

IV. ACTIVITIES

Programme Design

To ensure that the programme of activities is relevant to the current needs and interest of member central banks, SEACEN has been formulating its proposed programme in close collaboration with the member central banks. In recent years as SEACEN expanded its collaboration with international and regional financial institutions and other reputable learning providers, the planning process has also included consultations with these strategic partners. The following section outlines the sources of inputs, basis for selecting the proposed activities and approximate time periods of the planning stages.

Chart 3 PROGRAMME DESIGN presents the planning cycle of SEACEN. As seen in this Chart, the inputs into the proposed annual programme are drawn from the following sources:

1. The Strategic Business Plan, decisions and suggestions of the BOG and EXCO.
2. Member banks, in particular Directors of Research and Training (DORT), with input from Directors of Supervision, and Directors of Payment and Settlement Systems. The input includes suggestions on learning topics, and indication of readiness to host the programme as well as seconding their staff to conduct the research projects at SEACEN.
3. Collaborating institutions provide information on the areas of technical assistance, funding, and scheduling of the programmes. Table 3 INSTITUTIONS AND AREA OF COLLABORATION IN LEARNING PROGRAMMES presents details on the name of institutions and the areas of collaboration.
4. SEACEN and other sources.

The input from the foregoing sources are normally obtained in the months of July, August and September. Out of the proposals received from these sources, a proposed programme is drawn up on the basis of the following criteria:

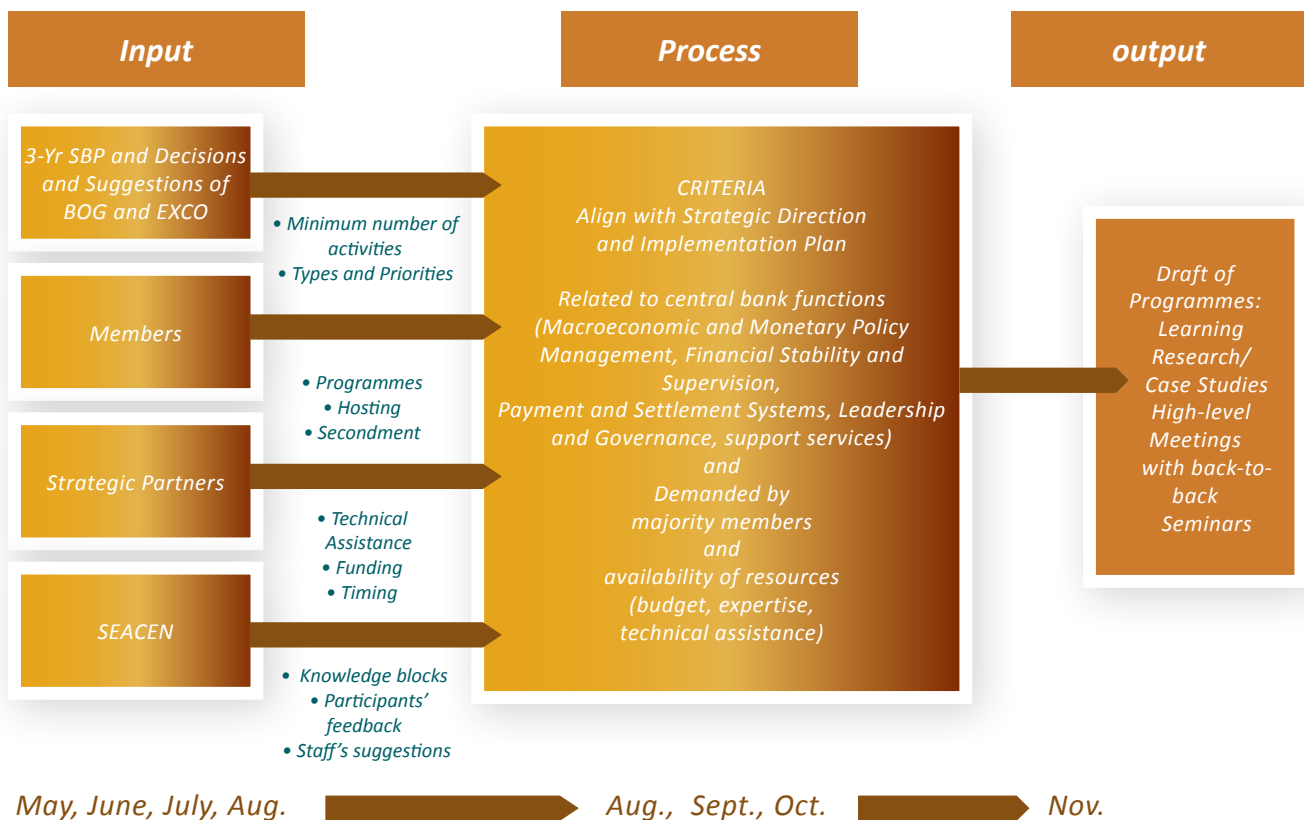
1. The activity is aligned with the SEACEN Strategic Business Plan;
2. The activity is related to key central banking functions, viz., Macroeconomic and Monetary Policy, Financial Stability and Supervision, Payment and Settlement Systems, Leadership and Central Bank Governance. Realising the importance of structured and customised learning programmes to meet needs of its members, SEACEN collaborates with international subject matter experts and relevant directors of member banks to establish 3 blocks of central bank knowledge, viz. Macroeconomic and Monetary Policy Management; Financial Stability and Supervision; and Payment and Settlement Systems. SEACEN also developed the leadership competency model based on a leadership needs survey among member central banks;
3. The activity is of interest to the majority of the SEACEN member banks and,
4. The availability of resources (funding, in-house expertise, possible technical assistance) to conduct the activity.

