

# Vision

To Be The Regional Learning Hub  
For Central Banks In The Asia-Pacific  
Region

Learning  
Programme



## LEARNING PROGRAMME FOR OPERATING PERIOD (OP) 2012 APRIL – DECEMBER 2012

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

#### MP1. 6th SEACEN-CeMCoA/BOJ Intermediate Course on Macroeconomic and Monetary Policy Management

(11 days)

Date: 30 July– 9 August 2012

Venue: Philippines

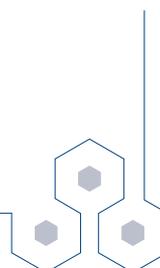
Host: Bangko Sentral ng Pilipinas

This intermediate Course places emphasis on technical and analytical aspects of macroeconomic and monetary policy management in the context of emerging market economies. Apart from conventional macroeconomic and monetary policy theories and tools, the Course will incorporate lessons learnt and new thinking and theories arising from the 2008 global crisis, such as macro-financial linkages, financial frictions, and issues related to external vulnerabilities including macroeconomic impact and risks associated with volatile capital flows.

**Objectives:** At the end of the Course, participants will be able to: (i) assess macroeconomic conditions using examples of emerging market economies; (ii) forecast inflation and output gap; (iii) explain inter-linkages between macroeconomic and financial stability; (iv) describe monetary policy framework, operations and implementation; and (iv) recommend policy interest rate to achieve monetary policy objectives, based on a case study.

**Resource Persons:** The faculty of resource persons will be experts and policy practitioners from international and regional financial institutions such as the BIS and ADB, central banks in advanced and the SEACEN economies, as well as The SEACEN Centre.

**Target Group:** Middle-level officers or technical staff from central banks or monetary authorities, whose work concerns macroeconomic surveillance and analyses of monetary policy, financial development and policy, as well as financial stability. Participants should have at least 2 years relevant working experience and have working knowledge in econometrics and proficiency in the use of computer for econometrics.



## MP2. SEACEN-IMF Course on Macroeconomic Diagnostics

(13 days)

Date: 7 – 19 October 2012

Venue: Sri Lanka

Host: Central Bank of Sri Lanka

Ability to assess a country's macroeconomic situation is a critical first step to the formulation of macroeconomic and monetary policy. As the economy becomes complex with the 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 diagnostic and analytic tools that are not well covered in the macroeconomic textbooks or in university courses.

**Objectives:** The Course aims to enable participants to assess a country's macroeconomic situation using practical tools in day-to-day macroeconomic analysis of developments in complex economies. 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 the medium-term flows, balance-sheet effects, and sustainability of key macroeconomic sectors; and (iii) measure the macroeconomic effects of policy.

**Resource Persons:** The faculty of resource persons will mainly be drawn from the IMF, IMF-STI, as well as experts and policy practitioners from central banks in the advanced and emerging market economies.

**Target Group:** Mid- to senior-level officials from central banks or monetary authorities who are highly involved in assessing overall macroeconomic developments and prospects as well as monetary policy analyses and strategies. Participants are expected to have advanced degree or equivalent experience, good quantitative skills, and proficiency in the use of spreadsheet.

### MP3. Workshop on Model Building and Development Using DSGE Models

(8 days)

Date: 2 – 9 November 2012

Venue: Korea

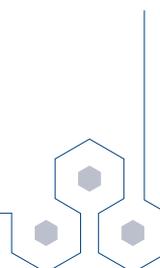
Host: The Bank of Korea

Econometric techniques are useful tools to provide a quantitative framework to analyse and forecast economic developments. Likewise, using macroeconomic models helps policy makers to gain deeper understanding of the intricate working of the economy and simulate possible outcomes of policy actions. Advancement in theoretical and modelling techniques has resulted in a widely-accepted general equilibrium paradigm as a basis for policy analysis. In this regard, Dynamic Stochastic General Equilibrium (DSGE) type of model provides a consistent framework that could incorporate microeconomic analyses such as the transmission mechanism of monetary policy and identification of shocks that affect the economy to facilitate better understanding of how the economy works and responds to policy.

**Objectives:** This course aims to enable participants to: (i) apply econometric techniques to estimate macroeconomic model; (ii) apply calibration and other methods to solve and analyse models; (iii) explain the benefits and workings of DSGE modelling in macroeconomic and monetary policymaking; and (iv) explain how to build and operate DSGE and econometric models for policy analysis of their own economy.

