

SEACEN PROGRAM

2015



The **SEACEN** Centre

Acknowledgement:

The photograph showcasing the features of Sasana Kijang in this publication are by courtesy of Bank Negara Malaysia. Sasana Kijang, where SEACEN is located, has modern facilities for learning, regional and international collaboration and cooperation.

©2015 The SEACEN Centre

Published by The South East Asian Central Banks (SEACEN)
Research and Training Centre

Level 5, Sasana Kijang
Bank Negara Malaysia
2 Jalan Dato' Onn
50480 Kuala Lumpur
Malaysia

Tel: 603-9195 1888
Fax: 603-9195 1801/ 1802/ 1803

www.seacen.org





The **SEACEN** Centre

SEACEN PROGRAM --- 2015



FOREWORD



We start the New Year with optimism as Hong Kong Monetary Authority (HKMA) joins SEACEN as its 20th member on 1 November 2014. We are delighted to welcome HKMA into the SEACEN fraternity, being one of the most inclusive groupings of central banks in the region, which includes both large and small economies at different stages of development. This diversity in the region has been a source of regional strength and opportunities - allowing for complementarities and the leveraging of distinctive comparative advantages. The participation of HKMA, will undoubtedly further enhance the scope of regional cooperation on financial and economic matters.

SEACEN continues to ensure that its learning program is relevant and useful for its member central banks/monetary authorities and invitees. Apart from addressing the gaps in knowledge and skills in the relevant learning events, the learning program for FY 2015 is designed to be more flexible to cater for the rapidly changing environment. The research activities have also been planned to fully support learning particularly in developing case studies and learning materials for use in relevant learning events. Meanwhile, the high-level meetings provide avenues for policy makers of central banks to exchange views and experiences on issues of common concern.

The SEACEN Program for FY 2015 comprises 23 learning events out of which 7 are in the area of macroeconomic management and monetary policy, 9 on banking supervision and financial stability, 3 on payment and settlement

systems and 4 on leadership and central bank governance. SEACEN will also conduct 3 collaborative research projects and 7 high-level meetings back-to-back with seminars. SEACEN has continued to emphasize the importance of relevant and quality learning solutions that meet the requirements of the regional central banks by identifying and understanding central banks challenges, performance requirements and relevant knowledge and skills to close performance gaps. Our learning solutions are based on specific knowledge areas as provided in the blocks of knowledge and curriculum approach.

The benefits of SEACEN's learning programs extend beyond the enhancement of subject knowledge and technical skills. They also help to facilitate the sharing of experiences and encourage the fostering of networking among participants as well as with the resource speakers which will serve as useful referencing points of future contacts, particularly when dealing with issues and challenges in central banking.

Other than its learning programs, SEACEN has also been creating opportunities and avenues where its members network and collaborate not only among themselves but also with strategic partners and invitee central banks, in the sharing of knowledge, experiences and perspectives on issues and challenges in central banking areas and topics of current concern via various platforms such high-level meetings, seminars, conferences and online forums. For FY 2015, SEACEN will convene 7 high-level policy meetings back-to-back with high-level seminars on themes which will be topical and current. SEACEN will also hold online forums including the SEACEN Supervisory Discussion Room (SSDR). To advance thought leadership and collaboration on financial stability matters among SEACEN member central banks, contextualized to the Asia-Pacific region, SEACEN continues to publish the SEACEN Financial Stability Journal (SFSJ).

I am very grateful for the assistance and cooperation at all levels from our 20 member central banks and monetary authorities – from the Board of Governors, Executive Committee, to department directors and staff in ensuring that the SEACEN Program for FY 2015 truly reflects our member banks' needs and interest. Similarly, I appreciate the useful suggestions and continuing support from our strategic partners and I take this opportunity to thank them for their contributions toward the successful implementation of our program of activities. My sincere thanks also go to all SEACEN staff for their commitment and hard work to drive the initiatives of our work plan.

With the synergy and collaboration of our new and current member central banks and monetary authorities, I am certain that SEACEN will be better equipped and energized to move to greater heights and aspirations in the coming years.



