INTERNATIONAL BUSINES SCHOOL OF FINANCE

IBSF

Shaping the next generation of financial leaders, innovators, and policy-makers

World-class Education. | Industry Relevance. | Global Impact.

2026-27 EVENTS CALENDAR

SINGAPORE | UAE | MALAYSIA

ITALY | SWITZERLAND | KENYA

SOUTH AFRICA

GLOBAL PERSPECTIVE
Learn from anywhere in the world.

FLEXIBLE LEARNING
Study the way that fits your life.

CAREER-READY
Skills. Knowledge. Real-world impact.

GLOBAL NETWORK
Connect. Collaborate. Create opportunities.

ONE WORLD. ONE UNIVERSITY. ENDLESS POSSIBILITIES.

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Nairobi, KENYA

SCAN TO CONNECT

ACCREDITATION DRIVEN | ACADEMIC EXCELLENCE DELIVERED | INTEGRITY | INNOVATION | IMPACT OUR COMMITMENT | BUILDING FUTURES TOGETHER

IBSF
INTERNATIONAL BUSINESS SCHOOL OF FINANCE

Excellence in Finance. Leadership in Action.

American Institute of Finance and Monetary Studies LLC
Limited Liability Company
SEAL
2025
DELAWARE

GLOBAL EVENTS CALENDAR 2026-2027

WORLD-CLASS EXECUTIVE EDUCATION FOR FINANCIAL LEADERS & INSTITUTIONS

FEATURED COURSES

1. Central bank digital currency (CBDC) and financial system regulation
2. Cybersecurity governance and risk oversight for central banks
3. Foreign exchange reserves portfolio management
4. Advanced professional certificate in board governance, anti-corruption & integrity leadership
5. Advanced professional certificate in strategic public asset recovery, tracing & confiscation
6. Executive certificate in advanced strategic financial oversight and audit for board members
7. Professional certificate in board leadership, strategic decision-making and risk management (executive level)
8. Executive certificate in advanced financial statements analysis
9. Executive certificate in corporate governance and risk management for state & public sector organisations
10. Advanced executive certificate in trade-based money laundering (TBML), sanctions compliance & proliferation financing risk management

GLOBAL PERSPECTIVE. EXPERT FACULTY. REAL IMPACT.

GLOBAL PERSPECTIVE
International best practices and case studies

EXPERT FACULTY
Industry leaders, regulators & practitioners

EXECUTIVE FOCUS
Tailored for senior professionals

PRACTICAL LEARNING
Actionable insights for real-world impact

PROFESSIONAL CERTIFICATION
Enhance your credentials and career

GLOBAL NETWORK
Connect with peers and institutions worldwide

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EMPOWERING LEADERS. TRANSFORMING FINANCE. BUILDING RESILIENT ECONOMIES.

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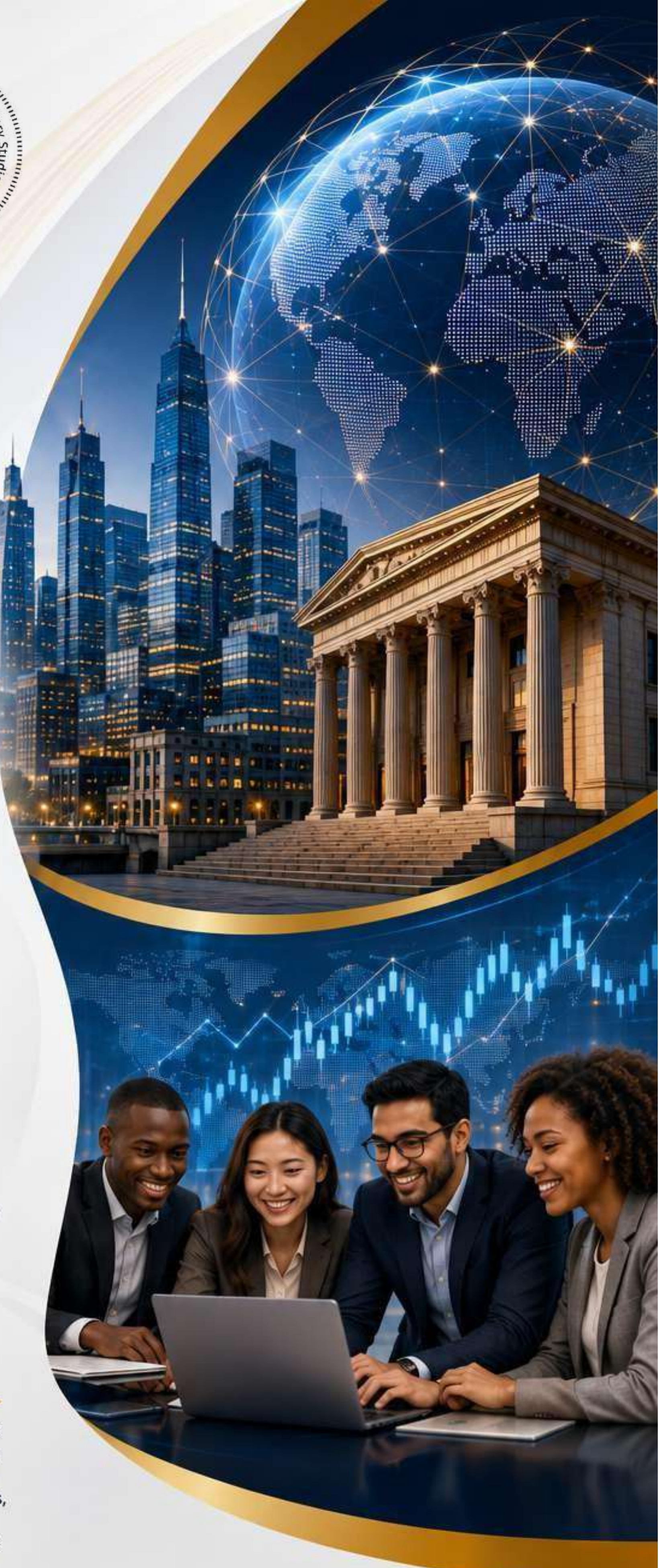
Excellence in Finance.
Leadership in Action.



Welcome to the

INTERNATIONAL BUSINESS SCHOOL OF FINANCE (IBSF)

ABOUT US

IBSF stands as a distinguished global institution dedicated to shaping the next generation of financial leaders, innovators, and policy-makers. With a curriculum rooted in world-class academic rigor and a vision aligned with the evolving global economy, IBSF offers an immersive learning experience that equips students with the knowledge, agility, and confidence to excel on the world stage.

Our programs are thoughtfully designed in collaboration with international universities, central banks, financial institutions, and industry experts. This ensures every learner receives practical, future-ready training backed by cutting-edge research and real-world insights. From digital finance and global markets to leadership, regulation, sustainability, and innovation, IBSF empowers students to thrive in an interconnected financial ecosystem.

At IBSF, **Global Academic Excellence** is not just a motto—it is the foundation of everything we do. Students engage in dynamic classrooms, applied research, international study tours, leadership labs, and high-impact professional development programs that prepare them to lead with purpose and excellence anywhere in the world.

WORLD-CLASS EDUCATION
Rigorous academics from global experts

GLOBAL PERSPECTIVE
International partnerships and global exposure

FUTURE-READY SKILLS
Relevant, practical and industry-aligned learning

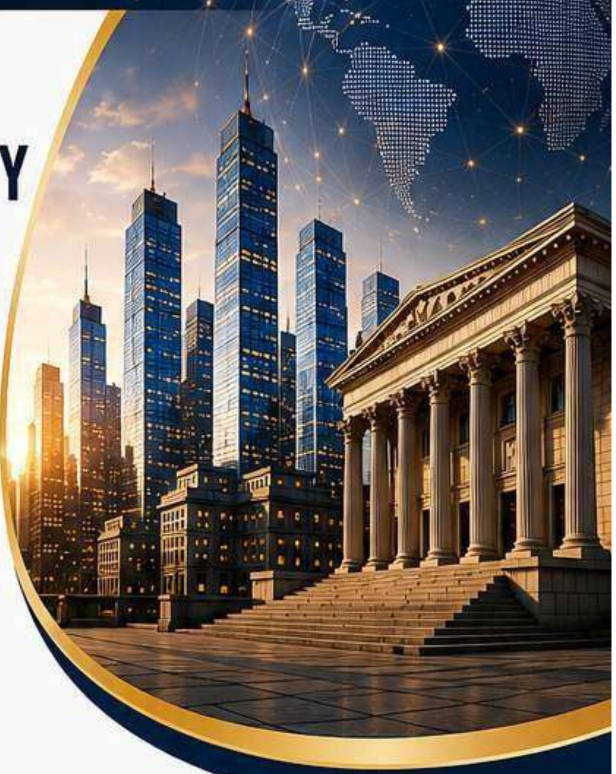
LEADERSHIP DEVELOPMENT
Building ethical, agile and impactful leaders

INNOVATION & SUSTAINABILITY
Driving responsible finance for a better future

EMPOWERING LEADERS. TRANSFORMING FINANCE. BUILDING RESILIENT ECONOMIES.

TRANSITION TO A GLOBAL FULL-FLEDGED UNIVERSITY

Global Academic Launch: February 2027



GLOBAL ACADEMIC LAUNCH
FEBRUARY 2027
Education Without Borders

1. INSTITUTIONAL VISION

The International Business School of Finance (IBSF) is embarking on a major institutional transformation to become a global, full-fledged university specialising in business, finance, economics, banking, financial technology, management, leadership and related professional disciplines, with the commencement of its expanded academic offering scheduled for **February 2027.**

The transformation represents a significant evolution of IBSF from a specialised professional education institution into a globally oriented university serving learners, professionals, executives, organisations and institutions across six major continental regions: North America, South America, Europe, Asia, the Middle East and Africa.

IBSF Global University will combine academic excellence, professional relevance, technological innovation and flexible learning to create a modern higher-education model designed for the realities of the global digital economy.

Its central philosophy is simple:

> **Break down traditional barriers to learning and make high-quality business and finance education accessible, flexible, relevant and affordable to learners worldwide.**

2. A NEW GENERATION OF GLOBAL UNIVERSITY

IBSF Global University will be designed around the changing needs of the 21st-century learner and employer.

Traditional higher education is often constrained by geography, rigid academic calendars, high costs, limited programme choices and the requirement for students to relocate to physical campuses. IBSF seeks to address these barriers through a globally connected, digitally enabled and professionally focused university model.

Students will be able to access programmes from wherever they are located, while benefiting from internationally benchmarked curricula, expert faculty, flexible study pathways and practical knowledge applicable to real-world professional environments.

The University will serve:

- Recent secondary-school graduates seeking internationally oriented higher education.
- University graduates seeking specialised qualifications.
- Working professionals seeking career advancement.
- Executives and senior managers requiring advanced leadership capabilities.
- Banking, finance and investment professionals.
- Government, central bank and public-sector officials.
- Entrepreneurs and business owners.
- Corporate and institutional employees requiring continuous professional development.
- International students seeking flexible and career-focused programmes.
- Organisations seeking structured executive and workforce development.

IBSF AT A GLANCE

GLOBAL PERSPECTIVE
Internationally benchmarked education for a connected world.

ACADEMIC EXCELLENCE
Rigorous curricula designed by experts and industry leaders.

FLEXIBLE LEARNING
Accessible, technology-enabled learning from anywhere.

CAREER IMPACT
Practical knowledge and skills that drive real-world results.

GLOBAL COMMUNITY
A diverse network of learners, professionals and partners worldwide.

INTEGRITY & QUALITY
Committed to the highest standards of quality, ethics and governance.

3. GLOBAL ACADEMIC AND ACCREDITATION FRAMEWORK

IBSF's academic architecture will be developed with the objective of meeting recognised international quality and academic standards, while incorporating the regulatory and accreditation requirements applicable in the jurisdictions in which its programmes are offered.

The University's international strategy will encompass academic and quality-assurance frameworks relevant to Europe and the United States, alongside appropriate regulatory and recognition requirements in other regions.

Accordingly, IBSF will establish a robust framework covering:

- Institutional governance and academic quality assurance.
- Programme approval and periodic curriculum review.
- Academic credit and qualification frameworks.
- Faculty qualifications and scholarly contribution.
- Student assessment and examination integrity.
- Learning outcomes and competency-based education.
- Recognition of prior learning where permitted.
- Digital learning quality standards.
- Student support and academic advising.
- Research, innovation and knowledge creation.
- External academic moderation and benchmarking.
- Continuous improvement and institutional effectiveness.

Important institutional principle: IBSF will only describe individual programmes or qualifications as "accredited," "recognised," or equivalent where the relevant programme or institution has actually received the applicable approval from the competent accreditation or regulatory authority. This distinction will protect the University's academic credibility and ensure transparent communication with students and international partners.

4. CONTINENTAL ACADEMIC STRATEGY

IBSF Global University will operate with a global academic core combined with regional relevance.

The University will not simply export one curriculum to every market. Instead, programmes will be internationally benchmarked while incorporating the economic, regulatory, cultural, technological and professional realities of each region.

North America

Programmes will emphasise innovation, financial technology, entrepreneurship, investment management, corporate leadership, data-driven decision-making, sustainability and advanced financial services.

South America

Academic offerings will incorporate regional economic development, international trade, banking, financial inclusion, commodities, entrepreneurship, sustainable finance and emerging-market financial systems.

Europe

Programmes will place strong emphasis on corporate governance, financial regulation, risk management, ESG, sustainability, digital finance, compliance, international business and cross-border financial markets.

Asia

Programmes will respond to the region's rapidly expanding digital economy, fintech ecosystem, international trade, banking innovation, investment markets, technology-driven business models and emerging financial systems.

Middle East

Academic programmes will address Islamic finance, sovereign wealth management, investment, banking, financial markets, corporate governance, infrastructure finance, economic diversification and emerging digital economies.

Africa

IBSF will place particular emphasis on financial inclusion, banking transformation, digital finance, fintech, development finance, public-sector financial management, entrepreneurship, economic transformation, financial regulation and sustainable development.

This regional approach will enable IBSF to maintain a single global academic identity while delivering locally relevant knowledge and competencies.

5. MORE THAN 100 ACADEMIC AND PROFESSIONAL PROGRAMMES

From **February 2027**, IBSF Global University is planned to offer more than 100 certificate, diploma and degree programmes, organised across 14 specialised schools.

The academic portfolio will be structured to provide learners with multiple entry points and progression pathways, enabling them to move from foundational certificates through diplomas and undergraduate qualifications and, where authorised and accredited, into postgraduate and advanced professional studies.

The programme portfolio will continuously evolve in response to:

- Emerging occupations.
- Digital transformation.
- Artificial intelligence.
- Financial technology.
- Global financial markets.
- Regulatory developments.
- Employer requirements.
- Industry skills gaps.
- Regional economic priorities.
- Future-of-work trends.

Important institutional principle: IBSF will only describe individual programmes or qualifications as "accredited," "recognised," or equivalent where the relevant programme or institution has actually received the applicable approval from the competent accreditation or regulatory authority. This distinction will protect the University's academic credibility and ensure transparent communication with students and international partners.

6. FOURTEEN SPECIALISED SCHOOLS

The 14 schools will provide a comprehensive academic structure covering the major disciplines required by the modern global economy.

Proposed schools include:

1	School of Banking and Financial Services
2	School of Finance and Investment
3	School of Accounting and Financial Management
4	School of Economics and Monetary Policy
5	School of Business Administration and Management
6	School of International Business and Trade
7	School of Corporate Governance, Risk and Compliance
8	School of Financial Technology and Digital Finance
9	School of Economics, Development and Public Finance
10	School of Entrepreneurship and Innovation
11	School of Leadership and Executive Management
12	School of Data Analytics, Artificial Intelligence and Business Intelligence
13	School of Sustainability, ESG and Climate Finance
14	School of Professional and Continuing Education

Each school will develop programmes that combine academic theory, applied learning, professional competencies and industry-relevant skills.

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7. GLOBAL FACULTY NETWORK

IBSF Global University will establish a Global Faculty Network comprising professors, doctors, researchers, practitioners, industry specialists, policy experts and senior professionals drawn from different parts of the world.

Rather than limiting academic expertise to a single geographic location, IBSF will build a globally distributed academic community capable of bringing diverse perspectives into the classroom.

Faculty engagement will include:

- Professors and academic researchers.
- Industry practitioners.
- Banking and financial-sector specialists.
- Economists and policy experts.
- Senior executives.
- Regulators and compliance professionals.
- Technology and fintech specialists.
- Data scientists and AI experts.
- Sustainability and ESG professionals.
- International business specialists.

Faculty will be selected against appropriate academic, professional and institutional quality requirements, with responsibility for curriculum development, teaching, assessment, research, supervision and academic innovation.

8. FLEXIBLE LEARNING WITHOUT COMPROMISING ACADEMIC QUALITY

IBSF's learning model will be built around flexibility without sacrificing academic rigour.

Depending on programme and regulatory requirements, learners will have access to a combination of:

- Online learning.
- Virtual classrooms.
- Digital learning resources.
- Instructor-led sessions.
- Self-paced study.
- Structured academic cohorts.
- Hybrid learning.
- Intensive residential sessions where appropriate.
- Industry-based projects.
- Case studies and simulations.
- Professional examinations and assessments.

This approach is intended to enable working professionals and international learners to pursue education without necessarily leaving their employment, relocating to another country or interrupting their careers.

9. BREAKING DOWN TRADITIONAL BARRIERS TO LEARNING

IBSF Global University's defining proposition will be its commitment to removing unnecessary barriers between learners and quality education.

The University will address five major barriers:

i. **Geographical barriers:** Students will be able to access programmes across borders through digitally enabled learning.

ii. **Time barriers:** Flexible learning pathways will enable working professionals to study alongside their professional responsibilities.

iii. **Financial barriers:** IBSF will pursue competitive and accessible tuition models while maintaining appropriate academic quality.

iv. **Professional barriers:** Programmes will be designed around contemporary workplace competencies and emerging employment opportunities.

v. **Technological barriers:** Digital learning infrastructure will make academic resources accessible through modern platforms and devices.

10. EDUCATION FOR THE DIGITAL ECONOMY

The global employment environment is changing rapidly as artificial intelligence, automation, fintech, digital platforms, data analytics, cybersecurity and emerging technologies transform traditional occupations.

IBSF Global University will therefore focus not only on what students need to know today, but also on what they need to be able to do tomorrow.

Programmes will develop capabilities in areas such as:

- Artificial intelligence and business applications.
- Data analytics and business intelligence.
- Digital banking.
- Fintech.
- Blockchain and digital assets.
- Cybersecurity governance.
- Financial technology regulation.
- Digital transformation.
- Strategic management.
- Financial risk management.
- Sustainability and ESG.
- International trade.
- Entrepreneurship and innovation.
- Leadership and organisational transformation.

The objective is to produce graduates who are adaptable, digitally capable, commercially aware and prepared for continuous professional development.

11. MULTIPLE ACADEMIC PATHWAYS

IBSF will develop a structured progression model allowing learners to build qualifications progressively.

Foundation → Certificate → Diploma → Bachelor's Degree → Postgraduate / Advanced Professional Study

This model will support lifelong learning and enable students to acquire qualifications in stages rather than requiring them to commit to a single long academic pathway from the beginning.

Where permitted under the applicable regulatory and accreditation framework, learners may also benefit from recognition of prior learning, professional experience, credit transfer and stackable qualifications.

12. INDUSTRY-INTEGRATED EDUCATION

IBSF Global University will maintain a strong connection between academia and industry.

Programmes will be developed with consideration of the **skills demanded by:**

- Banks and financial institutions.
- Central banks.
- Treasury departments.
- Investment institutions.
- Insurance companies.
- Fintech companies.
- Multinational corporations.
- Government institutions.
- Development finance institutions.
- International organisations.
- Consulting firms.
- Audit and professional-services organisations.
- Entrepreneurs and emerging businesses.

Industry engagement will support curriculum relevance, professional projects, guest lectures, case studies, internships, executive education and applied research.

13. RESEARCH, INNOVATION AND KNOWLEDGE CREATION

IBSF Global University will progressively develop a research ecosystem focused on the most important issues shaping the global economy.

Research priorities may include:

- Global financial markets.
- Monetary policy.
- Banking transformation.
- Financial stability.
- Fintech and digital currencies.
- Artificial intelligence in finance.
- Financial inclusion.
- Sustainable finance.
- ESG and climate finance.
- Economic development.
- International trade.
- Public finance.
- Corporate governance.
- Financial crime and compliance.
- Digital transformation.

The University will seek to establish research partnerships with universities, financial institutions, regulators, governments, professional bodies and international organisations.

14. THE IBSF GLOBAL LEARNING COMMUNITY

IBSF Global University will create an international learning community connecting students and faculty across continents.

A learner in Africa should be able to engage with a professor in Europe, participate in a case study involving an Asian financial institution, collaborate with students in North America and analyse a South American economic scenario — all within the same academic ecosystem.

This global classroom model will expose learners to diverse perspectives and prepare them to operate effectively in multinational and multicultural environments.

15. AFFORDABLE, ACCESSIBLE AND HIGH-VALUE EDUCATION

IBSF's model will seek to deliver high academic value at an accessible cost.

Affordability will be supported through:

- Digital delivery.
- Flexible study models.
- Modular programmes.
- Stackable qualifications.
- Efficient academic administration.
- Global faculty participation.
- Strategic partnerships.
- Scholarship and financial-support opportunities where available.

The objective is not simply to make education cheaper, but to make quality education more accessible while preserving academic standards, credibility and student outcomes.

16. GLOBAL RECOGNITION AND ACADEMIC INTEGRITY

IBSF Global University will position academic integrity at the centre of its institutional identity.

The University will establish policies covering:

- Academic honesty.
- Examination integrity.
- Plagiarism prevention.
- Artificial intelligence and responsible technology use.
- Student identity verification.
- Assessment security.
- Faculty standards.
- Research ethics.
- Data protection.
- Quality assurance.
- Student grievance procedures.

All claims relating to accreditation, recognition, degree-awarding authority and international equivalence will be communicated transparently and supported by the relevant official approvals.

GLOBAL REACH Across six continents.

ACADEMIC EXCELLENCE International standards. Real-world relevance.

FLEXIBLE LEARNING Anywhere. Anytime. Your pace.

FUTURE-FOCUSED Preparing leaders for a digital tomorrow.

EDUCATION WITHOUT BORDERS One world. One university. Endless possibilities.

17. FEBRUARY 2027 GLOBAL LAUNCH

February 2027 will mark a major milestone in the IBSF institutional development programme.

The launch will introduce the expanded global university model, academic schools, programmes, faculty network, digital learning environment and international student pathways.

The launch will be supported by:

- Global programme catalogue.
- Academic admissions framework.
- International student recruitment.
- Faculty recruitment and onboarding.
- Digital learning platform.
- Academic regulations and policies.
- Examination and assessment framework.
- Quality assurance system.
- Student support services.
- International partnerships.
- Regional academic engagement.
- Corporate and institutional partnerships.

18. IBSF's GLOBAL POSITIONING

IBSF Global University will position itself as a modern international university focused on business, finance and the economic disciplines shaping the future of global commerce.

Its competitive identity will be built around six principles:

- **Global** — serving learners and institutions across continents.
- **Relevant** — responding directly to contemporary economic and professional needs.
- **Flexible** — enabling students to learn around their professional and personal commitments.
- **Affordable** — pursuing accessible pathways to high-value education.
- **Digital** — integrating technology, data, AI and modern learning systems.
- **Professional** — connecting academic knowledge with real-world application.

19. INSTITUTIONAL PROMISE

IBSF Global University will seek to create a new model of international higher education in which geography does not determine access, employment status does not prevent learning, and traditional academic structures do not limit professional advancement.

The University will bring together academic excellence, global expertise, digital technology, industry knowledge and regional relevance to equip learners for an economy characterised by continuous transformation.

Its mission will be to develop financial leaders, business executives, entrepreneurs, economists, innovators, policymakers and professionals capable of navigating an increasingly interconnected and technology-driven world.

20. THE IBSF 2027 VISION

IBSF Global University — Education Without Borders.

From February 2027, IBSF will pursue an ambitious global academic agenda: to build an internationally connected university that makes business and finance education more accessible, flexible, relevant and future-ready.

With 14 specialised schools, more than 100 planned certificate, diploma and degree programmes, a global faculty network and a digitally enabled learning ecosystem, IBSF will create opportunities for learners across North America, South America, Europe, Asia, the Middle East and Africa to acquire knowledge and competencies aligned with the demands of the modern global economy.

The ultimate ambition is clear:

To break down traditional barriers to learning and create a truly global pathway to knowledge, professional advancement and economic opportunity.

IBSF Global University

Education Without Borders. Knowledge Without Limits. Skills for the Global Economy.

GLOBAL REACH
Serving learners and institutions across six continents.

ACADEMIC EXCELLENCE
Upholding international standards and quality in all we do.

FLEXIBLE LEARNING
Anywhere. Anytime. Your pace. Your future.

FUTURE-FOCUSED
Preparing leaders for a digital, sustainable and inclusive future.

EDUCATION WITHOUT BORDERS
One world. One university. Endless possibilities.

ONE WORLD. ONE UNIVERSITY. ENDLESS POSSIBILITIES.

EXECUTIVE PROFESSIONAL TRAINING

TRAINING DATES • 2026–2027

CBDC

DIGITAL CENTRAL BANK MONEY

CENTRAL BANK DIGITAL CURRENCY (CBDC)

AND FINANCIAL SYSTEM REGULATION

Strategic perspectives on digital money, monetary policy, financial stability, regulatory frameworks, innovation, cybersecurity and cross-border finance

2026–2027 INTERNATIONAL TRAINING SERIES

5-DAY EXECUTIVE PROGRAMME

- **UAE** — 16th – 20th Nov 2026
- **MALAYSIA** — 22nd – 26th Feb 2027
- **SOUTH AFRICA** — 17th – 21st May 2027
- **KENYA** — 23rd – 27th Aug 2027
- **SINGAPORE** — 04th – 08th Oct 2027
- **ITALY** — 13th – 17th Dec 2027

FEE: USD $ 2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 AND ABOVE DELEGATES FROM THE SAME INSTITUTION

COURSE OVERVIEW

Central banks and financial regulators around the world are intensifying work on Central Bank Digital Currency (CBDC) as part of wider efforts to modernise payments, strengthen financial inclusion, improve settlement efficiency, respond to the growth of private digital money, and safeguard monetary sovereignty in an increasingly digital financial system. At the same time, CBDC raises complex questions for central bank law, monetary law, payment system oversight, prudential regulation, financial stability, privacy, cybersecurity, consumer protection, competition, AML/CFT, data governance and cross-border interoperability.