**Resource Persons:** The faculty of experts will be drawn from Bank of England, international financial institutions and SEACEN member banks.

**Target Group:** Mid- to senior-level officials from central banks or monetary authorities who are highly involved in building or using macroeconomic models for policy analyses and recommendations. Participants are expected to have advanced degree or equivalent experience, good quantitative skills, and proficiency in the use of computer to analyse data and spreadsheet.



## MP4. SEACEN Course on Post-Crisis Macroeconomic and Monetary Policy Challenges for Emerging Market Economies (Signature Programme)

(4 days)

Date: Q3, 2012 (to be confirmed)

Venue: Sasana Kijang, Kuala Lumpur

Host: SEACEN

The 2008 global crisis has revealed several misconceptions as well as gaps in the understanding of how the economy works. For example, it is now more commonly accepted that market is not always efficient, and that deeper understanding is required on the macro-financial linkages as well as the inter-linkages of monetary policy decisions, real economic activities and movements of commodity prices. The proliferation of research and discussions ignited by this paradigm shift in economic thinking provides rich materials to equip central banks with the knowledge and tools to better manage their economies. The Course will be contextualized to an emerging market economy.

**Objectives:** The Course aims to enable participants to: (i) analyse the implications of major shifts in economic theories, thinking, and international initiatives for macroeconomic and monetary policy management of emerging market economies; (ii) relate macro-financial inter-linkages to the twin objectives of monetary and financial stability; and (iii) explore monetary policy options under a certain economic scenario.

**Resource Persons:** The faculty of experts will comprise high-profile speakers from international financial institutions, central banks, academia, and think-tank institutions. The design of the Course and overseeing of implementation will be handled by a reputable subject matter expert.

**Target Group:** At least deputy heads of departments who are overseeing the surveillance, policy analyses and recommendation functions relating to macroeconomic, monetary policy and strategy, financial development and stability.

## MP5. SEACEN-CeMCoA/BOJ High-Level Seminar on “Finding Asia’s New Sustainable Growth Model Post GFC: The Role of the Central Banks”

(3 days)

Date: 4 - 6 October 2012 (to be confirmed)

Venue: Sasana Kijang, Kuala Lumpur

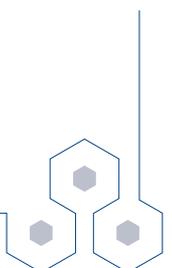
Host: SEACEN

This proposed Seminar is an offshoot of the proposed signature SEACEN research project on the same topic. The Seminar will provide a forum for discussions on policy challenges faced by central banks in promoting sustainable economic growth and providing an environment conducive for financial, monetary and economic stability in the aftermath of the global financial crisis (GFC). In the search of a new sustainable growth model, central banks can play a vital role in the implementation of reform packages which could be all encompassing to include among others, financial, monetary, fiscal and economic reforms.

**Objectives:** At the end of the Seminar, participants will be able to: (i) identify emerging issues and challenges for a new sustainable growth model; (ii) assess the possible roles central banks can play in achieving the new growth model; and (iii) identify possible areas of regional cooperation in realizing the new growth model.

**Resource Persons:** The faculty of resource speakers will be drawn from prominent international and regional financial institutions, The SEACEN Centre, as well as central banks from advanced and SEACEN economies.

**Target Group:** Senior central bank officials (at the level of Deputy Director and above) responsible for analyses and formulation of monetary policy, financial stability, international economics, as well as macroeconomic and financial stability surveillance.



## MP6. 2nd CEMLA-SEACEN Joint Conference

(2 days)

