



LEARNING PROGRAM for Finance Officials in South East Europe

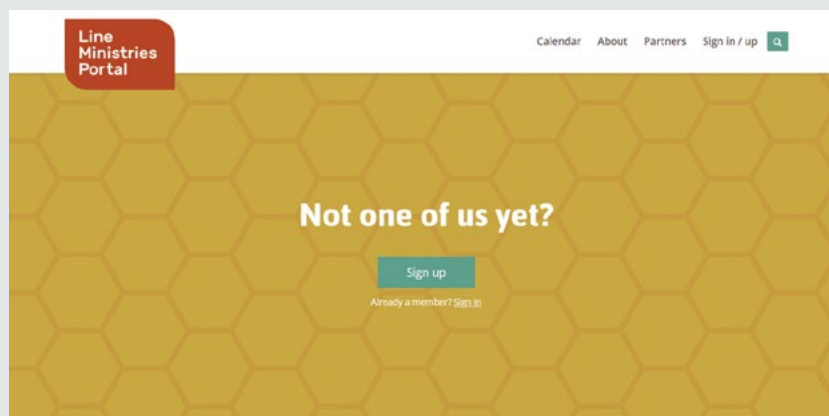


Center
of Excellence
in Finance

WWW.CEF-SEE.ORG

Line Ministries Portal

www.lineministries.org



The CEF Line Ministries Portal supports knowledge and experience exchange in public financial management among officials working at ministries of finance and line ministries in South East Europe.

The portal offers access to the latest information, learning resources and learning opportunities relevant to carrying out public financial management reforms.

Explore the platform and sign up to engage in dialogue with us and peers by posing questions, commenting and sharing information.

2019

LEARNING PROGRAM
for Finance Officials
in South East Europe



OUR MISSION

We support capacity development for finance officials in South East Europe through learning.

OUR WORK

We work with our constituency by directly contributing to the design and implementation of their public financial management, tax policy and administration, and central banking reform efforts. We do this through innovative, participatory, and practical learning solutions. The CEF serves as a knowledge hub for the region: we combine topical expertise and in-depth knowledge of countries in the region with a good grasp of leadership skills required to manage reforms. We know how to nurture and deepen 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 2015, the CEF became an international organization after 14 very successful years as a regional institution.

OUR CONSTITUENCY

We primarily serve ministries of finance, tax administrations, and central banks in Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey. We also address capacity development needs of line ministries and other key stakeholders and are present in some other countries.

DIRECTOR'S WELCOME



Welcome to the world of learning!

As a public servant or central banker your work matters in making things better for your team, your institution, and your country. Your schedule is busy. We know that you have to juggle between work, private life, and your need to learn and connect with peers from other institutions and countries.

With this in mind, we developed our 2019 Learning Program. It consists of 64 different learning opportunities in the thematic areas of public financial management, tax policy and administration, central banking, and leadership for managing reforms. Responding to your demand, we have extended our thematic focus by another cross-cutting theme: data and analysis for designing policies.

To ensure that the program is relevant, we listened to you and your peers, regularly consulted with national CEF coordinators, our Governing and Advisory Boards, and a wide range of partner institutions and individual experts. It will be delivered by the best thematic and learning experts, many of them practitioners. We invite you to consider becoming CEF lecturing expert yourself!

As experts of learning and knowledge sharing, we provide platforms where you can learn and connect. You may choose among activities at our headquarters in Ljubljana or decide to join us online. In 2019 we will increase our presence in many countries of the region. We will broaden our institutional focus by supporting line ministries in increasing their capacities for assessing the fiscal implications of structural reforms. We also make sure that our learning program complements those of other providers as well as the technical assistance delivered by the IMF colleagues who use CEF as a hub for their missions.

I believe that the CEF learning program will offer you knowledge and networks that will make accomplishing your tasks easier. Join us and your peers, together we can make things happen!









Jana Repanšek
Director

A handwritten signature in black ink, consisting of stylized, overlapping loops and lines.

ACRONYMS

BEPS	Base Erosion and Profit-Shifting
ERP	Economic Reform Program
FATCA	Foreign Account Tax Compliance Acts
GFS	Government Finance Statistics
IAS	International Accounting Standards
IPA	Instrument for Pre-Accession Assistance
IPSAS	International Public Sector Accounting Standards
IPPF	International Professional Practices Framework
LWG	Localization Working Group
MB-IPA	Multi-Beneficiary IPA
PACT	Public Accountants Certification Training
PACT MNE3	PACT Montenegro (3rd Generation)
NPL	Non-performing Loan
PI(F)C	Public Internal (Financial) Control
PFM	Public Financial Management
PPB	Program and Performance Budgeting
SAI	Supreme Audit Institution
SEE	South East Europe
TIAPS	Training of Internal Auditors in the Public Sector
TIAPS MNE4	TIAPS Montenegro (4th Generation)
TOT	Training of Trainers

LEGEND

LMR	Leadership for Managing Reforms
TPA	Tax Policy and Administration
BPE	Budget Preparation and Execution
Acc	Accounting
Aud	Auditing
CB	Central Banking
DAP	Data and Analysis for Designing Policies
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	Blended learning is a combination of online learning activity and face-to-face workshop
	Round-table discussion
	Webinar
	Conference
	Workshop
	Seminar
	High-level policy dialogue (HLPD)
	In-country certification program

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2019 LEARNING CALENDAR

JANUARY	FEBRUARY	MARCH	APRIL	MAY
Aud TIAPS MNE4 - On the-Job Coaching In-country certification program	Acc How Good Data Improves the Quality of Fiscal Policies and Documents Workshop	Acc PACT MNE3 - Management Accounting Module In-country certification program	DAP Monetary and Financial Statistics Workshop	BPE Program and Performance Budgeting Blended learning
Aud TIAPS MNE4 - 3rd LWG Meeting In-country certification program	TPA Communication Strategies of Tax Administrations Webinar	DAP The Role of Estimating the Risks in the Costing of Structural Reforms Workshop	LMR Foresight and Scenario Planning Methodologies Webinar	TPA Meeting the Challenges of Big Tax Data and Analytics Workshop
DAP Revenue Forecasting Workshop	Acc PACT MNE3 - 2nd LWG Meeting In-country certification program	Acc Financial Statements: Increasing Transparency and Accountability Workshop	Acc Cost Accounting for Capital Investments Workshop	Acc Annual GFS Workshop Workshop
Aud Internal Audit Quality Assurance Webinar	BPE Managing Financing and Costing of Health Care Workshop	BPE Preparing Citizens Budgets Webinar	TPA Reshaping Tax Administrations Through Influential Leadership Workshop	Aud Internal Auditor's Role in the Risk Management Process Workshop
Acc PACT MNE3 - Financial Accounting Module In-country certification program	Aud Optimized Internal Control of EU Funds in Line Ministries Workshop	TPA Transfer Pricing Workshop	CB Human Resource Management for Central Banks: Change Management and Leadership Workshop	
Acc Testing the Ground for a GFS Community of Practice Webinar	CB Systemic Risk and Stress Testing Workshop	LMR Enabling Finance Officials as Trainers and Learning Facilitators Workshop		
	BPE Towards Improved Budgeting of Structural Reforms HLPD	Aud Ways to Achieve Higher Quality in the Audit Process Country-specific workshop*		
		CB Retail Payments Regulation, Innovation and Harmonization Workshop		

