هيئة تنظيم مركز قطر للمال

QATAR FINANCIAL CENTRE
REGULATORY AUTHORITY

Financial Regulator Development Programme

About The Programme

The Financial Regulator Development Programme is a comprehensive, experiential, and competency-based initiative created to prepare the next generation of leaders in Qatar's financial regulation sector. Spanning over the course of 12 months, the programme combines technical training with professional and leadership development, reinforced through practice-based assessments and a Capstone Project presented to senior leadership. The programme has been designed by the Qatar Financial Centre Regulatory Authority and is co-delivered in collaboration with Intuition, a global learning provider, and Human Development Solutions (HDS), ensuring both international best practices and local relevance.

Programme Duration:

Start Date: 19 November 2025
Expected Conclusion: December 2026

Target Audience

- Entry to mid-level Nationals in financial institutions or regulatory authorities.
- Supervisors and inspectors responsible for banking, insurance, capital markets or fintech oversight.
- Policy and compliance officers working on regulatory frameworks, prudential standards, or financial stability.
- Specialists in risk, AML/CFT, fintech, or prudential regulation who need structured development to progress into leadership roles.

Assessments and Evaluations of Programme

The programme consists of 6 technical and 3 behavioral modules. Participants will be assessed and evaluated using the following tools:

1. Pre- programme assessment to identify participants' baseline knowledge in regulation, supervision and compliance.
2. Formative Evaluation during the programme via knowledge checks and case study exercises embedded in modules to measure comprehension.
3. Summative Evaluation at the end of the programme via a Capstone Project to be presented infront of Senior Leadership.

Module Name	Date	Learning Objectives
Goal Setting, Critical Thinking & Agile Planning	**19 - 20 Nov**	• Working together in a way that creates clarity, results, and an environment that fosters psychological safety. • Build a mindset and the ability to adapt to changing circumstances. • Making decisions quickly and efficiently. • Thinking strategically and focusing on tactical outcomes to achieve goals. • Balancing individual versus group decision-making and managing what can be controlled.
Financial Markets, Products & Providers (5 Days)	**23 - 27 Nov**	The aim of this module is the exploration of the various markets and the organisations active in those markets in the Qatari context with special reference to the role of regulators. Risks will be explored both from the point-of-view of investor protection but also from the points of view of the stability of financial institutions and of markets. It will also explore the different financial service providers for retail investment, fund management, and investment banking. Both conventional and Sharia 'a compliant products will be included. Additionally, the session will address Regulatory Frameworks associated with these products.
Analysis Of Financial Risk In Banking and Insurance Sectors (4 Days)	**11 - 15 Jan**	• Understanding accounting fundamentals and key principles • Know how to read and interpret bank and other financial institution financial statements • Understand the rationale for the Basel regulatory regime. Know how to identify and measure risk from FI financial statements • Understand how macro-economic data affects financial markets – growth, inflation, employment data etc
Individual Assessment	**19 Jan - 20 Jan**	
Gaminar 1	**26 Jan**	
Compliance, Regulation and the Role of Regulators (5 Days)	**1 - 5 Feb**	• How regulation and compliance reshaped the Financial industry? • Prudential and conduct regulations: how they interact and complement • Lessons learned from compliance failures • Wide range of case studies and examples will be used across the module
Gaminar 2	**6 April**	
The Brand of You™	**20 - 22 April**	• Craft a compelling personal brand statement that highlights professional identity, leadership, and value. • Build a strong personal brand that reflects expertise, values, and leadership style. • Enhance credibility and influence by demonstrating thought leadership and trust. • Strengthen relationships with stakeholders to expand brand visibility and impact. • Align brand actions with leadership goals to drive innovation and contribution. • Develop resilience and adaptability for continuous growth and relevance.
Risk Management (4 Days)	**27 - 30 April**	• Why is Risk Management central to the Financial industry? • Lessons learned from the Global Financial Crisis and subsequent failures in the financial industry (banking and markets) • Wide range of case studies and examples will be used across the module