Date: 15 – 16 November 2012

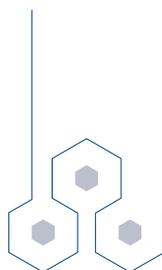
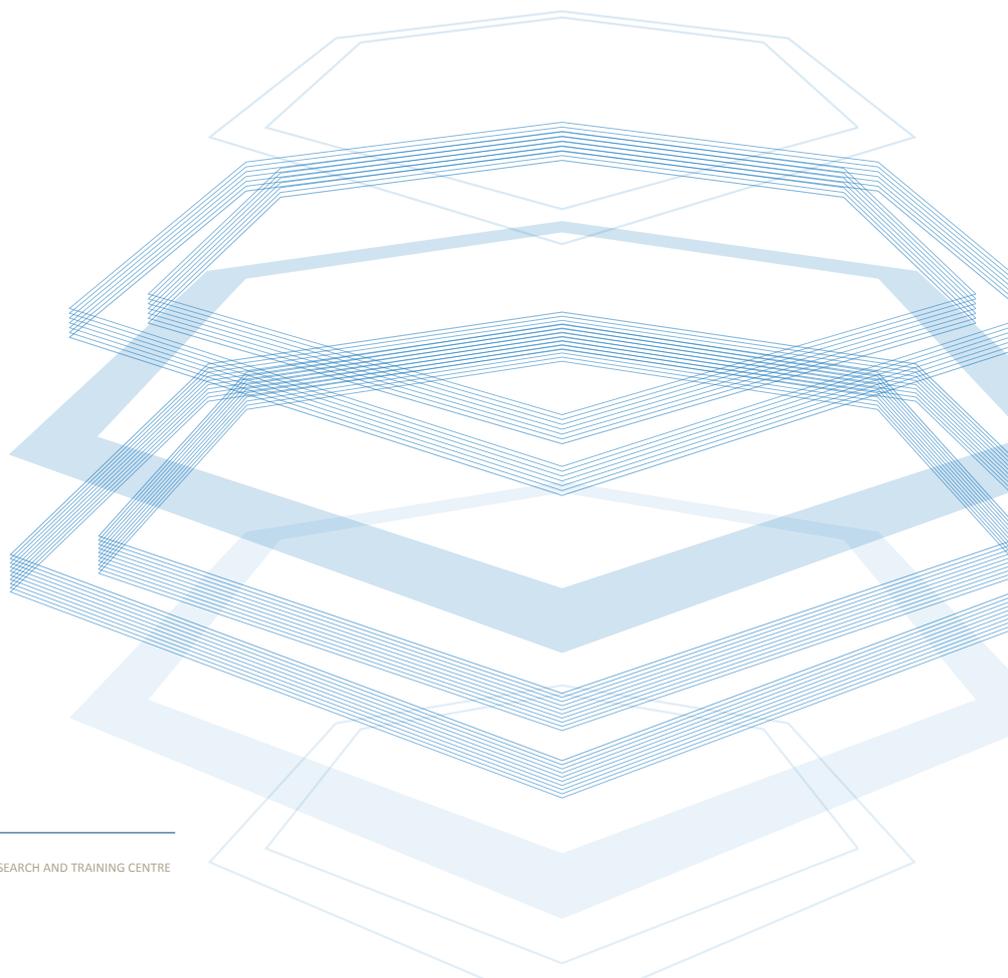
Venue: Uruguay

Host: Banco Central del Uruguay

**Objectives:** Based on the first joint conference with CEMLA held from October 13 to 15, 2011 in Kuala Lumpur, the joint collaboration between SEACEN and CEMLA will continue in 2012 to strengthen networking and collaboration between the Asian and Latin American region in central banking learning. The theme of the Conference will be decided in consultation with CEMLA.

**Resource Persons:** The faculty of resource persons will include resource speakers from member and non-member central banks and monetary authorities of the SEACEN and CEMLA regions as well as international financial institutions.

**Target Group:** The Conference is targeted at the level of Deputy Governor.



## BANKING SUPERVISION AND FINANCIAL STABILITY (FS)

### FS1. SEACEN-FSI Course on Macro-prudential Surveillance

(4 days)

Dates: 30 July – 2 August 2012

Venue: Thailand

Host: Bank of Thailand

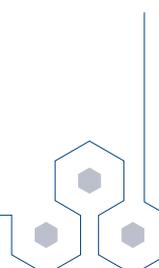
The recent financial crisis demonstrated that a micro-prudential approach, which focuses mainly on regulating individual financial institutions, is insufficient to adequately address the threat of systemic risk to the real economy. There is a general consensus among central bankers and regulators that a comprehensive macro-prudential approach is required to mitigate systemic risk in an inter-connected economy. It is pertinent, therefore, that regulatory authorities develop capacity to monitor, assess and address potential systemic risk within the financial system.

**Objectives:** At the end of the Course, participants will be able to:

(i) define the functions and features of macro stress testing; (ii) analyse the linkage between macro and micro prudential policies and the counter cyclical effect; (iii) describe how stress testing supports macro prudential analysis and surveillance; and (iv) explain possible measures to address potential systemic risk.

