

THE TRAINING COURSES & SEMINAR

I. MACROECONOMIC AND MONETARY POLICY MANAGEMENT

MP1A. Foundational Course on Econometric Modeling and Forecasting

Dates : 17 – 21 April 2017
Venue : Sasana Kijang, Kuala Lumpur
Host : The SEACEN Centre

This course introduces concepts and methods central to the construction and estimation of empirical models used by central bank staff for economic research and policy advice. It covers ordinary least squares (OLS) estimation and its underlying assumptions, forecasting with models estimated by OLS, hypothesis testing, seasonality, stationarity and cointegration, basic volatility models, estimation and forecasts from vector autoregressions (VARs), basic EViews programming, etc. It is highly interactive with ample time spent on hands-on implementation of the concepts introduced.

Objectives

At the end of the course, the participants will be able to: (1) apply basic econometric methods to real-world data to address common issues in macroeconomic and monetary policy; (2) obtain forecasts of macroeconomic indicators; and, (3) specify and estimate models for the main macroeconomic variables, etc.

Target Participants

This course is intended for entry-level staff whose duties involve significant quantitative analysis and research as well as middle-level officers who want to review or refresh their quantitative skills.



MP1B. SEACEN–BOJ Intermediate Course on Econometric Modeling and Forecasting

Dates : 5 – 9 June 2017

Venue : Mongolia

Host : Bank of Mongolia

This course focuses on several advanced modeling and estimation techniques that are increasingly becoming available and therefore more widely used in central banks. These approaches include state-space modeling and applications using the Kalman filter; Bayesian estimation; extensions of conventional VAR analysis to SVAR, TV-SVAR, FAVAR and BVAR models; and Nowcasting.

Objectives

At the end of the course, the participants will be able to: (1) specify and estimate state-space models; (2) estimate, manipulate and interpret different types of VAR models; (3) specify and estimate univariate and multivariate models using Bayesian techniques such as the Gibbs sampler; and, (4) use mixed-frequency data models for nowcasting purposes.

Target Participants

This course is intended for central bank staff whose duties involve significant quantitative analysis and research. The participants are expected to have excellent quantitative skills and extensive experience using computer programs such as EViews.

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

Dates : 9 – 13 October 2017

Venue : Philippines

Host : Bangko Sentral ng Pilipinas

This course emphasizes the technical and analytical aspects of macroeconomic and monetary policy management, including monetary policy transmission mechanisms, assessing the stance of monetary policy, early warning indicators of financial instability, exchange rate management issues, and the implementation of macroprudential policies. It focuses on both theory and applications, using lectures together with hands-on exercises and case studies.

Objectives

At the end of the course, the participants will be able to: (1) assess the stance of monetary policy in relation to the macroeconomic conditions facing an economy; (2) understand the channels through which monetary policy affects the economy; (3) assess the usefulness of early warning indicators; and, (4) appreciate the issues associated with exchange rate management and the implementation of macroprudential policies.

Target Participants

This course is intended for middle-level officers or technical staff, whose work involves macroeconomic surveillance and analysis of monetary policy. The participants should have at least two years' relevant working experience and be familiar with basic econometrics and the use of econometric software such as EViews.

MP2A. SEACEN–IMF Course on Monetary Policy Strategies and Monetary Operations

Dates : 30 October – 3 November 2017

Venue : Nepal

Host : Nepal Rastra Bank

The implementation of monetary policy requires the ability to respond appropriately to developments in various financial markets. Since the onset of the global financial crisis, monetary policy strategies in several countries have become increasingly unconventional, encompassing large-scale asset purchase, forward guidance and negative nominal interest rates, while monetary policy operations now also encompass financial-stability objectives. Are there lessons to be learned for monetary policy strategies post the global financial crisis? This course discusses how monetary policy strategies and operations need to be structured and implemented in order to achieve the desired objectives under different circumstances.

Objectives

The course aims to equip participants with the tools necessary to give advice on the implementation of monetary policy in different circumstances. In particular, participants will learn to (1) conduct liquidity forecasting; (2) assess alternative methods for policy interest rate management; (3) evaluate strategies under inflation targeting and other approaches; (4) assess the need for interventions in the foreign exchange market in response to currency volatility, currency misalignments, and capital flows; and, (5) determine the need for, and consequences of, sterilization policies.