The Central Bank Digital Currency (CBDC) and Financial System Regulation programme is designed to equip central bank leaders, regulators, policy specialists and senior financial-sector practitioners with the strategic, legal, policy, governance and supervisory capabilities required to assess, design, regulate and oversee CBDC initiatives. The programme provides a practical and internationally benchmarked understanding of how CBDC choices affect the broader financial system, including banks, payment service providers, capital flows, financial inclusion, monetary policy transmission, market structure and systemic risk.

Drawing on USA, European and international standards and emerging practice, the programme examines the policy case for CBDC, retail vs wholesale CBDC models, legal and regulatory foundations, financial stability implications, prudential and conduct regulation, technology and cybersecurity governance, privacy and data protection, AML/CFT and sanctions compliance, cross-border payments, pilot design and testing, and implementation governance. It is delivered as a 5-day executive programme using lectures, case studies, simulations, group work and a capstone project.

COURSE PURPOSE

The purpose of this programme is to equip participants with the **policy, regulatory, legal, governance and operational knowledge** required to evaluate CBDC options, design appropriate regulatory responses, oversee pilots and implementation, and manage the impact of CBDC on monetary policy, payments, banking, financial stability and the broader financial system.

TRAINING OUTCOMES

By the end of the programme, participants will be able to:

1. Explain the strategic rationale, policy objectives and design choices associated with CBDC.
2. Distinguish between retail, wholesale, account-based, token-based, direct, hybrid and intermediated CBDC models.
3. Assess the legal and regulatory foundations required for CBDC issuance, distribution and oversight.
4. Analyse the implications of CBDC for monetary policy, financial stability, banking disintermediation, liquidity and payment system resilience.
5. Evaluate the prudential, conduct, consumer-protection and market-structure implications of CBDC for financial institutions and payment providers.
6. Design or review CBDC regulatory frameworks covering AML/CFT, KYC, sanctions, privacy, cybersecurity, outsourcing and operational resilience.
7. Understand the governance, technology, data and cybersecurity requirements for CBDC pilots and production environments.
8. Assess the role of CBDC in cross-border payments, interoperability and international regulatory coordination.
9. Develop supervisory and oversight frameworks for CBDC ecosystems, including wallets, intermediaries, platform operators and service providers.
10. Produce a practical CBDC policy, governance and regulatory roadmap for a central bank or financial regulator.

TARGET AUDIENCE

This programme is designed for:

- Governors, deputy governors and assistant governors of central banks
- Board members and non-executive directors of central banks and financial regulators
- Directors and senior managers in **payments, monetary policy, financial stability, banking supervision, fintech, innovation, legal, risk, compliance, AML/CFT, cybersecurity and digital transformation**
- Heads of payment systems oversight, financial market infrastructures and digital finance units
- Central bank legal counsel and policy advisers involved in CBDC design or regulatory reform
- Officials from ministries of finance, treasury and public debt offices working on digital money policy
- Banking supervisors, securities regulators and financial intelligence / AML authorities
- Senior executives from commercial banks, payment service providers, FMIs, switches and digital wallet providers involved in CBDC readiness
- Technology, cyber-risk and data-governance leaders supporting central bank or regulatory digital-currency initiatives

COURSE STRUCTURE

10 COURSE UNITS AND SUB-UNITS

UNIT 1: FOUNDATIONS OF CBDC AND THE EVOLUTION OF DIGITAL PUBLIC MONEY

Unit Overview: This unit introduces the concept of CBDC, the policy drivers behind it, and the strategic role of CBDC within the future monetary and payments landscape.

Sub-Units

1. What is CBDC? Definitions, forms and policy relevance
2. Evolution of money: cash, reserves, commercial bank money, e-money, stablecoins and CBDC
3. Policy drivers for CBDC: inclusion, efficiency, resilience, competition and sovereignty
4. Retail CBDC versus wholesale CBDC
5. Account-based versus token-based CBDC models
6. Direct, hybrid, intermediated and synthetic structures
7. CBDC versus fast payments, e-money and stablecoins
8. Global CBDC landscape: pilots, live cases and policy experimentation
9. CBDC objectives in advanced economies versus emerging markets
10. Key strategic questions central banks must answer before launching CBDC

UNIT 2: CBDC POLICY OBJECTIVES, DESIGN CHOICES AND PUBLIC INTEREST TRADE-OFFS

Unit Overview: This unit examines how central banks translate policy objectives into CBDC design choices and how to manage trade-offs between inclusion, privacy, efficiency, competition and stability.

Sub-Units

1. Defining the public policy case for CBDC
2. CBDC objectives: payments efficiency, financial inclusion, resilience and innovation
3. Design trade-offs: privacy versus compliance
4. Design trade-offs: convenience versus security
5. Design trade-offs: innovation versus central control
6. Design trade-offs: financial inclusion versus digital exclusion risk

7. Interest-bearing versus non-interest-bearing CBDC
8. Holding limits, transaction limits and tiered remuneration
9. Offline functionality and accessibility design
10. Policy evaluation frameworks for selecting CBDC features

UNIT 3: LEGAL FOUNDATIONS, MONETARY LAW AND REGULATORY AUTHORITY FOR CBDC

Unit Overview: This unit explores the legal basis for CBDC issuance and the statutory powers central banks and regulators need to issue, distribute, regulate and supervise CBDC arrangements.

Sub-Units

1. Central bank mandate and statutory authority to issue CBDC
2. CBDC as legal tender, currency or digital claim: legal classification issues
3. Central bank law reform and monetary law implications
4. Legal basis for operating a CBDC platform or appointing intermediaries
5. Legal relationships among the central bank, users, intermediaries and service providers
6. Consumer rights, dispute resolution and liability allocation in CBDC ecosystems
7. Settlement finality and payment law considerations
8. Data protection, privacy rights and access to transaction data
9. Cross-border legal issues and conflicts of law in CBDC transactions
10. Regulatory perimeter expansion and institutional coordination for CBDC oversight

UNIT 4: CBDC, MONETARY POLICY TRANSMISSION AND FINANCIAL STABILITY

Unit Overview: This unit assesses the macro-financial consequences of CBDC and how central banks can mitigate risks to banking intermediation, liquidity, financial stability and policy transmission.

Sub-Units

1. CBDC and the central bank balance sheet
2. CBDC and monetary policy transmission channels
3. Effects of CBDC on bank deposits and funding structures
4. Risks of disintermediation and digital bank runs
5. Liquidity management and lender-of-last-resort implications
6. CBDC remuneration policy and interest-rate transmission
7. Impact on credit creation and financial intermediation
8. Financial stability safeguards: caps, tiering, access rules and liquidity backstops
9. Stress scenarios and macroprudential implications of CBDC adoption
10. Monitoring CBDC uptake and systemic-risk indicators

UNIT 5: REGULATION OF CBDC INTERMEDIARIES, PAYMENT PROVIDERS AND FINANCIAL MARKET PARTICIPANTS

Unit Overview: This unit focuses on the regulatory and supervisory treatment of banks, PSPs, wallet providers, fintechs and infrastructure providers participating in a CBDC ecosystem.

Sub-Units

1. The CBDC ecosystem: central bank, intermediaries, banks, PSPs, merchants and users
2. Licensing and authorisation of CBDC intermediaries
3. Prudential expectations for banks and non-bank CBDC participants
4. Conduct regulation and consumer protection obligations

5. Wallet provision, safeguarding and custody requirements
6. Operational resilience and outsourcing controls for CBDC service providers
7. Competition, interoperability and market access issues
8. Oversight of merchants, agents and payment acceptance networks
9. Regulatory reporting and supervisory data requirements
10. Supervisory coordination across central bank, payments regulator, prudential supervisor and data/privacy authorities

UNIT 6: AML/CFT, SANCTIONS, KYC AND FINANCIAL INTEGRITY IN CBDC ENVIRONMENTS

Unit Overview: This unit examines how CBDC systems can support financial integrity objectives while balancing privacy, proportionality and inclusion.

Sub-Units

1. AML/CFT risk typologies in CBDC ecosystems
2. KYC, customer due diligence and tiered identity models
3. Sanctions screening and transaction monitoring in CBDC systems
4. Suspicious transaction reporting and investigative access
5. Risk-based controls for retail versus wholesale CBDC
6. Privacy-preserving compliance models and data minimisation
7. Fraud, mule accounts, identity theft and wallet abuse risks
8. Cross-border AML/CFT challenges in interoperable CBDC networks
9. Financial integrity governance and the role of intermediaries
10. Aligning CBDC controls with FATF-style risk-based principles

UNIT 7: TECHNOLOGY ARCHITECTURE, CYBERSECURITY AND OPERATIONAL RESILIENCE FOR CBDC

Unit Overview: This unit explores the core technology and resilience choices for CBDC platforms, including architecture, cybersecurity, identity, key management, continuity and incident response.

Sub-Units

1. CBDC technology architecture options: centralized, DLT, hybrid and permissioned models
2. Core components of a CBDC platform: ledger, wallet, identity, API and settlement layers
3. Cybersecurity risk in CBDC environments
4. Identity, authentication, cryptography and key-management controls
5. Secure wallet design and device security
6. Offline payments architecture and associated risk controls
7. Third-party technology, cloud, outsourcing and vendor risk
8. Business continuity, disaster recovery and cyber incident response
9. Security testing, pilot assurance and red-team exercises
10. Operational resilience standards for live CBDC environments

UNIT 8: DATA GOVERNANCE, PRIVACY, CONSUMER PROTECTION AND TRUST IN CBDC

Unit Overview: This unit examines how CBDC frameworks should address personal data, user rights, trust, transparency and responsible governance of digital public money.

Sub-Units

1. Data governance principles for CBDC

2. Privacy by design and data minimisation in retail CBDC
3. Access to transaction data: central bank, intermediaries, regulators and law enforcement
4. Consumer consent, transparency and terms of use
5. Error resolution, reversibility and customer redress mechanisms
6. Vulnerable users, accessibility and financial inclusion safeguards
7. Digital identity and exclusion risk management
8. Consumer education and public communication strategy for CBDC
9. Trust, legitimacy and reputational risk in digital public money
10. Ethical considerations in programmability, surveillance risk and policy limits

UNIT 9: CROSS-BORDER PAYMENTS, INTEROPERABILITY AND INTERNATIONAL REGULATORY COORDINATION

Unit Overview: This unit focuses on how CBDC may transform cross-border payments and the regulatory, legal and technical requirements for interoperability across jurisdictions.

Sub-Units

1. Cross-border payment frictions and the CBDC value proposition
2. Interoperability between domestic CBDC and existing payment rails
3. Wholesale CBDC for securities settlement and cross-border interbank use
4. Multi-CBDC arrangements and shared platforms
5. FX, capital flow and currency substitution implications
6. Legal and supervisory coordination across jurisdictions
7. Messaging standards, API frameworks and settlement interoperability
8. AML/CFT, sanctions and data-sharing challenges in cross-border CBDC
9. Role of regional payment systems and international standard setters
10. Strategic choices for domestic versus regional CBDC connectivity

UNIT 10: CBDC IMPLEMENTATION GOVERNANCE, PILOT MANAGEMENT AND REGULATORY ROADMAPS

Unit Overview: This unit integrates policy, law, supervision, risk and implementation to help participants design a credible CBDC programme roadmap.

Sub-Units

1. CBDC exploration, proof-of-concept, pilot and production stages
2. Governance structures for CBDC programmes and steering committees
3. Business case development and policy decision gates
4. Stakeholder mapping: banks, PSPs, government, parliament, merchants and the public
5. Pilot design, use cases, success metrics and testing plans
6. Risk register, controls library and implementation assurance
7. Regulatory reform sequencing and consultation strategy
8. Change management, communication and public engagement
9. Post-launch monitoring, supervision and policy recalibration
10. Building a national CBDC policy, regulation and implementation roadmap

CENTRAL BANK DIGITAL CURRENCY (CBDC) AND FINANCIAL SYSTEM REGULATION

IBSF International Business School of Finance

5-DAY TRAINING SCHEDULE

CBDC and Financial System Regulation – 5-Day Executive Schedule

Day	Morning Session	Afternoon Session	Learning Activities / Methodology	Expected Output
Day 1	**Unit 1:** Foundations of CBDC and the Evolution of Digital Public Money	**Unit 2:** CBDC Policy Objectives, Design Choices and Public Interest Trade-Offs	Interactive lectures, facilitated discussion, CBDC design-mapping exercise	Shared understanding of CBDC models, policy drivers and design trade-offs
	Topics: CBDC definitions, retail vs wholesale, policy rationale, global trends	Topics: inclusion, privacy, efficiency, holding limits, remuneration, offline use	**Group Work 1:** Map policy objectives to CBDC design features	CBDC design-options matrix
Day 2	**Unit 3:** Legal Foundations, Monetary Law and Regulatory Authority for CBDC	**Unit 4:** CBDC, Monetary Policy Transmission and Financial Stability	Technical workshop, legal gap analysis, macro-financial scenario exercise	Legal reform checklist and financial-stability risk map
	Topics: mandate, legal tender, law reform, liability, settlement finality	Topics: bank disintermediation, runs, interest-bearing CBDC, stability safeguards	**Case Study 1:** Legal and financial-stability implications of retail CBDC launch	Legal-risk memo and policy note
Day 3	**Unit 5:** Regulation of CBDC Intermediaries, Payment Providers and Financial Market Participants	**Unit 6:** AML/CFT, Sanctions, KYC and Financial Integrity in CBDC Environments	Supervisory design workshop, compliance-control mapping, case study	Draft intermediary oversight and financial-integrity framework
	Topics: licensing, prudential oversight, wallets, outsourcing, reporting	Topics: KYC, sanctions screening, transaction monitoring, privacy-preserving compliance	**Simulation 1:** Supervisory response to intermediary control failures in a CBDC ecosystem	Supervisory action plan
Day 4	**Unit 7:** Technology Architecture, Cybersecurity and Operational Resilience for CBDC	**Unit 8:** Data Governance, Privacy, Consumer Protection and Trust in CBDC	Technology-risk workshop, cyber tabletop, stakeholder discussion	Cyber-risk dashboard and privacy/control framework
	Topics: architecture, wallets, key management, offline payments, BCP/DR	Topics: privacy by design, data access, consumer rights, trust and inclusion	**Simulation 2:** Cyber incident and wallet outage response in a CBDC pilot	Incident response and communications plan
Day 5	**Unit 9:** Cross-Border Payments, Interoperability and International Regulatory Coordination	**Unit 10:** CBDC Implementation Governance, Pilot Management and Regulatory Roadmaps	Executive strategy session, capstone workshop, presentations	CBDC policy, governance and implementation roadmap
	Topics: interoperability, wholesale CBDC, cross-border compliance, FX implications	Topics: pilots, governance, reform sequencing, stakeholder engagement, monitoring	**Capstone Presentations + Post-Test + Closing**	Final capstone presentation and action plan

GROUP WORK ACTIVITIES

Group Work Activity	Purpose	Expected Output
CBDC Design Options Mapping	Translate policy objectives into design choices and safeguards	CBDC design-options matrix

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Group Work Activity	Purpose	Expected Output
Legal and Regulatory Gap Analysis	Assess whether existing laws and regulations support CBDC issuance and oversight	Legal reform and regulatory gap checklist
Financial Stability Impact Exercise	Evaluate deposit migration, liquidity stress and disintermediation risk	Financial-stability risk map and mitigants
Intermediary Oversight Framework Workshop	Design a supervisory model for banks, PSPs and wallet providers	CBDC intermediary supervision framework
Privacy and Consumer Protection Planning Exercise	Build trust, transparency and user-protection safeguards	Consumer protection and privacy-control framework
Capstone Project	Integrate policy, legal, risk, supervisory and implementation issues into one roadmap	National CBDC policy and regulatory roadmap

CASE STUDIES TO INCLUDE

The course should use international and emerging-market CBDC and digital-payments regulatory case studies such as:

1. Retail CBDC design choices and financial-stability safeguards in a major economy
2. Wholesale CBDC for interbank settlement and cross-border payment efficiency
3. Legal reform challenges when a central bank lacks explicit CBDC issuance authority
4. Consumer privacy and public trust concerns in CBDC consultation processes
5. Cybersecurity and operational resilience risks in a CBDC pilot environment
6. AML/CFT and sanctions compliance design in a tiered-access retail CBDC model
7. Interoperability challenges between CBDC, RTGS, fast payments and private wallets
8. Supervisory treatment of banks and non-bank payment providers in a CBDC ecosystem

SIMULATION EXERCISES

Simulation	Description	Competencies Developed
CBDC Steering Committee Simulation	Participants act as a central bank steering committee deciding whether to move from pilot to scaled rollout	Policy decision-making, governance, trade-off analysis
Supervisory Intervention Simulation	Participants respond to control failures or compliance weaknesses at a CBDC intermediary or wallet provider	Supervision, enforcement judgment, risk prioritisation
Cyber Incident Simulation	Participants manage a wallet compromise, service outage or ledger integrity incident in a CBDC pilot	Cyber crisis management, resilience, communication
Public Trust / Media Simulation	Participants prepare leadership communications around privacy, surveillance concerns or pilot disruption	Stakeholder communication, trust management
Cross-Border CBDC Coordination Exercise	Participants negotiate interoperability, AML/CFT and data-sharing issues with peer authorities	International coordination, regulatory diplomacy

CAPSTONE PROJECT

Capstone Title

Designing a CBDC Policy, Regulation and Financial System Readiness Roadmap

Capstone Scenario

Participants act as an advisory task force to a central bank and financial regulator considering the launch of a **retail or wholesale CBDC**. The jurisdiction faces:

- an outdated central bank law with no explicit CBDC authority,
- concerns about bank disintermediation and deposit flight,
- weak oversight of non-bank payment providers,
- unresolved privacy and data-governance questions,
- AML/CFT and sanctions compliance risks,
- cyber-resilience concerns,
- and pressure to modernise domestic and cross-border payments.

Capstone Deliverables

Each team will develop and present:

1. A CBDC policy rationale and objectives statement
2. A recommended CBDC model (retail / wholesale / hybrid) with key design features
3. A legal and regulatory reform roadmap
4. A financial-stability and risk-mitigation framework
5. A supervisory model for intermediaries, wallets and service providers
6. A privacy, data-governance and consumer-protection framework
7. A 12–24 month pilot, implementation and stakeholder engagement roadmap

TYPES OF ASSESSMENTS TO EXPECT

A. Individual Assessments

- Pre-course diagnostic assessment on CBDC concepts, regulation and financial system implications
- End-of-course knowledge test
- Short policy reflection note on the CBDC case for a chosen jurisdiction
- Personal action planning exercise on CBDC readiness in the participant’s institution
- Participation in discussions, case analysis and simulation exercises

B. Group Assessments

- CBDC design-options mapping exercise
- Legal and regulatory gap-analysis exercise
- Financial-stability scenario exercise
- Intermediary supervision and financial-integrity framework exercise
- Capstone project report and presentation

C. Practical / Applied Assessments

- CBDC policy memo to a governor / board / ministry of finance
- Draft regulatory checklist for CBDC intermediaries and wallet providers
- Risk and control dashboard for a CBDC pilot
- Crisis communication statement for a cyber or privacy incident
- Final CBDC roadmap presentation

SUGGESTED ASSESSMENT FRAMEWORK

Assessment Component	Weighting
Pre-course diagnostic assessment	10%
Participation and class engagement	10%
Group work outputs	15%
Case study analysis	15%
Simulation performance	15%
Short knowledge / policy application test	15%
Capstone project and presentation	20%

TRAINING METHODOLOGY

The programme is designed as an **executive, applied and highly interactive learning experience**. It combines CBDC policy, financial regulation, legal reform, technology governance and supervisory practice with real-world institutional application.

Methodologies Used

- Expert-led lectures and facilitated discussions
- CBDC policy and regulatory case studies
- Group work and institutional problem-solving exercises
- Scenario analysis and supervisory simulations
- Legal and regulatory framework review workshops
- Cyber and operational resilience tabletop exercises
- Capstone policy and implementation roadmap project
- Peer learning, comparative country discussion and faculty feedback

CERTIFICATION REQUIREMENTS

Participants will be awarded the **IBSF Executive Certificate in Central Bank Digital Currency**

(CBDC) and Financial System Regulation subject to:

- Minimum **80% attendance**
- Active participation in group work, simulations and discussions
- Completion of capstone project
- Completion of end-of-course assessment
- Meeting the minimum pass mark set by IBSF

KEY COMPETENCIES DEVELOPED

Participants will build capability in:

- CBDC policy design and strategic evaluation
- Central bank legal and monetary law reform for digital public money
- Financial-stability analysis and CBDC risk mitigation
- Regulation and supervision of CBDC intermediaries and wallet providers
- AML/CFT, sanctions and financial-integrity controls for digital money
- CBDC technology governance, cyber resilience and operational oversight
- Privacy, consumer protection and data governance in digital currency systems
- Cross-border payments, interoperability and international regulatory coordination
- CBDC implementation governance, pilot management and stakeholder engagement
- Board and executive oversight of digital currency transformation

International standards / reference points used in designing this programme

This course structure is benchmarked against recurring CBDC themes in materials from the **Federal Reserve** (public-purpose framing and payment-system implications), the **BIS** (foundational principles, legal and system design, coexistence with existing money, financial stability and interoperability) and the **IMF** (legal foundations, implementation sequencing, financial stability, privacy, cross-border issues and regulatory capacity).

CYBER
RESILIENCE

CYBERSECURITY GOVERNANCE AND RISK OVERSIGHT

FOR CENTRAL BANKS

Strategic governance • cyber resilience • technology risk • regulatory oversight
for secure, resilient and trusted central banking systems

TRAINING DATES & INTERNATIONAL LOCATIONS

5-DAY EXECUTIVE PROGRAMME

- **UAE** — 16th – 20th Nov 2026
- **MALAYSIA** — 22nd – 26th Feb 2027
- **SOUTH AFRICA** — 17th – 21st May 2027
- **KENYA** — 23rd – 27th Aug 2027
- **SINGAPORE** — 04th – 08th Oct 2027
- **ITALY** — 13th – 17th Dec 2027

FEE: USD $ 2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 AND ABOVE DELEGATES FROM SAME INSTITUTION

The program aligns to the main themes found across NIST Cybersecurity Framework 2.0 (governance emphasis), ISO/IEC 27001/27005, CPMI-IOSCO cyber resilience guidance for FMIs, ECB cyber resilience oversight expectations, DORA's ICT-risk and third-party oversight requirements, and IMF/BIS central-bank cyber risk guidance.

Course Overview

This advanced professional programme equips central bank leaders and technical control functions with the governance, oversight, and practical implementation tools needed to manage cybersecurity and digital operational resilience in a central banking environment. The course covers cyber governance for monetary operations, reserves management, payment and settlement systems, supervision technology, market infrastructure oversight, financial stability operations, currency operations, cloud/third-party dependencies, and emerging digital public infrastructure/CBDC environments.

The programme blends governance frameworks, risk management, oversight methodology, case-based learning, scenario simulation, cyber crisis decision-making, and a capstone governance-improvement project. It is designed not only for cybersecurity specialists, but also for board members, executive committees, internal audit, operational risk, legal/compliance, payment systems, reserve management, and banking supervision functions that must exercise effective cyber risk oversight.

Course Goal

To strengthen the ability of central bank leaders and control functions to **govern, assess, oversee, and improve cybersecurity resilience** across critical central bank functions and across the wider financial ecosystem where the central bank has **oversight, supervisory, or crisis-coordination responsibilities**.

Training Outcomes

By the end of the programme, participants should be able to:

1. Explain the cyber risk landscape for central banks and distinguish between risks affecting the central bank as an institution and risks affecting the broader financial system it oversees.
2. Design or strengthen a central bank cyber governance model with clear board, executive, risk, security, audit, and business-line accountability.
3. Develop cyber risk appetite, tolerance statements, and escalation thresholds suitable for central banking and financial-market infrastructure environments.
4. Map critical business services and crown-jewel assets across payment systems, reserves/treasury, currency operations, supervisory systems, data platforms, and digital channels.
5. Apply risk assessment methods for cyber threats, vulnerabilities, business impact, systemic contagion, and concentration risk.
6. Oversee third-party and cloud cyber risk in line with leading supervisory expectations and resilience standards.
7. Evaluate cyber controls, monitoring, incident reporting, and crisis management arrangements at governance level.
8. Use resilience metrics, KRIs/KPIs, dashboarding, and board reporting to support informed oversight and challenge.
9. Assess cyber resilience testing programmes, including tabletop exercises, red-team/threat-led testing, backup/recovery exercises, and sector coordination drills.
10. Lead or support cyber crisis governance and post-incident lessons learned, including communications with government, regulators, law enforcement, financial sector participants, and the public.
11. Integrate cybersecurity into enterprise risk management, internal audit, compliance, operational resilience, and business continuity frameworks.
12. Produce a practical cyber governance improvement roadmap for a central bank or equivalent public financial institution.