**Resource Persons:** The faculty of resource persons will comprise technical experts and senior officials from FSI, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** The Course targets bank supervisors involved in macro-prudential surveillance, officials who are responsible for formulating and implementing macro-prudential policies as well as financial stability in central banks/monetary authorities.



## FS2. SEACEN Course on Assessing Liquidity Risk of a Bank

(5 days)

Date: 2 – 6 April 2012

Venue: Sasana Kijang, Kuala Lumpur

Host: SEACEN

The recent financial crisis has demonstrated the importance of effective liquidity risk management. Adequate liquidity management entails more than holding assets that are liquid in normal times. Banks must take into account how their liquidity position might fare under stressed market conditions.

The banks play critical roles in liquidity transformation by providing financial services and products with varying degrees of liquidity to meet the needs of various economic agents in facilitating economic activities. However, the recent global financial crisis has revealed that our understanding of liquidity risk has to be improved and liquidity risk management measures must be reviewed and strengthened by taking into account changing financial market landscape.

**Objectives:** At the end of the Course, participants will be able to assess the robustness of a bank's liquidity risk management process and the appropriateness of the bank's public disclosure in accordance to the Principles for Sound Liquidity Risk Management and Supervision. In achieving the objective, participants will learn to: (i) describe various inherent liquidity risks of a bank; (ii) summarize the impact of liquidity risk to the real economy; (iii) assess the effectiveness of each component in liquidity risk governance; (iv) assess the strength of the bank's liquidity risk management process; and (v) determine the appropriateness of public disclosure of a bank.

**Resource Persons:** The faculty of resource persons will comprise technical experts and senior officials from regulatory authorities, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** The Course targets middle-level banking supervisors and examiners of central banks/monetary authorities whose work involve banking regulation, supervision and financial surveillance as well as stability assessment.

### FS3. SEACEN Course on Assessing Market Risk of a Bank

(6 days)

Date: 4 – 9 November 2012

Venue: Taipei

Host: Central Bank, Chinese Taipei

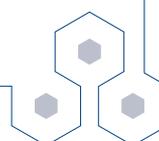
Many new financial instruments and products have been developed over the past two decades to support the rapid financial development needs of economies. Some of the features of these instruments, in particular financial derivatives, have evolved to become more complex and this poses new risks to the financial industry. In fact, the rapid expansion of complicated new financial instruments and products coupled with weaknesses in the market risk management systems have been identified as some of the major causal factors of the recent financial turmoil.

These developments make risk management in financial institutions even more challenging for financial sector supervisory and regulatory authorities because they have to constantly monitor and mitigate increasing risks in the financial system. It is pertinent that central bankers and supervisory authorities responsible for ensuring financial system stability improve their understanding of financial instruments and these instruments' potential underlining risks to the real economy.

**Objectives:** The Course is designed to enable participants to assess market risk in treasury operation of a bank. In achieving the objective, participants will learn to: (i) describe risk management process of a bank in the context of banking supervision; (ii) identify the role of Board of Directors and Senior Management in governing and managing market risk of a bank; (iii) describe the activities undertaken by Treasury department of a bank; (iv) describe risk drivers in market risk; (v) identify and describe the risk components of financial instruments which are available in financial markets; (vi) describe the interaction and effect of financial products on risk during trading process; (vii) calculate financial instrument prices; and (viii) assess the strength of treasury function in executing the established strategies in relation to market risk management in a prudent manner.

**Resource Persons:** The faculty of resource persons will comprise technical experts and senior officials from regulatory authorities, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** The Course targets officers from bank supervision/examination and financial market surveillance department who are in charge of market risk assessment of a bank. Officers from risk management department in central banks/monetary authorities will benefit from this Course as well.



## FS4. SEACEN Course on System Stress Testing

(6 days)

Dates: 9 – 14 September 2012

Venue: Sasana Kijang, Kuala Lumpur

Host: SEACEN

**Objective:** This Course will provide participants an opportunity to apply sound practices of stress testing for an individual bank and the financial system from banking supervisory point of view. In achieving this, the participants will learn to: (i) recognize the purpose, benefits and limitations of micro and macro prudential stress test; (ii) describe stress testing in micro prudential for banking supervision; (iii) describe stress testing in macro prudential for banking supervision; (iv) discuss stress testing in cross border consolidated supervision; (v) describe the processes in developing macro prudential stress test; (vi) explain how bank rating models can be used in stress testing exercises; and (vii) apply bank stability indicators.

