

ELECTIVE
PROGRAMME

Corporate Governance for Development Financial Institutions

FACULTY

Dato' Mohd Hanif bin Sher Mohamed
Datuk Zaiton Mohd Hassan
Datuk Yvonne Chia
Mr Jeffrey Chew

WHO SHOULD ATTEND

Directors of Development Financial Institutions

www.iclifgovernance.org

FACULTY



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

He was the former Chief Executive Officer of Credit Corporation (Malaysia) Berhad (CCM), where he served for over 26 years before retiring at the end of 2000. He was also an Independent Director of Credit Guarantee Corporation Malaysia Berhad (CGC) (September 2005-2014), Danajamin (2010-2014) and Agro Bank Berhad (June 2008-June 2010). He was also the Chairman of the Entrepreneur Rehabilitation Fund (ERF) (June 2002-2013), a subsidiary of BNM.

Currently, Dato' Mohd Hanif is the Chairman of Credit Counselling and Debt Management Agency (AKPK), Mieco Chipboard Berhad and Sivash Holdings Berhad. He is also a Board Member of Protasco Berhad and TPPT Sdn Bhd, and member of the Central Bank's Small Debt Resolution Committee.



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, Capital Intelligence Advisors Sdn Bhd. Prior to her appointment in MARC, she had served 12 years in Maybank in various senior positions including that of General Manager, Group Strategic Planning.



Datuk Yvonne Chia, a former CEO, banker and transformational leader, has over 30 years' experience of leading large banking organisations through periods of internal and external change including organic and in-organic growth phases. She is known for her energetic inspiration for change, communication and learning values that drives her personal and organisational success.

Yvonne started her career with an American bank where she served for over 15 years and later joined the local banking scene as Group MD and Chief Executive of RHB Bank (1996 to 2002) and Hong Leong Bank (2003 to 2013). She led both banks' expansion to top tier ranking and high performing banks in Malaysia and the region. She has also played a distinctive role in shaping the Malaysian banking scene with the M&As she led and is highly feted by the banking industry and media.

She is a strong believer in 'sweating the right stuff' as a key differentiation in leading teams to focus and execute for high performance. She sees Risk and the Changing Landscape as opportunities for building blocks for a sustainable, profitable agenda. She currently serves on Pemandu Corporation as a Board of Trustee and also sits on the board of several listed companies. She is also an Honorary Professor at the School of Economics, Nottingham University Malaysia.



Mr Jeffrey Chew was appointed as the Group Chief Executive Officer of Paramount Corporation Berhad on 1 July 2014 and subsequently appointed as a Director of the Board in June 2015.

He began his career at PriceWaterhouseCoopers and thereafter, joined Citibank, where he held various roles over 12 years, including customer relationship management, risk management, international offshore banking and product management. His last position was General Manager of Commercial Banking.

Jeffrey joined OCBC as Head of SME Business in April 2003, and subsequently promoted to Head of Business Banking. He was appointed as Director and Chief Executive Officer in August 2008 and helmed the position for 6 years.

Jeffrey was also a director of Pacific Mas Berhad, Credit Bureau (Malaysia) Sdn Bhd, Credit Guarantee Corporation Malaysia Berhad and OCBC Al-Amin Bank Berhad. He also served as a council member of The Association of Banks in Malaysia and Asian Institute of Chartered Bankers, as well as a member of Small Debt Resolution Committee.

He is a Fellow Member of the Association of Chartered Certified Accountants, United Kingdom. He also serves as a member of the Small Debt Resolution Committee, Bank Negara Malaysia and the ACCA Malaysia Advisory Committee.

PROGRAMME OVERVIEW

This programme is designed specifically for development financial institutions' (DFI) directors to enhance their roles and responsibilities including practical outworking as well as to consider how DFI boards should engage with key stakeholders. It will also provide insights on the financial accounting and operational aspects of DFIs, and how boards should exercise effective oversight on the implementation of strategies and risk mitigation actions by management. Participants will also have the opportunity to discuss case studies on issues confronting DFIs and corporate governance best practices.

On Day 2, the programme will focus on enhancing the understanding of the role of DFIs in supporting the developmental agenda to promote economic growth. The session is to strengthen the knowledge and capabilities of directors to enable them to play their roles effectively in overseeing the risks of financing to strategic sectors. The final session will be a panel discussion that provides participants with the opportunity to draw on the collective experience of the faculty to enhance their ability in imparting their independent views and providing the necessary check and balance. The session will share the relevant and appropriate questions that directors could pose to the senior management in challenging their decision making.

