Committee of Central Bank Governors
Human Resources Development Subcommittee

Training and Development Prospectus 2016 2017
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Foreword by the Chairperson of the Committee of Central Bank Governors

It is important that staff members in central banks are appropriately skilled to face the challenges confronting central bankers today and in the period ahead.

Lesetja Kganyago
Chairperson
Committee of Central Bank Governors

The development of staff members in Southern African Development Community (SADC) central banks is crucial and fundamental to achieving the objectives and mandate of each individual central bank. Central banks are confronted with a rapidly changing environment, one that is fraught with both domestic and external challenges. On the one hand, the traditional central bank mandate of achieving price stability still holds. On the other hand, central banks are expected to play an increasing role in maintaining financial stability.

Against this background, the need for an exchange of views and experiences in central banking practices is of utmost importance. It is important that staff members in central banks are appropriately skilled to face the challenges confronting central bankers today and in the period ahead. Furthermore, central bankers have to broaden their understanding of various aspects of economic and monetary integration. In this regard it is imperative that we remain at the cutting edge of skill and knowledge development.

The Committee of Central Bank Governors (CCBG) supports the Human Resources Development Subcommittee (HRD Subcommittee) in its endeavours to provide world-class learning and development opportunities to staff members in central banks.

I wish the HRD Subcommittee every success in the years to come.
The year 2016 is expected to be one of growth for the Committee of Central Bank Governors (CCBG) Human Resources Development Subcommittee (HRD Subcommittee). Once again, I am delighted to present to you the 2016/17 edition of the Training and Development Prospectus. Each year, the HRD Subcommittee strives to make its programmes more relevant to address the changing central banking environment influenced by global economic developments and the needs of central bankers.

The HRD Subcommittee offers a good platform for central bankers to gain practical insights into the tasks of central banks, and to discuss the latest thinking and practices around central banking policies and operations. To this end, training workshops, courses and seminars are designed to deepen the participants’ knowledge of specific issues stemming from economic and monetary integration experiences.

The HRD Subcommittee continues to forge alliances with a number of international training institutions in order to conduct specialised learning programmes in the areas that require a higher level of delivery skills, expertise, competence and experience that are not readily available in the SADC region.

The Prospectus, which contains the schedule and course information, will be published on the CCBG website at www.sadcbankers.org.

On behalf of the HRD Subcommittee, I would like to thank the course participants for their engagement and enthusiasm and extend a warm invitation to all SADC member central banks to take advantage of the opportunities offered through these programmes. I hope that they will serve the purpose for which they are designed.

Finally, but most importantly, a special word of thanks goes to the Governors, as the HRD Subcommittee would not have succeeded in its endeavours without their continued generous support.
Introduction to the Human Resources Development Subcommittee

Mission
The overall mission of the HRD Subcommittee is to support the objectives of the CCBG by coordinating, promoting and facilitating learning and development in the central banks of the SADC region through the optimum use of resources.

Vision
The HRD Subcommittee is renowned for, and accepted as, an established learning and development institution within and beyond the region. It is responsive and proactive to the needs of central banks in the region, and is self-sufficient.

More about the Human Resources Development Subcommittee

Aims
In performing its functions, the HRD Subcommittee aspires to:

- have a common training and development strategy for the region, which supports and enhances the internal strategies of individual central banks;
- identify and prioritise the common training needs of the region;
- share training resources and facilities in the region, thus minimising costs and avoiding the duplication of efforts;
- initiate and engage in common or joint projects as approved by the CCBG;
- identify sources of funding for joint initiatives;
- facilitate the exchange of information and the sharing of experiences regarding developments in central banking and human resources matters;
- complement the training efforts of other regional training providers in the region;
- identify common training needs in the region and find solutions to address these needs;
- liaise and establish alliances with other training providers outside the region;
- provide feedback to the governors and line functionaries of central banks;
- sensitise central banks to the need to give more consideration to regional training initiatives for greater cost effectiveness;
- build the capacity to manage and operate the respective training and development functions of central banks in the region; and
- share information by providing data on the available experts in human resource development in the region.
Management structure

Steering Committee

The responsibility for effectively administering and organising the activities of the HRD Subcommittee is vested in a Steering Committee.

