



PROGRAM CATALOGUE



2024



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MESSAGE FROM THE PRESIDENT AND CEO

I am pleased to present Toronto Centre's 2024 capacity-building programs catalogue.

Toronto Centre programs equip financial supervisors and regulators to address today's most pressing challenges, such as:

- governance and leadership
- climate and biodiversity risks
- risk-based supervision
- crisis preparedness
- effective supervision practices
- gender equality
- digital currencies
- cyber risk
- anti-money launder and combatting the financing of terrorism (AML/CFT)

A prevailing theme for our 2024 programs will be supervising in an increasingly fragile world, given today's geopolitical risks.

Toronto Centre collaborates with standard-setters such as International Association of Insurance Supervisors (IAIS) and International Organization of Securities Commissions (IOSCO), and organizations such as the Network for Greening the Financial System (NGFS), the International Monetary Fund (IMF), and the World Bank to develop unique programs to build stable, inclusive, and resilient financial systems.

Our programs are offered at the international, regional, or country level. They can be customized to address a supervisory authorities' or central bank's needs. Programs can be delivered in-person or virtually.

The catalogue contains descriptions for some of our most popular programs as well as the dates for programs that are open for registration such as our sectoral international leadership programs, crisis preparedness and resolution options program and climate and biodiversity loss risks workshop.

Two unique offerings are:

1. Certified Financial Supervisor (CFS) Designation



Launched in 2022, this is a first-of-its-kind designation for financial supervisors and regulators to equip them with qualitative decision-making and leadership skills as change agents to address today's most pressing issues.

2. Women's Leadership Programs



These programs were designed to address the unique challenges and barriers women supervisors and regulators face in their leadership journey.

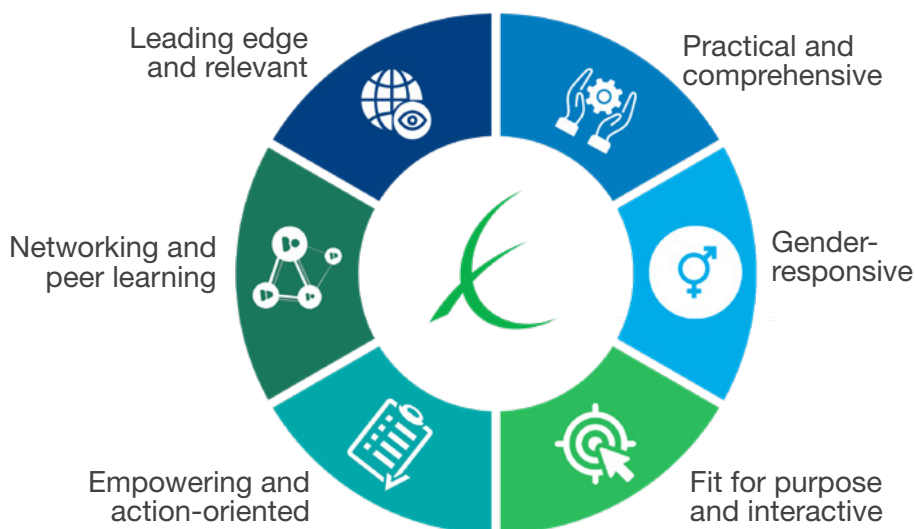
I encourage you to subscribe to our newsletter and to follow us on social media to keep up to date on our latest programs, events, and publications, including [TC Notes and toolkits](#).

Finally, I would like to take this opportunity to thank our funders – Global Affairs Canada (GAC), Swedish International Development Agency (Sida), and the IMF for their institutional support. These programs would not be possible without their generous support of our mission.

A handwritten signature in black ink, appearing to read 'Babak Abbaszadeh'.

Babak Abbaszadeh
President and CEO

WHY CHOOSE TORONTO CENTRE TRAINING?



Leading edge and relevant

Toronto Centre is always at the forefront of new and emerging issues relevant to the financial sector. We are nimble in our approach and incorporate current global challenges and opportunities that affect supervision and regulation into our training and capacity development programs.



Practical and comprehensive

Participants are trained to identify barriers to regulatory and supervisory good practices and to determine appropriate responses. The training takes them through institutional frameworks, surveillance tools, capital analysis, cross-border cooperation, and relationships with non-regulated entities. It addresses challenges such as weak legal mandates, institutional resistance, lack of support, and resource limitations.



