

SEACEN PROGRAM 2016 ©2016 The SEACEN Centre

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## www.seacen.org





# FOREWORD

Starting its journey in 1982 as a provider of training, research and meetings for the staff and management of its eight founding members, The SEACEN Centre has grown to become a reputed capacity-building hub for twenty central banks and monetary authorities in the Asia-Pacific region. Serving central banks in an exceptionally dynamic region presents significant opportunities for sharing of experiences and collaborative research. Thanks to the strong support of its member central banks and strategic partners, SEACEN has been able to take advantage of these opportunities to meet its members' needs.

As one of the most inclusive grouping of central banks in the region, SEACEN has a membership representing both large and small economies at different stages of development. This diversity has been a source of strength and opportunities, allowing for the focus on complementarities while leveraging on the diverse comparative advantages.

Since assuming the position of Executive Director in July 2015, I have introduced a number of initiatives that will be implemented in 2016 with the objective of enhancing the value of our training programs, increasing the quality of research output, augmenting the impact of high-level seminars, and generally raising the visibility of SEACEN in the region as well as globally. The medium-term goal is to position SEACEN as a 'go-to' institution for training for members; as a principal regional center promoting collaboration and networking through high-level seminars, conferences and meetings; and as an internationally respected center for research capable of attracting leading scholars and policy makers.

These initiatives will be supported by an increased capacity of the SEACEN faculty to participate in the delivery of training events, generate high-quality research output, and design high-impact seminars, thereby raising the visibility of SEACEN further.

I am grateful for the support at all levels from our member central banks – from the Board of Governors and the Executive Committee, to department directors and staff - in my inaugural year as Executive Director. Similarly, I appreciate the continuing support from our strategic partners, and I take this opportunity to thank them for their significant contributions toward the successful implementation of our program of activities.

Last but not least, my sincere thanks also go to all SEACEN staff members for their commitment and hard work to drive the initiatives to their full fruition. We look forward to another year of collaboration with our member banks and strategic partners for the common purpose of building capacity of central banks in the Asia-Pacific region.

Dr. Hans Genberg Executive Director January 2016



Autoriti Monetari Brunei Darussalam National Bank of Cambodia People's Bank of China Reserve Bank of Fiji Hong Kong Monetary Authority Reserve Bank of India Bank Indonesia The Bank of Korea Bank of the Lao PDR Bank Negara Malaysia

The Bank of Mongolia Central Bank of Myanmar Nepal Rastra Bank Bank of Papua New Guinea Bangko Sentral ng Pilipinas Monetary Authority of Singapore Central Bank of Sri Lanka Central Bank, Chinese Taipei Bank of Thailand State Bank of Vietnam

## ABOUT THE SEACEN CENTRE

The South East Asian Central Banks (SEACEN) Research and Training Centre was first established as a legal entity in 1982 with eight member central banks/monetary authorities. It has since grown to 20 members in 2014 with the admission of the Hong Kong Monetary Authority on 1 November. Since its inception in the early 1980's, SEACEN has established a unique position in serving its membership of central banks in the Asia-Pacific region through its training programs, research work, and networking and collaboration platforms for capability building in central banking. Over the years, SEACEN has built a wide network base. In addition to its 20 members, it has an outreach of 7 associate and 8 observer central banks and monetary authorities which are invited for the SEACEN's training programs, as well as 26 regional and international strategic partners with whom SEACEN collaborates in the design and delivery of its programs. SEACEN focuses its programs on central banking in the areas of Macroeconomic and Monetary Policy Management; Financial Stability and Supervision; Payment and Settlement Systems; and Leadership and Governance.



PROGRAM 2016

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#### **OUR VISION AND MISSION**

SEACEN's vision is to be the regional training, research, and networking hub for central banks in the Asia-Pacific Region. The central objective is to drive central banking excellence in the region. This is fulfilled through SEACEN's mission of building capacity in central banking, fostering networking and collaboration, and creating platforms to gather regional views, and to represent members in regional and international forums.

# VISIONSEACEN as the Regional Capacity Building Hub<br/>for Central Banks in the Asia-Pacific Region.MISSIONBuild capacity in central banking.<br/>Foster networking and collaboration.

The Centre will fulfil its vision through:

- Training and research programs aimed at strengthening central banking knowledge and skills; and
- Networking and collaboration platforms to deliberate on issues and challenges related to central banking and build regional views.

To achieve its vision SEACEN has four value propositions for its stakeholders, namely:

- Promote Thought Leadership;
- Build Regional Views;
- Share Knowledge and Expertise; and
- Be a Centre of Excellence in Central Bank Training and Research.

In view of the increasing importance of the region, SEACEN aims to provide conducive platforms for members to share knowledge and experience in the regional context, as well as opportunities to deliberate collectively on issues, challenges and development in central banking to derive regional views, through the Centre's learning solutions and collaborative learning platforms. The Centre also intends to be the gateway for thought leadership in central banking in the region. With all these, the brand positioning of the Centre as the learning hub for central banks in the region is envisaged to meet the learning needs of member banks as well as to attract demand from other central banks in and beyond the region to participate through the Centre's collaborative learning platforms.

#### **SEACEN PROGRAM FOR 2016**

The SEACEN annual program for 2016 (January-December 2016) consists of training courses, seminars, workshops and high-level conferences, focusing on areas of core central banking functions, namely macroeconomic management/ monetary policy; bank supervision/financial stability; payment and settlement



systems; and leadership and central bank governance. The Centre's programs are generally delivered with the regional context in mind, through the sharing of experiences and best practices.

SEACEN focuses its research activities on critical practical and topical issues of importance to member central banks. Research findings are disseminated at the relevant training programs and seminars. In addition to the usual research and institutional publications, the Centre is publishing the SEACEN Financial Stability Journal and working paper series to provide insights on regional and global topical issues of concern as well as disseminate information such as findings of research projects.

For FY 2016, SEACEN will hold 6 high-level seminars including the SEACEN Governors' Conference as well as seminars held in conjunction with meetings of the Executive Committee (EXCO); Deputy Governors in charge of Financial Stability and Banking Supervision; Directors of Research and Training (DORT); Financial Stability and Banking Supervision (FS), and Payment and Settlement Systems (PSS). SEACEN also conducts meetings for the SEACEN Expert Group on Capital Flows (SEG), providing opportunities for senior officials of SEACEN members to share experience and network on regional issues relating to capital flows. The Centre has also established Online Forums such as the SEACEN Supervisory Discussion Room (SSDR) to provide platforms for interactive participation among member central banks, SEACEN and subject matter experts to exchange knowledge and ideas on current issues of concern on financial stability.





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## SCHEDULE

### Learning Programs / High-level Seminars for Financial Year (FY) 2016

Code	Date/Venue	Host	Program
MP3B	21 February – 4 March 2016, Sri Lanka	Central Bank of Sri Lanka	SEACEN Intermediate Course on Analytics of Macroeconomic and Monetary Policy Management
FS1A	21 February – 4 March 2016, Nepal	Nepal Rastra Bank	SEACEN Foundation Course for Bank Examiners
S3	14 March 2016, Malaysia	SEACEN	SEACEN Conference in Honor of Dr. Puey Ungphakorn
PS1A	3 – 8 April 2016, Cambodia	National Bank of Cambodia	1st SEACEN Foundation Course on Payment and Settlement Systems
FS5A	10 – 15 April 2016, Malaysia	SEACEN	SEACEN-Toronto Centre Course on Crisis Management and Resolution
MP1B	17 – 22 April 2016, Indonesia	Bank Indonesia	3rd SEACEN Intermediate Course on Econometric Modeling and Forecasting (Signature Program)
LDG1	24 – 29 April 2016, Mongolia	The Bank of Mongolia	10th SEACEN Intermediate Leadership Course
FS3A	26 – 29 April 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN-FSI Course on Liquidity and Funding Risk Management (Including Risk Analysis and Interest Rate Risk Measurement, Analysis and Control)
FS1B	8 – 13 May 2016, Brunei Darussalam	Autoriti Monetari Brunei Darussalam	SEACEN Intermediate Course for Bank Examiners
PS1B	15 – 20 May 2016, Chinese Taipei	Central Bank, Chinese Taipei	11th Intermediate Course on Payment and Settlement Systems
S2	24 – 25 May 2016 (tbc), Malaysia	SEACEN	Just-in-Time High Level Seminar
MP2A	29 May – 3 June 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN Course on Monetary Policy Strategies and Monetary Operations
FS2A	5 – 10 June 2016, Malaysia	SEACEN	SEACEN – Toronto Centre Course on Risk-Based Supervision
LDG2	12 – 17 June 2016, Malaysia	Bank Negara Malaysia	10th SEACEN Advanced Leadership Course (Signature Program)
MP3C	26 June – 1 July 2016, Malaysia	SEACEN	SEACEN Course on External Sector Issues
PS1C	17 – 20 July 2016, Malaysia	SEACEN	SEACEN Advanced Course on Payment and Settlement Systems (back-to-back with 15th Meeting of SEACEN Directors of Payment and Settlement Systems(DOPSS)) (Signature Program)
M2	20 – 23 July 2016, Malaysia	SEACEN	Directors of Payment and Settlement Systems (DOPSS) Conference (back-to-back with 15th Meeting of DOPSS of Asia-Pacific Central Banks)