Focus of Activities of SEACEN

At the 20th BOG Meeting in Singapore on 1 June 2001, the BOG agreed in principle to the recommendations put forth by the team of external consultants led by Prof. Dr. Adrianus Mooy on the SEACEN Strategic Review to realign and give greater focus to SEACEN's activities, organisation structure and financing. Specifically, the decisions agreed upon are as follows:

1. Learning should be the principal activity of SEACEN and it should focus on areas and issues that have critical importance as well as practical applications in central banking functions, viz., Macroeconomic and Monetary Policy Management, Financial Stability and Supervision, and Payment and Settlement Systems.
2. In the area of research, SEACEN should act as network provider or clearing house, rather than originator of research. Research would also focus on areas of practical applications in central banking and be linked to learning programmes. SEACEN will develop case studies to support learning programmes. In addition, research papers will be presented and discussed in the relevant learning programme.

Chart 3: PROGRAMME DESIGN



Learning Programme

SEACEN's learning programme comprises courses, seminars and workshops as well as research activities. A course is an interactive learning programme to enhance the capacity building of member central banks. It is generally of longer duration, usually more than three days, comprising several related modules. A seminar is a programme where the topic is of current interest and the discussions are exploratory and policy-oriented in nature. A workshop is where the topic is generally technical in nature and involves hands-on practical sessions.

In addition to having resource speakers from collaborating institutions, as shown in Table 3 INSTITUTIONS AND AREAS OF COLLABORATION IN LEARNING PROGRAMMES, SEACEN also draws from its own faculty as well as invited speakers from its member and invitee central banks and monetary authorities to lend a ‘SEACEN flavour’ to the content of its activities. Speakers from the private sector are also sometimes invited to cover specific areas of specialisation.

Participation in any learning programme are by invitation only. There are 35 central banks/monetary authorities in the Asia-Pacific region that are invited to the learning programmes. They include the 18 SEACEN members, 1 SEACEN observer and 16 invitees, as shown in Table 4 TUITION FEES FOR PARTICIPATION IN SEACEN LEARNING PROGRAMMES. On a case-by-case basis, the collaborative institutions, particularly those that have members in the Asia-Pacific region such as the ADB, APEC, BIS, FSI, IMF and World Bank may invite other central banks/monetary authorities in addition to the regular SEACEN list of 35 central bank/monetary authority participants.

**Table 3: INSTITUTIONS AND AREAS OF COLLABORATION IN LEARNING PROGRAMMES
(as of July 2012)**

Institutions	Monetary Policy/ Macro-economic Management	Financial Stability and Supervision	Payment and Settlement Systems	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 & Settlement Systems (CPSS)/BIS			★	
Deutsche Bundesbank		★		
Federal Reserve System, U.S.A.	★	★		
Financial Stability Institute (FSI)/BIS		★		
ICLIF Leadership and Governance Centre				★
				(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 Centre		★		
		(Leadership)		
The World Bank	★	★		
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)		

Course Fees

Based on the decision at the 17th Meeting of the BOG of The SEACEN Centre in 1998 in Bali, Indonesia, the fee schedule for non-SEACEN members is as follows:

Duration of Learning Programmes	Course Fees
1 – 3 days	US\$ 1,300
4 – 5 days	US\$ 1,500
More than 5 days	US\$ 2,500

In response to increasing demand for SEACEN learning programmes, and in consideration of limited resources of SEACEN as well as the need to have a balance between cross subsidy of members' resources and assistance to the deserving neighbouring central banks, the SEACEN BOG decided at the 24th Meeting in Nadi, Fiji on 2 June 2005, on the tuition fees for participation in SEACEN learning programmes as follows:

1. All SEACEN member banks will be exempted from tuition fees. For non-central bank institutions in the member countries, to pay 50% if the economy's per capita GDP is more than US\$1,500, otherwise fee waiver.
2. For observer members, to pay in full if the economy's per capita GDP is more than US\$1,500, otherwise fee waiver for the first participant, and 50% for each subsequent participant. This tuition fee applies to all learning programmes.
3. For invitees, to pay in full if the economy's per capita GDP is more than US\$1,500, otherwise 50% of tuition fee.

At the 25th Meeting in Brunei Darussalam on 5 March 2006, the SEACEN BOG decided to modify the existing fee applications as follows:

1. For collaborated/funded by international financial organisations, e.g., IMF, World Bank, BIS, FSI, CPSS: Fee waiver for first participant from SEACEN observers and invitees. Subsequent participants to impose fee as earlier decision.
2. For course collaborated/funded by advanced central banks, e.g., Bank of Japan, Reserve Bank of Australia: Fee waiver for participants from collaborating central banks. Other participants to pay fee as decided earlier.