Structure

The Steering Committee is structured as follows:

- Chairperson (overall coordinator)
- Deputy Chairperson
- Permanent Deputy Chairperson (responsible for the operations)
- Secretary (responsible for the administrative functions of the CCBG)
- Five members representing the participating member countries.

Responsibilities

The Steering Committee has the following responsibilities:

- Facilitate learning and development interventions designed to build capabilities within the region in support of regional integration.
- Harmonise and align human resources policies in support of regional integration, where feasible and relevant.
- Ensure the exchange and transfer of knowledge and skills.
- Provide periodic reports and recommendations to the CCBG on matters relating to the HRD Subcommittee’s mandate.
Members of the Steering Committee

- Mr Tavares Andre Cristovao, Banco Nacional de Angola (Chairperson)
- Ralesedi Elvis Somolekae (Deputy Chairperson)
- Dr Lucy Voss-Price, South African Reserve Bank Academy (Permanent Deputy Chairperson)
- Ms Emily Morake, Secretariat of the Committee of Central Bank Governors
- Representatives of Swaziland
- Representatives of Tanzania
- Representative of the Bank of Tanzania Training Institute
- Representatives of Zambia.

Human Resources Development Subcommittee
# Learning programmes schedule

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Objective
The main objective of this two-week course is to broaden participants’ understanding of various aspects of economic and monetary integration.

Content
Drawing on the theory with regard to economic issues in regional integration and on case studies from experiences in several regions of the world, the course covers:

- the requirements for economic and monetary integration;
- trade, financial and monetary integration;
- costs and benefits of the implementation process; and
- political economy aspects of integration.

Workshops are designed to deepen participants’ knowledge of specific issues stemming from economic and monetary integration experiences. Participants make assessments using case studies involving country data and are required to deliver their conclusions in short presentations.

Target audience
This course is aimed at mid- to senior-level officials in central banks and ministries of finance of countries that take part in a regional integration arrangement or that are exploring or planning the creation of such an arrangement.

Qualifications
Participants should have an advanced degree in economics or equivalent experience and be proficient in the use of spreadsheets.

Format
A combination of lectures, discussions, case studies and workshops will be used.

Course fees
No course fees.
Financial stability issues of relevance to Africa: what is new?

Date: 25–27 May 2016
Country: Pretoria, South Africa
Learning programme coordinators: Mr B Gadanecz and Mr K Jayaram (Bank for International Settlements)

Objective
The seminar’s objective is to familiarise seminar participants with, and exchange practitioners’ views on, the latest policy developments in the area of financial stability of relevance to Africa.

Content
The following topics will be discussed:

- Central banks and financial stability: mandates, roles and assessment communications
- Macropresidential policies and frameworks
- Compiling financial stability reviews
- Communication issues around financial stability
- Commodity prices
- Financial inclusion.

Target audience
This seminar is intended mainly for mid- to senior-level management officials who have direct influence on policymaking in the areas covered and who participate in compiling financial stability reports. They would typically be specialists in financial analysis from their bank’s economic policy or research departments and, if available, from financial markets and stability departments. The seminar is not suitable for bank supervisors.

Seminar participants will be expected to participate actively in the seminar and workshops, and to make brief presentations on their country’s experience on various relevant issues.

Format
The seminar will combine formal lectures, country presentations, case studies and panel discussions.

Course fees
No course fees.
Objective

The objective of this course is to equip participants with knowledge and skills on accounting and reporting of cross-border payments (imports, exports and foreign investment).

Content

The following topics will be discussed:

- Monitoring and accounting for foreign payments
- Accounting for exports of goods and services
- Accounting for inward and outward foreign investments
- Types of illicit capital flights
- Measures to curb capital flights
- Exchange control liberalisation and reporting of cross-border payments.

Target audience

This course is aimed at senior management (directors, deputy directors and senior managers) and senior officials in the exchange control functions of central banks.

Format

This course will combine workshop presentations, case studies and plenary discussions.

Course fees

No course fees.
Anti-money laundering measures and combating the financing of terrorism: activities, preventative measures and compliance

**Objective**

The objectives of this course include:

- understanding what anti-money laundering and combating the financing of terrorism entail;
- creating an awareness of the legislative framework for anti-money laundering and combating the financing of terrorism;
- understanding the basis and method for drafting suspicious transaction reports;
- enabling supervisors to design on-site inspections and give relevant advice to accountable institutions;
- understanding the different elements of the financial transfer systems, especially those involving cross-border transactions; and
- understanding investigative processes and potential pitfalls.

**Content**

The following topics will be discussed in detail:

- Trends in money laundering
- International best practice and standards in anti-money laundering
- Outline of relevant Acts (i.e. Prevention of Organised Crime, Financial Intelligence Centre Act, and the Protection of Constitutional Democracy Against Terrorist and Related Activities Act)
- Role-players in anti-money laundering
- Recognition of suspicious transactions (typologies and ‘red flags’)
- Establishment of internal systems for reporting suspicious transactions

- Guidance for accountable institutions
- Design of on-site inspections
- Roles, functions and powers of the Financial Intelligence Centre
- Payment systems
- 419 scams and cross-border transactions
- Law of evidence and preservation of evidence
- Forensic accounting and auditing
- Investigative processes and procedures
- Interrogative or interview skills.

**Target audience**

This course is aimed at employees whose working environment requires an understanding of anti-money laundering practices.

**Format**

This course is in the form of formal presentations by lecturers and other experts in the field. Practical application of the theory is also incorporated through the use of case studies and group activities.

**Course fees**

No course fees.
Objective

During recent years, foreign reserves managers have been challenged by shocks to the financial markets, which have led to an increase in the importance of counterparty and liquidity risks. This course aims to explain the current state of reserves management policies and practices. The course will mainly focus on portfolio management and diversification, the attractiveness of the various financial instruments used in reserves management, risk management issues, and views on what constitutes an adequate level of foreign reserves.

Content

The following topics will be discussed:

- Foreign exchange reserves concepts
- Central banks’ reserves management objectives
- Governance structure of the reserves management function
- Reserves management: recent trends and implications
- Challenging trends in reserves management
- Level and adequacy of foreign reserves issues
- Benchmarks, policy and guidelines: impact on portfolio management strategies
- Portfolio management
- Financial instruments used in reserve management (i.e. fixed income, repurchases, gold deposits and financial derivatives)
- Gold as reserve assets
- Risk management issues: market and credit risk control, among other things
- Fixed income diversification: credit risk control, among other things
- Performance management issues: performance measurement, attribution and reporting
- The role of external fund managers in central bank reserves management
- Country experiences.

Target audience

This course is aimed at central bank staff members in middle management who are responsible for reserves management, either at the policymaking operational level or risk control level. Course participants should have a sound knowledge of portfolio management, and will be expected to make an active contribution to discussions and to share their country’s experience of selected aspects relating to reserves management.

Format

This is an intensive and informative course in which formal lectures are supplemented by informal discussions and presentations.

Course fees

No course fees.
Objective

The purpose of this course is to develop the skills of central bank officials in the development of policy for purposes of legislative drafting. The training will prepare course participants to facilitate the drafting of various laws and legal documents relevant to their work. The course is designed to equip course participants with the necessary knowledge and skills to contribute to the long-term harmonisation process of central banks’ legal and operational frameworks while attempting to avoid potential legal problems and conflict of laws in the future. This involves gaining mastery of the relevant laws and applying language skills in new and demanding contexts. The course will substantially reinforce and refine the legislative drafting principles that the officials are required to apply during the drafting of their domestic laws, bearing in mind the end result of the macroeconomic convergence and roadmap towards the establishment of the SADC central bank.

Content

The following topics will be discussed:

- General introduction to plain language in legal drafting and why it should be used: words that writers should avoid and why
- Principles of legislative drafting: legal rules of drafting in context and interpretation (central banking, banking and payment systems laws)
- Specific provisions in bills’ structures and the organisation of bills, types of legislation and legal documents that go with bills (e.g. cabinet memorandums, development of policy documents or consultative report such as the Green Paper, White Paper, explanatory memorandums and the development of bills for parliamentary approval).

Target audience

This course is mainly for lawyers and some economists from SADC central banks.

Format

Course participants will have an opportunity to practise what they have learnt through group discussions, practical exercises and other activities. As a result of attending, course participants will significantly enhance their ability to:

- draft legislation and other relevant legal documents for legal and operational frameworks with confidence;
- organise and complete drafting tasks efficiently;
- work skilfully with conceptually complex material;
- use words carefully and strategically;
- write clearly, concisely and without inadvertent ambiguity; and
- draft policy or legal documents with readable structure and style.

Course fees

No course fees.
Objective

The objective of this course is to make participants aware of the interlinkages, overlaps and similarities among the Basel standards and frameworks. Aided by this awareness, participants will be better equipped to design supervisory frameworks appropriate for their jurisdictions.

Content

The participants will have the opportunity to discuss and learn the following:

- Introduction to recent developments in the area of regulation/supervision of banks with specific focus on Africa
- Developments of the Basel Committee on Banking Supervision relating to the regulatory reform agenda
- Basel II – Pillar 1
- Enhancements to standardised approaches for credit risk
- Enhancements to standardised approaches to market risk
- Enhancements to standardised approaches to operational risk
- Basel II – Pillar 2: issues and implementation challenges
- Basel II – Pillar 3: recent developments
- Basel III: general overview
- Basel III: recent developments in the area of definition of capital, leverage ratio, liquidity requirements, etc.
- Implementation of Basel II and Basel III: experience-sharing presentation by the South African Reserve Bank
- Case studies/exercises on relevant topics.

Target audience

This seminar is aimed at senior staff in the following areas: supervisory policymakers, on- and off-site examination in the supervision department, macroprudential supervision and financial stability.

Format

The seminar will require close interaction among the participants with the resource persons guiding the interactions. Participants from selected countries will be asked to make presentations on their country’s experiences. Presentations will be made by various international experts, including from the IMF. Participants will be expected to review the reading materials.

Course fees

No course fees.
Financial markets analysis

Objective
This two-week course, presented by the IMF Institute for Capacity Development, introduces participants to the fundamentals of financial analysis that are part of the toolkit of policymakers. These tools are used to study the characteristics of various financial instruments and their pricing, and to analyses portfolios of assets and the basics of risk management.

Content
The following topics will be discussed:
- Money-market instruments, bond pricing and volatility duration, and convexity
- Term structure of interest rates
- Equity pricing
- Asset allocation and diversification
- Value at risk.

Target audience
The course is particularly well suited for officials in central banks, ministries of finance and regulatory agencies who have training and experience in macroeconomics and are interested in building their expertise in finance.

Qualifications
Access to a computer with a reliable Internet connection with Google chrome web browser and proficiency in Microsoft Excel are essential. Participants are expected to have some familiarity with basic techniques in statistics and probability.

Format
This course will be delivered through a combination of formal lectures and practical workshops.

Course fees
No course fees.
Objective

During recent years, payment systems have developed and been modernised throughout the SADC region. This workshop aims to review current payment system developments within the SADC region, engage on international developments, and discuss issues of concern and their implications for payment systems.

Content

The following topics will be discussed:

- In-country experiences
- Modernisation of payment systems
- Developments in SIRESS (SADC Integrated Regional Electronic Settlement System)
- Discussion on national and regional payment system issues and challenges
- Payment System Oversight Framework
- Oversight of financial market infrastructures
- Discussion on central bank oversight issues and challenges
- Payment systems and financial inclusion

Date: 13–15 June 2017
Country: South Africa
Learning programme coordinators: Ms A Manganyi, Mr A Daseman and Mr M Thokwane (South African Reserve Bank)

- Developments in retail payments (including non-banks)
- Cyber resilience for financial market infrastructures
- Virtual currencies
- Biometrics.

Target audience

This workshop is aimed at ground-level staff involved in the day-to-day operations and oversights of payments systems.

Format

The workshop will be highly interactive as delegates will be required to share their own experiences through discussions and group activities. Delegates will be required to give presentations on their country’s experiences, developments and issues of concern.

Course fees

To be decided by the CCBG Secretariat.
Objective

The objective of this course is to provide the participants with basic knowledge and skills on the methodology for collecting and compiling balance-of-payments and international investment position statistics based on the IMF’s *Balance of Payments and International Investment Position Manual*, sixth edition (*BPM6*).

Content

The following topics will be discussed:

- Introduction to *BPM6*
- Balance-of-payments conceptual framework
- Accounting principles
- Economic territory and institutional units
- Standard components
- Financial instruments
- Direct investment and portfolio investment
- Other investment: definition and transactions
- Reserve asset treatment
- International investment position
- Treatment of goods
- Services account
- Primary and secondary income accounts
- Exceptional financing
- Measuring remittances.

Format

The course consists of a series of lectures, discussions, practical exercises and case studies. Lectures and class discussions focus on general concepts and compilation practices, while exercises provide participants with an opportunity to put knowledge learned into practice. During the case studies and plenary session discussions, participants are afforded an opportunity to discuss problems that they have encountered in their work on the compilation of balance-of-payments and international investment position statistics in their respective countries.

Target audience

This course is suitable for junior, middle level and senior economists involved in the compilation of balance-of-payments statistics in central banks and statistical agencies officials whose main responsibility is the compilation of balance-of-payments and international investment position statistics.

Qualifications

Access to a computer with a reliable Internet connection with Google chrome web browser and proficiency in Microsoft Excel are essential. Participants are expected to have some familiarity with basic techniques in statistics and probability.

Format

Course fees

No course fees.
Objective

The main objectives of this course are to equip participants to use the specific, measurable, attainable, relevant and trackable (SMART) approach to devise appropriate annual performance objectives; to assess the achievement of performance objectives; and to develop individual performance development plans.

Content

The following topics will be discussed:

- Defining performance management: elements of a sound performance management system
- Identifying the roles of the manager and direct reports in the contracting of the performance plan
- Identifying components of the performance plan (e.g. work objectives and competencies)
- Setting SMART annual work objectives to be incorporated into the performance plan (e.g. work objectives that are specific, measurable, attainable, relevant and trackable)
- Identifying performance improvement opportunities through competence assessment
- Developing an individual performance development plan
- Monitoring performance and conducting interim meetings
- Preparing and conducting the annual performance evaluation meeting (i.e. the performance review)
- Handling challenging situations (e.g. disputes emanating from the performance evaluation)
- Coaching staff

Target audience

This course is aimed at senior management (e.g. directors, deputy directors and senior managers), senior officials in the human resources functions of central banks and training managers.

Format

Course participants will have an opportunity to practise what they have learnt through group discussions, role-plays, case studies, and other activities. As a result of attending this learning programme, course participants will significantly enhance their ability to contract performance plans with their direct reports, give objective and constructive performance feedback, and develop their staff.

Course fees

No course fees.
Objective
This three-day workshop explores the latest developments in competency profiling and assessment, highlighting practical tools and techniques that can be used to strengthen performance and identify future potential.

Content
On completing this course participants will be able to:

- construct a competency framework;
- define the latest competencies needed for success across the entire talent development function;
- provide a professional development map for talent development managers;
- identify talent development skills gaps and ways to close them to align with organisational goals;
- apply the competency framework to training needs analysis;
- prepare for effective succession planning and how to rank employees who are potentially ready for appointment to critical positions;
- understand the link between competencies and performance success roles; and
- evaluate their own organisation’s competency framework for benefits.

Target audience
This course is aimed at officials whose main responsibility is the compilation of continuous progress on staff, and organisational performance and development.

Format
The course will act as a benchmark for human resources personnel to determine the expected job competency for a certain role and how employees are expected to perform their tasks.

The workshop will further build and refine a robust competency framework for recruitment, training, needs analysis, performance management, disciplinary issues and succession planning.

To maximise understanding, the approach will include discussions and presentations by participants.

Course fees
No course fees.
Enhancing leadership development

Objective
This course is designed to develop leadership skills and the potential to successfully manage a group of people while empowering leaders to develop resilience, self-reflection and innovation.

Content
The following topics will be discussed:

- Understanding personality and management styles
- Communicating vision and organisational goals effectively
- Leading with passion and influence
- Enhancing individual communication and people skills
- Effective body language techniques
- Simple steps to delegation
- Performance management tools for optimum performance.

Target audience
This workshop is aimed at senior and middle management.

Format
The course consists of lectures, case studies, presentations, group exercises and discussions. The lectures, case studies and presentations will provide participants with the opportunity to understand their personal leadership style, and to recognise when and how to adjust their leadership style for the betterment of the organisation. During the discussions and group exercises, participants will learn to communicate more effectively, to delegate and deliver in order to become an effective leader as well as to trust their team members. They will also have the opportunity to learn about the implementation of modern tools to elevate the performance level of a group as well as the entire organisation.

Course fees
No course fees.
Objective

The objective of this course is to provide workshop participants with a deeper understanding of the conceptual aspects of business continuity management within a central bank.

Content

The following topics will be discussed in detail:

- What business continuity management is
- Why central banks onboard the discipline and how it differs from other industries
- The various aspects of the ‘how’ relating to business continuity management
- The own maturity assessments of business continuity management across SADC central banks
- The integration principles of business continuity management with related risk disciplines: operational risk, business process analysis, enterprise architecture and information security
- Sharing of business continuity management learnings.

Target audience

This course is aimed at central bank officials who are responsible and accountable for business continuity management.

Format

The presentations will be delivered in English. The workshop requires close interaction among the participants, with the resource persons guiding the interactions. Representatives from selected countries will be required to make presentations on case studies involving the business continuity management processes and maturity levels of their respective central bank.

Course fees

No course fees.
Administrative arrangements

Nomination procedure

About two months before a course is held, the Secretariat of the CCBG will write to the governors of the central banks in the SADC region, inviting them to send course participants to the course. A copy of this letter will be faxed or sent by electronic mail (e-mail) to each representative of the central banks on the HRD Subcommittee. The central banks will be requested to supply the names and travel arrangements of their nominees to the Secretary of the HRD Subcommittee (Ms Emily Morake) at least two weeks before the course commences. An acceptance letter will be sent to the central banks’ representatives on the HRD Subcommittee.

Language medium

Since all the courses are presented in English, it should be stressed that it is important for the candidates to speak English, if they are to benefit from a course.

Expenses

Central banks that nominate participants should make provision for their own travel (i.e. air and ground), accommodation, living expenses and course fees where applicable.

Course fees

Course fees must be paid electronically and in advance into a specific account intended for this purpose. The banking details will be provided. Proof of payment must be faxed or e-mailed to the Secretary of the HRD Subcommittee at least two weeks before the start of the course. If proof of payment is not received on time, candidates will not be able to attend the course.

Local currencies

Course participants are requested to exchange their money for the local currency of the host country upon their arrival at the airport.

Contact details

Enquiries may be directed to:

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