JUNE	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
CB Effective Coordination between Central Banks and Ministries of Finance HLPD	TPA How to Use the Knowledge and Capacities of Tax Intermediaries Webinar	Acc PACT MNE3 - National Public Finance and Accountancy Legislation and Taxation Module In-country certification program	Acc PACT MNE3 - 3rd LWG Meeting In-country certification program	Aud Managerial Accountability in the Public Sector Workshop
Aud Information Technology (IT) Auditing Workshop	Aud Internal Auditing for Non-Auditors Workshop	Aud TIAPS MNE4 - Graduation Ceremony In-country certification program	BPE Knowledge Sharing on Costing of Structural Reforms 7 country-specific workshops*	TPA Medium Term Revenue Strategy Workshop
LMR Strengthening Economic Governance and PFM in SEE HLPD	Acc Financing and Accounting of IPA Projects Workshop	CB On-Site Banking Supervision Workshop	BPE Planning and Prioritizing Public Investment Projects Workshop	
BPE ERP Guidance Note and Costing of Structural Reforms 7 country-specific workshops* (some will be delivered in July)	DAP Intermediate Time Series Analysis Blended learning	TPA Improving Core Tax Procedures - Audit Function Blended learning	Acc Ways and Challenges of Accrual Accounting Transition Country-specific workshop*	
		Acc IPSAS Training Workshop	TPA Managing the Shadow Economy in the Construction Sector Workshop	
		Aud Ways to Improve Internal Audit Quality Blended learning	CB Peer-to-Peer Learning for Financial Market Supervisors: Training-of-Trainers Workshop	

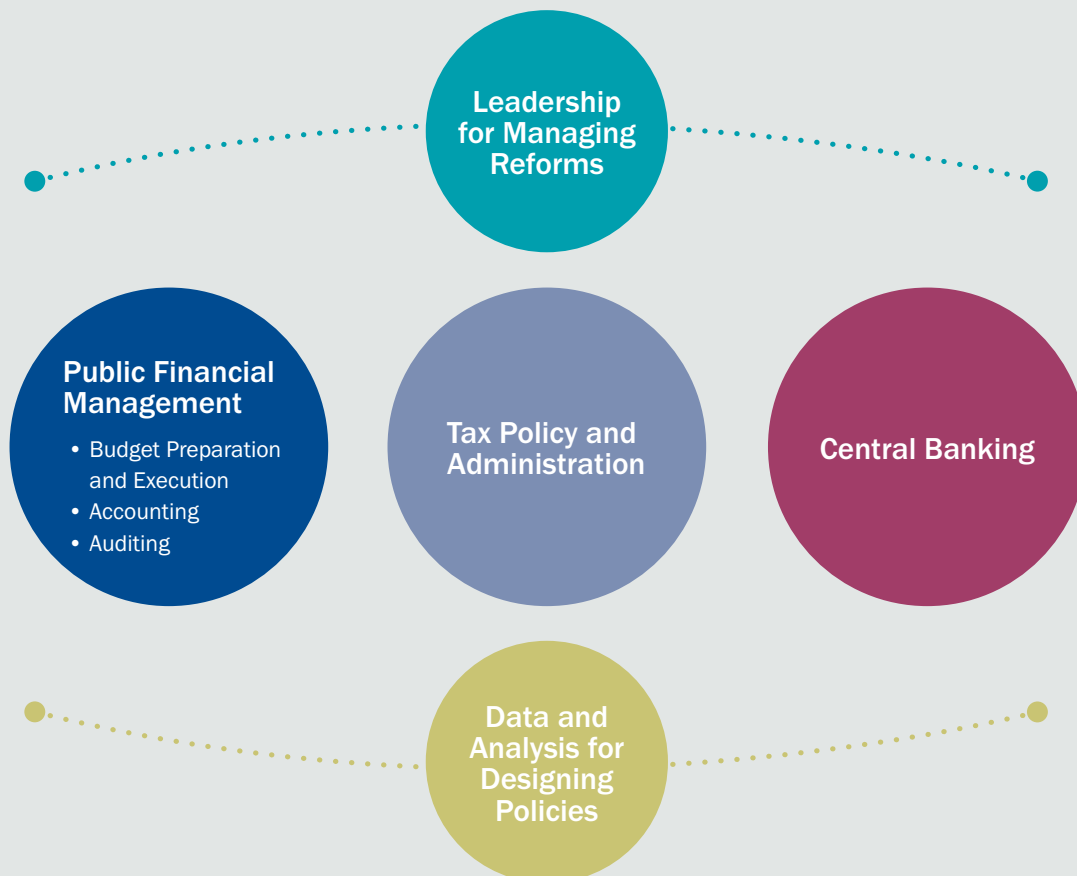
* Country-specific workshops will be delivered only to officials in one specific beneficiary country.

PROGRAM FOCUS

As a leading learning institution in SEE, the CEF supports capacity development for finance officials through learning and serves as a platform for knowledge exchange.

Our 2019 learning program includes 64 learning initiatives covering the thematic areas of public financial management, tax policy and administration, central banking and a cross-cutting area of leadership for managing reforms. Responding to the increased demand, we will in 2019 extend our thematic focus by another cross-cutting theme: data and analysis for designing policies.

Majority of learning initiatives will take place at the CEF premises in Ljubljana, Slovenia. In addition, we will be engaged in accounting and auditing certification training project activities in Montenegro. We will deliver a high-level policy dialogue on Effective Coordination between Central Banks and Ministries of Finance in Moldova and a workshop on Reshaping Tax Administrations through Influential Leadership in Bosnia and Herzegovina. In addition some of the country-specific learning events intended for officials from beneficiary countries of the MB IPA project (more about the project on page 29) will be delivered in individual countries.



GEOGRAPHIC AND INSTITUTIONAL FOCUS

We primarily serve ministries of finance, tax administrations, and central banks in Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey. We also address capacity development needs of line ministries and other key stakeholders and are present in some other countries.

