MEMBERS:
Albania
Bosnia and Herzegovina
Bulgaria
Croatia
Kosovo*
Macedonia
Moldova
Montenegro
Romania
Serbia
Slovenia
Turkey

OTHER COUNTRIES WHERE THE CEF IS PRESENT:
Armenia
Azerbaijan
Belarus
Georgia
Kazakhstan
Kyrgyz Republic
Tajikistan
Turkmenistan
Ukraine
Uzbekistan

* under UNSCR 1244.
In the CEF Catalog 2013 Kosovo (under UNSCR 1244) is named as Kosovo.
Some of our partners in delivering CEF Workshops and Seminars:

- Bank of Slovenia
- Chartered Institute of Public Finance and Accountancy (CIPFA), United Kingdom
- De Nederlandsche Bank (DNB)
- International Monetary Fund (IMF)
- Lincoln Institute of Land Policy, USA
- Ministry of Finance, Slovenia
- Ministry of Finance, Sweden
- Ministry of Finance, the Netherlands
- National Bank of Belgium
- Organization for Economic Cooperation and Development (OECD)
- The World Bank

The dates and titles of workshops and seminars, as well as their content, are subject to change. Please consult our website (www.cef-see.org) for the most up-to-date calendar and list of offerings.

Some of the training activities in the schedule for 2013 may be organized under the umbrella of the CEF’s Building Capacities in Policy Design and Implementation (BCPDI) program. These will be part of the forthcoming Strategic Planning and Budgeting project, which the CEF will deliver with financial assistance from the European Union beginning in late 2012. This may entail adjustments to training activities to better address capacity development needs that beneficiaries have identified at earlier BCPDI needs assessments. See www.cef-see.org/bcdpl for more information about the BCPDI program.
Dear Participants,

Welcome to our Catalog of Workshops and Seminars for year 2013. We are happy to offer you a wide range of training and learning events in public financial management and central banking.

The CEF believes that understanding learning needs across South East Europe is essential to developing relevant, high-quality programs. We ensure that these needs are reflected in course design and content, and that lectures and discussions are participatory and experience-based. All courses maximize the interaction between lecturers and participants, and among participants themselves.

The global economic and financial crisis has challenged all of us. The region has had less access to funding, but the demand for capacity development in public financial management and central banking has continued to rise. To help keep our training accessible, we are stepping up our effort to transform some of our face-to-face learning into e-learning modules.

E-learning courses allow us to reach participants who would have difficulty attending in-person events or who need a more flexible schedule or structure. As we expand our e-learning offerings, however, we remain focused on providing a lively, interactive environment with the same participant-centered, experience-based approach that we offer participants face-to-face.

I am confident you will find this year’s course offerings useful to your daily work. Your participation continues to build on our strong relationship with member countries across the region. We look forward to welcoming you to the CEF and its online community.

Mira Dobovišek
Director
About the CEF

The Center of Excellence in Finance (CEF) was established in 2001 by the Slovenian Government on the initiative of its Ministry of Finance and in close cooperation with counterpart ministries across South East Europe (SEE). Our member countries are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey.

Our mission is to promote awareness of international standards and best practice in public financial management and central banking by organizing specialized learning events, encouraging knowledge sharing and research, and providing technical assistance.

With extensive knowledge of the region’s learning needs, the CEF has become a leading training institution for capacity development in the region. We provide tailor-made learning programs that aim to be practical and applicable to the professional challenges that finance officials and central bankers face on a daily basis.

The CEF designs programs to address reform developments and related needs in our member countries – in line with the latest trends and standards in public financial management and central banking.

For more information about the CEF and our programs, please visit our web page: www.cef-see.org
CEF Workshops and Seminars

Workshops and seminars are the CEF’s core activity. We tailor them to the immediate learning needs and priorities of the region. This practical orientation enables a rich exchange of experiences to help tackle specific challenges in the region.

Our highly focused programs provide guidance for current and future tasks in reforming public finance and strengthening central banking. They also develop government officials’ individual capacity and teamwork, through an emphasis on effective communication and constructive problem-solving.

Our workshops and seminars cover the following categories and topics.

>> PUBLIC FINANCIAL MANAGEMENT (PFM)
- Tax Policy and Administration
- Budgeting
- Treasury
- Accounting
- Auditing
- IPA Funds

>> CENTRAL BANKING

>> PEOPLE AND PROCESS MANAGEMENT
CEF Learning and Evaluation Model

A PARTICIPATORY APPROACH

Individuals learn most when they are actively involved in the learning process. Developing individuals’ capacity can raise the capacity of institutions, which in turn can benefit society as a whole.