Hookyu Rhu
Executive Director

December 2014



5	SCHEDULE
5	Learning Programs/Meetings for Financial Year (FY) 2015 By Chronological Order
7	Learning Program for Financial Year (FY) 2015 By Knowledge Blocks
10	ABOUT THE SEACEN CENTRE
10	Our Vision and Mission
11	SEACEN Activities
12	SEACEN Approach to Designing Learning Solutions
12	SEACEN's Belief in Learning Process
15	LEARNING PROGRAMS
15	I. Macroeconomic and Monetary Policy Management (MMPM)
22	II. Banking Supervision and Financial Stability (FS)
31	III. Payment and Settlement Systems (PSS)
34	IV. Leadership and Governance (LDG)
41	MEETING PROGRAM
47	RESEARCH PROGRAM
47	I. Collaborative Research
48	II. High Level Seminars
49	III. Meeting and Seminar
50	IV. Online Forum
50	V. Dissemination and Publications
53	RECENT SEACEN PUBLICATIONS
53	I. Research Publications
53	II. SEACEN Financial Stability Journal
54	III. SEACEN Working Paper Series
57	SEACEN MEMBERSHIP
59	PARTICIPATION IN SEACEN LEARNING PROGRAMS
61	How to Apply

Learning Programs/Meetings for Financial Year (FY) 2015 By Chronological Order

Code	Date/Venue	Host	Event
MP2	11–17 January 2015, Cambodia	National Bank of Cambodia	SEACEN Foundational Course on Econometric Modeling and Forecasting
LDG3 ✱	11–13 February 2015, Indonesia	Bank Indonesia	2 nd SEACEN Seminar on Central Bank Governance: Issues in Central Bank Financing (Signature Program) (Rescheduled from FY 2014)
FS1	1–13 March 2015, Kuala Lumpur, Malaysia	SEACEN	2 nd SEACEN Course on Bank Examiner Foundational Skills Development
FS3	16–19 March 2015, Thailand	Bank of Thailand	29 th SEACEN-FSI Seminar on Stress Testing in Supervision and Risk Management
PS2	22–27 March 2015, Vietnam	State Bank of Vietnam	2 nd SEACEN Course on Oversight of Payment and Settlement Systems
MP1	12–24 April 2015, Brunei Darussalam	Autoriti Monetari Brunei Darussalam	9 th SEACEN-BOJ Intermediate Course on Analytics of Macroeconomic and Monetary Policy Management
FS4	19–24 April 2015, Cambodia	National Bank of Cambodia	17 th SEACEN-Toronto Centre Course on Recovery and Resolution Planning for Weak Banks
PS1	26–30 April 2015, Singapore	Monetary Authority of Singapore	10 th SEACEN-BOJ Intermediate Course on Payment and Settlement Systems for Emerging Economies
FS5	3–8 May 2015, Indonesia	Bank Indonesia	SEACEN Course on Enterprise Wide Risk Management of Banks
LDG1	10–15 May 2015, Korea	The Bank of Korea	9 th SEACEN Intermediate Leadership Course
PS3 ✱	24–28 May 2015 (tbc), India	Reserve Bank of India	14 th SEACEN Advanced Course on Payment and Settlement Systems for Emerging Economies (back-to-back with Directors of Payment and Settlement Systems Meeting) (Signature Program)
M2	28–30 May 2015, India	Reserve Bank of India	14 th Meeting of SEACEN Directors of Payment and Settlement Systems of Asia-Pacific Central Banks (back-to-back with SEACEN Conference of Directors of Payment and Settlement Systems of Asia-Pacific Central Banks)
MP6	7–12 June 2015, Mongolia	Bank of Mongolia	8 th SEACEN-CCBS/BOE Course on Extracting Information from Financial Markets for Monetary Policy Making
LDG2 ✱	21–26 June 2015, Kuala Lumpur, Malaysia	SEACEN	9 th SEACEN Advanced Leadership Course (Signature Program)
FS7 ✱	27–28 July 2015, Kuala Lumpur, Malaysia	SEACEN	2 nd SEACEN Cyber Security Summit (Signature Program)
M1	5–7 August 2015, Thailand	Bank of Thailand	28 th Meeting of SEACEN Directors of Supervision/ 17 th SEACEN Conference of Directors of Supervision of Asia-Pacific Economies