CEF
CONSTITUENCY



LEARNING APPROACH

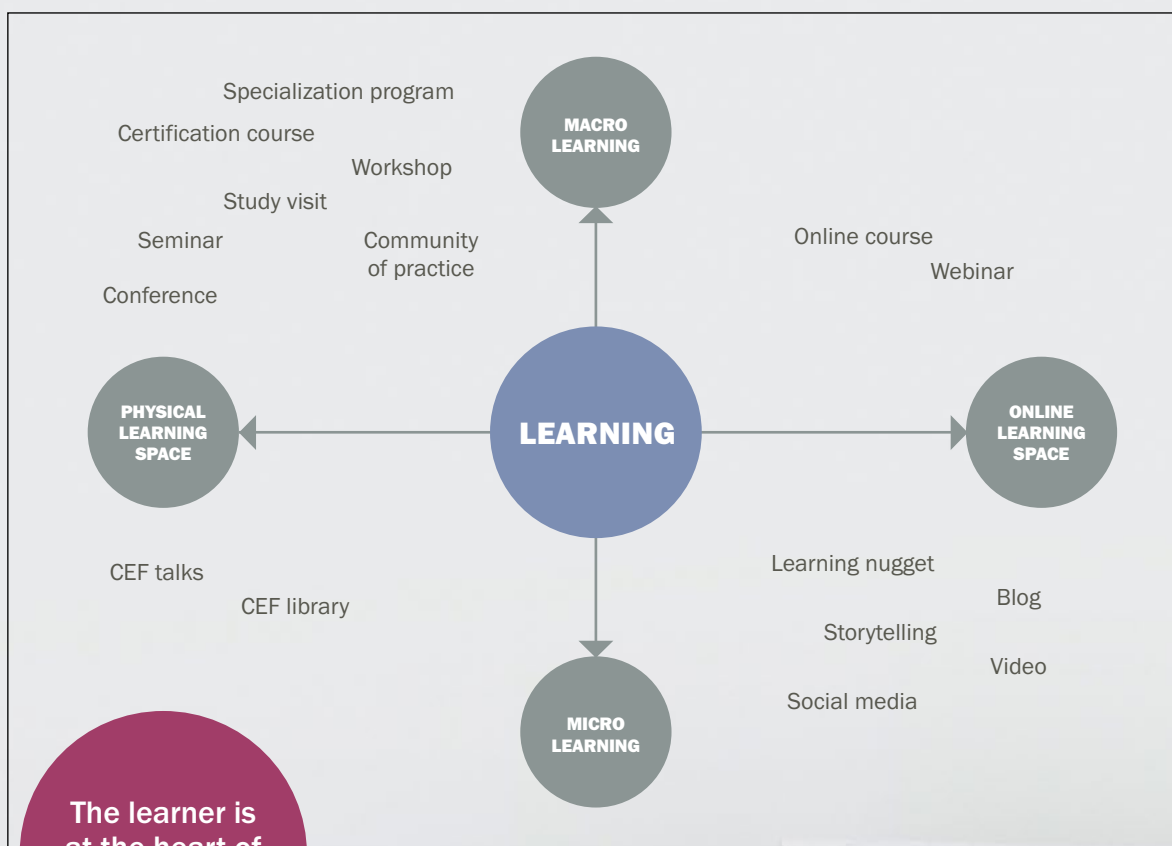
WE CAPTURE LEARNING NEEDS, PACKAGE LEARNING SOLUTIONS AND SHARE RESULTS

We offer high quality structured, collaborative and tailor-made learning solutions and pay attention to the design of physical and online learning spaces. We provide macrolearning initiatives that entail longer learning experiences, which we complement with microlearning initiatives that entail shorter learning opportunities, for example webinars, short videos and knowledge quizzes.

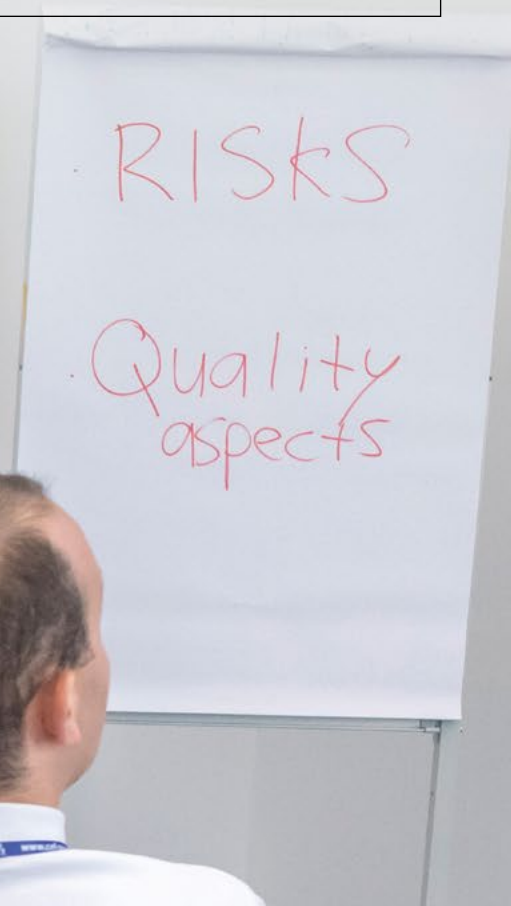
**We match
our work with
the technical
assistance
from the IMF**

We act as a hub for two IMF Fiscal Affairs Department advisors for SEE, who cover public financial management and revenue administration, and a government finance statistics advisor for SEE from the IMF Statistics Department.





Each learner is an expert in his/her domain and thus able to contribute their knowledge and experience. We support a participatory approach to learning and encourage learners to take ownership over the learning process.



WELCOME ^{***}
TO THE CEF

CONSOLIDATED,
CROSS-BORDER, AND
RISK-BASED
SUPERVISION
(APR 11-13)

Supported by
Bank of Slovenia

#10
** SREP

SSM & BANKING
UNION

SUPERVISORY COLLEGES
(JOINT SUPERVISORY TEAMS)

ON-SITE INSPECTIONS

STRE

BANK P

systemic risk
-credit risk

PHYSICAL AND ONLINE LEARNING SPACES

OUR PHYSICAL AND ONLINE LEARNING SPACES ARE DESIGNED
IN A WAY TO SUPPORT LEARNING AND KNOWLEDGE SHARING.

CEF FACILITIES

The CEF's facilities include a classroom for 48 learners (can be enlarged to accommodate up to 60 learners), a classroom for 32 learners (can be enlarged to accommodate up to 50 learners) and smaller classrooms for 12 and 18 learners. The central lobby is a bright and dynamic space where you will feel relaxed and motivated to connect with your colleagues. It is featured as a best practice by the OECD Centre for Effective Learning Environments. We also transformed our terrace into an additional networking and learning space. The CEF premises are conveniently located in the center of Ljubljana, very close to hotels, picturesque medieval Ljubljana, major galleries, and the beautiful Tivoli Park.

ONLINE LEARNING CAMPUS

Online sessions on the CEF Online Learning Campus are timely, customized and cost-effective solutions designed to support connectivity among learners through videos, live streams, online learning courses, webinars and other online discussions.

**CEF ONLINE
LEARNING CAMPUS**

Sharing
knowledge
beyond
classrooms

We extend the reach of knowledge beyond classrooms with real-time online reporting from our learning events. We make digital stories that combine relevant materials, research findings and highlights of the discussions in an online repository. Follow them on [CEF Exposure](#)

We produce short video interviews with experts at our learning events to offer a concise overview of the recent developments, touching upon some of the most challenging questions raised by participants and interesting topics. You can follow them in rubric You wanted to know, we asked at www.cef-see.org.

We publish papers and books covering good practices and theoretical knowledge from CEF thematic areas in a rubric Learning resources at www.cef-see.org.