**Resource Persons:** The faculty of resource persons will comprise technical experts and senior officials from regulatory authorities, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** The Course targets bank supervisors with three or more years of practical experience in monitoring bank soundness. Experience in conducting stress testing and good grasp of Basel II Pillar 2 would be added advantage. Officers involved in the regulation and policies department are also encouraged to attend this Course.

## FS5. SEACEN-Toronto Centre Course on Crisis Preparedness for Systemically Important Banks

(6 days)

Date: 10 – 15 June 2012

Venue: Sasana Kijang, Kuala Lumpur

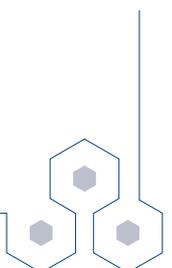
Host: SEACEN

Financial crises occur infrequently but its potential public costs could be enormous. As the effects of the current financial crisis spreads, the need for central banks and supervisory authorities to be prepared for a crisis increases. Crisis simulation exercise is one way to prepare for such low probability yet high impact event. In collaboration with the Toronto Centre, The SEACEN Centre will organise a regional crisis preparedness programme which will include a crisis simulation exercise.

**Objectives:** The Course is designed to provide senior level staff with an opportunity to identify issues and challenges that the supervisory authorities and central banks face in managing a crisis arising from problems in a potential systematically important financial institution (SIFI), as guided by international best practices. In a simulated environment, the participants will be able to: (i) identify processes of contingency planning in dealing with failing banks; (ii) describe critical components in coordinating with supervisors, central banks, deposit insurers and other authorities nationally and internationally in a financial crisis; and (iii) deal with the systemic consequences of a bank failure.

**Resource Persons:** The faculty of resource persons will comprise technical experts from the Toronto Centre, the World Bank, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** The Course targets senior level officials (Deputy Head of Departments and above) from central banks and deposit insurance corporations involved in managing financial stability, financial surveillance, supervision of banking institutions, and monetary policy and operations.



## FS6. SEACEN Course on Regulation and Supervision of Microfinance Institutions

(6 days)

Date: 24 – 29 June 2012

Venue: Sasana Kijang, Kuala Lumpur

Host: Bank Negara Malaysia

There is an increasing number of microfinance institutions (MFIs) providing various financial services, in particular, financing of small scale economic activities, to the urban low-income segments and rural population, in the emerging economies. MFIs contribute significantly to the economy as a whole, and it is essential that these institutions are streamlined by an effective regulatory and supervisory mechanism which will help foster public confidence in these institutions.

**Objectives:** The Course is designed to enable the participants to identify and evaluate key considerations for developing policies for regulatory and supervisory framework governing Microfinance Institutions in accordance to international best practices. The participants will be able to (i) describe the significance of Microfinance Institutions in emerging economies (ii) define key regulatory and supervisory concepts of international best practices (iii) identify sources of credit and funding risks in Microfinance Institutions (iv) discuss international practices and country's experience in Microfinance Institution operations (v) assess methods and procedures that could be adopted in Microfinance Institutions regulation and supervision (vi) evaluate key financial ratios and key techniques for off-site analysis and onsite examination on supervision of microfinance institutions and (vii) discuss the importance of disclosure and reporting for supervisory purposes.

The Course design includes case studies, sharing by experts and action planning.

**Resource Persons:** The faculty of resource persons will comprise technical experts and senior officials from CGAP, SEACEN member banks, non-SEACEN member banks, international financial institutions and private sector banks.

**Target Group:** Supervisors and regulators responsible for developing and implementing policy development and regulatory framework.

## PAYMENT AND SETTLEMENT SYSTEMS (PS)

### PS1. 7th SEACEN-CeMCoA/BOJ Intermediate Course on Payment and Settlement Systems for Emerging Economies

(5 days)

Date: 14 – 18 May 2012

Venue: Brunei Darussalam

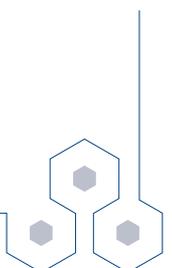
Host: Autoriti Monetari Brunei Darussalam

This Course will continue to focus on foundation knowledge of payment and settlement systems (PSS) in terms of risk, risk management and efficiency of core PSS (retail payment systems and large value payment system). The Course uses a combination of lectures, sharing of country experiences, class exercises, as well as case study and role play to enhance learning effectiveness.