Learning Programs/Meetings for Financial Year (FY) 2015 By Chronological Order

Code	Date/Venue	Host	Event
M3	19–21 August 2015, Fiji	Reserve Bank of Fiji	37 th Meeting of SEACEN Directors of Research and Training (back-to-back with ‘Just-in-Time’ High-level Seminar and Directors of Training Seminar)
MP4	23–28 August 2015, Indonesia	Bank Indonesia	SEACEN Course on Monetary Policy Transmission Mechanisms: Theory and Empirical Assessment
M7	8–10 September 2015, Kuala Lumpur, Malaysia	SEACEN (tbc)	11 th SEG Meeting (back-to-back with High-level Seminar)
M4	10–12 September 2015, Nepal	Nepal Rastra Bank	6 th Financial Stability Forum and 6 th Meeting of SEACEN Deputy Governors in charge of Financial Stability and Banking Supervision
FS9 ✱	20–25 September 2015, Korea	Bank of Korea	SEACEN Course on Systemic Risk Assessment and Macroprudential Policy Implementation (Signature Program)
MP3	27 September– 2 October 2015, Philippines	Bangko Sentral ng Pilipinas	2 nd SEACEN Intermediate Course on Econometric Modeling and Forecasting
M5	1–3 October 2015, Papua New Guinea	Bank of Papua New Guinea	14 th Meeting of SEACEN Executive Committee (back-to-back with High-level Seminar)
FS8	4–9 October 2015, Nepal	Nepal Rastra Bank	56 th SEACEN-Fed Course on Cross Border Risk-based Supervision
MP5	18–30 October 2015, Sri Lanka	Central Bank of Sri Lanka	SEACEN-IMF Course on External Sector Issues
S1	October, Indonesia	Bank Indonesia	Harmonizing Microprudential Policies and Macroprudential Supervision
FS6	1–6 November 2015, Chinese Taipei	Central Bank, Chinese Taipei	SEACEN Seminar on Liquidity Risk Management and Supervision
LDG4 ✱	8–13 November 2015, Kuala Lumpur, Malaysia	SEACEN	SEACEN Seminar on Central Bank Risk Management (Signature Program)
FS2	22 November– 2 December 2015 (tbc), Kuala Lumpur, Malaysia	SEACEN/BNM	SEACEN Intermediate Course on Bank Examination
M6	25–27 November 2015	Bangko Sentral ng Pilipinas	51 st SEACEN Governors’ Conference/High-level Seminar and 35 th SEACEN Board of Governors’ Meeting
MP7 ✱	6–11 December 2015, Kuala Lumpur, Malaysia	SEACEN	SEACEN Course on Coordination of Monetary and Macroprudential Policies for Macroeconomic and Financial Stability (Signature Program)