- request, renew or report their pa
- Requests are made through a we
- Issuing of valid passports is done
- The web application is currently i
- What would be the 2 most releva
- What quality aspects do you wan

ssport online
b portal
by local government bodies
n the development phase
nt risks?
t to investigate?

RENOVATED CLASSROOM

IMPROVED LEARNING AND NETWORKING SPACE

Following renovations of our lobby and terrace we renovated one of the two main classrooms to improve in-class learning experience of our participants and offer them a supportive and innovative learning environment. The renovated space enables different learning activities and groupings for more creative and open knowledge sharing. Furniture and equipment support flexibility and adaptability of the learning space.







LEARNING PROGRAM 2019





LEADERSHIP FOR MANAGING REFORMS

The program is cross-cutting through all thematic areas. We explore leadership through the prism of sound management and individuals' efficiency, and give guidance on how to facilitate learning and knowledge sharing. Program activities focus on: enhancing trust and cooperation among institutions, strengthening leadership and management capacities that promote change, and facilitating learning and knowledge sharing.





March 18–20, 2019
2.5 days
Workshop

ENABLING FINANCE OFFICIALS AS TRAINERS AND LEARNING FACILITATORS

The workshop will convene the network of regional experts, which will contribute to the design and delivery of the MB-IPA project activities. It will offer them training on how to facilitate learning and promote knowledge sharing.

Target audience: public officials from ministries of finance and line ministries.



April 3, 2019
1.5 hours
Webinar

FORESIGHT AND SCENARIO PLANNING METHODOLOGIES

The webinar will illustrate new methods and tools for planning social changes, including structural reforms. It will explore the usefulness and applicability of foresight methodologies to organizational decision-making.

Target audience: public officials involved in strategic decision-making.



June, 2019
1.5 days
High-level policy dialogue

STRENGTHENING ECONOMIC GOVERNANCE AND PFM IN SEE

The IMF, the European Commission and high-level representatives of ministries of finance and tax administrations from SEE meet annually to review the progress and directions for the technical assistance that the IMF provides in the areas of PFM and revenue administration to EU candidate countries in the Western Balkans.

Target audience: high-level representatives of ministries of finance and tax administrations.



Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





PUBLIC FINANCIAL MANAGEMENT

BUDGET PREPARATION AND EXECUTION

The program supports our constituency in ensuring greater macro-fiscal sustainability. Significant part of the program is oriented towards targeting selected sector-specific fiscal issues. A special emphasis is put on facilitation of knowledge exchange among ministries of finance and line ministries, in particular on the costing of the fiscal implications of structural reforms. Learning activities promote fiscal transparency and risk management, strengthen capacities to establish and implement well-functioning medium-term budget frameworks, and improve performance-oriented budgetary decision-making.



February 18–20, 2019
2.5 days
Workshop

MANAGING FINANCING AND COSTING OF HEALTH CARE

The workshop will address possible approaches to improving health care financing and reducing sector specific fiscal risks. It will give an overview of the most common factors causing large inefficiencies in health spending and address how reduction of both allocative and productive inefficiencies enables to achieve the same health outcomes with less spending.

It will in particular focus on strengthening analytical capacities of line ministries to assess possible approaches to improving health care financing and reducing sector specific fiscal risks. Emphasis will be on the design of strategic purchases, structures for monitoring and evaluation of health care outcomes, and how performance information could be used in budgetary allocation decision-making.

Target audience: public officials from finance ministries' budget departments; health ministries' finance and policy departments that participate in the development and programming of health care policies and preparation of annual budgets; health care funds working on programming and budgeting of health care policies; health care services providers; other public institutions with a mandate in health care.



February 27, 2019
1 day
High-level policy dialogue

TOWARDS IMPROVED BUDGETING OF STRUCTURAL REFORMS

This event will launch the MB-IPA project (more about the project on page 29). ERP development, costing and budgeting of structural reforms is performed by a limited number of people and the process is relatively different in each country. The challenges may be similar in the region and the opportunities for regional learning big. The event will present the project and facilitate discussion over these challenges and learning opportunities until 2021.

Target audience: ERP coordinators, ministries of finance, line ministries, the European Commission, regional partners.





March 11, 2019
1.5 hours
Webinar

PREPARING CITIZENS BUDGETS

The webinar will provide tips for conceptualizing, preparing and disseminating of citizens budgets, and a demonstration of country examples and their achievements in utilization of this tool.

Target audience: finance officials from ministries of finance and other government institutions involved in preparation of citizens budgets; representatives of civil society organizations and media.



May 6–17 & May 29–31, 2019
2-week online course & 2.5-day workshop
Blended learning

PROGRAM AND PERFORMANCE BUDGETING

The workshop aims to improve capacity for the integration of planning structural reform policy measures in medium-term budget framework. It aims at strengthening budgetary decision-making through utilization of policy performance information and drafting of credible annual budgets that are coherent with wider national strategic policy planning processes.

Participants will hear about the key concepts of PPB, the importance of program classification, and prospects for the utilization of key performance indicators, while also learning how to use PPB tools and principles for selected structural reform policy measures when the PPB concept is not officially required for budgetary planning. The workshop will provide insights into how PPB reinforces performance audits and how to strengthen this connection.

Target audience: public officials from ministries of finance, line ministries, central planning and coordinating institutions who are involved in budget preparation; preparing, assembling and prioritizing inputs for sectorial strategic planning documents; managing policy programs, and designing PPB frameworks.

Blended learning is a combination of online learning activity and face-to-face workshop.





June–July, 2019
1 day
7 country-specific workshops
(7 IPA countries)

ERP GUIDANCE NOTE AND COSTING OF STRUCTURAL REFORMS

The workshops will present the methodology for costing and financing officially prescribed by the EC's Guidance Note for ERP. Other available costing tools and methods from the region will be presented as well. Case studies will be used as an input for practical learning.

Target audience: officials from finance ministries and line ministries involved in the costing of structural reforms that are incorporated in ERPs.

Country-specific workshops will be delivered only to officials in one specific beneficiary country.



Nov 12–14, 2019
2.5 days
Workshop

PLANNING AND PRIORITIZING PUBLIC INVESTMENT PROJECTS

The workshop will provide a basis for improved understanding of key factors that undermine the efficiency of public investment projects, shortcomings in procedures and optimal institutional arrangements for their management, and measures that can be taken to increase the efficiency of capital expenditures. The workshop will explore the prerequisites for streamlined and simplified prioritization and selection criteria for public investment projects, including their positioning in medium-term budget frameworks and annual budget preparation cycles.

Target audience: public officials from ministries in charge of planning, prioritization and oversight of public investment projects; line ministries and other budget beneficiaries who manage and implement large capital expenditures.





November, 2019
1 day
7 country-specific workshops
(7 IPA countries)

KNOWLEDGE SHARING ON COSTING OF STRUCTURAL REFORMS

Each in-country event will gather experts of budget departments of line ministries and respective coordinators at finance ministries to jointly discuss the challenges faced during the real-time process of finalization of ERPs and costing of structural reforms. The approach will be problem-solving oriented.