PROGRAMME OUTLINE

DAY 1

Session 1 & 2: Corporate Governance of DFIs

Faculty: Dato' Mohd Hanif Bin Sher Mohamed

These sessions will discuss governance of DFIs in terms of balancing the twin objectives of developmental mandate and financial sustainability.

Session 1: Effective Functioning of the Board

This session will share the elements of good corporate governance and factors contributing to the effective functioning of boards as well as how board members should discharge their roles and responsibilities in overseeing the overall DFIs' strategies and risk taking.

Session 2: Managing Key Stakeholders in Discharging Board's role

This session will provide insights on how Board members should interact and collaborate with key stakeholders in achieving the DFIs' strategic outcomes. This include engaging with Government, relevant ministries, regulators and public on their expectations and how board should remain independent in its decision making, with the aim to protect the interest of depositors and DFI.

Session 3: Soundness of DFI and Transparency in Financial Accounting

Faculty: Datuk Zaiton Mohd Hassan

This session will discuss factors attributing to financial soundness of DFIs and importance of robust risk management and systems. Participants will be able to acquire knowledge on financial management and importance of oversight over the financial position of the DFIs. The session will also provide guidance on the required transparency of financial disclosure.

Session 4: Case studies on issues facing DFIs

Faculty: Datuk Zaiton Mohd Hassan

This session will examine case studies on weaknesses in corporate governance. Discussion will consider the appropriate measures to mitigate potential failures in governance. The session will also discuss the practices of sound corporate governance.

PROGRAMME

DAY 2

Sessions 5 & 6: The role of DFI in supporting financing for developmental agenda to promote economic growth

Faculty: Datuk Yvonne Chia

These sessions aims to familiarise participants with a compendium of concepts and structures that can be applied at any stage of a proposed project financing. Discussion will include the disciplines and analytical techniques that can be used to analyse the viability of project financing. At the end of the sessions, participants will be able to understand the criteria required in assessing successful project financing, set financial covenants and understand the funding mechanism of long term lending (bonds and sukuk).

Session 7: Oversight and effective risk management practices in supporting strategic sectors

Faculty: Mr Jeffrey Chew

This session will provide participants with a broad overview and importance of DFIs in supporting strategic sectors, including SMEs. The session will highlight the significant contribution by SMEs to the Malaysian economy and the need for DFIs to support the ecosystem to promote balanced growth. Participants will learn the good oversight practices over SME risks. At the end of the session, participants will be able to assess key risks involving financing to strategic sectors and understand the importance of effective risk management and proportionate approach to support economic sectors.

Session 8: Panel discussion

Faculty: Dato' Mohd Hanif Bin Sher Mohamed, Datuk Zaiton Mohd Hassan, Datuk Yvonne Chia, Mr Jeffrey Chew

This session will enable participants to draw on the expertise and experience of the faculty on how a Board should perform its check and balance role. At the end of the session, participants will acquire the ability to question and challenge senior management on their decisions and risk taking activities.

REGISTRATION FORM

Corporate Governance for
Development Financial Institutions

FEE: RM5,000

NAME

DESIGNATION

COMPANY

CONTACT TEL. NO. (COMPANY)

(PERSONAL)

FAX NO.

EMAIL ADDRESS

NAME OF SECRETARY

CONTACT TEL. NO.

EMAIL ADDRESS

PAYMENT

Fees quoted are exclusive from and subject to Goods and Services Tax ("GST") at the prevailing rate for programmes conducted in Malaysia. Iclif is licensed to collect GST under the laws of Malaysia (License No.: 001279590400).

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- BY CHEQUE** Cheques should be made payable to THE ICLIF LEADERSHIP AND GOVERNANCE CENTRE (Company No. 625729-W). Please indicate the following at the back of your cheque:
- Your Full Name as per registration form
 - Contact Number & Email Address
 - Name of Programme
- BY TELEGRAPHIC TRANSFER** Kindly remit payment to account number: 5140 1138 4115 at MAYBANK BERHAD KL MAIN BRANCH, 50050 KUALA LUMPUR
- Participants will bear all bank telegraphic transfer charges.
 - Once we receive your registration form, we will provide you with an invoice number.
 - Please quote our invoice number on the bank-in-slip, and fax to +603 2725 9002 or email to fide@iclif.org
- BY CREDIT CARD**
- Participants can register and pay online through our website: www.iclif.org

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