#### By Chronological Order

#### Learning Programs / High-level Seminars for Financial Year (FY) 2016

Code	Date/Venue	Host	Program
FS5B	26 – 28 July 2016, Singapore	Monetary Authority of Singapore	SEACEN-FSI Course on Dealing with Problem and Near Problem Banks
M1	4 – 5 August 2016, Malaysia	Bank Negara Malaysia	17th SEACEN Conference of Directors of Supervision of Asia-Pacific Economies (back-to-back with 29th Meeting of SEACEN Directors of Supervision (DOS))
M3	17 – 20 August 2016, Papua New Guinea	Bank of Papua New Guinea	Directors of Research and Directors of Training (DORT) Seminars (back-to-back with 38th SEACEN DORT Meeting)
FS4A	21 – 26 August 2016, Papua New Guinea	Bank of Papua New Guinea	SEACEN Course on Macroprudential Policy (Joint with MMPM)
MP2B	28 August – 2 September 2016, Korea	The Bank of Korea	SEACEN Course on Monetary Policy Transmission Mechanisms: Theory and Empirical Assessment
S1	6 – 7 September 2016, Hong Kong	BIS Representative Office for Asia and the Pacific	FSI - SEACEN Policy Seminar on New Expected Loss Provisioning Framework and the Revised Standardized Approach to Credit Risk
S4	19 – 20 September 2016, Malaysia	SEACEN	SEACEN Policy Summit
M4	22 – 23 September 2016, India	Reserve Bank of India	High-Level Seminar on Financial Stability (back-to-back with 7th Meeting of Deputy Governors in charge of Financial Stability and Banking Supervision (DGFS))
LDG3	27 – 29 September 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN Seminar on Central Bank Governance (back- to-back with 15th Meeting of the SEACEN Executive Committee (EXCO)) (Signature Program)
M5	27 – 29 September 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN-BIS High-level Seminar (back-to-back with 15th SEACEN Executive Committee (EXCO) Meeting)
FS1C	9 – 14 October 2016, Malaysia	SEACEN	SEACEN Advanced Course for Bank Examiners
MP3A	16 – 28 October 2016, Cambodia	National Bank of Cambodia	SEACEN-IMF Course on Foundation Macroeconomic Diagnostics
FS6C	6 – 11 November 2016, Hong Kong	Hong Kong Monetary Authority	SEACEN Advanced Course on Stress Testing (Signature Program)
M6	24 – 26 November 2016, Myanmar	Central Bank of Myanmar	52nd SEACEN Governors' Conference/High-Level Seminar and 35th SEACEN BOG Meeting
MP4B	27 November – 2 December 2016, India	Reserve Bank of India	SEACEN Course on Financial Cycles and Crises (Joint with FSS)

(tbc) - to be confirmed

#### Learning Programs / High-level Seminars for Financial Year (FY) 2016

Code	Date/Venue Host		Program			
MACROECONOMIC AND MONETARY POLICY MANAGEMENT (MMPM)						
MP1B	17 – 22 April 2016, Indonesia	Bank Indonesia	3rd SEACEN Intermediate Course on Econometric Modeling and Forecasting			
MP2A	29 May – 3 June 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN Course on Monetary Policy Strategies and Monetary Operations			
MP2B	28 August – 2 September 2016, Korea	The Bank of Korea	SEACEN Course on Monetary Policy Transmission Mechanisms: Theory and Empirical Assessment			
MP3A	16 – 28 October 2016, Cambodia	National Bank of Cambodia	SEACEN-IMF Course on Foundation Macroeconomic Diagnostics			
MP3B	21 February – 4 March 2016, Sri Lanka	Central Bank of Sri Lanka	SEACEN Intermediate Course on Analytics of Macroeconomic and Monetary Policy Management			
MP3C	26 June – 1 July 2016, Malaysia	SEACEN	SEACEN Course on External Sector Issues			
MP4B	27 November – 2 De- cember 2016, India	Reserve Bank of India	SEACEN Course on Financial Cycles and Crises (Joint with FSS)			
FINA	NCIAL STABILITY AND BA	NKING SUPERVISION				
FS1A	21 February – 4 March 2016, Nepal	Nepal Rastra Bank	SEACEN Foundation Course for Bank Examiners			
FS1B	8 – 13 May 2016, Brunei Darussalam	Autoriti Monetari Brunei Darussalam	SEACEN Intermediate Course for Bank Examiners			
FS1C	9 – 14 October 2016, Malaysia	SEACEN	SEACEN Advanced Course for Bank Examiners			
FS2A	5 – 10 June 2016, Malaysia	SEACEN	SEACEN – Toronto Centre Course on Risk-Based Supervision			
FS3A	26 – 29 April 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN-FSI Course on Liquidity and Funding Risk Management (Including Market Risk Analysis and Interest Rate Risk Measurement, Analysis and Control)			
FS4A	21 – 26 August 2016, Papua New Guinea,	Bank of Papua New Guinea	SEACEN Course on Macroprudential Policy (Joint with MMPM)			
FS5A	10 – 15 April 2016, Malaysia	SEACEN	SEACEN-Toronto Centre Course on Crisis Management and Resolution			
FS5B	26 – 28 July 2016, Singapore	Monetary Authority of Singapore	SEACEN-FSI Course on Dealing with Problem and Near Problem Banks			
FS6C	6 – 11 November 2016, Hong Kong	Hong Kong Monetary Authority	SEACEN Advanced Course on Stress Testing (Signature Program)			
PAYN	IENT AND SETTLEMENT	SYSTEMS (PSS)				
PS1A	3 – 8 April 2016, Cambodia	National Bank of Cambodia	1st SEACEN Foundation Course on Payment and Settlement Systems			
PS1B	15 – 20 May 2016, Chinese Taipei	Central Bank, Chinese Taipei	11th Intermediate Course on Payment and Settlement Systems			

