



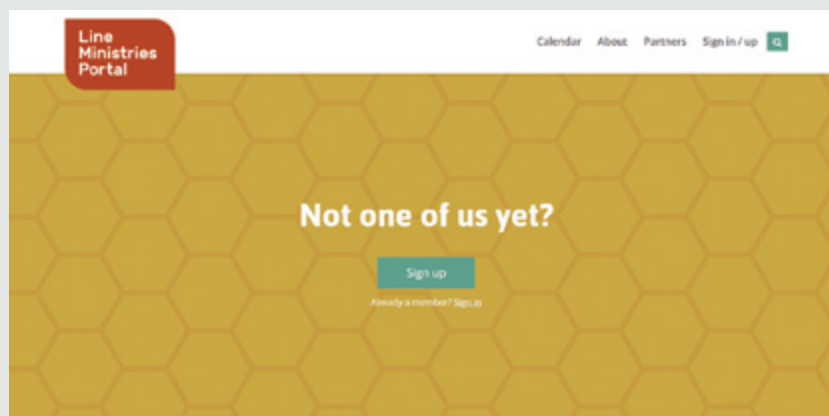
LEARNING PROGRAM for Finance Officials in South East Europe



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.

2020

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, North 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



Dear colleagues,

In front of you are new learning opportunities that we have prepared for you in consultation with many recipient institutions and partners.

Altogether, our 2020 learning program includes 74 events from the fields of public financial management, tax policy and administration, central banking and cross-cutting areas of leadership for managing reforms and data and analysis for designing policies. The events will take place at the CEF headquarters in Ljubljana, in the CEF constituency and beyond, and through the CEF Online Learning Campus.

Our program is intended for officials from ministries of finance, line ministries, tax administrations, and central banks from our constituency countries. In 2020, it will also address the learning needs of officials from institutions at subnational level.

We make sure that we put people at the center of our attention. We design activities in a way that enables you to be active in your learning agenda. I am sure the learning experience will be a value for your time invested.

Another important focus of our activities is support to our member institutions in becoming knowledge hubs and learning organizations. This requires strengthening the enabling environment in the institution and the skills of the staff for high-quality knowledge sharing and learning.

I hope your desire to make a difference and search of new knowledge will bring you to the CEF.

Wishing you a lot of success at your work,

Jana Repanšek
CEF Director

ACRONYMS

| | |
|--------------------|------------------------------------------------------------|
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| DRM | Domestic Revenue Mobilization |
| DSGE | Dynamic Stochastic General Equilibrium |
| ERP | Economic Reform Program |
| FISR | Fiscal Implications of Structural Reforms |
| FMC | Financial Management and Control |
| GFS | Government Finance Statistics |
| GRB | Gender Responsive Budgeting |
| ICAAP/ILAAP | Internal Capital / Liquidity Adequacy Assessment Processes |
| IIA | Institute of Internal Auditors |
| IPPF | International Professional Practices Framework |
| IPSAS | International Public Sector Accounting Standards |
| IT | Information Technology |
| NRE | Network of Regional Experts |
| PACT | Public Accountants Certification Training |
| PEFA | Public Expenditure and Financial Accountability |
| PFM | Public Financial Management |
| PI(F)C | Public Internal (Financial) Control |
| RA | Revenue Administration |
| RA-GAP | Revenue Administration VAT Gap Analysis Program |
| SAI | Supreme Audit Institution |
| TIAPS | Training of Internal Auditors in the Public Sector |
| VAT | Value Added Tax |

LEGEND

| | |
|------------|-----------------------------------------------------------------------------------------|
| PFM | Public Financial Management |
| BPE | Budget Preparation and Execution |
| Acc | Accounting |
| Aud | Auditing |
| TPA | Tax Policy and Administration |
| CB | Central Banking |
| LMR | Leadership for Managing Reforms |
| DAP | Data and Analysis for Designing Policies |
| Gov | CEF Governance |
| <hr/> | |
| | Blended learning is a combination of online learning activity and face-to-face workshop |
| | Meeting |
| | Webinar |
| | Workshop |
| | Policy dialogue |
| | In-country certification program |

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2020 LEARNING CALENDAR

| JANUARY | FEBRUARY | MARCH | APRIL | MAY |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| CB Monetary Policy Implementation in the Eurosystem Workshop | LMR Foresight and Scenario Planning Methodologies Webinar | DAP Statistics on International Trade in Goods and Services Workshop | CB Review of Capital Adequacy and Liquidity Process Workshop | CB Interest Rate Benchmark Reforms Webinar |
| TPA Developing Tax Administration Change Management Capability Webinar | BPE Managing the Financing and Costing of Pension System Reforms Workshop | BPE Gender-Responsive Budgeting Webinar | Aud Performance-Based Auditing Workshop | Aud Key Steps to Effective Planning of an Internal Audit Engagement Workshop |
| Aud Code of Ethics in the Profession of Internal Auditing Webinar | Acc International Public Sector Accounting Standards Workshop | DAP Government Finance Statistics Workshop | CB Financial Reporting to the Management Workshop | BPE Fiscal Programming of Structural Reforms Workshop |
| Acc PACT North Macedonia: Opening Ceremony In-country certification program Q1 - Date TBC | TPA Tax Audit in the Context of Behavioral Compliance Risk Management Workshop | TPA Designing Modern Tax Administrations Blended Learning | TPA Increasing Taxpayer Compliance and Reducing Compliance Costs Workshop | LMR Revenue Administration and PFM Reform in SEE: Annual Coordination and Steering Committee Meeting Policy Dialogue |
| | Aud Ways to Optimize Internal Control of EU Funds Workshop | CB Oversight of Payment and Settlement Systems Workshop | Acc PACT Montenegro: Graduation Ceremony In-country certification program* | |
| | CB Financial Inclusion and Literacy Webinar | DAP Tips for Better Economic Policy Analysis Reporting Webinar | Acc PACT North Macedonia: Financial Accounting In-country certification program Q2 - Date TBC | |
| | | LMR Regional Networking for Structural Reforms Workshop | PFM Carrying out PEFA Assessments at Subnational Levels Webinar Q2 - Date TBC | |

