



South African Reserve Bank

Agenda

Regional Cross-Border and Consolidated Supervision Program

June 2 – 6, 2025

Cape Town, South Africa

PROGRAM DESCRIPTION

This program is designed to enhance participants' understanding of the practice of cross-border consolidated banking supervision and leadership skills for effective supervision. It goes beyond theoretical concepts and drills down to the "how-to-do-it" and the challenges facing banking supervisors. This is a highly interactive program and through the use of case studies, it aims to provide participants with a practical approach to cross-border consolidated supervision.

PROGRAM OBJECTIVES

Participants will learn critical supervisory leadership skills. With growth and development, both local and foreign banks play critically important roles in supporting economic growth, but are supervisors well equipped in their understanding of financial entities which have expanded beyond national borders and even crossed sectoral boundaries? What issues should they be mindful of and what measures can they take both in "normal" circumstances and in times of stress? Participants will have the opportunity to discuss these issues and learn from group activities in their respective groups using selected case studies. During the week participants will learn the use of soft skills in communication and persuasion as well as in planning. They will use the Toronto Centre action planning methodology to develop their own action plans for implementation upon their return to their work place.

MEDIUM OF INSTRUCTION

The program will be conducted in English with simultaneous translation service into French and Portuguese.

TARGET AUDIENCE

The program is designed for middle-to-senior level officials from African central banks that are involved in banking supervision.

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Thursday, May 29, 2025

Introduction and Orientation (Virtual Session via Zoom)

2:00pm (SAST)	Introduction to the upcoming Regional Program Orientation Session on MyTC
3:00pm (SAST)	End of Session

Day 1, Monday, June 2, 2025

8:30am	<i>Welcome and Registration</i>
9:00am	<i>Opening Remarks and Group Photograph</i>
9:15am	Session 1: Group activity to identify the challenges facing cross-border consolidated supervision in Africa <i>Phang Hong Lim, Toronto Centre</i>
10:00am	Break
10:15am	Session 2: Why is cross-border and consolidated supervision important? <i>Paul Wright, Toronto Centre</i>
12:15pm	Lunch

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Day 1, Monday, June 2, 2025	
1:15pm	Session 3: Communicating with the media <i>SARB Speaker</i> <ul style="list-style-type: none"> • Handling the media in “normal” and stressed periods • The Do’s and Don’ts when dealing with the media
2:45pm	BREAK
3:00pm	Session 4: Effective stakeholder communications and persuasion <i>Phang Hong Lim, Toronto Centre</i> <ul style="list-style-type: none"> • A session on how to convince stakeholders to support work proposals • Analyze stakeholders – who they are, what they like and dislike about your proposals and what is needed to get their support • Introduce the “Four box model” for effective persuasion and communication
4:00pm	Session 5: Action planning and leadership process <i>Phang Hong Lim, Toronto Centre</i> <ul style="list-style-type: none"> • A framework for tackling challenges at work • Assess the challenge confronting you with options to consider • Outline a plan, analyze stakeholders, project implementation • How to apply Action Planning to challenges faced by a financial regulator
5:15pm	Daily Evaluation
5:30pm	End of Day

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Day 2, Tuesday, June 3, 2025	
8:30am	<i>Ideas I Will Use</i>
8:45am	<p>Session 6: Consolidated and cross-border supervision</p> <p><i>Karen Badgerow, Toronto Centre</i></p> <ul style="list-style-type: none"> • What are the objectives of group-wide consolidated supervision • What are some risks and how do these impact your supervisory approach • How should supervisors view digitalization, including AI, risks • A summary of Joint Forum Principles for the Supervision of Financial Conglomerates • Mini case study on consolidated supervision • Mini case study on supervision across prudential and conduct risks
10:15am	BREAK
10:30am	Session 6 (continued)
11:30am	<p>Individual action plan consultations – Assess the Problem</p> <ul style="list-style-type: none"> • Participants will continue working on their individual action plans with the assistance of Program Leaders. These sessions will focus on assessing the problem and developing a solution
12:30pm	LUNCH
1:30pm	Individual action plan consultations – Assess the Problem (continued)
3:00pm	BREAK
3:15pm	Session 6 (continued)

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Day 2, Tuesday, June 3, 2025

4:45pm	Session 7: Case study – Supervisory intervention in consolidated and cross-border supervision <i>Paul Wright, Toronto Centre</i>
5:15pm	Daily Evaluation
5:30pm	End of Day

Day 3, Wednesday June 4, 2025

8:30am	<i>Ideas I Will Use</i>
8:45am	Session 7 (continued)
9:45am	Session 8: Cross-border supervisory cooperation <i>Paul Wright, Toronto Centre</i> <ul style="list-style-type: none"> Objectives and principles underlying cross-border supervisory cooperation, key challenges requiring cooperation, and appropriate regulatory and supervisory approaches to manage the challenges
10:15am	BREAK
10:30am	Session 8 (continued)
12:30am	LUNCH
1:30pm	Individual action plan consultations – Develop a Solution

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Day 3, Wednesday June 4, 2025	
	<ul style="list-style-type: none"> Participants will continue working on their individual action plans with the assistance of Program Leaders. These sessions will focus on assessing the problem and developing a solution
3:00pm	BREAK
3:15pm	Individual action plan consultations – Develop a Solution (continued)
4:15pm	Session 9: Case study – Barings <i>Paul Wright, Toronto Centre</i> <ul style="list-style-type: none"> Home/host supervisory cooperation Failures in internal controls and governance in a remote office Cross border position taking in a third country market which is not a host or home country Shortcomings of relying on memoranda of understanding for adequate exchanges of information
5:15pm	Daily Evaluation
5:30pm	End of Day

Day 4, Thursday June 5, 2025	
8:30am	<i>Ideas I Will Use</i>
8.45am	Session 9 (continued)
9:45am	Session 10: Case study – Climate-related risk and cross-border supervision

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Day 4, Thursday June 5, 2025

	<p><i>Karen Badgerow, Toronto Centre</i></p> <ul style="list-style-type: none"> • The types of climate related risks • How to capture these risks in your assessment process and understanding how these risks should be managed • Possible supervisory intervention • Implications for cross-border supervision • Comprehensive case study on cross-border supervision and climate related risks
10:30am	BREAK
10:45am	Session 10 (continued)
12:00pm	LUNCH
1:00pm	<p>Individual action plan consultations – final consultation session</p> <ul style="list-style-type: none"> • Participants will continue working on their individual action plans with the assistance of Program Leaders. These sessions will focus on assessing the problem and developing a solution
3:30pm	BREAK
3:45pm	<p>Session 11: Panel discussion: Other challenges identified, as well as specific challenges in cross-border and consolidated supervision</p> <p><i>Paul Wright, Karen Badgerow, Phang Hong Lim</i></p>
5:15pm	Daily Evaluation
5:30pm	END OF DAY
6:00pm	FAREWELL DINNER

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Day 5, Friday, June 6, 2025	
8:30am	Action planning presentations in groups
10:15am	BREAK
10:30am	Action planning presentations in groups (continued)
12:10am	LUNCH
1:10pm	Action planning presentations in groups (continued)
2:30pm	Final Evaluation of program
2:45pm	Closing ceremony and award of certificates
3:00pm	End of the Program and Farewell