Target audience: experts from budget departments at line ministries and respective coordinators at ministries of finance.

Country-specific workshops will be delivered only to officials in one specific beneficiary country.



FISCAL IMPLICATIONS OF STRUCTURAL REFORMS

For the beginning of 2019, we envisage the kick-off of a three-year multi-beneficiary capacity development effort primarily aimed at the EU candidate and potential candidate countries in the Western Balkans and Turkey for which the EU has reserved funding through its Instrument for Pre-Accession Assistance. The purpose of the Multi-Beneficiary IPA (MB-IPA) program is to strengthen analytical capacities needed for comprehensive assessment of fiscal implications of structural reforms, to promote greater fiscal policy coordination among relevant authorities especially between finance ministries and line ministries, as well as within the umbrella of individual line ministries, and to stimulate exchange of good practices across the region.



Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





PUBLIC FINANCIAL MANAGEMENT

ACCOUNTING

The program supports the transition to accrual accounting through closer alignment with international standards and best practices. We support capacity development of finance ministries as centers of reform coordination and line ministries as points of principal service delivery. In addition, we continue supporting complementary learning initiatives in the area of GFS, promoting a better understanding of the links and differences between IPSAS and GFS based reporting. The focus of our accounting activities is to promote regional cooperation in overcoming common challenges in the accrual reform. We also support interested SEE countries in establishing a Public Accountants Certification Training program.



2019
In-country certification
program (Montenegro)

PUBLIC ACCOUNTANTS' CERTIFICATION TRAINING (PACT) IN MONTENEGRO

The CEF provides internationally recognized professional qualification programs for public sector accountants (PACT) delivered in cooperation with the British Chartered Institute of Public Finance and Accountancy (CIPFA).

In 2019, we will continue supporting Montenegro with engaging a third generation of students at the certification level. Together with the Ministry of Finance Treasury Department and the Human Resource and Management Authority of Montenegro, we will deliver:

- 3 training modules (including examination): financial accounting (January); management accounting (March); and national public finance and accountancy legislation and taxation (October)
- 2 meetings of the localization working group (February, November)

Other expected deliverables linked to this project:

- workshop on Ways and Challenges of Accrual Accounting Transition
- IPSAS Training



Q1 2019
1.5 hours
Webinar

TESTING THE GROUND FOR A GFS COMMUNITY OF PRACTICE

The webinar will give an opportunity to assess interest and options for strengthening the capacity of GFS compilers through enabling them as a Community of Practice (CoP) where they could exchange views and experiences on how to meet the relevant reporting criteria, and strengthen their peer-to-peer cooperation in finding solutions to work-related challenges. Through the development of mechanisms for sustainable dialogue between the officials, we will establish ground for a wider CoP with more countries involved and topics included.

Target audience: finance officials from central banks, ministries of finance and statistical offices who are responsible for compiling fiscal statistics.



February 11–13, 2019
2.5 days
Workshop

HOW GOOD DATA IMPROVES THE QUALITY OF FISCAL POLICIES AND DOCUMENTS

The workshop will explore the link between high quality data and accounting as a feed to the costing process, and budgeting in general. How good data is being produced and what reports are used to create policies and design (ERP) documents that would provide a comprehensive, relevant, timely and reliable overview of line ministries' performance, in line with international standards. This workshop will also emphasize the significance of the consistency and comparability of fiscal reports for undertaking sound ERPs.

Target audience: ministries of finance (particularly macro-fiscal departments), line ministries, and fiscal councils.



March 11–13, 2019
2.5 days
Workshop

FINANCIAL STATEMENTS: INCREASING TRANSPARENCY AND ACCOUNTABILITY

Good financial management ensures that public money is used well and that financial statements are produced to meet high standards of transparency and accountability, as well as to demonstrate efficiency in the use of public resources as far as possible. The workshop will address current challenges in financial reporting and will engage finance officials in sharing their knowledge and experience in preparing and disseminating financial statements.

Target audience: finance officials from ministries of finance and line ministries, leading accounting and financial reporting reforms, public sector accountants, external auditors, and trainers who will be expected to prepare and implement reform programs to support accrual accounting compilers of government finance statistics.



April 9–11, 2019
2.5 days
Workshop

COST ACCOUNTING FOR CAPITAL INVESTMENTS

This workshop will introduce how cost accounting of capital projects provides a basis for evaluating the cost of delivering public investment and the results of government spending in capital projects. We will also discuss how accounting methods and rules influence the amount and type of expenses and project budgeting.

Target audience: finance officials from ministries of finance and line ministries who lead the implementation of capital investment projects, as well as public sector accountants and external auditors.





May 20–24, 2019
4.5 days
Workshop

ANNUAL GOVERNMENT FINANCE STATISTICS WORKSHOP

This workshop will advise the compilers of statistics on developing GFS data and data reporting, both to the IMF and the EU (the Maastricht deficit and debt and the excessive deficit procedure). The participants will also have the opportunity to exchange views and experiences, and strengthen cooperation.

Target audience: finance officials from central banks, ministries of finance and statistical offices who are responsible for compiling fiscal statistics.



September 24–26, 2019
2.5 days
Workshop

FINANCING AND ACCOUNTING OF IPA PROJECTS

The workshop will address management and implementation of projects according to EU regulations; how to meet reporting requirements; what do intermediate and final reports have to contain; how to handle different cost classifications, such as direct costs and indirect costs; eligible costs and how to document personnel costs in EU-funded projects.

Target audience: finance officials from ministries of finance and line ministries who lead the implementation of IPA projects, as well as internal and external auditors.





October 22–24, 2019
3 days
Workshop

IPSAS TRAINING

The workshop will introduce accounting and financial reporting in accordance with IPSAS, thereby providing a solid foundation of the core published standards. Participants will understand basic technical knowledge of IPSAS and how certain events and transactions of public sector organizations should be treated.

Target audience: accountants and their peers from different generations of the Public Accountants Certification Training Program.



November 19, 2019
1 day
Country-specific workshop
(Montenegro)

WAYS AND CHALLENGES OF ACCRUAL ACCOUNTING TRANSITION

This workshop for high level officials of the Government of Montenegro will include lessons learned from public financial management reforms in Slovakia and other countries. It will promote reflection on the process needed for successful transition to accrual accounting and to increase accountability of decision-makers in the country and their comprehension of the main reform challenges and possible solutions.

Target audience: high level officials of the Ministry of Finance, line ministries and municipalities in Montenegro.

Country-specific workshops will be delivered only to officials in one specific beneficiary country.



Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





PUBLIC FINANCIAL MANAGEMENT

AUDITING

The program helps strengthen public internal control and external accountability mechanisms. We work with ministries of finance as centers of PIC/PI(F)C reforms, and with finance and internal audit practitioners across other public sector institutions. In addition, we help strengthen external auditing and the role of SAs as important parts of countries' accountability systems. In addition, we support interested SEE countries in establishing a professional Training for Internal Auditors in the Public Sector.