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#### By Knowledge Areas

#### Learning Programs / High-level Seminars for Financial Year (FY) 2016

Code	Date/Venue	Host	Program	
PS1C	17 – 20 July 2016, SEACEN Malaysia		SEACEN Advanced Course on Payment and Settlement Systems (back-to-back with 15th Meeting of Directors of Payment and Settlement Systems (DOPSS)) (Signature Program)	
LEAD	ERSHIP AND CENTRA	L BANK GOVERNANC	E (LDG)	
LDG 1	24 – 29 April 2016, Mongolia	The Bank of Mongolia	10th SEACEN Intermediate Leadership Course	
LDG2	12 – 17 June 2016, Malaysia	Bank Negara Malaysia	10th SEACEN Advanced Leadership Course (Signature Program)	
LDG3	27 – 29 September 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN Seminar on Central Bank Governance (back-to-back with 15th Meeting of the SEACEN Executive Committee (EXCO)) (Signature Program)	
HIGH	I-LEVEL SEMINARS (BA	АСК-ТО-ВАСК WITH P	OLICY MEETINGS)	
M1	4 – 5 August 2016, Malaysia (tbc)	Bank Negara Malaysia (tbc)	17th SEACEN Conference of Directors of Supervision of Asia-Pacific Economies (back-to-back with 29th Meeting of SEACEN Directors of Supervision (DOS))	
M2	20 – 23 July 2016, Malaysia	SEACEN	Directors of Payment and Settlement Systems (DOPSS) Conference (back-to-back with 15th Meeting of DOPSS of Asia-Pacific Central Banks)	
M3	17 – 20 August 2016, Papua New Guinea	Bank of Papua New Guinea	Directors of Research and Directors of Training (DORT) Seminars (back-to-back with 38th SEACEN DORT Meeting)	
M4	22 – 23 September 2016, India	Reserve Bank of India	High-level Seminar on Financial Stability (back-to-back with 7th Meeting of Deputy Governors in charge of Financial Stability and Banking Supervision (DGFS))	
M5	27 – 29 September 2016, Philippines	Bangko Sentral ng Pilipinas	SEACEN-BIS High-level Seminar (back-to-back with 15th SEACEN Executive Committee (EXCO) Meeting)	
M6	24 – 26 November 2016, Myanmar	Central Bank of Myanmar	52nd SEACEN Governors' Conference/High-Level Seminar and 35th SEACEN BOG Meeting	
HIGH	I-LEVEL SEMINARS/CC	ONFERENCES		
S1	6 – 7 September 2016, Hong Kong	BIS Representative Office for Asia and the Pacific	FSI - SEACEN Policy Seminar on New Expected Loss Provisioning Framework and the Revised Standardized Approach to Credit Risk	
S2	24 – 25 May 2016 (tbc), Malaysia	SEACEN	Just-in-Time High Level Seminar	
S3	14 March 2016, Malaysia	SEACEN	SEACEN Conference in Honor of Dr. Puey Ungpakorn	
S4	19 – 20 September 2016, Malaysia	SEACEN	2016 SEACEN Policy Summit	
S5–S10			High-level Seminars (back-to-back with Policy Meetings)	

(tbc) - to be confirmed





# TRAINING PROGRAMS FOR FINANCIAL YEAR 2016

#### I. MACROECONOMIC AND MONETARY POLICY MANAGEMENT (MMPM)

#### MP1B. 3rd SEACEN Intermediate Course on Econometric Modeling and Forecasting

Dates	:	17-22 April 2016
Venue	:	Indonesia
Host	:	Bank Indonesia

This Course focuses on modeling and estimation techniques increasingly utilized in central banks such as state-space modeling and use of the Kalman filter, extensions of conventional VAR analysis to SVAR, BVAR, GVAR, and FAVAR models, and modeling of networks in banking, finance, and macroeconomics. The Course includes significant hands-on work.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) specify and estimate statespace models; (ii) estimate and interpret different types of VAR models; and, (iii) apply network analysis to analyze interlinkages between financial institutions, financial markets, and economies.

#### **Target Group:**

This Course is intended for central bank officials whose duty involves significant quantitative analysis and research. Participants are expected to have excellent quantitative skills and extensive experience using computer programs such as E-Views.





#### MP2A. SEACEN Course on Monetary Policy Strategies and Monetary Operations

Dates	:	29 May – 3 June 2016
Venue	:	Philippines
Host	:	Bangko Sentral ng Pilipinas

The implementation of monetary policy requires the ability to respond appropriately to developments in foreign exchange markets, the domestic money market, the timing of government receipts and payments, etc. This Course will discuss how monetary policy strategies and operations need to be structured and implemented in order to achieve the desired objectives.

#### **Objectives:**

The Course aims to equip participants with tools necessary to give advice on the implementation of monetary policy in different circumstances. In particular participants will learn to: (i) assess the need for interventions in the foreign exchange market in response to currency volatility, currency misalignments, and capital flows; (ii) determine the need for and consequences of sterilization policies; (iii) conduct liquidity forecasting; and, (iv) assess alternative methods for policy interest rate management.

#### **Target Group:**

Central bank staff who are responsible for advising on or carrying out monetary policy operations. Participants should have at least two years' experience in this function.



#### MP2B. SEACEN Course on Monetary Policy Transmission Mechanisms: Theory and Empirical Assessment

Dates	:	28 August – 2 September 2	2016
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- Venue : Korea
- Host : The Bank of Korea

Globalization of international finance and the increased integration of emerging markets in the international financial system has major implications for the conduct of monetary policy. The monetary transmission mechanism depends more than previously on global factors that influence domestic credit, exchange rates and long-term interest rates. Monetary as well as financial stability considerations now involve an assessment of the behavior of global banks that extend credit internationally and international investors that purchase debt securities issued by firms in emerging markets. There is a lively debate whether EME central banks have diminished control over domestic monetary and financial conditions. This Course will cover these developments and bring the participant to the forefront of the theoretical and policy debates.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) analyze different facets of financial globalization, monetary and financial spillovers, and their consequences for monetary and financial policy; (ii) analyze the implications for financial intermediation; (iii) recognize the changes that have taken place in the implementation of monetary policy and liquidity management; (iv) use empirical tools to evaluate the effects for the monetary policy transmission mechanism; and, (v) quantify the changes in interest rate pass-through as a result of these developments.

#### **Target Group:**

Experienced senior economists or technical staff from central banks or monetary authorities who are actively involved in research on monetary policy transmission mechanisms. They are also expected to have excellent quantitative skills and extensive experience using computer programs such as E-Views.





#### MP3A. SEACEN-IMF Course on Foundation Macroeconomic **Diagnostics**

Dates : 16-28 October 2016 Venue : Cambodia

: National Bank of Cambodia Host

Ability to assess a country's macroeconomic situation is a critical first step to the formulation of macroeconomic policy. As the economy becomes more complex with increasing interconnectivity among macroeconomic sectors within and across economic boundaries, there is a pressing need to equip economic analysts and technical staff of central banks with the appropriate diagnostic and analytic tools that are not usually covered in the macroeconomic textbooks or in university courses.

#### **Objectives:**

The Course aims to enable participants to assess a country's macroeconomic situation using appropriate tools. In particular, at the end of the Course, participants will be able to: (i) explain the current state of the macroeconomy of a country; (ii) assess medium-term flows of funds, balance-sheet position, and sustainability of key macroeconomic sectors; and, (iii) measure the macroeconomic effects of monetary and fiscal policy.

#### **Target Group:**

Middle-level officials from central banks or monetary authorities who are closely involved with assessing overall macroeconomic developments and prospects as well as with policy analysis and strategy. Participants are expected to have a university degree in economics or equivalent experience, good quantitative skills, and proficiency in the use of spreadsheets.



#### MP3B. SEACEN Intermediate Course on Analytics of Macroeconomic and Monetary Policy Management

- Dates : 21 February 4 March 2016
- Venue : Sri Lanka
- Host : Central Bank of Sri Lanka

This intermediate Course will emphasize technical and analytical aspects of macroeconomic and monetary policy management, using lectures together with hands-on exercises and case studies. In 2016, the Course will focus on topics such as monetary policy transmission mechanisms, assessing the stance of monetary policy, early warning indicators of financial instability, and implementing macroprudential policies.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) assess the stance of monetary policy in relation to the macroeconomic conditions facing an economy; (ii) understand the channels through which monetary policy affects the economy; (iii) assess the usefulness of early warning indicators; and, (iv) appreciate the issues associated with the implementation of macroprudential policies.

#### **Target Group:**

Middle-level officers or technical staff from central banks or monetary authorities, whose work involves macroeconomic surveillance and analysis of monetary policy. Participants should have at least 2 years relevant working experience and be familiar with basic econometrics and the use of econometric software such as E-views.





#### MP3C. SEACEN Course on External Sector Issues

- Dates : 26 June 1 July 2016
- Venue : Sasana Kijang, Kuala Lumpur, Malaysia
- Host : SEACEN

The high degree of openness of most SEACEN economies has complicated central banks' tasks in macroeconomic and monetary policy management, especially in handling external shocks. The Course will address issues of current concern including management of international capital flows, exchange rate measurement and assessment, and global supply chains and their implication for interconnectedness and measurement of competitiveness.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) assess the impact of international capital flows and policy reactions to such flows; (ii) construct and interpret alternative exchange rate indices; and, (iii) understand the implication of global supply chains for macroeconomic interdependence and assessment.

#### Target Group:

Middle-level officers/technical staff of central banks with at least 2 years working experience in balance of payments analysis and surveillance, exchange rate policy, macroeconomic and monetary policy analysis, and surveillance.