Governments in CEF countries are committed to strengthening individual and institutional capacity. The CEF provides crucial support for this effort by facilitating learning in ways that help countries benchmark and learn from each other.

The CEF believes that capacity development requires a participatory approach to learning. This means that we:

• Work continuously to understand and keep pace with the learning needs of individuals and institutions, as well as regional trends.
• Set clear learning objectives. These help participants understand the knowledge and skills they will gain. Setting objectives also helps us choose the right learning methods and tools, and evaluate the performance of lecturers, participants, and CEF staff.
• Ensure that each course is participant-centered and experience-based. All courses are designed to maximize the interaction between lecturers and participants, and among participants themselves, using a wide range of learning methods and tools.
• Incorporate participant feedback throughout the process: before, during, and after the course.

THE LEARNING CYCLE

The CEF learning cycle ensures that we offer relevant, timely, and high-quality training to participants from our member countries. It involves a consistent approach to surveying and understanding learning needs and to designing, delivering, and evaluating learning events that offer the best international expertise and a wealth of practical experience from across the region.

This approach is what makes us a strategic facilitator of capacity development efforts for our member countries.

DELIVERY MODES

The CEF’s learning events have two distinct delivery modes:

- **Face-to-face >>** learning events delivered in the classroom environment.
- **E-learning >>** learning events delivered in a virtual environment, supported by Moodle, an online content management system.
How learning works at the CEF

Courses challenge participants to “think outside the box,” comparing their practices with others, learning from them and sharing what they know.

Lecturers bring extensive international experience to focus on country practices, keeping theoretical discussions to a minimum.

Exit surveys let participants assess their learning experience and influence the design of future learning activities.

Pre-event surveys and assignments invite participants to give input on what they need and want to learn.

Varied methods and tools take into account different learning styles and make the experience interactive, stimulating, and fun.

After each event, gains in knowledge and skills are measured against a benchmark from pre-learning assignments and tests.

Lecturers bring extensive international experience to focus on country practices, keeping theoretical discussions to a minimum.

Learn from each other

Deliver practice-based learning events

Provide feedback for future events

Measure gains in knowledge and skills

Directly influence what they will learn

Match learning methods with participants’ needs

Pre-event surveys and assignments invite participants to give input on what they need and want to learn.

Varied methods and tools take into account different learning styles and make the experience interactive, stimulating, and fun.

After each event, gains in knowledge and skills are measured against a benchmark from pre-learning assignments and tests.
Measuring results of learning activities is central to the CEF’s capacity development work in public financial management and central banking.

We strive for the optimal approach to enhancing the institutional capacity of ministries of finance, central banks, and other relevant institutions in our member countries by developing capacities first at the individual level, using learning and training as an input.

We use a range of evaluation tools to measure participants’ reactions, which allows us to make any necessary adjustments to our learning program and helps us design new learning activities. Collecting participants’ feedback also ensures that we have information available to guide decision-making and inform discussions with partners about future learning events.

The CEF model is based on several models of understanding training and learning processes, such as the World Bank Independent Evaluation Group’s research as presented in the “Using Training to Build Capacity for Development” publication, as well as the International Training Center of the International Labor Organization’s “Learning Management Cycle.”

There are several assumptions in this model that lead us from input to output, from output to outcome, and from outcome to impact, and these present an important framework for measuring our results. Our evaluation approach is based on the Kirkpatrick model for training evaluation, modified to fit the dimensions of the CEF learning model.
The CEF Public Financial Management workshops and seminars cover **all phases of the budgeting process**, including formulation of aggregate fiscal policy, revenue collection, budget preparation, budget execution, accounting and financial reporting, auditing, and policy review.
COURSE DESCRIPTION > This e-learning course presents the concept of public financial management and key elements in managing public finance reforms. Topics include:

- Overview of strategic planning
- Overview of tax policies, various kinds of taxes, their scope, and basics of tax administration
- Principles of budget formulation, basic tasks of budget systems, and techniques to improve efficiency in budget preparation
- Principles of budget execution and reforms to improve the expenditure cycle, including commitment planning and procurement management as well as budget adjustments during the year
- Overview of recent reforms in accounting, fiscal reporting, and internal and external auditing
- Issues posed by decentralized execution of government functions
- Key treasury reform objectives and issues in organizing and running a treasury, including cash and debt management
- Issues of policy review
- The main PFM assessment tools

The course uses e-learning techniques. Participants will communicate with e-tutors and e-facilitators through the Moodle online content management system.

