**LEARNING NEEDS ANALYSIS**

**Output of Responses on Governance Programmes**

**Learning Objectives of SEACEN Governance Programmes:**

* Highlight concepts and international best practices on a wide range of central bank governance dimensions; and
* Build participants’ capacity to apply and adapt the learning in the specialized context of central banking to their respective central bank’s mandates, priorities and national circumstances.

**Target Audience:**

Senior level staff involved in the specific central bank governance areas, with a view to enhance institutional governance and drive strategic change.

**Key Feedback from 15 members that submitted their survey responses:**

* Governance courses which the majority of respondents indicated a **high need** for are on: macroprudential frameworks; crisis management and resolution; microprudential frameworks; legal mandate for central banks; and monetary policy.
* Governance courses which the majority of respondents indicated a **moderate need** for is on: central bank financial statements.

(Please refer to the Appendix.)

* Other suggested courses: Talent Management; Central Bank Mandates; Management Accounting and Budgetary Aspects; Derivatives for Central Banks; Theory and Practice; Risk Enterprise Management; Cybersecurity/IT Security; Evolving Roles/Functions of Modern Central Banks; Commonality and Differences between Central Banks and Regular Banks; Nature and Practices of South East Asian Central Banks (SEACEN members); Nature and Practices of Developed Countries' Central Banks; Central Banking for Financial Stability; Cross-border Regulation of Financial Institutions; Anti-money Laundering Measures; Regulation of Crowdfunding Activities and Virtual Currencies; Implications of the ASEAN Banking Integration, and Taxability of Central Banking Functions; and Role of the Central Banks in the Governance of the Payment and Settlement System.
* Other suggested collaborators and speakers: Institute of Banking and Finance; Singapore Training Institute; National University of Singapore Law School; Eli Remolona, BIS; Fariborz Moshirian, Institute of Global Finance; Ole Rummel, Bank of England; Barcelona Graduate School of Economics; and Philippines Statistics Authority.

**Governance programmes proposed to be offered for 2017:**

* Individual programmes as indicated by the majority as **high need**, i.e. on macroprudential frameworks; crisis management and resolution; microprudential frameworks; legal mandate for central banks; and monetary policy; and/or
* Programmes that cover a mix of 2-3 of the above areas, e.g. Frameworks for Macroprudential and Microprudential Policies; and Governance in Crisis Management and Resolution and Implications for Monetary Policy.

**APPENDIX**

**SEACEN Members’ Requests for Governance Programmes in 2017:**

**By Topic and Level of Need**

| **No.** | **Broad Topics** | **% of Requests by**  **Level of Need for the Course** | | | **Comments** |
| --- | --- | --- | --- | --- | --- |
| **High**  **Need** | **Moderate**  **Need** | **Low**  **Need** |
| 1. | Governance in Microprudential Framework (Supervision and Regulation) | 60 | 33 | 7 | * Include case studies on different types of microprudential frameworks, e.g. on development financial institutions, foreign banks and Islamic banks. * Highlight examples of microprudential tools and implementation challenges of other countries; interlinkages between micro and macro prudential policies; and   coordination and cooperation arrangements with domestic and regional regulators. |
| 2. | Governance in Macroprudential Policy Framework (Systemic Stability) | 73 | 20 | 7 | * Include topics on holistic understanding for supervisors on macroprudential role and relation with microprudential role; building blocks for effective macroprudential frameworks; policy formulation and implementation strategy; robust decision-making mechanism that comprises institutional arrangements, governance and coordination; and effective communication strategy. |
| 3. | Governance in Monetary Policy | 47 | 40 | 13 |  |
| 4. | Governance in Crisis Management and Resolution | 60 | 40 | 0 | * Include topics on early warning signals that lead to crises; nature of crisis management protocols; cross-border coordination and collaboration among central banks; effective communication during crisis; importance of the need for sound crisis management and resolution frameworks; need to examine the evolution of crisis management arrangements across the years and historically; methodology to analyse and examine the adequacy of the crisis management frameworks. |
| 5. | Governance in Central Bank Financial Statements | 27 | 67 | 6 | * Include topics on determining the central bank financial reporting framework; assessing the performance of the central bank and interpreting its financial statements; challenges in adopting specific accounting treatments; and implications of not adhering to standardised global accounting standards in an interdependent global financial system. |
| 6. | Legal Mandate for Central Bank | 53 | 27 | 20 |  |

Note: Shaded area denotes the majority of responses.

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