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.

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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

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

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

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

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

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

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

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