TARGET AUDIENCE > The course provides learning and experience sharing for government officials, including from local governments, who are assigned to public financial management positions with responsibilities for budget preparation, budget execution, accounting, auditing, treasury management tasks, or other responsibilities related to public financial management. It is specifically designed for new graduate recruits or officials new to public financial management.
>> TAX POLICY AND ADMINISTRATION

The learning program on taxation offers a variety of learning solutions. Courses provide concrete solutions to the problems tax officials face in their daily work and challenge them to “think outside the box,” comparing what they are doing with other participants’ practices, learning from them and sharing what they know. The program combines traditional learning methods with the participatory approach to learning.

Modern Approaches to Tax Compliance
February 2013

WORKSHOP DESCRIPTION > This workshop provides a detailed overview of the principles and practice under which revenue authorities can deliver tax compliance risk management, using the framework set out in the European Commission’s Compliance Risk Management Guide for Tax Administrations (2010).

TARGET AUDIENCE > The workshop is designed for senior or experienced revenue officials (directors, deputies, and heads of departments, either from the head office or regional offices). Participants should be involved and/or have experience with compliance risk management within their institutions. They should also be familiar with the EU model of the compliance risk management.
Essentials of the EU VAT System
March 2013

**WORKSHOP DESCRIPTION >** The workshop will allow participants to get a sound understanding of the Value Added Tax (VAT) rules that have been in force in the European Union (EU) since January 1, 2010, and that form what is known as the VAT package. This includes the new regime regarding the supply of services and changes that have been made on refunds of VAT to foreign entrepreneurs within the EU. The workshop will clearly illustrate the procedures and controls to be implemented to comply with these requirements.

**TARGET AUDIENCE >** The workshop is designed for mid to senior level tax officials who are involved and/or have experience with VAT policy design within their institutions.

Market Value-Based Taxation of Real Property
April 2013

**WORKSHOP DESCRIPTION >** This workshop draws on international experiences in the taxation of land and real property, offering a policy oriented analysis as well as practical approaches to implementing value-based taxes in countries undergoing economic transition. It includes a discussion of real property markets, system development for value-based property taxation, management of information systems, market value and mass valuation methods, as well as tax collection and taxpayer education and services.

**TARGET AUDIENCE >** The workshop is designed for policymakers and senior level officials responsible for developing and implementing market value-based taxation of real property. It is appropriate for officials responsible for real property taxes and related information systems, in such areas as land cadasters, the valuation of real property for tax purposes, intergovernmental finance, economic development, or land use planning.
Developing an Effective Taxpayer Audit Program
May 2013

**WORKSHOP DESCRIPTION** > A well-structured audit program plays an important role in improving the effectiveness of tax administrations. In modern tax administrations the role of an audit program has extended beyond the mere verification of the reported taxpayer’s obligations. If managed properly, it encourages compliance and thus allows the administrations to collect taxes more efficiently. This workshop has been designed to examine key factors that need to be in place when planning an effective taxpayer audit program.

**TARGET AUDIENCE** > The workshop is designed for mid to senior level tax officials who work on preparation of taxpayer audit programs.

Sharpening Tax Auditors’ Skills
September 2013

**WORKSHOP DESCRIPTION** > The workshop will help tax auditors improve their knowledge of the overall audit process and learn how to conduct tax audits in an effective and efficient manner. It will also address how to effectively evaluate risk, assess sufficiency of controls, and identify process improvement opportunities. The workshop will also explore how to develop awareness and acceptance among those being audited, to create a more favorable environment for voluntary tax compliance.

**TARGET AUDIENCE** > The workshop is designed for mid to senior level tax auditors from tax administrations or the audit policy part of the revenue service.
Transfer Pricing
November 2013

WORKSHOP DESCRIPTION > The workshop will familiarize tax officials with mechanisms employed to identify and prioritize transfer pricing risks. The most appropriate transfer pricing methods are analyzed, so that participants obtain a better understanding of the key steps required to develop an efficient transfer pricing policy. The workshop will also provide a platform to discuss and analyze the main opportunities and challenges posed by the latest developments in international transfer pricing.

TARGET AUDIENCE > The workshop will be most useful to tax auditors or inspectors with a working knowledge of transfer pricing, particularly mid to senior level managers and policy makers.
>> BUDGETING

The budget learning curriculum focuses on improving implementation of fiscal policy. Special emphasis is placed on developing medium-term budget capacity; strengthening program and performance budgeting reforms; understanding the relationship between the annual budget and the medium-term budget framework; strengthening fiscal institutions; and discussing implementation challenges and the changes needed in public financial management and public administration generally to ensure the success of reforms.