Target Participants

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



MP3C. SEACEN–IMF Course on External Sector Analysis

Dates : 15 – 26 May 2017

Venue : Sri Lanka

Host : Central Bank of Sri Lanka

The high degree of openness and increased integration of most SEACEN economies have complicated central banks' role in macroeconomic and monetary policy management, especially in handling external shocks. The global financial crisis is one such episode where even fundamentally strong economies were affected by contagion effects. This two-week course will address issues of current concern, including the management of global capital flows, exchange rate measurement and assessment, macroeconomic interconnectedness, the measurement of competitiveness, and external debt sustainability analysis.

Objectives

At the end of the course, participants will be able to: (1) assess the impact of international capital flows and the management of such flows; (2) construct and interpret alternative exchange rate indices; (3) provide an assessment of exchange rate equilibrium and misalignment; and, (4) conduct an external debt sustainability analysis.

Target Participants

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



MP2B. Monetary Policy Transmission – Theory and Empirical Assessment

(Signature Course)

Dates : 10 – 14 July 2017 (TBC)

Venue : Indonesia

Host : Bank Indonesia

In recent years, the globalization of international finance and the increased integration of emerging markets into the international monetary and financial systems have had major implications for the conduct of monetary policy. As such, the monetary transmission mechanism depends more and more on global factors that influence domestic credit, exchange rates, and long-term interest rates. Moreover, monetary as well as financial stability considerations now include an assessment of the behavior of global banks that extend credit internationally as well as of international investors that purchase debt securities issued by firms in emerging markets. All of these factors have led to a lively debate whether emerging market economies' central banks have diminished control over domestic monetary and financial conditions. This course covers these developments and bring the participants to the forefront of the theoretical and policy debates.

Objectives

At the end of the course, participants will be able to: (1) analyze different facets of financial globalization, monetary and financial spillovers, and their consequences for monetary and financial stability; (2) recognize the changes that have taken place in the implementation of monetary policy and liquidity management; (3) use empirical tools to evaluate the channels of monetary policy transmission; and, (4) quantify the changes in interest rate pass-through as a result of these developments.

Target Participants

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 EViews.



MP4A. Course on Macroprudential Analysis and Policy – Joint with Financial Stability and Supervision (FSS)

Dates : 24 – 28 July 2017

Venue : Cambodia

Host : National Bank of Cambodia

The global financial crisis highlighted the limits of supervision that mainly focuses on individual financial institutions without taking proper account of the soundness of the financial system as a whole. To prevent crises of this sort in the future, there is now a consensus on the importance of a macroprudential approach, which should be coupled with microprudential supervision. The course covers and examines the objective and rationale for macroprudential policy, examine the institutional architecture in Asian-Pacific economies to implement macroprudential policy and the range of macroprudential instruments and tools based on SEACEN member economies' experience. The course also covers a set of indicators that can be followed by macroprudential authorities to detect the build-up of systemic risk with the aim of potentially activating macroprudential instruments.

Objectives

At the end of the course, participants will be able to: (1) understand the challenges and pitfalls in the implementation of macroprudential policy; (2) have a clearer understanding of the complementarity/substitutability between monetary policy and macroprudential policy to safeguard financial stability; (3) distinguish micro from macroprudential policies; (4) understand the externalities of macroprudential policies as well as their cross-border spillovers; and, (5) have a better view of the institutional and governance arrangements for an efficient financial stability mandate of central banks and regulators.

Target Participants

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 three to five 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 participants 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.



MP4B. Financial Cycles and Crises – Joint with FSS

Dates : 27 August – 1 September 2017

Venue : Korea

Host : Bank of Korea

The globalization of finance and increased international linkages between national money and capital markets have 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. A financial cycle captures systematic patterns in the financial system that can have important macroeconomic consequences and is closely related to the concept of systemic risk in the financial system. Both across countries and over long periods of time, regular financial cycles are clearly identifiable, are distinct from the business cycle in their frequency and amplitude, typically presage banking crises and play an important role in the current policy debate on how to increase the resilience of the financial system. Despite all of these stylized facts, we are still far from understanding the properties of the financial cycle compared to our knowledge of the features of the business cycle. This course therefore reviews the evidence on the patterns of financial cycles, discusses their causes and consequences, and examines possible policy responses.