Gender-responsive

Toronto Centre programs are designed to ensure regulators and supervisors understand the financial issues affecting women and reduce barriers to their use of financial services that often take the form of discriminatory policies, regulations, or biases. We aim for gender balance in all programs and apply a gender lens at the design stage.



Fit for purpose and interactive

Toronto Centre's programs are tailored to meet a central bank or supervisory agency's needs. We use interactive training methodology and incorporate case studies, simulations, role-playing, and group discussions into our programs. This leads to participants identifying optimal solutions to supervisory and regulatory problems. Programs are focused on capacity building and developing knowledge, skills, and tools to meet country-specific challenges. Cases are based on the real-life experiences of our experienced program leaders.



Empowering and action-oriented

Our programs help empower supervisors and regulators to transform their agencies, implement international standards of sound practice, and focus on issues such as lack of support and budgeting, out-of-date methodologies and legislation, and shortage of skilled staff. Because we focus on change management, we provide training on leadership topics such as governance, action planning and stakeholder communication. Post-program support is available to help participants implement their action plans.



Networking and peer learning

Participants meet and interact with expert program leaders and peers from other countries. All face challenges that can be different on the surface but often have similar causes, such as political, legislative, budgetary, and capacity issues. The ability to discuss these challenges in a safe and confidential environment with others facing similar challenges can be uniquely helpful.

Participant Feedback

94% of participants agreed that they became a more effective supervisor and regulator after attending a Toronto Centre program.

94% of participants said their awareness and understanding of financial sector supervisory systems and best practices increased after attending a Toronto Centre program.

84% of participants said they were able to apply the knowledge and skills learned at the program when they returned to their agency.

86% of heads of agencies said their staff became more effective as a result of attending a Toronto Centre Program.

Testimonials



I learned about the relationships between climate change and gender and crisis management, approaches that I did not know before.



Knowledge gained on financial inclusion was incorporated into our National Financial Inclusion Strategy which is under review.



A gender policy has been put in place as a result of the training.



The Toronto Centre program has helped me in bringing about changes in the way the offsite analysis is carried out and also risk categorisation of regulated entities.



The Action Planning Methodology helped me to structure the design of the new regulations, as well as to present these projects to the different stakeholders in a convincing way.



Toronto Centre helped me to be updated with the recent and up to date best practices, rules, new concepts related to Central Banking and Digital Financial inclusion supervision as I am working on drafting more regulations to promote financial inclusion in order to enable the environment for an inclusive sustainable growth.



Toronto Centre program has helped me to grasp better what credit policy documents for a typical bank should look like and I have been asked to update our prudential guidelines for commercial banks.

TYPES OF PROGRAMS

International, regional, CFS and WLP programs are open for registration. Country programs are customized for a supervisory authority's or central bank's needs and are not open for registration. Pages 14-18 provides information on topics and sample programs. Programs can be delivered virtually or in person.

International

These programs examine the most pressing regulatory and supervisory issues through a global lens. They offer participants an unparalleled opportunity to learn from our experienced program leaders, as well as network with peers from around the globe, share experiences, and learn from each other. Programs focus on capacity-building and developing tools for leading and implementing change to deal with emerging risks, including the proliferation of digital financial services, crypto assets, and AI and machine learning. Leadership skills such as stakeholder communication and action planning are covered to enhance skills to implement change. The 2024 programs are:

- **An international leadership programs for securities supervisors and regulators. The theme for the 2024 program is supervising in an increasingly fragile world.**
- **An in-person international crisis preparedness program in partnership with Riksbank (Central Bank of Sweden) in Stockholm.**
- **An international senior management workshop on climate and biodiversity loss risks in partnership with NGFS.**

In 2023, we introduced a new international program for deposit insurers that will be offered every two years.



Regional

Toronto Centre works with standard-setters and various partners to develop and deliver programs tailored to address the unique challenges facing a specific geographic region, such as climate risk, crisis preparedness and resolution, and financial crimes. These programs offer participants the opportunity to network with peers from neighbouring countries and to learn from supervisors and regulators from regions that have faced similar challenges, or who may be at a different stage of development. Annually, we offer a regional RBS program in partnership with IOSCO.

Country

These programs are tailored based on the organization's needs, the existing skillsets of the staff, and the stage of supervisory development in the country and financial sector. This allows us to work with agencies in-depth on their most pressing and relevant issues. Bespoke action plans are created to cover the organization's self-identified needs. Our goal is to help build knowledge and skills that the participants can apply to bring about change in their organizations.

