THE SOUTH EAST ASIAN
CENTRAL BANKS (SEACEN)
RESEARCH AND TRAINING CENTRE

SEACEN PROGRAMME 2013

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FOREWORD

The SEACEN Centre has gone from strength to strength, starting its journey in 1982 as a provider of training, research and meeting forum for the staff and management of its eight founding members to become a reputed learning hub for central banks and monetary authorities in the Asia-Pacific region. Serving a group of central banks in an exceptionally dynamic region, the road traveled thus far by the Centre has been marked with opportunities, challenges and transitions. Thanks to the strong support of its increasing number of member central banks and strategic partners, SEACEN has shown remarkable dynamism and resilience in always ensuring its relevance to its members' needs.

Indeed, SEACEN is very pleased to welcome a new member into its fraternity - the Reserve Bank of India as its 19th member central bank on 1 January 2013. I am certain that the Reserve Bank of India, as one of the oldest central bank established in Asia, will further strengthen the scope of regional cooperation on financial and economic matters that are mutually beneficial to the stakeholders of SEACEN. At the core of SEACEN's uniqueness is its membership which includes both large and small economies at different stages of development. This diversity in the region has in fact been a source of regional strength and opportunities. It has allowed for the focus on complementarities and the leveraging on the diverse comparative advantages.

SEACEN has also reached a significant milestone in 2012, marking the 30th year of its establishment. To commemorate this occasion, SEACEN will be organising a special Conference on "Greater Financial Integration and Financial Stability" in mid-2013, held back-to-back with the 3rd SEACEN-CEMLA Conference. These conferences will hopefully engender further collaboration and cooperation among the regional central banks, which are vital in overcoming future challenges in an ever evolving and integrated global environment.

SEACEN is operating for the first time on a calendar year in 2013, after successfully transitioning from an operating period of nine months in 2012. Our new Programme of 21 learning events, 4 research projects, 3 conferences, 7 high level meetings back-to-back with seminars, has been aligned to the needs of member banks and contextualised to the region. These include signature learning and research programmes as well as high-level seminars to raise visibility and brand of SEACEN in thought leadership and fostering networking and collaboration. In view of this, SEACEN has started playing a lead role in the design of most programmes, leveraging on its internal and adjunct faculties, as well as strategic partners.

The Centre's unique regional position has contributed immensely to its playing a key role as a networking gateway for collaboration in learning not only among members but also with strategic partners and non-member institutions. SEACEN is actively engaged in collaboration with CEMLA to drive cross-regional collaboration among central banks in the Asian and Latin American regions through various strategic initiatives. The 2nd SEACEN-CEMLA Conference on "The Role of Central Banks in Macroeconomic and Financial Stability: The Challenges in an Uncertain and Volatile World" was successfully mounted in November 2012 in Punta del Este, Uruguay. The SEACEN-CEMLA joint website has been operational since June 2012 to promote the exchange of information on programmes organised for central banks in both regions and the sharing of knowledge and experience cross-regionally. SEACEN and CEMLA have also developed a technical assistance questionnaire to facilitate any request from member central banks for cross-regional technical assistance.

SEACEN was also formally invited by the ASEAN Senior Level Committee on Financial Integration to co-chair the ASEAN Steering Committee on Capacity Building (SCCB) together with the Asian Development Bank (ADB). Following BOG's approval in February 2012, SEACEN has co-chaired two meetings of the Steering Committee for Capacity Building (SCCB) under the ASEAN Financial Integration Framework (AFIF), together with the Asian Development Bank since March 2012. The SCCB is expected to serve as a clearing house to match the demand and supply sides for capacity building of ASEAN members to support ASEAN Financial Integration. By co-chairing the SCCB, SEACEN's branding position would be reinforced as the regional learning hub while establishing its expertise in capacity building in financial services liberalisation, particularly in the knowledge areas of financial stability and banking supervision, as well as payment and settlement systems.

These initiatives would further augment SEACEN's value proposition 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 to participate in the Centre's collaborative learning platforms.