2019
In-country certification
program (Montenegro)

TRAINING OF INTERNAL AUDITORS IN THE PUBLIC SECTOR (TIAPS) IN MONTENEGRO

The CEF provides internationally recognized professional qualification program for public sector internal auditors (TIAPS), which is delivered in cooperation with the British Chartered Institute of Public Finance and Accountancy (CIPFA).

In 2019, we will continue supporting Montenegro with engaging a fourth generation of students at the certification level. Together with the Ministry of Finance Central Harmonization Unit and the Human Resource and Management Authority of Montenegro, we will deliver:

- on-the-job coaching (January)
- meeting of the localization working group (January)
- graduation ceremony (October)

Other expected deliverables linked to this project:

- workshop on Managerial Accountability in the Public Sector
- workshop on Ways to Achieve Higher Quality in the Audit Process



January 31, 2019
1.5 hours
Webinar

INTERNAL AUDIT QUALITY ASSURANCE

In the context of changes that became effective in 2017 and led to the update of IPPF, this webinar aims to share insights about the IPPF's mandatory guidance on continuous development of the Quality Assurance and Improvement Programs. Such programs corroborate effective functioning of internal audit activities which in turn add value in supporting its organization's governance processes and improving its operations. Quality in internal audit is determined by an obligation to meet stakeholder's expectations as well as professional responsibilities outlined in the IPPF's Standard 1300 – Quality Assurance and Improvement Program (QAIP).

Target audience: internal auditing professionals of ministries, agencies and other public-sector organizations interested to learn how a systematic approach through QAIPs to the internal audit activity can help anticipating and meeting stakeholder expectations.



February 19–21, 2019
2.5 days
Workshop

OPTIMIZED INTERNAL CONTROL OF EU FUNDS IN LINE MINISTRIES

The objective of the workshop is to capacitate line ministries in understanding the key features and financial flows of EU funds and give a summary of issues to be addressed to ensure that the value for money from the EU budget is achieved. It will explore the risks related to the financial management of the EU budget and ways to mitigate these risks.

Target audience: public finance officials involved in the management and control of EU funds.



March 19–21, 2019
2.5 days
Country-specific workshop
(Montenegro)

WAYS TO ACHIEVE HIGHER QUALITY IN THE AUDIT PROCESS

As part of the TIAPS, this workshop aims to engage public sector internal auditors from Montenegro in a discussion about the challenges that affect the quality and efficiency of their audit work along with giving recommendations for overcoming these challenges. After the review of the critical factors to achieving internal audit quality, the workshop will explore how to ensure that the internal audit function fulfils stakeholder expectations, while also adding value to the organization. Another topic of interest will be the Internal Audit Capability Model for the Public Sector that can help internal auditing professionals to further develop their capacities and become trusted advisors to the top management of their organizations.

Target audience: public sector internal auditors in Montenegro.

Country-specific workshops will be delivered only to officials in one specific beneficiary country.



May 21–23, 2019
2.5 days
Workshop

INTERNAL AUDITOR'S ROLE IN THE RISK MANAGEMENT PROCESS

The workshop will help internal auditors improve their knowledge of the overall risk management process and to learn how to apply the requirements for a proactive approach in identifying and evaluating risk, assessing sufficiency of controls and identifying process threats as well as improvement opportunities. The workshop will look into effective mechanisms to manage risks in the day-to-day operation of the internal audit. The workshop will also explore how internal audit department adds value to the organization and how to embed risk management successfully into the organization's structure.

Target audience: internal audit professionals from ministries and other public institutions involved in the identifying and assessing risks.



June 11–13, 2019
2.5 days
Workshop

INFORMATION TECHNOLOGY (IT) AUDITING

This workshop gives insight into the effect of digitalization for the internal audit function in the public sector. Participants will be engaged in a discussion on how IT risks can be properly identified and assessed, and how internal auditors can assure that the organization's data processing systems are adequately controlled and secured, and functioning as intended, as they contribute to the organizational objectives and also safeguarding resources.

Since IT auditing skills in the government sector are scarce, the event will be a unique occasion for the exchange of experience.

Target audience: public sector organizations IT auditors; IT specialists / project leaders, operational risk and information security professionals who monitor IT and information security and are tasked with providing assurance and consultancy services to the management.





September 24–26, 2019
2.5 days
Workshop

INTERNAL AUDITING FOR NON-AUDITORS

The primary goal of the PIC system is to provide reasonable assurance as to the achievement of organizational objectives in public sector entities. Although internal auditors are often considered the ones taking the front lead in promoting PIC systems, it is primarily the responsibility of the top management of an organization to bring about functional PIC systems.

This workshop focuses on PIC in the public sector and aims to raise awareness of managerial staff other than internal auditors on their role and responsibilities within the internal control system. It will also address the internal audit function as a management tool in obtaining assurance about the functioning of the internal control system and recommendations vis-à-vis its improvement.

Target audience: mid to senior level officials from central harmonization units of ministries of finance and senior public-sector managers with an interest in internal control systems and those who are responsible for managing activities.



October 14–25, 2019 &
November 6–8, 2019
2-week online course &
2.5-day workshop
Blended learning

WAYS TO IMPROVE INTERNAL AUDIT QUALITY

The workshop will engage internal auditors in a discussion about the challenges that affect the quality and efficiency of their audit work while also offering recommendations for overcoming these challenges. Through a series of presentations, which will provide the basis for break-out group exercises and plenary discussions, the workshop will offer participants greater clarity and better understanding of what good internal auditing systems consist of in terms of quality and value for money. The question of how to better communicate information about audit quality will also be addressed.

Target audience: senior internal auditors or heads of internal audit function of ministries, agencies and other public sector organizations.

Blended learning is a combination of online learning activity and face-to-face workshop.



December 3–5, 2019
2.5 days
Workshop

MANAGERIAL ACCOUNTABILITY IN THE PUBLIC SECTOR

As part of the TIAPS, this workshop will engage public sector internal auditors from Montenegro in peer-to-peer learning and exchange of experiences with their counterparts from SEE on the latest developments in the implementation of managerial accountability in the public sector. A special emphasis will be put on the next steps in advancing managerial accountability most relevant to their organizational and country contexts.

Target audience: internal auditors and other public officials on managerial positions from Montenegro and other countries of constituency.



Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





TAX POLICY AND ADMINISTRATION

The program intends to improve the management of core tax administration procedures, enhance performance management in tax administrations, and improve cooperation across borders among tax administrations. The program contributes to the main outcomes of the tax administration reform agenda of our constituency: implementation of cost-effective systems based on modern concepts of self-assessment, taxpayer segmentation, and sound organization and management. It also helps ensure function-based operations using appropriate technologies, reduced compliance costs for taxpayers, and increased integrity in the tax system.



February 13, 2019
1.5 hours
Webinar

COMMUNICATION STRATEGIES OF TAX ADMINISTRATIONS

During this webinar, participants will be informed how to build relationships with taxpayers. We will tackle the experience of tax administrations with social media technology, which offers virtually free online word-of-mouth marketing and enables positive dialogue. In addition, we will discuss which tools and skills can contribute to tax administrations' image-building.