Objectives

At the end of the course, participants will be able to: (1) describe the facts, models, and policy implications of financial cycles; (2) evaluate the usefulness of early warning indicators of financial stress/crises; and, (2) assess the appropriateness of various policy responses, including macroprudential policy to the evolution of financial cycles.

Target Participants

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.



■ II. FINANCIAL STABILITY AND SUPERVISION

FS1A. Foundational Course for Bank Examiners

Dates : TBC

Venue : Fiji

Host : Reserve Bank of Fiji

This course provides the participants with the foundational framework for effective supervision and risk-based surveillance as it covers the foundational skills for bank examiners in emerging markets. It includes practical knowledge on gathering and assessing information on various aspects of banks' business and condition, which serves as inputs into overall examination findings.

Objectives

Using case studies and examples, participants learn to apply fundamental examination concepts and principles. They also develop an understanding of related international standards and recognized sound practices, and learn to formulate appropriate recommendations for remedial action when there are weaknesses or unsound practices or conditions in evidence.

Target Participants

Banking supervisors/examiners who are relatively new to their role but with at least 12 months of experience in helping supervise a financial institution or in undertaking on-site examinations.

FS1B. Intermediate Course for Bank Examiners

Dates : 15 – 19 May 2017

Venue : Malaysia

Host : The SEACEN Centre

Building on the *Foundational 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 examination of non-complex, non-problem banks over the next 18 months. Technical content focuses on understanding capital and liquidity management and risks, 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.

Objectives

To provide the participants exposure to more advanced bank examination techniques and enhance their depth of knowledge, expertise, and judgment.

Target Participants

The course is designed for supervisors with 18 months to two years of experience in field examination/supervision, preferably with some experience in assessing loan portfolio quality.

FS1C. Advanced Course for Bank Examiners

Dates : 9 – 13 October 2017

Venue : Malaysia

Host : The SEACEN Centre

This advanced course builds on the *Foundational and Intermediate Courses for Bank Examiners*. It focuses on sharpening existing skills so that the participants, who have already served as Lead Supervisors of safety and soundness examination of non-complex/non-problem banks, are prepared to serve as Lead Supervisors for more complex or riskier institutions. Technical content focuses on more specialized credit analysis and conducting more granular assessment of how banks measure, monitor, and control risks. 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, such as where a bank may strongly disagree with or challenge the examiner's findings. The course curriculum covers five days, with the last three days consisting of a bank simulation exercise.

Objective

To provide the participants exposure to more advanced bank examination principles and methods thus enabling them to progress to more senior supervisory roles within their organization.

Target Participants

The course is designed for supervisors with at least five years of practical experience in bank examination and supervision, who have served as Lead Supervisor for non-complex bank examination. The participants should have completed the *Intermediate Course for Bank Examiners* or have demonstrated proficiency in that course's curriculum modules. Senior bank supervision policy staff may also find the course content and interactions relevant and beneficial to their work.

FS2A. SEACEN–Federal Reserve Banks Course on Risk-Based Supervision

Dates : 6 – 10 November 2017

Venue : Lao PDR

Host : Bank of The Lao PDR

The course is designed for on-site bank supervisors and off-site monitoring and surveillance staff. It includes the scope, concept, and practical application of risk-based supervision, the supervisory process, and examination planning, execution, and reporting.

Objective

Through interactive case studies, group exercises, and sharing of experiences, the participants, who are experienced examiners, will enhance their judgmental ability to focus 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 Participants

The participants should have at least three years of experience in examination and/or off-site surveillance of banks, allowing them to contribute to the various interactive sessions, many of which, require sharing of experiences.

FS5A. SEACEN–Toronto Centre Course on Crisis Management and Resolution

Dates : 17 – 21 April 2017

Venue : TBC

Host : TBC

The course is designed to provide the participants with an understanding of business and financial cycles, effective crisis management and resolution framework, including the design of infrastructures to wind down non-bank financial institutions that are of systemic importance and banking organizations that operate across borders, and the design of mechanisms to ensure that the losses are borne by the creditors of the institutions rather than by the taxpayers. Also covered are enhanced supervision of cross-border exposures and related systemic risks. Moving expeditiously on this reform agenda, including adopting rules for cross-border burden sharing, requires greater political commitment. Related policy considerations are also covered in-depth.