Long-term country engagements (LTCEs)

Toronto Centre partners with supervisory authorities and central banks to tailor long-term programming to build institutional capacity and address specific objectives, such as implementing risk-based supervision, enhancing crisis preparedness through developing crisis binders and simulations, and expanding financial inclusion. These programs are developed in partnership with the organization, considering their needs, the existing skillsets, and the stage of financial sector development in the country. At the outset of the LTCE, a needs assessment is conducted, a detailed project plan is established and expected outcomes and results are identified. Monitoring and measurement of progress and outcome achievement are assessed throughout the course of each engagement – normally three years. LTCEs contribute to building more resilient and inclusive financial systems and create enabling conditions for sustainable economic development.

Self-study

Toronto Centre’s online self-study financial inclusion training for anti-money laundering specialists is available on our [website](#). This is a complimentary program that participants can complete at their own pace. [TC Notes](#), [toolkits](#), [webinars](#), and [podcasts](#) are also available on demand to supplement your learning journey.



SECTORS COVERED

Toronto Centre offers training and capacity building programs for supervisors and regulators in all financial sectors.



Recognizing that supervisors from different sectors often face similar challenges and supervisory authorities are often integrated, we also offer cross-sectoral programs.

Programs look at how those at a jurisdictional and international level must collaborate to maintain financial stability and increase financial inclusion.

Toronto Centre collaborates on programming with standard-setters such as IAIS and IOSCO and international organizations such as the IMF, World Bank Group and NGFS.

Banking, Insurance and Pensions, and Securities Advisory Boards



Toronto Centre has three advisory boards that are composed of international experts in banking, insurance and pensions, and securities regulation and supervision. Advisory board members suggest program themes and issues to make sure our programs are relevant to the ever-changing needs of the supervisory and regulatory community.

Banking

Chair

Members

- Elsie Addo Awadzi
- Karen Badgerow
- Carine Bastos
- Jose Ramon Canales
- Barry Johnston
- Ruth de Krivoy
- Jessica Chew Cheng Lian
- Richard Naylor
- Lyndon Nelson
- Janet Terblanche
- Rochelle D. Tomas

Insurance and Pensions

Chair

Members

- Michael Kofi Andoh
- George Brady
- Peter Braumüller
- Jonathan Dixon
- Michael Hafeman
- Peter Kohlhagen
- William Price
- Lawrie Savage
- Fiona Stewart
- Craig Thorburn
- Manuela Zweimueller

Securities

Chair

Members

- Calissa Aldridge
- Ripert E. H. Bossoukpe
- Suzy St Brice
- Françoise Buisson
- Ana Fiorella Carvajal
- Andrea Corcoran
- Cristina Cuervo
- Hicham Elalamy
- Alousia Faisal
- Eduardo Manhães R. Gomes
- Alison Harwood
- Paul Muthaura
- Randee Pavalow
- Neetasha Rauf
- Antonio Más Sirvent
- Gillian Tan

PROGRAM CATEGORIES AND TOPICS

Toronto Centre provides capacity-building and training programs in six categories. Topics covered can be customized to meet a supervisory authority's needs.



1. Crisis Management

Through our Crisis Centre of Excellence, we offer a variety of crisis preparedness and management programs. Programs equip participants with the skills and tools to mitigate the impact of a crisis. Topics include crisis binders, coordination, contingency planning, and resolution options. Standard or customized simulation exercises can be provided to test readiness.

Featured program

[Crisis Preparedness and Resolution Options](#)

This annual international in-person program provides participants with the tools to assist them with financial sector surveillance and deal with impending crises, such as failing banks.

Through an interactive simulation and case studies, participants:

- **learn how to coordinate response with central banks, supervisors, deposit insurers, and other authorities nationally and internationally during a crisis;**
- **practice contingency planning and resolutions options; and**
- **deal with the systemic consequences of a bank failure.**



Toronto Centre is a leader in capacity development and training on RBS. Our RBS programs cover introductory to advanced topics for regulators and supervisors from all sectors. These programs can be customized based on an agency's current state of RBS implementation. Topics include the principal features of RBS, frameworks, assessments, pilots, interventions, and operational and managerial issues that supervisors encounter when transitioning to a risk-based framework.

Featured program

[Risk-Based Capital Framework and Solvency](#)

This regional program is designed to help participants examine topics on the:

- importance of a risk-based capital (RBC) framework to the sound operation of insurers;
- types of risks insurers are subject to and how they can manage those risks; and
- design of RBC, its requirements, and implementation experience.