Target audience: officials from public relations departments of tax administrations and ministries of finance.



March 12–14, 2019
2.5 days
Workshop

TRANSFER PRICING

The workshop will focus on the international tax aspects of corporate tax planning. We will address aggressive tax planning, BEPS, implications of FATCA, the application of international tax principles, the role of tax treaties, and the concept of permanent establishment.

Target audience: mid-to-senior level tax officials with responsibilities to plan and control tax administration performance, as well as competent public authorities or international liaison units, and officials from ministries of finance in charge of international matters.



April 9–11, 2019
2.5 days
Workshop
(Bosnia and Herzegovina)

RESHAPING TAX ADMINISTRATIONS THROUGH INFLUENTIAL LEADERSHIP

Influential leadership aims to support the creation of powerful guiding coalitions; communication of strategic vision; empowerment of others to act on this vision; and consolidation of opportunities for improvements. It is not a one size fits all approach to leadership, but a matrix of interconnected elements that can be learnt and mastered.

The workshop will introduce the concept of influential leadership, give a room for discussion of the role of trust and power, and map out ways on how to become a leader who is able to drive results.

Target audience: general directors of tax administrations, their deputies and other senior management staff.



May 14–16, 2019
2.5 days
Workshop

MEETING THE CHALLENGES OF BIG TAX DATA AND ANALYTICS

The workshop will address the impact of technological trends, including, for example, the use of big data and analytics, the Internet of Things, and cloud computing. The main objective is to discuss with participants how digital transformation can increase taxpayers' satisfaction, empower tax officials, optimize operations, and modernize services.

Target audience: mid-to-senior level tax officials and finance officials from tax policy and IT departments.



September 18, 2019
1.5 hours
Webinar

HOW TO USE THE KNOWLEDGE AND CAPACITIES OF TAX INTERMEDIARIES

Recent scandals show that intermediaries (such as tax advisors, consultants, accountants and lawyers) play a major part in helping big companies and wealthy individuals escape contributing their fair share of tax in the EU.

The webinar will mostly refer to the Council of the European Union rules, which are part of the strategy to combat corporate tax avoidance. It will also promote ways to involve tax intermediaries in boosting transparency and preventing cross-border tax planning.

Target audience: tax officials, finance officials (tax policy division) and intermediaries.



October 7-18 & 22-24, 2019
2-week online course & 2.5-day workshop
Blended learning

IMPROVING CORE TAX PROCEDURES – THE AUDIT FUNCTION

This blended learning initiative aims at improving participants' understanding of the operating context of the tax administration in administering the laws and running activities as efficiently and cost-effectively as possible.

It will contribute to strengthening the audit capacity of tax officers. And, it will address the prerequisites of effective tax audits such as, for example, the application of appropriate audit methods and software packages, and provision of adequate training opportunities.

Target audience: mid-to-senior level tax officials who are involved in compliance risk management, risk analysis, and auditing.

Blended learning is a combination of online learning activity and face-to-face workshop.





November 19–21, 2019
2.5 days
Workshop

MANAGING THE SHADOW ECONOMY IN THE CONSTRUCTION SECTOR

The workshop follows up recent CEF learning events that addressed the fight against the shadow economy.

At the workshop, we will stress the importance of sharing intelligence, using different data sources, conducting collective action on the shadow economy, reinforcing social norms, and applying a whole-of-government approach. The main aim is to point out the importance of multi-faceted strategies to fight shadow economy activities, and to showcase specific strategies for a specific sector, i.e. the construction sector.

Target audience: mid-to-senior level tax officials from risk management, audit, criminal tax investigation, analytics, anti-fraud and tax police departments; and representatives of tax policy divisions in finance ministries who are involved and/or experienced in fighting the shadow economy.



December 9–11, 2019
2.5 days
Workshop

MEDIUM-TERM REVENUE STRATEGY (MTRS)

Sufficient revenue mobilization enables sound public finances, a better investment climate, inclusive economic growth, and achievement of the sustainable development goals. It crucially depends on the institutional capacity to develop a medium-term strategic perspective how to mobilize revenues.

The workshop will address the core elements of such strategy, i.e. the importance of establishing broad consensus on the level of revenue mobilization effort needed; understanding the comprehensive set of tax system reform strategies to achieve revenue goals; ensuring country commitment; and securing sufficient funding, coordination and alignment of donor and technical assistance support. We will discuss the origin of the concept, differences between the most current approaches to revenue reform, and the problems it is designed to resolve.

Target audience: top management of tax administrations, mid-to-senior level tax officials, as well as finance officials from tax policy division at finance ministries.



Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





CENTRAL BANKING

The program supports our constituency's efforts in ensuring strong and credible institutions, a developed financial and economic environment, and a sound and resilient financial system. The program comprehensively encompasses the environment of central banks, taking into account its stakeholders. This way, we cover areas of financial stability and prudential supervision, developing financial markets and its infrastructure, and governance and functions of strategic communication and developing internal capacity.



February 25–27, 2019
2.5 days
Workshop

SYSTEMIC RISK AND STRESS TESTING

The workshop will address systemic risks and how to identify vulnerabilities in the banking sector. We will discuss top-down stress testing, following the latest guidelines, and present methodologies through practical examples. Participants will look into different scenarios of bank-wide stress tests and will work on practical exercises.

Target audience: staff involved in top-down stress testing (financial stability departments).



March 27–29, 2019
2.5 days
Workshop

RETAIL PAYMENTS REGULATION, INNOVATION AND HARMONIZATION

The workshop supports efforts for improving financial market infrastructure in the context of retail payment systems and stimulating financial inclusion. We will address European infrastructures and the harmonization of European and national payments legislation. We will also study the case of Single Euro Payments Area and its implementation. As financial inclusion remains a challenge in some constituent economies, we will examine how to stimulate higher inclusion in order to allow the economies for greater access to finance as well as markets development.

Target audience: banking regulators and supervisors.





April 15–17, 2019
2.5 days
Workshop

HUMAN RESOURCE MANAGEMENT FOR CENTRAL BANKS: CHANGE MANAGEMENT AND LEADERSHIP

The workshop aims at strengthening management of human resources to better achieve strategic goals of central banks. We will explore the importance of strengthening leadership and the role of human resources management in the context of managing organizational changes. We will address topics of staffing policies, development of employees, pay and performance management, internal communication, and how to enable and stimulate employees to accept changes and become themselves drivers of changes.

Target audience: human resource departments of central banks and human resource staff involved in the management of talents.



June 4, 2019
0.5 days
High-level policy dialogue (Moldova)

EFFECTIVE COORDINATION BETWEEN CENTRAL BANKS AND MINISTRIES OF FINANCE

We will establish a joint understanding of the existing approaches on financial policy coordination and share experiences about formal mechanisms designed to resolve differences between central banks and ministries of finance, while acknowledging their autonomy and accountability. We will discuss the division of roles and responsibilities between these two institutions with the aim of identifying the scope of their accountability for actions. The event will be organized back-to-back with the annual meeting of the CEF Governing Board.

Target audience: high-level representatives of central bank boards and ministries of finance.







October 15–17, 2019
2.5 days
Workshop

ON-SITE BANKING SUPERVISION

The workshop will address the challenges in applying supervisory and risk management techniques. We will study the organizational aspects of on-site supervision of banks, as well as practical on-site techniques. The workshop will provide a platform to share experience in performing prudential on-site inspections and to discuss inspection techniques and reporting. We will focus on the aspects of on-site inspections framework, planning and developing the scope of on-site inspections, practical organization, in-depth investigations of various risks, internal control systems, and on-site methodology for internal governance review. We will also work on strengthening the planning and performance of on-site inspections through practical case studies.

Target audience: banking regulators and supervisors.



November 26–28, 2019
2.5 days
Workshop

PEER-TO-PEER LEARNING FOR FINANCIAL MARKET SUPERVISORS: TRAINING-OF-TRAINERS

Training-of-trainers aims at strengthening institutional capacities in sharing expertise of central banks and financial supervisory authorities. These institutions increasingly pay attention to knowledge sharing and this initiative strives to better enable experts to share their knowledge within their institution and also externally. We will help officials develop confidence and skills for delivering and facilitating dynamic, engaging and effective learning activities. We will also discuss and practice facilitation and presentation techniques.

Target audience: experts working in prudential regulation and supervision who are occasionally involved in knowledge-sharing activities (workshops, seminars, conferences). Other representatives from central banks and financial supervisory authorities will also be invited.



www.cef-see.org/events

**APPLY
HERE**

Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events





DATA AND ANALYSIS FOR DESIGNING POLICIES

While previously under the scope of Central Banking, we wanted to enable further development of activities on econometrics and macroeconomic analyses, by establishing an independent thematic area of Data and Analysis for Designing Policies.

The program will support our constituency in providing high-quality information for policy- and decision-making, ensuring effective on-the-job application of economic concepts, tools and models, and carrying out strong analysis to support policy development and decision-making.



January 29–31, 2019
2.5 days
Workshop

REVENUE FORECASTING

This workshop will focus on how to perform effective and reliable public revenue forecasting analysis, especially under severe scenario analysis, i.e. during economic crises and macroeconomic downturns. It will include theoretical lectures, advice and practical examples, and exercises on the main aspects, hypotheses and determinants that should be considered when conducting this type of analysis.

Target audience: tax officials from tax administrations and tax policy departments in ministries of finance.



March 5–7, 2019
2.5 days
Workshop

THE ROLE OF ESTIMATING THE RISKS IN THE COSTING OF STRUCTURAL REFORMS

Significant but unpredicted risks may occur and cause many undesired effects and additional costs of reforms. In order to avoid this, line ministry officials will learn how to recognize potential risks (threats) and estimate their influence of the costing of the structural reforms. Through practical examples they will study how to estimate risks in the process of costing of structural reforms.

Target audience: public officials from ministries of finance, line ministries, and state agencies dealing with risk issues.





April 1–5, 2019
4.5 days
Workshop

MONETARY AND FINANCIAL STATISTICS

This workshop is designed to assist finance officials in the compilation of internationally comparable monetary and financial statistics. In practical sessions, participants will work with real data, by calculating and analyzing the data, on examples such as economic sectorization, valuation and other similar accounting principles used in compiling data on the financial assets and liabilities of the financial corporations' sector (monetary statistics).

Target audience: officials working at statistics departments in central banks.



September 23–October 6 & October 14–18, 2019
2-week online course & 4.5-day workshop
Blended learning

INTERMEDIATE TIME-SERIES ANALYSIS

This blended learning will be a continuation of the learning initiative on Time Series Forecasting and Data Quality in 2018. It will serve as an upgrade, further deepening participants' knowledge of econometric techniques for time series modeling and forecasting of selected macroeconomic variables in the EViews software.

Target audience: officials working at macroeconomic and research departments in ministries of finance, central banks and tax authorities engaged in econometric modeling.

Blended learning is a combination of online learning activity and face-to-face workshop.



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**APPLY
HERE**

Dates of learning initiatives may be subject to change. For exact dates please consult CEF website: www.cef-see.org/events

ADMINISTRATIVE ARRANGEMENTS

The CEF learning events are designed **for participants working in the public sector and central banks**. Applications from the private sector will not be considered.

All CEF learning **events are delivered in English** if not otherwise stated. Sufficient command of English is necessary in order to follow the program and take an active part in it.

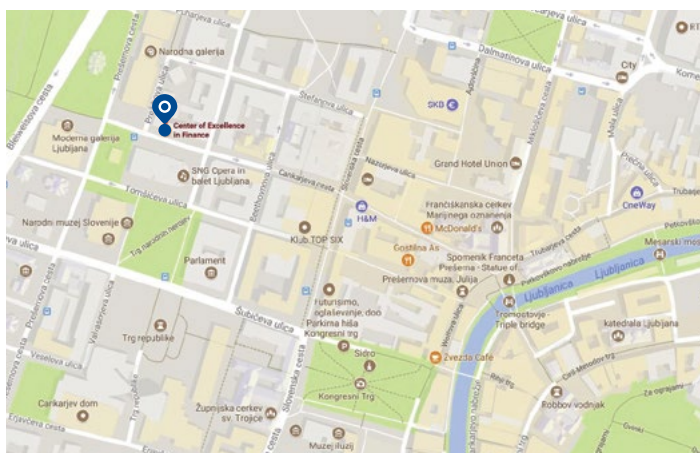
There is no **participation fee** for the learning events. Meals and refreshments during the event are provided. Travel, visa and accommodation costs are borne by participants or their institutions unless communicated otherwise.

Application to CEF learning events is possible at the CEF website via application button of the event. The application deadline is normally one month before the start of the event. Only timely and complete applications will be considered.

To receive **CEF certificate of attendance**, full-time participation in the event is required. Unless stated otherwise, the event starts at 9 a.m. and lasts until 5 p.m.

The CEF uses a **competitive selection procedure**. We will review your application and notify you about the final status (accepted / not accepted) within one week after the application deadline. Successful applicants will receive further instructions.

Learning events are held at the CEF headquarters, at Cankarjeva 18, Ljubljana, or in our constituency and project countries.



PARTNERS

IN PREPARATION AND IMPLEMENTATION OF OUR LEARNING PROGRAM WE COOPERATE WITH A NUMBER OF PARTNER AND KNOWLEDGE INSTITUTIONS, PEER ORGANIZATIONS AND NETWORKS, SOME OF THEM LISTED BELOW:



REPUBLIC OF SLOVENIA
MINISTRY OF FINANCE



Ministerie van Financiën



MEDNARODNO RAZVOJNO
SODELOVANJE SLOVENIJE
SLOVENIA'S DEVELOPMENT
COOPERATION



Ministry of Finance
of the Slovak Republic



Federal Foreign Office



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

BANKA
SLOVENIJE
EVROSISTEM



USAID
FROM THE AMERICAN PEOPLE



The Chartered Institute of
Public Finance & Accountancy



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