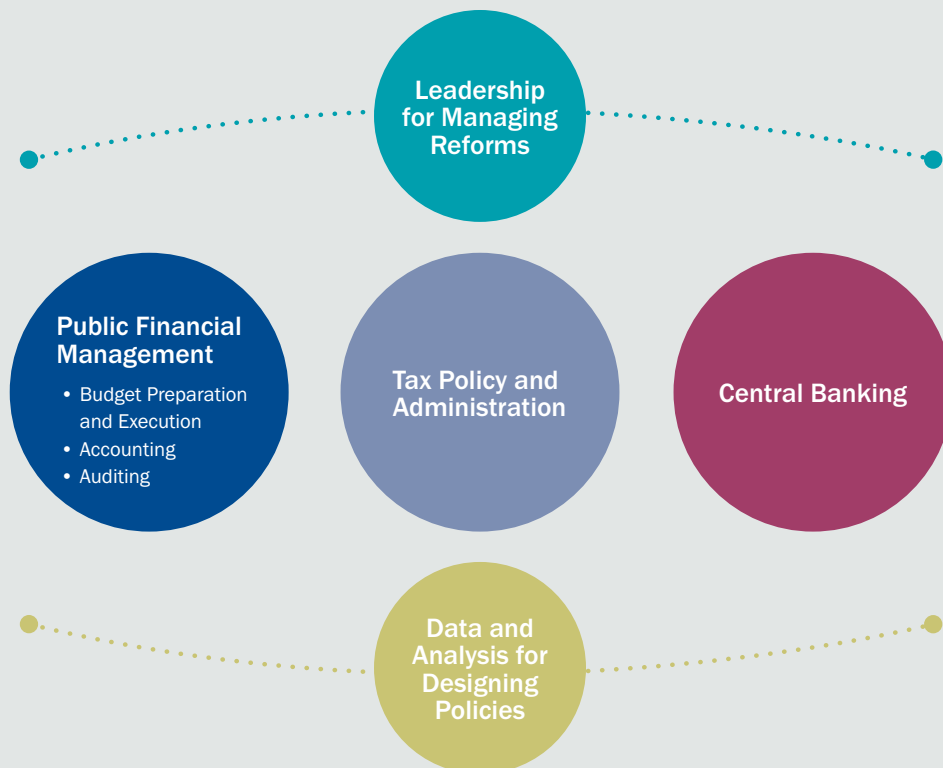
| JUNE | AUGUST | OCTOBER | NOVEMBER | DECEMBER |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| DAP Conducting Financial and Expenditure Analysis in the Public Sector Workshop | LMR Succeeding in Structural Reforms Policy dialogue | Aud Information Technology Auditing Blended Learning | DAP Macroeconomic Modeling for Open Economies 1 Blended Learning | CB Integrating Climate Risks in Top-Down Stress-Testing Webinar |
| Gov Annual CEF Governing Board Meeting Meeting | SEPTEMBER | Acc Managing Public Sector Assets: Current Status, Ongoing Reforms and Further Challenges Workshop | CB Bank Recovery and Resolution Workshop | BPE Integrated Cash and Debt Management Workshop |
| Aud Implementing Financial Management and Control Workshop | | BPE Reinforcing the Role of the Parliament in the Budget Process Webinar | LMR Policy Drafting and Negotiation in Line Ministries Workshop | Acc Cost Accounting Techniques Workshop |
| TPA Estimating the Tax Gap Workshop | | TPA Fostering Domestic Revenue Mobilization through Cooperation Workshop | TPA Auditing Value-Added Tax Webinar | |
| LMR Regional Meeting of ERP Coordinators to Launch the ERP 2021–2023 Workshop | | CB Insurance Supervision and Risk Management Workshop | | |
| LMR Coordination Schemes in Costing of Structural Reforms 7 country-specific workshops* (some will be delivered in July) | Gov Biannual CEF Coordinators' Meeting Meeting | Acc PACT North Macedonia: National Module In-country certification program Q4 - Date TBC | | |
| BPE Integration of Structural Reforms into Budgets 7 country-specific workshops* (some will be delivered in July) | Acc PACT North Macedonia: Management Accounting In-country certification program Q3 - Date TBC | BPE Knowledge Sharing on Costing of Structural Reforms 7 country-specific workshops* (some will be delivered in November) | | |
| | Gov Annual CEF Partners & Advisory Board Meeting Meeting Q3 - Date TBC | | | |

* 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.

The Learning Program contains topics from the thematic areas of Public Financial Management that includes areas of Accounting, Auditing and Budget Preparation and Execution; Tax Policy and Administration; Central Banking; and cross-cutting areas of Leadership for Managing Reforms and Data and Analysis for Designing Policies.



We will deliver altogether 74 learning events—48 regional and 26 country-specific—across all thematic areas and learning formats:

- at the CEF headquarters in Ljubljana, Slovenia
- in the CEF constituency and beyond
- through the CEF Online Learning Campus — www.cef-see.org/OLC



FISCAL IMPLICATIONS OF STRUCTURAL REFORMS (FISR)

FISR is a three-year multi-beneficiary capacity development effort that we started in 2019. It is aimed at the EU candidate and potential candidates in the Western Balkans and Turkey. FISR will strengthen analytical capacities needed for comprehensive assessment of fiscal implications of structural reforms, promote greater fiscal policy coordination among relevant authorities, and stimulate exchange of good practices in the region. → www.cef-see.org/FISR

|.....|



Our learning activities support the realization of the following Sustainable Development Goals (SDG) that are part of the Agenda 2030 for Sustainable Development:

SDG 16 that promotes peace, justice and strong institutions. All our learning activities are intended to improve the capacities of public officials to facilitate their work performance and build effective, accountable and inclusive institutions at all levels.



SDG 17 aimed at revitalizing global partnerships for sustainable development. We are partnering with multilateral and bilateral organizations, knowledge institutions, peer organizations and other institutions. This strong and reliable partner network creates valuable synergies in implementation of activities and accelerates progress in the realization of the SDGs.

WE SUPPORT INSTITUTIONS IN BECOMING LEARNING ORGANIZATIONS

We support our member institutions in becoming knowledge hubs and learning organizations. Becoming a knowledge hub and learning organization requires strengthening both, the enabling environment in the institution and the skills of staff for high-quality knowledge sharing and learning.

THROUGH OUR PROGRAM, WE SUPPORT INSTITUTIONS IN:

- Introducing a learning and knowledge-sharing culture
- Strengthening systematic knowledge capturing, packaging and sharing
- Providing an enabling environment to learn and connect with peers
- Promoting a learning and participatory approach to strategy-setting
- Building feedback loops and continuous revision of set objectives

Our constituent institutions have expressed the need to transform into knowledge hubs and learning organizations.

WE WILL DO THIS THROUGH:

LOCALIZATION OF CERTIFICATION PROGRAMS

We have been supporting several countries by establishing internationally certified training programs for public accountants and internal auditors. By regularly interacting with local take-over institutions and providing training-of-trainers to their staff, we enable them in becoming knowledge hubs. We will continue promoting sustainability of localized programs in Montenegro, and support North Macedonia with establishing and developing such programs, and promote sharing of expertise beyond our constituency in Georgia.

CLOSE COLLABORATION WITH STRATEGIC HUMAN RESOURCE OFFICERS, CEF COORDINATORS

At the **biannual coordinators' meeting** we address challenges that human resources professionals at ministries of finance, central banks and tax administrations face, and learning needs of their staff. Their input is a valuable element in developing our learning program so it remains demand-driven.

CEF LEARNING BLOG, VOICES OF THE REGION AND MICROLEARNING ACTIVITIES

We invite officials to reflect on personal experiences, voice their practice and gain a new perspective on lessons learnt and recommendations for improvement through value creation stories, blog entries and video interviews.



TRAINING OF TRAINERS

Empowering regional experts to take an active role in their learning and knowledge sharing is important to scale up their institutions' role of knowledge hubs. It is through our train-the-trainer approach addressed in **our leadership for managing reforms program**, that we help public finance officials develop confidence and skills for delivering dynamic, engaging and effective knowledge sharing activities, and strengthen their ability to systematically mobilize external and internal knowledge and share it domestically and internationally.



Important components of our program that supports institutions in becoming learning organizations are our learning initiatives from the area of **LEADERSHIP FOR MANAGING REFORMS**

The program is cross-cutting through all thematic areas. In 2020 there will be 7 standalone and several learning initiatives from other thematic areas that will incorporate supporting elements from leadership for managing reforms program area.