1  

Budget Formulation
February – March 2013

**COURSE DESCRIPTION** > The course presents a typical national budget process, from the preliminary steps to the government’s presentation of its proposed budget to parliament. The course focuses on budget instructions typically issued by ministries of finance to guide government budget organizations in preparing their budget requests. It also covers the content of the budget requests and the analysis of budget proposals by the central budget authority (i.e., the ministry of finance).

The course uses e-learning techniques. Participants will communicate with e-tutors and e-facilitators through the Moodle online content management system.

**TARGET AUDIENCE** > This course provides learning and experience sharing for professional staff and managers who participate in the budget formulation process in finance ministries, budget departments, spending ministries, local governments, or any governmental organization impacted by budgets.
WORKSHOP DESCRIPTION > This workshop will help participants better understand objectives and features of multi-year budgeting, identify the challenges and bottlenecks in these reforms, and share experiences with colleagues on how to overcome these challenges. The workshop will be given by practitioners and professionals with extensive international experience. The emphasis will be on discussions and examples based on country practices, with theoretical discussions kept to a minimum.

TARGET AUDIENCE > The workshop is designed for mid to senior level officials who actively deal with budget formulation, strategic planning, and budget decision-making. This means that participants could be from ministries of finance, ministries of economy, central executive or prime ministers’ offices, line ministry planning and budget departments, as well as permanent secretaries, or parliamentary economic and finance commissions.
WORKSHOP DESCRIPTION > The benefits of a performance-oriented budgeting system are well known. Improving the level and quality of information on achievement of desired outcomes and the effectiveness of budget resource allocation is critical to ensuring that resources are directed to programs where the benefits are highest. Monitoring the cost-effectiveness of government expenditures also helps reduce the costs of delivering specific government services and public goods. However, whereas the benefits are well understood, considerable uncertainty exists on how to design and implement a workable performance-oriented system.

This workshop will help participants better understand the challenges in implementing program and performance-oriented budgets.

TARGET AUDIENCE > The workshop is designed for officials from ministries of finance, line ministries, and local offices, who are involved in budget formulation, strategic planning, and/or budget decision-making. It is specifically targeted at those involved in designing, implementing, and/or designing program and performance budgeting reforms.
COURSE DESCRIPTION > This course introduces participants to the steps required before and during the process of budget execution. It describes the organizations that are involved, whether directly or indirectly, as well as the role of the treasury organization, system requirements, charts of accounts, comprehensive policies/procedures, and key terminology. The course explores the processes that a ministry of finance typically carries out to guide all government spending units in executing the budget. Participants will be closely familiarized with the treasury function (including cash and debt management) and presented with different types of treasury organization (including Treasury Single Account).

TARGET AUDIENCE > The course provides learning and experience sharing for professional staff and managers who participate in the budget execution process in finance ministries, budget departments, spending ministries, local governments, or any governmental organization impacted by budgets.

The course uses e-learning techniques. Participants will communicate with the e-tutors and e-facilitators through the Moodle online content management system.
**Capital Budgeting**
June 2013

**WORKSHOP DESCRIPTION** > Effective processes for capital planning, capital budget formulation, and capital budget execution are essential for ensuring a country’s social and economic development and its financial stability. Without a systematic plan for acquisition, construction, and development of capital assets, countries cannot provide essential services to their citizens and to the business community. This workshop will familiarize participants with the fundamentals of capital budgeting.

**TARGET AUDIENCE** > The workshop is designed for officials working in the areas of capital planning, capital budget formulation, and capital budget execution. Typically, participants are employees of ministries of finance or economic affairs and other institutions involved in infrastructure, public housing, or other areas of government investment policies.
The main developments and innovations in cash and debt management are the focus of the treasury learning program. Debt and cash management operations have assumed greater importance as significant repricing of risk and a high level of demand for international capital place increasing pressures on debt managers to fund ongoing government operations.

WORKSHOP DESCRIPTION > This workshop will identify good international practice in debt management and the tools required to meet the challenges debt managers face in a post financial crisis environment. Examples of advanced countries’ approaches to debt management will be examined. Participants will be encouraged to engage actively as well as identify weaknesses that remain in their own countries and the measures needed to address them.

