CISNA
SADC Committee of Insurance, Securities and Non-Banking Financial Authorities
Set-up under SADC Protocol on Finance and Investment

COMMITTEE OF INSURANCE, SECURITIES AND NON-BANKING FINANCIAL AUTHORITIES

‘From Oversight to Foresight: Boards Shaping a Resilient SADC Financial Future’

PROGRAMME FOR CAPACITY BUILDING FOR BOARD MEMBERS

08 – 10 SEPTEMBER 2026

REPUBLIC OF MAURITIUS

Facilitator: Dr Jonnah Pongaponga,
SADC Development Finance Resource Centre

TIME	ACTIVITY
DAY 1: TUESDAY 08 SEPTEMBER 2026 *Oversight: governance, decision quality and the regulatory perimeter*	
09:30 – 09:45	Registration
09:45 – 11:00	**Opening Ceremony** ***Welcome Address*** Chairperson, SADC Committee of Insurance, Securities and Non-Banking Financial Authorities ***Address by*** Chief Executive, Financial Services Commission, Republic of Mauritius ***Address by*** **Chief Executive Officer**, *SADC Development Finance Resource Centre* ***Keynote Address*** Minister of Financial Services and Economic Planning, Republic of Mauritius Presentation of tokens and souvenir photos
11:00 – 11:30	Networking Tea / Coffee Break
11:30 – 11:45 **15 min**	**Overview of the Capacity Building Programme** Presenter **Dr Jonnah Pongaponga,** *Facilitator, SADC Development Finance Resource Centre*
11:45 – 13:00 **1h15**	**Panel discussion on the theme Integrated regulator v/s Separate Regulators for specific sectors.**
13:00 – 14:00	Lunch
14:00 – 15:30 **1h30**	**Board–Management Conflict, Decision Bias and Noise – *Strengthening Decision Quality in Boards and Executive Leadership*** Governance failures are rarely caused by an absence of rules. They are caused by poor decisions made by capable people under conditions of friction, incomplete information and unexamined judgement. This facilitated session addresses two related threats to decision quality in boards and executive leadership: the structural tension between board and management, and the twin problems of bias and noise in the judgements each makes. Presenter **Dr Jonnah Pongaponga,** *SADC Development Finance Resource Centre*
15:30 – 15:45	Tea / Coffee Break

TIME	ACTIVITY
15:45 – 16:45 **1h00**	**Regulating the evolving – *FinTech, Digital Assets landscape*** Financial innovation continues to outpace the regulatory perimeter. Digital assets, embedded finance, buy-now-pay-later arrangements and mobile money are reshaping who provides financial services and who supervises them. The panel examines where the perimeter currently sits across Member jurisdictions, what falls outside it by design and what falls outside it by accident, and how a board should weigh the trade-off between enabling innovation and accepting unsupervised risk. Format **Panel discussion – four presenters drawn from Member Authorities, with one industry representative**
16:45 – 17:00	**Reflections and Close of Day 1** **Dr Jonnah Pongaponga,** *SADC Development Finance Resource Centre*
17:00 – 18:00	Free time / transfer to reception venue
18:00 – 21:00	Cocktail Reception
END OF DAY 1	