LEARNING APPROACH

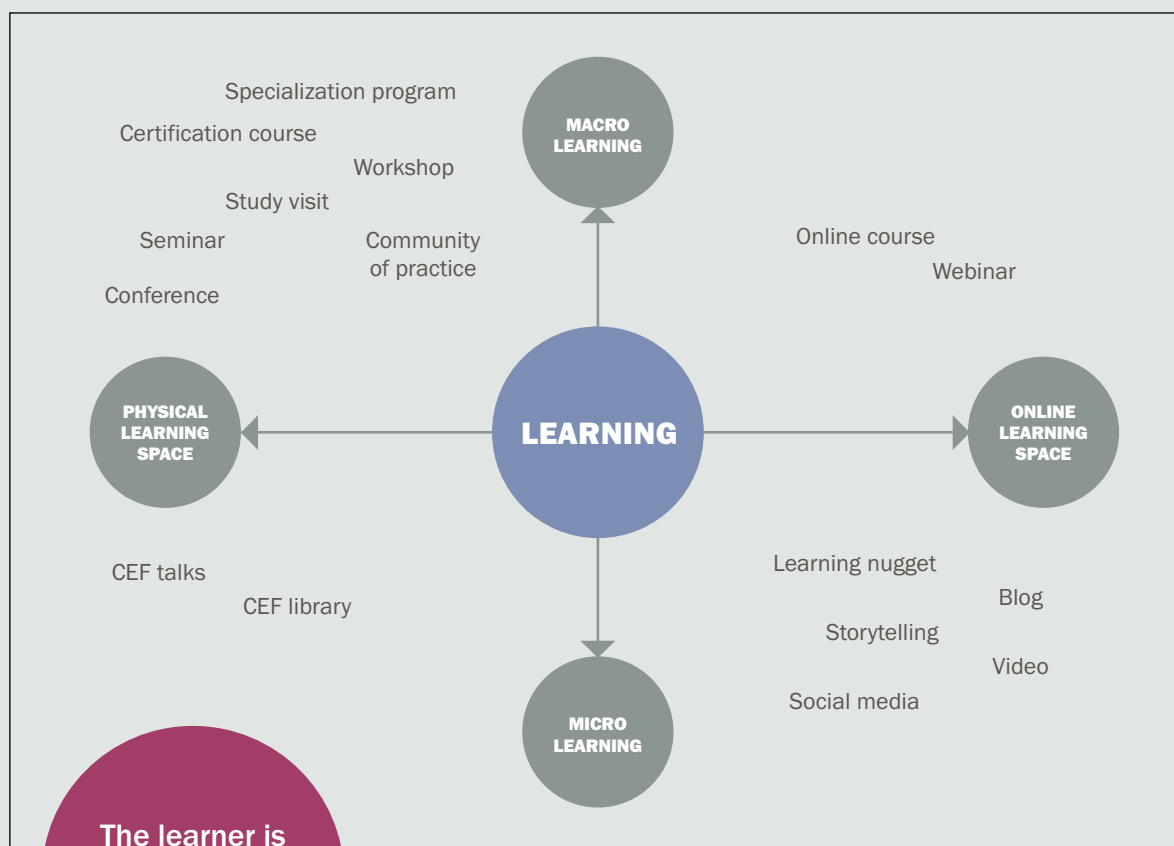
WE CAPTURE LEARNING NEEDS, PACKAGE LEARNING SOLUTIONS AND SHARE RESULTS

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 capacity
development
support 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.





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.





GEOGRAPHIC AND INSTITUTIONAL FOCUS

We primarily serve ministries of finance, tax administrations, and central banks in Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, North Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia, and Turkey and are present in some other countries.

We increasingly address capacity development needs of line ministries and other key stakeholders.


CEF
CONSTITUENCY





LEARNING PROGRAM 2020





FOR MANAGING
REFORMS

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.





February 5, 2020
1,5 hours
Webinar

FORESIGHT AND SCENARIO PLANNING METHODOLOGIES

Foresight informs the thinking that occurs before strategic decisions are made by expanding perceptions on the strategic options or choices available to the organization. Traditionally, in the public financial management realm, quantitative foresight methods, such as forecasting, are commonly used. 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.



March 3–5, 2020
2,5 days
Workshop

REGIONAL NETWORKING FOR STRUCTURAL REFORMS

This event will be the second meeting of the NRE established under the FISIR project. NRE members will exchange impressions about the outcomes of the project's efforts, receive training-of-trainers capacity building in skills such as effective policy writing and public speaking, and obtain specific technical knowledge of costing and budgeting structural reforms. As part of this event, members of the Project Steering Committee will meet and get targeted capacity building in leadership skills (building trust, enabling teamwork, facilitating processes).

Target audience: public officials that are members of the NRE, experts on structural reforms, ERP coordinators, FISIR Project Steering Committee members.



May 2020
1 day
Policy dialogue

REVENUE ADMINISTRATION AND PFM REFORM IN SEE: ANNUAL COORDINATION AND STEERING COMMITTEE MEETING

The IMF, the European Commission, the Switzerland State Secretariat for Economic Affairs (SECO) and high-level representatives of ministries of finance and tax administrations from South East Europe meet annually to review the progress and directions of the IMF's capacity development efforts in the areas of RA and PFM for EU potential candidate and candidate countries in the Western Balkans. The CEF hosts a regional RA and a regional PFM advisor who are funded through this project, and co-delivers with the IMF regional peer learning initiatives under this project.



June 22–23, 2020
1,5 days
Workshop (Belgium)

REGIONAL MEETING OF ERP COORDINATORS TO LAUNCH THE ERP 2021–2023

Co-hosted by the CEF and the European Commission (EC), this meeting will launch the annual process of the ERP drafting for the period 2021–2023. At the meeting, the EC will provide insights into the latest changes in its ERP Guidance Note. Participants will get an opportunity to jointly review the ERP progress made and lessons learned, and set the way forward in preparing and implementing future ERPs. Sufficient time will be reserved to help ERP teams develop stronger support networks, and to closer coordinate their work with the EC.

Target audience: key officials of EU candidate and potential candidate countries leading their national ERP preparation, and representatives from respective EC directorates (DG NEAR, ECFIN, EMPL) and EU Delegation Offices covering these countries.



June–July 2020
7 x 1 day
7 country-specific workshops
(7 EU candidates and potential candidates)

COORDINATION SCHEMES IN COSTING OF STRUCTURAL REFORM

Focus of these learning initiative will be coordination and leadership in the process of costing of structural reforms. Interactive by design, the workshops will provide a podium for mapping the existing coordination practices in structural reform costing, gap identification and exploring solutions for more effective coordination schemes.

Target audience: ERP Coordinators, officials of policy and budget departments of line ministries, respective line coordinators in ministries of finance, members of cabinets of finance ministers and line ministers.

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





August 31, 2020
0,5 days
Policy dialogue

SUCCEEDING IN STRUCTURAL REFORMS

This regional event will look into the key success factors for making structural reforms a positive change of a specific economy. It will focus on this exploration from two complementary perspectives: developing policies based on data analysis, and creating an enabling environment for changes and reforms to succeed. It will tackle different managerial approaches and collaboration practices across institutions and sectors, and demonstrate case studies and value creation stories.

Target audience: state secretaries, heads of policy and analytical departments of line ministries and ministries of finance.