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

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

January 2013

Hookyu Rhu
Executive Director

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SCHEDULE

Learning Programmes/Meetings For 2013 By Chronological Order

Code	Date/Venue	Host	Event
FS4	27.01.2013 – 1.02.2013	Monetary Authority of Singapore	SEACEN Course on System Stress Testing (2012 Event)
FS7	17.02.2013 – 22.02.2013	Bank Indonesia	SEACEN Course on Crisis Preparedness for Systematically Important Banks
PS2	25.02.2013 – 28.02.2013	SEACEN	11th SEACEN-CPSS Advanced Course on Payment and Settlement Systems for Emerging Economies (Signature Programme) (2012 Event)
FS10	18.03.2013 – 21.03.2013	Monetary Authority of Singapore	SEACEN-FSI Seminar on Basel Framework - Supervisory Review Process
MP1	25.03.2013 – 05.04.2013	National Bank of Cambodia	7th Intermediate Course on Macroeconomic and Monetary Policy Management
FS8	14.04.2013 – 19.04.2013	Bank Negara Malaysia	SEACEN Course on Supervision of Deposit Taking Microfinance Institutions
MP3	06.05.2013 – 17.05.2013	Bank of Thailand	SEACEN-IMF Course on External Sector Issues
FS1	19.05.2013 – 24.05.2013	Autoriti Monetari Brunei Darussalam	SEACEN Course on Consolidated Supervision
PS1	27.05.2013 – 31.05.2013	State Bank of Vietnam	8th Intermediate Course on Payment and Settlement Systems for Emerging Economies
C2, C3	03.06-2013 – 07.06.2013	SEACEN	30th Anniversary Conference: Greater Financial Integration and Financial Stability back-to-back with 3rd SEACEN-CEMLA Conference
LDG2	09.06.2013 – 15.06.2013	SEACEN	7th SEACEN Advanced Leadership Course (Signature Programme)
FS9	24.06.2013 – 28.06.2013	Bank Negara Malaysia	SEACEN Bank Management School
M1	05.07-2013 – 06.07.2013	Bank Indonesia	26th Meeting of SEACEN Directors of Supervision (back-to-back with High-level Seminar)
FS2	28.07.2013 – 02.08.2013	State Bank of Vietnam	SEACEN Course on Risk Based Supervision
FS3	13.08.2013 – 16.08.2013	Monetary Authority Singapore	SEACEN-FSI Course on Basel III - New Capital and Liquidity Framework
LDG3	21.08.2013 – 24.08.2013	SEACEN	SEACEN Seminar on Central Bank Governance (Signature Programme)
MP5	25.08.2013 – 30.08.2013	National Bank of Cambodia	SEACEN Course on Operationalising Capital Account Liberalisation in Emerging Market Economies

Learning Programmes/Meetings For 2013 By Chronological Order

Code	Date/Venue	Host	Event
FS6	01.09.2013 – 06.09.2013	SEACEN	SEACEN Course on Financial Stability Analysis and Surveillance (Signature Programme)
MP6	09.09.2013 – 13.09.2013	SEACEN	SEACEN Seminar on Post-Crisis Macroeconomic and Monetary Policy Challenges for Emerging Market Economies (Signature Programme)
M5	18.09.2013 – 21.09.2013	Central Bank of Sri Lanka	35th Meeting of SEACEN Directors of Research and Training (back-to-back with DOR and DOT Seminars)
M3	23.09.2013 – 25.09.2013	SEACEN / Bangko Sentral ng Pilipinas	10th SEG Meeting
M4	27.09.2013 – 28.09.2013	Bank of Thailand	4th Meeting of SEACEN Deputy Governors in charge of Financial Stability and Banking Supervision (back-to-back with High-Level Seminar on Financial Stability)
FS5	06.10.2013 – 11.10.2013	Bangko Sentral ng Pilipinas	SEACEN Course on Assessing Information Technology Risk of a Bank
PS2	08.10.2013 – 11.10.2013	SEACEN	SEACEN Advanced Course on Payment and Settlement Systems for Emerging Economies (Signature Programme)
M2	11.10.2013 – 12.10.2013	SEACEN	12th Meeting of SEACEN Directors of Payment and Settlement Systems (back-to-back with Seminar)
LDG1	20.10.2013 – 25.10.2013	Autoriti Monetari Brunei Darussalam	7th SEACEN Intermediate Leadership Course
MP2	27.10.2013 – 01.11.2013	Nepal Rastra Bank	6th SEACEN-CCBS/BOE Advanced Course on Macroeconomic and Monetary Policy Management
C1	06.11.2013 – 08.11.2013	Bank Indonesia	High-Level Seminar on Integrating Monetary Policies with Macroprudential Framework
FS4	10.11.2013 – 15.11.2013	Central Bank, Chinese Taipei	SEACEN Course on Assessing Credit Risk of a Bank
MP4	24.11.2013 – 06.12.2013	Central Bank of Sri Lanka	SEACEN-IMF Course on Macroeconomic Management and Financial Sector Issues
M6	(TBC)	The Bank of Mongolia	12th Meeting of SEACEN Executive Committee (back-to-back with High-level Seminar)
M7	21.11.2013 – 23.11.2013 (TBC)	Nepal Rastra Bank	33rd Meeting of SEACEN Board of Governors and 49th SEACEN Governors' Conference/High-level Seminar

Note: (TBC) – To be Confirmed.

SCHEDULE

Learning Programmes/Meetings For 2013 By Knowledge Area

Code	Date/Venue	Host	Event
			Macroeconomic and Monetary Policy Management (MMPM)
MP1	25.03.2013 – 05.04.2013	National Bank of Cambodia	7th Intermediate Course on Macroeconomic and Monetary Policy Management
MP2	27.10.2013 – 01.11.2013	Nepal Rastra Bank	6th SEACEN-CCBS/BOE Advanced Course on Macroeconomic and Monetary Policy Management
MP3	06.05.2013 – 17.05.2013	Bank of Thailand	SEACEN-IMF Course on External Sector Issues
MP4	24.11.2013 – 06.12.2013	Central Bank of Sri Lanka	SEACEN-IMF Course on Macroeconomic Management and Financial Sector Issues
MP5	25.08.2013 – 30.08.2013	National Bank of Cambodia	SEACEN Workshop on Operationalising Capital Account Liberalisation in Emerging Market Economies
MP6	09.09.2013 – 13.09.2013	SEACEN	SEACEN Seminar on Post-Crisis Macroeconomic and Monetary Policy Challenges for Emerging Market Economies (Signature Programme)
			Financial Stability and Banking Supervision (FSS)
FS1	19.05.2013 – 24.05.2013	Autoriti Monetari Brunei Darussalam	SEACEN Course on Consolidated Supervision
FS2	28.07.2013 – 02.08.2013	State Bank of Vietnam	SEACEN Course on Risk Based Supervision
FS3	13.08.2013 – 16.08.2013	Monetary Authority of Singapore	SEACEN-FSI Course on Basel III – New Capital and Liquidity Framework
FS4	10.11.2013 – 15.11.2013	Central Bank, Chinese Taipei	SEACEN Course on Assessing Credit Risk of a Bank
FS5	06.10.2013 – 11.10.2013	Bangko Sentral ng Pilipinas	SEACEN Course on Assessing Information Technology Risk of a Bank
FS6	01.09.2013 – 06.09.2013	SEACEN	SEACEN Course on Financial Stability Analysis and Surveillance (Signature Programme)
FS7	17.02.2013 – 22.02.2013	Bank Indonesia	SEACEN Course on Crisis Preparedness for Systematically Important Banks
FS8	14.04.2013 – 19.04.2013	Bank Negara Malaysia	SEACEN Course on Supervision of Deposit Taking Microfinance Institutions
FS9	24.06.2013 – 28.06.2013	Bank Negara Malaysia	SEACEN Bank Management School
FS10	18.03.2013 – 21.03.2013	SEACEN	SEACEN-FSI Course on Basel II/III – Supervisory Review Process

Learning Programmes/Meetings For 2013 By Knowledge Area

Code	Date/Venue	Host	Event
			Payment and Settlement Systems (PSS)
PS1	27.05.2013 – 31.05.2013	State Bank of Vietnam	8th Intermediate Course on Payment and Settlement Systems for Emerging Economies
PS2	08.10.2013 – 10.10.2013	SEACEN	SEACEN Advanced Course on Payment and Settlement Systems for Emerging Economies (Signature Programme)
			Leadership and Central Bank Governance (LDG)
LDG1	20.10.2013 – 25.10.2013	Autoriti Monetari Brunei Darussalam	7th SEACEN Intermediate Leadership Course
LDG2	09.06.2013 – 15.06.2013	SEACEN	7th SEACEN Advanced Leadership Course (Signature Programme)
LDG3	21.08.2013 – 24.08.2013	SEACEN	SEACEN Seminar on Central Bank Governance (Signature Programme)
			Conferences (C)
C1	06.11.2013 – 08.11.2013	Bank Indonesia	High-Level Seminar on Integrating Monetary Policies with Macroprudential Framework
C2, C3	03.06-2013 – 07.06.2013	SEACEN	30th Anniversary Conference: Greater Financial Integration and Financial Stability back-to-back with 3rd SEACEN-CEMLA Conference
			Meetings (M)
M1	05.07-2013 – 06.07.2013	Bank Indonesia	26th Meeting of SEACEN Directors of Supervision (back-to-back with High-level Seminar)
M2	11.10.2013 – 12.10.2013	SEACEN	12th Meeting of SEACEN Directors of Payment and Settlement Systems (back-to-back with Seminar)
M3	23.09.2013 – 25.09.2013	SEACEN	10th SEG Meeting
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Note: (TBC) - To be Confirmed

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 nineteen members in 2013. Since its inception in the early 1980's, The SEACEN Centre has established its unique regional position in serving its membership of central banks in the Asia-Pacific region through its learning programmes, 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 nineteen members, the Centre has an outreach of sixteen other central banks which are invited for the Centre's learning programmes, as well as 26 regional and international strategic partners with whom the Centre collaborates in the design and delivery of its programmes.

The SEACEN Centre 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 3-Year Strategic Business Plan (SBP) puts forth the overarching aspiration for SEACEN through a new vision. To manage the dynamic challenges and capacity building needs of its stakeholders, the Centre's new 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 the Centre'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 organising forums to gather regional views.

VISION & MISSION

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

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

SEACEN Activities

SEACEN will fulfil its four value propositions through:

Learning: The SEACEN annual learning programme for 2013 (January-December 2013) consists of 21 learning programmes in the form of seminars, courses, workshops and high-level conferences, focusing on areas of core central banking functions, namely macroeconomic and monetary policy management (MMPM); financial stability and banking supervision (FSS); payment and settlement systems (PSS); and leadership and central bank governance (LDG). These include programmes 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 programme. 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 programmes. Research findings would be disseminated at the relevant learning programmes 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 a bi-annual "SEACEN Economic Letter" to provide insights on regional and global topical issues of concern as well as disseminate information such as research findings, summaries of staff and occasional papers. Research output of the Centre is downloadable for free at its website at http://www.seacen.org.

Meetings: The SEACEN Centre organises three management meetings a year. The Board of Governors (BOG) Meeting decides on policies of strategic importance to The SEACEN Centre, and ratifies the SEACEN annual programme of activities and budget. The BOG Meeting is preceded by the SEACEN Governors' Conference. The Executive Committee (EXCO) Meeting discusses and recommends the SEACEN proposed programme of activities and budget, as well as SEACEN policy matters for BOG's approval. 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, The SEACEN Centre 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); Banking Supervision (BS), and Payment and Settlement Systems (PSS). These meetings are normally preceded by 1-day seminars on a theme of current interest. The Centre 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 programme 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 programmes. A prime example is the annual SEACEN-CEMLA Conference which was initiated in 2011. The 3rd Conference will be held in Kuala Lumpur, Malaysia in conjunction with the 30th Anniversary SEACEN themed "Greater Financial Integration and Financial Stability. The SEACEN-CEMLA Conference is a major springboard for central banks from the Asian and Latin American regions to promote cross-regional collaboration in central bank learning and strengthening of networking relationships, sharing of experiences and exchange of ideas.

The Centre's programmes 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 a SEACEN Web Forum to provide a platform for interactive participation among staff of member central banks and the Centre to exchange knowledge and ideas on common issues of concern.

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, the Centre 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 programmes offered by the Centre. SEACEN has also adopted instructional design principles in the development of its learning programmes 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 programmes are highly relevant to workplace requirements.

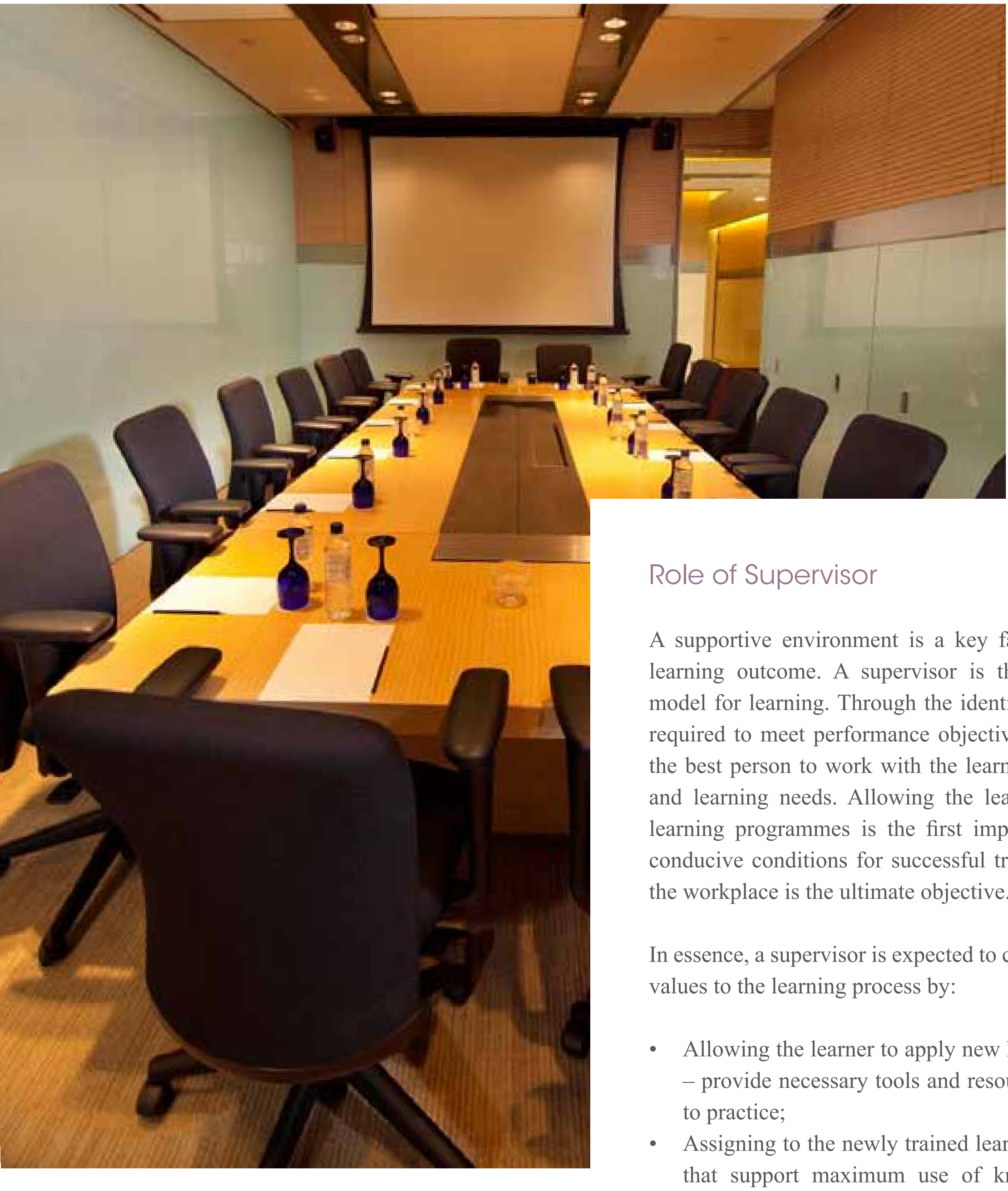
SEACEN's Belief in Learning Process

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.

Role of Participant

For learning to take place, a participant is expected to be the facilitator of his own learning. The participant is expected to be a self-directed learner by:

- Identifying his own learning needs;
- Initiating discussions with his supervisor to agree on learning requirements;
- Collaborating with his supervisor to prepare a personal learning plan to address skill gaps;
- Engaging himself at SEACEN learning programmes through pre-course engagement and active involvement in lectures/discussions;
- Practising new knowledge and skills gained at learning programmes upon returning to the workplace; and
- Proactively searching for ways to optimise his learning opportunities.



Role of Supervisor

A supportive environment is a key factor in determining learning outcome. A supervisor is the catalyst and role model for learning. Through the identification of job skills required to meet performance objectives, the supervisor is the best person to work with the learner on his skills gaps and learning needs. Allowing the learner to take part in learning programmes is the first important step; creating conducive conditions for successful transfer of learning to the workplace is the ultimate objective.

In essence, a supervisor is expected to create impact and add values to the learning process by:

- Allowing the learner to apply new knowledge and skills – provide necessary tools and resources, including time to practice;
- Assigning to the newly trained learner, tasks or projects that support maximum use of knowledge and skills acquired in the learning programmes;
- Observing change in behaviour or job performance of the learner;
- Providing timely coaching and constructive feedback to the learner; and
- Providing timely feedback to The SEACEN Centre to help improve the design and delivery of the learning programmes.