**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; and (iii) explain risk management measures, including business continuity planning and oversight role of central banks, based on international standards and best practices.

**Resource Speakers:** The faculty of resource speakers will continue to comprise a core group of experts from SEACEN member banks, as well as advanced central banks and international standard setting body.

**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.



## PS2. 11th SEACEN-CPSS Course Advanced Course on Payment and Settlement Systems for Emerging Economies (Signature Programme)

(6 days)

Date: 18 – 23 November 2012

Venue: Sasana Kijang, Kuala Lumpur

Host: SEACEN

Building on knowledge gained from the SEACEN Intermediate Course on Payment and Settlement Systems for Emerging Economies, this Advanced Course focuses on policy and topical issues of current interest in the payment and settlement systems (PSS) of emerging market economies. For OP 2012, the emphasis will be on issues relating to effective oversight, in line with the current needs of most SEACEN member banks. Capitalising on the past success of the Course, it will be pitched as a SEACEN signature programme in the design and engagement of internationally high-profile speakers.

**Objectives:** At the end of the Course, participants will be able to: (i) benchmark the legal and regulatory frameworks and infrastructure of the economy's PSS against international standard and best practice; (ii) analyse implications of new developments in retail payment systems and large value payment system for oversight; and (iii) examine cross border oversight issues pertinent to emerging market economies.

**Resource Persons:** The faculty of resource persons will comprise internationally and regionally renowned experts and policy practitioners in PSS from the international standard setter such as the CPSS of the BIS, as well as central banks from advanced and emerging economies.

**Target Group:** Mid- to senior-level officials from central banks/monetary authorities, with at least 5 years experience working on payment and settlement systems policy, operations, oversight, risk management and IT supervision. Participants should have basic knowledge on PSS risks and the CPSS core principles. Participants who have attended the SEACEN Intermediate PSS Course will find the Course particularly beneficial.

## LEADERSHIP AND GOVERNANCE (LDG)

### LDG1. 6th SEACEN Intermediate Leadership and Governance Programme

(6 days)

Date: 22 – 27 April 2012

Venue: Indonesia

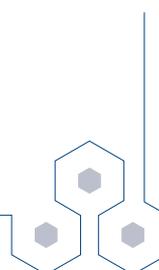
Host: Bank Indonesia

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. This Programme is highly interactive and provides a broad coverage of the essential knowledge, skills and techniques for success as a leader, from leading self to leading others. The delivery methods include self-assessments, role-plays, group discussions, games, feedback, action planning and lectures.

**Objectives:** This Programme is designed to help leaders of central banks expand their capacity and leadership effectiveness through recognising elements of leadership effectiveness, identifying and assessing key roles of leaders, and improving critical leadership skills. In the context of central banking, this will be achieved through: (i) self discovery of strengths and development needs; (ii) enhancing agility to learn; (iii) practicing key 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; (v) taking charge of ongoing developmental processes to close gaps in key competency areas; and (vi) identify critical governance principles crucial to the fulfilment of central banks' mandate.

**Resource Persons:** The faculty of resource persons will comprise reputable academia and training professionals as well as experienced leaders from the central bank fraternity/regulatory authorities.

**Target Group:** The Programme targets middle-level managers from central banks/monetary authorities who play leadership role at departmental level, with significant managerial responsibilities (leading teams and resources) and with the potential to play strategic roles in the running of their organization.



## **LDG2. 6th SEACEN Advanced Leadership and Governance Programme** (Signature Programme)

(7 days)

Date: (24-30 June 2012)

Venue: Sasana Kijang, Kuala Lumpur

Host: SEACEN

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 organisations 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, The SEACEN Centre has designed a competency-based learning programme to enhance the effectiveness of leaders to play their roles as decision makers, executors, team leaders and change managers with high trustworthiness in the context of central banking.

This one-week intensive learning programme is a SEACEN Signature Programme that prepares the participants to apply leadership skills at the workplace, supported by individual leadership development goals and implementation plans. This Programme is highly interactive and provides a broad coverage of the essential knowledge, skills and techniques for success as a leader, from leading self to leading others. The delivery mix would include self-assessments, case studies, role-plays, group discussions, games, feedback, action planning and lectures.