



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

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

INTERNATIONAL BUSINESS SCHOOL OF FINANCE (IBSF)

EXECUTIVE PROGRAMS WING

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

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CORPORATE GOVERNANCE AND RISK MANAGEMENT FOR STATE & PUBLIC SECTOR ORGANISATIONS

STRONG GOVERNANCE. EFFECTIVE RISK MANAGEMENT. ACCOUNTABLE LEADERSHIP. PUBLIC VALUE.

Building transparent, ethical and resilient organisations that serve citizens and deliver sustainable outcomes.



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)



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.



Board Members & Governing Councils



CEOs & Senior Executives

WHO SHOULD ATTEND



Ministry & Department Leaders



Risk, Compliance & Internal Audit Professionals



Public Financial Management Officials



Policy Makers & Regulators



LEAD WITH INTEGRITY.
GOVERN WITH PURPOSE.
DELIVER PUBLIC VALUE.

STRONG GOVERNANCE
TODAY. BETTER NATION
TOMORROW.



Ethical Leadership
Sets the tone at the top.



Risk-Informed Decisions
Make better choices.



Accountability in Action
Deliver results. Build trust.



Transparency Always
Communicate openly.



Better Governance. Stronger Institutions.
Resilient Nations.



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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



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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



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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

Governance Maturity Assessment
Enterprise Risk Register Development
Strategic Performance Review
Budget Governance Assessment
Fraud Risk Assessment
Stakeholder Engagement Planning

Objective

Evaluate governance effectiveness
Identify and prioritize risks
Improve accountability systems
Strengthen financial oversight
Enhance integrity controls
Build public trust and confidence

International Case Studies

Case Study

Singapore Public Service Governance Model
UK National Health Service (NHS) Governance
New Zealand State Sector Reforms
Swedish Public Governance Framework
Canadian Crown Corporations Governance
South African State-Owned Enterprise Governance Lessons
Australian Public Sector Risk Management Model
World Bank Governance Reform Programmes

Key Learning Focus

Governance excellence and accountability
Public sector oversight and performance
Governance modernization
Transparency and accountability
Board effectiveness and oversight
Governance and risk management
Enterprise risk governance
Public sector transformation

Simulation Exercises

Simulation

Board Governance Meeting
Risk Committee Review Session
Audit Committee Hearing
Public Crisis Response Exercise
Anti-Corruption Investigation Scenario
Stakeholder Engagement Forum

Competencies Developed

Strategic oversight and governance
Risk identification and mitigation
Assurance and accountability
Crisis leadership
Ethics and integrity management
Public trust and communication



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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%

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

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

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



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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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WHO SHOULD ATTEND



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Public Financial Management Officials



Policy Makers & Regulators



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Resilient Nations.

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

EXECUTIVE TRAINING PROGRAMME

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

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

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	

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	_____

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