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Target Participants

This programme is suitable for:

Executive / Governance level

- Governors, deputy governors, board members
- Executive directors / directors general
- Board risk committee / audit committee members
- CIO, CISO, CRO, COO, CFO, General Counsel
- Heads of payment systems, reserves management, financial stability, supervision

Control and assurance functions

- Enterprise risk management teams
- Operational risk and resilience managers
- Information security / cybersecurity teams
- Internal audit and inspection teams
- Compliance, legal, data governance and privacy officers
- Business continuity / crisis management teams

Technical and business functions with oversight responsibilities

- Payment and settlement system operators
- Currency operations and cash management teams
- Treasury and reserve management staff
- Supervisory technology / regtech / suptech teams
- Financial market infrastructure oversight units
- Digital transformation, cloud, and IT architecture leads
- CBDC / digital payments programme teams

Course Structure: 10 Units with Sub-Units

UNIT 1 — Cybersecurity Governance in the Central Bank Context

Unit Objective: Establish the governance architecture, leadership roles, accountability model, and strategic oversight principles for cyber resilience in central banks.

Sub-units: 1.1 Central bank cyber risk universe

- Cyber threats to central bank operations
- Threats to the financial system and market infrastructures
- Difference between enterprise cyber risk and systemic cyber risk
- Cyber risk in monetary, supervisory, reserve, payments, and currency functions

1.2 International governance standards and regulatory expectations

- NIST CSF 2.0 governance function and board oversight concepts
- ISO/IEC 27001 leadership and ISMS governance
- ISO/IEC 27005 risk management concepts
- CPMI-IOSCO cyber resilience guidance for FMIs
- ECB cyber resilience oversight expectations
- DORA governance, ICT risk management, incident reporting, and third-party oversight themes
- IMF/BIS perspectives on cyber risk in central banking

1.3 Governance model for central banks

- Board, executive committee, and management accountability
- Role of the CISO, CRO, CIO, COO, internal audit, legal, and business owners
- Three lines model for cyber governance
- Committee structures: cyber steering committee, crisis committee, risk committee

1.4 Cyber strategy and governance charter

- Cybersecurity strategy aligned to central bank mandate
- Governance charter, policy hierarchy, and delegated authorities
- Approval, review, and exception management

- Integration into enterprise strategy and risk governance

1.5 Board oversight responsibilities

- Risk appetite approval and oversight
- Monitoring of cyber posture and major incidents
- Escalation thresholds and challenge questions for directors
- Oversight of critical investments and remediation programmes

1.6 Ethical, legal and public-interest dimensions

- Public trust and reputational implications for central banks
- Confidentiality of market-sensitive information
- Decision-making under uncertainty and national-security considerations

UNIT 2 — Central Bank Cyber Risk Landscape, Threat Intelligence and Risk Drivers

Unit Objective: Understand the threat environment, risk drivers, adversary types, and systemic implications of cyber incidents affecting central banks and the financial sector.

Sub-units: 2.1 Threat actors and motivations

- Nation-state actors
- Organized cybercrime and ransomware groups
- Insider threats and privileged misuse
- Supply-chain attackers and compromised vendors
- Hacktivist and geopolitical threat vectors

2.2 Central bank attack surfaces

- Core banking/finance systems
- Payment and settlement systems
- RTGS and securities settlement infrastructure
- Treasury, reserves, SWIFT, dealing-room environments
- Currency issuance, vault and cash systems
- Supervisory data platforms and regulatory reporting systems
- Cloud, remote access, endpoints, mobile, collaboration tools

2.3 Threat scenarios relevant to central banks

- Ransomware affecting critical payment operations
- SWIFT/payment fraud and payment redirection
- Credential compromise and business email compromise
- DDoS against public or market-facing services
- Data integrity attacks and manipulation of reports
- Cloud outage or third-party compromise
- Destructive malware and wiper attacks
- Insider sabotage and unauthorized privileged activity

2.4 Cyber threat intelligence for governance

- Strategic, tactical, and operational threat intelligence
- Intelligence sources: internal telemetry, FS-ISAC equivalents, national CERTs, law enforcement, sector sharing forums
- Converting intelligence into governance action
- Threat-informed board briefings

2.5 Risk drivers and emerging issues

- Legacy systems and technical debt
- Concentration in cloud and software providers
- Cross-border interdependencies
- AI-enabled attacks and deepfakes
- Quantum considerations, crypto key risk, and future-proofing
- CBDC / digital identity / open API ecosystem exposure

UNIT 3 — Cyber Risk Management Framework, Risk Appetite and Control Architecture

Unit Objective: Build a cyber risk management framework tailored to central banks and aligned with enterprise risk management.

Sub-units: 3.1 Cyber risk management framework design

- Cyber risk policy and framework components
- Alignment with ERM, operational risk, BCM, and compliance
- Scope, taxonomy, and ownership
- Integration with project governance and procurement

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3.2 Risk appetite and tolerance

- Defining cyber risk appetite in a central bank context
- Translating appetite into tolerance thresholds
- Thresholds for availability, integrity, confidentiality, third-party dependency, and recovery
- Escalation and reporting triggers

3.3 Risk identification and risk register design

- Asset/process/service-based risk identification
- Threat-vulnerability-impact-consequence model
- Risk statements and root cause analysis
- Risk aggregation across business lines

3.4 Risk assessment methodologies

- Qualitative and quantitative methods
- Inherent vs residual risk
- Likelihood, impact, detectability, velocity, and systemic contagion factors
- Scenario-based risk analysis
- Control effectiveness assessment

3.5 Control architecture and assurance mapping

- Preventive, detective, corrective and recovery controls
- Control ownership and evidence requirements
- Mapping to NIST / ISO / DORA / internal policy requirements
- Key control testing and self-assessment

3.6 Governance reporting and risk acceptance

- Exception approvals and compensating controls
- Treatment plans, deadlines, and remediation governance
- When to transfer, accept, mitigate, or avoid cyber risk
- Risk committee reporting packs

UNIT 4 — Critical Services, Crown Jewels and Business Impact in Central Banking

Unit Objective: Identify critical services and assets and assess cyber risk in terms of operational, financial stability, policy, and reputational impact.

Sub-units: 4.1 Identifying critical business services

- Monetary policy operations
- Reserves and treasury operations
- Payment, clearing and settlement services
- Currency operations and cash distribution
- Banking supervision and data reporting services
- Market intelligence, financial stability and public communication functions

4.2 Crown-jewel asset identification

- Payment engines, settlement ledgers, SWIFT infrastructure
- Reserve management systems
- Identity, privileged access, HSMs and key management
- Data warehouses, supervisory databases, public websites and communication channels

4.3 Business impact analysis from a cyber perspective

- Financial loss and operational disruption
- Policy disruption and delayed monetary/market operations
- Systemic contagion and loss of confidence
- Data integrity and decision-quality risks
- Reputational, legal, and diplomatic impacts

4.4 Service dependency mapping

- Applications, data, networks, people, sites, vendors, cloud services
- Single points of failure and concentration risk
- Manual workarounds and minimum service levels
- Interdependencies with commercial banks, FMIs, government, and telecoms

4.5 Setting impact tolerances and recovery priorities

- Maximum tolerable downtime
- Recovery time objective (RTO) and recovery point objective (RPO)
- Integrity recovery and reconciliation priorities
- Tiering of systems and crisis decision thresholds

UNIT 5 — Cybersecurity Controls Oversight: Identity, Data, Infrastructure, Detection and Resilience

Unit Objective: Give participants a governance-level understanding of the control domains that central bank leadership must oversee.

Sub-units: 5.1 Identity, privileged access and segregation of duties

- IAM governance model
- Privileged access management
- Joiner-mover-leaver controls
- Segregation of duties in treasury, payments and finance systems
- MFA and high-risk access monitoring

5.2 Data protection and integrity

- Data classification and handling
- Encryption at rest/in transit
- Key management and HSM governance
- Data loss prevention
- Integrity controls, reconciliation, and tamper detection

5.3 Infrastructure and endpoint security oversight

- Network segmentation and zero-trust principles
- Hardening, patching and vulnerability management
- Endpoint detection and response oversight
- Secure remote access and administrative access
- Backup architecture and immutability

5.4 Security monitoring and detection

- SOC governance and operating model
- Logging strategy and SIEM oversight
- Threat detection use cases
- Detection coverage metrics and blind spots
- Alert triage, escalation and case management

5.5 Secure development and change governance

- Secure SDLC principles
- Change management and emergency changes
- Security testing in projects
- DevSecOps governance for digital programmes
- Configuration baselines and release approvals

5.6 Control assurance from management's perspective

- How leaders assess whether controls are working
- Key control indicators and testing evidence
- Common "paper compliance" failures
- Control maturity vs control effectiveness

UNIT 6 — Third-Party, Cloud and Technology Supply Chain Risk Oversight

Unit Objective: Build a robust governance model for ICT third-party risk, concentration risk, and outsourced critical services.

Sub-units: 6.1 Third-party risk in the central bank environment

- Outsourced ICT services
- Core software vendors and managed service providers
- Cloud hosting, SaaS, telecoms, and cyber tooling providers
- Critical providers in payments, SWIFT, market data, and supervisory platforms

6.2 Governance of outsourcing and cloud adoption

- Pre-contract due diligence
- Materiality assessment and criticality classification
- Approval authorities and risk acceptance
- Security, resilience and legal review requirements

6.3 Contracting and control expectations

- Security clauses, audit rights, incident notification
- Data location, confidentiality, and subcontracting clauses
- Business continuity and disaster recovery requirements
- Exit/transition rights and testing expectations

6.4 Third-party risk monitoring

- Ongoing assurance, attestations and evidence review
- Concentration risk monitoring
- Dependency on hyperscalers and sector-wide common providers

- Performance, incidents and remediation tracking

6.5 Cloud and systemic concentration risk

- Multi-cloud vs single-provider considerations
- Shared responsibility model
- Sovereignty and cross-border data issues
- Operational and geopolitical risk implications

6.6 Exit, substitution and contingency planning

- Exit playbooks
- Recovery from vendor failure or compromise
- Data portability and transition support
- Testing contingency arrangements with providers

UNIT 7 — Incident Management, Crisis Governance and Regulatory/Sector Reporting

Unit Objective: Enable leaders and control functions to oversee cyber incident response, crisis management, escalation and reporting.

Sub-units: 7.1 Cyber incident governance model

- Incident severity classification
- Roles: incident commander, crisis leader, legal, communications, business owners
- Major incident escalation and decision rights
- Coordination between IT, cyber, operations, risk and leadership

7.2 Incident detection to decision-making workflow

- Triage and validation
- Containment, eradication, recovery
- Evidence preservation and forensic support
- Decision-making under uncertainty

7.3 Reporting and notification obligations

- Internal management reporting
- Board and audit committee escalation
- Reporting to supervisors, government, CERTs, law enforcement, payment ecosystem participants
- Cross-border reporting coordination

7.4 Crisis communications

- Executive and board briefing templates
- Communications with banks, FMIs, ministries, media and the public
- Managing misinformation, rumor, and market confidence
- Stakeholder communication sequencing

7.5 Cyber crisis playbooks

- Ransomware affecting payments
- Data integrity compromise in reserves/financial reporting
- Third-party outage affecting critical services
- DDoS and public confidence scenarios
- Insider compromise of privileged systems

7.6 Post-incident review and lessons learned

- Root cause analysis
- Control gap remediation
- Accountability and disciplinary follow-up
- Regulatory and board follow-up actions

UNIT 8 — Cyber Resilience Testing, Assurance and Independent Oversight

Unit Objective: Help participants understand how to design and oversee a meaningful cyber resilience testing and assurance programme.

Sub-units: 8.1 Cyber testing strategy

- Purpose of testing in governance
- Risk-based annual test planning
- Coverage of critical services, technology and third parties
- Mapping tests to impact tolerances and risk appetite

8.2 Types of cyber resilience testing

- Vulnerability scanning and control validation
- Penetration testing
- Red team / threat-led testing
- Purple team exercises
- Backup restore and cyber recovery tests
- Crisis tabletop and executive exercises

8.3 Oversight of testing programmes

- Independence and competence requirements
- Scoping and scenario design

- Tracking findings to remediation
- Reporting to senior management and the board

8.4 Internal audit and second-line assurance

- Audit universe and risk-based audit planning
- Assurance over cyber governance, third-party risk, incident response and resilience
- Continuous monitoring and thematic reviews
- Validation of management assertions

8.5 Metrics of resilience effectiveness

- Mean time to detect / contain / recover
- Patch/vulnerability exposure metrics
- Privileged access and logging coverage
- Third-party remediation aging
- Testing completion and recovery success rates

8.6 Assurance for sector-wide oversight roles

- Assessing cyber resilience of payment systems / FMIs / regulated entities
- Thematic reviews and self-assessment models
- Maturity assessments and benchmarking
- Oversight dialogue and corrective actions

UNIT 9 — Sectoral Cyber Resilience, FMI Oversight, Supervisory Expectations and CBDC/Digital Ecosystem Risk

Unit Objective: Examine the central bank's role in promoting cyber resilience beyond its own walls—across payment systems, supervised institutions, and digital public financial infrastructure.

Sub-units: 9.1 Central bank as overseer, supervisor and catalyst

- Cyber resilience as a financial stability issue
- Central bank coordination with supervisory authorities and government
- Sector-wide information sharing and exercises
- Macroprudential perspective on cyber risk

9.2 Oversight of payment systems and FMIs

- FMI cyber resilience principles
- Oversight expectations for critical payment infrastructures
- Operational resilience of RTGS and settlement ecosystems
- Third-party and concentration risk in FMIs

9.3 Supervisory perspectives on cyber risk in banks and financial institutions

- Governance and ICT risk expectations
- Incident reporting and materiality
- Outsourcing and third-party oversight
- Testing and evidence expectations
- Data quality and regulatory reporting integrity

9.4 CBDC / digital currency ecosystem cyber governance

- CBDC threat landscape
- Identity, wallet, API, settlement and offline risks
- Key management and cryptographic resilience
- Third-party and ecosystem governance
- Public trust and resilience implications

9.5 Sector-wide crisis coordination and financial stability

- Coordinating systemic response to cyber incidents
- Liquidity, payments, and market confidence considerations
- Crisis escalation across public authorities
- Recovery of critical sector services

UNIT 10 — Board Reporting, Maturity Improvement and Cyber Governance Transformation

Unit Objective: Translate all course content into an actionable improvement roadmap and governance transformation plan.

Sub-units: 10.1 Cyber governance maturity models

- Capability maturity concepts
- Baseline, target state and gap analysis
- Prioritization criteria for central banks

10.2 Board and executive dashboards

- KRIs, KPIs and KCI design
- What to report monthly, quarterly, and ad hoc
- Heat maps, trend reporting and risk narratives
- Warning indicators for board attention

10.3 Budgeting and investment prioritization

- Risk-based cyber investment decisions
- Building the business case for resilience
- Prioritizing people, tooling, architecture and recovery capabilities

10.4 Policy, roadmap and programme management

- Multi-year cyber resilience roadmap
- Ownership, milestones and governance checkpoints
- Remediation portfolio management
- Quick wins vs structural reforms

10.5 Culture, training and accountability

- Executive cyber awareness
- Specialized training for control functions and critical operations teams
- Accountability mechanisms and performance expectations
- Building a challenge culture

10.6 Capstone project workshop

- Develop a central bank cyber governance improvement plan
- Present governance, risk, resilience and oversight enhancements
- Prioritize actions for 12, 24 and 36 months

Five-Day Training Schedule

5-Day Intensive Schedule: Cybersecurity Governance and Risk Oversight for Central Banks

Day	Session / Theme	Key Topics Covered	Practical Activities	Expected Outputs
Day 1	**Module Block 1: Cyber Governance Foundations**	**Unit 1:** Cybersecurity governance in central banks; board and executive accountability; governance models; policies; committee structures. **Unit 2 (Part A):** cyber threat landscape, central bank attack surfaces, adversaries, systemic risk drivers.	**Icebreaker mapping exercise:** participants map cyber responsibilities across their central bank. **Group discussion:** "What makes central bank cyber risk different from commercial bank cyber risk?" **Case study 1:** governance failure in a critical public-sector financial institution.	Draft governance responsibility map; list of central bank-specific cyber risk drivers; governance gap notes.
Day 2	**Module Block 2: Risk Framework, Appetite and Critical Services**	**Unit 2 (Part B):** threat intelligence and emerging risk. **Unit 3:** cyber risk framework, risk appetite, risk register, assessment methodology, treatment and reporting. **Unit 4:** critical services, crown jewels, BIA, dependency mapping, impact tolerance.	**Workshop 1:** build a cyber risk appetite statement for a central bank. **Group work:** identify crown-jewel assets and critical services for payments, reserves, supervision, and currency operations. **Case study 2:** ransomware and data integrity attack affecting a payment system and supervisory data platform.	Draft cyber risk appetite statement; critical service map; sample risk register entries; impact tolerance matrix.
Day 3	**Module Block 3: Control Oversight and Third-Party Risk**	**Unit 5:** control domains—identity, privileged access, data integrity, logging, vulnerability management, backup resilience, secure change. **Unit 6:** cloud and third-party governance, concentration risk, contracting, exit planning, oversight.	**Control challenge lab:** participants review a mock board dashboard and identify hidden control weaknesses. **Group exercise:** assess a cloud outsourcing proposal for a central bank payment platform. **Case study 3:** third-party compromise causing operational disruption at a financial authority.	Control oversight checklist; third-party due diligence scorecard; key contract clause checklist; third-party concentration risk heat map.
Day 4	**Module Block 4: Incident Governance, Crisis Management and Testing**	**Unit 7:** incident governance, escalation, reporting, crisis communications, playbooks, post-incident review. **Unit 8:** resilience testing strategy, red team/tabletop/recovery testing, internal audit and second-line assurance, resilience metrics.	**Simulation / tabletop exercise:** "Major cyberattack on the central bank RTGS and reserve management environment." Participants play roles as governor, CISO, CRO, legal counsel, communications head, payment systems director, and supervisor. **Workshop:** design an annual cyber resilience testing plan.	Crisis escalation log; incident decision matrix; executive communications draft; resilience testing calendar; post-incident action register.

Day	Session / Theme	Key Topics Covered	Practical Activities	Expected Outputs
Day 5	**Module Block 5: Sectoral Oversight and Capstone**	**Unit 9:** cyber resilience oversight of FMIs, supervised institutions, sector coordination, CBDC ecosystem risk. **Unit 10:** board reporting, maturity improvement, cyber transformation roadmap.	**Capstone project:** each group designs a **Central Bank Cyber Governance & Risk Oversight Improvement Plan**. **Presentation to mock board panel** with Q&A and challenge session. **Peer review and facilitator feedback.**	Capstone presentation; 12/24/36-month roadmap; board dashboard prototype; prioritized cyber governance reform plan.

Detailed Practical Components

A. Group Work Exercises

The course should include at least **5 structured group exercises**:

Group Exercise 1 — Cyber Governance Responsibility Mapping

Participants map:

- Board responsibilities
- Executive management responsibilities
- CISO / CRO / CIO / Internal Audit roles
- Business owner accountability for payments, reserves, supervision, and currency operations
- Escalation lines and committee structure

Group Exercise 2 — Risk Appetite and Tolerance Workshop

Participants draft:

- Cyber risk appetite statement
- Tolerance thresholds for outages, data integrity compromise, third-party dependency, and incident escalation
- Examples of board reporting triggers

Group Exercise 3 — Critical Service and Crown Jewel Mapping

Participants identify:

- Top 10 critical services
- Crown-jewel assets and data stores
- Interdependencies with vendors, telecoms, FMIs, and commercial banks
- Recovery priorities and impact tolerances

Group Exercise 4 — Third-Party Risk Review

Participants review a hypothetical outsourcing of:

- Payment switching infrastructure
- Cloud-based supervisory analytics platform
- Managed SOC or managed identity service
  They assess due diligence, concentration risk, contractual safeguards, and exit planning.

Group Exercise 5 — Capstone Governance Transformation Plan

Participants produce a full roadmap with:

- Governance changes
- Risk management enhancements
- Control and testing priorities
- Crisis management improvements
- Reporting and oversight model

B. Case Studies to Include

IBSF to use **4–6 case studies** across the week. Recommended examples:

Case Study 1 — Governance Failure in a Public Financial Institution
Focus: unclear accountability, weak challenge from board, inadequate cyber investment, no tested recovery plan.

Case Study 2 — Ransomware Affecting a Payment and Settlement Environment
Focus: critical service disruption, public confidence, escalation, coordination with banks and government, recovery prioritization.

Case Study 3 — Third-Party / Cloud Provider Compromise
Focus: outsourcing oversight, concentration risk, incident notification failures, contractual weaknesses, exit limitations.
Case Study 4 — Data Integrity Attack on Supervisory or Financial Stability Data
Focus: decision-quality risk, reporting inaccuracies, forensic validation, communications and public trust.

Case Study 5 — Insider Privileged Access Abuse in Treasury / Reserves Systems
Focus: access governance, segregation of duties, monitoring, disciplinary escalation, audit response.

Case Study 6 — CBDC / Digital Payments Cyber Incident Scenario
Focus: ecosystem risk, wallet/API compromise, cryptographic key protection, third-party dependency, public communications.

Simulation Exercise Design

Flagship Simulation: "Cyber Crisis at the Central Bank"

Scenario Summary

A sophisticated cyberattack affects:

1. RTGS / payment operations
2. Reserve management support systems
3. A critical third-party cloud-based supervisory data service

Participants are assigned roles:

- Governor / Deputy Governor
- CISO
- CRO / Head of ERM
- CIO / Head of Technology
- Head of Payment Systems
- Head of Reserve Management / Treasury
- General Counsel / Compliance
- Head of Communications
- Internal Audit Observer
- Government / regulator liaison role

Decisions they must make:

- Whether to shut down or isolate payment systems
- Whether to activate manual workarounds
- Whether to communicate immediately to banks and the public
- How to prioritize service restoration
- Whether to invoke crisis management committee and government coordination
- How to classify the incident and what to report externally
- How to manage third-party provider failure and forensic evidence preservation

Simulation outputs

- Situation report
- Executive decision log
- Stakeholder communications plan
- Recovery priorities and service restoration plan
- Immediate remediation and lessons-learned actions

Capstone Project

Capstone Title: Central Bank Cybersecurity Governance & Risk Oversight Improvement Plan

Capstone Task

Each group acts as an advisory team to a central bank governor and board. Using a provided scenario pack, they must produce a **governance and cyber resilience improvement plan** for a central bank facing rising cyber threats, third-party concentration risk, outdated governance arrangements, and weak incident escalation.

Capstone Deliverables

1. Current-state risk summary
2. Governance and accountability redesign

3. Cyber risk appetite and reporting framework
4. Critical service and crown-jewel protection priorities
5. Third-party and cloud oversight enhancement plan
6. Incident governance and crisis management improvement plan
7. Testing and assurance roadmap
8. 12-, 24-, and 36-month implementation roadmap
9. Board dashboard prototype
10. Presentation to mock board panel

Capstone Assessment Criteria

- Relevance to central bank context
- Practicality and realism
- Alignment with international standards
- Governance clarity and accountability
- Risk-based prioritization
- Quality of board reporting and metrics
- Strength of crisis management and resilience recommendations

Types of Assessments to Expect

A. Diagnostic / Entry Assessment

Conducted at the start to gauge participant baseline.
Examples:

- Short pre-course quiz on cyber governance concepts
- Self-assessment of institutional cyber maturity
- Short questionnaire on current central bank cyber governance arrangements

B. Formative Assessments (during the course)

1. Daily knowledge checks

- 10–15 multiple-choice / short-answer questions
- Quick recap quizzes after each module block

2. Group exercise assessment

Facilitators assess:

- Participation
- Quality of analysis
- Practicality of recommendations
- Ability to connect governance decisions to risk outcomes

3. Case study debriefs

Participants may be asked to submit:

- A one-page board briefing note
- A risk register extract
- A decision memo or escalation recommendation

4. Simulation performance assessment

Assesses:

- Incident prioritization
- Escalation decisions
- Quality of stakeholder communication
- Coordination under pressure
- Recovery decision logic

C. Summative Assessment

1. Final individual assessment

Could include:

- Multiple-choice questions
- Short written answers
- Scenario-based analysis questions
- Board memo / executive briefing draft

2. Capstone group assessment

Based on:

- Written improvement plan
- Quality of final presentation
- Ability to defend recommendations under challenge
- Use of metrics, roadmap logic, and governance design

D. Optional Post-Course Assignment

Participants prepare a **Cyber Governance Action Note** for their own institution within 2–4 weeks of the programme, summarizing:

- top five governance gaps,
- top five resilience actions,
- and an executive reporting proposal.

Sample Assessment Mix and Weighting

Assessment Component	Suggested Weight
Pre-course diagnostic quiz	5%
Class participation and engagement	10%
Group exercises and workshop outputs	20%
Case study analyses / briefing notes	15%
Crisis simulation performance	20%
Final individual knowledge test	10%
Capstone project and presentation	20%

Suggested Course Materials / Participant Pack

Participants should receive:

- Course handbook / slides
- Cyber governance maturity assessment template
- Sample cyber risk appetite statement
- Board cyber dashboard template
- Third-party due diligence checklist
- Incident severity and escalation matrix
- Crisis communication template
- Cyber resilience testing plan template
- Capstone case pack and scoring rubric

FXR
PORTFOLIO

FOREIGN EXCHANGE RESERVE
PORTFOLIO MANAGEMENT

Strategic asset allocation • liquidity • market risk • currency exposure • performance
for resilient, diversified and effective foreign exchange reserve portfolios

TRAINING DATES & INTERNATIONAL LOCATIONS

5-DAY EXECUTIVE PROGRAMME

MALAYSIA
16th – 20th Nov 2026

SINGAPORE
22nd – 26th Feb 2027

UAE
17th – 21st May 2027

SOUTH AFRICA
23rd – 27th Aug 2027

KENYA
04th – 08th Oct 2027

SINGAPORE
13th – 17th Dec 2027

FEE: USD $ 2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 AND ABOVE DELEGATES FROM SAME INSTITUTION

COURSE OVERVIEW

Foreign exchange reserves are among the most strategic assets held by central banks and monetary authorities. They serve critical public policy purposes including exchange rate intervention, external liquidity support, confidence-building, debt-service capacity, crisis response, sovereign credit strength, and financial stability protection. Managing these reserves effectively requires a careful balance between liquidity, capital preservation, safety, diversification, income generation, policy readiness and institutional accountability. In a global environment shaped by interest-rate volatility, geopolitical fragmentation, reserve diversification, sanctions risk, liquidity shocks, market dislocation, cyber threats, ESG considerations and the emergence of new reserve assets and settlement technologies, reserve portfolio management has become significantly more complex and more strategic.

