

IMF — MIDDLE EAST
Center for Economics and Finance
Kuwait
Program 2020



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Message from the Director

It is my pleasure to present to you the 2020 education and training program of the International Monetary Fund (IMF)'s Middle East Center for Economics and Finance (CEF). The coming year will see intensified work in several areas to help

policymakers in the Arab world develop sound economic policies and longer-term strategies. Many of the economic trends witnessed in recent years are likely to persist or worsen due to conflict-related tensions and less favorable global economic conditions, including more volatile oil prices, reduced external trade and investment flows, precarious fiscal balances, and continued pressures from internal dislocation and migration. The selection of CEF activities for 2020 takes on board the countries' evolving policy needs and integrates case studies and applications best suited to help public sector officials develop appropriate policy responses.



The CEF will continue to expand its agenda through an inter-regional approach, with a view to incorporating into courses practical lessons from economies with features similar to those in the Arab world, including post-conflict, fragile and

resource-rich countries. The work program will be further enriched through the center's inter-disciplinary collaboration that draws on the expertise and experience of our partner organizations, including the Organization for Economic Co-operation and Development, World Bank Group, and World Trade Organization. It will build upon the positive feedback from participants in courses that complement the economics training provided by the IMF, such as those in the areas of health, education and technological innovation. An over-arching theme will be inclusive development for better governance. It will include special attention to the design and implementation of policies that raise

longer-term growth while enhancing public sector transparency and accountability, with applications of lessons from other regions' experiences to Arab countries' special conditions.

The contribution of good governance to inclusive development will also be a key topic in the high-level forums that the center will lead jointly with the Arab Fund for Economic and Social Development, as well as in our engagement with the Kuwaiti community and civil society. The upcoming symposiums will build upon the outcome of the events held in 2019 which brought to the fore the key role of public sector reform and higher data quality for effective policy making, and ways in which the IMF and country authorities can work together to strengthen economic governance. That theme will also be integrated in several of the CEF courses and forums offered in 2020 and

beyond, as well as workshops such as on strengthening public and private partnership in the fight against corruption. The CEF's outreach will continue to expand through our online courses, including the course on Financial Programming and Policies, as well as the online course on Energy Subsidy Reform in Arabic which will become open to the wider public.

My CEF colleagues and I look forward to your visit and participation in our events. We would also welcome your feedback through our website at www.cef.imf.org, which includes our newsletters and updates on our activities, and through Instagram [@imfcef](https://www.instagram.com/imfcef) or by email at cefmgmt@imf.org

Oussama Kanaan

*Director, IMF-Middle East Center for
Economics and Finance*

Introducing CEF Staff Members



From left to right, front row: **Noha Ismail** (Interpreter/Translator), **Maha Al-Khateeb** (Interpreter/Translator), **Mohamed Belhaj** (Senior Economist), **Raja'a Al-Behaisi** (Office Manager), **Oussama Kanaan** (Director), **Lahcen Achy** (Deputy Director), **Nesreen Azari** (Finance Officer), **Mohamed Belkhir** (Senior Economist), **Mohamed Trabelsi** (Senior Economist).

From left to right, second row: **Ebraheem Al-Buraidi** (Course Administrator), **Noura AlKhalifah** (Course Administrator), **Nezar Haggag** (Senior IT Officer), **Rasha El Askary** (Senior HR/Office Administrator), **Samia El-Sayed** (Interpreter/Translator), **Sunil George** (Senior IT Officer), **Ahmad AlDousari** (Economics Analyst), **Alia Al-Duaij** (Senior Course Administrator), **Nourah Al-Sulaiman** (Course Administrator), **Rana Khalil** (Office Administrator).

From left to right, back row: **Nawaf Al-Nasser** (Security Staff-Al Shaheen Technical Contracting Company), **Samer Al-Sourikh** (Supervisor- Al Shaheen Technical Contracting Company), **Muhannad Darwish** (Program Officer), **Wael Baqtash** (Senior Support Services Liaison), **Hossam Abdullah** (Support Services Liaison), **Rami Jaradat** (Senior Interpreter/Translator), **Ali Al-Qallaf** (Course Administrator), **Basil Awad** (Economics Analyst), **Jassim Al-Saadoun** (Security Staff- Al Shaheen Technical Contracting Company).

Steering Committee Members

AHMAD BASTAKI

Executive Director
Office of the Managing Director
Kuwait Investment Authority



NABEEL AL-LOUGHANI

Professor of Finance
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ANDREW BERG

Deputy Director
Institute for Capacity
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VALERIE CERRA

Assistant Director, European and
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Course Schedule 2020

| No. | Course Date | Sponsoring Agency | Course Title | Course ID | Application | Course No. | Duration (weeks) | Language |
|-----|----------------|-------------------|---|-----------|-------------|------------|------------------|----------|
| 1 | Jan 6-9 | OECD | How to Improve Public Sector's Role in Detecting and Reporting Corruption? | PS-CORP | Invitation | CE20.101 | 0.8 | E/A |
| 2 | Jan 12-16 | METAC | National Accounts Compilation Issues: Supply, Use, and Input-Output Tables | NACI | ONS | NI20.114 | 1 | E/A |
| 3 | Jan 12-23 | IMF (ICD)-AMF | Financial Sector Policies* | FSP | Invitation | CE20.01 | 2 | E |
| 4 | Jan 20-23 | WBG | Applying Behavioral Science to Public Policy – A Guide for Practitioners | BSPP | Invitation | CE20.102 | 0.8 | E/A |
| 5 | Jan 26-30 | IMF (FAD) | Tax Policy and Administration: Theory and Practice | TPAT | OAS | CE20.02 | 1 | E/A |
| 6 | Jan 26-Feb 6 | IMF (ICD)-AMF | Fiscal Frameworks* | FF | Invitation | CE20.03 | 2 | E/A |
| 7 | Feb 2-6 | IMF (MCM) | Debt Management, Debt Reporting and Investor Relations | DMIR | OAS | CE20.04 | 1 | E/A |
| 8 | Feb 3-6 | WBG | Accelerating Human Capital Formation in MENA | HC-MENA | Invitation | CE20.103 | 0.8 | E/A |
| 9 | Feb 9-20 | IMF (ICD) | Financial Programming and Policies | FPP | OAS | CE20.06 | 2 | A |
| 10 | Feb 9-20 | IMF (STA)-AMF | Public Sector Debt Statistics* | PDS | Invitation | CE20.07 | 2 | A |
| 11 | Feb 10-13 | IMF (MCM) | Selected Issues in the Regulation of Fintech | SIFR | Invitation | CE20.05 | 0.8 | E/A |
| 12 | Feb 16-19 | WBG | National Financial Inclusion Strategy | NFIS | Invitation | CE20.104 | 0.8 | E/A |
| 13 | Feb 16-27 | IMF (STA)-AMF | National Accounts Statistics* | NAS | Invitation | CE20.08 | 2 | E/A |
| 14 | Mar 8-12 | METAC | Islamic Finance and Banking | ISB | ONS | NI20.115 | 1 | E/A |
| 15 | Mar 8-19 | IMF (ICD)-AMF | Macroeconomic Diagnostics* | MDS | Invitation | CE20.09 | 2 | E |
| 16 | Mar 9-20 | IMF (ICD)-BAM | Financial Development and Financial Inclusion** | FDPI | OAS | CE20.10 | 2 | E |
| 17 | Mar 22-Apr 2 | IMF (ICD)-AMF | Fiscal Policy Analysis* | FPA | Invitation | CE20.11 | 2 | A |
| 18 | Mar 29-Apr 9 | IMF (ICD) | Macroeconomic Management in Resource-Rich Countries | MRC | OAS | CE20.12 | 2 | E/A |
| 19 | Apr 5-16 | IMF (STA)-AMF | Monetary and Financial Statistics - Advanced* | MFS-A | Invitation | CE20.13 | 2 | E/A |
| 20 | Apr 7 | CEF | Directors of Training Seminar | DOT | Invitation | CE20.50 | 0.2 | E/A |
| 21 | Apr 12-16 | WBG | Digital Capabilities for a Digital Economy – A Guide for MENA Practitioners | DE-MENA | Invitation | CE20.105 | 1 | E/A |
| 22 | Apr 20-23 | OECD | Improving Productivity, Diversification and Competitiveness in MENA | COMP | Invitation | CE20.106 | 0.8 | E/A |
| 23 | Apr 21-23 | METAC | Customs Modernization Strategies for Improved Revenue Mobilization | RA | ONS | NI20.116 | 0.6 | E/A |
| 24 | May 31-June 4 | IMF (FAD) | Reforming Fuel Subsidies | RFS | OAS | CE20.15 | 1 | E/A |
| 25 | June 22-25 | WBG | Value Chain and Industry Analysis for Policy Design - Bootcamp | VC | Invitation | CE20.107 | 0.8 | E/A |
| 26 | June 29-July 2 | METAC | PFM Methods and Tools for Budgeting | PFM-BUD | ONS | NI20.117 | 1 | E/A |
| 27 | Sept 6-10 | WBG | GovTech: Driving Innovation, from Potential to Reality | GT | Invitation | CE20.108 | 1 | E/A |
| 28 | Sept 6-17 | IMF (ICD) | Fiscal Policy Analysis | FPA | OAS | CE20.16 | 2 | A |
| 29 | Sept 13-17 | IMF (MCM) | Bank Restructuring and Resolution | BR | OAS | CE20.17 | 1 | E/A |