#### MP4B. SEACEN Course on Financial Cycles and Crises (Joint with FSS)

: 27 November – 2 December 2016 Dates

: India Venue

Host : Reserve Bank of India

Globalization of finance and increased international linkages between national money and capital markets has focused attention on the potential role of international financial cycles as a cause of fluctuations in national asset prices and in heightened risks of financial instability. This Course will review the evidence on the patterns of financial cycles, discuss their causes and consequences, and examine possible policy responses.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) describe the characteristics and possible causes of financial cycles in an economy and their relationship with global cycles; (ii) evaluate the usefulness of early warning indicators of financial stress; and, (iii) assess the appropriateness of alternative policy responses to the evolution of financial cycles.

#### **Target Group:**

Central bank middle/high level officers either from monetary policy or financial stability departments and who are involved with analyzing the use of monetary policy and macroprudential policy to promote macroeconomic and financial stability.





#### FS1A. SEACEN Foundation Course for Bank Examiners

Dates : 21 February – 4 March 2016 (option for qualified participants to only attend the second week of the Course)

Venue : Nepal

Host : Nepal Rastra Bank

Effective bank supervision is an important part of jurisdictions' efforts to maintain financial stability. A sound and stable banking system is critical to meeting economies' credit needs and facilitating commerce in order to achieve longer-term growth and development. This Course covers foundational skills for bank examiners in emerging markets. The Course modules provide practical knowledge on gathering and assessing information on various basic aspects of banks' business and condition, which will serve as input into overall examination findings. The curriculum encompasses both technical and behavioral skills development.

The two-week Course is structured so that participants who are already proficient in the more basic Course modules to be covered during the first week will have the option of attending only the second week.

#### **Objectives:**

Using case studies and examples, participants will learn to: (i) apply fundamental examination concepts and principles; (ii) be aware of related international standards and recognized sound practices; and, (iii) how to formulate appropriate recommendations for remedial action when there are weaknesses or unsound practices or conditions in evidence.

#### **Target Group:**

The Course is designed for entry level bank supervisors in emerging markets. Course participants should have at least 6 months' field bank examination experience so they have reasonable familiarity and understanding of on-site examination processes.





The SEACEN Centre

#### FS1B. SEACEN Intermediate Course for Bank Examiners

Dates : 8–13 May 2016

Venue : Brunei Darussalam

Host : Autoriti Monetari Brunei Darussalam

Building on the SEACEN Foundation Course for Bank Examiners, this Course focuses on developing and enhancing bank examiners' skills to a level of proficiency where they should be able to independently serve as Examiner-In-Charge (EIC) of safety and soundness examinations of non-complex, non-problem banks over the next eighteen months (depending on the opportunity for job assignments that build skills proficiency through practical application of formal training).

While arrangements vary among bank regulators, EICs typically determine the scope of examinations, assign members of the examination team to examine various risk and compliance areas, communicate examination findings to a bank's executive management and its board of directors, and have overall responsibility for the accuracy and integrity of examination findings.

The Course encompasses both technical and behavioral competencies. Technical content focuses on advanced credit analysis, risk management practices and assessing the overall stability of the bank and its future prospects. Behavioral skills development focuses on enhancing examiners' ability to effectively present and support examination findings to banks' boards of directors and executive management, and obtain commitments for remedial actions in situations of routine difficulty.

#### **Objectives:**

The Course provides (ii) exposure to more advanced bank examination techniques; (ii) enhancement of participants' depth of knowledge, expertise and judgement to allow them to perform their duties with a higher degree of autonomy, (iii) development of participants' depth of technical knowledge and expertise that enables them to instruct and mentor less experienced examination team members.

#### Target Group:

The Course is designed for supervisors in emerging markets with 18 months to 2 years' field examination experience, including participation in assessing loan portfolio quality. Most participants will have assisted an EIC as a team leader, an important support role which entails the review of various risk areas during an examination, the results of which will be incorporated into overall examination findings. Course participants should preferably have attended the Foundational Course or have demonstrated the knowledge and ability to apply the learning content from that Course.



#### FS1C. SEACEN Advanced Course for Bank Examiners

Dates : 9–14 October 2016

Venue : Sasana Kijang, Kuala Lumpur, Malaysia

Host : SEACEN

Building on the SEACEN Foundation and Intermediate Courses for Bank Examiners, this Course focuses on sharpening existing skills so that participants, who have already served as Examiners-In-Charge (EIC) of safety and soundness examinations for non-complex, non-problem banks, are prepared to serve as EIC for more complex or riskier institutions.

The Course encompasses both technical and behavioral competencies. Technical content focuses on more specialized credit analysis and conducting more granular assessments of how bank's measure, monitor and control risk. Some specialized topical issues are also covered, such as cybersecurity risk and the prevention and detection of money laundering and other financial crimes. Behavioral skills development focuses on enabling an examiner to effectively present and support examination findings to banks' boards of directors and executive management in more difficult or potentially contentious interactions, for example, where a bank may strongly disagree or challenge examiner's findings.

The Course curriculum covers eight days, with the last three days consisting of a bank simulation exercise. The class is divided into groups who compete against each other in "running" a bank using a realistic simulation model. Participants assume the role of a bank's senior executive management, making realistic, strategic, tactical and operational decisions.

The Course provides a unique perspective on the types of strategic choices and risk selection decisions bankers make in a competitive operating environment.

#### **Objectives:**

The Course aims to: (i) provide participants with exposure to more advanced bank examination principles and methods; (ii) enhance the participants' depth of knowledge, expertise and judgement; and, (iii) preparing them to lead examinations of larger, more complex and potentially riskier banks.

#### **Target Group:**

The Course is designed for supervisors in emerging markets with at least 4 years' practical experience in bank examination and supervision, who have served as an EIC for non-complex bank examinations. Course participants should have completed the Intermediate Bank Examiner Course or have demonstrated proficiency in that Course's curriculum modules. Senior bank supervision policy staff may also find the course content and interactions to be relevant and beneficial to their work.



#### FS2A. SEACEN-Toronto Centre Course on Risk-Based Supervision

Dates : 5-10 June 2016

Venue : Sasana Kijang, Kuala Lumpur, Malaysia

Host : SEACEN

Bank supervisors must focus their finite examination resources on banks and industry practices that pose the greatest perceived risks. This is primarily a judgmental determination, informed by relevant data and experience. Off-site monitoring and analysis of bank-reported financial data is typically used to identify "outlier" banks exhibiting anomalous results or "red flags" that need further explanation and possible on-site review.

When prioritizing on-site examination schedules and the setting the scope of these reviews, examiners seek to identify the risk areas that should receive the most attention. Setting the examination scope is a judgmental pre-planning process that considers an array of data and information, including non-public, confidential supervisory information on the bank's business plan, strategic and tactical decisions, risk appetite, the quality and track record of the bank's executive management team, and the quality of oversight provided by its board of directors.

Examiners should have the latitude to expand the scope of examination based on new information or "red flags" to be able to fully understand the safety and soundness and conduct of business risks posed by the institution.

#### **Objectives:**

Through interactive case studies, group exercises and sharing of experiences, participants, who are experienced examiners, will be able to enhance their judgmental ability to focus their examination activities on the most important risk areas, and de-emphasize activities or areas that are deemed to be less risky and/or appear to be adequately controlled.

#### Target Group:

The Course is designed for on-site bank supervisors and off-site monitoring and surveillance staff from central banks/monetary authorities with at least 3 years' experience in examinations and/or off-site surveillance of banks, allowing them to contribute to the various interactive sessions, many of which require sharing of experiences.





#### FS3A. SEACEN–FSI Course on Liquidity and Funding Risk Management (Including Market Risk Analysis and Interest Rate Risk Measurement, Analysis and Control)

Dates : 26–29 April 2016

Venue : Philippines

Host : Bangko Sentral ng Pilipinas

Liquidity risk is an inherent risk in the banking business due to banks' role in maturity transformation, and the various liquidity risks embedded in their asset portfolios and funding strategies. Financial institutions and supervisory authorities consider liquidity risk as part of their overall risk management strategies. Liquidity events during the U.S./Eurozone Crisis disclosed that banks' need to improve their methods of measuring, monitoring, and controlling liquidity risk.

The reform measures embodied in the Basel III capital initiatives are in response to this circumstance, by specifying liquidity maintenance standards and buffers to cover potential periods of high stress.