The Foreign Exchange Reserve Portfolio Management programme is designed to equip central bank officials, reserve managers, investment officers, treasury leaders, risk specialists and policymakers with a practical, policy-aligned and internationally benchmarked understanding of how foreign exchange reserves are governed, structured, invested, measured and controlled. The programme combines strategic reserve management policy, portfolio construction, asset allocation, liquidity management, credit and market risk oversight, benchmark design, performance evaluation, governance, compliance, operational controls, and emerging reserve management challenges.

Drawing on USA, European and international central bank practice, the programme translates global reserve management principles into practical institutional application through case studies, portfolio workshops, simulations, group work and a capstone project. It is structured as a 5-day executive programme for professionals responsible for the policy, investment, oversight, operations and reform of official reserve portfolios.

COURSE PURPOSE

The purpose of this programme is to strengthen participants' ability to design, govern, manage and evaluate foreign exchange reserve portfolios in line with international standards, while enhancing institutional capacity in reserve adequacy analysis, strategic asset allocation, risk-adjusted portfolio construction, liquidity management, benchmark design, performance measurement, operational resilience and reserve governance.

TRAINING OUTCOMES

By the end of the programme, participants will be able to:

1. Explain the policy role of foreign exchange reserves in monetary policy support, exchange-rate management, crisis preparedness and financial stability.
2. Apply the IMF Revised Guidelines for Foreign Exchange Reserve Management to reserve governance, investment strategy, risk management and transparency.
3. Assess reserve adequacy, liquidity needs and policy constraints in determining reserve objectives and portfolio structure.
4. Distinguish between liquidity tranches, investment tranches and strategic / long-term reserve allocations.
5. Construct reserve portfolios using principles of currency allocation, duration management, credit selection, diversification and benchmark design.
6. Evaluate and manage key reserve risks including market risk, liquidity risk, credit risk, counterparty risk, operational risk and FX risk.
7. Use performance measurement and attribution tools to assess reserve manager decisions against policy benchmarks.
8. Strengthen reserve governance through investment committees, risk limits, mandates, control functions, reporting and accountability frameworks.
9. Understand how central banks respond to sanctions risk, market dislocation, collateral stress, cyber threats, climate considerations and digital reserve management challenges.
10. Develop a practical foreign exchange reserve portfolio management improvement roadmap for a central bank or monetary authority.

TARGET AUDIENCE

This programme is designed for:

- Governors, deputy governors and senior officials of central banks and monetary authorities
- Directors and senior managers in reserve management, treasury, markets, investment, foreign exchange operations and financial markets departments
- Officials responsible for foreign reserve policy, reserve adequacy analysis, asset allocation, benchmark design and performance reporting
- Staff from risk management, middle office, compliance, internal audit, finance and accounting functions supporting reserve operations
- Members of investment committees, reserve management committees and central bank boards with oversight of reserves
- Professionals from sovereign wealth, stabilization funds, debt management offices and public-sector investment entities with reserve-related responsibilities
- Senior staff of multilateral institutions, sovereign asset management units and development finance institutions working with reserve or public portfolio frameworks
- Treasury and investment professionals in financial institutions seeking advanced understanding of official reserve portfolio management practice

COURSE UNITS AND SUB-UNITS

UNIT 1: FOUNDATIONS OF FOREIGN EXCHANGE RESERVE MANAGEMENT

Unit Overview: This unit introduces the strategic role of foreign exchange reserves, why central banks hold them, and how reserve management supports macroeconomic stability and market confidence.

Sub-Units

1. Definition and scope of foreign exchange reserves
2. Why central banks hold reserves: intervention, liquidity, confidence and crisis management
3. Policy objectives of reserve management
4. Reserves in fixed, managed and floating exchange-rate regimes
5. Relationship between reserves, external vulnerability and sovereign credibility
6. Types of reserve assets: currencies, sovereign bonds, deposits, SDRs and gold
7. Evolution of global reserve management practices
8. Reserve accumulation drivers and macroeconomic context
9. Central bank versus sovereign wealth / stabilization fund roles
10. Current global trends affecting reserve management

UNIT 2: RESERVE MANAGEMENT OBJECTIVES, POLICY FRAMEWORKS AND GOVERNANCE

Unit Overview: This unit examines the policy and governance framework for reserve management, including mandate setting, institutional responsibilities and decision-making structures.

Sub-Units

1. Reserve management policy statement and mandate definition
2. Core reserve management objectives: liquidity, safety and return
3. Translating policy objectives into portfolio constraints
4. Governance structures for reserve management
5. Role of the board, governor, investment committee and reserve managers
6. Segregation of front office, middle office and back office responsibilities
7. Delegated authority, investment mandates and escalation thresholds

8. Transparency, reporting and accountability in reserve management
9. Ethics, conflicts of interest and conduct standards
10. Aligning reserve governance with IMF and central bank good practice

UNIT 3: RESERVE ADEQUACY, LIQUIDITY NEEDS AND STRATEGIC RESERVE STRUCTURE

Unit Overview: This unit focuses on how central banks assess reserve adequacy and convert policy needs into reserve tranches, liquidity buffers and investment horizons.

Sub-Units

1. Concepts of reserve adequacy and precautionary reserve holdings
2. Reserve adequacy metrics: import cover, short-term debt, broad money and composite measures
3. Identifying liquidity needs under stress scenarios
4. Intervention, debt-service and contingency liquidity requirements
5. Designing liquidity tranches and investment tranches
6. Time-horizon segmentation of reserve portfolios
7. Linking reserve adequacy to asset allocation and risk appetite
8. Balancing opportunity cost and policy readiness
9. Scenario analysis for reserve drawdown needs
10. Reserve strategy under crisis, sanctions or capital flow volatility

UNIT 4: STRATEGIC ASSET ALLOCATION, CURRENCY COMPOSITION AND BENCHMARK DESIGN

Unit Overview: This unit develops participants' ability to structure reserve portfolios through strategic asset allocation, benchmark design and currency composition decisions.

Sub-Units

1. Principles of strategic asset allocation for reserve portfolios
2. Determining eligible currencies and currency allocation
3. Currency composition versus liability / intervention needs
4. Asset classes in reserve portfolios: sovereigns, agencies, supranationals, deposits and repos
5. Duration and maturity structure decisions
6. Benchmark portfolios: policy benchmark, strategic benchmark and tactical benchmark
7. Building a benchmark consistent with reserve objectives
8. Diversification across currencies, issuers, maturities and instruments
9. Rebalancing rules and benchmark governance
10. Practical asset-allocation trade-offs in reserve management

UNIT 5: FIXED-INCOME PORTFOLIO MANAGEMENT FOR OFFICIAL RESERVES

Unit Overview: This unit provides a deep dive into fixed-income investing, which remains the core of most reserve portfolios, focusing on sovereign and high-quality public-sector instruments.

Sub-Units

1. Structure of sovereign bond markets relevant to reserve managers
2. Yield curves, duration and interest-rate sensitivity
3. Government securities, agencies, supranationals and covered instruments
4. Money market instruments, deposits and short-term investment tools
5. Portfolio laddering, roll-down and carry strategies within policy limits
6. Active versus passive reserve portfolio management

7. Liquidity management through repo and collateralised instruments
8. Securities lending and collateral considerations where permitted
9. Managing reinvestment risk and maturity concentration
10. Practical reserve portfolio construction across market conditions

UNIT 6: RISK MANAGEMENT IN FOREIGN EXCHANGE RESERVE PORTFOLIOS

Unit Overview: This unit focuses on the identification, measurement, control and reporting of the major risks embedded in reserve portfolios.

Sub-Units

1. Reserve risk management framework and risk governance
2. Market risk: duration, spread and price volatility risk
3. Foreign exchange risk and currency mismatch considerations
4. Credit risk in sovereign, agency, supranational and bank exposures
5. Counterparty and settlement risk in reserve operations
6. Liquidity risk and market-access risk in stress periods
7. Concentration risk, wrong-way risk and contagion risk
8. Value-at-Risk, stress testing, scenario analysis and sensitivity analysis
9. Risk limits, triggers, exceptions and escalation processes
10. Integrating risk analytics into portfolio and policy decisions

UNIT 7: PERFORMANCE MEASUREMENT, ATTRIBUTION AND REPORTING

Unit Overview: This unit equips participants with the tools to measure reserve portfolio performance and distinguish policy outcomes from active management results.

Sub-Units

1. Why performance measurement matters in reserve management
2. Measuring absolute, relative and risk-adjusted returns
3. Benchmark-relative performance evaluation
4. Performance attribution: allocation, duration, curve, spread and security selection effects
5. Liquidity cost and carry analysis
6. Evaluating active management decisions
7. Reporting to investment committees, boards and policymakers
8. Performance versus policy objective assessment
9. Designing dashboards for reserve oversight
10. Common pitfalls in interpreting reserve portfolio performance

UNIT 8: OPERATIONS, CONTROL FRAMEWORKS AND TECHNOLOGY IN RESERVE MANAGEMENT

Unit Overview: This unit addresses the operational infrastructure required for sound reserve management, including dealing, settlement, custody, controls and systems.

Sub-Units

1. Reserve management operating model and workflow
2. Front office dealing and execution controls
3. Middle-office oversight, compliance monitoring and limit control
4. Back-office settlement, confirmation and reconciliation processes
5. Custody arrangements and account structures

6. Collateral management, margining and cash forecasting
7. Data quality, valuation, accounting and reporting systems
8. Business continuity, cyber resilience and operational risk controls
9. Outsourcing, external managers and service-provider oversight
10. Technology platforms and automation in reserve management

UNIT 9: EMERGING ISSUES IN RESERVE PORTFOLIO MANAGEMENT

Unit Overview: This unit examines new and evolving issues that increasingly shape reserve management strategy, governance and market execution.

Sub-Units

1. Reserve diversification in a changing geopolitical environment
2. Sanctions risk, asset freezes and jurisdictional concentration risk
3. ESG and responsible investment considerations for official reserves
4. Gold in reserve portfolios: strategic role, valuation and liquidity considerations
5. Renminbi and non-traditional reserve currencies
6. Negative yields, low-yield environments and return enhancement constraints
7. Climate risk, sovereign transition risk and resilience of reserve assets
8. Digital assets, tokenised securities and future reserve market infrastructure
9. Cybersecurity and operational resilience in reserve operations
10. Future trends in central bank reserve management

UNIT 10: RESERVE MANAGEMENT STRATEGY REVIEW, REFORM AND IMPLEMENTATION ROADMAPS

Unit Overview: This unit integrates the course by focusing on reserve management diagnostics, institutional reform priorities and practical implementation planning.

Sub-Units

1. Conducting a reserve management policy and governance review
2. Assessing reserve objectives, adequacy and portfolio structure
3. Gap analysis against IMF guidelines and peer central bank practice
4. Reviewing benchmark design, risk limits and performance frameworks
5. Strengthening reserve governance and committee structures
6. Enhancing reserve reporting, transparency and accountability
7. Building a reserve risk and resilience improvement plan
8. Sequencing reforms in systems, people, policy and process
9. Developing implementation milestones and success metrics
10. Building a central bank reserve portfolio management roadmap

5-DAY TRAINING SCHEDULE: Foreign Exchange Reserve Portfolio Management

Day	Morning Session	Afternoon Session	Learning Activities / Methodology	Expected Output
Day 1	**Unit 1:** Foundations of Foreign Exchange Reserve Management	**Unit 2:** Reserve Management Objectives, Policy Frameworks and Governance	Interactive lectures, guided discussion, reserve mandate mapping exercise	Shared understanding of reserve objectives, governance and policy context
	Topics: role of reserves, reserve assets, macro-financial purpose	Topics: liquidity-safety-return hierarchy, governance, mandates, accountability	**Group Work 1:** Map the reserve management governance framework of a selected central bank	Reserve governance and mandate map
Day 2	**Unit 3:** Reserve Adequacy, Liquidity	**Unit 4:** Strategic Asset Allocation, Currency	Reserve adequacy workshop, asset-allocation exercise, policy case study	Reserve adequacy assessment and draft strategic benchmark

Day	Morning Session	Afternoon Session	Learning Activities / Methodology	Expected Output
	Needs and Strategic Reserve Structure	Composition and Benchmark Design		
	Topics: adequacy metrics, stress liquidity, tranche design	Topics: currency allocation, eligible assets, duration, benchmarks	**Case Study 1:** Design a reserve structure for a central bank facing external liquidity risk	Reserve tranche structure and policy benchmark proposal
Day 3	**Unit 5:** Fixed-Income Portfolio Management for Official Reserves	**Unit 6:** Risk Management in Foreign Exchange Reserve Portfolios	Fixed-income workshop, risk analytics exercise, portfolio stress testing	Portfolio construction framework and reserve risk dashboard
	Topics: sovereign bonds, duration, carry, repos, portfolio structure	Topics: market, credit, liquidity, FX, counterparty and concentration risk	**Simulation 1:** Respond to a sharp interest-rate shock and sovereign spread widening in the reserve portfolio	Risk response memo and revised positioning proposal
Day 4	**Unit 7:** Performance Measurement, Attribution and Reporting	**Unit 8:** Operations, Control Frameworks and Technology in Reserve Management	Performance attribution lab, reporting workshop, operational control mapping	Performance dashboard and operating-control review checklist
	Topics: benchmark-relative returns, attribution, reporting to committees	Topics: front-middle-back office, custody, settlement, cyber and BCP	**Group Work 2:** Review an underperforming reserve portfolio and identify drivers of return and risk	Performance attribution note and control recommendations
Day 5	**Unit 9:** Emerging Issues in Reserve Portfolio Management	**Unit 10:** Reserve Management Strategy Review, Reform and Implementation Roadmaps	Executive strategy session, capstone workshop, team presentations	Institutional reserve management reform roadmap
	Topics: sanctions risk, diversification, ESG, gold, non-traditional currencies	Topics: diagnostics, reform priorities, roadmap development	**Capstone Presentations + Post-Test + Closing**	Final reserve portfolio strategy and implementation roadmap

GROUP WORK ACTIVITIES

Group Work Activity	Purpose	Expected Output
Reserve Governance Mapping Exercise	Understand how central banks allocate reserve management authority, oversight and controls	Governance and decision-rights map
Reserve Adequacy and Tranche Design Workshop	Translate policy and liquidity needs into reserve structure and investment horizons	Reserve adequacy note and tranche design proposal
Strategic Asset Allocation and Benchmark Exercise	Build a benchmark portfolio aligned with reserve objectives and risk tolerance	Strategic benchmark and allocation matrix
Risk Dashboard and Stress Test Workshop	Evaluate reserve exposures and define control actions under stress scenarios	Reserve risk dashboard and mitigation plan
Performance Attribution Exercise	Assess sources of reserve portfolio performance relative to benchmark	Attribution summary and portfolio review memo
Capstone Project	Integrate reserve policy, governance, portfolio design, risk and reform into one roadmap	Foreign exchange reserve portfolio management improvement roadmap

CASE STUDIES TO INCLUDE: The course should use international and emerging-market case studies such as:

1. Redesigning a reserve portfolio after a sudden external financing shock
2. Reserve diversification under sanctions and geopolitical fragmentation risk
3. Managing a reserve portfolio during rapid US rate increases and bond-market losses
4. Governance and control failures in official reserve operations
5. Balancing liquidity and return in a low-yield or negative-yield environment
6. Benchmark redesign after a change in exchange-rate regime or intervention strategy
7. Operational disruption, settlement failure or cyber event affecting reserve operations
8. Performance attribution review of an actively managed reserve portfolio

SIMULATION EXERCISES

Simulation	Description	Competencies Developed
Reserve Crisis Liquidity Simulation	Participants manage a central bank reserve portfolio during a sudden balance-of-payments and FX intervention shock	Liquidity planning, crisis decision-making, reserve prioritisation
Interest Rate / Spread Shock Simulation	Participants respond to a rapid move in global yields, widening spreads and mark-to-market losses	Market risk analysis, portfolio repositioning, duration management
Reserve Committee Investment Simulation	Participants act as the reserve investment committee reviewing strategy, risk limits and diversification proposals	Governance, policy decision-making, strategic allocation
Counterparty / Custody Risk Scenario	Participants address a major counterparty downgrade or operational failure at a service provider	Counterparty risk management, operational resilience, escalation
Performance Review Simulation	Participants explain reserve portfolio underperformance to a board or governor and recommend corrective action	Performance attribution, executive communication, accountability

CAPSTONE PROJECT

Capstone Title: Designing a Foreign Exchange Reserve Portfolio Management Strengthening Roadmap

Capstone Scenario: Participants act as an advisory team to a **central bank or monetary authority** whose reserve management function faces:

- increased pressure on reserves from **external shocks, intervention needs and capital flow volatility**
- an outdated reserve policy framework and weak portfolio segmentation
- heavy concentration in a narrow set of reserve currencies and sovereign issuers
- insufficient benchmark design and weak performance reporting
- growing exposure to **interest-rate risk, sanctions risk, counterparty risk and operational vulnerabilities**
- limited stress testing and underdeveloped reserve risk governance
- pressure from leadership to modernise reserve management in line with international practice

Capstone Deliverables

Each team will develop and present:

1. A reserve management diagnostic covering objectives, governance and reserve adequacy
2. A reserve tranche structure and liquidity framework
3. A strategic asset allocation and benchmark proposal
4. A risk management and control enhancement plan
5. A performance measurement and reporting framework
6. An operational resilience and service-provider oversight plan
7. A 12–24 month reserve management reform roadmap

TYPES OF ASSESSMENTS TO EXPECT

A. Individual Assessments

- Pre-course diagnostic assessment on reserve management fundamentals
- End-of-course knowledge test
- Short policy reflection note on a reserve management challenge in the participant's institution
- Personal action plan for strengthening reserve governance, strategy or controls
- Participation in discussions, workshops and simulation exercises

B. Group Assessments

- Reserve governance mapping exercise
- Reserve adequacy and tranche design workshop
- Strategic benchmark and asset-allocation exercise
- Risk dashboard / stress testing exercise

- Capstone project report and presentation

C. Practical / Applied Assessments

- Reserve policy and governance review memo
- Asset-allocation / benchmark proposal note
- Stress-test and reserve risk response memo
- Performance attribution and oversight dashboard
- Final reserve management roadmap presentation

SUGGESTED ASSESSMENT FRAMEWORK

Assessment Component	**Weighting**
Pre-course diagnostic assessment	10%
Participation and class engagement	10%
Group work outputs	15%
Case study analysis	15%
Simulation performance	15%
Short knowledge / policy application test	15%
Capstone project and presentation	20%

TRAINING METHODOLOGY

The programme is designed as an executive, practical and highly interactive learning experience. It combines reserve policy, portfolio management, fixed-income investing, risk management, governance and operational control with central-bank-specific application.

CERTIFICATION REQUIREMENTS

Participants will be awarded the **IBSF Executive Certificate in Foreign Exchange Reserve Portfolio Management** subject to:

- Minimum **80% attendance**
- Active participation in group work, simulations and discussions
- Completion of capstone project
- Completion of end-of-course assessment
- Meeting the minimum pass mark set by IBSF

KEY COMPETENCIES DEVELOPED

Participants will build capability in:

- Foreign exchange reserve policy, purpose and adequacy analysis
- Reserve governance, mandates and accountability frameworks
- Liquidity tranche design and reserve portfolio segmentation
- Strategic asset allocation, currency composition and benchmark construction
- Fixed-income portfolio management for official reserves
- Market, liquidity, credit, counterparty and FX risk management
- Performance measurement, attribution and reserve reporting
- Operational controls, custody, settlement and cyber resilience
- Management of emerging issues such as sanctions risk, ESG and reserve diversification
- Design of institutional foreign exchange reserve portfolio management roadmaps

INTERNATIONAL STANDARDS / REFERENCE POINTS USED IN DESIGNING THIS PROGRAMME

This course is benchmarked against the IMF Revised Guidelines for Foreign Exchange Reserve Management, which emphasise reserve management objectives and strategy, transparency and accountability, institutional framework and risk management. It also reflects European central bank reserve management practice, including the ECB's stated investment priorities of liquidity, security and return and the use of strategic and tactical benchmarks in managing foreign reserves.

BOARD
OVERSIGHT

EXECUTIVE CERTIFICATE IN ADVANCED STRATEGIC FINANCIAL OVERSIGHT AND AUDIT

FOR BOARD MEMBERS

Strategic financial governance • audit oversight • risk • compliance • board accountability

TRAINING DATES & INTERNATIONAL LOCATIONS

5-DAY EXECUTIVE PROGRAMME

- **MALAYSIA**
  16th – 20th Nov 2026
- **SINGAPORE**
  22nd – 26th Feb 2027
- **UAE**
  17th – 21st May 2027
- **SOUTH AFRICA**
  23rd – 27th Aug 2027
- **KENYA**
  04th – 08th Oct 2027
- **SINGAPORE**
  13th – 17th Dec 2027

FEE: USD $ 2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 AND ABOVE DELEGATES FROM SAME INSTITUTION

ADVANCED STRATEGIC FINANCIAL OVERSIGHT AND AUDIT
FOR BOARD MEMBERS

STRATEGIC OVERSIGHT. FINANCIAL INTEGRITY. SUSTAINABLE VALUE.

Course Overview

This advanced executive programme is designed to strengthen the financial oversight, audit governance, and fiduciary responsibilities of Board Members, Audit Committee Members, Non-Executive Directors, and Senior Executives. The programme equips participants with the knowledge and practical tools required to effectively oversee financial reporting, internal controls, enterprise risk, audit functions, regulatory compliance, and organizational performance.

The programme is aligned with internationally recognized governance and audit frameworks, including:

- The U.S. Sarbanes-Oxley Act (SOX)
- Securities and Exchange Commission (SEC) Governance Requirements
- Public Company Accounting Oversight Board (PCAOB) Standards
- National Association of Corporate Directors (NACD) Principles
- OECD Principles of Corporate Governance
- European Corporate Governance Codes
- International Financial Reporting Standards (IFRS)
- International Standards on Auditing (ISA)
- Committee of Sponsoring Organizations (COSO) Framework
- Basel Committee Governance Principles
- European Banking Authority (EBA) Governance Guidelines

The programme focuses on practical boardroom application through financial oversight simulations, audit committee exercises, fraud investigations, financial statement analysis, governance case studies, and a capstone board audit simulation.

Training Outcomes

Upon successful completion, participants will be able to:

1. Strengthen board financial oversight capabilities.
2. Understand directors' fiduciary and financial governance responsibilities.
3. Interpret and challenge financial reports effectively.
4. Oversee internal and external audit functions.
5. Evaluate internal control effectiveness.
6. Identify financial risks and governance weaknesses.
7. Detect fraud indicators and financial misconduct.
8. Strengthen audit committee performance.
9. Improve regulatory compliance and accountability.
10. Enhance board oversight of organizational sustainability and financial resilience.