November 24–26, 2020
2,5 days
Workshop

POLICY DRAFTING AND NEGOTIATION IN LINE MINISTRIES

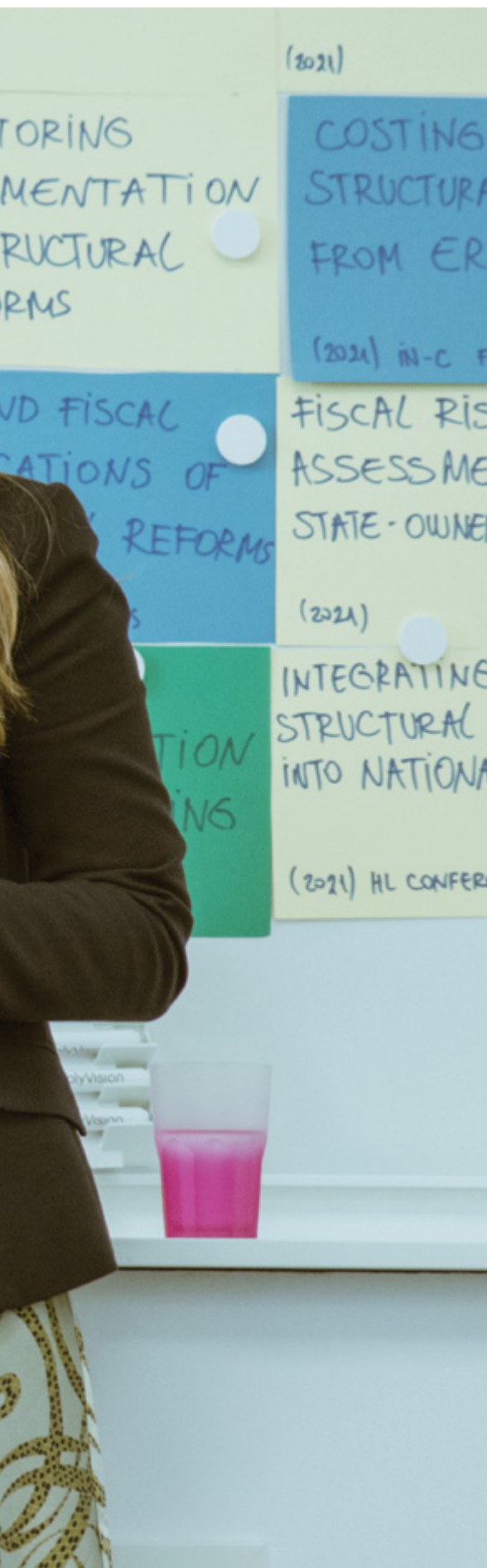
A precondition for successful implementation of structural reforms is to ensure that they are well-drafted, with clear statement of their expected impact and performance indicators. Well-stated measures build on effective communication and negotiation with various stakeholders, which can then be costed and integrated into the budget frameworks. The objective of this workshop is to improve writing of policy measures and support officials in transforming their ideas into clear statements, which entails also negotiating them with various stakeholders before their incorporation into the ERPs.

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



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.



Q2 2020
1,5 hours
Webinar

CARRYING OUT PEFA ASSESSMENTS AT SUBNATIONAL LEVELS

Subnational governments in South East Europe are increasingly interested in PEFA assessments as they may serve as an important instrument towards establishment of sound subnational finances. The webinar will provide participants an overview of the PEFA framework, and showcase experiences made in different countries with subnational PEFA assessments. On this occasion, we will discuss specifics carrying out such assessments on subnational level, as well as the prospects for utilization of PEFA findings in streamlining, prioritizing and monitoring reform actions. At this webinar, participants will have an opportunity to share their views and recommendations on how the PEFA framework could be further developed to better fit the needs of subnational PFM reform discussions.

Target audience: finance officials interested in improvements of subnational governments' PFM systems and in carrying out PEFA assessments.



February 5–7, 2020
2,5 days
Workshop

MANAGING THE FINANCING AND COSTING OF PENSION SYSTEM REFORMS

The workshop aims to strengthen the knowledge needed for assessing possible approaches to improving the financing of social protection, especially pension systems, and reducing sector-specific fiscal risks. It will examine the macroeconomic and fiscal implications of ageing population and how pension system reforms can help address these challenges. In particular, it will take a look at the techniques and tools for forecasting aging population, and identify the data sources and the necessary data quality for carrying out such analysis. This event will also assess how forecasts can be used for structuring pension systems reforms to respond to the expected labor supply decline, while also ensuring fiscal sustainability in the long run. This event will combine methodological approaches with policy-oriented sessions (i.e. how to design, cost, manage, implement, communicate, and promote reforms).

Target audience: finance ministries' budget and macro-fiscal departments; institutes for macro-economic analysis; ministries of social affairs; social security funds; other public institutions (e.g. parliamentary committees) with a mandate in the field of social care.





March 4, 2020
1,5 hours
Webinar

GENDER-RESPONSIVE BUDGETING

The objective of this webinar is to assess prospects for utilizing GRB as a key policy tool to better inform gender-related policies through tracing those policies on the expenditure or revenue side. It will combine insights into theoretical and hands-on practices to develop technical skills for implementing and tailoring specific GRB tools related to government spending. The course will address key elements for GRB (actors, strategies, implementation challenges, etc.) and present how PEFA can be used to determine and improve the position of gender-specific information in budget process. We will give an overview of country-specific examples of GRB utilization and discuss how to align the GRB with other ongoing PFM reforms to stimulate their success and better visibility.

Target audience: public officials from ministries of finance and other government institutions involved in the design and mainstreaming of GRB in public policy planning and budgeting.



May 20–22, 2020
2,5 days
Workshop

FISCAL PROGRAMMING OF STRUCTURAL REFORMS

The objective of this workshop is to determine technical and non-technical factors that contribute to improved programming, prioritization and incorporation of structural reforms into national budget and planning documents resulting in improved relevance and credibility of the ERP. It will identify implications of varying definitions of structural reforms, models for assessing their costs and effects, and mechanisms to align them with national planning documents and integrate them into the annual budget to secure their continuous funding and implementation. In addition, the workshop will examine practical tools and methods for the quantification of structural reforms' impact on economic growth, competitiveness and employment. To secure funding for priority structural reforms, participants will also examine prospects for utilizing instruments from the new EU multi-annual financial framework.

Target audience: officials from finance and policy departments of line ministries, and budget analysts in ministries of finance, who are involved in the ERP design and coordination.



June–July 2020
7 x 1 day
7 country-specific workshops
(7 EU candidates and potential candidates)

INTEGRATION OF STRUCTURAL REFORMS INTO BUDGETS

This workshop will build on the outcomes and lessons learned in strengthening the fiscal literacy of line ministries. It will serve as platform for analyzing the novelties of ERP 2021–2023 Guidance Note. To avoid duplication of processes and procedures, the workshop will primarily focus on promoting alignment of practices and tools for costing structural reforms from ERPs with those used for medium-term budgeting. With the aim of enabling full integration of the preparation of ERPs into national processes, we will identify the main preconditions for effective incorporation of structural reforms' costs into fiscal constraints of medium-term budgets. The event will be aligned with specific ERP contexts to cover topics such as integration of structural reforms into national fiscal frameworks, medium-term budgeting, strategic policy planning, etc.

Target audience: officials from finance and policy departments of line ministries, and budget analysts in ministries of finance, who are involved in the ERP design and coordination.

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



September 24–25, 2020
2 days
Workshop

ENSURING FISCAL TRANSPARENCY AND BUDGET COMPREHENSIVENESS

This workshop will provide a platform for inclusive peer-to-peer exchange of hands-on experiences and practices in utilization of PEFA assessments to determine and accelerate PFM reforms. At this event, participants will learn about the prospects and preconditions for utilization of PEFA assessments as tools for streamlining, prioritizing and sequencing of PFM reforms to secure their timely and sustainable outcomes. Furthermore, we will address how to use these assessments to accelerate stakeholder dialogues in the design, implementation and monitoring of reforms, and how to secure multi-stakeholder engagement to anchor the process. The event will promote the principle of “one size does not fit all” in carrying out PFM reforms.

Target audience: officials from ministries of finance, independent fiscal institutions and other government bodies and local governments involved in the design, coordination and implementation of PFM reforms, as well as in carrying out PEFA assessments.

Secondary focus of this learning initiative is to support skills from the thematic area of leadership for managing reforms.