While liquidity risk conceptually differs from interest rate and market risk, they are all interrelated. The Course will cover those relationships and implications.

#### **Objectives:**

Participants will: (i) be exposed to practical techniques in assessing the strength of banks' liquidity risk management processes, contingency planning, the appropriateness of related public disclosures, and the interrelationships among liquidity, funding, interest rate and market risks; and (ii) discuss considerations articulated in the Basel Committee's "Principles for Sound Liquidity Risk Management and Supervision."

#### **Target Group:**

Bank supervisors who will examine asset/liability management and the liquidity risk of banks and prudential policy officers who are involved in developing guidance and standards for liquidity risk, with at least 2 years' practical experience. Staff from risk management departments and investment operations in central banks may also benefit from this Course.



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# FS4A. SEACEN Course on Macroprudential Policy (Joint with MMPM)

Dates : 21–26 August 2016 Venue : Papua New Guinea Host : Bank of Papua New Guinea

Post-Crisis analyses of the U.S./Eurozone Crisis have cited various crisis causal factors. One frequently cited factor is the historical focus of banking system stability monitoring on individual institution risk. This approach alone may not detect the build-up of macroeconomic risks that can adversely affect a number of financial institutions simultaneously, posing systemic risk.

The Basel Committee on Banking Supervision has emphasized that "The recent crisis highlighted the interface between, and the complementary nature of, the macroprudential and microprudential elements of effective supervision." The Crisis underscored the need for relevant national authorities, including central banks, to develop surveillance systems that detect, at their incipient stages, the build-up of macroeconomic risks, vulnerabilities or threats that can jeopardize financial system stability.

Timely macroprudential policy measures can then be considered, alone or in concert with other policy actions, to avert, dampen or mitigate periods of instability or crisis. The Asia Pacific region has avoided a significant crossborder financial crisis since 1997-98. Developing, enhancing and implementing effective macroprudential policy measures are important to promoting and maintaining ongoing financial system stability. Regional authorities have been active users of macroprudential policy measures in recent years to control financial stability risks.

#### **Objectives:**

Responsibility for implementing various macroprudential measures may reside in different national authorities, and not necessarily be a central bank mandate. Therefore, macroprudential policy actions may necessitate close cooperation and coordination among multiple domestic authorities to ensure effectiveness, and that they do not have contradictory goals or offset each other. Formulation of macroprudential policy measures within central banks may require increased interdepartmental collaboration.

#### **Target Group:**

The Course is designed for central bankers, bank supervisors and staff from other national authorities involved in formulating, coordinating and implementing macroprudential policy actions. Course participants should have 3 to 5 years of work experience that relates to the course content to allow them to meaningfully participate in the various interactive sessions, many of which require sharing of experiences. A participant group with diverse background experience in the course content is beneficial as it reflects the need for cross-functional collaboration within and among national authorities in devising and successfully implementing macroprudential policy measures.



# FS5A. SEACEN-Toronto Centre Course on Crisis Management and Resolution

Dates : 10–15 April 2016 Venue : Sasana Kijang, Kuala Lumpur, Malaysia Host : SEACEN

Financial crises occur infrequently but their direct and indirect costs are typically very high and can have a significant negative impact on countries' financial stability. Spillovers to the real economy include constrained credit availability and severe curtailment of economic output. Timely interventions and resolutions for non-viable banks are needed to preserve public confidence in banks and minimize costs to bank creditors, deposit insurers and taxpayers.

The U.S./Eurozone Crisis of 2007-2009 and prior episodes of financial instability and crisis clearly illustrate that central banks and other relevant national authorities need to be proactive in preparing for orderly resolutions of nonviable financial institutions. Obtaining necessary legal powers to take action, proper communication and coordination with relevant domestic and foreign authorities, and an array of possible resolution strategies minimizes resolution costs and helps promote timely action during periods of stress and crisis. Such preparations are especially important in Asia-Pacific where banking conglomerates require effective ongoing cross-border coordination and communication by relevant regulatory authorities.

#### **Objectives:**

Using simulations, group exercises and interactive discussions, participants will be able to: (i) explore a range of options in dealing effectively with time-sensitive resolution/recovery scenarios; and, (ii) cover in-depth related policy considerations.

#### **Target Group:**

The Course is designed for middle to senior level officials from central banks, non-central bank regulators and deposit insurers, typically with at least 5 years of experience in financial stability matters, financial surveillance or bank examination and supervision.







#### FS5B. SEACEN-FSI Course on Dealing with Problem and Near Problem Banks

Dates	: 26–28 July 2016	
Venue	: Singapore	
Host	: Monetary Authority of Singapore	

Financial stability and economic growth depend in part on a sound banking system in which individual banks are willing and able to lend money to creditworthy borrowers for productive purposes. Individual banks may occasionally experience financial difficulties resulting from weak risk management practices, poor strategic or tactical decisions, ineffective board of director's oversight, and a variety of other causal factors, sometimes exacerbated by changing economic circumstances. In severe cases, unsafe and unsound banking practices can lead to an overall unsafe and unsound bank condition, which could threaten a bank's viability or solvency.

Problem bank situations can have adverse spillover effects, such as a significantly diminished ability to meet the banking needs of the local community or adverse impacts on other banks. Time is of the essence in dealing with problem banks. One of the most important roles of bank supervisors is to detect developing bank problems at their earliest stages, so that timely remedial action is taken by a bank's boards of directors and executive management to restore the institution to a sound condition.

Proactive and decisive intervention by bank supervisors to compel remedial actions helps to prevent problem situations from deteriorating. Remediation efforts are not always successful. In such cases, bank supervisors, in concert with other national authorities, may need to find other solutions, such as merger with another bank or acquisition and recapitalization by new investors. These actions may take place under extreme time pressures.

#### **Objectives:**

The Course will provide participants with practical insights in detecting and diagnosing potential bank problems and in fashioning effective remedial action programs. Highly interactive course discussions will include actual case studies by regulatory practitioners who have extensive experience in problem bank identification and rehabilitation. The form and content of remedial action programs to be implemented by banks' executive managements and their boards of directors are covered in depth.

#### **Target Group:**

Experienced bank examiners and supervisors or other regulatory or central bank officials with at least 4 to 5 years' experience who are involved in onsite supervision or financial surveillance, or legal enforcement related to bank supervision. Although they may not have direct personal experience in handling problem bank situations, participants will typically have sufficient familiarity with bank supervisory processes so that they can actively contribute to interactive course discussions.



# FS6C. SEACEN Advanced Course on Stress Testing (Signature Program)

Dates : 6-11 November 2016 Venue : Hong Kong Host : Hong Kong Monetary Authority

Various post-crisis assessments of the causal factors of the U.S./Eurozone Crisis note that more robust stress-testing methods can provide additional insights to banks and their regulators in assessing future bank performance under a wide array of external economic conditions. Some pre-crisis stress testing failed to include the crisis scenarios that actually occurred because they were felt to be too extreme and improbable.

Positing a wide variety of stress scenarios, including severe but plausible events, can provide valuable insights as to how banks' risk profiles can change, and how they can improve risk management and capital planning. This is beneficial to both banks and their regulators. Stress testing is also used to identify potential systemic risk build-up.

Since the crisis, banks and their regulators have been building capacity and expertise in stress-testing and related quantitative methods. Subject matter experts in central banks and other relevant national authorities need to be able to work closely with bank examiners and others involved in measuring various aspects of systemic risk to devise relevant tests and interpret the results and risk implications correctly. They also frequently need in-house capability to assess the adequacy of banks' stress testing efforts and the quality of their expertise.

#### **Objectives:**

This Course will provide participants an opportunity for in-depth discussion of practical application of stress-testing standards for both individual banks and the financial system. Course modules will include workshop sessions where the participants will discuss realistic testing scenarios and results, and how they are used to identify, measure, manage and control risk, including systemic risk.

#### **Target Group:**

The Course targets bank supervisors and other central bank personnel who may be involved in assessing or performing stress-testing activities, or interacting with colleagues who do. Experience in the conceptual elements of stress testing and familiarity with bank operations and bank capital planning processes are needed to derive the most benefit from the various course modules. Officers involved in the developing related regulations and policies may also benefit from attending the Course.