At the 26th Meeting in Bangkok on 29 July 2007, the BOG decided that participants from commercial banks/ private sector attending the SEACEN/ABAC/ABA/PECC^{2/} Public-Private Dialogue be charged a fee of US\$ 250 per participant to partially defray the administration cost of conducting the Dialogue.

Table 4 TUITION FEES FOR PARTICIPATION IN SEACEN LEARNING PROGRAMMES gives the details on the institutions to be invited for training, basis of their participation, and corresponding tuition fees. Table 5 PERCENT OF TUITION FEES FOR PARTICIPATION IN SEACEN LEARNING PROGRAMMES lists these institutions according to the tuition fee application, and the percentage of tuition fees that would be applied to them.

2/ ABAC, ABA and PECC refer to the APEC Business Advisory Council, Asian Bankers' Association and Pacific Economic Cooperation Council respectively.

Course Participants

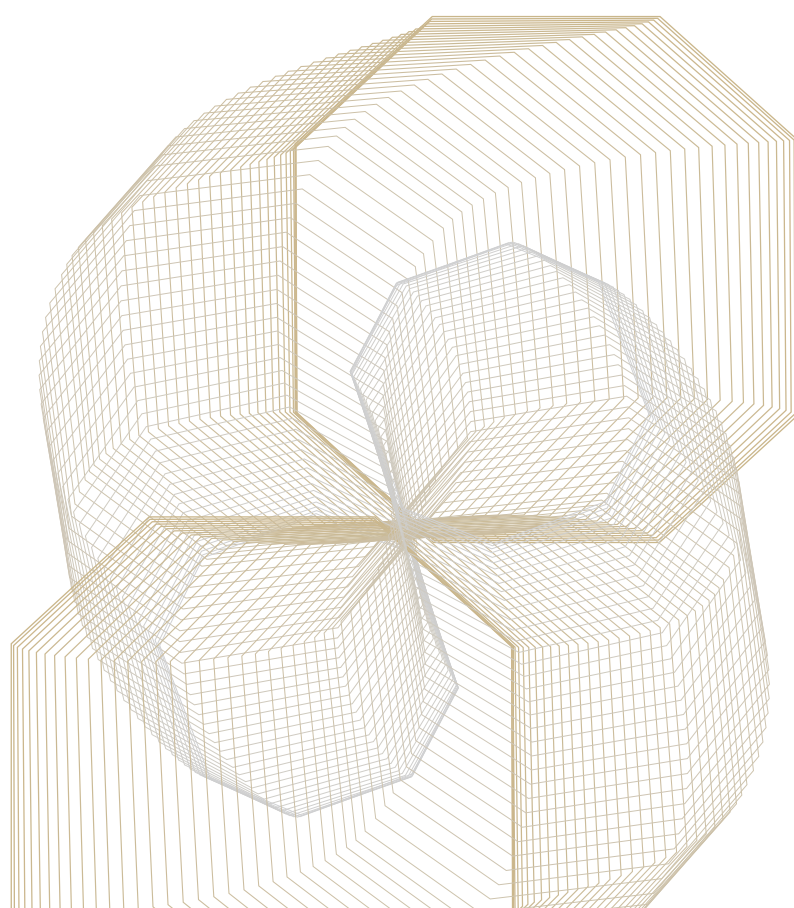
The number of learning programmes has been increasing. From 1972 to March 2012, SEACEN has organised cumulative learning programmes comprising 219 courses, 176 seminars and 74 workshops. The number of participants has also increased, i.e., from 1972 to end-March 2012, 11922 officers have participated in the SEACEN learning programmes including those coming from invited non-member countries. Chart 4 NUMBER OF PARTICIPANTS AND INSTITUTIONS represents the number of participants from different central banks/monetary authorities.

To make learning programmes effective, the number of participants is limited to a range of 20 to 40 persons. If the applications are beyond 40 persons, SEACEN will select the participants based on the following priority.

Priority	Participants from
First	Central bank/monetary authority of the SEACEN members
Second	Institutions nominated by SEACEN members
Third	Paying institutions
Fourth	Non-paying institutions

Measurement of Impact of Learning Programmes

To improve the effectiveness of learning and to demonstrate its results, SEACEN currently conducts Level-1 for all programmes and Level - 3 evaluations for selected events, and has introduced Level-2 evaluation for certain learning programmes. Level-1 evaluation seeks input on participants' reactions – whether they found the course beneficial, and whether it is effectively implemented in terms of course design, contents, speakers and organisational aspects. Level-2 evaluation aims to measure whether participants gain knowledge and skills embodied in the learning objectives of the learning programme and is conducted by assessing entry knowledge and exit knowledge (through either pre- and post-tests by participants or observations by facilitators during quizzes, presentations and class discussions). Level - 3 feedback, which measures transfer of knowledge gained in the work place, has been conducted 6 months after participants returned to their workplace. Under the Strategic Business Plan, the Key Performance Indicators (KPIs), are for SEACEN to deliver up to 20 learning programmes per year with a minimum average rating of 4 on a scale of 1 (least effective) to 5 (most effective) from participants for Level-1 evaluation.



