

## **Europe and Central Asia Corporate Governance Training Services**



Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Federal Department of Economic Affairs, Education and Research EAER State Secretariat for Economic Affairs SECO



Swiss Confederation







| GENERAL CORPORATE GOVERNANCE                               |                                |  |  |  |
|--|--------------------------------|--|--|--|
| Corporate Governance<br>Action Planning                    | Training and practical support | Comprehensive planning to improve corporate governance practices                                 |  |  |
| Commitment and<br>Benefits of Good<br>Corporate Governance | Workshop                       | The business case for corporate governance; how to develop corporate governance and ethics codes |  |  |

| BOARD AND RELATED-FUNCTIONS             |   |   |  |  |
|---|---|---|--|--|
| Role and<br>Functioning<br>of the Board | Training                                  | Board mandate and director responsibilities; committees, rules, and procedures; board/management relations        |  |  |
| Board Leadership                        | Training                                  | Strategic leadership; roles, governance, and accountability; management oversight; corporate responsibility       |  |  |
| Managing Board<br>Conflicts             | Training and<br>facilitated<br>discussion | Alternatives to adjudication; corporate governance dispute resolution skills and services; training for directors |  |  |
| Board Evaluation                        | Training                                  | How to evaluate boards and evaluation content; off-site executive meetings; accountability                        |  |  |
| Corporate Secretary<br>Program          | Training                                  | Role of the corporate secretary, terms of reference, relationship with the chairperson, investor relations        |  |  |
| Nomination<br>Committee                 | Training                                  | Best practices on committee roles and responsibilities; director remuneration                                     |  |  |
| Succession Planning                     | Workshop                                  | Getting started; succession planning fundamentals   |  |  |
| Transparency and<br>Disclosure          | Workshop                                  | Disclosure policies and annual reports; links between good governance and corporate social responsibility         |  |  |

|   |                   | CONTROL ENVIRONMENT  |
|---|-------------------|--|
| Risk Governance                         | Training          | Board role in risk management strategic planning and oversight, elements of the risk management system   |
| Risk Management<br>for SMEs             | Practical session | Importance of risk management, fundamentals of COSO-Integrated<br>Framework, how to develop a practical risk management system for SMEs<br>with risk assessments, control, information, communication and monitoring<br>activities |
| Audit Committee<br>Specialized Training | Training          | Committee role, scope of work, authority, and composition; oversight of internal audit; managing external audit relationship   |
| Control Functions<br>Evaluation         | Training          | Evaluation programs for risk management, internal audit, and internal control functions  |

| FAMILY BUSINESS GOVERNANCE    |  |  |  |  |
|-------------------------------|--|--|--|--|
| Family Governance<br>Workshop | Training,<br>facilitated<br>discussion,<br>and/or practical<br>support | Family governance fundamentals, succession planning, family charters, differences between family governance and corporate governance |  |  |

| SPECIALIZED CORPORATE GOVERNANCE PROGRAMS                        |                                |   |  |
|--|--------------------------------|---|--|
| SME Governance   | Training                       | How to assess SME governance practices and recommend improvements; changes in governance structures through company lifecycle stages              |  |
| Corporate<br>Governance<br>for Banks                             | Training                       | Risk governance, financial oversight, and the economics of banking; bank regulation and oversight; impact on the governance system                |  |
| Corporate Governance<br>for Micro-Finance<br>Institutions (MFIs) | Training                       | MFI board role, social responsibilities, and risk oversight; not-for-profit/<br>for-profit transformation   |  |
| Corporate Governance<br>for State-Owned<br>Enterprises (SOEs)    | Training and practical support | Training for SOE directors on board leadership, composition and role; developing ownership policies; managing stakeholders                        |  |
| Preparing for an IPO –<br>Governance Aspects                     | Training                       | Listing requirements and board roles; minority shareholder protections, disclosure, and investor relations; internal controls and risk governance |  |
| Corporate<br>Governance for Funds                                | Training                       | How to assess governance risks in companies to be funded and add value through governance improvements  |  |

## About IFC Corporate Governance Group

IFC Corporate Governance Group brings together staff from investment support and advisory operations into a single, global team. This unified team advises on all aspects of corporate governance and offers targeted services in areas such as board effectiveness, the control environment, and family businesses governance. We also help assess and support corporate governance improvements and reform efforts in emerging markets and developing countries, while leveraging and integrating knowledge tools, expertise, and networks at the global and regional levels.

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