(tbc) – to be confirmed

✱ – SEACEN Signature Program

Learning Program for Financial Year (FY) 2015 By Knowledge Blocks

A. LEARNING PROGRAMS

Code	Date/Venue	Host	Event
I. Macroeconomic and Monetary Policy Management (MMPM)			
MP1	12–24 April 2015, Brunei Darussalam	Autoriti Monetari Brunei Darussalam	9 th SEACEN-BOJ Intermediate Course on Analytics of Macroeconomic and Monetary Policy Management
MP2	11–17 January 2015, Cambodia	National Bank of Cambodia	SEACEN Foundational Course on Econometric Modeling and Forecasting
MP3	27 September– 2 October 2015, Philippines	Bangko Sentral ng Pilipinas	2 nd SEACEN Intermediate Course on Econometric Modeling and Forecasting
MP4	23–28 August 2015, Indonesia	Bank Indonesia	SEACEN Course on Monetary Policy Transmission Mechanisms: Theory and Empirical Assessment
MP5	18–30 October 2015, Sri Lanka	Central Bank of Sri Lanka	SEACEN-IMF Course on External Sector Issues
MP6	7–12 June 2015, Mongolia	Bank of Mongolia	8 th SEACEN-CCBS/BOE Course on Extracting Information from Financial Markets for Monetary Policy Making
MP7 ✱	6–11 December 2015, Kuala Lumpur, Malaysia	SEACEN	SEACEN Course on Coordination of Monetary and Macroprudential Policies for Macroeconomic and Financial Stability (Signature Program)
II. Financial Stability and Banking Supervision (FS)			
FS1	1–13 March 2015, Kuala Lumpur, Malaysia	SEACEN	2 nd SEACEN Course on Bank Examiner Foundational Skills Development
FS2	22 November–2 De- cember 2015 (tbc), Kuala Lumpur, Malaysia	SEACEN/BNM	SEACEN Intermediate Course on Bank Examination
FS3	16–19 March 2015, Thailand	Bank of Thailand	29 th SEACEN-FSI Seminar on Stress Testing in Supervision and Risk Management
FS4	19–24 April 2015, Cambodia	National Bank of Cambodia	17 th SEACEN-Toronto Centre Course on Recovery and Resolution Planning for Weak Banks
FS5	3–8 May 2015, Indonesia	Bank Indonesia	SEACEN Course on Enterprise Wide Risk Management of Banks
FS6	1–6 November 2015, Chinese Taipei	Central Bank, Chinese Taipei	SEACEN Seminar on Liquidity Risk Management and Supervision
FS7 ✱	27–28 July 2015, Kuala Lumpur, Malaysia	SEACEN	2 nd SEACEN Cyber Security Summit (Signature Program)
FS8	4–9 October 2015, Nepal	Nepal Rastra Bank	56 th SEACEN-Fed Course on Cross Border Risk-based Supervision
FS9 ✱	20–25 September 2015, Korea	Bank of Korea	SEACEN Course on Systemic Risk Assessment and Macroprudential Policy Implementation (Signature Program)

Learning Program for Financial Year (FY) 2015 By Knowledge Blocks

Code	Date/Venue	Host	Event
III. Payment and Settlement Systems (PSS)			
PS1	26–30 April 2015, Singapore	Monetary Authority of Singapore	10 th SEACEN-BOJ Intermediate Course on Payment and Settlement Systems for Emerging Economies
PS2	22–27 March 2015, Vietnam	State Bank of Vietnam	2 nd SEACEN Course on Oversight of Payment and Settlement Systems
PS3 ✱	24–28 May 2015 (tbc), India	Reserve Bank of India	14 th SEACEN Advanced Course on Payment and Settlement Systems for Emerging Economies (back-to-back with Directors of Payment and Settlement Systems Meeting) (Signature Program)
IV. Leadership and Central Bank Governance (LDG)			
LDG1	10–15 May 2015, Korea	Bank of Korea	9 th SEACEN Intermediate Leadership Course
LDG2 ✱	21–26 June 2015, Kuala Lumpur, Malaysia	SEACEN	9 th SEACEN Advanced Leadership Course (Signature Program)
LDG3 ✱	11–13 February 2015, Indonesia	Bank Indonesia	2 nd SEACEN Seminar on Central Bank Governance: Issues in Central Bank Financing (Signature Program) (Rescheduled from FY 2014)
LDG4 ✱	8–13 November 2015, Kuala Lumpur, Malaysia	SEACEN	SEACEN Seminar on Risk Management for Central Bank (Signature Program)
B. RESEARCH PROGRAM			
Code	Date/Venue	Host	Program
I. COLLABORATIVE RESEARCH			
R1	March and August, Malaysia	SEACEN	Monetary Policy Transmission in the SEACEN Economies (2 Workshops)
R2	April and October	SEACEN (tbc)	Research Project for Capital Flows Research Group under the SEACEN Expert Groups on Capital Flows (SEG) (1–2 workshops)
R3	March/April, Kuala Lumpur, Malaysia	SEACEN	Customized Research Project (1 Workshop)
II. HIGH-LEVEL SEMINARS			
S1	October, Indonesia	Bank Indonesia	Harmonizing Microprudential Policies and Macprudential Supervision
S2	19–21 August 2015, Fiji	Reserve Bank of Fiji	Just-in-Time and Director of Training Seminar (back-to-back with DORT Meeting)
S3	8–10 September 2015, Kuala Lumpur, Malaysia	SEACEN (tbc)	11 th SEG High-level Seminar
S4	4 th SEACEN-CEMLA Conference		On-hold until further notice (SEACEN and CEMLA are looking into new areas of cooperation and collaboration)