TARGET AUDIENCE > The workshop is designed for budget analysts responsible for spending plans, macroeconomic units, treasury professionals (especially those responsible for cash and debt management and banking arrangements), central bankers, IT staff responsible for financial management systems, and spending unit finance officers. New graduate recruits are welcome, if accompanied by an experienced officer.
Accountable and transparent use of public funds is increasingly important, especially in light of deteriorating fiscal positions and rising public debt. Some countries use a cash-based approach, while others have moved, in part or completely, to accrual because of the benefits it brings. These are some of the main challenges discussed at the accounting learning program.

Adopting Accrual Based Accounting in Public Sector Institutions: Challenges, Risks, and Measures
May 2013

WORKSHOP DESCRIPTION > Global changes and the recent economic crisis have raised the importance of transparent, accountable use of public sources and funds. This workshop will give participants a broad overview and understanding of pressing issues and public debates on the accounts and financial reporting of governments and other public sector entities. It will focus on the growing role of accounting, revisit its evolution and lessons learned in recent years, and offer recommendations on the design of future public sector accounting reforms. Adoption of accrual accounting is in line with objectives of quality management. With good management and control, governments can overcome the barriers and risks related to transition process. Implementation and practical solutions for managing accounting reform will be also addressed.

TARGET AUDIENCE > The workshop is designed for public sector officials from ministries, international institutions, and professional associations, in particular accountants within financial and accounting departments and internal auditors. Those enrolled in the CEF’s Training and Certification of Public Sector Accountants (CBIPA) program are also encouraged to apply.
The public sector faces rising challenges. Public sector audit activity plays an important role in confirming whether public funds are spent economically, efficiently, and effectively. It is also a key element in effective and sustainable development at the national level. This learning program offers a diverse series of workshops that cover broader thematic areas of audit activity to address pressing questions that arise in the audit profession.

See also our offerings on the audit of IPA Funds, below.

Performance Auditing
February 2013

WORKSHOP DESCRIPTION > Performance audits are a valuable management tool, carefully structured around nationally recognized auditing principles that cannot be ignored if the best intentions of legislators and the desires of the public are to be realized. This workshop presents these tools, which will help participants determine what is working as intended and what is not, on the path to a sound financial system for their public sector organizations.

TARGET AUDIENCE > The workshop is designed for public sector officials, internal and external auditors, controllers, managers, and employees who deal with management, supervisory, control, or audit functions. Auditors and other public sector officials from ministries of finance and other institutions who play a key role in performance auditing operations in their organizations (such as government operations, management principles, and interpersonal relationships) are invited to participate.
2

Reporting and Follow-Up: External Audit
March 2013

**WORKSHOP DESCRIPTION** > Reporting and follow-up is an important part of the audit procedure. After each audit, external auditors have to issue an audit report. A report includes an opinion on whether an entity’s financial statements are free of material misstatements. Lecturers will present how reporting and follow-up is done in their country cases and will share concrete experience, with time allotted for discussion with participants. The workshop will also cover reporting of audit to different interest groups, such as the public, government, and management.

**TARGET AUDIENCE** > The workshop is recommended for internal and external auditors from ministries and other public bodies who are directly involved in preparation of audit reports.

3

Auditors’ Role in Addressing Fraud and Corruption: Advanced Level
April 2013

**WORKSHOP DESCRIPTION** > Substantial evidence suggests that corruption and fraud are serious obstacles to effective government, economic growth, stability, and decision making. It is in the interest of the state to minimize these risks. Both external and internal auditors play an important role in indicating where there may be openings for corruption and detecting actual events of fraud, if these have taken place.

Participants will strengthen their knowledge of how auditors can detect corruption and fraud. They will also learn how to recognize areas in the organization that have high risks of fraud and corruption, get familiarized with the principles of forensic auditing, and discuss prevention schemes and awareness programs organizations can undertake. The focus will be on practical experience, case studies, and concrete examples from practice rather than theory.

**TARGET AUDIENCE** > The workshop is designed for senior internal and external auditors from ministries of finance and other public bodies.
Risk Management
September 2013

WORKSHOP DESCRIPTION > Risk management is the central part of any organization’s strategic management. There is no such thing as a risk-free environment, but many risks can be avoided, reduced, or eliminated through good risk management. Public sector organizations need a systematic approach, and by successfully balancing risk and control, they can significantly enhance the value delivered to stakeholders. The workshop will lead participants through the steps in the risk management process and will help them understand the requirements for a proactive approach in identifying and assessing risk exposure, addressing both threats and opportunities.