Target Audience

- Board Chairpersons
- Non-Executive Directors
- Executive Directors
- Audit Committee Members
- Risk Committee Members
- Chief Executive Officers
- Chief Financial Officers
- Chief Risk Officers
- Corporate Secretaries
- Regulators and Supervisory Authorities
- State-Owned Enterprise Boards
- Central Bank Officials
- Public Sector Audit Committees
- Financial Institution Directors

Course Units and Sub-Units

Unit 1: Board Financial Governance and Fiduciary Responsibilities

Sub-Units

- Financial Stewardship Responsibilities
- Fiduciary Duties of Directors
- Governance and Accountability Frameworks
- Financial Oversight Roles of Boards
- Legal Responsibilities of Directors
- Governance Failures and Lessons Learned
- Board Ethics and Integrity
- International Governance Standards

Unit 2: Financial Statement Analysis for Board Members

Sub-Units

- Understanding Financial Statements
- Income Statement Analysis
- Statement of Financial Position Analysis
- Cash Flow Analysis
- Ratio Analysis Techniques
- Trend Analysis
- Financial Red Flags
- Board-Level Financial Questions

Unit 3: Strategic Financial Oversight

Sub-Units

- Financial Strategy and Governance
- Capital Allocation Decisions
- Investment Governance
- Financial Sustainability
- Financial Performance Monitoring
- Strategic Resource Allocation
- Shareholder Value Creation
- Board Financial Dashboards

Unit 4: Audit Governance and Board Oversight

Sub-Units

- Audit Governance Frameworks
- Internal Audit Functions
- External Audit Responsibilities
- Audit Planning and Reporting
- Audit Committee Responsibilities
- Auditor Independence
- Audit Quality Indicators
- Board-Audit Relationships

Unit 5: Internal Controls and Assurance Frameworks

Sub-Units

- COSO Internal Control Framework
- Internal Control Design
- Internal Control Evaluation
- Control Testing Methodologies
- Segregation of Duties
- Compliance Controls
- Assurance Mapping
- Board Assurance Reporting

Unit 6: Financial Risk Oversight

Sub-Units

- Enterprise Financial Risks
- Credit Risk Governance
- Liquidity Risk Oversight
- Market Risk Management
- Operational Financial Risks
- Treasury Oversight
- Financial Stress Testing
- Risk Appetite Frameworks

Unit 7: Fraud Risk Management and Financial Crime Oversight

Sub-Units

- Fraud Governance Frameworks
- Fraud Risk Assessments
- Financial Statement Fraud
- Procurement Fraud
- Corruption and Bribery Risks
- Anti-Money Laundering (AML)
- Whistleblowing Systems
- Fraud Investigation Oversight

Unit 8: Regulatory Compliance and Board Accountability

Sub-Units

- SOX Requirements
- SEC Governance Expectations
- IFRS Reporting Requirements
- International Auditing Standards
- Regulatory Reporting
- Compliance Monitoring Systems
- Enforcement Actions and Liability
- Board Accountability Frameworks

Unit 9: Audit Committee Leadership and Effectiveness

Sub-Units

- Audit Committee Charter Development
- Audit Committee Best Practices
- Committee Meeting Effectiveness
- Reviewing Audit Findings
- Challenging Management Effectively
- Oversight of Remediation Plans
- Performance Evaluation
- Committee Reporting to the Board

Unit 10: Emerging Financial Risks and Future Board Oversight

Sub-Units

- ESG Financial Reporting
- Sustainability Assurance
- Cyber Risks and Financial Implications
- Digital Finance Governance
- Artificial Intelligence Risks
- Climate Financial Risks
- Strategic Foresight
- Building Financially Resilient Organizations

5-Day Training Schedule

Day	Time	Session	Learning Method
Day 1	08:30–10:30	Unit 1: Board Financial Governance and Fiduciary Responsibilities	Interactive Lecture
	10:45–12:30	Unit 2: Financial Statement Analysis	Practical Workshop
	13:30–15:00	Financial Statement Interpretation Exercise	Group Work
	15:15–17:00	Case Study: Enron, Wirecard & Carillion Governance Failures	Case Study Analysis
Day 2	08:30–10:30	Unit 3: Strategic Financial Oversight	Executive Workshop
	10:45–12:30	Capital Allocation and Financial Sustainability	Interactive Session
	13:30–15:00	Unit 4: Audit Governance and Board Oversight	Lecture & Discussion
	15:15–17:00	Audit Committee Meeting Simulation	Simulation
Day 3	08:30–10:30	Unit 5: Internal Controls and Assurance Frameworks	Workshop
	10:45–12:30	Internal Control Assessment Exercise	Group Exercise
	13:30–15:00	Unit 6: Financial Risk Oversight	Interactive Lecture
	15:15–17:00	Financial Risk Mapping and Stress Testing	Practical Simulation
Day 4	08:30–10:30	Unit 7: Fraud Risk Management and Financial Crime Oversight	Expert Session
	10:45–12:30	Fraud Investigation Case Study	Group Analysis
	13:30–15:00	Unit 8: Regulatory Compliance and Board Accountability	Lecture
	15:15–17:00	Regulatory Enforcement and Crisis Response Simulation	Simulation
Day 5	08:30–10:30	Unit 9: Audit Committee Leadership and Effectiveness	Workshop
	10:45–12:30	Unit 10: Emerging Financial Risks and Future Board Oversight	Executive Discussion
	13:30–16:00	Capstone Project: Board Audit and Financial Oversight Simulation	Team Exercise
	16:00–17:00	Team Presentations and Programme Evaluation	Assessment

Group Work Activities

Activity	Objective
Financial Statement Review	Analyze board financial reports
Internal Control Assessment	Evaluate organizational controls
Risk Appetite Development	Establish financial risk parameters
Audit Committee Effectiveness Review	Strengthen oversight functions
Fraud Risk Assessment	Identify vulnerabilities
Assurance Mapping Exercise	Improve assurance coordination

Case Studies

Participants will analyze major international governance and audit failures:

Case Study	Key Learning Areas
Enron Corporation	Financial reporting fraud
Wirecard AG	Audit failure and governance weaknesses
Carillion plc	Board oversight failures
Silicon Valley Bank	Risk management breakdown
Credit Suisse	Governance and compliance failures
Lehman Brothers	Financial risk oversight
Wells Fargo	Conduct risk and accountability
Steinhoff International	Financial statement manipulation

Simulation Exercises

Simulation	Competencies Developed
Audit Committee Meeting	Financial oversight
Financial Distress Response	Strategic decision-making
Internal Control Breakdown	Governance response
Fraud Investigation	Financial crime oversight
Regulatory Inspection	Compliance oversight
Board Financial Crisis Response	Executive leadership

Capstone Project

Strategic Financial Oversight and Audit Governance Board Simulation

Participants assume the role of Board Directors overseeing a multinational corporation facing:

- Declining profitability
- Audit findings
- Internal control weaknesses
- Regulatory investigations
- Cybersecurity risks
- Shareholder pressure

Project Deliverables

Teams must:

1. Analyze financial statements.
2. Evaluate audit findings.
3. Assess enterprise financial risks.
4. Review internal control weaknesses.
5. Develop remediation plans.
6. Prepare audit committee recommendations.
7. Present board decisions to a governance review panel.

Expected Assessment Types

Individual Assessments

- Financial Statement Review
- Ratio Analysis Exercise
- Audit Report Interpretation
- Regulatory Compliance Review
- Fraud Risk Assessment

Group Assessments

- Audit Committee Evaluation
- Internal Control Framework Review
- Financial Risk Mapping
- Crisis Response Exercise
- Capstone Board Presentation

Practical Assessments

- Audit Committee Simulation
- Board Challenge Session
- Financial Oversight Decision Exercise
- Fraud Investigation Simulation
- Regulatory Inspection Exercise

Certification Requirements

Requirement	**Standard**
Attendance	Minimum 80%
Participation in Simulations	Mandatory
Completion of Group Work	Mandatory
Capstone Project Submission	Mandatory
Minimum Pass Mark	60%

Certification Award: Executive Certificate in Advanced Strategic Financial Oversight and Audit for Board Members

Duration: 5 Days (40 Hours)

Aligned Standards: NACD (USA), SEC Governance Principles, SOX, OECD Corporate Governance Principles, EBA Governance Guidelines, IFRS, ISA, COSO Internal Control Framework, Basel Governance Principles, and European Corporate Governance Standards.

EXECUTIVE BOARD DEVELOPMENT

ADVANCED PROFESSIONAL CERTIFICATE IN BOARD GOVERNANCE, ANTI-CORRUPTION & INTEGRITY LEADERSHIP

• Board Oversight • Ethical Leadership • Corruption Risk • Fraud Governance • Institutional Integrity • Accountability • Whistleblowing • Regulatory Compliance • Investigation Oversight • Crisis Governance

TRAINING: *Based on international framework (USA, Europe, Asia & Africa)*

Nairobi, Kenya
Nov 02 – 05, 2026

United Arab Emirates
Feb, 01 - 05, 2027

Kuala Lumpur, Malaysia
May, 03 - 07, 2027

Singapore, Singapore
AUG, 02 – 06, 2027

Geneva, Switzerland
Oct, 04 – 07, 2027

Cape Town, South Africa
DEC, 06 – 10, 2027

10 EXECUTIVE MODULES
BOARDROOM EDITION

5 DAYS INTENSIVE
BOARDROOM EDITION

1 BOARD CAPSTONE
BOARDROOM EDITION

IBSF
International Business School of Finance

USD $ 2,750
Per Delegate

GOVERN • CHALLENGE • ASSURE • PROTECT

Program Overview: A board-level programme built around judgement, oversight and integrity

The Advanced Professional Certificate in Board Governance, Anti-Corruption & Integrity Leadership is a senior executive programme designed for board members, directors, trustees, commissioners, regulators and C-suite executives responsible for governance, institutional accountability, risk, compliance, financial oversight and organisational integrity.

The programme has been structured against leading European, United States and international governance, anti-corruption, compliance, risk-management and internal-control principles.

The international framework draws particularly on:

- G20/OECD Principles of Corporate Governance
- OECD Anti-Bribery Convention and 2021 Anti-Bribery Recommendation
- UK Corporate Governance Code 2024
- U.S. Sarbanes-Oxley Act and SEC corporate-governance requirements
- COSO Internal Control—Integrated Framework
- COSO Enterprise Risk Management Framework
- COSO/ACFE Fraud Risk Management Guide
- ISO 37001:2025 Anti-Bribery Management Systems
- ISO 37301:2021 Compliance Management Systems
- UN Convention against Corruption principles
- World Bank Integrity Compliance Guidelines
- International principles relating to beneficial ownership, financial crime, whistleblowing, investigations, procurement integrity and institutional accountability.

The programme therefore provides a cross-jurisdictional board-governance perspective, enabling participants to understand governance expectations across European, American, African, Asian and international institutional environments.

The G20/OECD Principles emphasise that boards should act on an informed basis, exercise due care and loyalty, oversee risk, maintain integrity of accounting and reporting systems, and ensure appropriate control systems. (OECD)

The UK Corporate Governance Code 2024 places particular emphasis on board leadership, division of responsibilities, audit, risk and internal control, including board monitoring of material controls. (FRC (Financial Reporting Council))

The U.S. framework provides strong emphasis on audit-committee independence, financial expertise, financial reporting, internal controls and executive ethics. (SEC)

COSO provides internationally influential frameworks for internal control, enterprise risk management and fraud deterrence. (COSO)

ISO 37001:2025 provides the current international anti-bribery management-system benchmark for preventing, detecting and responding to bribery across public, private and not-for-profit organisations. (ISO)

THE BOARD QUESTION
What should a competent director know, ask, challenge, decide, oversee and document when governance or integrity is at risk?

PROGRAMME PHILOSOPHY

The programme is built around a simple boardroom principle: **"A board is not merely responsible for approving strategy; it is responsible for ensuring that the organisation is governed with integrity, accountability, effective controls and appropriate risk oversight."**

Participants therefore learn to move beyond passive governance toward **active, evidence-based oversight**.

What directors will develop:

1. UNDERSTAND
Governance, fiduciary duties, regulatory expectations and institutional risks.

2. IDENTIFY
Corruption, fraud, conflicts of interest, control weaknesses and integrity threats.

3. CHALLENGE: Question management, assess assurance information and challenge unexplained risks.

4. OVERSEE: Monitor investigations, compliance, controls, whistleblowing and remediation

5. LEAD: Create an ethical culture, protect institutional integrity and lead during crises.

03 • AUDIENCE & ARCHITECTURE

Designed for the boardroom

A premium executive programme for leaders with governance, fiduciary, oversight or accountability responsibilities.

1 **Board & Governance Leadership**

- Board Chairpersons
- Non-Executive Directors
- Independent Directors
- Executive Directors
- Audit Committee Members
- Risk Committee Members
- Ethics and Compliance Committee Members
- Trustees
- Commissioners
- Council Members
- Governors
- Supervisory Board Members

2 **C-Suite & Executive Management**

- Chief Executive Officers
- Managing Directors
- Chief Financial Officers
- Chief Risk Officers
- Chief Compliance Officers
- Chief Audit Executives
- Chief Legal Officers
- Company Secretaries
- Chief Ethics Officers
- Chief Integrity Officers

3 **Government & Public Institutions**

- Ministers and senior government officials
- Permanent/Principal Secretaries
- State corporation directors
- Government agency boards
- Public enterprise directors
- Regulators
- Anti-corruption authorities
- Public procurement officials
- Public-sector audit and compliance executives

4 **Professional Specialists**

- Internal auditors
- External auditors
- Forensic accountants
- Compliance professionals
- Risk managers
- Investigators
- Legal practitioners
- Governance professionals
- AML/CFT professionals
- Ethics and integrity professionals

DETAILED 10-MODULE PROGRAMME

MODULE 1: ADVANCED BOARD GOVERNANCE, FIDUCIARY DUTIES & OVERSIGHT

International Framework: G20/OECD Principles of Corporate Governance; UK Corporate Governance Code; U.S. governance and audit-committee principles.

Unit 1: Foundations of Modern Board Governance

- Governance versus management
- Board authority and responsibilities
- Shareholder and stakeholder interests
- Board accountability
- Governance architecture
- Board effectiveness

Unit 2: Fiduciary Duties & Director Responsibilities

- Duty of care
- Duty of loyalty
- Good faith
- Independent judgement
- Informed decision-making
- Stewardship of organisational assets

Unit 3: Board Composition & Independence

- Board composition
- Independence
- Executive versus non-executive directors
- Skills matrices
- Diversity of expertise
- Board succession

Unit 4: Board Committees & Delegated Oversight

- Audit committees
- Risk committees
- Nomination committees
- Remuneration committees
- Ethics and compliance committees
- Committee charters

Unit 5: Board Performance & Accountability

- Board evaluation
- Director performance
- Committee performance
- Board information
- Minutes and decision records
- Accountability mechanisms

Boardroom Exercise

"The Board That Failed to Ask Questions" Participants analyse how inadequate board challenge allowed governance failures to develop.

MODULE 2: ETHICAL LEADERSHIP, CORPORATE CULTURE & INSTITUTIONAL INTEGRITY

International Framework: OECD business-integrity principles, UK governance principles, ISO 37001 and ISO 37301.

Unit 1: Ethical Leadership

- Tone from the top
- Ethical leadership
- Integrity versus compliance
- Leadership accountability
- Ethical role modelling

Unit 2: Corporate & Institutional Culture

- Culture and conduct
- Integrity culture
- Behavioural expectations
- Organisational values
- Culture indicators
- Culture-risk assessment

Unit 3: Ethical Decision-Making

- Ethical dilemmas
- Conflicting interests
- Groupthink
- Cognitive bias
- Independent challenge

- Defensible decision-making

Unit 4: Codes of Ethics & Conduct

- Board codes
- Executive codes
- Employee codes
- Conflicts of interest
- Gifts and hospitality
- Enforcement

Unit 5: Integrity Performance

- Integrity KPIs
- Ethics reporting
- Culture surveys
- Board integrity dashboards
- Remediation
- Continuous improvement

MODULE 3: CORRUPTION RISK, ANTI-BRIBERY GOVERNANCE & COMPLIANCE

International Framework: ISO 37001:2025, OECD Anti-Bribery Recommendation, U.S. anti-bribery principles and international anti-corruption frameworks. ISO 37001:2025 specifically addresses anti-bribery policies, due diligence, financial and non-financial controls, training, reporting, monitoring and continual improvement.

Unit 1: Understanding Corruption

- Bribery
- Kickbacks
- Facilitation payments
- Extortion
- Embezzlement
- Abuse of office
- Nepotism
- Influence peddling

Unit 2: Corruption Risk Assessment

- Corruption-risk identification
- Risk mapping
- Risk scoring
- High-risk jurisdictions
- High-risk transactions
- High-risk functions

Unit 3: Anti-Bribery Controls

- Anti-bribery policies
- Due diligence
- Financial controls
- Procurement controls
- Contractual controls
- Gifts and hospitality controls

Unit 4: Business Associate & Third-Party Risk

- Agents
- Consultants
- Distributors
- Suppliers
- Joint ventures
- Intermediaries

Unit 5: Compliance Monitoring

- Compliance testing
- Monitoring
- Reporting
- Investigations
- Corrective action
- Continuous improvement

MODULE 4: FRAUD GOVERNANCE, FINANCIAL CRIME & INTERNAL CONTROL

International Framework: COSO Internal Control Framework; COSO/ACFE Fraud Risk Management Guide; U.S. Sarbanes-Oxley principles. COSO's fraud-risk guidance provides a framework for establishing fraud-risk management programmes and aligns with its internal-control principles.

Unit 1: Fraud Governance

- Occupational fraud
- Financial statement fraud
- Asset misappropriation
- Procurement fraud
- Payroll fraud
- Management override

Unit 2: Fraud Risk Management

- Fraud-risk assessment
- Fraud risk register
- Fraud controls
- Preventive controls
- Detective controls
- Response mechanisms

Unit 3: Internal Controls

- Control environment
- Risk assessment
- Control activities
- Information and communication
- Monitoring
- Control deficiencies

Unit 4: Financial Reporting Integrity

- Financial statement manipulation
- Revenue recognition
- Accrual manipulation
- Unusual transactions
- Related-party transactions
- Management estimates

Unit 5: Financial Crime & Illicit Financial Flows

- Money laundering
- Corruption proceeds
- Asset concealment
- Shell companies
- Beneficial ownership
- Cross-border financial crime

MODULE 5: CONFLICT OF INTEREST, RELATED-PARTY TRANSACTIONS & BOARD INDEPENDENCE

International Framework: OECD corporate governance principles; ISO 37001; U.S. ethics and disclosure principles; UK governance requirements.

Unit 1: Conflict-of-Interest Framework

- Actual conflicts
- Potential conflicts
- Perceived conflicts
- Personal interests
- Family interests
- Business interests

Unit 2: Director Disclosure

- Interest registers
- Annual declarations
- Transaction disclosures
- Beneficial interests
- Ownership interests
- Gifts and hospitality

Unit 3: Related-Party Transactions

- Identification
- Disclosure
- Independent review
- Approval
- Monitoring
- Reporting

Unit 4: Recusal & Board Independence

- When directors should recuse themselves
- Managing conflicted directors
- Independent decision-making
- Committee referral
- Independent advice

Unit 5: Conflict-of-Interest Red Flags

- Undisclosed relationships
- Unusual contracts
- Preferential treatment
- Supplier concentration
- Related-party pricing
- Personal benefit

Boardroom Simulation "The Director Who Owns the Supplier"

MODULE 6: PROCUREMENT GOVERNANCE, THIRD-PARTY INTEGRITY & BENEFICIAL OWNERSHIP

International Framework: OECD anti-bribery principles, ISO 37001, World Bank integrity standards and public-procurement integrity principles. The OECD framework specifically highlights internal controls, ethics, compliance, reporting channels and procurement-related integrity risks.

Unit 1: Procurement Governance

- Transparency
- Competition
- Value for money
- Fairness
- Accountability
- Procurement oversight

Unit 2: Procurement Fraud

- Bid rigging
- Collusion
- Kickbacks
- Bid manipulation
- Contract splitting
- Inflated pricing
- Ghost suppliers

Unit 3: Third-Party Due Diligence

- Supplier screening
- Agent due diligence
- Consultant risk
- Distributor risk
- Joint ventures
- Intermediaries

Unit 4: Beneficial Ownership

- Ultimate beneficial owners
- Ownership structures
- Nominee arrangements
- Shell companies
- Hidden interests
- Ownership verification

Unit 5: Board Procurement Oversight

- High-value contracts
- Procurement exceptions
- Sole-source procurement
- Emergency procurement
- Contract variations
- Procurement dashboards

MODULE 7: REGULATORY COMPLIANCE, AUDIT, RISK & BOARD ASSURANCE

International Framework: UK Corporate Governance Code 2024; COSO; ISO 37301; OECD governance principles; U.S. audit-committee principles. The UK Code 2024 requires boards to monitor and review risk-management and internal-control frameworks, including material financial, operational, reporting and compliance controls.

Unit 1: Compliance Governance

- Compliance management
- Regulatory obligations
- Compliance risk
- Compliance monitoring
- Regulatory reporting
- Breach management

Unit 2: Enterprise Risk Management

- Strategic risk
- Financial risk
- Operational risk
- Compliance risk
- Reputational risk
- Integrity risk

Unit 3: Internal Audit

- Internal audit independence
- Risk-based auditing
- Audit planning
- Audit findings
- Management responses
- Follow-up

Unit 4: External Audit & Audit Committees

- Audit committee responsibilities

- Auditor independence
- Financial reporting
- Audit quality
- Audit findings
- Auditor communication

Unit 5: Board Assurance

- Three Lines Model
- Management assurance
- Internal assurance
- External assurance
- Assurance mapping
- Board reporting

MODULE 8: WHISTLEBLOWING, INVESTIGATION OVERSIGHT & MISCONDUCT RESPONSE

International Framework: OECD anti-bribery principles, ISO 37001, international whistleblower-protection principles and leading U.S./European compliance practices. The OECD's 2021 Anti-Bribery Recommendation specifically strengthened international expectations around protection of reporting persons, investigations and enforcement.

Unit 1: Whistleblowing Governance

- Reporting systems
- Confidentiality
- Anonymous reporting
- Internal reporting
- External reporting
- Protection against retaliation

Unit 2: Investigation Governance

- Investigation triggers
- Investigation mandates
- Investigator independence
- Evidence preservation
- Scope definition
- Investigation protocols

Unit 3: Board Oversight of Investigations

- When the board should intervene
- Audit committee involvement
- Legal privilege considerations
- Independent investigators
- Management conflicts
- Escalation

Unit 4: Investigation Findings

- Evidence assessment
- Findings
- Management response
- Disciplinary action
- Regulatory reporting
- Loss recovery

Unit 5: Remediation & Lessons Learned

- Root-cause analysis
- Control improvements
- Policy changes
- Training
- Monitoring
- Board follow-up

Executive Simulation

CASE: "The Whistleblower, the CFO and the Board."

Participants determine how the board should respond to allegations involving senior management.

MODULE 9: FINANCIAL OVERSIGHT, FORENSIC ACCOUNTING & ASSET PROTECTION

International Framework: COSO, U.S. audit-committee principles, OECD governance principles and international forensic/accountability practices. The SEC's implementation of Sarbanes-Oxley Section 407 emphasises audit-committee financial expertise, financial statements, internal controls and audit-committee functions.

Unit 1: Financial Statements for Directors

- Balance sheet
- Income statement
- Cash flow
- Notes to accounts

- Financial ratios
- Management accounts

Unit 2: Financial Red Flags

- Unusual transactions
- Revenue anomalies
- Suspicious expenses
- Unexplained liabilities
- Cash-flow inconsistencies
- Unusual journal entries

Unit 3: Forensic Accounting

- Financial analysis
- Transaction tracing
- Asset tracing
- Loss quantification
- Financial reconstruction
- Evidence interpretation

Unit 4: Asset Protection

- Asset identification
- Asset ownership
- Asset concealment
- Asset tracing
- Preservation
- Recovery

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Unit 5: Board Financial Oversight

- Challenging financial assumptions
- Budget oversight
- Capital expenditure
- Financial controls
- Audit findings
- Financial-risk dashboards

MODULE 10: CRISIS GOVERNANCE, INSTITUTIONAL RESILIENCE & BOARD INTEGRITY STRATEGY

International Framework: G20/OECD governance principles, UK governance principles, COSO ERM, ISO 37001/37301 and international integrity frameworks.

Unit 1: Crisis Governance

- Board responsibilities during crises
- Crisis decision-making
- Emergency governance
- Management-board interface
- Escalation protocols
- Crisis accountability

Unit 2: Governance Failure & Institutional Crisis

- Corruption scandals
- Fraud revelations
- Regulatory breaches
- Executive misconduct
- Whistleblower crises
- Financial distress

Unit 3: Crisis Communication

- Stakeholder communication
- Regulatory communication
- Investor communication
- Employee communication
- Media management
- Reputation protection

Unit 4: Institutional Resilience

- Governance resilience
- Risk resilience
- Integrity resilience
- Business continuity
- Leadership succession
- Recovery planning

Unit 5: Board Integrity Strategy

- Governance maturity assessment
- Integrity-risk appetite
- Integrity KPIs
- Board integrity dashboard
- Strategic improvement plan
- Monitoring and evaluation

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SEAL
2025
DELAWARE

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10. CAPSTONE EXECUTIVE PROJECT

BOARD GOVERNANCE, ANTI-CORRUPTION & INSTITUTIONAL INTEGRITY IMPROVEMENT PLAN

Participants conduct a board-level assessment of a selected organisation and produce a strategic governance improvement plan.

Required Components

1. Organizational Profile
2. Governance Assessment
3. Board Effectiveness Assessment
4. Fiduciary & Accountability Assessment
5. Ethical Culture Assessment
6. Corruption Risk Assessment
7. Fraud Risk Assessment
8. Conflict-of-Interest Assessment
9. Procurement Integrity Assessment
10. Third-Party Due-Diligence Assessment
11. Regulatory Compliance Assessment
12. Internal Control Assessment
13. Audit & Assurance Assessment
14. Whistleblowing Assessment
15. Investigation Oversight Framework
16. Financial Oversight Assessment
17. Asset Protection Assessment
18. Crisis Governance Assessment
19. Board Integrity Scorecard
20. Strategic Governance Improvement Roadmap

GLOBAL COMPETENCY PROFILE:

Upon completion, participants should demonstrate advanced competency in:

1. **GOVERNANCE:** Board Leadership → Fiduciary Responsibility → Board Accountability → Committee Oversight
2. **INTEGRITY:** Ethical Leadership → Integrity Culture → Conflict Management → Institutional Accountability
3. **ANTI-CORRUPTION:** Corruption Risk → Anti-Bribery Controls → Third-Party Due Diligence → Procurement Integrity
4. **FINANCIAL OVERSIGHT:** Financial Reporting → Internal Controls → Fraud Risk → Forensic Analysis → Asset Protection
5. **COMPLIANCE:** Regulatory Risk → Compliance Systems → Audit → Assurance → Remediation
6. **INVESTIGATIONS:** Whistleblowing → Allegation Management → Investigation Oversight → Findings → Corrective Action
7. **CRISIS LEADERSHIP**: Crisis Detection → Board Response → Stakeholder Management → Institutional Recovery → Resilience

A competence-based certification

Certification is based on demonstrated knowledge, judgement, application and board-level decision-making — not attendance alone.

15% — Executive Knowledge Assessment
Governance • anti-corruption • risk • ethics • financial oversight

15% — Governance Case Analysis
Identify failures, risks, board responsibilities and corrective action.

20% — Boardroom Decision Simulation
Judgement • independence • ethical reasoning • risk awareness

10% — Financial & Forensic Exercise
Read financial information, identify red flags and formulate questions.

30% — Board Integrity Capstone
Produce a practical governance, anti-corruption and integrity improvement plan.

10% — Professional Participation
Boardroom contribution • teamwork • professional conduct • reflection

IBSF
INTERNATIONAL BUSINESS SCHOOL OF FINANCE
Excellence • Integrity • Impact

EXECUTIVE INTERNATIONAL PROGRAMME

STRATEGIC PUBLIC ASSET RECOVERY, TRACING & CONFISCATION

Governance Oversight • Proceeds of Crime • Financial Intelligence
Beneficial Ownership • Asset Tracing • Freezing & Seizure
Forfeiture & Confiscation • Cross-Border Recovery • International Cooperation
Asset Management • Recovery Strategy

DURATION	ADVANCED	COURSE FEE
5 DAYS	**10 MODULES**	**USD $ 2,750**
Executive Programme	High-Level Curriculum	Per Participant

RECLAIMING WHAT BELONGS TO THE PUBLIC.
STRENGTHENING INTEGRITY. | RESTORING VALUE.

GOVERNANCE OVERSIGHT • PROCEEDS OF CRIME • FINANCIAL INTELLIGENCE • BENEFICIAL OWNERSHIP • ASSET TRACING • FREEZING & SEIZURE • FORFEITURE & CONFISCATION • CROSS-BORDER RECOVERY • ASSET MANAGEMENT • RECOVERY STRATEGY

IDENTIFY. TRACE. ANALYZE.

