

# Education, Training, and Capacity-Building

There are multiple aspects to the education, training and capacity-building component of our corporate governance advisory services project work. The efforts here have a multi-pronged focus.

## WORK WITH LOCAL CONSULTANTS

Consultants may already have a client base, but they may lack education on corporate governance. So, work here helps them develop the expertise to expand their range of service offerings, thus helping to develop the market for corporate governance consulting services. Cultivating an educated local consultancy base also means that we can reach more clients than we otherwise would be able to do. Consultants who are in the process of learning IFC's corporate governance methodology sometimes tag along as part of our staff work with companies, so they receive hands-on training in addition to coursework.

And ultimately, as the number of paid engagements between local consultants trained in IFC's methodology and client companies or banks increases, this becomes a strong indicator of sustainability, signaling that:

- Demand for CG services is growing organically, outside of the hands-on involvement of a development institution like IFC, so that

even after we exit there's a sense that CG improvement activity will continue and build on itself. In China, for example, this is starting to happen.

- There is enough of a local consulting base with the specialized skills to meet this demand, thanks to the training these local consultants got from IFC.

## WORK WITH EDUCATIONAL INSTITUTIONS

Efforts here focus on curriculum development, provision of instructional tools and materials, and expert guidance for professors at professional schools like business and law schools, to teach corporate governance methodology in a systematic way to the next generation of managers, directors, and business leaders. The goal: as these students move into the real world of business, they will have internalized the corporate governance concepts learned in school, contributing to the mainstreaming of good corporate governance as part of day-to-day business activities.

Our project teams have developed a model corporate governance course that is easily replicable and adaptable for use in many countries. Our direct work with the private sector provides a steady source of real-life material on which to build case studies to enrich classroom

learning. We have also organized case study programs for professors to teach them how to develop, write, and teach case studies. In Ukraine, we held a nationwide case study competition, as a way to encourage the development of new materials. We worked with the authors of the top entries to refine their drafts and published the winning case studies.

## WORK WITH PROJECT PARTNERS

IFC project teams often work with other organizations to ensure that various stakeholders are involved in the project and trained in corporate governance issues. Common project partners include:

- Institutes of directors
- Business associations
- Shareholders' associations
- Audit/accounting associations
- Think tanks
- Professional organizations

Project staff work with these entities to help strengthen their programs and services, increase their membership, and put them in touch with their international counterparts. The work also might include encouraging these groups to get involved in lobbying for policy reforms in their country.

Typical activities include organizing joint events and seminars, helping develop training courses for their membership, sharing results, methodologies and tools, and on occasion, inviting key members to participate in study tours. For example, the Ukrainian Association of Bankers participated in a study tour of Switzerland, along with other project clients. The group met with their counterparts at the Swiss Banking Association and member banks to learn how the organization functions and provides valued services to membership.

For professional groups like lawyers and accountants, targeted continuing education activities have proven popular. In Azerbaijan, for instance, the project team held a series of well-attended brown bag lunches on various corporate governance topics for lawyers from private law firms. This approach allows for discussion of more sophisticated topics, given that participants have a certain base of knowledge of the issues.

An important aspect of the capacity-building work also involves training within client organizations—so-called “training-of-trainers” efforts—so that clients will build their own institutional capacity to educate their own staff on corporate governance efforts.

The SmartLessons in this section reflect the range of our experiences in this critical area.