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#### III. PAYMENT AND SETTLEMENT SYSTEMS (PSS)

#### PS1A. 1st SEACEN Foundation Course on Payment and Settlement Systems

Dates	:	3-8 April 2016
Venue	:	Cambodia
Host	:	National Bank of Cambodia

Based on the learning need analysis, this year's first fundamental Course will provide coverage on the concepts and roles of central banks in the PSS, risk management; principles of Financial Market Infrastructures (FMIs), efficiency of core payment and settlement systems for both retail payment systems and large value payment systems. The Course will also focus on issues of current concern, including role of non-bank players and retail payment system policy issues.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) explain the fundamental concepts and roles of payment systems in financial stability and monetary policy; (ii) identify major risks in core payment and settlement systems using country examples; (iii) assess liquidity management options in the real-time gross settlement systems (RTGS) to enhance efficiency; and, (iv) explain risk management measures, including central bank's oversight and business continuity planning, based on international norms and best practices.

#### **Target Group:**

Junior officers or technical staff, with at 1-2 years working experience on payment and settlement operations, policy, oversight, risk profiling and management, or IT supervision. Participants should have some basic knowledge of payment and settlement concepts and operations.





#### PS1B. 11th Intermediate Course on Payment and Settlement Systems

- Dates : 15-20 May 2016
- Venue : Chinese Taipei
- Host : Central Bank, Chinese Taipei

This Course provides comprehensive knowledge in terms of risk, risk management and efficiency of core payment and settlement systems (retail payment systems and large value payment system). Based on the learning need analysis, this year's Course will offer a more in-depth coverage on liquidity management in the real time gross settlement system (RTGS), and some case studies on foreign exchange settlement risks and risk management will be used. The focus of the retail payment systems module will be on issues of current concerns, including role of non-bank players and retail payment system policy issues.

#### **Objectives:**

At the end of the Course, participants will be able to: (i) explain the role of payment systems in financial stability and monetary policy; (ii) identify major risks in core payment and settlement systems using country examples; (iii) assess liquidity management options in the RTGS to enhance efficiency; and, (iv) explain risk management measures, including central bank's oversight and business continuity planning, based on international norms and best practices.

#### Target Group:

Mid-level officers or technical staff, with at least 2 years working experience on payment and settlement operations, policy, oversight, risk profiling and management, or IT supervision. Participants should have basic knowledge of payment and settlement concepts and operations.



#### PS1C. SEACEN Advanced Course on Payment and Settlement Systems (back-to-back with 15th Meeting of Directors of Payment and Settlement Systems (DOPSS)) (Signature Program)

Dates : 17–20 July 2016 Venue : Sasana Kijang, Kuala Lumpur, Malaysia Host : SEACEN

Building on knowledge gained from the SEACEN Intermediate Course on Payment and Settlement Systems, this Advanced Course focuses on policy and topical issues of interest in the payment and settlement systems (PSS) of emerging market economies. For FY 2016, the emphasis will be on observance of the principles set forth by international standard setting body to enhance PSS safety and efficiency. The Course will focus on the CPSS Systemically Important Payment Systems (SIPS) Core Principles (CP), which remain at the core of the PFMI.

As safe and efficient PSS contributes to maintaining and promoting financial stability and economic growth this Course will also include areas such as legal framework, risk management, technology, role of central banks and the linkages of safe and efficient PSS to monetary policy and financial stability in three main areas of Payment and Settlement Systems, namely Large Value Payment Systems (LVPS), Securities Settlements Systems and Retail Payment Systems (RPS).

#### **Objectives:**

The Course aims to enable participants to apply assessment methodology for observance of the CPSS Systemically Important Payment Systems (SIPS) Core Principles (CPs). Specifically, participants will be able to: (i) describe key considerations for each of the SIPS CPs and roles of central banks; (ii) based on country experiences, identify best practices in complying with the SIPS CPs; (iii) apply assessment methodology to assess observance of national payment systems with SIPS CPs; and, (iv) compare the differences between SIPS CPs and Principles for Financial Market Infrastructure (PFMI).

#### **Target Group:**

Central bank officials whose principal role is the oversight of systemically important payment systems, with at least 5 years relevant working experience. Officials who are involved in developing payment policy and oversight may also apply. Participants are expected to be familiar with the risk profile and risk management of the RTGS.



#### LDG1. 10th SEACEN Intermediate Leadership Course

:	24–29 April 2016
:	Mongolia
:	The Bank of Mongolia
	:

Central banks are facing new challenges to cope with greater uncertainty, complexity and interdependency in all aspects of their operations, both externally and internally. In view of this, it is pertinent that central bankers possess strategic leadership skills in their thinking and actions when they strive for excellent performance. In that line, SEACEN has designed an interactive leadership program that provides a broad coverage of the essential knowledge, skills and techniques for success as a leader based on the SEACEN Competency Model. This Model was derived based on inputs from SEACEN member central banks and it list competencies required by a leader based on the roles that he/she needs to play in a leadership program for which the content of the program will be focused. The delivery methods include self-assessments, role-plays, group discussions, games, feedback sharing, videotaping, action planning and lectures.

#### **Objectives:**

This intermediate program is designed to help leaders of central banks expand their capacity and competencies through recognizing elements of leadership effectiveness, identifying and assessing key roles of leaders, and improving critical leadership skills. In the context of the central banking environment, this will be achieved through: (i) self-discovery of strengths and development needs; (ii) enhancing agility to learn; (iii) practicing key leadership skills (managing and leading change, problem solving, decision making, influencing and persuasion, and creating developmental climate in the context of central banking); (iv) identification of developmental needs and commitment to action plans; and, (v) taking charge of ongoing developmental processes to close gaps in key competency areas.

#### Target Group:

The Course is designed for middle level managers from central banks/monetary authorities who play leadership roles at departmental levels, with significant managerial responsibilities (leading teams and resources) and with the potential to play strategic roles in the running of their organizations.



#### LDG2. 10th SEACEN Advanced Leadership Course (Signature Program)

Dates	:	12–17 June 2016
Venue	:	Malaysia
Host	:	Bank Negara Malaysia

Financial institutions are facing challenges to cope with greater uncertainty, complexity and interdependency in all aspects of their operations, both externally and internally. Central banks, as organizations entrusted to play a critical role in ensuring financial and price stability as well as growth of their economies, need to possess the authority to carry out their mandates - the agility to weather uncertainty, and the resilience to create sustainable results and impact. These requirements can be fulfilled through effective leadership at all levels in central banks where individuals and teams are expected to possess strategic leadership in their thinking and actions when they strive for excellent performance. Translating the needs of leadership into an integrated set of knowledge, skills and attitude, SEACEN has designed an interactive leadership program that provides a broad coverage of the essential knowledge, skills and techniques for success as a leader based on the SEACEN Competency Model. This Model was derived based on inputs from SEACEN member central banks and it list competencies required by a leader based on the roles that he/she needs to play in a leadership capacity, in the context of central banking.

Every year, a theme will be identified for the SEACEN leadership program for which the content of the program will be focused. This one-week intensive training program will utilize a mix of delivery methods that include self-assessments, case studies, roleplays, group discussions, video-taping, games, feedback, action planning and lectures.

#### **Objectives:**

This Course is uniquely designed to help leaders of central banks expand their leadership capacity and effectiveness, specifically through direction setting, creating alignment to organizational goals and motivating a high sense of commitment from the people. In the context of central banking, this will be achieved through: (i) discovering individual leadership challenges and behavioral impact; (ii) enhancing learning agility; (iii) gaining insights on the application of leadership competencies in central bank functions; (iv) practicing key leadership skills (making decisions and judgment calls, managing and leading change, influencing and persuasion, receiving and giving developmental feedback); (v) identifying individual leadership developmental needs; (vi) crafting an implementable plan for individual leadership development; and, (vii) identifying critical governance principles crucial to the fulfilment of central banks' mandates.

#### **Target Group:**

The Course is designed for head of departments, members of the policymaking committees and senior staff with potential to be heads of departments in the near future. SEACEN Intermediate Leadership alumni may apply for the Course after a 3-year gap from the last leadership program.