TARGET AUDIENCE > The workshop is designed for senior or experienced auditors (internal and external), accountants, and policy makers with an interest in risk management, supervisory, or control functions.
Financial Audit
November 2013

**WORKSHOP DESCRIPTION** > Public institutions' financial statements are an essential part of demonstrating their stewardship of resources at their disposal and their financial performance in using these resources. Effective audit of these annual statements is a key element in ensuring accountability. The workshop will address the importance and role of the financial audit, main principles, approaches to verification of financial statements that are used by external auditors, and types of reviews that are carried out by auditors at the end of the audit.

**TARGET AUDIENCE** > The workshop is designed for both internal and external public sector auditors who are dealing with today's constructive and challenging financial audits.

Internal Audit: From Findings to Report and Opinion
December 2013

**WORKSHOP DESCRIPTION** > Internal audit is an important management tool and is a key to maintaining the integrity, efficiency, and effectiveness of financial and other management control systems. Reporting and follow-up is a key part of the audit procedure. After each audit, internal auditors provide management with a preliminary written report of results and recommendations, covering the analysis, review, and investigation performed.

**TARGET AUDIENCE** > The workshop is designed primarily for internal auditors from ministries and other public institutions. External auditors who are involved in the process are also invited to apply.
>> IPA FUNDS

The CEF offers learning events on the Instrument for Pre-Accession Assistance (IPA), to help our member countries keep up with the pace of reform efforts and achieve better results in cycle programming and audit. The IPA is a European Union (EU) financial instrument to help candidate and potential candidate countries introduce the political, economic, and institutional reforms they need to align with EU standards. In designing this curriculum, the CEF took into consideration the changes and challenges posed by the new EU Multiannual Financial Framework 2014-2020.

IPA Funds: Basic Level
February 2013

COURSE DESCRIPTION > This workshop introduces the process of programming, implementation, realization, and evaluation of the Instrument for Pre-Accession Assistance (IPA) for EU candidate and potential candidate countries, for public officials who have not yet performed these tasks.

TARGET AUDIENCE > The workshop is designed for public officials from EU candidate and potential candidate countries who have recently started working on IPA-related tasks or have few experiences in the field. Participants will be selected using criteria such as listed work experience, description of duties, and knowledge of English.
IPA Funds: Advanced Level
April 2013

**WORKSHOP DESCRIPTION** > The workshop provides a detailed overview, supported with practical examples and group work, of the process of programming, implementation, realization, and evaluation of the Instrument for Pre-Accession Assistance (IPA) for EU candidate and potential candidate countries. Participants will present the institutional set-up of IPA in their countries and work on a specific project during the workshop.

**TARGET AUDIENCE** > The workshop is designed for public officials from EU candidate and potential candidate countries who have some experience with IPA-related tasks and have a good understanding of IPA systems in their countries.

Audit of IPA Projects
May 2013

**WORKSHOP DESCRIPTION** > This workshop provides a detailed overview of audit procedures for projects financed through the European Union Instrument for Pre-Accession Assistance (IPA). Audits of IPA projects are performed to ensure control and ascertain the validity and reliability of information. To fully use the benefits of IPA, understanding and performing audits in line with the applicable rules is essential for EU candidate and potential candidate countries.

**TARGET AUDIENCE** > The workshop is open to public officials from IPA-eligible EU candidate and potential candidate countries who work on the auditing of IPA projects. Officials from ministries of finance, ministries and offices for EU integration, and line ministries responsible for economic and social development are invited to participate. The workshop is also open to representatives of planning institutions and chambers of economy from EU candidate and potential candidate countries.
IPA Audit Approach and Methodology
September 2013

WORKSHOP DESCRIPTION > The European Commission greatly relies on audits. Failures in the audit may lead to financial liability and may even result in withdrawal of granted financial support. Public officials employed in the field of pre-accession aid face these challenges daily. Accurate knowledge of current regulations and their implementation is essential to avoid the risk of incorrect management of EU funds.

This workshop offers participants a look at these funds and solves common problems such as audit criteria, evidence, and scope. Experts from national audit bodies and the European Court of Auditors will share their experience and present methods to audit IPA funds successfully.

TARGET AUDIENCE > The workshop is open to public officials from IPA-eligible EU candidate and potential candidate countries who work on the auditing of IPA projects. Officials from ministries of finance, ministries and offices for EU integration, and line ministries responsible for economic and social development are invited to participate. The workshop is also open to representatives of planning institutions and chambers of economy from EU candidate and potential candidate countries.
Central Banking
The CEF central banking workshops and seminars aim to support capacity development efforts of central banks in South East European countries by presenting good international standards in central banking, enabling their use at the national level.

The average length of learning events is two to three days, in the form of a workshop combined with expert presentations and group work, with a range of learning and facilitation methods that engage participants and stimulate them to join actively in discussions.

### Retail Payments
March 2013

**WORKSHOP DESCRIPTION** > The European retail payments landscape is rapidly changing. The introduction of the euro and the harmonization of regulations have led to structural reforms of national payment markets. Changing consumer demands and technological developments have paved the way for many retail payment innovations. These have the potential to produce social benefits, but they may also introduce new risks, such as cybercrime. This workshop gives an overview of the main developments in retail payments, potential effects on the national and European payments landscape, and the main challenges they bring for central banks, governments, and other financial authorities.

**TARGET AUDIENCE** > The workshop is designed for policy makers and experts from central banks, ministries of finance and economic affairs as well as supervisory institutions who are involved in the system of retail payments.
New Developments in Cash Counterfeit
April 2013

**WORKSHOP DESCRIPTION**  > This workshop focuses on the fight against counterfeiting, through legislative provisions, cooperation with police and law enforcement agencies, and on-site control. It will explain the measures that need to be taken during banknote manufacturing and will discuss cooperation between countries in the fight against counterfeiting.

**TARGET AUDIENCE**  > The workshop is designed for employees of central banks, specifically for those in charge or involved in the fight against counterfeiting.

Wholesale Settlement Systems
May 2013

**WORKSHOP DESCRIPTION**  > Europe has been greatly affected by the recent financial crisis, with a strong impact on monetary policy. This workshop gives an overview of the main developments within European wholesale payments and securities settlement systems, including their oversight, and discusses the latest developments in the framework of monetary policy. The workshop combines presentation of the topics with group work and facilitated discussion of good practice from the participating countries.

**TARGET AUDIENCE**  > The workshop is designed for policy makers and experts from central banks, ministries of finance and economic affairs, and supervisory institutions involved in wholesale settlement systems.
NEW

4

**Basel III: Latest Developments in Prudential Regulation and Supervision**
September 2013

**WORKSHOP DESCRIPTION** > This workshop covers recent developments in the international and European Union (EU) regulatory and supervisory environment, including new Basel III capital and liquidity requirements, the new EU micro and macro prudential architecture, the design of crisis recovery and resolution plans, and improvements in the governance and crisis management framework.

**TARGET AUDIENCE** > The workshop is designed for employees of the supervision departments of central banks as well as representatives of financial supervisory agencies.

NEW

5

**The Role of Policy Coordination in Ensuring Financial Stability**
October 2013

**WORKSHOP DESCRIPTION** > This workshop addresses interactions between fiscal, monetary, and supervisory policies as they influence financial stability in an EU or EU candidate country. It supports cross-country learning among officials on the challenges of policy coordination. The approach combines lectures with a case study, which participants will receive in advance. At the workshop, participants will work in teams to seek solutions to the challenges simulated in the case study. The workshop focuses on the need for fiscal, monetary, and supervisory policy makers to communicate effectively as they respond to changing economic developments, especially as they affect financial stability.

**TARGET AUDIENCE** > The workshop is designed for senior officials working for ministries of finance, central banks, and supervisory authorities who interact with other economic and financial agencies and policy advisers in units responsible for policy planning and coordination.
Fraud Prevention, Detection, and Investigation for Central Bankers
November 2013

WORKSHOP DESCRIPTION > This practice-oriented workshop enables internal auditors and compliance officers to better address the risk of fraud. By developing their awareness, they can protect their organizations against potential instances of fraud, learn how to prevent them from occurring, and perform state-of-the-art fraud audits. The workshop discusses the different types of fraud, the role of the internal auditor in fraud risk management, the benefits of integrating the fraud risk into the scope of every audit, and how to implement and develop audit procedures that increase the likelihood of discovering fraud, including data mining. Participants will learn about good practices in fraud prevention and audit in leading EU member countries’ central banks, and will be encouraged to share their experiences in detection, prevention, and investigation of fraud.

TARGET AUDIENCE > The workshop is targeted to chief audit executives, experienced and junior internal auditors, compliance officers of central banks and public institutions, and audit committee members. Participants who have attended CEF internal audit workshops in the past are specifically encouraged to participate.
WORKSHOP DESCRIPTION > This workshop familiarizes participants with a broad range of central banking issues, set in the perspective of the EU convergence process. It combines lectures with a case study and hands-on team exercise. A first two-day module brings participants up to speed on key central banking issues, with the remainder of the workshop interlinking lectures with practical case-study work to embed learning in an operational context and foster the exchange of experience within the group.