Objective

Using simulations, group exercises, and interactive discussions, the participants will be able to explore a range of options in dealing effectively with time-sensitive resolution/recovery scenarios.

Target Participants

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



FS3A. SEACEN–FSI Course on Regulation and Supervision of Credit Risk and the New Expected Loss Provisioning Framework

Dates : 25 – 27 April 2017

Venue : Thailand

Host : Bank of Thailand

The course focuses on understanding and developing key credit risk review skills and undertaking on-site examination to assess whether credit risk is being appropriately measured and reported by the banks. It also covers the transition from IAS39 measures of provisions and loan impairment charges to IFRS9, the new expected loss provisioning framework. This includes the key considerations under IFRS9, how to model and measure them appropriately, and key areas of judgment under the standard which regulators need to be able to challenge their banks appropriately.

Objectives

The course is designed to help the participants better understand credit risk process and rating measures applied by retail, commercial, and investment banks, and also to enable them to assess provision adequacy under both the current and new accounting frameworks. This will then promote supervisory consistency and enhance the transparency of provisions held for workout and problem loan transactions. At the end of this course, the participants should have a better understanding of how to monitor review asset quality, including credit risk modeling, credit risk assessment, valuation of loans, and loan workout arrangements.

Target Participants

The course targets bank supervisors and other central bank personnel who have at least two years' supervisory experience and/or have been involved in assessing the asset quality of banks' loan books and who wish to develop up their credit risk and provisioning assessment skills.



FS5B. Dealing with Problem and Near-Problem Banks, including Bank Off-Site Analysis and Monitoring – Early Warning Indicators

Dates : 4 – 8 September 2017

Venue : Brunei Darussalam

Host : Autoriti Monetari Brunei Darussalam

The course focuses on the knowledge and skills required to identify red flags and other early warning indicators in the detection of problem banks. It develops a better understanding of problem banks' resolution management, including the terminal stages of supervision of institutions with a high likelihood of failure and the need to identify such banks promptly. The course also includes the design and discussion of strategies to rehabilitate problem institutions.

Objectives

The course will enable the participants to detect and diagnose potential bank problems and design effective remedial action programs.

Target Participants

The participants should have at least four or five years' experience and have worked in on-site supervision or financial surveillance or legal enforcement related to bank supervision. Although they may not have direct experience in handling problem bank situations, the participants should have sufficient familiarity with bank supervisory processes so that they can actively contribute to interactive course discussions.

FS6C. SEACEN–Federal Reserve Banks Course on Advanced Capital Planning and Stress Testing

Dates : 11 – 15 September 2017

Venue : Sasana Kijang

Host : The SEACEN Centre

A complete stress testing exercise is more than just a numerical calculation of the impact of possible shocks. It involves choices on the coverage of institutions; risks and scenarios; the application of a quantitative framework to link various shock scenarios to solvency and liquidity measures; a strategy for the communication of the results; and, follow-up measures, if warranted. The course is designed to help the participants de-mystify the large and often confusing menu of choices in each of the areas of stress testing, as well as answer questions on the interpretation of the results and their comparability. The course also covers the ICAAP process, how it works and how supervisors and regulators should review the outcomes presented to them, covering Pillars 1, 2A, 2B, and 3.

Objective

This course provides the participants an opportunity for in-depth discussion of practical application of capital adequacy assessment and stress testing standards for both individual banks and the financial system.

Target Participants

The participants have to be experienced in the conceptual framework of stress testing, preferably having carried out one or more aspects of stress testing, and have experience in bank capital planning processes to derive the most from the course.

FS7A. Course on Technology Risks in Banks, including Cybersecurity

Dates : 23 – 27 October 2017

Venue : Philippines

Host : Bangko Sentral ng Pilipinas

The course focuses on the risks of layered infrastructure, the impact of Fintech disruption, cyberthreats, and cybersecurity. It provides the participants an opportunity for in-depth discussion of technology risks in banks and other financial institutions.

