

ELECTIVE
PROGRAMME

Corporate Governance for Development Financial Institutions

FACULTY

Sergio Schmukler

Radu Tatucu

Ashraf Arshad

Dato' Mohd Hanif bin Sher Mohamed

Datuk Zaiton Mohd Hassan

WHO SHOULD ATTEND

Directors of Development Financial Institutions

www.iclifgovernance.org

PROGRAMME OVERVIEW

This programme is designed to on-board new directors of development financial institutions (DFIs) to enhance their understanding of the role of DFIs as well as their own roles on the boards of DFIs so that they can be more effective.

It will delve into the strategic role of DFIs within the economy as well as the evolution of this role over time. Comparisons between commercial banks and DFIs will be made. The programme will discuss global trends and challenges facing DFIs across the world as well as issues and challenges DFIs face within the local context. Expectations of the regulator will also be shared.

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

- Explain the strategic role DFIs play in the economy;
- Gain understanding of the global trends and challenges facing DFIs;
- Appreciate the issues and challenges facing DFIs within the local context;
- Gain understanding of the regulator's expectations of DFIs;
- Articulate the directors' roles and responsibilities in governing DFIs especially with respect to achieving the twin objectives of profitability and social mandate; as well as managing stakeholders.

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Sergio Schmukler is Lead Economist at the World Bank's Development Research Group. His research area is international finance and international financial markets and institutions.

He obtained his Ph.D. in Economics from the University of California at Berkeley in 1997, when he joined the World Bank's Young Economist and Young Professionals Programs. He currently teaches financial development at Columbia University. He is a member of the Money and Finance Research (Mo.Fi.R) group and Treasurer of LACEA, the Latin America and Caribbean Economic Association (since 2004).

In recent years, he has visited the Bank for International Settlements (BIS), the Central Bank of Chile, CREI at Universitat Pompeu Fabra, the Dutch Central Bank, and the Hong Kong Institute for Monetary Research of the Hong Kong Monetary Authority. He has taught at the Department of Economics of University of Maryland (1999-2003), worked at the International Monetary Fund Research Department (2004-2005), was Associate Editor of the Journal of Development Economics (2001-2004), and has participated in several other editorial boards.

In earlier years, he worked at the Argentine Central Bank, the U.S. Board of Governors of the Federal Reserve System, and the Inter-American Development Bank Research Department.



Radu Tatucu is a financial sector specialist with the Finance, Competitiveness and Innovation Global Practice, East Asia and Pacific. He joined the World Bank in 2015 as part of the Young Professionals Program and has been involved in projects covering topics such as green finance and investment funds, fintech and digital economy, SME and export development finance, macro-financial monitoring and affordable housing finance.

Prior to joining the World Bank, Radu worked for Amazon as a Senior Pan-EU Vendor Manager, covering the 23 countries in the EU where Amazon doesn't have a website. He also worked in economic and management consulting for Booz & Company and Compass Lexecon, FTI Consulting, where he focused on highly complex projects in industries such as airlines, banking, IT, oil, natural gas and softwood lumber.

Last, but not least, between 2005 and 2007, he was a JPA with the World Bank's East Asia and Pacific PREM Department, where he worked closely with the Regional Chief Economist on two flagship analytical reports, "An East Asian Renaissance: Ideas for Economic Growth" and "East Asian Visions: Perspectives on Economic Growth." Radu has a BA with high honors in Economics from Harvard College, a Master of Public Policy from Harvard University John F. Kennedy School of Government and an MBA from London Business School.



Ashraf Arshad is a Financial Sector Specialist with the World Bank Group Global Knowledge and Research Hub in Malaysia under the Finance, Competitiveness, and Innovation Global Practice, an assignment he started in November 2016. He is currently working on several areas that broadly cover financial sector stability, financial inclusion, ASEAN integration, Islamic finance and Green finance, particularly, in the South East Asia region.

Prior to joining the World Bank, Mr. Arshad worked as an Assistant General Manager for the Securities Commission Malaysia.

A member of the Malaysian Institute of Accountants, Mr. Arshad holds a Master's degree in International Finance (Merit) from the University of Leeds, and Bachelor of Accountancy (Honours) degree from Universiti Putra Malaysia - where he was a scholar under the Joint Japan/World Bank Graduate Scholarship Programme (JJ/WBGSP) and the Securities Commission Malaysia, respectively.

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Dato' Mohd Hanif Bin Sher Mohamed has vast experience in corporate finance and consumer banking including strategic planning, risk management, rehabilitation and restructuring debts, property development, property investment and manufacturing services.