**Table 4: TUITION FEES FOR PARTICIPATION IN SEACEN LEARNING PROGRAMMES
(as of July 2012)**

Tuition Fees: 1 - 3 days** US\$1,300 4 - 5 days** US\$1,500 > 5 days** US\$2,500					
Institutions to be Invited for Learning Programmes	Based on Decision by	SEANZA Members	Tuition Fees (%)		
			Central Banks ****		Non-Central Banks*
			First Participant	Subsequent Participants	
Members					
Brunei Darussalam	Member 2003		–	–	50
Cambodia	Member 2006		–	–	–
China P.R.	Member 2011	Y	–	–	50
Fiji	Member 2004		–	–	50
Indonesia	Member 1982	Y	–	–	50
Korea	Member 1990	Y	–	–	50
Laos, PDR	Member 2012		–	–	–
Malaysia	Member 1982	Y	–	–	50
Mongolia	Member 1999	Y	–	–	50
Myanmar	Member 1982		–	–	–
Nepal	Member 1982	Y	–	–	–
Papua New Guinea	Member 2005	Y	–	–	–
Philippines	Member 1982	Y	–	–	50
Singapore	Member 1982	Y	–	–	50
Sri Lanka	Member 1982	Y	–	–	50
Chinese Taipei	Member 1992		–	–	50
Thailand	Member 1982	Y	–	–	50
Vietnam	Member 2006		–	–	–
Observer, per capita GDP > US\$1,500					
Tonga	BOG 1998		100	100	100
Invitees, per capita GDP > US\$1,500					
Australia	BOG 1998	Y	*****	*****	100
Hong Kong	BOG 1998		100	100	100
Iran	BOD 2000	Y	100	100	100
Japan	BOG 1998	Y	*****	*****	100
Macao	BOG 2005		100	100	100
Maldives	BOG,2007		100	100	100
New Zealand	BOG 1998	Y	100	100	100
Samoa	BOG 2006		100	100	100
Solomon Islands	BOG 1998		100	100	100
Vanuatu	BOG 2005		100	100	100

Institutions to be Invited for Learning Programmes	Based on Decision by	SEANZA Members	Tuition Fees (%)		
			Central Banks ****		Non-Central Banks*
			First Participant	Subsequent Participants	
Invitees, per capita GDP ≤ US\$1,500					
30 Afghanistan	BOG 2006		50	50	50
31 Bangladesh	BOG 2005	Y	50	50	50
32 Bhutan	BOD 1998		50	50	50
33 India	BOG 2005	Y	50	50	50
34 Pakistan	BOG 2001	Y	50	50	50
35 Timor-Leste	BOG 2004		***	***	***

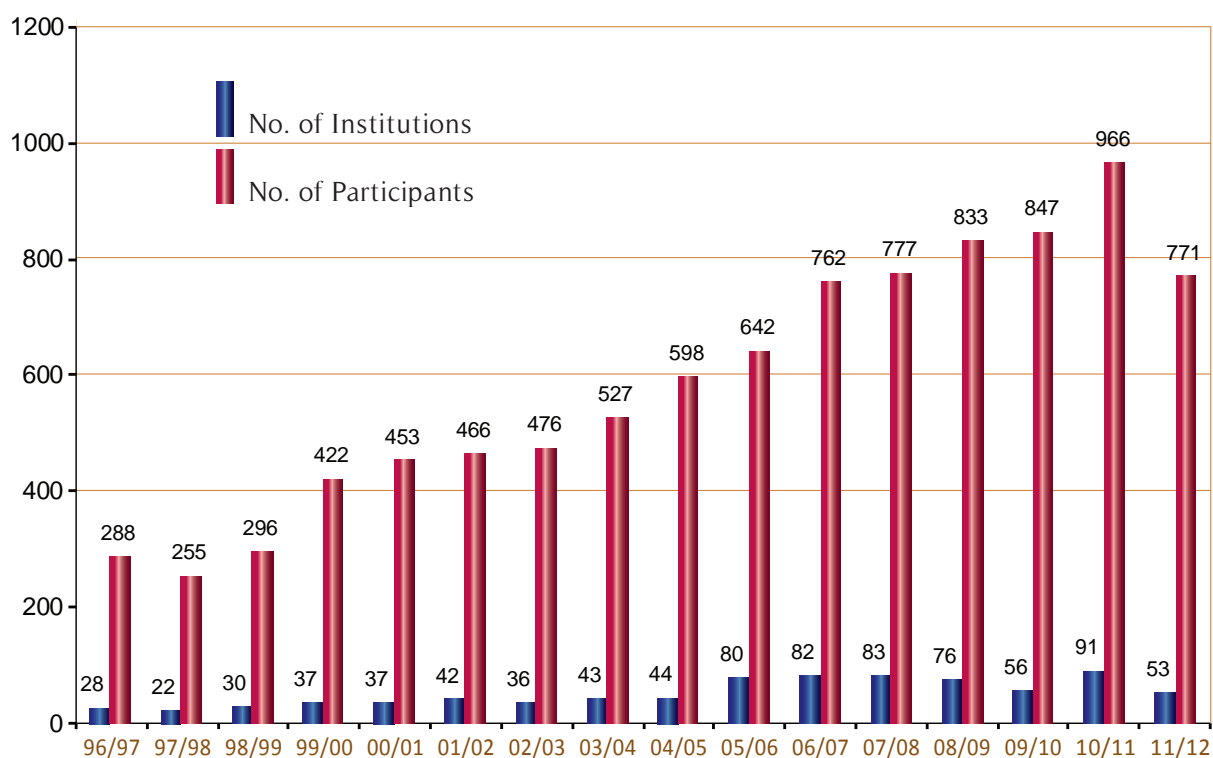
- * Excluding self-financing Basel II courses and the SEACEN/ABAC/ABA/PECC Public-Private Dialogue. For self-financing Basel II course, commercial bank participants pay 100% tuition fee. For the Public-Private Dialogue, a fee of US\$ 250 is imposed on participants from commercial banks/private sector.
- ** Learning duration excludes pre/post learning programme.
- *** Waived for participants from Banking and Payment Authority (BPA) until 2006/07 (BOG decision in 2004) and extended for another 3 years until 2009/10 (BOG decision in 2007).
- **** Courses collaborated/funded by IFIs, e.g., IMF, WB, BIS, FSI, CPSS, IDB: Fee waived for 1st Participants from SEACEN Observers and Invitees; subsequent participants' fees as decided by BOG (BOG decision in 2006).
- ***** Courses collaborated/funded by advanced central banks, e.g., BOJ, RBA: fee waived for participants from collaborating central banks; other participants' fees as decided by BOG (BOG decision in 2006).

Table 5: PERCENT OF TUITION FEES FOR PARTICIPATION IN SEACEN LEARNING PROGRAMMES *

Tuition Fees: 1 - 3 days** US\$1,300 4 - 5 days** US\$1,500 > 5 days** US\$2,500			
	Percent of Tuition Fees for Participants		
	From Central Bank		From Non-Central Bank***
	Collaboration with IMF,WB,BIS,FSI,CPSS,IDB	Other Arrangements	
Group A			
Brunei, China P.R, Fiji, Indonesia, Korea, Malaysia, Mongolia, Philippines, Singapore, Sri Lanka, Chinese Taipei, Thailand	0	0	50
Group B			
Cambodia, Laos, Myanmar,Nepal, Papua New Guinea, Timor-Leste****, Vietnam	0	0	0
Group C			
Afghanistan, Bangladesh, Bhutan, India, Pakistan	1st Participant: 0 Next Participant: 50	50	50
Group D			
Australia*****, Hong Kong, Iran, Japan*****, Macao, Maldives, New Zealand, Samoa,Solomon Is.,Tonga, Vanuatu	1st Participant: 0 Next Participant: 50	100	100

- * Learning programmes comprise Course, Seminar and Workshop; Conference and Meeting are excluded.
- ** Learning duration excludes pre/post learning programme.
- *** Excluding self-financing Basel II learning courses and the SEACEN/ABAC/ABA/PECC Public-Private Dialogue. For self-financing Basel II learning course, commercial bank participants pay 100% tuition fee. For the Public-Private Dialogue, a fee of US\$ 250 is imposed on participants from commercial banks/private sector.
- **** Waived for participants from Banking and Payment Authority (BPA) until 2006/07 (BOG decision in 2004) and extended for another 3 years until 2009/10 (BOG decision in 2007).
- ***** BOG decision in 2006 as noted in Table 4.

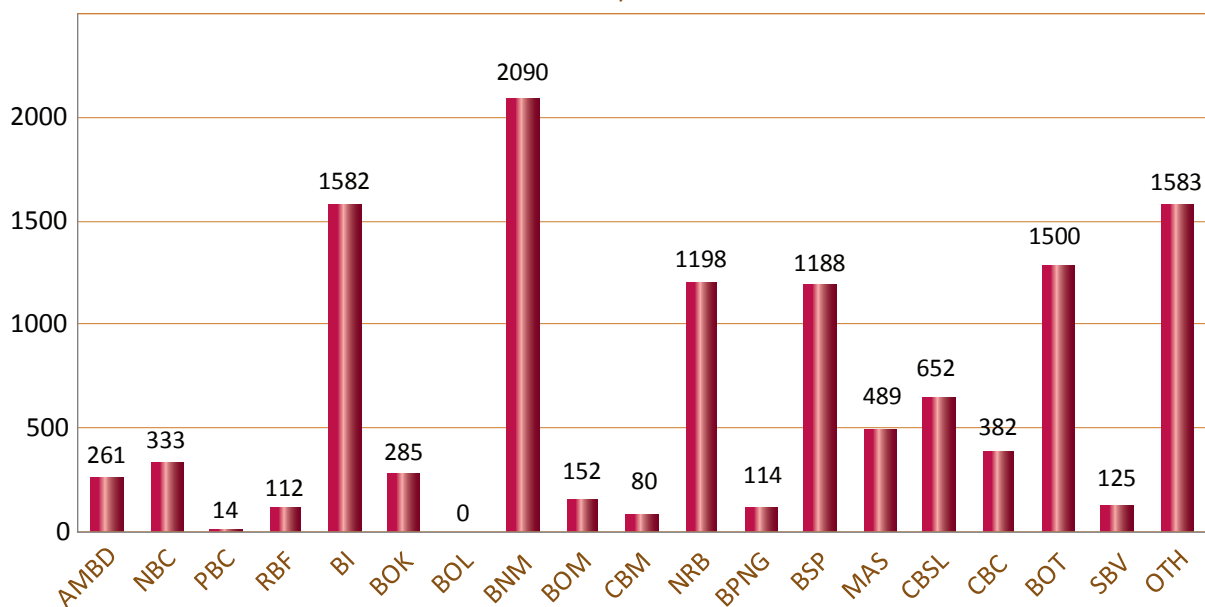
**Chart 4: NUMBER OF PARTICIPANTS* AND INSTITUTIONS
OY 1996/97 to OY 2011/12**