#### LDG3. SEACEN Seminar on Central Bank Governance (back-toback with 15th Meeting of the SEACEN Executive Committee (EXCO)) (Signature Program)

Dates : 27–29 September 2016

Venue : Philippines

Host : Bangko Sentral ng Pilipinas

The recent financial crisis has raised important questions concerning central banks' role in the prevention, management and resolution of financial crises. As the crisis unfolded, a number of central banks were confronted with unusually challenging circumstances, which required a sharp expansion in the use of traditional intervention tools and the introduction of entirely new ones. These events had led to a reconsideration of the mandates and roles of central banks in discharging effective and sustainable conduct of their core functions. In particular, there is a need for clear governance in their conducts of monetary policy functions in combination with the additional mandate in safeguarding the stability of the financial system. Underlying these sophisticated phenomena is the set-up of governance structures and practices of central banks in ensuring expertise and professionalism in policy decisions, and credibility in executing its action in times of economic uncertainty. In view of this, there is a pertinent need for central banks to have a clear understanding on the governance setup and arrangement that are most suitable for their own circumstances. Central banks needs effective governance that requires clear and well-specified objectives; appropriate powers and resources; and close alignment of objectives and incentives.

#### **Objectives:**

The Seminar is designed to help decision-makers evaluate the governance setup and arrangements of their central banks in achieving the objectives of central banks' core functions effectively. Through interactive discussions and case studies, participants will learn to: (i) describe the roles and objectives of modern central banks; (ii) discuss the impact of changing mandates on central bank governance; (iii) discuss the design of decision-making arrangements in central banks; (iv) evaluate the legal frameworks used to empower the central banks in discharging their duties; (v) evaluate various ways of constructing working relationships between the central bank, the government, legislature and other regulatory authorities; and, (vi) evaluate the effectiveness of the current setup of their respective central banks.

#### **Target Group:**

The Seminar is designed for senior level officials from central banks involved in managing the governance of their organization, and those involved in policy decisions of the core functions of central banks.



#### V. SEMINARS AND CONFERENCES

#### S1. FSI–SEACEN Policy Seminar on New Expected Loss Provisioning Framework and the Revised Standardized Approach to Credit Risk

Dates	•	6-7 September 2016
		1
		Hong Kong
Host	:	BIS Representative Office for Asia and the Pacific

This theme for this Inaugural Policy and Implementation Seminar is on "The New Expected Loss Provisioning Framework and the Revised Standardized Approach to Credit Risk". The Seminar is targeted for Department Heads and Deputy Heads in charge of policy and supervisory functions.

#### S2 Just-in-Time High Level Seminar

Dates : 24–25 May 2016 (tbc)

Venue : Malaysia

Host : The SEACEN Centre

The theme of the High-level Seminar will be decided nearer to the date of implementation to ensure timeliness of the seminar topic.

#### S3. SEACEN Conference in Honor of Dr. Puey Ungphakorn

Dates : 14 March 2016

Venue : Malaysia

Host : The SEACEN Centre

This Conference is in commemoration of the Centennial Anniversary of Dr. Puey Ungphakorn, who was Governor of Bank of Thailand from 1959-1971. The theme is on "Central Bank Cooperation and Mandates."

#### S4. SEACEN Policy Summit

Dates :	19-20 September 20	16
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- Venue : Malaysia
- Host : The SEACEN Centre

The theme Summit will focus on current areas and issues that will promote thought leadership among senior central bankers and researchers.





# HIGH-LEVEL SEMINARS (BACK-TO-BACK WITH POLICY MEETINGS) FOR FINANCIAL YEAR 2016

#### **M1.**

# 17th SEACEN Conference of Directors of Supervision of Asia-Pacific Economies (back-to-back with 29th Meeting of SEACEN Directors of Supervision (DOS))

Dates : 4–5 August 2016 Venue : Kuala Lumpur, Malaysia

Host : Bank Negara Malaysia

The *Meeting of SEACEN Directors of Supervision* will be a closed-door session during which the heads of supervision departments of the SEACEN member central banks/monetary authorities will discuss SEACEN strategic issues, review the on-going learning activities on banking supervision, and discuss the learning needs for financial stability and banking supervision in the forthcoming operating year.

In conjunction with the Meeting, the *SEACEN Conference of Directors of Supervision of the Asia-Pacific Economies* will be held to provide a forum for senior bank supervisors to discuss challenges and issues of common concern that relates to international standards, best practices, policy guidance and approaches toward strengthening banking supervision in emerging countries. The themes for the meeting and conference will be determined in consultation with the Directors of Supervision of the SEACEN member central banks/monetary authorities. Renowned resource speakers will be invited from international standard setters such as the FSI, advanced and regional central banks, academicians, etc.





# M2. Directors of Payment and Settlement Systems (DOPSS) Conference (back-to-back with 15th Meeting of DOPSS of Asia-Pacific Central Banks)

Dates : 20–23 July 2016 Venue : Sasana Kijang, Kuala Lumpur, Malaysia Host : SEACEN

This annual meeting provides a forum for Directors of Payment and Settlement Systems (DOPSS) to discuss SEACEN strategic issues, review the current year's learning program on PSS and discuss the learning needs for PSS in the forthcoming year. The Meeting will be held back-to-back with the Conference for Directors of PSS in the Asia-Pacific central banks. The Conference theme will be identified in consultation with the Directors of PSS.

Resource speakers for the Conference will be invited from the CPSS, World Bank or experts in the field from the region.





# M3. Directors of Research and Directors of Training (DORT) Seminars (back-to-back with 38th DORT Meeting)

Dates :	17 - 20	August 2016	5
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- Venue : Papua New Guinea
- Host : Bank of Papua New Guinea

This Annual Meeting is held to discuss SEACEN strategic issues, review the progress of the training courses and research activities and to discuss proposed program of activities for FY 2017. The Meeting will be preceded by seminars for Directors of Research and Directors of Training/HR to discuss challenges and issues of common concern that relates to monetary policy analysis, formulation, operations and implementation for Directors of Research, and HR and training issues such as leadership development, development and retention of talents in central banks, and assessing impact of learning to business needs.

Topics for the Seminars will be identified in consultation with the Directors of Research and Training. Depending on the topics of the Seminars, resource speakers will be invited from international or regional financial institutions, advanced or regional central banks, or renowned private consultants.

### M4. High-level Seminar on Financial Stability (back-to-back with 7th Meeting of Deputy Governors in charge of Financial Stability and Banking Supervision (DGFS))

Dates	:	22-23 September 2016
Venue	:	India
Host	:	Reserve Bank of India

In line with the Board of Governors' decision at the 30th BOG Meeting, the Meeting of Deputy Governors in charge of financial stability and banking supervision will be convened annually to exchange views and experiences on issues relating to financial stability and developments that are well focused and relevant to the region. The Meeting will be preceded by a Seminar on topic to be identified in consultation with the Deputy Governors in charge of Financial Stability and Banking Supervision.

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# M5. SEACEN-BIS High-level Seminar (back-to-back with 15th SEACEN Executive Committee (EXCO) Meeting)

- Dates : 27-29 September 2016
- Venue : Philippines
- Host : Bangko Sentral ng Pilipinas

This annual Meeting will be held to: (i) review the progress of activities and budget for the current financial year; (ii) recommend the proposed initiatives, program of activities, budget and other operational matters of SEACEN for the forthcoming operating year; and (iii) discuss matters and policies of strategic importance to SEACEN to be recommended to the SEACEN Board of Governors. The Meeting will be preceded by a seminar on topic to be identified in consultation with the EXCO.





### M6. 52nd SEACEN Governors' Conference/High-Level Seminar and 35th SEACEN BOG Meeting

Dates	:	24–26 November 2016
Venue	:	Myanmar
Host	:	Central Bank of Myanmar

The SEACEN Governors' Conference provides a forum for the governors of the SEACEN member and observer members to exchange views and share experiences on economic and financial issues of common interest and concern, and to be updated on the world economic outlook and emerging international financial issues. The theme of the Conference will be identified by the Host Bank in consultation with the SEACEN Governors.

The SEACEN BOG Meeting, which will be held in conjunction with the SEACEN Governors' Conference, will decide on policies of strategic importance to SEACEN, approve the SEACEN program of activities, budget, and other administrative matters as recommended by the EXCO; as well as discuss the SEACEN Trust Fund.