Role Play - Group Assessment	**3 May - 4 May**	
Building Collaboration & High Performance (2 Days)	**18 - 19 May**	• Proactively engaging with stakeholders and expanding networks • The ability to deploy tactics quickly allowing you to capitalize on the existing market, whilst preparing for future facing opportunities • Priority setting, and relationship building to take advantage of profit peaks • Extending planning horizon allowing for maximizing opportunities • Understanding roles and resources crucial for team success • Setting priorities and creating a network to deliver on the strategy and plan of action • Apply strategies for building trust and establishing credibility
Data Analysis And Visualization (4 Days)	**15 - 18 June**	• In this module, we will work our way through the process of having access to some data that we want to use for some analysis, needing to format, clean and prepare the data so it is in a usable state and visualise that data using a visualisation tool in order to tell a story about that data. We will explore how data is interpreted, evaluated and communicated from a regulatory perspective, ensuring best practices are applied and the correct outcome is achieved.
Gaminar 3	**25 June**	
Digital & Fintech Innovation (4 Days)	**6 - 9 Sep**	• We will examine the past/present/future of digital financial services in relation to: • Consumer expectations (which are influenced by digital experiences from other services) • The competitive landscape, as non-traditional disruptors enter the market • Enabling technologies. We will review contrasting regulatory approaches taken in different regions in an attempt to both encourage innovation and protect users and systems, highlighting lessons learned about what works and what doesn't.
Group Projects - Final Presentations	**20 Dec - 21 Dec**	

Programme Investment Fees

Actual Price: 27,000 QAR per participant
Discounted Price: 20,000 QAR per participant

About The Trainers

Ahmed Dhufri

Ahmed is a dynamic, multilingual Corporate Trainer and Performance Coach based in Dubai recognized as one of the Top 10 Training Persons of the Year in the Middle East. He brings extensive corporate experience to his engaging and results-oriented training programs, focusing on personal and organizational transformation. Holding certifications as a Professional Coach, NLP Practitioner, and Brain-Based Coach, among others, he specializes in key areas like Emotional Intelligence, Leadership Development, Communication Skills, and Sales

Ahmed Abdulla

Ahmed is a Dubai-based, multilingual Corporate Trainer and Performance Coach, recognized as a dynamic and motivational speaker. With extensive corporate experience, he delivers thought-provoking training that drives internal change for individuals and organizations. Ahmed is a certified Brain-Based Coach, NLP Coach, NLP Practitioner, and ACTP ICF Accredited. He was recognized as one of the Top 10 Training Persons of the Year in the Middle East in 2020.

Peter Leahy

Peter has developed a very strong reputation and expertise in Fixed-Income, Interest Rate and FX markets. Peter's expertise has been seen widely and for more than 25 years in the fields of training and professional consulting in these markets. Peter's knowledge is built upon his own experiences as a senior trader at J P Morgan and at Bear Stearns. His approach as an instructor is highly sought after for its practicality and strong connection with real markets and transactions. Peter has taught fixed-income and treasury courses to professionals at all of the major G-SIB banks and in all major centres globally.

Natalie Schoon

Natalie is a results driven professional with a varied background across the financial industry including Investment Banking, Risk Management, Compliance, Capital Adequacy, Wholesale Banknote Operations, Regulatory Change (Basel Accords), Treasury Change Management and Islamic Finance. She has held senior industry roles being responsible for private clients for BLME in the UK, where she was also a member of the New Product Approval Committee, and the secretary to EXCO, and had substantial involvement in the application for the banking licence. She was instrumental in the IRB waiver application for Barclays' Capital and has worked with ABN AMRO, RBS/NatWest and HSBC on regulatory interpretations and implementation of new risk regulations balancing business needs with regulatory requirements.

Richard Clayton

Richard has worked as a Managing Director in both corporate finance, where he was Head of Regional Corporate Finance for Asia for a leading bank, working with a number of family-controlled business groups in Hong Kong and elsewhere in the region, and equity capital markets roles where he headed up the London ECM desk for a major European bank. He also has DCM, corporate credit and derivatives experience.

Emmanuel Rondeau

Emmanuel is a banking professional and a recognised expert in Risk and Governance. He is a Visiting Professor at the London Institute of Banking & Finance and a Senior advisor for banking studies for their MENA operations. He is also the Lead independent director (NED) at La Banque Postale in France where he chairs the Board Risk Committee and a member of the Board of CNP Assurance. Emmanuel has worked for almost 40 years in the banking industry in Paris and London (Credit Agricole group, ING Bank, RBS/NatWest), with worldwide responsibilities expanding from the US to Asia. He handled a mix of senior executive positions in Corporate & Investment Banking activities before joining the Risk Executive Committee of the RBS Group.

Contact Information

Programme Manager
Fatima Al Emadi
f.alemadi@qfcra.com

Programme Co-ordinator
Maryam Al-Thani
Ma.althani@qfcra.com

هيئة تنظيم
مركز قطر للمال

QATAR FINANCIAL CENTRE
REGULATORY AUTHORITY