* participants of learning programmes, excluding meetings

**PARTICIPANTS IN LEARNING PROGRAMMES
1972- March 2012**

Total Participants: 11922



AMBD - Autoriti Monetari Brunei Darussalam; NBC - National Bank of Cambodia; PBC - People's Bank of China; RBF - Reserve Bank of Fiji; BI - Bank Indonesia; BOK - The Bank of Korea; BOL - Bank of the Lao PDR; BNM - Bank Negara Malaysia; BOM - The Bank of Mongolia; CBM - Central Bank of Myanmar; NRB - Nepal Rastra Bank; BPNG - Bank of Papua New Guinea; BSP - Bangko Sentral ng Pilipinas; MAS - Monetary Authority of Singapore; CBSL - Central Bank of Sri Lanka; CBC - Central Bank, Chinese Taipei; BOT - Bank of Thailand; SBV - State Bank of Vietnam; OTH - Others

Research Programme

In line with the 3-Year Strategic Business Plan, emphasis of SEACEN research activities has been placed on issues of regional importance to central banks and relevant to learning programmes. The research output has been used as learning content and, where appropriate, modified as case studies to enhance the effectiveness of learning programmes. Promoting networking and collaboration among the SEACEN members and other renowned international financial institutions on issues of common concern is another key research activity. To this end, some of the SEACEN research projects are conducted in collaboration with researchers from member central banks/monetary authorities. In some cases, such collaboration extends to other international institutions such as the BIS, IMF and the World Bank. SEACEN's research workshops also provide ample opportunities for researchers from the region to share experiences and interact with experts who provide multi-dimensional viewpoints.

To further enhance the quality of research projects and case studies, SEACEN has commenced undertaking more in-house research for better focus. With the formalisation of the SEAGs to assist SEACEN in aligning its activities to business needs of member banks, SEACEN has exercised greater flexibility to decide on research topics which are relevant to learning and also to introduce the "just-in-time" research project to meet the demands of the rapidly changing regional and global environment. To capitalise on the rich experience of member banks, SEACEN has also engaged SMEs including retired and ex-central bankers to develop case studies to meet the needs of SEACEN's learning programmes.

Research activities continue to be strategically linked to learning with a view to enhancing the effectiveness of learning programmes. In this regard, SEACEN has set up a cross-functional team to identify topics on research and case studies. Research staff of SEACEN has also been more involved in the designing and delivery of learning programmes.

Evaluation of Research Projects

The Key Performance Indicators (KPIs) are for SEACEN to deliver at least 4 research papers per year with a minimum average rating of 4 in a scale of 1 (least effective) to 5 (most effective) from relevant directors of member central banks/monetary authorities. In light of this, SEACEN has prepared an evaluation system for research projects which is based on a questionnaire sent to the Directors of Research of the SEACEN member banks/monetary authorities for both "in-house" and "collaborative" research projects so as to obtain a comprehensive range of quantifiable performance indicators to assess research performance.



Other Research Publications

SEACEN Occasional Papers

These are papers prepared by resource persons for SEACEN seminars and learning programmes. In addition, the occasional papers could be studies on SEACEN member economies by subject matter experts outside the SEACEN economies on central banking issues which are of current interest to the SEACEN member central banks. As part of SEACEN's strategic research initiatives to widen the dissemination of SEACEN research output and facilitate the sharing of knowledge among SEACEN member central banks and the public, researchers/economists/analysts from member banks/monetary authorities are encouraged to submit research or working papers to be published as occasional papers of SEACEN.

SEACEN Staff Papers

These are papers prepared by the staff of SEACEN, focused on current issues of interest to regional central banks.

Guide to SEACENBank Watch

The annual SEACENBank Watch provides current information about the SEACEN member central banks on recent changes in the organisation structure, including movements of senior officers as well as information on the mode of monetary management, financial stability, policy signals and other useful information.