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# SEACEN MEMBERSHIP

- 1. With effect from 22 November 2013, SEACEN membership has been categorized as follows:
  - а. Regular Member Central Bank: Refer to the existing 20 SEACEN members, retaining their current roles and responsibilities.
  - Associate Member Central Bank: Invitee and observer central banks shall b. be merged and reclassified into Associate Member Central Banks. The BOG has the prerogative to decide on the reclassification from the invitee/ observer status.
- 2. **Observer Central Bank:** Refers to central banks other than Regular member Central Bank and Associate Member Central Bank.
- 3. In general, the Regular Member Central Bank, Associate Member Central Bank and Observer Central Bank have the following rights and obligations:

SEACEN Activities	Regular Member	Associate Member	Observer
Participation in the SEACEN governance process (Board of Governors, EXCO and other meetings).	YES	NO	NO
Participation in the SEACEN Governors' Conference/High-Level Seminar.	YES	YES	NO
Staff secondment to SEACEN.	YES	NO	NO
Cost-sharing in SEACEN operational expenditure.	YES	NO	NO
Payment of membership dues.	NO	YES at US\$5,000 annually	NO
Payment of tuition fees.	NO	YES	YES
Participation in research/case studies.	YES	NO	NO
Access to copies of research/case studies.	YES	YES <sup>1</sup>	NO
Participation in training programs.	YES	YES	YES
Co-hosting of SEACEN training programs.	YES	YES (on special request) <sup>2</sup>	NO

- 1. As a premium to the minimal contribution imposed on Associate Member Central Banks.
- 2. The Associate Member Central Bank shall convey, to the incumbent BOG Chair, its interest to host a particular SEACEN training program, subject to the concurrence of all EXCO members.



- 4. Regular Member Central Banks and Associate Member Central Banks will be invited to all SEACEN training programs, with the Regular Member Central Banks given priority. SEACEN shall continue to determine the selection of participants for each training program.
- 5. All non-member central banks will be called Observers and Partners. Observers will not be required to pay annual membership fees but will pay tuition fees for participation in SEACEN training programs. Partners are those which contribute resource speakers to SEACEN training programs.
- 6. The invitee and observer central banks will be informed of the reclassification of their respective status membership to Associate Member Central Bank and, invited to articulate their respective interest to obtain the status of Associate Member Central Bank. They are eligible to apply for Regular Membership status subject to compliance with the membership criteria and the of optimal membership size of 22.
- 7. New Associate Member Central Banks (those that are not current invitee and observer central banks) will be eligible to apply as a Regular Member after a period of at least three (3) years, subject to compliance with the SEACEN Membership Criteria and the of optimal membership size.
- 8. Consequently, the list of invitee and observer central banks will be replaced by a new list of Associate Member Central Banks, Observers and Partners.



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# PARTICIPATION IN SEACEN TRAINING PROGRAMS

Participation in the training programs is by invitation. Participants of the training programs comprise mainly middle to senior level staff of the 20 SEACEN Regular Member Central Banks/Monetary Authorities; 7 Associate Member Central Banks/Monetary Authorities and 8 Observer Central Banks/Monetary Authorities in the Asia-Pacific region, as approved by the SEACEN Board of Governors shown in Table A.

#### Table A

List of SEACEN Regular and Associate Members, and Observers (alphabetical order)				
SEACEN Regular Members	SEACEN Associate Members			
<ol> <li>Autoriti Monetari Brunei Darussalam</li> <li>National Bank of Cambodia</li> <li>People's Bank of China</li> <li>Reserve Bank of Fiji</li> <li>Hong Kong Monetary Authority</li> <li>Reserve Bank of India</li> <li>Bank Indonesia</li> <li>The Bank of Korea</li> </ol>	<ol> <li>Reserve Bank of Australia</li> <li>Bangladesh Bank</li> <li>Royal Monetary Authority of Bhutan</li> <li>Monetary Authority of Macao</li> <li>State Bank of Pakistan</li> <li>National Reserve Bank of Tonga</li> <li>Reserve Bank of Vanuatu</li> </ol>			
9. Bank of the Lao, PDR	SEACEN Observers			
<ol> <li>Bank Negara Malaysia</li> <li>The Bank of Mongolia</li> <li>Central Bank of Myanmar</li> <li>Nepal Rastra Bank</li> <li>Bank of Papua New Guinea</li> <li>Bangko Sentral ng Pilipinas</li> <li>Monetary Authority of Singapore</li> <li>Central Bank of Sri Lanka</li> <li>Central Bank, Chinese Taipei</li> <li>Bank of Thailand</li> <li>State Bank of Vietnam</li> </ol>	<ol> <li>Da Afghanistan Bank</li> <li>The Central Bank of the Islamic Republic of Iran</li> <li>Bank of Japan</li> <li>Maldives Monetary Authority</li> <li>Reserve Bank of New Zealand</li> <li>Central Bank of Samoa</li> <li>Central Bank of Solomon Islands</li> <li>Central Bank of Timor-Leste</li> </ol>			

Speakers of SEACEN training programs are mostly drawn from the internal faculty of SEACEN, SEACEN collaborators as well as subject matter experts from SEACEN Member Central Banks. The list of collaborating institutions and areas of collaboration are given in Table B.



#### Table B

INSTITUTIONS AND AREAS OF
COLLABORATION IN LEARNING PROGRAMS

COLLABORATION IN LEARN	ING PROGI	RAMS		
Institutions	Monetary Policy/ Macro- economic Management	Financial Stability/ Banking Supervision	Payment and Settlement Systems	Leadership / Central Bank Governance/ Others
APEC Business Advisory Council (ABAC)		+		
Asian Development Bank (ADB)	+	+		
ADB Institute		+		+
APEC Training Initiative		+		
Bank For International Settlements (BIS)	+	+		(Legal;IT)
Centre for Central Banking Studies, Bank of England	+			
Center for Latin American Monetary Studies (CEMLA)	+			
Bank of Japan	+		+	
Committee for Payment & Market Infrastructure (CPMI)/BIS			+	
Deutsche Bundesbank		+		
Federal Reserve System, U.S.A.	+	+		
Financial Stability Institute (FSI)/BIS		+		
International Centre for Leadership in Finance (ICLIF)				(Leadership)
International Monetary Fund (IMF)	+			
IMF Institute	+	+		
Irving Fisher Committee on Central Bank Statistics	+			
Islamic Development Bank (IDB)		+		
US Office of Comptroller of the Currency (OCC)		+		
Office of Superintendent of Fin. Institutions (OSFI), Canada		+		
Toronto International Leadership Centre		(Leadership)		
World Bank (WB)	+	+		
World Bank Institute	+	+		
World Bank Treasury				(Reserve Management)
Harvard Club of Malaysia & Charles River Centre				(Leadership)
International Association of Deposit Insurers (IADI)		(Deposit Insurance)		
Consultative Group to Assist the Poor (CGAP)		(Microfinance, Access to Finance)		

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The SEACEN Centre

#### HOW TO APPLY

#### Application

Process: All

All SEACEN training programs and meetings are by invitation only. Candidates are nominated by the respective institutions upon the request of SEACEN.

#### Eligibility Criteria:

SEACEN invites and accepts nominations to participate in its training programs from 20 SEACEN Regular Members; 7 Associate Members and 8 Observers as presented in Table A.

#### Tuition

Fees:

Tuition fees will be applicable for participants of Associate and Observer central banks/monetary authorities for training programs that are not fully collaborated with international financial institutions such as the BIS, FSI, CPSS, IMF, and World Bank. For the fully collaborated training programs with these institutions, tuition fees will be waived for the first participant from such central banks of economies that are members of the above-mentioned institutions.

#### Administrative

#### Arrangements:

Letters of invitation requesting for nominations of participants are sent to the central banks and monetary authorities approximately eight to ten weeks prior to the start of the training program or meeting. Besides details of the program such as the objectives, target audience, invited speakers, tuition fees, deadline for nomination, the letter will include a draft outline, preliminary agenda and guidelines for online registration.

Once the nomination is accepted, the participant will receive an acknowledgement by email. Joining instructions, online logistics forms and other useful information will be provided to the participants to prepare them for the training program. Training programs and meetings could be held in SEACEN, Kuala Lumpur, Malaysia or at locations of the SEACEN member economies. On receiving the completed logistics form from the participants, the host secretariat will make the bookings for accommodation on behalf of the participants. Participants are responsible for paying their own travel, meals, lodging expenses and insurance.



# **Contact Information for Training Programs:**

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The current schedule and description of the training programs and meetings offered by SEACEN are available at its website: www.seacen.org



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