TIME	ACTIVITY
DAY 2: WEDNESDAY 09 SEPTEMBER 2026 *Pressure: the risks on the board's desk now*	
09:15 – 09:30	Registration
09:30 – 09:45	**Recap of Day 1 / Overview of Day 2** **Dr Jonnah Pongaponga,** *Facilitator, SADC Development Finance Resource Centre*
09:45 – 10:45 **1h00**	**Cyber Risk and Operational Resilience – *What Every Board Should Be Asking*** Regulatory authorities are themselves high-value targets, holding sensitive market and supervisory data, while the institutions they supervise face escalating cyber and third-party risk. It moves past technical vocabulary to the questions a board must answer: what a material incident at our own authority would look like, who decides when to disclose, how quickly supervisory functions could resume, and what assurance exists over third-party dependencies. **Expert Presentation**
10:45 – 11:00	Tea / Coffee Break
11:00 – 12:15 **1h15**	**AI, Generative AI and SupTech – Supervisory Data Governance** Artificial intelligence is now embedded in underwriting, claims handling, market surveillance and customer interaction. The session addresses AI on both sides of the supervisory relationship the models regulated entities deploy and the SupTech tools authorities are adopting and asks what a board must be able to explain about a decision it did not make and cannot fully see. Format **Expert presentation**
12:15 – 13:15	Lunch
13:15 – 15:15 **2h00**	**ESG – *From Disclosure to Underwriting Reality*** ***Part A: ESG in Supervision and Disclosure*** A stocktake of where Member Authorities currently stand on sustainability disclosure, and what remains outstanding. ***Part B: Climate and Disaster Risk Financing for Southern Africa*** Drought, cyclone and flood exposure make climate risk an underwriting and solvency question here, not solely a disclosure question. Format **Panel discussion – four panellists drawn from Member Authorities**
15:15 – 15:30	Tea / Coffee Break
15:30 – 16:30 **1h00**	**Building the Market – *The Regulator's Role in Sustainable Capital*** Disclosure frameworks are necessary but do not by themselves move capital. This session shifts the focus to market creation: national and regional taxonomies, green and sustainability-linked bond frameworks, blended finance structures, and the regulator's role in building credible markets rather than reporting on them. Format **Expert presentation, followed by open discussion**
16:30 – 16:45	**Reflections and Close of Day 2** **Dr Jonnah Pongaponga,** *SADC Development Finance Resource Centre*
END OF DAY 2	

TIME	ACTIVITY
DAY 3: THURSDAY 10 SEPTEMBER 2026 *Foresight: what is not yet on the agenda*	
09:15 – 09:30	Registration
09:30 – 09:45	**Recap of Day 2 / Overview of Day 3** **Dr Jonnah Pongaponga,** *Facilitator, SADC Development Finance Resource Centre*
09:45 – 10:35 **50 min**	**AML/CFT/CPF – *What Grey-Listing Costs, and What Boards Are Accountable For*** This session takes a deliberately board-level view of financial crime risk, organised around a single question: what does grey-listing actually cost a jurisdiction, and what is a regulatory authority's board accountable for in preventing or exiting it? Format **Expert presentation, followed by open discussion**
10:35 – 10:50	Tea / Coffee Break
10:50 – 11:35 **45 min**	**Creating the Future – *Successes and How Each Authority is Becoming Future-Ready*** Four Member Authorities present on assigned topics rather than open submissions, ensuring coverage of priority areas of the CISNA mandate. Each presents for ten minutes on a single slide and closes with one transferable lesson learned. ***Assigned topics*** • Pension coverage, demographics, adequacy and preservation; • Inclusive insurance and microinsurance; • Capital market development and regional integration; • Regulator talent, skills and succession. Presenters **Four Member Authorities, assigned in advance**
11:35 – 12:20 **45 min**	**Horizon Risks and Board Commitments – *Preparing for What Is Not Yet on the Agenda*** The programme closes by turning from risks already on the supervisory agenda to those that are not yet, but will be ***Part A: Horizon risk workstreams (11:35 – 12:00)*** • Cross-border de-risking: geopolitical fragmentation and correspondent banking pressure; • Digital identity and its supervisory implications; • Cryptographic risk arising from advances in quantum computing; • Non-bank financial intermediation and the growth of private credit. Framing questions: what would make this material within five years, what would we need to see to act early, and what is the cost of acting late? Presenters **Four Member Authorities, assigned in advance** Facilitator **Dr Jonnah Pongaponga,** *SADC Development Finance Resource Centre*
12:20 – 12:30	**Reflections and Close of Day 3** **Dr Jonnah Pongaponga,** *SADC Development Finance Resource Centre*
12:30 – 13:00	**Official Closing** Presenter **Vice Chairperson,** *SADC Committee of Insurance, Securities and Non-Banking Financial Authorities*
13:00 LUNCH – END OF CAPACITY BUILDING PROGRAMME	