3. Financial Technology

Toronto Centre offers programs in SupTech, RegTech, and FinTech as well as technology risk supervision, digital financial inclusion supervision, and cyber risk. Programs address how to balance innovation, expand access, and maintain financial stability.

Featured program

[Inclusive Insurance Training Program](#)

This four-week online course equips participants with the framework to address the emerging issues and challenges in the regulation and supervision of digital financial services.



4. Leadership and Governance

All Toronto Centre capacity-building and training programs include leadership modules, such as stakeholder communication and action planning. We provide in-depth training programs on corporate governance, ESG, and blended finance.

Programs address leadership and governance issues unique to supervisors, such as balancing market development and financial stability.

Featured program

[Regional Leadership Program for Securities Regulators](#)

This program focuses on developing participants' capabilities to effectively implement change in their organizations, make difficult decisions in a timely manner, and deal with stakeholders. It uses Toronto Centre's action-planning methodology and mini case study approach, complemented with case studies. The program covers important issues arising from the financial crisis, such as regulatory failures and the need for more robust corporate governance.



5. Sustainable Development

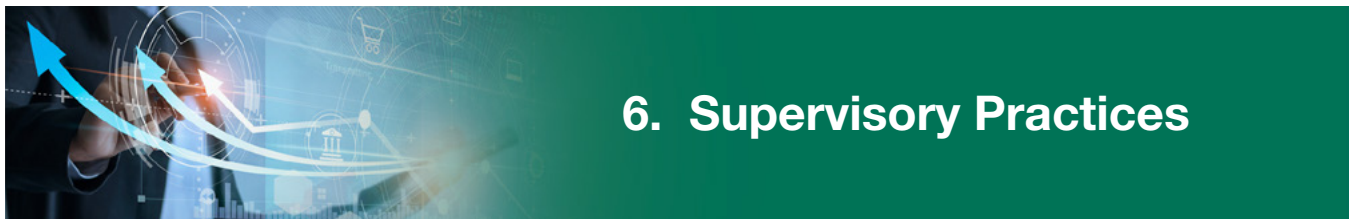
Toronto Centre was the first regulatory and supervisory capacity-building and training organization to apply a sustainability lens to its programs and the first to offer climate risk training for supervisors. Programs on financial inclusion, gender equity, women's leadership, and climate and biodiversity loss risks are available. Issues such as geopolitical risks, pandemic recovery, and migration are explored in terms of the supervisor's and regulator's role to maintain stable and inclusive financial systems.

Featured program

[International Senior Management Workshop on Climate and Biodiversity Loss Risks](#)

This workshop, offered in partnership with the NGFS, is designed for leaders of central banks and financial supervisory authorities. It addresses the role of climate change and biodiversity loss in exacerbating existing risks in financial institutions and creating new ones.

It explores the scope for cohesive and realistic supervisory approaches and responses to those risks as well as further actions that may be needed, with a particular focus on leadership, governance, and capacity-building issues.



6. Supervisory Practices

Toronto Centre can provide training on an array of supervisory matters. Financial crimes, cross-border supervision, conglomerate supervision, and financial literacy are a few of the programs available.

Featured program



[International Leadership Program
for Deposit Insurers](#)

This new program is designed to help staff associated with deposit insurance systems prepare for the key challenges arising from financial instability in their jurisdictions.

Topics include:

- **deposit insurance**
- **legal frameworks**
- **organizational issues**
- **leadership skills**

CERTIFIED FINANCIAL SUPERVISOR (CFS) DESIGNATION



CERTIFIED FINANCIAL SUPERVISOR
— TORONTOCENTRE —



Toronto Centre has built on its strong capacity-building experience and trusted brand to create a distinctive designation that the global supervisory and regulatory community can trust. The [Certified Financial Supervisor \(CFS\)](#) designation is designed to develop supervisors and regulators with technical, decision-making, and leadership skills. It aims to support central banks and supervisory authorities who have adopted or will adopt risk-based supervision. The CFS has a cross-sectoral focus (banking, insurance, pensions, securities) and integrates sustainable development goals to provide holistic coverage of the financial sector and wider supervisory objectives.

To obtain the CFS, candidates must complete all three levels. This includes seven programs, with qualitative exams, quizzes, and case studies in each that candidates must pass.