SEACEN Background Papers

The background papers are prepared to facilitate discussions at high level meetings such as the Meetings of the SEACEN EXCO and SEACEN BOG. The background papers also present key economic data of SEACEN member central banks and monetary authorities.

Dissemination of SEACEN Research Papers

SEACEN publishes and disseminates in print form its research publications to all its member central banks and monetary authorities. The online publication of SEACEN research papers had already been implemented as approved by the EXCO. The Research Reports, Staff Papers, Occasional Papers and Institutional Publications are available for downloading from the SEACEN's website at <http://www.seacen.org>.

SEACEN Expert Group on Capital Flows

Background

The SEACEN Expert Group (SEG) on Capital Flows was established by SEACEN in May 2000, in response to the concern expressed by the SEACEN Governors at their January 2000 Conference in Kuala Lumpur over the need to manage capital flows to ensure stability in regional financial markets. At the 20th Meeting in Singapore on 1 June 2001, the BOG also approved the proposal by the SEG to set up an electronic data exchange facility at SEACEN.

Objectives

The main objectives of the SEG are:

1. To develop a regional framework to promote information sharing on capital flows among members; and,
2. To draw up concrete and practical proposals that members can implement individually or collectively to enhance the management of capital flows.

Membership

The SEG comprises 17 member central banks, viz., 14 SEACEN member central banks, and three SEACEN observers, viz., the Reserve Bank of Australia, Hong Kong Monetary Authority and the Bank of Japan. The SEG is co-chaired by Bank Negara Malaysia and Bangko Sentral ng Pilipinas.

SEACEN's main role is to assist the SEG in implementing the work programme as decided by the SEG, such as providing data exchange facility, processing and analysing capital flows data as reported by members, as well as providing secretariat support to the SEG meetings and teleconferencing calls.

Outcomes of the SEG Work

Since its establishment in 2000, the SEG has held nine meetings in Kuala Lumpur in May 2000, Ulaanbaatar in September 2000, Kuala Lumpur in May 2001, Ulaanbaatar in June 2002, Kuala Lumpur in March 2005 and February 2007, Siem Reap in December 2008, Kuala Lumpur in August 2009 and August 2011.

The SEG Meetings are normally held back-to-back with other SEACEN programmes, where possible, to minimise travel time and costs. Follow-up work by the Secretariat and consultations among SEG members are conducted via electronic mail.

The SEG work has been focusing on three main areas, viz., developing a regional framework to promote the sharing of capital flows data; assessing the methods and systems of risk management among members; and capacity building. Specifically, the outcomes of the SEG work include the following:

1. SEG Directory

A directory of contact persons among the SEG members (Directory of Expert Group on Capital Flows) has been compiled to facilitate the exchange of information or clarifications among members. The Directory is updated regularly to ensure that the information is current.

2. Exchange of Data on Capital Flows

a. SEG Data Templates on Capital Flows

To track the movements of capital flows and other related financial market data in the individual member economies, the SEG regularly reports a common set of data templates to be shared among members through the SEACEN Website.

b. Electronic Data Exchange Facility

As an effective means of exchanging data, an electronic data exchange facility has been installed at SEACEN. The data exchange facility includes:

- i. a dedicated web server to publish the SEG data templates and to house the SEG database; and,
- ii. security software and devices to ensure the integrity and confidentiality of data, comprising secure electronic mail transmission; secure authentication; and, secure online internet connection.

3. Assessment of Capital Flows

At present, data from participating SEG members are regularly published in the secure segment of SEACEN Website. Only authorised officials of the SEG member central banks can access the SEG database. Chart 5 illustrates the flow of data exchange. Based on the data reported by the SEG members and questionnaire surveys, the SEACEN SEG Secretariat prepares brief reports twice a year on capital flows entitled “A Monitoring Note on Capital Flows of SEG Members” to be circulated to members. The reports assess both current trends in capital flows in the region and capital flows expected in the next twelve months, as well as identify potential risks and areas of vulnerabilities. Besides being reported twice a year, the assessments can also be discussed at relevant events organised by SEACEN as and when necessary.

SEACEN will continue to facilitate the exchange of SEG data in the confidential SEG database system. SEACEN has upgraded the software which uses standard EXCEL as an interface to link member banks’ database to the SEG database. Accordingly, data updating is expected to be more efficient. SEACEN will continue to monitor software requirement such as improving security measures and devices to ensure the integrity and confidentiality of data.

a. Exchange Market Pressure Index

To complement the current bi-annual “Capital Flows Monitoring Report” the SEG Secretariat has constructed the Exchange Market Pressure (EMP) index as an initial stage of the Early Warning System (EWS) composite index.

b. Financial Stress Index (FSI)

The SEG Secretariat would undertake to study including the FSI in future reports to strengthen the analytical framework of the reports.