FREEZE. SEIZE. CONFISCATE.

COOPERATE. RECOVER. RESTORE.

STRATEGIC GOVERNANCE FOR PUBLIC VALUE

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+254 20 2057577

An Executive Programme for Leaders.
Built on International Standards.

Program Overview:

The **Advanced Professional Certificate in Strategic Public Asset Recovery, Tracing & Confiscation** is a high-level executive programme designed to equip senior professionals with the strategic, investigative, financial, legal, governance and international-cooperation capabilities required to identify, trace, freeze, seize, manage and ultimately recover assets derived from corruption, fraud, money laundering, organised crime and other proceeds-generating offences.

The programme is deliberately structured around the **complete asset-recovery lifecycle**:

GOVERN → IDENTIFY → INTELLIGENCE → TRACE → FREEZE → SEIZE → CONFISCATE → COOPERATE → MANAGE → RECOVER

It combines:

- Governance and institutional oversight
- Proceeds-of-crime analysis
- Financial intelligence
- Beneficial ownership investigation
- Advanced asset tracing
- Freezing and seizure
- Forfeiture and confiscation
- Cross-border recovery
- Mutual legal assistance and international cooperation
- Asset management and preservation
- Strategic recovery planning
- Performance measurement

The programme is internationally benchmarked against the **FATF Recommendations and 2025 Asset Recovery Guidance**, **UNCAC Chapter V**, the **EU Asset Recovery and Confiscation Directive 2024/1260**, and relevant U.S. Department of Justice asset-forfeiture practice. FATF's 2025 guidance notes that effective asset recovery requires jurisdictions to strengthen the entire process from identification and tracing through freezing, confiscation, management and return/disposal.

The U.S. component draws particularly on the **U.S. Department of Justice Asset Forfeiture Policy Manual 2025**, including principles concerning criminal and civil forfeiture, pre-seizure planning, international seizures, asset management and inter-agency cooperation.

The European component reflects **EU Directive 2024/1260**, which establishes minimum rules concerning tracing, identification, freezing, confiscation and management of property in criminal proceedings and strengthens the role of Asset Recovery Offices. The international component incorporates **UNCAC Chapter V**, including identification, tracing, freezing/seizure, confiscation, international cooperation and return of assets.

PROGRAMME PHILOSOPHY

Traditional investigations frequently focus on: **Who committed the crime?**

A modern asset-recovery investigation must additionally ask:

Where is the money? ⇨ Who ultimately owns or controls the assets? ⇨ How was the criminal value transformed? ⇨ Where has the value moved? ⇨ What can legally be frozen or seized? ⇨ How can the asset be preserved? ⇨ How can confiscation or forfeiture be achieved? ⇨ How can value be recovered across borders?

This programme therefore develops an asset-focused investigative and governance mindset.

Designed for:

1 **GOVERNMENT & PUBLIC SECTOR**

- Senior government officials
- Permanent/Principal Secretaries
- Ministry directors
- Public-sector governance officials
- Public financial management officials
- Anti-corruption commissioners
- Heads of government agencies
- Public asset-recovery authorities

2 **LAW ENFORCEMENT**

- Senior police officers
- Economic-crime investigators
- Financial investigators
- Asset-tracing investigators
- Criminal intelligence officers
- Organised-crime investigators
- Cybercrime investigators
- Customs investigators

3 **FINANCIAL INTELLIGENCE & REGULATORS**

- Forensic accountants
- FIU officers
- AML/CFT supervisors
- Central bank officials
- Banking regulators
- Securities regulators
- Insurance regulators
- Tax investigators
- Customs intelligence officers

4 **JUSTICE SECTOR**

- Prosecutors
- Government attorneys
- Judges and magistrates
- Asset-recovery lawyers
- Mutual Legal Assistance practitioners
- Litigation specialists

5 **GOVERNANCE & CORPORATE LEADERSHIP**

- Board members
- Audit Committee members
- Risk Committee members
- Company secretaries
- Internal auditors
- Compliance officers
- Risk professionals

DETAILED 10-MODULE PROGRAMME

MODULE 1: GOVERNANCE OVERSIGHT & STRATEGIC PUBLIC ASSET RECOVERY

Module Overview: This module establishes asset recovery as a **strategic governance and public-value function**, rather than simply an investigative activity.

Units

1.1 The Strategic Purpose of Asset Recovery

- Depriving criminals of financial benefit
- Disrupting criminal enterprises
- Deterrence
- Public-value restoration
- Victim considerations
- Institutional credibility

1.2 Governance Architecture

- Government responsibilities
- Anti-corruption authorities
- Law enforcement
- Prosecutors
- FIUs
- Regulators
- Courts
- Asset-management bodies

1.3 Board & Executive Oversight

- Oversight versus operational interference
- Strategic reporting
- Recovery targets
- Institutional risk
- Accountability
- Assurance

1.4 National Asset-Recovery Governance

- National strategies
- Agency mandates
- Inter-agency coordination
- Resources
- Performance measurement

1.5 Strategic Governance Risks

- Institutional fragmentation
- Conflicting mandates
- Poor intelligence sharing
- Weak legal frameworks
- Asset dissipation
- Political and reputational risk

Practical Exercise: Board-Level Asset Recovery Governance Assessment
Participant Take-Away: Public Asset Recovery Governance Framework

MODULE 2: PROCEEDS OF CRIME, CRIMINAL PROPERTY & ASSET IDENTIFICATION

Module Overview: Participants examine how illicit proceeds are generated, transformed, concealed, transferred and converted into apparently legitimate wealth.

Units

2.1 Understanding Proceeds of Crime

- Direct proceeds
- Indirect proceeds
- Criminal property
- Instruments of crime
- Property of corresponding value
- Commingled property

2.2 Major Proceeds-Generating Crimes

- Corruption
- Bribery
- Embezzlement
- Procurement fraud
- Tax-related offences
- Money laundering
- Organised crime
- Cyber-enabled fraud
- Trafficking-related crime

2.3 Transformation of Criminal Proceeds

- Cash
- Bank deposits
- Real estate
- Businesses
- Investments
- Luxury goods

- Digital assets

2.4 Asset Concealment

- Nominees
- Relatives
- Associates
- Shell companies
- Trusts
- Layered transactions
- Offshore structures

2.5 Asset Classification

Participants classify assets as:

- Proceeds
- Instrumentalities
- Substitute/value property
- Commingled assets
- Legitimate property
- Third-party property

Practical Exercise: Proceeds-of-Crime Asset Identification Case
Take-Away: Criminal Proceeds & Asset Classification Matrix

MODULE 3: FINANCIAL INTELLIGENCE & INTELLIGENCE-LED ASSET RECOVERY

Module Overview: Participants learn how financial intelligence can generate asset-recovery leads and support investigative prioritisation.

Units

3.1 Financial Intelligence Ecosystem

- FIUs
- Suspicious transaction reporting
- Financial institutions
- Regulators
- Law enforcement
- Tax authorities
- Customs

3.2 Intelligence Collection

- Transaction information
- Account information
- Corporate information
- Property information
- Tax information
- Customs information

3.3 Financial Analysis

- Transaction analysis
- Funds-flow analysis
- Source-of-funds analysis
- Source-of-wealth analysis
- Network analysis
- Link analysis

3.4 Intelligence Development

- Information evaluation
- Corroboration
- Intelligence gaps
- Hypothesis development
- Dissemination

3.5 Intelligence-Led Recovery

- Target prioritisation
- Asset hypotheses
- Financial leads
- Asset identification
- Investigation planning

Practical Exercise: Financial Intelligence-to-Asset Recovery Simulation. Participants receive a fictional financial dataset and identify:

- Suspect
- Associates
- Transactions
- Companies
- Potential assets
- Asset-recovery leads

Take-Away: Financial Intelligence-to-Recovery Workflow

MODULE 4: BENEFICIAL OWNERSHIP, LEGAL ENTITIES & HIDDEN ASSET STRUCTURES

Module Overview: Beneficial ownership is a critical component of modern asset tracing because assets may be held through companies, trusts, nominees or other legal arrangements. FATF's 2024 beneficial-ownership guidance reflects revised Recommendation 25 and complements the framework concerning transparency of legal persons under Recommendation 24.

Units

4.1 Ownership vs Control

- Legal ownership
- Beneficial ownership
- Control
- Ultimate beneficial owner
- Nominee ownership

4.2 Corporate Structures

- Holding companies
- Subsidiaries
- Parent companies
- Cross-border ownership
- Layered structures

4.3 Trusts & Legal Arrangements

- Settlor
- Trustee
- Beneficiary
- Protector
- Control arrangements

4.4 Beneficial Ownership Investigation

- Corporate registers
- Property records
- Regulatory information
- Financial information
- Public records
- Intelligence sources

4.5 Ownership Network Analysis

- Directors
- Shareholders
- Relatives
- Associates
- Professional intermediaries
- Common addresses
- Common assets

U.S. Comparative Component

Participants examine the **current U.S. beneficial-ownership landscape**, including the significant 2025 FinCEN changes that exempt U.S.-created entities and U.S. persons from CTA BOI reporting while retaining reporting requirements for certain foreign entities registered to do business in the United States. This is taught as a **jurisdiction-specific development**, not as a universal international standard.

Practical Exercise: Complex Beneficial Ownership Mapping
Take-Away: Beneficial Ownership Investigation & Mapping Framework

MODULE 5: ADVANCED ASSET TRACING & FINANCIAL INVESTIGATION

Module Overview: This module provides the core investigative methodology for identifying, locating, connecting and evaluating assets associated with individuals, companies and criminal networks.

Units

5.1 Asset-Tracing Strategy

- Investigation objectives
- Target identification
- Asset hypotheses
- Priority assets
- Recovery potential

5.2 Follow-the-Money

- Source of funds
- Movement of funds
- Layering
- Transfers
- Conversion
- Integration

5.3 Follow-the-Asset

- Real estate
- Companies
- Securities
- Bank accounts
- Vehicles
- Aircraft
- Vessels
- Luxury assets
- Digital assets

5.4 Network Analysis

- Suspect networks
- Family relationships
- Business relationships
- Nominees
- Intermediaries

5.5 Asset Valuation

- Market value
- Ownership interests
- Encumbrances
- Recovery costs
- Net recoverable value

5.6 Financial Investigation Documentation

- Evidence mapping
- Financial chronologies
- Asset schedules
- Link charts
- Investigative hypotheses

Practical Exercise: Follow-the-Money / Follow-the-Asset Investigation
Take-Away: Advanced Asset-Tracing Plan

MODULE 6: FREEZING, SEIZURE & PROVISIONAL ASSET-PRESERVATION MEASURES

Module Overview: Participants examine how authorities can preserve assets against dissipation while respecting applicable legal safeguards and third-party rights. EU Directive 2024/1260 specifically links effective recovery to swift tracing, freezing and confiscation and emphasises effective management of frozen property. The U.S. DOJ framework includes specific guidance on pre-seizure planning, business seizures, cash management and international seizures.

Units

6.1 Purpose of Freezing & Seizure

- Preventing dissipation
- Preserving value
- Preventing concealment
- Protecting evidence
- Securing recovery prospects

6.2 Freezing Measures

- Bank accounts
- Securities
- Financial instruments
- Digital assets where legally authorised

6.3 Seizure

- Real estate
- Vehicles
- Businesses
- High-value property
- Physical assets

6.4 Pre-Seizure Planning

- Asset identification
- Ownership
- Valuation
- Security
- Insurance
- Maintenance
- Storage
- Operational risk

6.5 Legal Safeguards

- Judicial authorisation where required
- Evidentiary thresholds
- Proportionality
- Due process
- Third-party rights
- Review mechanisms

Practical Exercise: Pre-Seizure Planning Simulation
Take-Away: Pre-Seizure Planning & Asset Preservation Checklist

MODULE 7: FORFEITURE, CONFISCATION & STRATEGIC RECOVERY MECHANISMS

Module Overview: This module examines the legal and strategic pathways for permanently depriving criminals of illicit property, while distinguishing mechanisms according to applicable national law. FATF identifies effective provisional measures and confiscation as central components of an effective AML/CFT and asset-recovery system.

Units

7.1 Confiscation Fundamentals

- Criminal proceeds
- Instruments
- Transformed property
- Corresponding-value property

7.2 Criminal Forfeiture

- Relationship to criminal proceedings
- Property connected to offences
- Judicial orders
- Enforcement

7.3 Civil / Non-Conviction-Based Mechanisms

- Conceptual framework
- Appropriate legal thresholds
- Judicial safeguards
- Third-party protections
- Jurisdictional differences

7.4 Extended Confiscation

- Criminal wealth
- Disproportionate property
- Evidential considerations
- Links to criminal conduct

EU Directive 2024/1260 provides for extended confiscation in specified circumstances and also contains provisions addressing unexplained wealth linked to criminal conduct within criminal-organisation contexts, subject to national implementation and judicial safeguards.

7.5 Third-Party Rights

- Bona fide owners
- Innocent parties

- Secured interests
- Victim considerations

7.6 Confiscation Enforcement

- Domestic enforcement
- Foreign orders
- Recognition
- Execution

U.S. Comparative Case Study: Participants examine U.S. criminal and civil forfeiture concepts using the DOJ Asset Forfeiture Policy Manual as the principal reference.

Take-Away: Forfeiture & Confiscation Decision Framework

MODULE 8: CROSS-BORDER ASSET RECOVERY & INTERNATIONAL COOPERATION

Module Overview: Criminal assets frequently move across jurisdictions. This module develops the capacity to coordinate asset-recovery actions involving foreign authorities.

Units

8.1 Cross-Border Asset Risks

- Foreign bank accounts
- Offshore companies
- Foreign real estate
- Foreign investments
- Nominee structures
- Cross-border asset transfers

8.2 Informal Cooperation

- FIU-to-FIU cooperation
- Law-enforcement channels
- Prosecutorial networks
- Liaison officers
- Intelligence exchange

8.3 Mutual Legal Assistance

- Purpose of MLA
- Requesting authority
- Central authorities
- Required information
- Supporting documentation
- Urgency

8.4 Foreign Freezing & Seizure

- Identifying foreign assets
- Foreign restraint
- Recognition of orders
- Coordinated action

8.5 International Confiscation

- Foreign confiscation orders
- Recognition
- Enforcement
- Asset return
- Asset sharing

8.6 International Asset Recovery Networks

- FIUs
- Asset Recovery Offices
- Prosecutors
- Law enforcement
- International organisations

UNCAC Chapter V specifically provides for international cooperation concerning confiscation and measures to identify, trace, freeze or seize proceeds for eventual confiscation, together with mechanisms for return of certain recovered property. The EU framework also requires Asset Recovery Offices to support cooperation with national and foreign counterparts and to act in relation to freezing and confiscation orders under the applicable EU framework.

Practical Exercise: Three-Jurisdiction Asset Recovery Simulation
Take-Away: Cross-Border Asset Recovery Strategy

MODULE 9: ASSET MANAGEMENT, VALUATION, PRESERVATION & DISPOSAL

Module Overview: Recovery is not successful if assets lose their value after seizure. This module addresses the governance and operational requirements for protecting seized and confiscated assets.

Units

9.1 Asset Management Governance

- Asset-management authority
- Asset registers
- Chain of accountability
- Internal controls
- Audit

9.2 Asset Valuation

- Initial valuation
- Market value
- Depreciation
- Maintenance costs
- Net recoverable value

9.3 Managing Complex Assets

- Businesses
- Real estate
- Vehicles
- Aircraft
- Vessels
- Art
- Jewellery
- Digital assets

9.4 Preservation

- Security
- Insurance
- Maintenance
- Custody
- Operational continuity

9.5 Disposal

- Sale
- Auction
- Transfer
- Public-interest utilisation
- Destruction where legally required

9.6 Transparency

- Asset registers
- Audit trails
- Reporting
- Disposal controls
- Public accountability

EU Directive 2024/1260 expressly recognises effective management of frozen and confiscated property as part of an effective asset-recovery system. The U.S. DOJ framework likewise addresses seized cash management, business seizures and related asset-forfeiture management issues.

Practical Exercise: Asset Management & Value Preservation Case
Take-Away: Public Asset Management Framework

MODULE 10: STRATEGIC ASSET RECOVERY POLICY, PERFORMANCE & 100-DAY RECOVERY PLAN

Module Overview: The final module integrates all previous modules into a strategic institutional recovery framework.

Units

10.1 National Asset Recovery Strategy

- Vision
- Mission
- Strategic objectives
- Priority crimes
- Priority assets
- Institutional responsibilities

10.2 Recovery Case Prioritisation

- Value
- Public impact
- Strategic importance
- Complexity
- International dimension
- Recovery probability

10.3 Inter-Agency Coordination

- FIU
- Police
- Anti-corruption agency
- Prosecutor
- Tax authority
- Customs
- Regulators
- Asset-management authority

10.4 Recovery Performance Management
Key indicators:

- Assets identified
- Assets traced
- Assets frozen
- Assets seized
- Confiscation orders obtained
- Value preserved
- Value recovered
- Recovery costs
- Time to recovery
- International requests
- Foreign assets recovered

10.5 Recovery Governance Dashboard

- Board reporting
- Executive reporting
- Case portfolio
- Risk dashboard
- Performance dashboard
- Audit and assurance

10.6 100-Day Recovery Action Plan

Participants develop:

- Three priority reforms
- Institutional gaps
- Priority asset classes
- Priority crime types
- Required resources
- Inter-agency arrangements
- International partnerships
- KPIs
- 100-day implementation timeline

Final Take-Away: Strategic Public Asset Recovery & Confiscation 100-Day Action Plan

EXPECTED LEARNING OUTCOMES

Upon successful completion, participants will be able to:

1. Explain asset recovery as a strategic public-governance function.
2. Identify proceeds, instrumentalities and transformed criminal property.
3. Develop intelligence-led asset-recovery strategies.
4. Interpret financial intelligence for asset-identification purposes.
5. Analyse ownership and control structures.
6. Conduct structured beneficial-ownership analysis.
7. Develop asset-tracing hypotheses.
8. Analyse financial flows and asset-conversion patterns.
9. Understand the strategic considerations surrounding freezing and seizure.
10. Develop pre-seizure planning frameworks.
11. Distinguish forfeiture, confiscation and other recovery mechanisms.
12. Understand extended and value-based confiscation concepts where available under national law.
13. Develop cross-border asset-recovery strategies.
14. Structure international cooperation and MLA strategies.
15. Develop asset-management and value-preservation frameworks.
16. Establish asset-recovery KPIs.
17. Design institutional recovery strategies.
18. Develop a practical 100-day asset-recovery action plan

EXECUTIVE TAKE-AWAYS: Participants will leave with:

1. ***Asset Recovery Governance Framework:*** A framework for integrating asset recovery into organisational and national governance.

2. ***Proceeds-of-Crime Identification Matrix:*** A tool for categorising criminal proceeds, transformed property and instrumentalities.

3. ***Financial Intelligence-to-Asset Recovery Framework:*** A structured pathway from intelligence collection to asset identification.

4. ***Beneficial Ownership Mapping Tool:*** A framework for analysing ownership, control, nominees, companies and legal arrangements.

5. ***Asset-Tracing Strategy:*** A structured methodology for identifying and prioritising assets.

6. ***Pre-Seizure Planning Framework:*** A checklist covering valuation, legal considerations, preservation, security and management.

7. ***Confiscation Strategy Framework:*** A framework for determining the appropriate recovery pathway under applicable law.

8. ***Cross-Border Recovery Strategy:*** A structured international cooperation plan.

9. ***Asset Management Framework:*** A system for preserving value, accountability and transparency.

10. ***100-Day Recovery Strategy:*** A practical institutional roadmap for improving asset-recovery performance.

8. FIVE-DAY EXECUTIVE TRAINING SCHEDULE

DAY 1 — GOVERNANCE, PROCEEDS OF CRIME & FINANCIAL INTELLIGENCE

Time	Session
08:30–09:00	Registration & Pre-Assessment
09:00–09:30	Opening: Strategic Importance of Public Asset Recovery
09:30–11:00	Module 1: Governance Oversight & Strategic Asset Recovery
11:00–11:15	Break
11:15–12:30	Module 1: Governance Architecture & Accountability
12:30–13:30	Lunch
13:30–15:00	Module 2: Proceeds of Crime & Asset Identification
15:00–15:15	Break
15:15–16:45	Module 3: Financial Intelligence
16:45–17:30	Financial Intelligence Case Exercise

Day 1 Outcome

Participants understand the governance architecture and can convert financial intelligence into initial asset-recovery leads.

DAY 2 — BENEFICIAL OWNERSHIP & ADVANCED ASSET TRACING

Time	Session
08:30–09:00	Day 1 Review
09:00–10:30	Module 4: Beneficial Ownership
10:30–10:45	Break
10:45–12:15	Beneficial Ownership Mapping Exercise
12:15–13:15	Lunch
13:15–14:45	Module 5: Advanced Asset Tracing
14:45–15:00	Break
15:00–16:15	Financial Trail & Network Analysis
16:15–17:30	Follow-the-Money / Follow-the-Asset Simulation

Day 2 Outcome

Participants develop an asset-tracing hypothesis and identify hidden ownership and control relationships.

DAY 3 — FREEZING, SEIZURE & CONFISCATION

Time	Session
08:30–09:00	Day 2 Review
09:00–10:30	Module 6: Freezing & Seizure
10:30–10:45	Break
10:45–12:15	Pre-Seizure Planning
12:15–13:15	Lunch
13:15–14:45	Module 7: Forfeiture & Confiscation
14:45–15:00	Break
15:00–16:00	Criminal, Civil & Non-Conviction-Based Models
16:00–17:30	Major Case Simulation: The High-Value Asset

Day 3 Outcome

Participants understand the strategic pathway from asset identification through provisional measures and final confiscation, subject to national law.

DAY 4 — CROSS-BORDER RECOVERY & ASSET MANAGEMENT

Time	Session
08:30–09:00	Day 3 Review
09:00–10:30	Module 8: Cross-Border Asset Recovery
10:30–10:45	Break
10:45–12:15	International Cooperation & MLA
12:15–13:15	Lunch
13:15–14:30	Three-Jurisdiction Recovery Simulation
14:30–14:45	Break
14:45–16:00	Module 9: Asset Management
16:00–17:00	Valuation, Preservation & Disposal
17:00–17:30	International Case Review

Day 4 Outcome

Participants develop a cross-border recovery strategy and understand how to preserve the value of seized assets.

DAY 5 — STRATEGIC RECOVERY & CERTIFICATION

Time	Session
08:30–09:00	Day 4 Review
09:00–10:30	Module 10: Strategic Asset Recovery Policy
10:30–10:45	Break
10:45–12:00	Recovery KPIs & Performance Dashboard
12:00–13:00	Lunch
13:00–14:30	Strategic Asset Recovery Capstone
14:30–14:45	Break
14:45–15:45	Participant Strategy Presentations
15:45–16:30	Final Knowledge & Application Assessment
16:30–17:00	Individual 100-Day Action Plans
17:00–17:30	Evaluation, Certification & Closing

10. FINAL CAPSTONE: STRATEGIC PUBLIC ASSET RECOVERY & CONFISCATION PLAN

Each participant or team develops a practical institutional strategy containing:

Section 1 — Current-State Assessment

- Existing legal framework
- Institutional structure
- Current capabilities
- Existing bottlenecks

Section 2 — Risk Assessment

- Priority crimes
- Priority offenders
- Priority asset classes
- Cross-border risks

Section 3 — Governance Model

- Agency responsibilities
- Board/executive oversight
- Inter-agency coordination

Section 4 — Intelligence Model

- FIU integration
- Financial intelligence
- Data sharing
- Intelligence analysis

Section 5 — Asset-Tracing Model

- Investigation methodology
- Beneficial ownership
- Financial investigation
- Asset prioritisation

Section 6 — Recovery Model

- Freezing
- Seizure
- Forfeiture
- Confiscation
- Return

Section 7 — International Cooperation

- MLA
- FIU cooperation
- Law enforcement cooperation
- Foreign asset recovery

Section 8 — Asset Management

- Valuation
- Preservation
- Custody
- Disposal
- Transparency

Section 9 — Performance Dashboard

Suggested KPIs:

Assets Identified → Assets Traced → Assets Frozen → Assets Seized → Confiscation Orders → Assets Managed → Assets Recovered

Section 10 — 100-Day Implementation Plan

CERTIFICATE TITLE: ADVANCED PROFESSIONAL CERTIFICATE IN STRATEGIC PUBLIC ASSET RECOVERY, TRACING & CONFISCATION

Governance Oversight • Financial Intelligence • Asset Tracing • Freezing & Seizure • Forfeiture & Confiscation • Cross-Border Recovery • Asset Management

EXECUTIVE PROGRAMME

PROFESSIONAL CERTIFICATE

IN BOARD LEADERSHIP, STRATEGIC DECISION-MAKING AND RISK MANAGEMENT

EXECUTIVE LEVEL

INTERNATIONAL TRAINING SCHEDULE 20

TRAINING DATES & LOCATIONS

MALAYSIA	23rd – 27th Nov 2026
SINGAPORE	01st – 05th Mar 2027
UAE	24th – 28th May 2027
SOUTH AFRICA	30th Aug – 03rd Sep 2027
KENYA	25th – 29th Oct 2027
SWITZERLAND	13th – 17th Dec 2027

FEE: USD $2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 OR MORE DELEGATES FROM THE SAME INSTITUTION

BOARD LEADERSHIP

IN STRATEGIC DECISION-MAKING AND RISK MANAGEMENT

STRATEGIC DECISION-MAKING
Shaping the Future. Creating Long-Term Value.

RISK MANAGEMENT
Anticipate. Assess. Mitigate. Protect Value.

Course Overview

This executive-level programme equips Board Directors, Chairpersons, CEOs, Senior Executives, Regulators, and Governance Professionals with the competencies required to provide effective strategic leadership, make informed decisions under uncertainty, and oversee enterprise-wide risk management.