Learning Program for Financial Year (FY) 2015

By Knowledge Blocks

Code	Date/Venue	Host	Program
S5	28–30 September 2015 (tbc), Papua New Guinea	Bank of Papua New Guinea	High-level Seminars (back-to-back with EXCO Meeting)
S6	25–27 November 2015	Bangko Sentral ng Pilipinas	High-level Seminars (back-to-back with BOG Meeting)
S7	28–30 May 2015, India	Reserve Bank of India	SEACEN Conference of Director of Payment and Settlement Systems (back-to-back with DPSS meeting)
S8	5–7 August 2015, Thailand	Bank of Thailand	17 th SEACEN Conference of Director of Supervision (back-to-back with DOS Meeting)
S9	10–12 September 2015, Nepal	Nepal Rastra Bank	6 th SEACEN High-level Seminar for Deputy Governors (back-to-back with DGFS Meeting)

II. ONLINE FORUM

Code	Topic
F1	2 Research online for a with SEG
F2	On-going discussion forum on topical issues
F3	3–4 SEACEN Supervisory Discussion Room (SSDR)

C. MEETING PROGRAM (back-to-back with High-Level Seminars)

Code	Date/Venue	Host	Program
M1	5–7 August 2015, Thailand	Bank of Thailand	28 th Meeting of SEACEN Directors of Supervision/ 17 th SEACEN Conference of Directors of Supervision of Asia-Pacific Economies
M2	28–30 May 2015, India	Reserve Bank of India	14 th Meeting of SEACEN Directors of Payment and Settlement Systems of Asia-Pacific Central Banks (back-to-back with SEACEN Conference of Directors of Payment and Settlement Systems of Asia-Pacific Central Banks)
M3	19–21 August 2015, Fiji	Reserve Bank of Fiji	37 th Meeting of SEACEN Directors of Research and Training (back-to-back with ‘Just-in-Time’ High-level Seminar and Directors of Training Seminar)
M4	10–12 September 2015, Nepal	Nepal Rastra Bank	6 th Financial Stability Forum and 6 th Meeting of SEACEN Deputy Governors in charge of Financial Stability and Banking Supervision
M5	1–3 October 2015, Papua New Guinea	Bank of Papua New Guinea	14 th Meeting of SEACEN Executive Committee (back-to-back with High-level Seminar)
M6	25–27 November 2015	Bangko Sentral ng Pilipinas	51 st SEACEN Governors’ Conference/High-level Seminar and 35 th SEACEN Board of Governors’ Meeting
M7	8–10 September 2015, Kuala Lumpur, Malaysia	SEACEN (tbc)	11 th SEG Meeting (back-to-back with High-level Seminar)

(tbc) – to be confirmed

* – SEACEN Signature Program

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 which has since grown to twenty members in 2014. Since its inception in the early 1980's, SEACEN has established its unique regional position in serving its membership of central banks in the Asia-Pacific region through its learning programs, research work, and networking and collaboration platforms for capability building in central banking knowledge. Over the years, SEACEN has built a wide network base. In addition to its twenty members, it has an outreach of fifteen other central banks and monetary authorities which are invited for the Centre's learning programs, as well as 26 regional and international strategic partners with whom SEACEN collaborates in the design and delivery of its programs. SEACEN focuses on central banking knowledge areas in Macroeconomic and Monetary Policy Management; Financial Stability and Supervision; Payment and Settlement Systems; and Leadership and Governance.

Our Vision and Mission

SEACEN's vision is to be the regional learning hub for central banks in the Asia-Pacific Region. The central function of the learning hub is to drive central banking excellence in the region. This is fulfilled through SEACEN's mission of building capacity in central banking and fostering networking and collaboration through platforms to represent members in the regional and international forums. As a hub to foster networking and collaboration, SEACEN would be a key enabler in organizing forums to gather regional views.

VISION

SEACEN as the Regional Learning Hub for Central Banks in the Asia-Pacific Region.

MISSION

- ◆ Build capacity in central banking.
- ◆ Foster networking and collaboration.