October 21, 2020
1.5 hours
Webinar

REINFORCING THE ROLE OF THE PARLIAMENT IN THE BUDGET PROCESS

Even though parliaments have a crucial role in the budgetary process, they often face challenges in performing it. Recent PFM developments indicate that modern parliaments are rethinking their role in the budget process, trying to reposition themselves as more active players. This webinar will assess options for strengthening the parliament's role in approval, monitoring and oversight of national budgets. We will examine the potential benefits of establishing independent analytical budget units for the legislature, and assess professional capacities that such units would need to successfully enhance the parliaments' contribution in increased transparency, credibility and accountability of the budget process. We will also combine and reflect on relevant international experiences, and examine findings of PEFA assessments on strengthening cooperation of parliaments and supreme audit institutions, the role of parliamentary committees in reviewing audit findings, prospects for utilizing performance audit findings, and follow-up mechanisms to ensure that action is taken to address the issues raised in audit reports.

Target audience: parliament members working in finance/budget committee(s), staff of parliamentary administrations (secretary general, committees' administration, parliamentary research departments, budget scrutiny offices), and officials working in supreme audit institutions.





October–November 2020
7 x 2 days
7 country-specific workshops
(7 EU candidates and potential candidates)

KNOWLEDGE SHARING ON COSTING OF STRUCTURAL REFORMS

This workshop aims to ensure proper costing and allocation of public resources (from the national budget and other sources) needed for implementing structural reforms prioritized in ERPs. We will review the draft estimates of their costs, and ensure that cost estimates comply with the existing guidance, while taking into account economy and institutional specifics and priorities. Through examining practical examples, participants will make a comparison with the structural reforms from previous ERPs, learn from similar experiences of other countries, and make improvements in the costing of structural reforms. The workshop will implement the learning-by-doing approach, as participants will be engaged in open discussions about the challenges faced, problem-solving exercises, review of case studies, and one-to-one consultations with experts.

Target audience: officials from finance and policy departments of line ministries, and budget analysts in ministries of finance, who are involved in the ERP design and coordination.

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



December 9–11, 2020
2,5 days
Workshop

INTEGRATED CASH AND DEBT MANAGEMENT

This workshop focuses on strengthening cash and debt management processes and coordination between ministries of finance (treasuries) and central banks. We will discuss the interactions between cash and debt management, the importance of good cash forecasts and how these can be improved, and the interrelationship within ministries of finance when cash and debt management are carried out by different departments or units, and between the ministry of finance and the central bank with their respective roles in managing fiscal and monetary policy. This initiative will look at the importance of and actions needed for ensuring comprehensive coverage of the treasury single account and at how cash forecasts can be improved to support more efficient use of government cash and better borrowing decisions.

Target audience: public officials from ministries of finance involved in budget execution, and cash and debt management; officials from central banks involved in monetary operations.



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

Crna Gora
UPRAVA ZA KAD





PROVE

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 government finance statistics (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.



February 11–13, 2020
3 days
Workshop

INTERNATIONAL PUBLIC SECTOR ACCOUNTING STANDARDS

Many global studies and researches speak in favor of IPSAS adoption or their influence on designing the national accounting rules. This training will introduce participants to how IPSAS is linked to accrual accounting, and how it contributes to a better transparency, accountability and efficiency of the government. Selected accounting standards, relevant for the regional context, will be discussed in more detail.

Target audience: selected certified accountants who participated in PACT training, and other public accountants.



April 23, 2020
0,5 day
In-country certification
program (Montenegro)

PACT MONTENEGRO: GRADUATION CEREMONY

At the ceremony, successful students of the respective CEF facilitated certification program will be awarded CIPFA certificates and will share how they have experienced the training program. We will also discuss the importance of continuous education, the significance of carrying the localization efforts of the program further, and the important role of the graduates in public sector reform processes. We will present different possibilities for continuous professional development with the goal to further strengthen the profession of public sector accountants, and review the progress and next steps in localizing the certification program. The audience will also hear about the state of related public sector reforms and their envisaged impact on overall transparency and accountability of public finances. Back-to-back to the Graduation Ceremony, we will organize evaluation meetings with the beneficiary and take-over institution (the Ministry of Finance and Human Resource Authority respectively), tutors and donors, to reflect on achievements, results, challenges and proposals for improvements for future PACT program implementation.

Target audience: successful graduates of the third generation of PACT students at the certificate level in Montenegro, representatives of the project beneficiary and take-over institutions, donors and the CEF.





Q1 2020
0,5 day
In-country certification
program (North Macedonia)

PACT NORTH MACEDONIA: OPENING CEREMONY

PACT is an internationally recognized professional qualification program for public sector accountants, which comprises in-class training, exams and additional capacity building activities. The participants will learn about the significance of an empowered accounting profession in the public sector, and will be informed about the efforts of the Government of North Macedonia to support strong, transparent and accountable public sector institutions, and the status of reforms in the accounting area. The event concludes a first phase of project activities: recruiting the eligible pool of candidates, informing them about the programs, and initial coaching of the envisaged local takeover institution and coordinators.

Target audience: selected candidates of the third generation of PACT students at the certificate level in North Macedonia, as well as representatives of the project beneficiary institution, donors and the CEF.



Q2 2020
10 days
In-country certification
program (North Macedonia)

PACT NORTH MACEDONIA: FINANCIAL ACCOUNTING

As part of the PACT, certificate level, students get structured learning opportunities (tutorials plus exams) to deepen their knowledge of a range of key concepts and methods relevant for accountants. The FA module sets out the purpose of financial accounting, the needs of the users of accounting information, and the general regulatory framework. The students are then taken through the main processes involved in financial accounting, from using ledgers to record transactions, through the use of control procedures, to the final result of preparing complete financial statements in standard formats.

Target audience: third generation of PACT students in North Macedonia at the certificate level.



Q3 2020
10 days
In-country certification
program (North Macedonia)

PACT NORTH MACEDONIA: MANAGEMENT ACCOUNTING

As part of the PACT, certificate level, students get structured learning opportunities (tutorials plus exams) to deepen their knowledge of a range of key concepts and methods relevant for accountants. The Management Accounting (MA) module gives an introduction to the principles of costing and budgeting and their use in providing information to support the management's decision-making.

Target audience: third generation of PACT students in North Macedonia at the certificate level.



Q4 2020
5 days
In-country certification
program (North Macedonia)

PACT NORTH MACEDONIA: NATIONAL MODULE

As part of the PACT, certificate level, students get structured learning opportunities (tutorials plus exams) to deepen their knowledge of a range of key concepts and methods relevant for accountants. The National Module gives an overview of the national public finance legislation, as well as public accounting and taxation requirements. It also elaborates on several key systems and functions of the country's public sector management, e.g. internal financial control, budgetary accounting, treasury, and procurement as well as relevant civil service and data protection aspects.

Target audience: third generation of PACT students in North Macedonia at the certificate level.



October 14–16, 2020
2,5 days
Workshop

MANAGING PUBLIC SECTOR ASSETS: CURRENT STATUS, ONGOING REFORMS AND FURTHER CHALLENGES

This workshop is set to provide a multidisciplinary view over the institutional/organizational and accounting/financial reporting aspects for sound and efficient public sector asset management. It will enhance participants' understanding of public sector asset management reform in a wider New Public Management reform stream; accounting system reforms enhancing asset management processes and decision-making; the use of financial and non-financial data on public sector assets (e.g. from registries and information systems) in decision-making processes; factors enabling more efficient asset management (strategic planning, governance setting, institutional development); roles and responsibilities of public sector 'asset custodians'; good practices in asset management; different regulatory frameworks and practices of state asset management (including countries represented by participants); and common challenges in developing public sector asset management systems.

Target audience: senior officials of public institutions, especially from finance, accounting and internal audit departments of line ministries; senior public officials in charge of maintaining public asset records and portfolios (asset custodians).