Objective

To help the participants understand the risks of layered infrastructure, the impact of Fintech disruption, cyberthreats, and cybersecurity.

Target Participants

The course targets bank supervisors and other central bank personnel such as those working in IT. The participants should have experience either as supervisors of financial service firms or directly worked in a technology-related area to gain the most from the course and be able to contribute appropriately to the discussions.

FS6A. Enterprise Risk Management

Dates : TBC

Venue : TBC

Host : TBC

This course is designed to be highly interactive to help the participants understand the enterprise risk management (ERM) framework of banks and other financial institutions. An effective ERM framework should provide a structured approach for identifying, measuring, controlling, and reporting on the significant risks faced by an organization. This includes credit, market, operational, liquidity, and capital management.

Objective

This course provides the participants an opportunity for in-depth understanding of banks' ERM frameworks.

Target Participants

The course targets experienced bank supervisors and other central bank personnel who have several years of active experience in assessing banks' risk management and ERM frameworks.

III. PAYMENT AND SETTLEMENT SYSTEMS

PS1A. Foundational Course on Payment and Settlement Systems

Dates : 13 – 17 February 2017

Venue : China

Host : People's Bank of China

This course covers the importance of payment and settlement systems (PSS) in SEACEN member countries, with a detailed understanding of each PSS (including current state-of-the art technology), critical roles of central banks, risk management, principles of financial market infrastructures, PSS oversights, and policy issues.

Objectives

At the end of the course, the participants will be able to: (1) explain critical roles of PSS in safeguarding monetary and financial stability; 2) describe detailed operations of large value and retail PSS; 3) identify risks in PSS and mitigation tools/strategies; 4) explain rationales of international standards; and, 5) explain the roles of central banks' PSS oversights.

Target Participants

Junior officers or technical staff, with at least one to two years of experience in PSS operations, policy/regulation, oversight and/or risk management, or IT supervision. The participants should have some basic knowledge of payment and settlement concepts and operations.



PS1B. SEACEN–BOJ Intermediate Course on Payment and Settlement Systems

Dates : 27 – 31 March 2017

Venue : Sasana Kijang

Host : The SEACEN Centre

This course builds on the knowledge gained in the *Foundational Course on Payment and Settlement Systems* and covers risk management and governance of core payment and settlement systems (retail payment systems and large value payment systems). It focuses on the coverage of oversight of payment and settlement systems that contribute to the smooth and practical implementation of monetary policy and the promotion of financial stability. The course also covers the 24 Principles of Financial Market Infrastructures and the latest developments and technologies in the Fintech and mobile payment arenas.

Objective

Using learnings from the course sessions, case studies, and country experiences, the participants will be able to apply fundamental concepts of oversight in line with international standards and national policy objectives.

Target Participants

The course is aimed at mid-level officers or technical staff, with at least two years' work experience in payment and settlement operations, policy, oversight, risk profiling and management, or IT supervision. The participants should have basic knowledge of payment and settlement concepts and operations and/or should have attended the foundational PSS course.



PS1C. SEACEN Advanced Course on Payment and Settlement Systems (back-to-back with 16th Meeting of SEACEN Directors of Payment and Settlement Systems (DOPSS)) (Signature Program)

Dates : 22 – 26 May 2017

Venue : Sasana Kijang

Host : The SEACEN Centre

The rapid advancement of technology has opened new opportunities for the enhancement of systems used for processing payments. At the same time, it has also encouraged perpetrators of cybercrime to develop more sophisticated and advanced tools. This increases the exposure of financial institutions to cyberthreats which, if not identified and caught in time, can have severe implications on financial institutions and more generally, on financial stability. This course includes:

- Discussion of the major challenges and policy issues on cybersecurity risks as well as recent trends and system reforms affecting PSS;
- Explanation of the objectives and key features of the new Committee on Payments and Market Infrastructures (CPMI) guidance on cyber resilience for financial market infrastructures;
- Discussion of the practical issues associated with cybersecurity as it relates to central banks;
- Review of the importance of governance over cybersecurity of PSS in central banks; and,
- Explanation of the tools and techniques used to identify cybersecurity threats and measures to eliminate/mitigate these risks.

