance Departments of banks, FIs and NBFCs				

22	Program on KYC, Money Laundering (ML) & Financial Crime (FC) Risks Management	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective of the program is to review the important aspects and issues surrounding regulatory guidelines on KYC-AML-CFT in key areas of banks' operations including trade, remittances, wire transfers and payments; discuss the widening scope of compliance in the area of AML and financial crime risk management; explore how the compliance standards and performance can be strengthened through enhanced processes and controls including the use of technology, and demonstrate to the participants through case discussions and experience sharing the inter-linkages amongst operational risk management, fraud risk management and KYC, AML & financial crime risk management.				
Participants Profile Senior officers at the level of DGM and above from banks, FIs and NBFCs. Useful to those involved with KYC-AML implementation, financial crime management, operational risk function, internal audit, compliance and vigilance.				

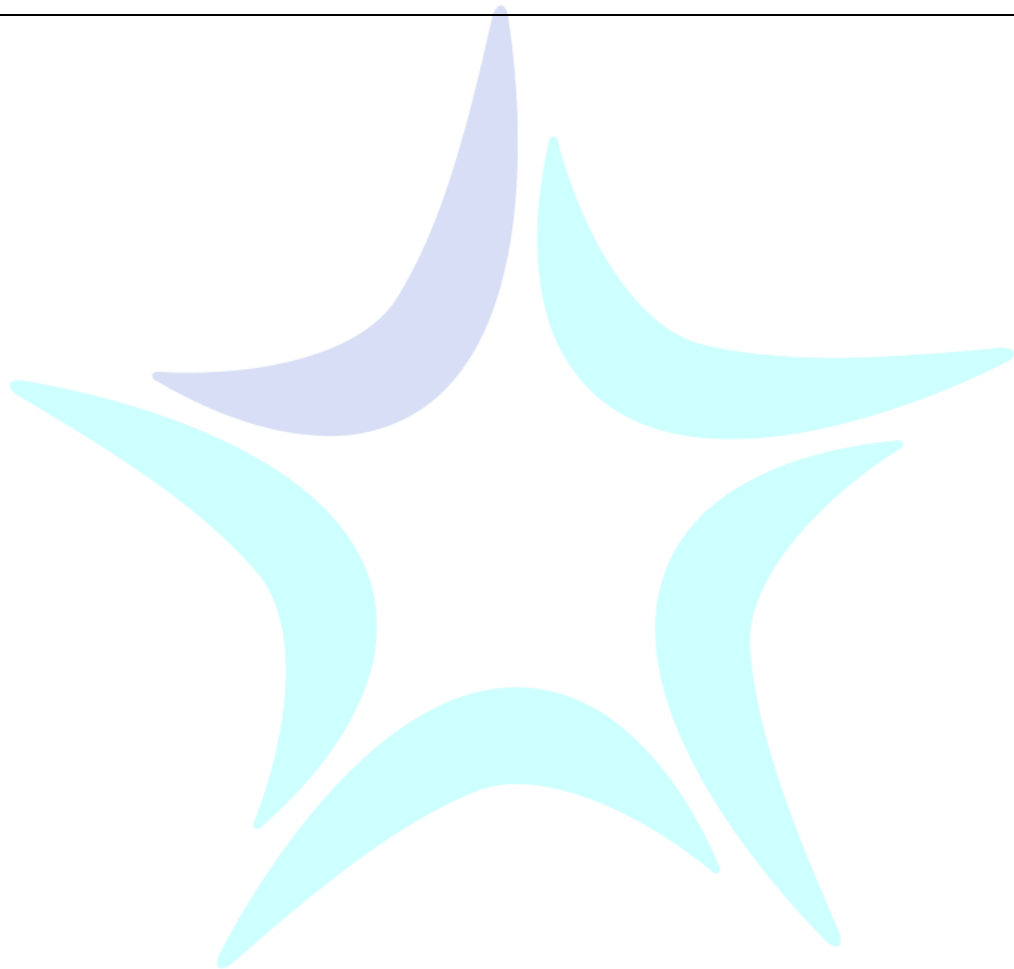
MARCH 2022

23	Financial Markets Program for Indian Economic Service (IES) Officers	5 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The objective of the program is to provide senior officials from the Indian Economic Service (IES) an overview of the financial markets, with the emphasis on the strategic issues that shape policy making and market action by the regulatory bodies, including the central bank.				

Participant Profile

Officers from Indian Economic Service.

24	Program for Company Secretaries and Secretaries of the Boards of Banks & Financial Institutions	2 Days To be decided	Mumbai Non Residential	Pramod Kumar Panda
The Program, the first of its kind, will provide a forum to the company secretaries and secretaries to the Board for experience-sharing and learning against the background of recent developments which have brought these professionals to the center stage of corporate governance. With greater emphasis laid on compliance with the LODR and Secretarial Standards, the Program would deliberate on the issues that lie at the intersections of the compliance functions and Secretarial functions.				
Participant Profile Company Secretaries, Secretaries to Board, senior officers of Compliance group/divisions of banks, NBFCs and financial institutions				





Centre for Advanced Financial Research and Learning (CAFRAL)

C-8, 8th floor, Reserve Bank of India Building
Bandra-Kurla Complex, Bandra (East), Mumbai - 400051
Maharashtra (INDIA)

Tel: 0091 22 2657 1030 Fax: 0091 22 2657 1013

Email: director.cafral@rbi.org.in

Website: www.cafral.org.in