CFS-LEVEL 1

Foundational and Core Areas

3 programs | 20 training days

- ▶ This level comprises the following:
 - CFS Core Curriculum (10 days)
 - CFS Crisis Preparedness and Resolution Options (5 days)
 - CFS Climate and Biodiversity Loss Risks (5 days)

CFS-LEVEL 2

Specialization Focus

2 programs | 10 training days

- ▶ Candidates will specialize in two risk-based supervision subject areas introduced in CFS-L1.
- ▶ Two Specialization programs:
 - Mandatory
 - CFS Effective Supervision (5 days)
 - One of the following three electives
 - CFS Conglomerates Supervision (5 days)
 - CFS Digital Financial Inclusion Supervision (5 days)
 - CFS Anti-Money Laundering (5 days)



Candidates have five years to complete all three levels



CFS-LEVEL 3

Advanced Leadership

2 programs | 6 training days



- ▶ This level focuses on aspects of leadership, such as:
 - Managing multiple mandates, such as supervision and development
 - Responsible market development
 - Financial inclusion
 - Building literacy skillsets, including stakeholder communication and persuasion
 - Allocating scarce resources



WOMEN LEADERSHIP PROGRAMS (WLPs) FOR SUPERVISORS AND REGULATORS



Toronto Centre developed these programs to address the unique challenges and barriers women supervisors and regulators face.

WLP 1.0

The program focuses on developing leadership skills and strategies to lead organizational change. It addresses environments, organizational awareness, empowerment, and personal development along with culture and attitudes.

WLP 2.0 – Women Leading Change

This program is designed for graduates of WLP 1.0 seeking to develop and strengthen their leadership skills and strategies for leading change within their organization. It consists of a series of workshops that build on one another. These workshops are designed to introduce change leadership concepts while offering coaching on how to move forward with leading a change initiative. This program will only be offered every other year, with the next one in 2025.



2024 INTERNATIONAL, CFS, AND WLP PROGRAM DATES

International Leadership Programs

Program	Dates	Location	ODA Fee* (USD)		Non ODA Fee (USD)
			Early Bird	Standard	Standard
Securities	July 29-August. 2	Virtual	950	1,250	1,500
Crisis Preparedness & Resolution Options	Sept. 30-Oct. 4	Stockholm, Sweden	1,700	1,850	2,000
Senior Management Climate and Biodiversity Loss Risks Workshop	Oct. 1-3	Virtual	No Fee	No Fee	No Fee

The following international programs and workshops are in development: microfinance program, insurance compensation schemes program, and food security workshop.

WLP Programs

Program	Dates	Location	ODA Fee* (USD)
WLP 1.0 for Supervisors from Sub-Saharan Africa	Mar. 4-8, Apr.15-18, May 13-17	Virtual	100
WLP 1.0 for Supervisors from Indo-Pacific	Oct. 7-11, Nov. 4-8, Dec. 2-5	Virtual	100

* Fees for participants from DAC List of ODA Recipients.

CFS Programs

Level	Program	Dates	Location	ODA Fee* (USD)		Non ODA Fee (USD)
				Early Bird	Standard	Standard
1	Crisis Preparedness & Simulation	May 27-31	In-person	1,850	2,350	2,500
1	Climate & Biodiversity Loss Risks	June 10-14	Virtual	925	1,225	1,500
1	Core Curriculum	Oct. 21-Nov. 1	In-person	2,575	3,800	4,000
2	Effective Supervision	Apr. 8-12	Virtual	925	1,225	1,500
2	Conglomerate Supervision	Aug. 26-30	Virtual	925	1,225	1,500
2	Digital Financial Inclusion Supervision	Sept. 16-20	Virtual	925	1,225	1,500

* Fees for participants from [DAC list of ODA Recipients](#).



Scholarships

Toronto Centre offers the following scholarships. Scholarship applications are announced via the website, social media, and eblast.

- **CFS Core Curriculum**
 - John Palmer Scholarship. Up to three full tuition scholarships.
- **International Sector Leadership Programs**
 - International Women's Day Scholarship. Up to two full tuition scholarships per program.
 - Essay Competition Scholarships. Authors of the winning submission will receive a full tuition scholarship. Contributors will receive a partial tuition scholarship.

PROGRAM TEAM

If you are interested in a program, please contact a member of Toronto Centre's program team.



Phang Hong Lim

Senior Director,
Supervisory Guidance

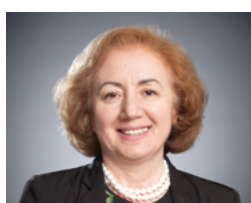
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Wynnell De Landro-Robinson

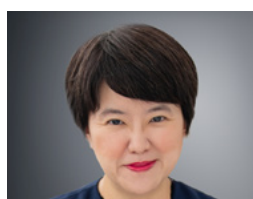
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