Objectives

Through lectures, case studies, and sharing of experiences, the participants will gain an understanding of various international initiatives to manage cyberthreats and how to best combat cybercrimes in payment and settlement systems.

Target Participants

The course is aimed at central bank officers whose principal role is the oversight of systemically important payment systems, with at least five years' relevant work experience. Officers who are involved in developing payment policy and oversight may also apply. The participants are expected to be familiar with the risk profile and risk management of Real Time Gross Settlement (RTGS) and / or have attended the *Intermediate Course on Payment and Settlement Systems*.



■ IV. LEADERSHIP AND GOVERNANCE

L1A. Leadership Masterclass I – Achieving Better Results in Complex Times *(Signature Course)*

Dates : 20 – 22 March 2017

Venue : Thailand

Host : Bank of Thailand

This course is on how to apply Complexity Science and Complex Adaptive Leadership, a ground-breaking approach to achieve better and faster results in the leadership practice. It is followed by a four-month peer co-coaching process to support the application of the science in the day-to-day job and report clear measurable benefits.

Objectives

Through highly interactive sessions, the course will:

- Offer an understanding on why leadership needs to adapt in an increasingly volatile, uncertain, complex, and ambiguous (VUCA) landscape and the challenges that can be overcome;
- Explore the principles that need to be in place to improve engagement, productivity, and innovation; and,
- Discuss how to apply a powerful mix of behaviors to enable leadership not only downward but upward, sideways and outward to extend influence.

Target Participants

The course is aimed at senior-level officers who lead teams and/or are involved in top-priority projects, and are keen to learn how to clarify challenges in a VUCA environment and strengthen their ability to obtain the results that matter for their central banks.



L2A. Springboard Leadership Course – Developing a Leadership Growth

Mindset (*Signature Course*)

Dates : June 2017 (TBC)

Venue : Cambodia

Host : National Bank of Cambodia

The course is designed to highlight to middle-level managers the importance of adopting a growth mindset to thrive successfully in their leadership role and be ready to embrace further leadership challenges.

Objectives

Central to the theme, the curriculum will help the participants to:

- Appraise their current leadership mindsets and styles;
- Identify personal habits that impede their leadership growth;
- Explore how to better add value to their leadership;
- Develop strategies for productive habits and build personal credibility; and
- Craft action plans to accelerate their leadership development in central banking.

Target Participants

The course is aimed at middle-level managers with at least three years of experience whose responsibilities have steadily increased and are motivated to grow their leadership roles.

L1B. Leadership Masterclass II – Maximizing Leadership Impact

(*Signature Course*)

Dates : 16 – 18 October

Venue : Myanmar

Host : Central Bank of Myanmar

This experiential course provides the participants the opportunity to look deeply at the impact of their leadership in central banking thus far and identify and clarify their vision for their future. At its core, the course explores ways to become a more reflective leader with actionable skills to perform more impactfully. In order to close the knowing-doing gap, the participants must be committed to building a statement of vision and working on the key areas for development that they select.

Objectives

The course will enable the participants to:

- Evaluate the roots of their leadership styles and their effects on themselves and others;
- Decide on the purpose they want to pursue and the legacy they want to develop; and,
- Consider if they need to increase their efficacy as leaders, and remove the barriers that keep them from fulfilling their goals.

Target Participants

The course is aimed at senior executives of Deputy Director level at least, who are particularly keen to learn how to better align their leadership actions with their future vision or goals that they want.

G1A. Seminar on Central Bank Governance *(Signature Course)*

Dates : 6 – 8 November 2017

Venue : Vietnam

Host : State Bank of Vietnam

This seminar covers the concepts and good practices on select dimensions for strengthening the governance arrangements in central banks. As this is a highly interactive seminar, the participants are encouraged to share experiences and compare alternative approaches to tackling the challenges they face.

Objectives

The seminar will bring to the fore the latest thinking and insights for the implementation of sound standards of institutional governance. It offers practical advice on particular issues and concerns and enables the participants to distill key take-aways that they can put into action on their return to the workplace.

Target Participants

The seminar is aimed at senior-level officers involved in the particular governance areas with considerable contribution to decision making to promote institutional excellence and drive strategic change in their central banks.