The Centre will fulfill its mission through:

- ◆ Learning solutions aimed at strengthening central banking knowledge and skills; and
- ◆ Networking and collaboration platforms to deliberate on issues and challenges on central banking and build regional views.

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

- ◆ Promote thought leadership;
- ◆ Build regional views;
- ◆ Share knowledge and expertise; and
- ◆ Be a centre of excellence in central bank learning.

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. SEACEN 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 SEACEN's collaborative learning platforms.

SEACEN Activities

SEACEN will fulfil its four value propositions through:

Learning:

The SEACEN annual learning program for 2015 (January-December 2015) consists of 23 learning programs in the form of seminars, courses, 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. These include programs and high-level seminars to raise visibility and brand of SEACEN in thought leadership and fostering networking and collaboration. SEACEN adopts an ongoing system of reviewing the design and delivery of its learning program. To improve effectiveness, the learning delivery includes not only lectures but other engaging learning methods.

Research:

The emphasis of SEACEN research activities is placed on critical, practical and topical issues of regional importance to central banks and relevant to learning programs. Research findings would be

disseminated at the relevant learning programs and seminars. Leveraging from SEACEN's unique position in its intimate knowledge of SEACEN economies and access to central bank information, case studies are developed to be used as course materials to create a learning environment reflective of workplace challenges. In addition to the usual research and institutional publications, the Centre is publishing the SEACEN 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. Research output of the Centre is downloadable for free at its website at <http://www.seacen.org>.

Meetings:

SEACEN organizes three management meetings a year. The Board of Governors (BOG) Meeting decides on policies of strategic importance to SEACEN, and approves the SEACEN annual program of activities and budget. The BOG Meeting is preceded by the SEACEN Governors' Conference. The Executive Committee (EXCO) Meeting discusses and recommends for approval SEACEN's proposed program of activities and budget, as well as SEACEN policy matters for BOG decisions. The EXCO Meeting is also preceded by a high-level seminar on topic of current interest. The Board of Directors (BOD) Meeting reviews SEACEN activities and budget to ensure compliance with the BOG's and EXCO's decisions and the Malaysian laws.

In addition, SEACEN conducts annual meetings for Deputy Governors in charge of Financial Stability and Banking Supervision, back-to-back with a high level seminar; Directors of Research and Training (DORT); Financial Stability and Banking Supervision (FS), and Payment and Settlement Systems (PSS). These Meetings are normally preceded by 1-day seminars on a theme of current interest. SEACEN also conducts meetings for the SEACEN Expert Group on Capital Flows (SEG), also back-to-back with a seminar on a bi-annual basis. These meetings provide opportunities for

senior officials of SEACEN members to share experience and network on regional issues and feedback to SEACEN on its learning program and meetings.

Networking and Collaboration:

SEACEN's unique regional position has contributed immensely to it playing a key role as a networking gateway for collaboration in learning not only among members and strategic partners but also non-member institutions, through the learning and research programs.

The Centre's programs are generally delivered with the regional context in mind, through the sharing of experiences and best practices. In addition, the Centre's high-level meetings back-to-back with seminars are excellent forums to strengthen regional collaboration in the sharing of experiences and deliberating on issues and challenges of regional and international importance. SEACEN also promotes the sharing of information and experiences on capital flow monitoring and management through the SEACEN Expert Group on Capital Flows (SEG). The Centre has 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.

SEACEN Approach to Designing Learning Solutions

To keep up with the dynamic challenges and capability needs of its member central banks, SEACEN is highly driven to seek learning solutions which are both current and relevant to meet the needs of the member central banks. To deliver its learning solutions, SEACEN adopts a curriculum approach to provide structured learning via key knowledge blocks for core central banking areas, to better reflect a sequential pedagogical approach, creating better linkages for learning programs offered by SEACEN. SEACEN has also adopted instructional design principles in the development of its learning programs to better establish linkages between learning, knowledge and skills requirements of its member central banks. SEACEN therefore focuses on specific learning outcomes to ensure learning programs are highly relevant to workplace requirements.

SEACEN's Belief in Learning Process

SEACEN believes that learning is a process, where many stakeholders are co-operating to generate results and create impact. In addition to the role of SEACEN as a key enabler of learning, the participants and their respective supervisors play critical roles in the learning process.