The programme is aligned with international governance and risk management frameworks, including:

- OECD Principles of Corporate Governance
- UK Corporate Governance Code
- European Banking Authority (EBA) Governance Guidelines
- Basel Committee Principles for Corporate Governance
- COSO Enterprise Risk Management Framework
- ISO 31000 Risk Management Standard
- Institute of Directors (IoD) UK Governance Principles
- National Association of Corporate Directors (NACD) USA Guidelines

The training emphasizes practical boardroom application through simulations, strategic decision exercises, case studies, risk governance workshops, and a capstone board simulation.

Training Outcomes

Upon successful completion, participants will be able to:

1. Strengthen board governance and strategic oversight.
2. Apply advanced board decision-making techniques.
3. Establish effective board risk governance frameworks.
4. Define organizational risk appetite and tolerance.
5. Oversee financial, operational, cyber, and reputational risks.
6. Improve board effectiveness and committee performance.
7. Lead organizations during crises and disruptions.
8. Evaluate strategic opportunities and emerging risks.
9. Foster ethical leadership and accountability.
10. Develop resilient and future-focused governance systems.

Target Audience

- Board Chairpersons
- Non-Executive Directors
- Executive Directors
- Chief Executive Officers
- Managing Directors
- Board Committee Members
- Corporate Secretaries
- Chief Risk Officers
- Chief Financial Officers
- Regulators and Supervisory Authorities
- State-Owned Enterprise Executives
- Central Bank Officials
- Public Sector Executives
- Financial Institution Executives

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Course Units and Sub-Units

Unit 1: Board Leadership and Corporate Governance

Sub-Units

- Evolution of Modern Corporate Governance
- Board Roles and Responsibilities
- Fiduciary Duties of Directors
- Governance Models in Europe and North America
- Board Accountability and Stewardship
- Governance Failures and Lessons Learned
- Director Independence
- Board Leadership and Culture

Unit 2: Strategic Leadership and Value Creation

Sub-Units

- Strategic Leadership Principles
- Organizational Vision and Mission
- Long-Term Value Creation
- Stakeholder Governance
- Strategy Formulation Processes
- Competitive Advantage Frameworks
- Sustainable Business Growth
- Strategic Governance Models

Unit 3: Strategic Decision-Making in the Boardroom

Sub-Units

- Decision-Making Frameworks
- Boardroom Dynamics
- Evidence-Based Decision Making
- Cognitive Biases in Decision Making
- Groupthink and Board Effectiveness
- Scenario Analysis Techniques
- Strategic Alternatives Assessment
- Decision Accountability

Unit 4: Enterprise Risk Governance

Sub-Units

- Risk Governance Fundamentals
- ISO 31000 Framework
- COSO ERM Framework
- Board Risk Oversight
- Three Lines Model
- Risk Governance Structures
- Risk Appetite Frameworks
- Risk Reporting and Escalation

Unit 5: Strategic Risk Assessment and Management

Sub-Units

- Strategic Risk Identification
- Emerging Risk Analysis
- Risk Mapping Methodologies
- Risk Assessment Techniques
- Key Risk Indicators (KRIs)
- Geopolitical Risks
- Market and Competitive Risks
- Climate and Sustainability Risks

Unit 6: Financial Risk Oversight

Sub-Units

- Financial Governance Responsibilities
- Understanding Financial Statements
- Capital Management
- Liquidity Risk Oversight
- Credit Risk Governance
- Investment Risk Oversight
- Fraud Risk Management
- Financial Early Warning Indicators

Unit 7: Operational, Technology and Cyber Risk Governance

Sub-Units

- Operational Risk Management
- Technology Governance
- Digital Transformation Risks
- Cybersecurity Oversight
- Data Privacy and Protection
- Third-Party Risk Management
- Artificial Intelligence Governance
- Business Continuity Planning

Unit 8: Crisis Leadership and Organizational Resilience

Sub-Units

- Crisis Governance Frameworks
- Board Leadership During Crises
- Strategic Crisis Decision-Making
- Reputational Risk Management
- Stakeholder Communication
- Business Continuity Management
- Organizational Resilience Models
- Post-Crisis Recovery

Unit 9: Board Committees and Effective Oversight

Sub-Units

- Audit Committee Responsibilities
- Risk Committee Effectiveness
- Governance and Ethics Committees
- Nomination Committees
- Remuneration Committees
- Committee Charters
- Integrated Assurance
- Board Performance Evaluation

Unit 10: Future-Focused Board Leadership

Sub-Units

- ESG Governance
- Sustainability Reporting
- Innovation Governance
- Strategic Foresight
- Scenario Planning
- Board Succession Planning
- Ethical Leadership
- Building High-Performing Boards

5-Day Training Schedule

Day	Session	Topics Covered	Learning Activities
Day 1	Morning	Unit 1: Board Leadership and Corporate Governance	Interactive Lecture, Governance Assessment
	Morning	Unit 2: Strategic Leadership and Value Creation	Strategic Leadership Workshop
	Afternoon	Governance Failures and Board Responsibilities	International Case Study
	Afternoon	Board Governance Maturity Review	Group Exercise
	End of Day	Reflection Session	Facilitated Discussion
Day 2	Morning	Unit 3: Strategic Decision-Making in the Boardroom	Decision-Making Workshop
	Morning	Cognitive Biases and Boardroom Dynamics	Practical Exercises
	Afternoon	Unit 4: Enterprise Risk Governance	Interactive Lecture
	Afternoon	Risk Appetite Framework Development	Group Work
	End of Day	Board Decision Simulation	Simulation Exercise

Day	Session	Topics Covered	Learning Activities
Day 3	Morning	Unit 5: Strategic Risk Assessment and Management	Risk Mapping Workshop
	Morning	Emerging Risks and Strategic Threats	Group Discussion
	Afternoon	Unit 6: Financial Risk Oversight	Financial Governance Workshop
	Afternoon	Financial Distress and Board Response	International Case Study
	End of Day	Risk Dashboard Development	Group Exercise
Day 4	Morning	Unit 7: Operational, Technology and Cyber Risk Governance	Expert-Led Workshop
	Morning	Cybersecurity Oversight	Cyber Risk Simulation
	Afternoon	Unit 8: Crisis Leadership and Organizational Resilience	Interactive Lecture
	Afternoon	Crisis Management and Media Response	Crisis Simulation
	End of Day	Business Continuity Planning	Group Work
Day 5	Morning	Unit 9: Board Committees and Effective Oversight	Committee Effectiveness Workshop
	Morning	Unit 10: Future-Focused Board Leadership	Executive Discussion
	Afternoon	Capstone Board Governance Project	Team-Based Project
	Afternoon	Board Meeting Simulation and Presentations	Simulation and Presentations
	Closing	Programme Review and Certification	Feedback and Evaluation

Group Work Activities

Activity	Objective
Board Governance Assessment	Evaluate governance maturity
Risk Appetite Statement Development	Establish board-level risk tolerance
Enterprise Risk Mapping	Identify and prioritize strategic risks
Financial Risk Dashboard	Monitor key financial risks
Business Continuity Planning	Strengthen organizational resilience
Capstone Governance Project	Apply all programme concepts

Case Studies

Participants will analyze real-world governance and risk failures from:

- Global Financial Crisis
- Silicon Valley Bank Collapse
- Credit Suisse Governance Failure
- Boeing Governance and Safety Crisis
- Equifax Cybersecurity Breach
- Volkswagen Governance Scandal
- Wirecard Corporate Fraud
- COVID-19 Crisis Leadership Cases

Simulation Exercises

Simulation	Skills Developed
Board Decision-Making Simulation	Strategic decision-making
Risk Appetite Workshop	Risk governance
Enterprise Risk Scenario Analysis	Risk prioritization
Cyberattack Simulation	Crisis response
Media and Reputation Crisis Simulation	Stakeholder management
Board Meeting Simulation	Governance and leadership

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Capstone Project

Board Strategic Leadership and Risk Oversight Simulation

Participants will act as members of a Board of Directors responsible for a multinational organization facing:

- Strategic uncertainty
- Financial pressure
- Cybersecurity threats
- Regulatory scrutiny
- Reputational challenges

Teams will:

1. Review strategic options.
2. Assess organizational risks.
3. Develop a board risk appetite statement.
4. Approve strategic initiatives.
5. Prepare board recommendations.
6. Present decisions to a mock board panel.

Assessment Framework

Assessment Method	Weighting
Pre-Course Knowledge Assessment	10%
Participation and Engagement	10%
Individual Case Study Analysis	15%
Risk Governance Workshop Exercise	15%
Group Project Assignment	15%
Simulation Performance	15%
Capstone Project Presentation	20%

Certification Requirements

Requirement	Standard
Attendance	Minimum 80%
Participation in Simulations	Mandatory
Group Project Completion	Mandatory
Capstone Presentation	Mandatory
Pass Mark	60% Overall

Certification Award

Professional Certificate in Board Leadership, Strategic Decision-Making and Risk Management (Executive Level)

Duration: 5 Days (40 Hours)
Training Methodology: Classroom, Virtual, or Hybrid Delivery
Benchmark Standards: USA (NACD), Europe (EBA, OECD, UK Corporate Governance Code), COSO ERM, ISO 31000, Basel Governance Principles.

EXECUTIVE PROGRAMME

EXECUTIVE CERTIFICATE

IN ADVANCED FINANCIAL STATEMENTS ANALYSIS

EXECUTIVE LEVEL

INTERNATIONAL TRAINING SCHEDULE 2026–2027

TRAINING DATES & COUNTRIES

MALAYSIA	23rd – 27th Nov 2026
SINGAPORE	01st – 05th Mar 2027
UAE	24th – 28th May 2027
SOUTH AFRICA	30th Aug – 03rd Sep 2027
KENYA	25th – 29th Oct 2027
SWITZERLAND	13th – 17th Dec 2027

FEE: USD $2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 OR MORE DELEGATES FROM THE SAME INSTITUTION

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EXECUTIVE EDUCATION • FINANCIAL ANALYSIS • GOVERNANCE • STRATEGIC DECISION-MAKING

Duration: 5 Days (40 Hours)
Level: Advanced / Executive / Board and Senior Management Level
Delivery Mode: Classroom, Virtual or Hybrid

International Standards Alignment: IFRS Accounting Standards, US GAAP, International Standards on Auditing (ISA), Sarbanes-Oxley Act (SOX), SEC Reporting Requirements, OECD Corporate Governance Principles, COSO Internal Control Framework, Basel Committee Financial Risk Principles, European Financial Reporting Advisory Group (EFRAG), International Valuation Standards (IVS), and NACD Board Financial Oversight Guidelines.

Course Overview

Financial statements are the primary source of information used by boards, investors, lenders, regulators, auditors, and executives to assess an organization's financial health, operational performance, sustainability, and strategic direction. However, effective financial leadership requires more than simply reading financial reports—it requires the ability to analyze financial performance, identify risks, assess earnings quality, evaluate cash flows, detect financial manipulation, and make informed strategic decisions.

This intensive executive programme provides participants with advanced financial statement analysis techniques used by leading boards, investment firms, regulators, and financial institutions globally. Participants will learn how to interpret complex financial reports, assess financial strength, identify warning signs of distress, evaluate management performance, analyze business value drivers, and strengthen governance oversight.

The programme combines practical workshops, real-world corporate case studies, boardroom simulations, financial modeling exercises, and a capstone project focused on comprehensive financial analysis and strategic recommendations.

Training Outcomes

Upon successful completion of the programme, participants will be able to:

1. Conduct advanced analysis of financial statements using global best practices.
2. Evaluate organizational profitability, liquidity, solvency, and efficiency.
3. Assess earnings quality and sustainability.
4. Analyze cash flow performance and financial resilience.
5. Identify financial reporting red flags and potential manipulation.
6. Evaluate investment opportunities using financial analysis techniques.
7. Assess organizational value creation and financial sustainability.
8. Strengthen board oversight of financial reporting and governance.
9. Interpret complex accounting disclosures and management assumptions.
10. Develop strategic recommendations based on financial analysis findings.

Target Audience

- Board Chairpersons
- Non-Executive Directors
- Executive Directors
- Chief Executive Officers (CEOs)
- Chief Financial Officers (CFOs)
- Finance Directors
- Audit Committee Members
- Risk Committee Members
- Internal Auditors
- External Auditors
- Investment Managers
- Financial Analysts
- Bank Executives
- Regulators and Supervisory Authorities
- Public Sector Financial Managers
- Corporate Governance Professionals

Course Units and Sub-Units

Unit 1: Advanced Financial Reporting Frameworks

Sub-Units

- IFRS and US GAAP Reporting Principles
- Financial Reporting Objectives
- Financial Statement Architecture
- Recognition and Measurement Principles
- Fair Value Accounting
- Materiality and Disclosure Requirements
- Integrated Reporting Concepts
- Board Oversight of Financial Reporting

Unit 2: Advanced Balance Sheet Analysis

Sub-Units

- Asset Structure Evaluation
- Current and Non-Current Asset Analysis
- Working Capital Assessment
- Asset Quality Analysis
- Capital Structure Evaluation
- Liability Management Assessment
- Equity Analysis
- Financial Position Interpretation

Unit 3: Advanced Income Statement Analysis

Sub-Units

- Revenue Recognition Analysis
- Cost Structure Evaluation
- Gross Margin Analysis
- Operating Profitability Assessment
- EBITDA Analysis
- Earnings Sustainability Assessment
- Non-Recurring Items Analysis
- Profit Quality Evaluation

Unit 4: Cash Flow Analysis and Financial Sustainability

Sub-Units

- Cash Flow Statement Interpretation
- Operating Cash Flow Analysis
- Investing Cash Flow Analysis
- Financing Cash Flow Analysis
- Free Cash Flow Evaluation
- Cash Conversion Cycle Analysis
- Liquidity Assessment
- Financial Sustainability Indicators

Unit 5: Ratio Analysis and Performance Measurement

Sub-Units

- Liquidity Ratios
- Solvency Ratios
- Profitability Ratios
- Efficiency Ratios
- Market Value Ratios
- Return on Investment Measures
- DuPont Analysis
- Benchmarking Techniques

Unit 6: Earnings Quality and Financial Manipulation Detection

Sub-Units

- Understanding Earnings Quality
- Aggressive Accounting Practices
- Revenue Manipulation Techniques
- Expense Manipulation Techniques
- Earnings Management Indicators
- Financial Statement Red Flags
- Fraud Detection Tools
- Governance Responses to Financial Manipulation

Unit 7: Financial Risk and Distress Analysis

Sub-Units

- Financial Risk Assessment Frameworks
- Liquidity Risk Indicators
- Credit Risk Assessment
- Solvency Risk Analysis
- Bankruptcy Prediction Models
- Altman Z-Score Analysis
- Financial Stress Testing
- Early Warning Systems

Unit 8: Valuation and Investment Analysis

Sub-Units

- Business Valuation Fundamentals
- Discounted Cash Flow (DCF) Analysis
- Comparable Company Analysis
- Precedent Transaction Analysis
- Economic Value Added (EVA)
- Shareholder Value Assessment
- Investment Decision Analysis
- Strategic Financial Evaluation

Unit 9: Sector-Specific Financial Statement Analysis

Sub-Units

- Banking Sector Financial Analysis
- Insurance Company Analysis
- Manufacturing Sector Analysis
- Retail Sector Analysis
- Technology Sector Analysis
- Public Sector Financial Reporting
- State-Owned Enterprise Analysis
- Industry Benchmarking

Unit 10: Board-Level Financial Oversight and Strategic Decision-Making

Sub-Units

- Board Financial Responsibilities
- Financial Dashboard Development
- Audit Committee Financial Review
- Strategic Financial Decision-Making
- Capital Allocation Oversight
- Financial Performance Governance
- Stakeholder Reporting
- Future Trends in Financial Reporting

5-Day Training Schedule

Day	Time	Session	Methodology
Day 1	08:30 – 10:30	Unit 1: Advanced Financial Reporting Frameworks	Interactive Lecture
	10:45 – 12:30	Unit 2: Advanced Balance Sheet Analysis	Practical Workshop
	13:30 – 15:00	Balance Sheet Diagnostic Exercise	Group Work
	15:15 – 17:00	Case Study: Wirecard and Steinhoff Financial Reporting Failures	Case Study Analysis
Day 2	08:30 – 10:30	Unit 3: Advanced Income Statement Analysis	Executive Workshop
	10:45 – 12:30	Profitability and Earnings Analysis Exercise	Group Work
	13:30 – 15:00	Unit 4: Cash Flow Analysis and Financial Sustainability	Practical Workshop
	15:15 – 17:00	Cash Flow Risk Assessment Simulation	Simulation
Day 3	08:30 – 10:30	Unit 5: Ratio Analysis and Performance Measurement	Hands-On Analysis
	10:45 – 12:30	Financial Ratio Benchmarking Exercise	Group Work
	13:30 – 15:00	Unit 6: Earnings Quality and Financial Manipulation Detection	Expert Session
	15:15 – 17:00	Fraud Detection and Red Flag Analysis Workshop	Simulation
Day 4	08:30 – 10:30	Unit 7: Financial Risk and Distress Analysis	Interactive Lecture
	10:45 – 12:30	Financial Distress Assessment Exercise	Group Work
	13:30 – 15:00	Unit 8: Valuation and Investment Analysis	Practical Workshop
	15:15 – 17:00	Investment Committee Decision Simulation	Simulation
Day 5	08:30 – 10:30	Unit 9: Sector-Specific Financial Statement Analysis	Comparative Analysis Workshop
	10:45 – 12:30	Unit 10: Board-Level Financial Oversight and Strategic Decision-Making	Executive Leadership Session
	13:30 – 15:30	Capstone Project: Comprehensive Financial Statement Analysis and Board Recommendation	Team Exercise
	15:30 – 16:30	Team Presentations and Financial Review Panel	Presentation
	16:30 – 17:00	Programme Evaluation and Certification	Closing Session

Group Work Activities

Activity	Objective
Balance Sheet Diagnostic Review	Assess financial position and stability
Earnings Quality Assessment	Evaluate sustainability of profits
Cash Flow Analysis Exercise	Assess liquidity and resilience
Financial Ratio Benchmarking	Compare industry performance
Distress Risk Assessment	Identify warning signals
Valuation Exercise	Estimate business value

International Case Studies

Case Study	Learning Focus
Enron (USA)	Earnings manipulation and governance failure
Wirecard (Germany)	Fraudulent financial reporting
Steinhoff (South Africa)	Accounting irregularities
Carillion (UK)	Financial distress and governance failure
Lehman Brothers (USA)	Risk management breakdown
Toshiba (Japan)	Earnings overstatement practices
General Electric (USA)	Cash flow and performance analysis
Credit Suisse (Switzerland)	Financial risk oversight

Simulation Exercises

Simulation	Competencies Developed
Board Financial Review Meeting	Financial oversight skills
Cash Flow Crisis Response Exercise	Liquidity management
Fraud Detection Workshop	Identification of manipulation indicators
Audit Committee Financial Review	Governance and assurance oversight
Investment Committee Evaluation	Capital allocation decisions
Financial Distress Management Exercise	Strategic intervention planning

Capstone Project

Comprehensive Financial Statement Analysis and Strategic Board Review

Participants assume the role of Board Members and Senior Financial Executives of a multinational corporation facing:

- Declining profitability
- Weak cash flow performance
- Increasing debt levels
- Investor concerns
- Potential earnings quality issues
- Strategic growth opportunities

Capstone Deliverables

Teams will:

1. Analyze three years of financial statements.
2. Conduct ratio and trend analysis.
3. Assess earnings quality and cash flow sustainability.

4. Identify financial risks and warning signs.
5. Evaluate organizational value and investment attractiveness.
6. Develop board-level financial dashboards.
9. .

Assessment Framework

Assessment Component	Weighting
Pre-Programme Knowledge Assessment	10%
Participation and Engagement	10%
Financial Statement Analysis Assignment	15%
Ratio and Cash Flow Analysis Exercise	15%
Case Study Analysis	15%
Simulation Performance	15%
Capstone Project and Presentation	20%

Types of Assessments to Expect

Individual Assessments

- Advanced Financial Reporting Assessment
- Financial Statement Interpretation Test
- Earnings Quality Evaluation
- Ratio Analysis Assignment
- Valuation and Investment Analysis Exercise

7. Prepare strategic recommendations for financial improvement.
8. Present findings to a Board Financial Oversight Review Panel

Group Assessments

- Financial Health Assessment
- Cash Flow Sustainability Review
- Fraud Detection Exercise
- Distress Risk Assessment
- Capstone Project Presentation

Practical Assessments

- Board Financial Oversight Simulation
- Audit Committee Review Exercise
- Cash Flow Crisis Simulation
- Investment Committee Decision Exercise
- Financial Distress Response Workshop
- Strategic Financial Recommendation Presentation

Certification Requirements

Requirement	Standard
Attendance	Minimum 80%
Participation in Simulations	Mandatory
Completion of Group Exercises	Mandatory
Capstone Project Submission	Mandatory
Minimum Pass Mark	60%

Certification Award

Executive Certificate in Advanced Financial Statements Analysis

CPD Credits: 40 Hours

International Alignment: IFRS Standards, US GAAP, International Standards on Auditing (ISA), SEC Reporting Requirements, Sarbanes-Oxley Act (SOX), COSO Internal Control Framework, Basel Committee Financial Risk Principles, OECD Corporate Governance Principles, EFRAG Reporting Standards, and NACD Board Financial Oversight Best Practices.

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EXECUTIVE PROGRAMME

EXECUTIVE CERTIFICATE

IN CORPORATE GOVERNANCE
AND RISK MANAGEMENT
FOR STATE & PUBLIC SECTOR ORGANISATIONS

EXECUTIVE LEVEL

INTERNATIONAL TRAINING SCHEDULE 2026-2027

TRAINING DATES & COUNTRIES

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EXECUTIVE EDUCATION • GOVERNANCE • RISK OVERSIGHT • PUBLIC SECTOR LEADERSHIP

Duration: 5 Days (40 Hours)
Level: Executive / Board / Senior Management Level
Delivery Mode: Classroom, Virtual or Hybrid

International Standards Alignment

This programme is benchmarked against internationally recognized governance and risk management frameworks, including:

- OECD Guidelines on Corporate Governance of State-Owned Enterprises
- OECD Public Governance Principles
- COSO Enterprise Risk Management (ERM) Framework
- ISO 31000 Risk Management Standard
- INTOSAI Governance and Public Sector Auditing Standards
- Committee of Sponsoring Organizations (COSO)
- International Public Sector Accounting Standards (IPSAS)
- World Bank Public Sector Governance Framework
- IMF Public Financial Management Framework
- UK Corporate Governance Code
- European Public Sector Governance Standards
- National Association of Corporate Directors (NACD-USA)

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Course Overview

State-owned enterprises (SOEs), public institutions, government agencies, regulatory authorities, municipalities, and public sector organizations face increasing demands for transparency, accountability, service delivery excellence, financial sustainability, ethical leadership, and risk resilience. Effective governance and risk management are critical for maintaining public trust, improving organizational performance, strengthening accountability, and achieving national development objectives.

This programme provides board members, senior executives, public sector leaders, and governance professionals with advanced knowledge and practical tools to strengthen governance structures, manage strategic and operational risks, improve accountability, enhance public sector performance, and ensure compliance with international best practices.

Participants will learn how leading governments and public institutions worldwide establish effective governance systems, manage risks, oversee performance, combat corruption, improve decision-making, and create sustainable public value.

Training Outcomes

Upon successful completion of the programme, participants will be able to:

1. Apply international public sector governance principles and frameworks.
2. Strengthen board and executive oversight responsibilities.
3. Design and implement enterprise-wide risk management systems.
4. Improve transparency, accountability, and ethical governance.
5. Enhance strategic planning and performance oversight.
6. Identify, assess, and mitigate strategic and operational risks.
7. Strengthen compliance, audit, and assurance functions.
8. Improve crisis preparedness and organizational resilience.
9. Strengthen governance of public finances and resources.
10. Promote sustainable public value creation and stakeholder confidence.

Target Audience

- Board Chairpersons of State-Owned Enterprises
- Non-Executive Directors
- Executive Directors
- Permanent Secretaries
- Chief Executive Officers (CEOs)
- Chief Risk Officers (CROs)
- Chief Financial Officers (CFOs)
- Internal Auditors
- Audit Committee Members
- Risk Committee Members
- Public Sector Executives
- Municipal Managers
- Regulatory Authority Leaders
- Government Agency Directors
- Public Financial Management Professionals
- Governance and Compliance Officers
- Anti-Corruption Professionals

Course Units and Sub-Units

Unit 1: Foundations of Public Sector Governance

Sub-Units

- Principles of Public Sector Governance
- OECD Governance Frameworks
- Governance Models in State-Owned Enterprises
- Public Accountability Principles
- Governance Structures and Responsibilities
- Governance Challenges in Public Institutions
- Public Value Creation
- International Governance Best Practices

Unit 2: Board Leadership and Governance Oversight

Sub-Units

- Roles and Responsibilities of Public Sector Boards
- Board Governance Frameworks
- Board Committees and Their Functions
- Governance Decision-Making
- Board Effectiveness Assessment
- Governance Reporting Requirements
- Board Ethics and Integrity
- Board Performance Evaluation

Unit 3: Enterprise Risk Management in Public Sector Organizations

Sub-Units

- Risk Management Principles
- COSO ERM Framework
- ISO 31000 Risk Management Framework
- Risk Governance Structures
- Strategic Risk Management
- Operational Risk Management
- Emerging Risks and Future Threats
- Risk Culture Development

Unit 4: Strategic Planning, Performance and Accountability

Sub-Units

- Strategic Planning Frameworks
- Public Sector Strategy Development
- Performance Management Systems
- Key Performance Indicators (KPIs)
- Monitoring and Evaluation Systems
- Results-Based Management
- Accountability Mechanisms
- Performance Reporting

Unit 5: Public Financial Governance and Oversight

Sub-Units

- Public Financial Management Principles
- Budget Governance and Oversight
- Financial Accountability Systems
- IPSAS and Financial Reporting
- Fiscal Responsibility Frameworks
- Resource Allocation Governance
- Financial Sustainability Assessment
- Board Financial Oversight

Unit 6: Internal Controls, Compliance and Assurance

Sub-Units

- COSO Internal Control Framework
- Internal Control Systems Design
- Regulatory Compliance Management
- Internal Audit Governance
- External Audit Oversight
- Compliance Monitoring Systems
- Assurance Frameworks
- Governance Reporting and Disclosure

Unit 7: Ethics, Integrity and Anti-Corruption Governance

Sub-Units

- Public Sector Ethics Frameworks
- Integrity Management Systems
- Anti-Corruption Strategies
- Fraud Risk Management
- Conflict of Interest Management
- Whistleblower Protection Systems
- Transparency and Accountability Mechanisms
- Building an Ethical Organizational Culture

Unit 8: Crisis Management, Resilience and Business Continuity

Sub-Units

- Crisis Governance Frameworks
- Crisis Leadership Responsibilities
- Emergency Preparedness Planning
- Business Continuity Management
- Disaster Recovery Planning
- Strategic Risk Scenarios
- Organizational Resilience Frameworks
- Crisis Communication Management

Unit 9: Stakeholder Engagement and Public Trust

Sub-Units

- Stakeholder Mapping and Analysis
- Citizen-Centric Governance
- Public Participation Models
- Government Relations Management
- Media and Public Communications
- Community Engagement Strategies
- Reputation Management
- Building Public Confidence

Unit 10: Future Trends in Governance and Risk Management

Sub-Units

- Digital Governance
- Governance of Artificial Intelligence
- ESG and Sustainability Governance
- Cybersecurity Governance
- Future Public Sector Risks
- Innovation in Public Administration
- Smart Government Models
- Governance Excellence Frameworks

5-Day Training Schedule

Day	Time	Session	Methodology
Day 1	08:30–10:30	Unit 1: Foundations of Public Sector Governance	Interactive Lecture
	10:45–12:30	Unit 2: Board Leadership and Governance Oversight	Executive Workshop
	13:30–15:00	Governance Maturity Assessment Exercise	Group Work
	15:15–17:00	Case Study: Governance Reform in State-Owned Enterprises	Case Study Analysis
Day 2	08:30–10:30	Unit 3: Enterprise Risk Management in Public Sector Organizations	Practical Workshop
	10:45–12:30	Enterprise Risk Identification Exercise	Group Work
	13:30–15:00	Unit 4: Strategic Planning, Performance and Accountability	Interactive Session
	15:15–17:00	Public Sector Performance Review Simulation	Simulation
Day 3	08:30–10:30	Unit 5: Public Financial Governance and Oversight	Executive Workshop
	10:45–12:30	Budget Oversight and Financial Accountability Exercise	Group Work
	13:30–15:00	Unit 6: Internal Controls, Compliance and Assurance	Practical Session
	15:15–17:00	Audit and Compliance Committee Simulation	Simulation

Day	Time	Session	Methodology
Day 4	08:30–10:30	Unit 7: Ethics, Integrity and Anti-Corruption Governance	Interactive Workshop
	10:45–12:30	Fraud and Corruption Risk Assessment Exercise	Group Work
	13:30–15:00	Unit 8: Crisis Management, Resilience and Business Continuity	Executive Session
	15:15–17:00	Crisis Response and Business Continuity Simulation	Simulation
Day 5	08:30–10:30	Unit 9: Stakeholder Engagement and Public Trust	Executive Workshop
	10:45–12:30	Unit 10: Future Trends in Governance and Risk Management	Strategic Foresight Session
	13:30–15:30	Capstone Project: Governance and Risk Transformation Framework	Team Exercise
	15:30–16:30	Team Presentations to Governance Review Panel	Presentation
	16:30–17:00	Programme Evaluation and Certification	Closing Session

Group Work Activities

Activity	Objective
Governance Maturity Assessment	Evaluate governance effectiveness
Enterprise Risk Register Development	Identify and prioritize risks
Strategic Performance Review	Improve accountability systems
Budget Governance Assessment	Strengthen financial oversight
Fraud Risk Assessment	Enhance integrity controls
Stakeholder Engagement Planning	Build public trust and confidence

International Case Studies

Case Study	Key Learning Focus
Singapore Public Service Governance Model	Governance excellence and accountability
UK National Health Service (NHS) Governance	Public sector oversight and performance
New Zealand State Sector Reforms	Governance modernization
Swedish Public Governance Framework	Transparency and accountability
Canadian Crown Corporations Governance	Board effectiveness and oversight
South African State-Owned Enterprise Governance Lessons	Governance and risk management
Australian Public Sector Risk Management Model	Enterprise risk governance
World Bank Governance Reform Programmes	Public sector transformation

Simulation Exercises

Simulation	Competencies Developed
Board Governance Meeting	Strategic oversight and governance
Risk Committee Review Session	Risk identification and mitigation
Audit Committee Hearing	Assurance and accountability
Public Crisis Response Exercise	Crisis leadership
Anti-Corruption Investigation Scenario	Ethics and integrity management
Stakeholder Engagement Forum	Public trust and communication

Capstone Project

Governance and Risk Transformation Framework for a Public Sector Organization

Participants will assume the role of a board and executive leadership team responsible for improving governance and risk management within a state-owned enterprise or government institution facing:

- Governance weaknesses
- Poor service delivery performance
- Compliance failures
- Financial sustainability concerns
- Public trust challenges
- Increasing regulatory scrutiny

Capstone Deliverables

Teams will:

1. Conduct a governance maturity assessment.
2. Develop a governance improvement framework.
3. Create an enterprise risk management strategy.
4. Design performance monitoring and accountability systems.
5. Develop ethics and anti-corruption controls.
6. Establish business continuity and resilience measures.
7. Prepare stakeholder engagement and communication plans.
8. Present recommendations to a Governance and Risk Oversight Panel.

Assessment Framework

Assessment Component	Weighting
Pre-Programme Assessment	10%
Participation and Engagement	10%
Governance Assessment Assignment	15%
Risk Management Exercise	15%
Case Study Analysis	15%
Simulation Performance	15%
Capstone Project and Presentation	20%

Types of Assessments to Expect

Individual Assessments

- Governance Knowledge Assessment
- Risk Management Analysis
- Ethics and Compliance Evaluation
- Strategic Oversight Assignment
- Public Sector Governance Reflection Paper

Group Assessments

- Governance Maturity Assessment
- Enterprise Risk Register Development
- Public Accountability Framework Design
- Crisis Management Planning Exercise
- Capstone Project Presentation

Practical Assessments

- Board Governance Simulation
- Risk Committee Exercise
- Audit and Compliance Review
- Anti-Corruption Investigation Scenario
- Crisis Management Simulation
- Stakeholder Engagement Forum

Certification Requirements

Requirement	Standard
Attendance	Minimum 80%
Participation in Simulations	Mandatory
Completion of Group Exercises	Mandatory
Capstone Project Submission	Mandatory
Minimum Pass Mark	60%

Certification Award: Executive Certificate in Corporate Governance and Risk Management for State & Public Sector Organisations

CPD Credits: 40 Hours

Competency Areas Covered

- Public Sector Governance
- Board Leadership and Oversight
- Enterprise Risk Management
- Public Financial Governance
- Internal Controls and Compliance
- Ethics and Anti-Corruption Governance
- Strategic Planning and Performance Management
- Crisis Management and Resilience
- Stakeholder Engagement
- Governance Transformation and Sustainability

International Benchmarking

Aligned with OECD Guidelines on Corporate Governance of State-Owned Enterprises, OECD Public Governance Principles, COSO ERM Framework, ISO 31000 Risk Management Standard, INTOSAI Standards, IPSAS Framework, World Bank Governance Models, IMF Public Financial Management Frameworks, NACD Governance Standards, and leading USA and European public sector governance best practices.

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EXECUTIVE COMPLIANCE PROGRAMME

ADVANCED EXECUTIVE CERTIFICATE

IN TRADE-BASED MONEY LAUNDERING (TBML), SANCTIONS COMPLIANCE & PROLIFERATION FINANCING RISK MANAGEMENT

EXECUTIVE LEVEL

INTERNATIONAL TRAINING SCHEDULE 2026-2027

TRAINING DATES & COUNTRIES

MALAYSIA	23rd - 27th Nov 2026
SINGAPORE	01st - 05th Mar 2027
UAE	24th - 28th May 2027
SOUTH AFRICA	30th Aug - 03rd Sep 2027
KENYA	25th - 29th Oct 2027
SWITZERLAND	13th - 17th Dec 2027

FEE: USD $2,750 PER PERSON

10% DISCOUNT APPLIES TO 3 OR MORE DELEGATES FROM THE SAME INSTITUTION

TBML • SANCTIONS • PROLIFERATION FINANCING • AML/CFT • RISK MANAGEMENT • COMPLIANCE

INTERNATIONAL BUSINESS SCHOOL OF FINANCE (IBSF)

EXECUTIVE PROGRAMS WING

PwC Tower, Delta Corner, 6th Floor, Chiromo Road, Westlands, Nairobi - KENYA

TEL: +254 20 2057577

EMAIL: ibsf@international-bsf.org | WEB: www.international-bsf.org

EXECUTIVE EDUCATION • FINANCIAL CRIME COMPLIANCE • RISK GOVERNANCE • INTERNATIONAL STANDARDS

Duration: 5 Days (40 Hours)
Level: Advanced / Expert / Specialist

COURSE OVERVIEW

As global trade becomes increasingly interconnected, criminal organizations, sanctioned entities, terrorist financiers, proliferators, and transnational organized crime groups continue to exploit international trade systems to conceal illicit financial flows, evade sanctions, facilitate proliferation financing, and bypass traditional AML controls.

Regulators in the United States, European Union, United Kingdom, Canada, Singapore, UAE, and other jurisdictions are placing greater emphasis on detecting sophisticated TBML networks, sanctions circumvention schemes, dual-use goods transactions, trade fraud, beneficial ownership concealment, and complex trade finance abuse.

This advanced executive programme focuses on strategic, operational, investigative, regulatory, and intelligence-led approaches to TBML detection and sanctions compliance. Participants will learn advanced analytical methodologies, trade data intelligence techniques, sanctions evasion investigations, network analysis, proliferation financing detection, and enterprise-wide TBML risk governance.

The programme incorporates advanced case studies, investigative simulations, trade data analytics exercises, sanctions investigations, forensic reviews, intelligence-led investigations, and a board-level compliance capstone project.

TRAINING OUTCOMES

Upon completion participants will be able to:

1. Identify sophisticated TBML typologies and sanctions evasion schemes.
2. Conduct enterprise-wide TBML and sanctions risk assessments.
3. Detect complex trade finance abuse and trade fraud.
4. Investigate proliferation financing and dual-use goods transactions.
5. Analyze trade data using intelligence-led methodologies.
6. Identify hidden beneficial ownership and shell company structures.
7. Detect sanctions circumvention through third-country routing.
8. Build advanced sanctions screening and monitoring systems.
9. Lead enterprise financial crime investigations involving international trade.
10. Design world-class TBML, sanctions, and proliferation financing compliance frameworks.

TARGET AUDIENCE

- Heads of AML/CFT Compliance
- Chief Compliance Officers
- Money Laundering Reporting Officers (MLROs)
- Financial Crime Compliance Directors
- Trade Finance Directors
- Correspondent Banking Executives
- Sanctions Compliance Managers
- Central Bank Supervisors
- Financial Intelligence Unit Analysts
- Customs and Border Protection Officials
- Export Control Authorities
- Prosecutors and Investigators
- National Security Agencies
- Internal Audit Directors
- Enterprise Risk Managers

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Course Units and Sub-units

UNIT 1: Strategic TBML Threat Environment and Geopolitical Risk

Sub-Units

- Evolution of Global TBML Networks
- Geopolitical Risks and Financial Crime
- Trade-Based Sanctions Evasion Mechanisms
- Emerging Criminal Trade Ecosystems
- State-Sponsored Sanctions Circumvention
- Global Trade Corridors and Risk Mapping
- High-Risk Jurisdiction Analysis
- FATF Global Risk Assessments
- Economic Crime Convergence
- Strategic Intelligence Sources

UNIT 2: Advanced TBML Methodologies and Trade Manipulation Schemes

Sub-Units

- Complex Over-Invoicing Models
- Multi-Layered Under-Invoicing Schemes
- Phantom Shipment Structures
- Circular Trade Transactions
- Mirror Trade Networks
- Commodity Laundering Systems
- Transfer Pricing Manipulation
- Trade Misclassification Techniques
- Free Trade Zone Abuse
- Trade Diversion Networks
- Multi-Jurisdictional Trade Laundering Models

UNIT 3: Trade Finance Vulnerabilities and Correspondent Banking Risks

Sub-Units

- Advanced Trade Finance Structures
- Documentary Credit Fraud
- Structured Trade Finance Risks
- Supply Chain Finance Abuse
- Receivables Fraud
- Correspondent Banking Exposure
- Offshore Trade Financing Risks
- Trade Asset Securitization Risks
- Shipping Documentation Manipulation
- Beneficial Ownership Concealment

UNIT 4: Advanced Sanctions Compliance and Sanctions Evasion Investigations

Sub-Units

- OFAC Enforcement Methodologies
- EU Restrictive Measures
- UK OFSI Enforcement Framework
- Secondary Sanctions Risks
- Sectoral Sanctions Compliance
- Maritime Sanctions Risks
- Vessel Tracking Analysis
- AIS Manipulation Detection
- Ship-to-Ship Transfer Analysis
- Third-Country Sanctions Evasion
- Cryptocurrency-Assisted Sanctions Evasion
- Sanctions Investigation Methodologies

UNIT 5: Proliferation Financing and Strategic Trade Controls

Sub-Units

- WMD Proliferation Financing Risks
- Strategic Export Controls
- Dual-Use Goods Monitoring
- Nuclear Supply Chain Risks
- Military End-User Screening
- End-Use Verification Processes
- Export Licensing Controls
- Procurement Network Analysis
- Proliferation Financing Red Flags
- International Non-Proliferation Frameworks

UNIT 6: Trade Data Analytics and Financial Crime Intelligence

Sub-Units

- Intelligence-Led Compliance
- Trade Data Mining Techniques
- Customs Data Analytics
- Trade Flow Analysis
- Price Anomaly Detection
- Commodity Benchmarking
- Trade Pattern Recognition
- Data Visualization Techniques
- Artificial Intelligence Applications
- Machine Learning for TBML Detection
- Predictive Analytics Models

UNIT 7: Advanced Due Diligence and Beneficial Ownership Investigations

Sub-Units

- Complex Ownership Structures
- Ultimate Beneficial Ownership Investigations
- Shell Company Identification
- Nominee Director Analysis
- Offshore Entity Risk Assessment
- Trade Counterparty Intelligence
- Adverse Media Analytics
- Politically Exposed Persons Analysis
- Network Relationship Mapping
- High-Risk Customer Investigations

UNIT 8: TBML Investigations, Forensics and Evidence Development

Sub-Units

- Trade Transaction Reconstruction
- Financial Intelligence Gathering
- Open-Source Intelligence (OSINT)
- Trade Document Forensics
- Invoice and Shipping Fraud Analysis
- Evidence Collection Procedures
- Cross-Border Investigation Techniques
- Regulatory Reporting Requirements
- Suspicious Activity Reporting
- Case Development Methodologies
- Prosecutorial Support Techniques

UNIT 9: Enterprise Governance, Risk and Compliance Frameworks

Sub-Units

- Enterprise TBML Risk Governance
- Three Lines Model
- Board Oversight Responsibilities
- Compliance Programme Maturity Models
- Risk Appetite Development
- Enterprise Control Frameworks
- Compliance Monitoring Systems
- Independent Validation Programmes
- Internal Audit Reviews
- Regulatory Examination Management
- Governance Reporting Dashboards

UNIT 10: Designing a Global TBML, Sanctions and Proliferation Financing Compliance Programme

Sub-Units

- Enterprise Compliance Architecture
- Risk-Based Compliance Models
- TBML Detection Frameworks
- Trade Monitoring Systems
- Advanced Screening Technologies
- AI-Powered Compliance Solutions
- Regulatory Reporting Frameworks
- Global Compliance Governance
- Compliance Culture Development
- Continuous Improvement Methodologies
- Compliance Transformation Roadmaps

5-day executive training schedule

Day	Morning Session	Afternoon Session	Learning Method
Day 1	Strategic TBML Threat Environment	Advanced TBML Typologies	Expert Lectures, Group Analysis
Day 2	Trade Finance Vulnerabilities	Sanctions Evasion Investigations	Case Studies, Simulations
Day 3	Proliferation Financing Controls	Trade Data Analytics and Intelligence	Analytics Workshop, Scenario Analysis
Day 4	Beneficial Ownership Investigations	TBML Investigations and Forensics	Investigation Simulation
Day 5	Governance and Compliance Frameworks	Capstone Project Presentations	Executive Panel Review

- **Exercise 1:** TBML Network Mapping and Criminal Trade Route Analysis
- **Exercise 2:** Global Sanctions Evasion Investigation
- **Exercise 3:** Proliferation Financing Risk Assessment
- **Exercise 4:** Beneficial Ownership and Shell Company Investigation
- **Exercise 5:** Enterprise TBML Risk Assessment Development
- **Exercise 6:** Trade Data Analytics and Price Manipulation Detection

Group Work Activities

Advanced Case Studies

Case Study	Learning Objective
Iranian Oil Sanctions Evasion Networks	Maritime sanctions evasion
North Korean Proliferation Financing Cases	Export control failures
OFAC Multi-Billion Dollar Enforcement Actions	Sanctions programme weaknesses
HSBC Trade Finance Enforcement Actions	TBML controls
Standard Chartered Sanctions Cases	Compliance governance
Danske Bank Financial Crime Failures	AML and sanctions governance
International Gold Trade Laundering Networks	Commodity-based TBML
UAE Free Trade Zone Abuse Cases	Trade diversion schemes
Russian Sanctions Circumvention Cases	Geopolitical compliance risks
Latin American TBML Cartel Networks	Complex trade laundering methodologies

Advanced Simulation Exercises

- **Executive TBML Investigation Simulation:** Participants investigate a multinational TBML network operating across five jurisdictions.
- **OFAC Regulatory Examination Simulation:** Participants defend their sanctions compliance programme before regulators.
- **Proliferation Financing Detection Exercise:** Participants identify dual-use goods transactions and procurement networks.
- **Trade Finance Review Committee Simulation:** Participants evaluate high-risk trade transactions for approval.
- **Enterprise Risk Committee Meeting:** Participants present TBML and sanctions risks to the Board Risk Committee.

Executive Capstone Project

Design of a Global TBML, Sanctions & Proliferation Financing Risk Management Programme

Scenario

A multinational financial institution has:

- Operations in 40 countries
- Exposure to sanctioned jurisdictions
- High-risk correspondent banking relationships
- Trade finance operations exceeding USD 20 billion annually
- Regulatory scrutiny from multiple jurisdictions

Deliverables

Participants will develop:

1. Enterprise TBML Risk Assessment Framework
2. Sanctions Risk Management Framework
3. Proliferation Financing Control Programme
4. Trade Monitoring and Analytics Strategy
5. Governance and Oversight Framework
6. Regulatory Reporting Framework
7. Compliance Technology Roadmap
8. Board Reporting Dashboard
9. Investigation and Escalation Procedures
10. Three-Year Compliance Transformation Strategy

Assessment Framework

Assessment	Weight
Advanced Knowledge Examination	15%
Trade Analytics Exercise	15%
Sanctions Investigation Exercise	15%
Proliferation Financing Assessment	10%
Group Case Study Analysis	10%
Simulation Performance	15%
Executive Capstone Project	20%

Certification Award

Advanced Executive Certificate in Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management

CPD Credits: 40 Hours

Executive Competencies Acquired

- Advanced TBML Investigations
- Trade Finance Financial Crime Detection
- Sanctions Compliance Leadership
- Proliferation Financing Risk Management
- Financial Crime Intelligence and Analytics
- Trade Data Analytics
- Beneficial Ownership Investigations
- Enterprise Financial Crime Governance
- Regulatory Examination Readiness
- Global Compliance Programme Leadership

This programme is benchmarked against advanced practices employed by FATF, OFAC, OFSI, the European Union, Wolfsberg Group member banks, major global financial institutions, customs authorities, financial intelligence units, and international regulatory agencies.

EXECUTIVE TRAINING PROGRAMME

ENROLMENT & PARTICIPANT REGISTRATION FORM

Please complete all applicable sections in BLOCK CAPITALS.

1. PROGRAMME & ENROLMENT DETAILS

Programme Title	
Programme / Course Code	
Preferred Delivery Mode	☐ Executive Classroom ☐ Live Virtual ☐ In-House / On-Site ☐ Hybrid
Preferred Programme Dates	
Preferred Training Location	
How did you hear about IBSF?	☐ IBSF Website ☐ Email ☐ Referral ☐ Partner ☐ LinkedIn/Social Media ☐ Other: __________

2. EXECUTIVE PARTICIPANT PROFILE

Title	☐ Mr. ☐ Ms. ☐ Mrs. ☐ Dr. ☐ Prof. ☐ Eng. ☐ Other:
Full Legal Name	
Passport / ID No.:	
Nationality	
Email	
Mobile / WhatsApp	
LinkedIn / Professional Profile	

3. ORGANISATION & PROFESSIONAL INFORMATION

Organisation / Institution	
Job Title / Executive Position	
Department / Division	
Years of Professional Experience	☐ 1–5 ☐ 6–10 ☐ 11–15 ☐ 16–20 ☐ 20+
Industry / Sector	☐ Central Bank ☐ Commercial Bank ☐ Treasury/Government ☐ Financial Services ☐ Insurance ☐ Investment/Asset Management ☐ Public Sector ☐ Corporate ☐ Development Organisation ☐ Other: __________
Area of Responsibility / Specialisation	

4. EXECUTIVE DEVELOPMENT OBJECTIVES

Primary objectives — select up to five:

☐ Strategic leadership & decision-making
☐ Banking & financial management
☐ Regulatory compliance & financial crime
☐ Digital finance, FinTech & innovation
☐ Corporate governance & board effectiveness
☐ Risk management & enterprise resilience
☐ Monetary policy & macroeconomic analysis
☐ Treasury, markets & investment management

☐ Audit, assurance & financial oversight
☐ ESG, sustainability & climate finance
☐ Institutional capacity building
☐ Cybersecurity & technology risk
☐ Career advancement / executive development
☐ International benchmarking & best practice

What specific capability, challenge or institutional priority do you want this programme to address?

____

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____

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5. EDUCATION, QUALIFICATIONS & PROFESSIONAL CREDENTIALS

Highest Academic Qualification	
Institution / University	
Professional Qualifications	
Professional Certifications	
Professional / Board Memberships	
Relevant Executive Training	

6. SPONSORSHIP, BILLING & PAYMENT

Funding / Sponsorship	☐ Self ☐ Employer ☐ Government/Public Institution ☐ Sponsor/Donor ☐ Other:
Paying Organisation	
Billing Contact / Department	
Billing Email / Telephone	
Purchase Order / Reference No.	
Preferred Payment Method	☐ Bank Transfer ☐ Corporate Payment ☐ Other: ________________________
Invoice Required	☐ Yes ☐ No

7. TRAVEL, VISA & EXECUTIVE SUPPORT REQUIREMENTS

Visa / Invitation Letter Required	☐ Yes ☐ No ☐ Not Applicable
Arrival / Departure Assistance	☐ Yes ☐ No
Accommodation Assistance	☐ Yes ☐ No
Airport Transfer Assistance	☐ Yes ☐ No
Dietary Requirements	☐ None ☐ Vegetarian ☐ Halal ☐ Other: _______________________
Accessibility / Special Requirements	

EXECUTIVE TRAINING PROGRAMME

8. EMERGENCY CONTACT

Full Name	
Relationship	
Mobile / WhatsApp	
Email	

9. EXECUTIVE LEARNING & PARTICIPATION AGREEMENT

☐ I confirm that the information provided in this form is accurate and complete.

☐ I understand that submission of this form is subject to programme availability and formal enrolment confirmation by IBSF.

☐ I agree to comply with IBSF programme rules, professional standards, attendance requirements and applicable payment terms.

☐ I understand that programme materials are provided for registered participants and may not be reproduced or distributed without authorisation.

☐ I consent to IBSF using my professional contact information for programme administration, learning communications and relevant executive education updates.

☐ I understand that any visa, travel, accommodation or third-party costs are subject to the applicable arrangements and terms communicated by IBSF.

10. EMPLOYER / PARTICIPANT DECLARATION & AUTHORISATION

I hereby declare that the information supplied in this enrolment form is true and complete. I confirm my intention to participate in the selected IBSF executive training programme and accept the applicable enrolment, payment, attendance and programme conditions communicated by IBSF.

Participant Name		**Signature**	
Date		**Place**	
Head of Department / Authorised Official		**Email**	
Director General/ CEO/ MD/ Chairman & Signature		**Official Stamp / Seal**	

11. IBSF ADMINISTRATION USE ONLY

Application Reference No.	________________	**Date Received**	________________
Programme Confirmed	☐ Yes ☐ No	**Enrolment Status**	☐ Pending ☐ Confirmed ☐ Waitlisted
Invoice No.	________________	**Payment Status**	☐ Pending ☐ Partial ☐ Paid
Admission / Confirmation	☐ Issued ☐ Pending	**Visa / Invitation**	☐ Issued ☐ Pending ☐ N/A
Training Coordinator	________________	**Registration Checked By**	________________
Remarks	______________________________	**Authorised By**	________________

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Completed applications should be submitted to IBSF, USA address if you are from USA, CANADA, South America OR
To Africa and Asia Liaison office if you are participant from Africa, Asia or Europe.
All applications can also be submitted to ibsf@international-bsf.org

CERTIFICATE

EXECUTIVE PROFESSIONAL PROGRAMS

TBML • SANCTIONS • PROLIFERATION FINANCING • AML/CFT • RISK MANAGEMENT

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