| No. | Course Date | Sponsoring Agency | Course Title | Course ID | Application | Course No. | Duration (weeks) | Language |
|-----|----------------|-------------------|--|-----------|-------------|------------|------------------|----------|
| 30 | Sept 20-24 | IMF (LEG) | Implementing the International AML-CFT Standards | AMLS | OAS | CE20.18 | 1 | E/A |
| 31 | Sept 20-Oct 1 | IMF (ICD) | Monetary Policy | MP | OAS | CE20.19 | 2 | E |
| 32 | Sept 27- Oct 1 | WBG | Delivering Social Protection in an Age of Technological Disruption | SP | Invitation | CE20.109 | 1 | E/A |
| 33 | Oct 4-8 | WTO | Trade Policy | TP1 | Invitation | CE20.110 | 1 | E/A |
| 34 | Oct 4-8 | IMF (MCM) | Macro-Stress Testing | MST | OAS | CE20.20 | 1 | E |
| 35 | Oct 11- 22 | IMF (ICD) | Macroeconometric Forecasting and Analysis | MFA | OAS | CE20.21 | 2 | E |
| 36 | Oct 12-15 | OECD | Public Procurement in MENA and GCC Countries | PPM | Invitation | CE20.111 | 0.8 | E/A |
| 37 | Oct 18-22 | IMF (FAD) | Strengthening Budget Institutions | SBI | OAS | CE20.22 | 1 | E/A |
| 38 | Nov 2-5 | OECD | Policies for SMEs and Access to Finance in the MENA Region | SME | Invitation | CE20.112 | 0.8 | E/A |
| 39 | Nov 8-12 | IMF (FIN) | Safeguards Assessments of Central Banks | SAC | OAS | CE20.23 | 1 | E/A |
| 40 | Nov 15-19 | IMF (MCM) | Current Issues in Banking Supervision and Regulation | BRS | OAS | CE20.24 | 1 | E/A |
| 41 | Nov 15-26 | IMF (ICD) | Fiscal Sustainability | FS | OAS | CE20.25 | 2 | E/A |
| 42 | Nov 29 -Dec 10 | IMF (ICD) | Inclusive Growth | IG | OAS | CE20.26 | 2 | E/A |
| 43 | Nov 30- Dec 11 | IMF (ICD) - BAM | Vulnerability Diagnostics** | VDS | OAS | CE20.27 | 2 | E |
| 44 | Dec 6-17 | IMF (STA) - AMF | Cross-Border Position Statistics* | CBPS | Invitation | CE20.28 | 2 | E/A |
| 45 | Dec 6-17 | IMF (ICD) | Macroeconomic Diagnostics | MDS | OAS | CE20.29 | 2 | E |
| 46 | Dec 13-17 | WTO | Trade Policy | TP2 | Invitation | CE20.113 | 1 | E/A |

OAS Online Application System

ONS Online Nomination System

AMF Arab Monetary Fund

BAM Bank Al-Maghrib

IMF International Monetary Fund

IMF Departments Abbreviations: Finance (FIN); Fiscal Affairs (FAD); Institute for Capacity Development (ICD); Legal (LEG); Monetary and Capital Markets (MCM); Statistics (STA)

METAC Middle East Regional Technical Assistance Center

OECD Organization for Economic Co-operation and Development

WBG World Bank Group

WTO World Trade Organization

* The course will be conducted at the Arab Monetary Fund (AMF) in Abu-Dhabi, United Arab Emirates (UAE).

** The course will be conducted at Bank Al Maghrib (BAM) in Rabat, Morocco.

E = English, A = Arabic, E/A = English with simultaneous interpretation into Arabic.

Fluency in the language of instruction or in the language of simultaneous interpretation is a prerequisite for all courses.

Note: Course dates are subject to change. Please visit our website regularly: www.cef.imf.org for the latest updates.

Course Descriptions

■ How to Improve Public Sector's Role in Detecting and Reporting Corruption? (PS-CORP)



Target Audience: Government officials in line ministries and public entities in charge of anti-corruption policies and projects.

Qualifications: Officials with a relevant experience in managing anti-corruption programs and projects, including initiatives to promote detection and reporting of corruption.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The goal of this four-day course is to deepen participants' understanding and knowledge of the potential of public sector's role in fighting corruption. The course is conducted by the OECD and the IMF, using both

theory and case studies based on the experiences of the OECD and MENA countries. Participants are encouraged to also share their own national experiences. Speakers have a deep and varied knowledge of the topic from the public and private side. The course is conducted in an informal and frank manner to encourage general participation and lively discussions.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Gain in-depth knowledge on how to enhance public/private dialogue in the fight against corruption;
- ▶ Learn how to manage projects that involve public and private stakeholders in the fight against corruption;
- ▶ Be provided with multiple and concrete examples of projects and how to maximize success and value for money; the examples are based on the OECD and peers experience; *and*
- ▶ Expand their professional networks and learning from other participants.

For additional information concerning the content of the course, please address your inquiries to Ms. Catherine Marty at:

Catherine.MARTY@oecd.org and Ms. Diane Pallez at: Diane.PALLEZ-GUILLEVIC@oecd.org

■ National Accounts Compilation Issues: Supply, Use, and Input-Output Tables (NACI)

Target Audience: The course is primarily designed for national accounts compilers and other macroeconomic statisticians from the statistical agencies responsible for official national accounts data. Officials from other government

institutions and agencies as main users of national accounts may be considered as well.

Qualifications: Applicants should have a degree in economics, statistics, or of equivalent

experience. Ability to use Excel-based spreadsheets is mandatory.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This five-day regional course, presented by the IMF-CEF and the IMF-Middle East Regional Technical Assistance Center (METAC), aims to broaden participants' skills in the compilation of supply and use tables (SUTs) and input-output tables (IOTs). The course will include: (i) a general overview of the supply-use

framework; (ii) data sources used to compile SUTs and practical aspects of the compilation; (iii) methods in balancing SUTs; (iv) deflating the SUTs to produce volume estimates; and (v) compiling IOTs and using them for economic impact modeling. The course will include hands-on exercises covering the above topics.

For additional information concerning the content of the course, please address your inquiries to Mr. Issam Alsammak, METAC Real Sector Statistics Advisor, at: ialsammak@imf.org

■ Financial Sector Policies (FSP)

Target Audience: Junior to senior government officials engaged in setting policy for the financial sector, particularly the staff of central banks, financial regulators, and any other agencies involved in micro- or macroprudential oversight.

Qualifications: Participants are expected to have an advanced degree in economics or finance, or equivalent work experience; a basic understanding of econometrics; and the ability to interpret econometric results. It is strongly recommended that applicants have completed the online Financial Market Analysis (FMAx) course and have a working knowledge of Microsoft Excel.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course begins with an overview of how risks are transmitted within and between the financial and real sectors. Participants then examine the design and impact of financial sector policies for mitigating

vulnerabilities by starting with the rationale for both microprudential and macroprudential policies. The interactions between macroeconomic and prudential policies are also discussed. Although the emphasis is on preventive strategies, the course discusses policies to deal with distress situations. The combination of lectures, case studies, and hands-on workshops allows participants to discuss and experiment with various policies to gauge their outcomes, intended and unintended.



Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Identify channels through which shocks are transmitted between the financial sector and the real economy, and within and between financial systems;
- ▶ Analyze relevant micro- and macroprudential

policies, how they are likely to interact with other policies, and any possible unintended consequences;

- ▶ Recommend macroprudential tools to prevent and mitigate systemic risk and identify likely specific implementation challenges; *and*
- ▶ Assess the effectiveness of microprudential and macroprudential policies.

■ Applying Behavioral Science to Public Policy - A Guide for Practitioners (BSPP)



Target Audience: Policymakers with an interest in learning how to improve policies, programs, and communications through behavioral science. Ideal participants will have access to an interest in making changes and improvements to institutional policies at different levels.

Qualifications: Participants will be senior level representatives from the relevant ministries. Prior knowledge of the field is not required, but an interest in learning innovative approaches to complex policy problems is encouraged.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: Policymakers are increasingly turning to the behavioral sciences to

tackle intractable policy challenges. Behaviorally informed policy emphasizes the importance of context for decision making and behavior. It examines a wide set of influences, paying attention to the social, psychological, and economic factors that affect what people think and do. It addresses details in bureaucracies, technologies, and service delivery that are often overlooked in standard policy design but that dramatically influence the effectiveness of development programs and projects, especially in low-income contexts. Behaviorally informed policy can provide creative solutions to difficult challenges, often at low cost. Finally, it helps policymakers themselves avoid some of the decision traps and biases that affect all individuals.

The course is Led by staff from the World Bank's Mind, Behavior, and Development team. This course will provide practitioners with concrete tools and guidance for diagnosing, designing, and implementing behaviorally informed projects and policies.

For additional information concerning the content of the course, please address your inquiries to Ms. Abigail Dalton, Operations Officer, at: adalton1@worldbank.org

■ Tax Policy and Administration: Theory and Practice (TPAT)

Target Audience: Senior officials from ministries of finance and tax administrations whose responsibilities include advising ministers on tax policy issues or managing tax administration, or officials from central banks working in areas related to the design of tax systems. Their duties are likely to include policy analysis and evaluation; drafting policy memos; drafting tax laws; and in tax administration managing organizational issues, strategic planning, information technology, and other major operational functions.

Qualifications: Participants involved in policy areas are expected to have a degree in economics, law, or a related field, experience in producing analytical reports, and proficiency in Microsoft Excel. Participants involved in tax administration areas are expected to be senior managers from the top two levels of their agency.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Fiscal Affairs Department, is designed to broaden participants' knowledge of the main difficulties for government in designing, administering, and monitoring a modern tax system. It briefly outlines the theoretical underpinnings of tax policymaking and discusses in detail its practice and implementation with an emphasis on the region. Participants are encouraged to share their experiences and develop strategies to improve their tax systems and how they are implemented and administered. Through lectures and workshops, the course will:

- ▶ Provide an overview of policy design principles and their implications for tax administration – establishing linkages between tax policy and administration and how each function feeds into the other;

- ▶ Review design issues for major taxes that form modern tax systems (e.g., broad-based consumption and income taxes, property taxes, small business tax regimes) and discusses approaches to tax policy-making in specific economic and institutional settings, such as resource-rich countries and countries in economic blocs/customs unions;
- ▶ Discuss the organization of tax administrations, drawing on experiences within and beyond the region; and
- ▶ Examine the challenges in structuring a modern tax system.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Summarize key tax policy design principles and their implications for tax administrations, such as how to link tax policy and tax administration; how each function feeds into the other; and how design principles may differ in different economic settings, perhaps comparing resource-rich countries with other countries;
- ▶ Identify the core elements of the major taxes in modern tax systems, such as broad-based consumption and income taxes, property taxes, or small business tax regimes;



- ▶ Recognize the impact and consequences of specific policies usually in place in some countries (reduced rates; exemptions; tax incentives; delay in refund tax credits such as the VAT; restriction to input tax deductions in the VAT or expenses in the Corporate Income Tax (CIT); etc.);
- ▶ Identify the main problems affecting international taxation and the tools to reduce them (transfer pricing regulations, exchange of information among countries, etc.);
- ▶ Describe and analyze the organization of modern tax administrations, their principal functions, and common barriers and approaches to their reform, including the formulation of a Medium-Term Revenue Strategy (MTRS); *and*
- ▶ Assess tax policy and administration from different perspectives, such as a holistic approach, a micro-approach (e.g., by tax source), or by tax administration function.

■ Fiscal Frameworks (FF)



Target Audience: Junior to mid-level government officials in ministries of economy, planning, finance, treasuries, central banks, independent fiscal agencies, and other agencies involved in the analysis, design, conduct, and assessment of fiscal policy.

Qualifications: Participants are expected to have a degree in economics or finance or equivalent work experience, good quantitative skills, and proficiency in the use of computers to analyze data. It is strongly recommended that applicants have completed the Financial Programming and Policies (FPP) and the Fiscal Policy Analysis (FPA) course before enrolling in this course. Familiarity with Microsoft Excel is essential as many workshops are conducted in Excel.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course reviews the role of government and objectives of fiscal policy; revisits essential macrofiscal tools and methodologies; and identifies a country's fiscal framework as the set of institutions that design and conduct fiscal policy. The course stresses the need for high-quality information, transparency, and responsibility in order to hold governments accountable for their medium- to long-term fiscal objectives. The course concludes with thematic presentations by participants.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Describe recently introduced institutions to enhance fiscal policy effectiveness;
- ▶ Critically assess the quality of data for fiscal policy;
- ▶ Design fiscal rules for specific national problems;
- ▶ Use an in-year tool to monitor fiscal performance; *and*
- ▶ Contribute to building a medium-term budget (for consolidation or stimulus) while limiting recession risks and respecting sustainability.

■ Debt Management, Debt Reporting, and Investor Relations (DMIR)

Target Audience: Officials from debt management offices, ministries of finance, and central banks who deal with topics related to government debt in low- and lower-middle income countries.

Qualifications: Participants are expected to have a degree in economics or finance, or equivalent experience.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Monetary and Capital Markets Department, provides capacity building for authorities on sound practices in debt management, debt reporting, and investor relations to support debt management operations and improve public debt transparency. The course uses the *Revised Guidelines for Public Debt Management* as the foundation for discussing the key requirements and benefits of publishing comprehensive, accurate, and timely debt data, including through regular debt reports or bulletins. Officials are trained on the importance of transparency for effective investor relations, market development,

and sound debt management. The course enhances the capacity of the government to efficiently manage public debt by having in place debt reporting and investor relations practices grounded in core debt management principles.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Understand the importance of regular debt reporting in the context of the *Revised Guidelines for Public Debt Management*;
- ▶ Explain the cost-risk characteristics of a debt portfolio, including guaranteed debt;
- ▶ Calculate relevant debt portfolio indicators and redemption profiles;
- ▶ Describe the importance of publishing debt bulletins and annual debt management reports regularly;
- ▶ Produce annual debt reports and debt bulletins; *and*
- ▶ Discuss relevant investor relations practices that improve debt transparency.

■ Accelerating Human Capital Formation in MENA (HC-MENA)

Target Audience: This course is designed for senior level government officials from the health, education, social protection and labor market sectors who are engaged in the human capital project of the World Bank. In addition, representatives from the ministries of finance, economy, and planning covering human development will benefit from this course.

Qualifications: Participants will be senior level representatives from the relevant ministries and

agencies engaged in the human capital project of the World Bank, who are playing a decision-making role in the design, implementation, oversight and/or evaluation of national policies, strategies and/or programs related to accelerating human capital formation in their respective countries.

Language: The course is conducted in English with simultaneous interpretation into Arabic.



Course Description: Human Capital is being recognized as a key driver of sustained economic growth. Countries that aim at diversifying their economies, creating jobs, and achieving shared prosperity need to invest in their people. This four-day course is designed to engage participants in understanding how human capital contributes to increased productivity

and economic growth; learning from the global experiences on improving human capital; identifying the best practices and strategies for improving education and health outcomes as well as skills development, particularly for the youth; and learning about innovations to improve human capital using technology and behavioral insights.

Interactive sessions and country case studies on various course topics would be shared and discussed among course participants, who are expected to present how these experiences can help their countries accelerate human capital formation.

For additional information concerning the content of the course, please address your inquiries to Mr. Sameh El-Saharty, Program Leader for Human Development, at: selsaharty@worldbank.org

■ Selected Issues in the Regulation of Fintech (SIFR)

Target Audience: Financial regulators and supervisors responsible for monitoring, regulating and supervising fintech activities and entities.

Qualifications: Participants are expected to have regulatory and supervisory experience at least in one financial sector (such as banking, securities or insurance).

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Monetary and Capital Markets Department, explains selected issues related to regulation and supervision of fintech activities and entities. The course covers recent developments of

relevant international standards as well as other international best practices. The presentations are also built on case studies to enhance the effectiveness of the course. Participants are invited (and should be prepared) to share their own experiences and views on this topic.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Monitor relevant fintech development in its own jurisdiction and abroad; *and*
- ▶ Identify and handle regulatory and supervisory challenges related to fintech activities and entities.

■ Financial Programming and Policies (FPP)

Target Audience: Officials from ministries of finance, economy, planning and central banks who advise on or help implement macroeconomic and financial policies.

Qualifications: Participants are expected to have a degree in economics or equivalent experience and be proficient in the use of spreadsheets. It is strongly recommended that applicants have completed the online Financial Programming and Policies, Part 1: Macroeconomic Accounts and Analysis (FPP.1x) or the online Financial Programming and Analysis, Part 2: Program Design (FPP.2x) course.

Language: The course is conducted in Arabic.

Course Description: This course, presented by the Institute for Capacity Development, explains how to diagnose macroeconomic imbalances and correct them through a coordinated set of adjustment policies. It covers the principal features of the four main macroeconomic sectors (real, fiscal, external, and monetary) and their interlinkages, highlighting both accounting and

behavioral relationships and using data from a country case study.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Analyze economic and financial developments of a country in the region using historical data and a hands-on, Excel-based framework;
- ▶ Create consistent one-year macroeconomic projections on the assumption that policies do not change;
- ▶ Identify economic vulnerabilities and risks in a baseline scenario and policy measures to address them;
- ▶ Prepare an adjustment scenario that reflects the policy measures and their macroeconomic impact; *and*
- ▶ Identify further policy goals and measures beyond the one-year horizon that will be incorporated into a medium-term framework.

■ Public Sector Debt Statistics (PDS)

Target Audience: Public sector officials whose main responsibility is compiling and disseminating public sector debt statistics.

Qualifications: Participants should have a degree in economics, statistics, or equivalent experience.

Language: The course is conducted in Arabic.

Course Description: This course, conducted by the IMF's Statistics Department, focuses on

the conceptual framework of public sector debt statistics as presented in the *Public Sector Debt Statistics Guide*, as well as on the practical aspects of public sector debt data compilation. Basic concepts, accounting principles, and detailed classifications are dealt with in the context of the methodology that is harmonized with the government finance statistics and system of national accounts. The course examines coverage and accounting rules of the public sector debt statistics framework, valuation, classification,

selected methodological issues, and the sources and methods used for compiling the statistics. It also deals with debt data reporting to the IMF and World Bank. The course is organized around a series of case studies.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Define gross and net debt and explain the basic concepts and accounting principles for the compilation of public sector debt statistics;
- ▶ Classify public sector debt positions according to the *Public Sector Debt Statistics Guide* classifications;
- ▶ Apply the general principles to classify an entity in the public sector, as well as in the relevant subsectors of the public sector, such as the general government and public corporations; *and*
- ▶ Report quarterly public sector debt statistics covering – at a minimum – the central government, to the IMF and World Bank.

■ National Financial Inclusion Strategy (NFIS)

Target Audience: This course is designed for Financial sector authorities considering or currently developing an NFIS. Representatives from the central banks, non-banking financial institutions (NBFIs) as well as officials from various financial sector authorities are the target audience. This training helps Arab authorities develop and operationalize their NFIS and help identify policy priorities around access, usage and quality. This also includes comprehensively integrating Digital Financial Services (DFS) and enabling Fintech to promote financial inclusion.

Qualifications: Participants will be senior level representatives from central banks, non-banking financial institutions as well as

representatives from financial sector authorities, playing a decision-making role in the design, implementation, oversight and/or evaluation of the national financial inclusion strategy.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The course will span over four days, with Technical Capacity Building sessions to help authorities develop and operationalize a national financial inclusion strategy and develop an appropriate legal, regulatory and policy framework for fostering innovations and competition for digital financial inclusion. The training will cover the overall NFIS development process, its key content, and operationalization.

The training will emphasize peer to peer learning and participants will leave the training with actionable steps and tools to effectively develop and operationalize the NFIS. Technical capacity building sessions on key NFIS policy areas will be provided to policymakers including: digital payments, Digital ID, e-kyc, fintech credit



infrastructure, financial consumer protection, and the innovations in digital payments and the rising

role of non-banks and how should regulators respond.

■ National Accounts Statistics (NAS)

Target Audience: Compilers of national accounts statistics employed by agencies responsible for official national accounts data.

Qualifications: Participants should have a degree in economics/statistics or equivalent experience.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the IMF's Statistics Department, covers theoretical and practical aspects in the compilation of national accounts statistics based on the conceptual framework of the System of National Accounts 2008 (2008 SNA). The course consists of lectures covering methodological and compilation issues of the 2008 SNA and workshops consisting of practical exercises in compiling the accounts. The main aim of the course is to train participants in the compilation of annual gross domestic product both at current prices and in volume terms using the production and expenditure approaches, in support of better policy-making and surveillance. The course starts with an overview of the system of national accounts presenting the sequence of accounts for transactions and other flows as well as balance sheets with a focus on the framework of the 2008 SNA. It will cover the main concepts involving transactions, other economic flows, stocks, institutional units, classifications, and main macroeconomic aggregates measured by the system. The main lectures and workshops



include: (i) sessions on the production account covering the definition and measurement of output, intermediate consumption, and value added; valuation issues; and the treatment of particular industries; (ii) source data and issues in the compilation of GDP by production and expenditure approaches (iii) deflators and derivation of volume measures of GDP; and (iv) specific issues related to goods and services transactions, including supply and use framework, inventory valuation adjustment, consumption of fixed capital, non-observed and informal economy, global supply chains, and the digital economy. Emphasis is also placed on sharing country experiences among the participants.

Course Objectives: Upon completion of this course, participants should be able to:

- Understand the main concepts and definitions of the SNA 2008;

- ▶ Describe the compilation of GDP using production, expenditure, and income approaches;
- ▶ Discuss the importance of price and volume measures in the national accounts; *and*
- ▶ Explain the value of high-quality national accounts statistics to policymakers and business decision-makers.

■ Islamic Finance and Banking (ISB)



Target Audience: This foundation level course is primarily designed for the junior and mid-level banking supervisors from financial supervisory agencies who have limited knowledge of the Islamic Finance and Banking common body of knowledge and who have limited experience in Islamic Banking regulation and supervision.

Qualifications: Participants are expected to have limited knowledge, and no more than five years' experience, in Islamic Finance and Banking and related Islamic Banking regulation and supervision.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This five-day regional

course is designed to build capacity of officials already performing off-site or on-site Islamic Banking supervision but having limited knowledge and experience with the Islamic Finance and Banking common body of knowledge and related Islamic Banking regulation and supervision. This course aims to enhance the knowledge of Islamic Finance and Banking, the prudential international standards from the Islamic Financial Services Board and how they should be implemented in practice. The pedagogical approach used will rely on presentation from the participants, facilitated discussion among participants, analysis of examples, practical case studies and in-depth discussions on how to implement key aspects of the Islamic Financial Services Board prudential standards and key characteristics of Islamic Banking regulation and supervision, including how to apply best supervisory approaches to identify and assess inherent risks to Islamic banking and take effective supervisory action to mitigate them.

For additional information concerning the content of the course, please address your inquiries to Mr. Didier Casier, METAC Banking Regulation and Supervision Advisor, at: dcasier@imf.org

■ Macroeconomic Diagnostics (MDS)

Target Audience: Mid-level to senior officials in central banks and ministries of finance or economy who are directly involved in diagnosing the state of the macroeconomy and making projections.

Qualifications: Participants are expected to have an advanced degree in economics or equivalent experience, good quantitative skills, and proficiency in the use of Microsoft Excel. It is strongly recommended that applicants have

completed the online Financial Programming and Policies, Part 1: Macroeconomic Accounts and Analysis (FPP.1x) or the online Macroeconomic Diagnostics (MDSx) course.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course is designed to strengthen participants' ability to comprehensively assess a country's macroeconomic situation, including the current state of the economy; the stance of fiscal and monetary policy; financial stability; exchange rate misalignments; vulnerabilities in the different sectors; and the medium-term outlook, especially the sustainability of public and external debt.

The course emphasizes practical tools for use in day-to-day macroeconomic analysis and relies on case studies relevant to the region to illustrate

how these tools are applied and how they can contribute to the policymaking process.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Analyze potential output, calculate output gaps, and diagnose the outlook for the economy;
- ▶ Assess the stance of current fiscal, monetary, exchange rate, and financial policies;
- ▶ Assess macro-financial linkages, including through the analysis of financial sector soundness indicators;
- ▶ Assess the medium-term prospects of the economy, especially the sustainability of public and external debt; *and*
- ▶ Identify possible external and internal economic risks and vulnerabilities to economic growth and identify policies to address them.

■ Financial Development and Financial Inclusion (FDI)

Target Audience: Mid-level to senior officials from central banks and government agencies dealing with regulation of the financial sector. Preference is given to applicants working on issues directly related to financial development and inclusion.

Qualifications: Participants are expected to have a basic knowledge of economics or finance, or equivalent work experience. Knowledge of econometrics is helpful but not required. It is strongly recommended that applicants have completed the online Financial Development and Financial Inclusion (FDI) course.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course explains the macroeconomic relevance of financial

development and inclusion. Beginning with an analysis that defines the role of finance in the economy, the course reviews the theoretical and empirical literature on the impact of finance on macroeconomic performance and growth. It also addresses policies to encourage financial development (market-enabling policies) and limit its potentially destabilizing effects (market-harnessing policies). The course introduces financial inclusion as an integral dimension of



financial development—a perspective that has only recently received proper attention because for many years the discussion instead centered on the concept and measurement of financial depth. The course reviews the indicators currently used to measure financial inclusion, its distinct macroeconomic impact, and the main policy strategies usually pursued.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Measure the degree of financial development and inclusion for a country or countries using a wide range of standard indicators;
- ▶ Identify the shortcomings of various indicators

and recognize the possible need to collect more detailed microeconomic data;

- ▶ Use a simple analytical model to predict the likely outcomes of different policies on financial inclusion;
- ▶ Assess policy options and strategies for financial development and inclusion from a macroeconomic perspective by identifying potential tradeoffs and possible impediments; *and*
- ▶ Formulate a strategy for policies to support financial development in a country, taking into account initial conditions and links between the financial sector and the macroeconomy.

■ Fiscal Policy Analysis (FPA)

Target Audience: Junior to senior officials interested in understanding fiscal policy and its macroeconomic implications.

Qualifications: Participants are expected to have taken undergraduate courses in macroeconomics or have equivalent experience and have a basic background in microeconomics and econometrics. It is strongly recommended that applicants have completed the Financial Programming and Policies (FPP) course.

Language: The course is conducted in Arabic.

Course Description: This course provides an overview of the concepts and techniques used

to analyze how fiscal policy can help ensure macroeconomic stability and sustainable long-term growth. This hands-on course is built around the core macrofiscal topics needed to analyze fiscal policy. The learning units include general empirical findings, Microsoft Excel-based workshops, case studies, and selected topics of regional interest. The course will be of interest to officials who wish to better understand how fiscal policy can affect the economy and the related tools of analysis.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Use fiscal policy to attain key government objectives: macro-stability, equity and efficiency, and sustainable long-term growth;
- ▶ Use the tools and techniques acquired to assess the country's fiscal stance, fiscal multipliers, and debt sustainability; *and*
- ▶ Assess the key elements of tax and expenditure policy.



■ Macroeconomic Management in Resource-Rich Countries (MRC)

Target Audience: Mid-level to senior officials from central banks, ministries of finance, and other government agencies tasked with the design and execution of policies in resource-rich countries (RRCs).

Qualifications: Participants are expected to have an advanced degree in economics or equivalent experience and be proficient in the use of Microsoft Excel. It is strongly recommended that applicants have completed the online Macroeconomic Management in Resource-Rich Countries (MRCx) course.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This face-to-face course discusses macroeconomic policy issues and challenges faced by RRCs. The course provides participants with an understanding of: the macroeconomics of growth and diversification; managing fiscal policy; macroeconomic policy coordination; and managing public-sector assets in RRCs. The course incorporates lectures, hands-on workshops, debates, and case studies.

Course Objectives: Upon completion of this course, participants should be able to:



- ▶ Analyze economic performance in resource-rich countries, including in terms of growth, inclusiveness, diversification, and sustainability;
- ▶ Design appropriate fiscal frameworks, applying suitable fiscal benchmarks to determine whether to consume, save, or invest the proceeds from the sale of natural resources;
- ▶ Identify the appropriate macroeconomic policy responses to commodity price shocks; *and*
- ▶ Design policies to promote greater transparency in the management of natural resources, including in terms of the appropriate institutional structures for sovereign wealth funds.

■ Monetary and Financial Statistics—Advanced (MFS-A)

Target Audience: Central bank officials responsible for compiling monetary statistics.

Qualifications: Participants should have a degree in economics or statistics, or equivalent experience. Previous completion of the MFS-I course is recommended.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the IMF Statistics Department, introduces

the fundamentals of compiling monetary statistics, with special attention to other financial corporations (OFCs). It also gives an overview of financial statistics and national accounts. The course material is based on the *Monetary and Financial Statistics Manual and Compilation Guide* (MFSMCG). Although the course summarizes the main principles underlying the compilation of monetary statistics, it assumes participants already understand these principles (e.g., having participated in the MFS-I course). The core of the course deals with characteristics of various OFCs

(insurance corporations, pension funds, non-MMF investment funds, etc.), their typical balance sheet structure, and their role in the financial sector.

The course also covers some aspects of financial statistics, dealing with financial flows and stocks of all sectors of the domestic economy and their interactions with the rest of the world; the balance sheet approach to vulnerability analysis; and the relationships between monetary, balance of payments, government finance, and national accounts statistics. The course consists of lectures and case studies to familiarize participants with practical aspects of compiling monetary statistics for OFCs and the basic principles underlying the compilation of national accounts. At the

end of the course, participants are expected to make a short presentation on monetary statistics compilation issues in their own countries.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Distinguish between different types of OFCs and describe their role in the financial sector and the related implications of data collection for monetary statistics purposes;
- ▶ Compile OFC monetary statistics according to IMF standardized report form 4SR for OFCs; *and*
- ▶ Apply the main principles of financial statistics and national accounts.

■ Digital Capabilities for a Digital Economy - A Guide for MENA Practitioners (DE-MENA)



Target Audience: Policymakers with an interest in learning how to improve policies, programs, and communications capabilities to become a digital economy. Participants will be public officials from the ICT and Education sector, as well as representatives from public universities and academic institutions overlooking Sciences Technology Engineering and Mathematics curriculum, strategy and investments. Private sector partners funding STEM or STI programs (sciences, technology, and innovation) as well

as innovation/incubation centers should also be invited to participate.

Qualifications: Prior knowledge of education and /or technology (ICTs) is required, and an interest in reforming and modernizing public education systems and curriculum in MENA is encouraged.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: Over the past three years, there has been an increase of interest from governments around the world in digital transformation of MENA region. The World Bank Group's 2016 Annual Report on Digital Dividends demonstrates that public sector interventions are necessary and critical to ensure that the benefits of the global digital economy (predicted to attain 25% of global GDP by 2025) trickle down to the world's developing countries and offer opportunities to all – especially youth, women, and vulnerable population. This course will

introduce participants to evidence from the World Bank's digital economy analytical work and country projects focusing on digital skills. It will provide participants with a framework on digital skills, while segmenting the targeted populations' training or re-skilling needs based on global demand for skills; and highlighting some of the ongoing regional initiatives such as Skilling Up Mashreq in MENA, or the digital economy for all (DE4A) moonshot project in Africa.

The course is led by staff from the World Bank's Digital Development and Education Global Practices, with team members specializing in Education, STEM, NRENs, innovation civil service reform, jobs and youth. This course will provide MENA practitioners with concrete tools

and guidance for diagnosing, designing, and implementing digital capabilities programs that impact and improve their countries readiness to become an active player in the global digital economy. The course will include best practices learnt from leading countries such as UK, Denmark, Finland, S. Korea and other nations leading in all digital development, educational attainment and innovation-led job creation.

For additional information concerning the content of the course, please address your inquiries to Ms. Samia Melhem, Global Lead, Digital Capabilities at the World Bank, at: smelhem@worldbank.org and Ms. Maryam Lawal, Digital Development Specialist, at: mlawal@worldbank.org

■ Improving Productivity, Diversification and Competitiveness in MENA (COMP)

Target Audience: Government officials in charge of policies for competitiveness, productivity, industrial development, infrastructure and investment promotion.

Qualifications: Participants should be involved in the development and implementation of policies and strategies for competitiveness at the national, sub-national or industry level.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The course is conducted by OECD staff and international experts in competitiveness and industrial policies. The course focuses on analyzing and sharing instruments and policies to enhance national and sub-national competitiveness. The course analyzes:

- ▶ The main challenges and opportunities for increasing competitiveness in MENA countries;

- ▶ The prevailing definitions and metrics of competitiveness and their reach and limitations;
- ▶ Experience in the implementation of structural policies, especially those aimed at promoting the development of the private sector; *and*
- ▶ Case studies from MENA and other countries.

The course combines active discussions of those topics and practical exercises. The participants are



invited to put the presented methodologies and tools in the perspective of their own countries and are encouraged to share their own experiences and practices.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Gain knowledge on approaches to defining what is important for increasing competitiveness and analyze different tools to support specific economic sectors or activities;

- ▶ Debate the reach and limitations of those approaches and discuss the policy mixes and institutional set-ups to competitiveness strategies;
- ▶ Present the practices and experience of their own institutions and learn from peers; *and*
- ▶ Expand their professional networks.

For additional information concerning the content of the course, please address your inquiries to Mr. Jorge Galvez Mendez, at:

Jorge.Galvezmendez@oecd.org

■ Customs Modernization Strategies for Improved Revenue Mobilization (RA)



Target Audience: The course is primarily designed for senior officials of customs administrations responsible for developing and managing modernization strategies (e.g., Director General, Deputy Director General, Director of Organization and Personnel, Director of Modernization projects/Strategic planning) and/or senior officials of ministry of finance responsible for supervising/monitoring customs strategic management.

Qualifications: Applicants are expected to be involved in the strategic management of customs agencies and development and monitoring of

implementation of strategic plans in customs administrations.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: For sustainable development and national prosperity, national revenue collection still needs to be improved: customs administrations are urged to enhance revenue mobilization efforts. This three-day regional course, presented by the IMF-CEF and the IMF-Middle East Regional Technical Assistance Center (METAC), aims to share international best practices on development and implementation of customs modernization strategies with emphasis on improving revenue mobilization. The course is structured with three main pillars: (i) steps and hints to successfully design high-level reform strategies aiming to improve customs revenue collections; (ii) main contents of reform strategies on compliance management and customs modernization that increases revenue collection and reduces revenue leakage, and (iii) mechanisms to secure implementation of the revenue mobilization strategies. The participants

will become familiar with key success technique in strategic management. The course will be combination of information dissemination from international experts and exchange of countries' own experiences. The course is a precursor of several follow up workshops focusing on specific

areas of the management and implementation of customs reforms.

For additional information concerning the contact of the course, please address your inquiries to Mr. Stoyan Markov, METAC Revenue Administration Advisor, at: smarkov@imf.org

■ Reforming Fuel Subsidies (RFS)

Target Audience: Mid-level to senior officials at ministries of finance, other ministries, and government agencies involved in setting fuel prices or fuel subsidy policy.

Qualifications: Participants are expected to have a degree in economics or a related field. Proficiency in Microsoft Excel is desirable.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Fiscal Affairs Department, explores recent developments in subsidy spending on fuel products, their macroeconomic impact, and the environmental and social implications. Building on country-specific case studies, the course elaborates on key elements of successful reforms, such as measures to protect low-income groups adversely affected by lower subsidies. The course also disseminates tools for measuring subsidies and assessing the distributional impact as well as alternative fuel pricing mechanisms that can help smooth the transmission of international fuel prices to domestic prices while protecting the budget. Participants may be asked to make presentations on their own country's experience in setting fuel prices and reforming subsidies.

Course Objectives: Upon completion of this course, participants should be able to:



- ▶ Explain the different rationales for energy subsidies and how subsidies are measured;
- ▶ Describe the drawbacks of energy subsidies;
- ▶ Identify possible barriers to the reform of fuel subsidies;
- ▶ Design an effective reform strategy drawing on lessons from the experiences of other countries; *and*
- ▶ Use tailored tools to measure fuel subsidies and estimate the impact of a fuel subsidy reform on household welfare, in order to inform the design of mitigating measures and guide the choice of alternative fuel pricing mechanisms.

■ Value Chain and Industry Analysis for Policy Design-Bootcamp (VC)



Target Audience: This course is designed for senior level government officials from the ministries of industry, trade, agriculture, economy, and planning as well as SME and local development agencies and authorities.

Qualifications: Participants will be senior level representatives from the ministries of industry, trade, agriculture, economy, and planning as

well as SME and local development agencies and authorities, playing a decision-making role in the design, implementation, oversight and/or evaluation of cluster, sectoral or national development policies, programs and projects.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The objective is to help policymakers to improve their skills in Industry Analysis, Strategic Segmentation and Value Chain Analysis and Benchmarking. These widely used business strategy tools are applied with a different lens, to identify market failures that hamper private sector development and design non-disruptive public policies to address them.

For additional information concerning the content of the course, please address your inquiries to Mr. Emiliano Duch, Lead Private Sector Specialist, at: educh@worldbank.org and Mrs. Meriem Ait Ali Slimane, at: maitalislidane@worldbank.org

■ PFM Methods and Tools for Budgeting (PFM-BUD)

Target Audience: Technical staff from the Budget Department of the Ministry of Finance in charge of budget planning.

Qualifications: Applicants are expected to be involved in the development and implementation of baselines for budget planning purposes. Ability to use simple Excel-based spreadsheets is mandatory.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This four-day regional course, presented by the IMF-CEF and the IMF-Middle East Regional Technical Assistance Center (METAC), aims at bringing together

senior managers and technical staff to share methods and tools to develop expenditure baselines for enhanced budget planning. The course will include a (i) general overview of concept and benefits related to budget baselines, (ii) presentation of various methodologies for preparing budget baselines based on international experience, (iii) discussion of specific issues such as price and volume adjustment and capex baselines, and (iv) hands-on training, including practical exercises.

For additional information concerning the content of the course, please address your inquiries to Mr. Benoit Wiest, METAC Public Financial Management Advisor, at: bwiest@imf.org

■ GovTech: Driving Innovation, from Potential to Reality (GT)

Target Audience: This course is designed for senior level government officials from the core ministries including ministries of finance, economics, civil service as well as independent authorities e.g. civil service commissions and planning bodies as well as sector ministries. Representatives from ICT and digital administration bodies will also find this course useful as it will take familiar concepts and apply them to the public administration.

Qualifications: Participants will be senior level representatives from the public sector especially those playing a decision-making role in the design, implementation, oversight and/or evaluation of national GovTech projects, programs or policies.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The objectives of the four-day course are the following:

- ▶ Introduce the GovTech concept and outline its scope and potential for service delivery, citizen engagement and accountability;
- ▶ Highlight the most disruptive technologies including blockchain, artificial intelligence and their potential applications to improving development outcomes;
- ▶ Understand government's role in providing the enabling environment for far-reaching changes in the way that government's business is currently conducted including policy-making, data protection, app development, cyber security etc.; *and*
- ▶ Familiarization with the latest technologies used for citizen engagement and participation.

For additional information concerning the content of the course, please address your inquiries to Mr. Ismail Radwan, Lead Governance Specialist, at: iradwan@worldbank.org

■ Bank Restructuring and Resolution (BR)

Target Audience: Mid-level to senior officials in central banks, regulators, supervisory authorities, ministries of finance, deposit insurance funds, and other agencies with responsibility for bank supervision, bank resolution, and the operation of financial safety nets.

Qualifications: Participants are expected to have a degree in economics, finance, accounting, or equivalent experience.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Monetary and Capital Markets Department, provides a comprehensive overview of conceptual and operational issues related to restructuring and resolution of weak banks. Among the topics discussed during the course are:

- ▶ Identification and supervision of weak banks: common causes of banking problems and how to identify them, supervisory approaches for dealing with weak banks, and techniques for quantifying systemic banking problems (asset quality reviews and stress tests);



- ▶ Crisis preparedness: building blocks of effective resolution regimes, guided by the Financial Stability Board's *Key Attributes of Effective Resolution Regimes*; recovery and resolution planning; initiatives to test operational readiness; and the role of deposit insurance and depositor preference;
- ▶ Crisis containment: actions to contain emerging crises and reestablish public confidence, such as emergency liquidity support, asset and liability guarantees, and exceptional administrative measures to stop persistent liquidity outflows;
- ▶ Bank restructuring and resolution: early intervention measures; diagnosis, triage, and

loss recognition; winding down nonviable banks; stabilization options to achieve continuity of systemically important functions; policy considerations and instruments for public capital support; governance of the restructuring process; *and*

- ▶ Dealing with impaired assets: supervisory policies and strategies for the reduction of nonperforming loans; role of asset management companies.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Explain the building blocks of crisis preparedness and management;
- ▶ Identify weak banks and devise strategies for dealing with them;
- ▶ Assess their national bank resolution frameworks against international good practice;
- ▶ Design credible strategies for systemic bank restructuring and resolution; *and*
- ▶ Identify and compare options for dealing with distressed assets.

■ Implementing the International AML/CFT Standards (AMLS)

Target Audience: Legal drafters, policymakers, financial sector supervisors, and regulators of designated nonfinancial businesses and professions; financial intelligence unit officials; criminal justice officials; and other officials who must assess national money laundering and terrorist financing risks to prepare for their countries' mutual evaluations and application of anti-money laundering (AML) and combating the financing of terrorism (CFT) laws.

Qualifications: Participants are expected to have at least two years of experience with AML/

CFT issues. Prerequisites are specified in the nomination request letters.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Legal Department, is designed to build the capacities of officials tasked with implementing the revised international standards on AML and CFT. The course increases participants' understanding of the requirements of the revised international AML/CFT standard, the

40 Recommendations of the Financial Action Task Force (FATF), and the new *Methodology for Assessing Compliance with the FATF 40 Recommendations and the Effectiveness of AML/CFT Systems*. Incorporated into the course are both practical exercises and in-depth discussions of how to implement selected aspects of the FATF 40 Recommendations.

■ Monetary Policy (MP)

Target Audience: Junior to mid-level officials from emerging markets and low-income countries interested in understanding and analyzing the conduct of monetary policy and its interaction with the rest of the economy.

Qualifications: Participants are expected to have an advanced degree in economics or equivalent experience and be comfortable using Microsoft Excel and Excel-based applications. This is an overview course. It is strongly recommended that applicants have completed a few general macroeconomic courses, such as Financial Programming and Policies (FPP) and Macroeconomic Diagnostic (MDS), face-to-face or online.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course gives a comprehensive overview of monetary policy regimes, monetary transmission mechanisms, and the role of monetary policy in macroeconomic stabilization. The course bridges the gap between theory, empirical evidence, and operational experience by illustrating the optimization problems and tradeoffs involved in monetary policy decisions. The learning process moves from lectures introducing the basic concepts to hands-on workshops. Case studies are used to reinforce participant understanding and to help them compare and assess a variety of experiences.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Outline, summarize, and analyze the implementation of the FATF 40 Recommendations; *and*
- ▶ Draw up a medium-term action plan to reinforce their national AML/CFT framework.



Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Analyze how monetary policy decisions are made under various regimes to deliver price stability;
- ▶ Identify how these decisions are transmitted to the real economy; *and*
- ▶ Evaluate how the economy and monetary policy respond to macroeconomic shocks under various monetary policy frameworks, demonstrated through a group presentation to their peers.

Central bank practitioners should also be able to:

- ▶ Design a sound monetary policy framework; *and*
- ▶ Prescribe policies consistent with the framework chosen.

■ Delivering Social Protection in an Age of Technological Disruption (SP)



Target Audience: Policymakers, practitioners, and experts/specialists who work in the design and implementation of Social Safety Nets (SSN), public officers, experts/specialists from ministries of labor and social affairs / family affairs and international organizations who work on Social Safety Nets.

Qualifications: Participants will be senior-level representatives from ministries of labor and social affairs / family affairs and relevant international organizations. Prior knowledge of the field is not required, but interest in learning tech solutions to delivery of SP services is encouraged.

Language: The course will be conducted in English with simultaneous interpretation into Arabic.

Course Description: Given the changing nature of jobs and skills and the diverse needs of the population, many countries are building social protection systems that seek to: (i) build equity, opportunity, and resilience through redistribution to reduce poverty and inequality, (ii) invest in human capital, and (iii) create mechanisms to help insure against shocks and various risks.

Foundational, disruptive technology platforms at the heart of Social Protection (SP) Delivery Systems, such as Digital IDs, Dynamic Social Registries and Payment Gateways, have evolved significantly, enabling a more human-centered design and delivery, scaling up coverage, improving efficiency and efficacy, and supporting poverty reduction.

This course will address, Social Safety Net policy framework, design, and implementation of SSNs and, recent developments in social protection delivery systems by providing global knowledge on the conceptual frameworks, and first-hand experience from international best practices.

For additional information concerning the content of the course, please address your inquiries to Mr. Ahmet Fatih Ortakaya, Senior Social Protection Specialist, at: aortakaya@worldbank.org

■ Trade Policy (TP)

Target Audience: Government officials involved in WTO negotiation matters.

Qualifications: More precise information will be provided closer to the course date and will also be posted on the CEF website.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: WTO courses, presented by experienced staff, cover specific issues related to WTO agreements. They cover the legal and economic foundations of WTO rules, explain legal and institutional provisions of specific WTO agreements and rules, explore how the WTO agreements affect trade-related economic policies,

and how the WTO serves in resolving trade disputes.

For additional information concerning the content of the course, please address your inquiries to Mr. Samer Seif El-Yazal, at: samer.seif@wto.org

■ Macro-Stress Testing (MST)

Target Audience: Mid-level to senior officials working on financial supervision or financial stability in central banks or other supervisory authorities.

Qualifications: Participants are expected to have experience with stress testing, Basel regulations, and financial stability analysis.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course, presented by the Monetary and Capital Markets Department (MCM), discusses recent developments in stress testing for banks, insurance companies and mutual funds. It gives participants the opportunity to learn and apply new tools used or created by MCM for purposes of stress testing and systemic risk analysis. New, emerging topics in stress testing, such as feedback loops between real and financial sectors, asset fire-sales, climate change and fintech related risks are also covered. Some of the tools are integral to the Financial Sector Assessment Program (FSAP) and technical assistance missions. Moreover, the course allows participants to share their experiences on stress testing methodologies and financial stability analysis. Guest speakers from industry are also invited to discuss specific topics. The course reviews stress testing objectives, methodologies, techniques, and good practices. Much of the course consists of hands-on modules that expose participants to the entire stress testing cycle: from entering data and estimating

macro-financial models to designing scenarios, selecting assumptions, running tests, integrating feedback loops between financial and real sectors, communicating the results, and incorporating them in policy decision making, for example, by informing the calibration of capital and liquidity buffers.

Throughout the course, the focus is on the scenario design, solvency and liquidity elements of the stress testing exercise and their interactions. The course concludes with a roundtable discussion where participants exchange knowledge and share country experiences.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Identify main sources of financial stability risk;
- ▶ Summarize the principles for developing macro-financial stress scenarios;
- ▶ Link changes in macroeconomic and financial variables with financial results and measure their relative impact;



- ▶ Assess the resilience of individual entities and the financial system to solvency and liquidity stress; *and*
- ▶ Develop and incorporate models that are capturing second round effects or interactions between different risk types.

■ Macroeconometric Forecasting and Analysis (MFA)



Target Audience: Government officials involved in developing macroeconometric models and forecasting for the analysis, design, and implementation of macroeconomic policy.

Qualifications: Participants are expected to have an advanced degree in economics or equivalent experience and a background in econometrics. They should also be comfortable using EViews for econometric applications. It is strongly recommended that applicants have completed the online Macroeconometric Forecasting (MFA) course.

Language: The course is conducted in English

only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course gives government officials a rigorous foundation in the estimation of macroeconometric models and their application for forecasting and policy analysis in central banks, ministries, and public research institutions. Participants work in groups on hands-on estimation and forecasting exercises.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Identify the bases for a number of model specifications;
- ▶ Use EViews software to apply modeling techniques to country data and replicate results from important published research papers;
- ▶ Apply the techniques learned to country cases from their region to forecast and analyze a policy issue; *and*
- ▶ Apply appropriate tools available in the EViews econometric package to their own work or research and that of other countries.

■ Public Procurement in MENA and GCC Countries (PPM)

Target Audience: Government officials in line ministries and public entities in charge of public procurement and infrastructure policies and projects.

Qualifications: Officials with a relevant experience in procurement and/or infrastructure

projects wishing to improve their knowledge and decision-making capacity to enact policies related to these topics.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The goal of this four-day course is to deepen participants' understanding and knowledge of the main principles, policies, tools, and instruments to enhance public procurement systems. Those principles can be applied to all procurement projects including infrastructure projects. This course also covers the whole procurement cycle from the needs analysis to the completion of the contract.

The course is conducted by the OECD and the IMF and uses both theory and case studies based on the experiences of the OECD and MENA countries. Participants are encouraged to also share their own national experiences. Speakers have a deep and varied knowledge of the topic from the public and private side. The course is conducted in an informal and frank manner to encourage general participation and lively discussions.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Gain in-depth knowledge on how to enhance public procurement systems and how to implement efficient policies;
- ▶ Learn how to manage complex procurement and infrastructure projects covering the whole procurement cycle: the preparation phase, the implementation phase, and the termination phase;
- ▶ Gain in-depth knowledge of governance and risk assessment of the procurement areas which are most vulnerable including large infrastructure projects;
- ▶ Be provided with multiple and concrete examples of projects and how to maximize success and value for money; the examples are based on the OECD and peers experience; *and*
- ▶ Expand their professional networks and learning from other participants.

For additional information concerning the content of the course, please address your inquiries to Ms. Kenza Khachani, at: Kenza.KHACHANI@oecd.org

■ Strengthening Budget Institutions (SBI)

Target Audience: Mid-level to senior officials in ministries of finance or economy, treasuries, debt management offices, or financial planning divisions in line ministries.

Qualifications: Participants are expected to have significant experience in fiscal policy, macroeconomics, or budgeting.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Fiscal Affairs Department, examines the role of fiscal institutions, such as medium-term fiscal frameworks, top-down budgeting, medium-term budgeting, cash and debt management,



independent fiscal institutions, and budget comprehensiveness, and how each promotes fiscal discipline.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Explain and describe the importance of fiscal institutions for modern public finance management;
- ▶ Summarize and analyze the strengths and weaknesses of the budget institutions of their own country relative to regional comparators;
- ▶ Summarize factors in the choices involved in

the design of fiscal responsibility laws, fiscal rules, and independent fiscal institutions;

- ▶ Explain and analyze the main techniques used to measure fiscal risks, the steps taken and the choices involved in the management of fiscal risks; *and*
- ▶ Describe and summarize the key features of the Fiscal Transparency Code and Public Investment Management Assessment frameworks.

■ Policies for SMEs and Access to Finance in the MENA Region (SME)



Target Audience: Government officials in line ministries or agencies in charge of Small and Medium Enterprise (SME) and entrepreneurship policies, access to finance and private enterprise development policies.

Qualifications: Participants should be in charge of the design, implementation and evaluation of SME and access to finance policies.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: The course is conducted by a team of OECD and international experts. The first part of the course focuses on SME policy aspects such as criteria for official SME

definitions, initiatives to improve the business environment, monitoring and evaluation of policies, SME statistics, etc. The second part is devoted to access to finance, including access to credit and equity finance. The course also includes modules on innovative and high potential enterprises. It combines active discussions, the presentation of experiences from participants and practical exercises.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Gain knowledge on the different elements and institutional set-ups of SME policy;
- ▶ Analyze the importance of improving the regulatory and legal environment for access to finance and discuss specific mechanism to facilitate access to finance;
- ▶ Present the practices and experience of their own institutions and learn from peers; *and*
- ▶ Expand their professional networks.

For additional information concerning the content of the course, please address your inquiries to Mr. Jorge Galvez Mendez, at:

jorge.galvezmendez@oecd.org

■ Safeguards Assessment of Central Banks (SAC)

Target Audience: Central bank officials serving on governance and oversight bodies, and/or senior central bank staff responsible for accounting, financial reporting, auditing, risk management, internal control, legal, or reserve management operations.

Qualifications: Participants are expected to have a university or postgraduate degree in accounting, business, economics, finance, or law, or have earned professional certifications in auditing (chartered or certified public accountants, internal auditors, information systems auditors) or finance (certified financial analysts).

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Finance and Legal Departments, is designed to give central bank officials interactive exposure to the IMF safeguards assessment methodology. It has a special focus on central bank governance and highlights the importance of independent oversight, transparency and accountability for improving financial safeguards. It also provides a forum for central bank staff to exchange views on their experiences in reinforcing safeguards and governance frameworks and dealing with emerging issues. The course incorporates interactive lectures and discussions, workshops, and case studies addressing crucial assessment areas, especially external and internal audit



mechanisms, financial reporting, the system of internal controls, management of international reserves, and reporting of monetary data to the IMF. The course also reviews the concepts underlying autonomy and good governance in central bank legislation.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Assess the strengths and vulnerabilities of their central banks' safeguards and governance frameworks;
- ▶ Identify specific steps to improve financial safeguards;
- ▶ Use leading practices for central banks in the areas of good governance, central bank autonomy, accountability, and transparency; *and*
- ▶ Describe and explain the requirements of the IMF safeguards policy and the importance of implementing safeguards recommendations.

■ Current Issues in Banking Supervision and Regulation (BRS)

Target Audience: Mid-level to senior bank supervisors and regulators working in the supervision and regulation departments of central

banks and agencies charged with supervising banks.



Qualifications: Participants are expected to have experience in banking regulation and supervision.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the Monetary and Capital Markets Department, reviews the latest developments in banking supervision and regulation, including the capital adequacy standards, the liquidity measurement rules, and supervision of systemically important

banks. Sessions focus on aspects of particular relevance to each region and discuss both the main implementation challenges and their implications for banks and supervisory authorities. An Islamic banking component discusses similarities and differences in Islamic and conventional banking risks and the measurement of capital adequacy. Participants are actively engaged through case studies and group exercises.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Define and summarize the main elements of the Basel standards and how they are being implemented in their own countries;
- ▶ Describe the latest reforms and developments in other international banking regulatory standards; *and*
- ▶ Identify good supervisory practices to capture and assess banking risks and take effective action.

■ Fiscal Sustainability (FS)

Target Audience: Junior to senior officials with some intermediate fiscal background who are interested in understanding and applying fiscal sustainability analysis and how it may relate to the country-specific macro-fiscal environment.

Qualifications: Participants are expected to have a degree in economics or equivalent work experience and some familiarity with using spreadsheets.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course looks at fiscal sustainability as a requirement for macroeconomic stability and sustainable

and inclusive long-term growth. It provides a thorough overview of how to assess fiscal sustainability from a policy and tools perspective. The course also discusses long-term fiscal pressures as well as fiscal risks and the early warning indicators used by the IMF and covers debt management strategies. Special attention is given to fiscal crises and the subsequent fiscal adjustments.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Describe why fiscal sustainability is central to macroeconomic stability and sustainable growth;

- ▶ Apply effective concepts, definitions, and techniques for analyzing fiscal sustainability;
- ▶ Identify fiscal vulnerabilities, distinguishing between near-term risks and long-term pressures;
- ▶ Analyze crisis and fiscal adjustment cases;
- ▶ Differentiate between various debt sustainability analysis (DSA) frameworks; *and*
- ▶ Prepare a DSA for a country with access to financial markets or for a low-income country.

■ Inclusive Growth (IG)

Target Audience: Mid-level to senior officials involved in economic and strategic planning; monitoring and evaluating policy strategies for reducing poverty and inequality; and promoting job creation.

Qualifications: Participants are expected to have a degree in economics or social sciences or equivalent experience. It is strongly recommended that applicants have taken the online Financial Development and Financial Inclusion (FDFIx) course.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course is designed to increase participants' understanding of the concepts of inclusive growth and give them analytical and operational tools to evaluate, measure, and monitor how macroeconomic policies can affect growth, poverty, inequality, and job creation. Lectures introduce the basic concepts of inclusive growth, with a special focus on long-term sustainability, and workshops offer participants an opportunity to apply the concepts and think about the design of inclusive growth strategies, drawing from country case studies.



Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Interpret measures of poverty and inequality;
- ▶ Analyze the role of macroeconomic policies in promoting growth and equality and reducing poverty;
- ▶ Identify obstacles to inclusive growth and prioritize reforms; *and*
- ▶ Design an inclusive growth strategy for their own country.

■ Vulnerability Diagnostics (VDS)

Target Audience: Officials of all levels in central banks, ministries of finance, and other governmental agencies with macro-fiscal units

(e.g., cabinet office, parliament), who monitor and assess country-wide and regional multisectoral vulnerabilities and risks.



Qualifications: Participants are expected to have an advanced degree in economics or equivalent experience, a basic background in econometrics, and familiarity with the use of software for econometric applications.

Language: The course is conducted in English only. Due to the technical nature of the course, English proficiency is a prerequisite.

Course Description: This course complements

the Macroeconomic Diagnostics (MDS) course by enhancing participants' ability to assess fiscal, financial, and external vulnerabilities in an integrated fashion, using several diagnostic tools to capture tail risks.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Assess risks using fiscal, financial, external, and real sectors' vulnerability indicators;
- ▶ Describe how vulnerabilities can morph into distress, leading to crises as a result of adverse shocks or a flawed policy mix;
- ▶ Use diagnostic tools (including tools currently employed in IMF surveillance), to track multi-sectoral vulnerabilities and predict indicators of tail risks; *and*
- ▶ Adapt diagnostic tools, (organized as templates of country vulnerability reports), to their country data.

■ Cross-Border Position Statistics (CBPS)

Target Audience: Officials whose main responsibility is compiling the International Investment Position (IIP) and/or External Debt Statistics (EDS), as well as Coordinated Portfolio Investment Survey (CPIS) or Coordinated Direct Investment Survey (CDIS) data.

Qualifications: Participants should have a degree in economics, statistics, and have a minimum of one year of experience in compiling IIP and/or EDS.

Language: The course is conducted in English with simultaneous interpretation into Arabic.

Course Description: This course, presented by the IMF's Statistics Department, provides training on the methodology for compiling and

disseminating CBPS, including the integrated IIP and memoranda and supplementary position data items following BPM6; EDS, including currency composition, remaining maturity, and debt service schedule; the CPIS, including sectoral data; and the CDIS. The course consists of a series of lectures, discussions, and practical exercises. Lectures and class discussions focus on general concepts and compilation practices, while exercises provide participants with an opportunity to put knowledge learned into practice. Participants will have the opportunity to discuss problems encountered in their compilation work and gain insights into the analytical uses of the international accounts. The course will be based on the *Balance of Payments and International Investment Position Manual, sixth edition (BPM6)*, the *2013 External Debt Statistics*:



Guide for Compilers and Users, the 2010 CPIS Guide, and the 2015 CDIS Guide.

Course Objectives: Upon completion of this course, participants should be able to:

- ▶ Compile IIP, EDS, CPIS, and/or CDIS--as well as the memorandum and supplementary

items of the IIP and tables on external debt statistics--according to the conceptual framework;

- ▶ Identify potential new data sources for the compilation of the CBPS;
- ▶ Apply compilation techniques and best dissemination practices related to CBPS;
- ▶ Illustrate the relationship between the integrated IIP and the balance of payments, and the integration of cross-border positions data into the broader macroeconomic framework;
- ▶ Extract lessons from the experiences of other compilers (through peer learning opportunities) and deepen their knowledge of the analytical use of CBPS; *and*
- ▶ Understand the analytical use of CBPS.

Courses By Major Topics

The course topics table provides a breakdown, by major topics, of the courses offered by the IMF and External Organizations - making it easier for country officials to choose their subjects of interest.

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Administrative Arrangements

Invitation and Participation Criteria

- ▶ The training courses offered at the IMF-Middle East Center for Economics and Finance (CEF) are intended for officials from the Arab League member countries.
- ▶ A candidate must be an employee of an eligible governmental agency. The CEF cannot consider applications from persons employed in non-governmental agencies such as universities, trade unions, and commercial banks.
- ▶ Admission to these courses is by invitation or application.
 - ▶ **For courses by invitation:** CEF addresses invitation letters mainly to central banks and ministries of finance, in addition to other relevant government agencies depending on the topic of the course. Candidates nominated by their respective agencies should follow the nomination procedures outlined in the provided invitation letters.
 - ▶ **For courses by application:** Applicants should apply online at the following link: <http://imf.smartcatalogiq.com/en/current/Catalog/Kuwait-CEF>. This link contains all courses offered at the CEF by way of the Online Application System (OAS). Applicants should choose which courses are of interest to them and follow the procedures outlined under the IMF Smart Catalogue to submit their applications through OAS.
 - ▶ **For online courses:** Online Courses (OL) are free and are open to all government officials of IMF member countries. There are no restrictions on the number of officials who can participate in these courses.

Nomination, Selection and Sponsorship

- ▶ All applicants/nominees must submit a

valid Sponsor's Nomination Form signed and stamped by a senior official in the agency where they work. This form proves a candidate is officially endorsed by the government agency and has received approval to attend the course.

- ▶ Sponsoring agencies should indicate an order of priority when nominating more than one candidate. Agencies should exercise the greatest care in nominating applicants who meet the selection criteria of academic background and job relevance. They are strongly encouraged to only nominate participants who will be available to serve their government for a reasonable time after receiving the training.
- ▶ Fluency in the language of instruction, or interpretation when provided, should be taken into consideration. Most of the courses are conducted in Arabic or English with simultaneous interpretation to both languages, except for specialized courses which are conducted in English only due to their technical nature. Some flagship courses are offered in Arabic only.
- ▶ Priority is given to those applicants whose professional assignments are closely related to the subject matter of the course.
- ▶ Applications must be submitted to the CEF by the deadline indicated for each course.
- ▶ The training mission team assigned to the course is responsible for the final selection of candidates. Once selected, participants will receive detailed information about administrative and other arrangements.
- ▶ The accepted applicants are expected to be on leave of absence with regular pay for the duration of the course, and should be given no other duties or assignments during the period of the course.

- ▶ Participants are required to arrive on time, attend all sessions, and complete the course. The CEF retains the right to deny an applicant the graduation certificate in case of failure to comply with these requirements.

Eligibility Criteria Relating to Previous Course Attendance

- ▶ Due to capacity constraints at the CEF and in view of the high demand for training in the region, previous participation is taken into account when considering nominees for courses. Officials may not take more than two courses per year, nor take the same course more than once within two consecutive years.

Flights

- ▶ The CEF provides all participants with flight tickets to and from Kuwait in economy class. The choice of the ticket follows the Lowest Available Direct Fare (LADF) principle.
- ▶ Upon receiving their acceptance letters, participants are responsible for contacting the CEF designated travel agent to arrange for issuing their flight tickets.
- ▶ Once the participant accepts the flight option provided by the CEF designated travel agent, he/she would be responsible for covering any charges resulting from changing their ticket.

Visas

- ▶ The CEF arranges the issuance of entry visas to Kuwait for all participants.
- ▶ In order to issue a visa, a clear copy of the passport must be provided by the participant.
- ▶ The passport must be valid for more than 6 months from the planned entry date to Kuwait.
- ▶ Once the visa is issued, a copy is emailed to the participant to be used upon boarding the flight to Kuwait. When the participant

arrives into the designated Terminal in Kuwait International Airport, they collect the original visa from the Visa Office in that Terminal.

- ▶ The original visa should be submitted to the passport control at the airport upon departure from Kuwait.

Accommodation

- ▶ Accommodation during the courses is provided at a local hotel.
- ▶ The CEF covers the cost of the accommodation at the hotel including breakfast. Participants are responsible for all other charges, i.e. phone calls, room service...etc.

Daily Subsistence Allowance

- ▶ Each participant, from outside Kuwait, receives a Daily Subsistence Allowance (DSA) intended to cover the cost of meals and some of the participant's incidental expenses.
- ▶ The DSA might not cover all additional expenses, therefore participants should be prepared to supplement the allowance from their own resources according to their expenditure needs.

Health Insurance

- ▶ The CEF provides participants from outside Kuwait with health insurance benefits covering 80% of essential medical and hospital expenses.
- ▶ However, these benefits do not cover expenses incurred in connection with pre-existing medical conditions, such as pregnancy; neither do they cover general lab tests and medical checkups.
- ▶ Participants should be in good health, free from any contagious diseases, or pre-existing medical conditions that could impair their full participation in the course.

Communications

For more information, please visit our website: www.cef.imf.org

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