



Governance Financial and Administrative Reform in Institutions

Objectives:

- Understand why good governance is important
- Be able to measure your organisation's Corporate Governance status and key gaps
- Define and interpret the roles and responsibilities for key players
- Develop an understanding of how to deal with Corporate Governance dilemmas
- Understand how to practically introduce a sound governance regime in your organisation
- Enhance investor confidence through improved accountability and transparency.
- Understand what corporate governance is and why it is important. You will study the international governance frameworks.
- Get an update on MENA Corporate Governance codes.
- Discuss Corporate Failures to know what the failures were and what should have been done to avoid those failures.
- Examine the Board's relationship with Risk Guidelines for effective fraud prevention.

Who Should Attend?

- Board members, chief financial officers, senior management, executive directors, finance managers, financial controllers, accounting and finance personnel, legal advisors, company secretaries, lawyers, external and internal auditors, human resources managers, compliance, governance and risk management personnel and department heads.



Outlines:

Regulatory Framework

- Introduction and background
- What is Corporate Governance?
- Why Corporate Governance?

International Standards

- The OECD Model
- The World Bank/IFC
- Other international frameworks

An Introduction To Governance Frameworks

- A prescriptive approach – The US
- A principles-based approach – The UK
- Corporate Governance in the MENA region
- Update on MENA Corporate Governance codes
- Update on Corporate Governance in the global context

IFC Governance Models

- Private sector
- Public sector
- Family-owned businesses

Corporate Governance and Islamic Financial Services

- Guiding principles
- Compliance with Sharia rules and principles
- Rationale and objectives



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Group Discussion

- A regional approach to Corporate Governance
- What works best for us?
- Principles or prescriptive?
- Are cultural issues a problem, or an excuse?
- What does the international environment mean to us?

Essential Elements of Corporate Governance

Roles and Responsibilities

- Shareholders
- The Board
- The Company Secretary
- Senior management
- Re-designing the organisational chart
- Stakeholders

Practical Session – Board Practice

- Forming and running a Board
- Meeting
- Preparation
- Dilemmas and decisions



- Board evaluation
- Board dissent

The Audit Committee

- Recruitment/selection of members
- Independence
- Roles and responsibilities

Audit Responsibilities

- External audit
- Internal audit
- Relationships

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Enterprise Risk Management

- The Board's relationship with risk
- Organisational performance
- IISO 31000 and COSO
- Balanced Scorecard
- Risk mapping
- Toolkit



Other Board Committees

- Nominations
- Remuneration
- Risk
- Corporate Governance

Enterprise Risk Management

- The Board's relationship with risk
- Organisational performance
- IISO 31000 and COSO
- Balanced Scorecard
- Risk mapping
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Fraud Risk Management

Ethics

- Ethical dilemmas
- Ethics policies
- Industry examples

Fraud, Corruption and Bribery

- International laws and sanctions
- Corporate penalties and defences
- Guidelines for effective fraud prevention
- Implementing a compliance programme

Management Assessment Of Internal Controls

- Principles and practices
- Control risk assessment
- Disclosure and transparency

Practical Session - Policies And Procedures

- Fraud policy statement
- Fraud response plan
- Whistleblowing policy
- Hospitality and gifts
- Industry examples

The Company Secretary Toolkit

- Agendas, calendars
- Board packs
- Minutes
- Supporting a meeting
- Follow up
- Internal reporting
- Shareholder reporting

Practical Session – Stakeholder Analysis

- Stakeholder types
- Stakeholder mapping



Board Evaluation

- Techniques and tools
- Regulatory reporting

Practical Workshop

A Strategy For Corporate Governance Implementation

Practical – IFC Progression Matrix

- Private sector
- Public sector
- Family-owned businesses

First Impressions

- Assessing the risks
- Priorities and resources
- Choosing a model
- Internal assessment
- Moving to the next level
- Looking for management buy-in

Group Discussion

- How does your organisation measure up?
- Are there national issues?
- Do you have management support?
- Is this just a PR exercise?



Introducing A Corporate Governance Improvement Programme

- Preparing your report
- Drafting your plan
- Agreeing on the timetable

Implementing Your Strategy

- Documenting your programme
- Setting priorities and targets
- Managing the programme

ess Stories for technical analysis.