Currently, he is Director and Chairman of BRDB International Limited, Sivash Holdings Berhad and Board Member of Public Bank Berhad, Public Mutual Berhad, TPPT Sdn Bhd and BRDB Developments Sdn Bhd.

He was the former Chief Executive Officer of Credit Corporation (Malaysia) Berhad (CCM), where he served for over 26 years and held various senior management positions including managing associate companies in Singapore and Brunei.

Dato' Mohd Hanif was Director and Chairman of Credit Counseling and Debt Management Agency (AKPK), Entrepreneur Rehabilitation Fund (ERF) and Mico Chipboard Berhad. He was also an Independent Director of Credit Guarantee Corporation Berhad (CGC), Danajamin Nasional Berhad, Agro Bank Berhad, and Public Investment Bank Berhad.

He has served in most of the Board Committees i.e. Risk Management, Nomination & Remuneration, Audit, Compliance and Information Technology.



Datuk Zaiton Mohd Hassan is a Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom, the Vice President of the Malaysian Institute of Accountants and a member of the Malaysian Institute of Certified Public Accountants.

Datuk Zaiton is currently the Chairman of the Private Pension Administrator Malaysia and the President of the ACCA Malaysia Advisory Committee. She is also a Director of Sime Darby, BIMB Holdings, Bank Islam, Rothschild Malaysia and several other private limited companies. Datuk Zaiton is also the Vice Chairman of FIDE FORUM, an alumni association (comprising of directors from financial institutions licensed by Bank Negara) set up to promote knowledge and skills in corporate governance among directors of financial institutions.

Datuk Zaiton started her career in PricewaterhouseCoopers as an audit trainee and later joined Bank Pembangunan. Datuk Zaiton is the former President/Executive Director of Malaysian Rating Corporation Berhad (MARC) until September 2004 when she left to set up her own financial advisory firm, Capi-

LOCAL CHALLENGES & ISSUES

Session 1 & 2: Effective DFI Board Performance & Stakeholder Engagement

- Challenges of a DFI board
- Working with relevant government ministries and agencies
- Effective stakeholder management

Session 3: Soundness of DFIs & Transparency in Financial Accounting

- Importance of robust risk management and internal control systems
- Transparency in financial disclosure

Session 4: Case Studies on Issues Facing DFIs

- Discussion around case studies
- Practices of sound corporate governance

GLOBAL TRENDS & CHALLENGES

Session 1: Uniqueness of DFIs

- Key features of DFIs
- Business models of DFIs
- How are DFIs managed and governed?
- Comparison of DFIs and commercial banks

Session 2: Role of DFIs

- How do DFIs fit into the economy?
- How do DFIs contribute to development?

Session 3 Main Challenges Faced By DFIs

- Common challenges

Session 4: Role of DFI Directors

- Roles and responsibilities of DFI directors
- How and why assess performance of DFIs?

Note: the above programme outline may be subject to change

REGISTRATION FORM

Corporate Governance for Development Financial Institutions

FEE: RM5,500

NAME

DESIGNATION

COMPANY

ADDRESS

CONTACT TEL. NO. (COMPANY)

(PERSONAL)

FAX NO.

EMAIL ADDRESS

NAME OF SECRETARY

CONTACT TEL. NO.

EMAIL ADDRESS

PAYMENT

Programme fees are exclusive of Sales and Service Tax (SST) . If any Malaysian SST is payable to the Royal Malaysian Customs Department (RMCD) on the programme fees, it will be charged to you at the prevailing rate.

Payment should be made within **30 days** from the invoice date or in advance of the programme date, whichever is sooner. Your place is only secured once payment has been received within this period.

- Cheques should be made payable to **THE ICLIF LEADERSHIP AND GOVERNANCE CENTRE**
- For telegraphic transfer, kindly remit payment to account number: **5140 1138 4115 at MAYBANK BERHAD KL MAIN BRANCH, 50050 KUALA LUMPUR**

Please email a copy of the payment receipt to finance@iclif.org and cc to fide@iclif.org

TERMS AND CONDITIONS

Terms and conditions apply. Please visit www.iclifgovernance.org for our terms and conditions and additional information on the programme.

PERSONAL DATA PROTECTION

The Iclif Leadership and Governance Centre respects your personal data and have taken steps to be fully compliant to the Personal Data Protection Act 2010 (Malaysia). The types of data, purpose of use, and a list of your rights under the Act are explained in our Privacy Policy And Notice (www.iclif.org).

I consent to the use of my personal data in the manner and for the purposes stipulated in the Privacy Policy And Notice.

With regards to promotional and marketing materials, would you like to receive news and updates on Iclif's services/offers?

Yes No

Agreed and confirmed by:

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Signed by:

Date: