2017 LEARNING PROGRAM
FOR FINANCE OFFICIALS IN SOUTH EAST EUROPE
The number of participants attending our learning events per year has risen by more than ten times.

From 5 in the beginning to managing around 70 events yearly.

Our working and learning space has increased by more than two times.

We started with three employees in 2001; currently we employ 25 people.

3 IMF regional advisors use the CEF as a hub for their missions in South East Europe (SEE).

CEF’s constituency consists of 12 countries in SEE.
OUR 2017 PROGRAM INCLUDES
35* LEARNING INITIATIVES
ACROSS THE FOLLOWING THEMATIC PRIORITIES

Public Financial Management
- Budget Preparation and Execution
- Accounting and Auditing

Tax Policy and Administration

Central Banking

Leadership for Managing Reforms

* This figure includes two Public Accountants Certification Program projects in Montenegro and Serbia that each comprise of a number of activities of a longer duration, and two Leadership for Managing Reforms initiatives that also comprise of a number of in-country activities. The figure does not include planned webinars that we consider addressing in 2017.
We at the CEF are convinced that knowledge exchange is a powerful tool for accelerating reform processes in our constituency. With this in mind, we have been working closely with you, our network of content experts and partners, to design high-quality, practical and participant-centered learning initiatives.

The results achieved thus far are a testimony of our growing ability to bridge existing knowledge gaps, improve capacities and help develop required skills to work towards a common goal of developing capacities of institutions and ultimately of our constituency.

Our goal for the 2017 learning program remains to bring together public officials from across South East Europe (SEE) who are tasked with public financial management, revenue administration, and ensuring economic stability and strengthening potential economic output.

We will continue engaging you in innovative and unique international learning experiences, where you will be encouraged to share your competences and insights actively with others, and identify opportunities for applying the gained knowledge.

We invite you to also consult our website www.cef-see.org for the most up-to-date list of learning initiatives and application procedures. We do not charge fees for officials from our constituency working in the public sector and central banks.

Thank you for your interest in our 2017 learning program and we are looking forward to continuing our good cooperation.

Yours,
CEF team
Leadership for Managing Reforms

FEEL INSPIRED AND EMPOWERED THROUGH OUR LEARNING AND KNOWLEDGE-SHARING OPPORTUNITIES TO ENHANCE REFORMS

**JANUARY**
Enabling PFM Reforms through Joint Learning
> *In-country coaching session(s) – Part 1*

**FEBRUARY**
Enabling Finance Officials as Trainers and Learning Facilitators

**MARCH**
Reinforcing Transparency through Stronger Communication

**MAY**
Strengthening Economic Governance and PFM in SEE

**JUNE**
Strengthening Finance Officials’ Management Skills
> *In-country coaching session(s) – Part 2*

**SEPTEMBER**
Planning and Leading Organizational Change

**NOVEMBER**
Building Human Resource and Institutional Capacities to Deliver Public Sector Reforms

More information:
[http://www.cef-see.org/leadership](http://www.cef-see.org/leadership)
Public Financial Management

BUDGET PREPARATION AND EXECUTION

LEARN MORE WITH PEERS AND LEADING EXPERTS ABOUT ENABLING THE BUDGET PROCESS THROUGH ENHANCED ANALYSIS AND COORDINATION

APRIL
EU Funding Sources for the Constituency Countries

JUNE
Fiscal Programming of Structural Reforms

SEPTEMBER
Managing Public Investments
Carrying Out Effective Spending Reviews

NOVEMBER
Program and Performance-Informed Budgeting

DECEMBER
Debt Reduction Strategies and Risk Management

More information:
http://www.cef-see.org/budget-preparation-and-execution
Public Financial Management
ACCOUNTING AND AUDITING

JOIN YOUR FAVORITE LEARNING COMMUNITY OF SEE PUBLIC SECTOR ACCOUNTANTS AND INTERNAL AUDITORS ALSO IN 2017

- **FEBRUARY** Planning Internal Audit Engagements
- **MARCH** Government Finance Statistics in SEE
- **APRIL** Strengthening the Management of Internal Audit Activity to Add Value
- **JUNE** Internal Auditing for Non-Auditors
- **DECEMBER** Financial Statements: How to Improve Coverage and Accuracy?

- **JUNE 2016 JUNE 2018** Public Accountants Certification Training in Serbia
  > *In-country project*

- **JANUARY 2017 JUNE 2018** Public Accountants Certification Training in Montenegro
  > *In-country project*

Revenue Forecasting
Investigating VAT Fraud

Property Taxation

Changing Perspective: From Enforced to Voluntary Tax Compliance

Tax Auditing in Electronic Environment

The Shadow Labor Market – Why Is It a Problem and How to Address It?

Developing a Tax Compliance Plan

More information: http://www.cef-see.org/tax-policy-and-administration
Deepening Money Markets and Promoting the Use of Local Currency Instruments

Developing Efficient Platforms for Dynamic Interbank Trading

Communication of Financial Stability Reports

The Role of Government Representatives on Central Bank Boards

Strengthening Internal Audit and the Role of Audit Committees

Improving the Reliability of Macroeconomic and Macrofiscal Forecasts

Harmonization in Prudential Regulation and Supervision

Prerequisites for Designing a Macroprudential Toolkit

More information:
http://www.cef-see.org/central-banking
We aim to gradually complement our face-to-face initiatives with a series of regular webinars. Some of them will be run as individual events, others as a part of blended learning initiatives or as an introduction to an upcoming workshop or a follow-up activity to enhance what has been learned at a workshop.

**HERE IS AN INDICATIVE LIST OF THE WEBINAR TOPICS THAT WE CONSIDER ADDRESSING IN 2017:**

- Introducing Gender-Responsive Budgeting
- Understanding Baseline versus New Policy Estimates
- Reinforcing the Role of Parliament in the Budget Process
- Enhancing Financial Relations between Government Levels
- Promoting Financial Management and Control beyond Ministries of Finance
- Implementing International Public Sector Accounting Standards
- Strengthening Transparency through Citizens’ Budgets
- Influencing Taxpayer Behavior
- Strengthening Revenue Mobilization and Management in Sectors
- Developing Interbank Trading Platforms

More information: [http://www.cef-see.org/olc](http://www.cef-see.org/olc)
**MY #CEFLEARNING JOURNAL**

**WHAT I WILL KEEP IN MIND...**

**MY NOTES ON USEFUL LEARNING RESOURCES...**

**MY LIST OF THINGS I WANT TO LEARN**

1. 
2. 
3. 

**I MET ...**

<table>
<thead>
<tr>
<th>FIRST AND LAST NAME</th>
<th>E-MAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
</tr>
</tbody>
</table>
MY #CEFLEARNING JOURNAL

WHAT I WILL KEEP IN MIND...

LEARNING EVENT

DATE

MY NOTES ON USEFUL LEARNING RESOURCES ...

MY LIST OF THINGS I WANT TO LEARN

1.

2.

3.

I MET ...

FIRST AND LAST NAME

E-MAIL

1.

2.

3.

4.
OUR MISSION
Our mission is to support capacity development for finance officials in South East Europe through learning.

OUR WORK
We work with our constituency to support their public financial management, tax policy and administration, and central banking reform efforts. We strengthen their impact by addressing a fourth non-technical priority area of leadership for managing reforms. We approach our work through innovative, participatory, and practical learning solutions. The CEF serves as a knowledge hub for the region: we combine thematic expertise and in-depth knowledge of countries in the region with a good comprehension of how reforms take place. As experts in learning and knowledge sharing, we know how to nurture and expedite learning among individuals and institutions.

OUR HISTORY
We were established in 2001 under the Stability Pact for South East Europe by the Slovenian Government at the initiative of the Slovenian Ministry of Finance and in close cooperation with other ministries of finance of former Yugoslav countries and Albania. In 2014 the CEF became an international organization after 13 very successful years as a regional institution. The change of status facilitates the hiring of international staff and enhances cooperation with our partner institutions.

OUR CONSTITUENCY
Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey.