CEF region, its members and other countries where the CEF is present

**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
- Russia
- Tajikistan
- Turkmenistan
- Ukraine
- Uzbekistan

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.
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19 REGIONAL COOPERATION
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22 TECHNICAL ASSISTANCE
The CEF helps develop the capacities of individuals and institutions with a wide range of activities in learning and regional cooperation. We share knowledge and experience in public financial management and central banking through workshops, seminars, tailored trainings, certification programs, and conferences, and we are actively engaged in a growing number of regional programs.

We have established successful cooperation with multilateral and bilateral agencies, knowledge institutions, and peer organizations and we are always looking to expand partnerships. Partners draw upon our knowledge of the region’s needs to leverage their resources, and cooperating with the CEF helps expand the reach and impact of their efforts. Partners, in turn, contribute top-quality expertise to our programs.

2014 Learning and Regional Cooperation in South East Europe

Why participate in the CEF activities

Values
- Tailoring to local needs and priorities
- High-quality learning program
- Regional cooperation
- Working with partners
- Transparency and accountability
- Sustainable results

Benefits to participants
- Participants directly influence what they will learn through pre-event surveys in the course design phase.
- Use of various learning methods and tools + different learning styles = interactive, stimulating, and fun experience.
- Thinking outside the box, comparing practices with others, learning from them and sharing knowledge.
- Wide network of experts that bring international experience to focus on country practices, while keeping theoretical discussions to a minimum.
- After each learning activity participants assess their learning experience and influence the design of future learning events.
- We measure gains in knowledge and skills against a benchmark from pre-learning assignments and tests.
Some of our partners in delivering our learning activities:

- Bank of Slovenia
- Chartered Institute of Public Finance and Accountancy (CIPFA), United Kingdom
- 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
- De Nederlandsche Bank (DNB)
- The World Bank
>LEARNING
Workshops & seminars respond to the region's immediate learning needs and priorities. Practical orientation enables a rich exchange of experiences to help tackle specific challenges. Workshops and seminars usually last for two to five days.

Certification programs share international knowledge and good practices with internal auditors and accountants, helping ensure that high standards are attained in public sector governance and accountability. The certificate level lasts for at least one year and is a prerequisite for continuing studies at the diploma level, which normally takes another year.

Tailored trainings assist the exchange of experiences and know-how in areas of particular interest to member countries. The trainings usually include case presentations and on-site visits to different institutions. Tailored trainings are designed and delivered on the basis of peer requests and subject to the availability of experts.

We also offer introductory workshops on Public Financial Management and Central Banking on countries' request. These two learning events are designed specifically for junior experts who have recently joined ministries of finance or central banks of our member countries and would like to get a detailed understanding of the topics of their future career.
Our Public Financial Management program covers all phases of the budgeting process, while we specifically focus on:

>> TAX POLICY AND ADMINISTRATION

>> BUDGETING AND TREASURY

>> ACCOUNTING AND AUDITING

>> IPA FUNDS
Managing Large Taxpayers
February 2014
(three days)

The workshop reviews the common characteristics of large taxpayers and addresses the criteria for the assignment of taxpayers to the large taxpayer office. It considers current best practices in assessing the risks and compliance issues commonly associated with large taxpayers.

Tackling Tax Evasion and Avoidance
March 2014
(three days)

The workshop outlines different modes of tax evasion and avoidance, and familiarizes participants with different approaches and measures that the tax authorities can use to effectively combat and reduce tax evasion and avoidance. It looks into the use of preventive versus repressive measures and discusses ways of raising taxpayers’ confidence in the tax system by fostering transparency and improving tax services.

Market Value-Based Taxation of Real Property
April 2014
(five days)

The workshop draws on international experiences in the taxation of land and real property, offering a policy-oriented analysis and practical approaches to the implementation of value-based taxes in countries undergoing economic transition. It discusses real property markets, system development for value-based property taxation, management of information systems, and market value and mass valuation methods.

Tax Assessment Process: From Administrative Towards Self-Assessment Practices
June 2014
(three days)

The workshop addresses the main challenges that tax administrations face in transition from administrative assessment systems to a system of self-assessment. Participants learn about the steps needed to successfully implement self-assessment principles and practices, and explore the benefits of such an approach in stimulating compliance and preventing non-compliance with tax law.

Employing Risk Management in Tax Administrations
October 2014
(three days)

The interactive course covers risk management principles that many tax administrations have started to apply to better allocate scarce resources and to achieve an optimum tax compliance strategy. The course outlines what is required to introduce a sound and effective compliance risk management in tax administration, and gives insight into the five steps of the compliance risk management cycle.

Boosting Tax Auditor’s Interviewing, Negotiating and Investigating Skills
December 2014
(three days)

The workshop addresses the role of tax audit in the tax compliance risk management process. Through the use of case studies participants get familiar with a range of methods and techniques that they as tax auditors can use for determining and verifying whether taxpayers have correctly reported and assessed their tax liabilities. Special emphasis is on deployment of indirect audit methods that go beyond a mere examination of taxpayers’ books and records.
For budget officials we have developed also a **Budget Specialist Training** program to share the most up-to-date knowledge of budgeting and financial management. This program is for professionals who work in the budget departments at the ministries of finance and line ministries in the CEF’s member countries.

To become a budget specialist, you must attend six core courses and two optional courses, and at the end prepare final integrative assignment to present the knowledge acquired during the training. At the end of the course you will receive a diploma issued by the CEF.

The selection of learning activities may vary from year to year. Please see the CEF’s website for the most up-to-date information.
Budget Formulation*  
February–March 2014  
(e-learning, five weeks)  
The course presents a typical national budget process from the preliminary steps to the government’s presentation of its budget proposal to the parliament. The course focuses on budget instructions issued by ministries of finance to guide government budget organizations in preparing their budget requests. It covers the content of budget requests and the analysis of budget proposals by central budget authorities (ministries of finance).

Budget Submissions of Line Ministries*  
February 2014  
(three days)  
When budget users submit their assessment of the fiscal impact of their policies, programs, and reforms projects to their ministries of finance, they need to provide the most relevant, consistent, and up-to-date figures to generate a comprehensive medium-term budget plan. This course guides participants in better preparation and discussion of budget submissions, while the main objective is to strengthen budget users’ capacity to respond to their ministry of finance’s budget requests.

Medium-Term Budgeting*  
April 2014  
(three days)  
The objective of the course is to help participants better understand the objectives and specifics of multiyear budgeting; to identify the challenges and bottlenecks in budget reforms; and to share experiences with colleagues in other South East European countries regarding overcoming these challenges.

Budget Execution*  
May–June 2014  
(e-learning, five weeks)  
The course introduces the steps required before and during the process of budget execution. It describes the organizations involved and the role of the treasury; system requirements; charts of accounts; comprehensive policies/procedures; and key terminology. Participants are familiarized with the treasury function (including cash and debt management) and the different types of treasury organizations, including the Treasury Single Account.

Program Budgeting, Evaluation and Spending Review*  
June 2014  
(three days)  
The workshop makes participants better understand the challenges in implementing program-oriented budgets. We discuss how to design program-oriented budget classification; perform program evaluation; the role of performance information in steering arm’s-length agencies; and the role of spending review and its relation with the revision of the medium-term expenditure framework.

Capital Budgeting*  
September 2014  
(three days)  
Effective capital budget formulation and capital budget execution are essential elements in ensuring a country’s social and economic development and financial stability. Without a systematic plan for acquisition, construction, and development of capital assets, countries are not able to provide essential services to their citizens and business community. The objective of this workshop is to familiarize participants with the fundamentals of capital planning, capital budget formulation, and capital budget execution.

Financial Relations Between Levels of Government  
October 2014  
(three days)  
Public financial management reforms are often accompanied by financial relations between all levels of government that strive to make the collection and allocation of public resources more efficient, effective, and accountable. In recent years, the decentralization of public decision-making powers has been observed in many countries. This workshop presents the rationale for fiscal decentralization, its components, potential risks, and the nature of intergovernmental financial relations.

*These learning activities are delivered as part of the EU-funded Strategic Planning and Budgeting project. The overall objective of the project is to strengthen beneficiary countries’ capacities to design and implement medium-term macrofiscal policies. For more information on the project, please see the project website: [www.cef-see.org/BCPDI/SPB](http://www.cef-see.org/BCPDI/SPB).
>> ACCOUNTING AND AUDITING

Workshops and seminars

Our learning program in accounting aims at empowering public sector entities in transition from cash-based to accrual-based accounting. With workshops and seminars on internal auditing we support the introduction and implementation of international standards in internal auditing. In addition, we focus on strengthening cooperation among auditors and managers, and their role in risk management.
<table>
<thead>
<tr>
<th>Event Title</th>
<th>Start Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Audit: Working Closely with Management to Maximize the Value</td>
<td>February 2014</td>
<td>three days</td>
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<tr>
<td>Well-functioning internal audit can raise the value of public institutions by serving as a managerial tool rather than simply supervising internal controls, making recommendations to the management, and preparing follow-up activities. This workshop teaches participants to maximize the value of their work as auditors and learn about the tools necessary for that.</td>
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<tr>
<td>Performance Auditing</td>
<td>March 2014</td>
<td>four days</td>
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<tr>
<td>During fiscal cuts and greater demand for accountability of public spending, public sector entities must achieve their mission in the most effective, efficient and economical way. Performance auditing plays a significant role in evaluating performance and management in terms of the above three E-s, and gives recommendations on how to improve performance. Performance auditing is a challenging task for auditors and this workshop presents helpful tools for running audit cycles.</td>
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<tr>
<td>Towards Harmonized Accrual-Based Public Sector Accounting Standards</td>
<td>April 2014</td>
<td>three days</td>
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<tr>
<td>The European Commission has recognized the need to implement harmonized accrual-based public sector accounting standards to provide high-quality macroeconomic statistics. This workshop discusses the ongoing debates about harmonizing accrual-based public sector accounting standards and related developments in the EU and regional context. It addresses the advantages, challenges and risks of transition to accrual accounting.</td>
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<tr>
<td>Introducing International Standards in Internal Audit</td>
<td>May 2014</td>
<td>three days</td>
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<tr>
<td>Applying international standards to internal auditing can significantly increase the efficiency and value of the internal audit function. The workshop addresses the concepts and principles of international standards, while drawing on real case studies. Additionally, participants introduce the practice of localizing international standards in their countries and learn from others’ experiences.</td>
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<tr>
<td>Internal Auditor’s Role in Risk Management</td>
<td>September 2014</td>
<td>three days</td>
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<tr>
<td>The Institute of Internal Auditors sets out that internal audit must evaluate and improve the effectiveness of risk management. The workshop addresses the role of internal auditors in this regard and helps them understand how they can contribute to risk management.</td>
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<tr>
<td>Financial Audit</td>
<td>October 2014</td>
<td>three days</td>
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<tr>
<td>Public institutions' financial statements are an essential part of demonstrating their stewardship of resources at their disposal and their efficiency in using these resources. Financial audit of annual financial statements is a key element in ensuring accountability, as it focuses on proper accounting for revenues and expenditures. This workshop teaches participants the importance and principles of financial auditing; the approaches to verification of financial statements; types of reviews; and the role of accounting skills in performing financial audits.</td>
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<tr>
<td>Environmental Audit</td>
<td>November 2014</td>
<td>three days</td>
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<tr>
<td>The workshop examines the role of supreme audit institutions in ensuring sustainable development. The workshop focuses on conducting environmental audits and how to make an impact with reporting on findings. It aims at empowering auditors to effectively participate in environmental audits, given that environmental issues do not concern only individual countries but whole regions. Thus, the workshop addresses also the importance of international cooperation in environmental auditing.</td>
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Certification programs

The CEF’s certification programs are professional qualification training programs for public sector accountants and internal auditors. The curricula have been developed by the British Chartered Institute of Public Finance and Accountancy (CIPFA) in line with the international accounting standards and best practices, and are offered to countries across the region in partnership with the CEF.

The programs offer:
- internationally recognized, professional qualification provided jointly by the CEF and the CIPFA
- high-quality training materials designed specifically for public sector accountants and internal auditors
- coverage of national public finance, internal audit, and accountancy legislation and taxation
- flexible training methods: classroom training, tutorials, and a blend of theoretical and hands-on courses in the local language by local tutors

The programs are designed for public sector employees who hold a Bachelor’s degree and have relevant knowledge and experience in:
- budget preparation or execution
- accounting and book-keeping
- preparation of financial management information
- financial oversight and control
and who are selected by beneficiary states’ governments as participants of certification training.

Certification programs are available by invitation from the interested governments that can request delivery of programs in their countries (see the map). Students are selected by the institutions of the beneficiary countries.

The CEF will implement final activities of the TIAPS program in Macedonia at the beginning of 2014. We are currently intensively working on fundraising which will allow continuation of the PACT program in Macedonia and the TIAPS program in Montenegro in the 2014.
## PUBLIC ACCOUNTANTS CERTIFICATION TRAINING (PACT)

The PACT is a program that supports improvements in public sector accounting systems and standards. It has established regional training and certification, helping a new generation of public finance staff contribute to better transparency and accountability, thus aiding the development of good governance. The program emphasizes the importance of establishing and observing international public sector accounting standards and helps countries raise the status of their accounting profession in line with the EU member states. The training curriculum consists of three integrated modules at the certificate level and four integrated modules at the diploma level. Each level can be completed within a year.

<table>
<thead>
<tr>
<th>Certificate Level</th>
<th>Diploma Level</th>
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<tbody>
<tr>
<td><strong>Management Accounting</strong></td>
<td>The course covers the scope of management accounting in public sector organizations, including ensuring sustainability of resources; the role of budgets, budget execution, and budgetary control in short and medium-term financial planning; recording cost data and using costing techniques; and applying management information in decision-making.</td>
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</table>

| Financial Accounting | The course gives an overview of the work environment and ethical standards expected from professional accountants; accounting fundamentals and principles of double-entry accounting; preparation of accounting records that meet standard financial statement assertions and requirements of selected IPSASs; drafting of simple financial statements for sole traders; maintenance of accounting records; and drafting of financial statements. |

| National Public Finance and Accountancy Legislation and Taxation | The course addresses legislative planning in public finance; the structure of a country’s public sector; principles and practices of government accounting; the budgeting and accounting system; sources of revenues, including taxation, fees, rents, and charges; key elements of revenues and expenditure; administration and accounting of salaries, wages, and pensions for public employees; the legislative and organizational framework of the Office of the Accountant General; the legislative setting of public contracts; and establishment and operation of companies. |

| Audit and Assurance | The course includes the scope, legal, regulatory, and ethical environment of auditing; risk assessment and planning procedures as required by internal and external standards; drafting of working papers on testing performed to obtain sufficient, appropriate audit evidence; use of audit evidence to form an audit opinion; drafting of working papers on audit finalization procedures; and the role of internal auditing and related tasks. |

| Managing Finance | The course addresses the role of financial and treasury management in the public sector; application of investment appraisal techniques to evaluate capital projects; appropriateness of treasury management techniques to minimize the financial risk; working capital management techniques; and calculation of internal and external prices for services, while taking into account political and organizational factors. |

| Managing Organizations | The course gives an overview of the approaches to improving efficiency, sustainability and performance of an organization; scope of procurement, commissioning, and contract management to sustain excellence in service delivery; evaluation techniques to achieve quality and implement quality control procedures; efficient application of project management techniques; acquisition and management of information systems; and human resources issues relating to performance, procurement and project management. |

| Public Sector Financial Reporting | The course covers the external financial reporting framework for the public sector; drafting of key external financial statements while applying relevant accounting standards; and the regulatory framework for measuring performance in public sector organizations. |

For more information about the program, please visit [www.cef-see.org/pact](http://www.cef-see.org/pact).
The TIAPS is a program that strengthens professional qualifications in internal audit processes. It helps individuals apply international standards and improve accountability within reformed public finance systems. The curriculum devotes special attention to requirements introduced by EU accession processes.

The training curriculum consists of four integrated modules at the certificate level and three integrated modules at the diploma level. Each level can be completed within a year.

<table>
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<tr>
<th><strong>&lt;&lt; CERTIFICATE LEVEL &gt;&gt;</strong></th>
<th><strong>&lt;&lt; DIPLOMA LEVEL &gt;&gt;</strong></th>
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<tbody>
<tr>
<td><strong>Internal Auditing Fundamentals</strong></td>
<td>The course addresses the role and responsibilities of the auditor; auditor’s independence, quality and ethical behavior; controls, risk and materiality, planning and risk assessment; reporting audit findings to the management; auditing of financial systems and accounts; performance auditing; and fraud and the auditor.</td>
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<tr>
<td><strong>Public Sector Accounting and Financial Reporting</strong></td>
<td>The course gives an overview of the role of accounting and the users of accounts; fund accounting and financial reporting; double-entry book keeping; capital and revenues in public organizations; journals and suspense accounts; and the importance of national and international standards.</td>
</tr>
<tr>
<td><strong>Governance and Control</strong></td>
<td>The course covers policy structures in the public sector; governance and accountability; risk and risk management concepts; information technology risks and controls; and public internal financial control.</td>
</tr>
<tr>
<td><strong>National Legislation and Taxation</strong></td>
<td>The course gives an overview of national legislation relating to public finance; internal and external auditing and accounting; public procurement; and taxation.</td>
</tr>
<tr>
<td><strong>Advanced Internal Audit</strong></td>
<td>The course addresses internal auditing standards; ensuring high-quality internal audit services; marketing internal auditing; risk management; managing a performance auditing program; the auditor and fraud; and auditing revenues.</td>
</tr>
<tr>
<td><strong>Auditing Management Performance</strong></td>
<td>The course looks into the role and purpose of budgeting; classification and behavior of costs; absorption of overheads; marginal versus absorption costing; cash-based and accrual-based accounting systems; working capital and treasury management; cash flow forecasting; and asset management.</td>
</tr>
<tr>
<td><strong>Managing the Internal Audit Function</strong></td>
<td>The course gives an overview of the role of management; leadership; management of individuals and groups; motivation; project management tools and techniques; human resources management; staff training and development, redeployment and retrenchment; and employee resourcing.</td>
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</table>

For more information about the program, please visit [www.cef-see.org/tiaps](http://www.cef-see.org/tiaps).
>> IPA FUNDS

Workshops and seminars

The CEF designs courses on the EU Instrument for Pre-Accession Assistance (IPA) to help our member countries keep pace with reform efforts and achieve better results. The IPA is an EU financial instrument to help candidate and potential candidate countries introduce political, economic and institutional reforms they need to align with EU standards. We dedicate special attention to this field, as over half of the CEF member countries are beneficiaries of the IPA under the new financial perspective. In designing this curriculum we took into consideration the changes and challenges posed by the new EU Multiannual Financial Framework 2014–2020.

IPA Funds in EU Multiannual Financial Framework 2014–2020
February 2014 (three days)

The workshop gives a detailed overview, supported with practical examples and group work, of programming, implementing, realizing, and evaluating the Instrument for Pre-Accession Assistance (IPA II) for EU candidate and potential candidate countries. Participants present the institutional set-up of the IPA in their countries and work on a specific project during the workshop.

IPA Audit Approach and Methodology
May 2014 (five days)

The European Commission relies greatly on audits. Failures in auditing may lead to financial liabilities and even result in withdrawal of granted financial support. Public officials engaged in pre-accession aid face these challenges daily. The workshop gives an overview of the IPA audit approach and methods of auditing. To fully use the benefits of the IPA, it is essential for EU candidate and potential candidate countries to understand and perform audits in line with all the rules. Experts from national audit authorities, the European Commission and/or the European Court of Auditors share their experiences and present methods and best practices on how to audit IPA funds successfully.
National central banks have a regulatory and developmental role in ensuring the stability of a country’s economy. The recent financial crisis has changed their responsibilities rapidly. Central banks are forced to adapt and act according to new realities. They need to strengthen their capacities and the CEF assists them by enhancing individual and institutional knowledge and skills through learning.

### Workshops and seminars

#### Retail Payments
April 2014  
(three days)

Recent rapid changes in the European retail payments landscape affect also the future structure of the European banking industry and thus also the central banks’ role and responsibilities in maintaining safe and efficient payment markets. The workshop gives an overview of the latest developments in retail payments and how these might affect the national and European payments systems. It addresses the key challenges in this field as faced by governments, central banks, and other financial authorities.

#### Wholesale Settlement Systems and Monetary Policy Framework
June 2014  
(two days)

The workshop covers the main developments in European wholesale payments and securities settlement systems, and their oversight. As a crisis can be also a challenge and a development opportunity for banks, the participants try, through discussions, to find positive outcomes of a crisis for their institutions or countries.

#### Fraud Prevention, Detection and Investigation
November 2014  
(two days)

Internal auditors and compliance officers can protect their organizations against potential fraud instances by performing state-of-the-art fraud audits, taking preventive actions, and raising awareness. The workshop discusses different types of fraud; the role of the internal auditor in fraud risk management; and the benefits of integrating the fraud risk into the scope of every audit. Participants learn to implement and develop audit procedures that increase the likelihood of discovering frauds, including data mining. They are encouraged to share their experiences in detection, prevention and investigation of frauds.

#### Policy Coordination in Promoting Financial Stability
December 2014  
(three days)

Interactions between fiscal, monetary and supervisory policy-makers influence financial stability in EU member states and candidate countries. To better respond to changing economic developments, effective communication among all stakeholders is vital. The workshop combines lectures and case studies about policy coordination in promoting financial stability. Participants work in teams and simulate roles identified in the case studies.
The growing recognition of the importance of effective institutions calls for dynamic changes with an equal focus on developing technical and soft skills. Leaders and managers need to be able to challenge their staff, have good analytical skills, and deal with resistance to change. They should have a good command of leadership, communication, strategic thinking, and continuing commitment.

Our selection of courses on people and process management helps develop soft skills that are needed in effective reform processes. By the latter we mean processes of changes that require understanding individual, institutional and environmental changes. These are ongoing processes of developing skills, procedures, and incentives for change.
Workshops and seminars

**Improving the Quality and Cost-Effectiveness of Business Process**
January 2014
(three days)

Work can be thought of as a series of steps that flow through traditional departmental boundaries and intertwine with the lives of customers and service users. These flows are called processes and the management of such processes is the main responsibility of a manager. This workshop gives participants a firm grounding in process management to be able to assess and improve the main business processes in their organizations.

**Strengthening Management Skills**
February 2014
(three days)

Research shows that an effective manager must have a combination of technical and managerial skills. The workshop covers the basic approaches to management and how to implement them successfully. Participants learn to develop their personal capabilities and contribute to their own organizations through efficient management of projects, individuals, teams and departments. The workshop helps understand the importance of good management and its successful implementation in everyday work. Participants practice planning, decision-making, solving conflicts, motivating, delegating and many other skills through role plays and other practical methods.

**Project Cycle Management**
March 2014
(five days)

This workshop covers the basic concepts and practices of project management by using the logical framework approach that is based on the European Commission Aid Delivery Methods: Project Cycle Management Guidelines approach. Participants acquire knowledge and skills of project cycle management. The workshop discusses the human aspect of changes and the tools and techniques of project cycle management. Participants learn to contribute to their organizations through designing project management frameworks and through supervising, planning and managing projects.

**Planning and Leading Organizational Change**
May 2014
(three days)

Changes and reforms are an inevitable part of improving an organization’s infrastructure and developing national priorities. This workshop looks at how leaders, managers and professionals can take a systematic approach to preparing themselves, their colleagues and organizations for changes. The aim is to give participants the knowledge and tools that they need for planning and introducing effective changes in their organizations.

**Writing Strategic Documents**
October 2014
(five days)

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 and individual tutorials, participants learn to develop and strengthen the content of important documents.

* This learning activity will be delivered as part of the EU-funded Strategic Planning and Budgeting project.

The overall objective of the project is to strengthen beneficiary countries’ capacities to design and implement medium-term macrofiscal policies. For more information on the project, please see the project website: [www.cef-see.org/bcpdi/spb](http://www.cef-see.org/bcpdi/spb).
REGIONAL COOPERATION
Regional Cooperation

To promote regional cooperation in South East Europe, the CEF has developed or is participating in a number of regional projects. In addition, we have been supporting regional dialogs at ministerial and technical levels. Each year the CEF’s capacity development agenda is set at the CEF’s governance meetings and at least one high-level regional policy conference.

Strategic Planning and Budgeting

Strategic Planning and Budgeting (SPB) is a two-year training and networking project. Its implementation started in early 2013. It forms an important part of Building Capacities in Policy Design and Implementation, a program that the CEF has developed at the request of our member institutions, with input from the European Commission and close involvement of international financial institutions and experts across South East Europe. This demand-driven program aims to support the public finance reform process by strengthening analysis, design, implementation, and coordination of medium-term economic and fiscal policies.

It targets EU candidates and potential candidates covered by the Instrument for Pre-Accession Assistance (IPA): Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia, and Turkey. More specifically, it targets public officials at top, middle, and junior levels at institutions in charge of strategic planning and budgeting processes (mainly ministries of finance), other budget users (in particular budget-intensive line ministries) and, to some degree, central planning authorities, central banks, and macro-economic research institutes.

Experts and practitioners from non-beneficiary countries are also invited to join at their own expense.

For more details about SPB project, please visit: www.cef-see.org/bcpdi/spb

This project is funded by the European Union.
Public Expenditure Management
Peer-Assisted Learning

Since 2008, the CEF has served as the Secretariat of the Public Expenditure Management Peer-Assisted Learning (PEM PAL) network, which aims to support reforms in public expenditure and financial management in 22 countries in Europe and Central Asia by promoting capacity building and exchange of information. In 2013, the World Bank and its donor partners selected the CEF for this role for the second time in a row. As secretariat, the CEF supports and facilitates PEM PAL in carrying out its functions by organizing face-to-face and online meetings of its communities of practice and the Steering Committee, providing quarterly and annual performance reports, editing the PEM PAL website and newsletter, maintaining records of PEM PAL events and an archive of all the documents, including an electronic library, and disseminating useful information.

For more details about PEM PAL, please visit: www.pempal.org

EU Strategy for the Danube Region

The CEF is a coordinator of institutional capacity and cooperation, one of the priority areas of the European Union Strategy for the Danube Region (EUSDR), a macro-regional strategy adopted by the European Commission and endorsed by the European Council. The strategy aims to boost development by seeking synergy and coordination among policies and initiatives across the Danube region. The CEF is focused on challenges of institutional capacity in the public service, and better coordination of funding.

In 2014, the CEF will conduct two meetings of the working group on institutional capacity and one meeting of the working group on financing. In addition, we will organize training events that focus on challenges in implementing the European Union Strategy for the Danube Region.

For more details about the EUSDR, please visit: www.cef-see.org/eusdr
TECHNICAL ASSISTANCE
Partnering with the International Monetary Fund Creates Synergies for Training and Technical Assistance

Close cooperation with the International Monetary Fund, through the Fiscal Affairs Department (FAD), whose regional technical assistance advisors for South East Europe use the CEF as their hub for missions, strengthens our support to clients. The CEF’s learning events and the IMF’s technical assistance offer strong synergy for developing individual and institutional capacities in the region.

Our organizations’ efforts in the region are complementary and mutually reinforcing. IMF technical assistance missions help pinpoint needs for learning and knowledge sharing among practitioners. The CEF can design workshops that address these needs, bringing together peer institutions and experts from the region and beyond. Many of the courses are delivered by the IMF’s advisors, who contribute content that is strongly informed by their missions. Our learning events are highly participatory, with an evaluation process that ensures we capture input to inform and strengthen future activities. This kind of learning deepens the benefits of technical assistance while helping the IMF advisors prioritize areas that need further work. These unique synergies have contributed to a steady rise in our member countries’ demand for help with capacity development.

Excellent cooperation with the IMF and its advisors promotes sustainable capacity development in our member countries. We expect to continue hearing from beneficiaries about the positive results.

Image adapted from Food and Agriculture Organization (FAO) Learning Module on Capacity Development, 2010
Our Facilities

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

The CEF’s facilities include a classroom for 48 students (that can be enlarged to accommodate up to 60 students), a classroom for 32 students and smaller classrooms for 12 and 18 students. A spacious front lobby is available for participants to network during breaks.

The classrooms are fully equipped with up-to-date technical facilities for presentations and computer-based instruction, and video-conferencing. Some courses of longer duration or larger size are held in outsourced facilities at other locations.
Application procedures for CEF workshops and seminars:

1. PUBLIC SECTOR OFFICIALS & CENTRAL BANK EMPLOYEES

2. APPLICATION FORM
   Send it at least one month before the start of the course

3. COURSE DELIVERY AT THE CEF

   FAX

   NO FEE

   LEARNING IN ENGLISH

   TRAVELING & ACCOMODATION covered by your institution or other sponsors

   LUNCH & REFRESHMENTS provided by the CEF

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