4. Capacity-building in SEACEN Member Banks

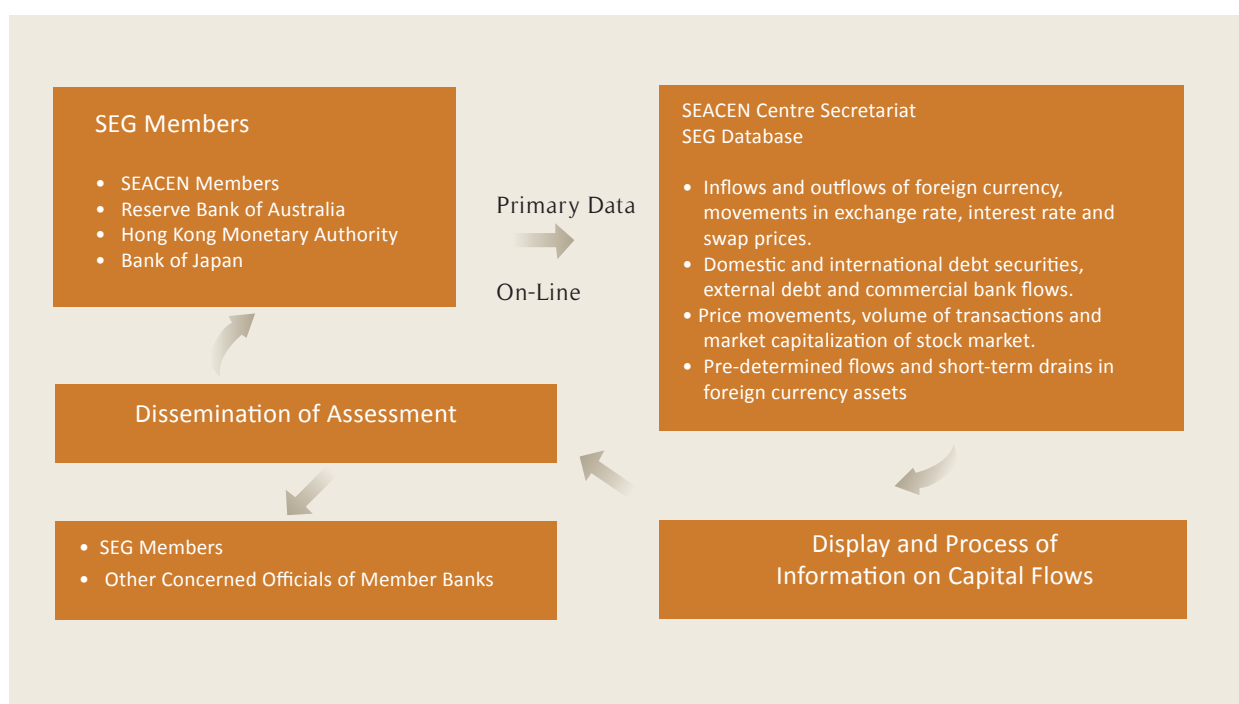
To promote capacity building and exchange of views and experiences, the SEG meeting agenda normally includes dialogues with international experts on topical issues relating to capital flows. In addition, several workshops have been organised to enhance expertise in the areas of compilation and usage of international finance statistics, risk management of capital flows and development of early warning systems. Experts in these areas from the Ministry of Finance of Japan, Bank for International Settlements (BIS), the World Bank, the International Monetary Fund (IMF) and international bankers have been invited to share their knowledge and experiences, as well as providing guidance to the SEG members. There are also meetings and workshops for technical staff to enhance data collection capacity. A workshop was held in May 2010 to impart knowledge to SEG members on the construction of the EMP index.

Institutional and Website Publications

SEACEN also publishes the SEACEN Economic Letter (biannually), as well as the annual SEACEN Programme, SEACEN Profile, and other brochures. SEACEN distributes its publications to its members and to non-member institutions and individuals.

SEACEN publishes its research studies, staff and occasional papers and institutional publications, downloadable in full, on the SEACEN Website.

Chart 5: EXCHANGE OF DATA ON CAPITAL FLOWS



SEACEN Programme for Operating Period (OP) 2012

SEACEN's programme of learning, research and meetings for OP 2012 has been formulated based on the guidance and decisions of the SEACEN BOG and EXCO; new Vision, Mission and Strategic Business Plan; results of the learning needs survey among central banks; inputs from the Meetings of Directors and the SEACEN Advisory Groups; the approved blocks of knowledge on three core central banking functions; inputs from strategic partners and collaborators; development and challenges in the international and regional environment; and inputs from SEACEN's past experience, research and information from previous programmes.

The SEACEN programme of activities for OP 2012 comprise 16 learning programmes which include two signature programmes, three research projects, three case studies and six meetings (back-to-back with high-level seminars) including the High-Level Meeting for Deputy Governors in charge of Financial Stability. The number of activities for OP 2012 compared to OY2010/11 and OY2011/12 is as follows:

Activity	OY 2010/11	OY 2011/12	OP 2012
	(i) Learning	28	24
• Courses	16	18	12
• Seminars	7	4	1
• Workshops	4	1	1
• Just-in-Time/Signature	1	1	2
(ii) Research	4	4	3
• In-house	-	2	-
• Collaborative	5	2	3
(ii) Case Studies	9	6	7
(ii) Meetings	6	7	6