December 8–10, 2020
2,5 days
Workshop

COST ACCOUNTING TECHNIQUES

The workshop aims to familiarize line ministry officials with the concepts and tools that support the analysis of costs in an effective and efficient manner. Cost accounting is an important managerial tool for improved understanding of actual resource allocation in service delivery, and offers the information needed for efficient and effective decision-making. Through presentation of theoretical concepts and practical exercises, the workshop will help participants understand the practical applicability and benefits of cost accounting in their institutions.

Target audience: accountants of line ministries, financial officers and managers who apply cost accounting principles.



Dates of learning initiatives may be subject to change. For exact dates please consult the 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 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 SAIs 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.





January 30, 2020
1,5 hours
Webinar

CODE OF ETHICS IN THE PROFESSION OF INTERNAL AUDITING

To protect the public interest, every government requires independent audit activities providing a range of assurance and advisory services, like performance and operational efficiency, whether through the use of internal or external audit services, or a combination of the two. The webinar will be an opportunity for participants to reflect on the role of public sector audit activities in supporting the government to achieve its objectives effectively, efficiently, economically, and ethically. In particular, we will explore how public sector audit activities support the government's responsibilities of oversight, insight and foresight. We will also look into the prerequisites for the establishment of effective public sector audit activities.

Target audience: public sector internal auditors.

Secondary focus of this learning initiative is to support skills from the thematic area of leadership for managing reforms.



February 18–20, 2020
2,5 days
Workshop

WAYS TO OPTIMIZE INTERNAL CONTROL OF EU FUNDS

As collaboration is one of the key factors necessary for effective learning, this learning initiative will offer a good balance between classroom lecturing and solving practical case studies related to internal control and audit challenges encountered in EU-funded projects and programs. This will give participants a chance to learn about possible ways to overcome them. It will draw upon the lessons learned from internal control and audit of EU-funded projects in the 2014–2020 programming period. Countries have now more responsibilities to develop an effective control system and to assure proper spending of EU funds. Hence, we will discuss methodologies that can be used to manage EU funds more effectively. In addition, specific aspects concerning ways of combating fraud and preventing irregularities in EU-funded projects and programs will be covered.

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



April 7–9, 2020
2,5 days
Workshop

PERFORMANCE-BASED AUDITING

The workshop will give a detailed overview of the principles and practices under which public sector internal auditors can deliver performance-based auditing, thereby ensuring that the organization under review is working toward and maintaining a high level of performance. After the initial review of the steps of performance-based audit process, the participants will split into small groups and work on group assignments related to the practical application of the risk and control matrix and value-for-money approach to performance-based auditing. They will learn about different performance audit tools and explore strategies to ensure that the organization's objectives and potential risks to achieving them are properly assessed and addressed.

Target audience: heads of internal audit departments, senior internal auditors, senior auditors from Supreme Audit Institutions, management and senior audit staff at audit authorities, and line ministries' middle management charged with service delivery.



May 12–14, 2020
2,5 days
Workshop

KEY STEPS TO EFFECTIVE PLANNING OF AN INTERNAL AUDIT ENGAGEMENT

This learning initiative will guide participants through the stages of planning for an individual engagement assignment. It will examine how to identify and conduct a preliminary assessment of the risks associated with the activity under review. It will also address how to approach and determine the engagement's objectives and scope, so that they reflect the probability of errors, fraud and non-compliance, and the results of the assessment. The participants will learn about the best practices and tips for translating field results into audit reports and conducting follow-up procedures. Special attention will be put on the practical applications of the IIA Performance Standards 2200 to 2240.

Target audience: senior public sector internal auditors (chief internal auditors, deputies and heads of internal audit departments).



June 16–18, 2020
2,5 days
Workshop

IMPLEMENTING FINANCIAL MANAGEMENT AND CONTROL

The workshop will address the requirements for the establishment and development of a sound and efficient system of FMC in public sector entities. Apart from outlining the benefits of FMC, it will address the challenges pertaining to building modern internal control systems in the public sector and coordinating the activities related to financial management and control. In this respect, the workshop will explore and distinguish the levels and respective roles and responsibilities in the harmonization of public internal control between ministries of finance and line ministries.

Target audience: public finance officials from central harmonization units and those responsible for the preparation of strategic documents (e.g. public administration reform strategy, budget reform strategy, accounting strategy and other strategies and reform plans impacting upon public financial management).





September 15–17, 2020
2,5 days
Workshop

DEVELOPING INTERNAL AUDITORS' COMMUNICATION SKILLS

Through presentations and case studies, participants will learn about the prerequisites for clear and effective communication between internal auditors and different audiences that they come across in their work. They will also learn about a range of methods they can use to get across the right message and deliver information accurately. The importance of developing various communication strategies for effectively reaching out to different types of audiences will also be highlighted.

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

Secondary focus of this learning initiative is to support skills from the thematic area of leadership for managing reforms.



October 5–16 & 20–22, 2020
Online course & 2,5-day workshop
Blended learning

INFORMATION TECHNOLOGY AUDITING

This blended learning initiative will engage participants in a discussion of how IT risks can be properly identified and assessed, and how internal auditors can assure the management that the organization's data processing systems are adequately controlled and secured, and function as intended, as the later contributes to the organizational objectives while also safeguarding resources. Since IT auditing skills in the government sector are scarce, the event will be a unique occasion for the exchange of experiences in the area of IT practices of public sector auditors.

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

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



Dates of learning initiatives may be subject to change. For exact dates please consult the 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.



January 22, 2020
1,5 hours
Webinar

DEVELOPING TAX ADMINISTRATION CHANGE MANAGEMENT CAPABILITY

During the webinar, participants will discuss how to manage change as a continuous process of managing a portfolio of multiple, overlapping change initiatives. As it is a difficult process to manage, they will focus only on the most important elements: analyzing and understanding the factors that influence the organization (political direction, scope and performance of the organization, government's fiscal and economic situation, the staff's skills, rules, processes and procedures); developing a master strategy and overall approach to the change; and understanding the different players in the process. Participants will be encouraged to share their experiences.

Target audience: heads of functional, development and strategy departments in tax administrations.

Secondary focus of this learning initiative is to support skills from the thematic area of leadership for managing reforms.



February 11–13, 2020
2,5 days
Workshop

TAX AUDIT IN THE CONTEXT OF BEHAVIORAL COMPLIANCE RISK MANAGEMENT

The workshop will discuss international good practices related to auditing small- and medium-sized enterprises. Participants will debate the roles of tax audit (purpose, types of audit, etc.), legal framework (record keeping obligations, taxpayers' right and obligations), organization and management (organizational structures, resources, strategic management, etc.), as well as audit techniques and audit workforce management (competency requirements, assessment and developments, etc.).

Target audience: heads and other key personnel of tax audit and compliance risk management departments.





March 9–20 & 24–26, 2020
Online course & 2,5-day workshop
Blended learning

DESIGNING MODERN TAX ADMINISTRATIONS

Participants will develop a vision for the “next generation” tax administration: which tasks it would undertake; how it would conduct its work and how it would be organized to deliver the work in the most effective and efficient way (e.g. would operational functions be consolidated in fewer locations than now, and would non-core tax administration functions be organizationally separated from core tax administration functions); which methodology would be used to ensure optimal taxpayer compliance (e.g. implementation of the OECD compliance risk model); how interaction with taxpayers would look like (e.g. all tax returns submitted electronically and the majority of communication with taxpayer using e-services). They will also discuss business process related issues.

Target audience: chiefs and deputy chiefs of tax administrations, heads of development and strategy departments.

Secondary focus of this learning initiative is to support skills from the thematic area of leadership for managing reforms.

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



April 22–24, 2020
2,5 days
Workshop (Kosovo)

INCREASING TAXPAYER COMPLIANCE AND REDUCING COMPLIANCE COSTS

This workshop aims at improving taxpayer services in a dialog with the taxpayers. Participants will discuss how digitalization of tax procedures and processes can impact taxpayers' compliance. Attention will be paid to taxpayer services; the aspect of digitalization will be discussed as an influencing factor. Participants will debate how the development of e-services can change the processes of filing, registering and returning taxes; taking an inventory; centralizing and standardizing procedures, streamlining processes, and collaborating with all leaders across functions. The event will be delivered in Kosovo as a continuation of successful delivery of the program in the region. As Kosovo has a long history of improving taxpayer services and they are using IT as a tool to improve services, they will present their progress and results so far.

Target audience: heads and personnel of tax payer service units.





June 22–24, 2020
2,5 days
Workshop

ESTIMATING THE TAX GAP

Participants will be given guidance on how to prepare the necessary inputs into the IMF FAD's Revenue Administration VAT Gap Analysis Program (RA-GAP). The workshop will focus on how to properly capture the three main inputs into the model: the VAT policy structure, actual VAT revenue data, and national accounts statistical data pertaining to the VAT base. This learning event will mostly consist of hands-on sessions, where participants will be required to prepare data from their countries for entry into the model. A general overview of how to approach gap estimation for other tax types will also be given. All participants will be required to have successfully completed the IMF's online course on the RA-GAP VAT Gap Estimation Model.

Target audience: staff from the ministries of finance and revenue authorities with detailed knowledge of at least some of the following aspects: VAT policy structure, national accounts statistics, VAT administrative practices, and VAT micro-data available in the tax administration databases.



September 22–24, 2020
2,5 days
Workshop

IDENTIFYING TAX FRAUD, INCLUDING ONLINE TRADE

Participants will discuss the challenges of increasing online trade and identifying tax fraud, as these topics are closely linked. The first part will focus on a broader perspective of fraud. Later on, participants will explore more specific issues: how to further enhance cooperation between customs and tax agencies as well as law enforcement bodies and other stakeholders.

Target audience: officers from risk management units and tax fraud investigation units in tax administrations.





October 27–29, 2020
2,5 days
Workshop

FOSTERING DOMESTIC REVENUE MOBILIZATION THROUGH COOPERATION

After the adoption of the Addis Ababa Action Plan for Financing for Development, the DRM has been recognized as central for sustainable growth, poverty reduction and provision of public goods needed to achieve the Sustainable Development Goals. This workshop aims at improving cooperation between different government bodies to ensure country commitment for mobilizing domestic revenues. Moreover, participants will identify possibilities of data-sharing to improve their different systems and avoid that citizens have to deliver the same basic information to various government bodies.

Target audience: public finance officials interested in deepening their knowledge of tax and revenue issues in the context of development cooperation.



November 25, 2020
1,5 hours
Webinar

AUDITING VALUE-ADDED TAX

Participants of this webinar will discuss the role of tax administrations in auditing VAT. A representative of a country which has recently developed a compliance plan on the basis of a proper risk analysis will present their results and lessons learnt. Moreover, identified compliance projects concerning VAT and explanation of the process will be shared and discussed. In the second part, participants will share their own experiences.

Target audience: heads of tax audit units and tax auditors.



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CENTRAL BANKING

The program supports our constituency's efforts in ensuring strong and credible institutions, a developed financial and economic environment, and sound and resilient financial system. The program 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.



January 30–31, 2020
2 days
Workshop



February 25, 2020
1,5 hours
Webinar

MONETARY POLICY IMPLEMENTATION IN THE EUROSYSTEM

The workshop will cover monetary policy operations, including monetary policy strategy, the primary objective, and the transmission mechanism. We will discuss the monetary policymaking process in the Eurosystem and the role of national central banks. Emphasis will be put also on operations of non-conventional measures in the environment of low interest rates and low inflation. In addition, we will review the Eurosystem's balance sheet, market monitoring and collateral management.

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

FINANCIAL INCLUSION AND LITERACY

Financial inclusion and increasing financial literacy go hand in hand. At this webinar, we will explore good practices where central banks, ministries of finance, financial supervisory authorities and other institutions can promote financial literacy as well as inclusion into the financial system. We will discuss how these institutions can further develop their capacities in these efforts, and look into the changing nature of financial services and their influence on financial inclusion.

Target audience: employees of central banks, ministries of finance, financial supervisory authorities and others involved in financial education and broadening access to finance or external communication to the public; employees involved in the development of financial market infrastructure.





March 17–19, 2020
2,5 days
Workshop

OVERSIGHT OF PAYMENT AND SETTLEMENT SYSTEMS

The workshop contributes to ensuring efficient, strong and reliable payment and settlement systems. It will give an overview of the legal basis of oversight, Eurosystem oversight policy framework and international guidelines. The workshop will focus on the oversight of payment systems, payment infrastructures and service providers, and securities settlement systems. Actual challenges of oversight will be discussed, especially in connection to innovations in payment systems (e.g. instant payments, fintech, cyber risks) and regarding overseeing third party (non-bank) service providers. We will also discuss cooperation with banking supervisors for on-site supervisions. The workshop will provide many practical opportunities, e.g. working in groups on case studies and identified challenges.

Target audience: employees involved in oversight of payment and settlement systems or in developing financial market infrastructures; central bank internal auditors in charge of auditing payment systems.



April 7–9, 2020
2,5 days
Workshop

REVIEW OF CAPITAL ADEQUACY AND LIQUIDITY PROCESS

The workshop aims to provide tools, guidelines and applicable experience for banking regulators in their review of internal risk-based assessment processes of capital adequacy and liquidity. With this workshop, we will cover ICAAP/ILAAP within the context of the supervisory review and evaluation process. Coverage of the framework, its use and practical experience will be presented. After discussing different implementation aspects of various countries, we will focus on assessing the status of banks' capital and liquidity requirements and their risk management.

Target audience: banking regulators and supervisors.





April 22–24, 2020
2,5 days
Workshop

FINANCIAL REPORTING TO THE MANAGEMENT

This workshop will address how to concisely and effectively generate and communicate financial information to the management and decision-makers. Through practical examples, including cases of central banks, the workshop will introduce different approaches and tools that can be used for the design of reports and communication of main messages inside the organization. It will support evidence-based decision-making process based on timely and accurate financial data.

Target audience: financial analysts, accountants and other officials in finance departments that have the main role in producing financial reports.



May 12, 2020
1,5 hours
Webinar

INTEREST RATE BENCHMARK REFORMS

The webinar will provide insights into developments of reforming the European Interest Rate Benchmarks (i.e. the Euro Overnight Index Average 'EONIA', and the Euro Interbank Offer Rate 'EURIBOR'). In response to interbank interest rate manipulations in the past, the new requirements for major interest rate benchmarks were introduced. Participants will be able to get updates on implementation of the new requirements and the progress made on the development of overnight risk-free rates and its potential to serve as a basis for an alternative to current benchmarks used in a variety of financial instruments and contracts in the euro area.

Target audience: financial analysts, central bank employees, public officials, and all others interested in developments on the topic.





Q4 2020
2,5 days
Workshop

INSURANCE SUPERVISION AND RISK MANAGEMENT

We will discuss the framework of supervision and risk management of insurance companies within the Solvency II Directive. The workshop will provide applicable experience and guidance for its implementation in the national environment. It will be based on practical examples and working in groups on important steps of adopting the directive.

Target audience: regulators and supervisors of insurance markets and their counterparts at ministries of finance working on financial sector regulation.



November 24–26, 2020
2,5 days
Workshop

BANK RECOVERY AND RESOLUTION

At this workshop, we will discuss the latest guidelines and directives on recovery and resolution planning, and analyze their important elements. We will work on the tools and techniques for preparing bank recovery and resolution, as well as on the assessment of recovery plans.

Target audience: employees working in banking regulation, supervision and resolution departments in central banks.



December 1, 2020
1,5 hours
Webinar

INTEGRATING CLIMATE RISKS IN TOP-DOWN STRESS-TESTING

This webinar gives an overview of new developments in top-down stress-testing. We will discuss climate change implications on the financial sector and the economy, and how those risks are assessed and included into stress tests. We will explore some of the good practices of central banks and other authorities conducting such stress tests.

Target audience: employees of financial stability departments and others in research and analysis departments working on financial stability.



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BUDGET PREPARATION AND EXECUTION

2020

ENSURING FISCAL
TRANSPARENCY AND
BUDGET COMPREHENSIVENESS
(2020)

REINFORCING THE
ROLE OF PARLIAMENT
IN BUDGETING
(2020) WB

COSTING STRUCTURAL
REFORMS FROM
ERPs.
(2020) IN-C. FZF WS

INTEGRATING
CASH
MANAGEMENT
(2020)

2021

MANAGING COSTING
AND FINANCING OF
EDUCATION POLICIES
(2021)

MONITORING
IMPLEMENTATION
OF STRUCTURAL
REFORMS
(2021)

BEYOND FISCAL
IMPLICATIONS OF
STRUCTURAL REFORMS
(2021) IN-COUNTRY WS

PUBLIC
PARTICIPATION
IN BUDGETING
(2021) WB

MEDIUM-TERM
PROGRAM
(2021)

COSTING
STRUCTURAL
REFORMS
(2021) IN-C. FZF WS

FISCAL RISK
ASSESSMENT
STATE-OWNED
(2021)

INTEGRATING
STRUCTURAL
REFORMS INTO NATIONAL
(2021) HL CONFERENCE





DATA AND ANALYSIS FOR DESIGNING POLICIES

While previously under the scope of the central banking program, we wanted to further develop 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.



March 2–6, 2020
4,5 days
Workshop

STATISTICS ON INTERNATIONAL TRADE IN GOODS AND SERVICES

The workshop will explore how to compile and disseminate internationally comparable data at central banks. We will review and compare different practices to align with the statistical requirements of the European Central Bank, Eurostat and the IMF. This workshop will provide a thorough understanding of concepts as well as practical advice on data sources and techniques for compiling statistics on international trade in goods and services. Recognizing the challenges in the compilation of certain service categories (e.g. manufacturing, merchanting, insurance, financial services, construction), the course will emphasize specific aspects related to their treatment and recording in the balance of payments. We will also address the reasons for some mismatches between categories in the balance of payments and categories in national accounts (e.g. export/import data and deflators).

Target audience: central bank officials engaged in compilation of macroeconomic statistics and statistical offices.



March 9–13, 2020
4,5 days
Workshop

GOVERNMENT FINANCE STATISTICS

This learning initiative concludes the multi-year project on developing GFS in South East Europe, carried out by the IMF Statistics Department in partnership with the CEF and with funding from the Swiss State Secretariat for Economic Affairs (SECO). The workshop will advise compilers of statistics on developing GFS data and data reporting, both to the IMF and the EU (cf. the Maastricht deficit and debt criteria, and the Excessive Deficit Procedure). It will also review the project's achievements and benefits as well as possible directions for continued learning on the topic in future.

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





March 24, 2020
1,5 hours
Webinar

TIPS FOR BETTER ECONOMIC POLICY ANALYSIS REPORTING

This webinar aims at strengthening the quality of reports and communication concerning policy-related economic analysis. International experts will share experience about all the aspects that should be considered when performing effective analysis of economic data, and presenting them in a meaningful and concise written form.

Target audience: analysts in ministries of finance, central banks and statistical offices.



June 2–4, 2020
2,5 days
Workshop

CONDUCTING FINANCIAL AND EXPENDITURE ANALYSIS IN THE PUBLIC SECTOR

The workshop explores through simple practical examples how to perform financial analysis in the public sector. It will enable officials in finance departments to develop their financial analysis capacities. The workshop will focus on the basic concepts of reading financial reports, performing financial analysis, calculating budgets, and understanding the most important financial ratios in the public sector.

Target audience: line ministry staff of finance departments and budget analysts in ministries of finance.



November 11–24 & 30–
December 4, 2020
Online course &
4,5 day workshop
Blended learning

MACROECONOMIC MODELING FOR OPEN ECONOMIES 1

This learning initiative will explore DSGE models as essential tools for assessing the macroeconomic impact of monetary and fiscal policy and structural reforms. Brief theoretic lectures will be combined with practical exercises with real data, using appropriate econometric software.

Target audience: macroeconomic and research departments from ministries of finance, central banks engaged in econometric modeling and independent fiscal institutions / fiscal councils.

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



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CEF GOVERNANCE EVENTS

To deliver high-quality capacity development program, we closely cooperate with our stakeholders. We regularly consult with the CEF governance bodies consisting of the Governing Board, Advisory Board and Coordinators that have distinct and complementary goals and responsibilities in supporting of our activities.



June 10, 2020
0,5 days
Meeting

ANNUAL GOVERNING BOARD MEETING

The CEF Governing Board is a decision-making body of the CEF. It steers the work of the CEF, confirms the annual report and financial statements, work plan and other relevant issues. Members of the Board comprise ministers of finance and governors of central banks from the CEF members. They are joined by three representatives of the Advisory Board. The Board is currently chaired by Radoje Žugić, Governor of the Central Bank of Montenegro.





September 29–October 1, 2020
2,5 days
Meeting

BIANNUAL COORDINATORS' MEETING

CEF Coordinators are our constituency's regional representatives responsible for capacity development and involved in the strategic management of human resources (HR) within their institutions. As HR professionals, they focus on strategic personnel retention and talent development. Coordinators help us identify the capacity development priorities and set the way forward. Every two years we organize a meeting with our Coordinators to discuss and exchange ideas about the CEF learning program, focusing on how learning needs and good practices of their institutions can be incorporated into the program. We will also address the practical aspects of our collaboration and learning innovations that we have introduced since the last meeting.



Q3 2020
1,5 days
Meeting

ANNUAL PARTNERS & ADVISORY BOARD MEETINGS

The CEF Advisory Board is a consultative group of 5-8 experts from our donors and partners that assists us in designing and coordinating the delivery of our activities. In addition to the Advisory Board members, the CEF cooperates with a variety of other partners—multilateral and bilateral organizations, knowledge institutions and peer organizations—that share our commitment to the region's reform efforts by contributing resources and top-quality expertise to the CEF learning program. We regularly consult with them to create synergies and leverage our resources. At their annual meeting, the participants will discuss the draft CEF learning program 2021–2022, identify opportunities for cooperation in delivering this program, and harmonize joint activities in the region.



Dates of learning initiatives may be subject to change. For exact dates please consult the 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 the 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 a 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.



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 that can be enlarged to accommodate up to 60 learners; a classroom for 32 learners that 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.

CEF CONSTITUENCY

Many of our learning initiatives are delivered in constituency countries, where we design an environment that supports learning and knowledge exchange.

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. → www.cef-see.org/OLC

**CEF ONLINE
LEARNING CAMPUS**





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

BANKA
SLOVENIJE
EVROSISTEM



CIPFA The Chartered Institute of
Public Finance & Accountancy



Ministerie van Financiën

De Nederlandsche Bank
Eurosystem



LINCOLN INSTITUTE
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Ministry of Finance
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GIFT
GLOBAL INITIATIVE FOR
FISCAL TRANSPARENCY

WORLD BANK GROUP

ITC
International Training Centre



Federal Foreign Office

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ReSPA
Regional School
of Public Administration

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Joint Vienna Institute

TOGETHER WE CAN MAKE THINGS HAPPEN

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