TARGET AUDIENCE > The workshop is designed for officials with six months to two years’ work experience in a central bank. The content and structure are designed to be accessible also to officials whose specialization is not in economics, but who have a working familiarity with economic questions and need a deeper understanding of how these affect their work.
Public Financial Management

>> People and Process Management
People and Process Management workshops and seminars encourage participants to enhance their skills in negotiation and dialogue, to create a feeling of trust, to network and partner, and to develop effective plans for communication and engagement that support change.

1 NEW

Writing Strategic Documents
February 2013

WORKSHOP DESCRIPTION > Governments across South East Europe increasingly produce core documents that articulate their strategies. These range from formal discussions of the country’s economic and fiscal programs that are required as part of the EU accession process to a number of national or sectoral reports that help governments set priorities and determine whether targets are being met. Producing successful documents requires skillful coordination of contributors and reviewers, an effective structure, and writing that conveys clear messages to its intended audience.

This workshop is designed to help report authors or contributors develop and hone their skills for producing effective documents. Through group work with examples drawn from participants’ documents as well as individual tutorials, participants will learn about ways to develop and strengthen the content and processes for their most important documents.

TARGET AUDIENCE > The workshop is designed for staff in ministries of finance, central banks, or other government agencies who have primary responsibility for producing written documents (such as Pre-accession Economic Programs, and Economic and Fiscal Programs), in English.
WORKSHOP DESCRIPTION > In today’s world of information overload it is more important than ever to be able to convey messages clearly and concisely, and the demand for communications in English is steadily increasing. This workshop helps public servants develop and hone their skills for effective written communication in English. Brief lectures cover core writing principles and are supplemented by intensive group exercises derived from the participants’ own work, as well as individual tutorials.

TARGET AUDIENCE > The workshop is designed primarily for staff in ministries of finance, statistical offices, central banks, or other government agencies who are responsible for compiling or producing written communications in English. Participants should have good command of spoken and written English and are required to provide samples of the written work in advance.
Project Cycle Management
May 2013

WORKSHOP DESCRIPTION > This workshop covers basic concepts and practices of project management using the logical framework approach based on the European Commission Aid Delivery Methods: Project Cycle Management Guidelines. It gives participants the knowledge and skills they need to contribute effectively in the following ways: as an adviser to project teams developing aid projects, as a senior manager with responsibility for staff using the Project Cycle Management approach, as a project team leader, or as a project team member. The workshop is taught through group and individual exercises as well as a case study.

TARGET AUDIENCE > This workshop is designed for those likely to be supervising staff working on developing projects, acting as sponsors of projects, serving as project managers, or participating as team members in projects using the Project Cycle Management approach established by donor agencies.
Powerful Presentations
November 2013

**WORKSHOP DESCRIPTION** > Most of us at some time are called upon to address a group of people, at meetings or in other circumstances, either formally or informally and with or without prior notice. Getting your message across and having your ideas accepted is not just about making a presentation that has impact. You need to be self-confident to improve your success rate. This workshop is highly interactive with a small group, so that you gain maximum benefit and support. It offers participants valuable hints and strategies for effective speaking and presenting, in an environment that is constructive, relaxed, and fun.

**TARGET AUDIENCE** > This workshop is intended for those who have experience of presenting or public speaking and wish to further strengthen their skills and communicate more successfully.
Application Procedures

The application closing date for all CEF workshops and seminars is approximately one month prior to the start of the course.

The CEF program is designed for participants working in the public sector and central banks. All CEF courses are delivered in English.

No fee is charged for officials working in the public sector and central banks. Participants or their sponsoring agencies are responsible for travel insurance and covering the costs of travel, accommodation, and per diem. Lunch, coffee and refreshments during the course are provided by the CEF.

The application form, sponsor nomination form, and hotel information can be obtained at our web page: www.cef-see.org
Our Facilities

The CEF is conveniently located in the center of Ljubljana, close to hotels, picturesque medieval Ljubljana, major galleries, and beautiful Tivoli Park.

We are located in the former Post Office Savings Bank. This building dates from 1930 and features a number of stylistic influences, ranging from Cubist to Gothic.

Facilities include a classroom for 48 students (which can be enlarged to accommodate up to 60 students), a classroom for 32 students, and smaller classrooms for 12 and 18 students. A spacious main lobby is available for participants to network with each other during breaks.

Classrooms are fully equipped with up-to-date technical facilities for presentations and computer-based instruction, as well as video-conferencing. Some courses of longer duration or larger size are held in outsourced facilities at other locations.
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