



INSTITUTE OF DIRECTORS – GHANA

CAPACITY DEVELOPMENT

PROGRAMMES FOR 2015-2018

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2015 (AUGUST – DECEMBER)

1	Finance for Non Finance Executives	25 th – 26 th August
2	Corporate Governance Dynamics in State Owned Enterprises	29 th September
3	The Effective Board Chairman	22 nd October
4	The Effective Audit Committee	29 th October
5	Professional Course in Corporate Governance	7 th ,14 th ,21 st &28 th Nov
6	Advanced Professional Course Corporate Governance	25 th Sept/30 th Oct

2016**DATES TO BE DECIDED IN
DUE COURSE**

1	Corporate Fraud
2	Professional Course in Corporate Governance
3	Advanced Professional Course in Corporate Governance
4	Corporate Governance for Small and Medium Enterprises
5	The Effective Company Secretary
6	Land Administration and Property Management
7	Corporate Ethics
8	Emotional Intelligence and Performance
9	The Effective Chief Executive Officer

2017

- 1 Leadership and Strategic Management
- 2 Board Evaluation
- 3 Professional Course in Corporate Governance
- 4 Advanced Professional Course in Corporate Governance
- 5 The Board and Strategy
- 6 Boardroom of The Future
- 7 Human resource (HR) for Non-HR Executives
- 8 The Chief Finance Office and Corporate Governance
- 9 The Internal Auditor and Corporate Governance

2018

- 1 The Balanced Scorecard
- 2 Effective Property Management and Disaster Management
- 3 Health Safety and Environmental Awareness
- 4 Corporate Social Responsibility: Legacy for Humanity
- 5 Culture and Corporate Governance
- 6 Board Charter
- 7 Professional Course in Corporate Governance
- 8 Advanced Professional Course in Corporate Governance

1.0 PROFILE OF THE INSTITUTE OF DIRECTORS- GHANA

1.0 HISTORY

In October 1997, Commonwealth Heads of State met in Edinburgh, Scotland and resolved to promote good corporate governance within the Commonwealth. The Commonwealth Secretariat was requested to implement the initiative of the Heads of State.

In April 1998, the Commonwealth Secretariat held a workshop in London on corporate governance. Twenty four (24) nations were represented.

The Commonwealth Association for Corporate Governance was formed as an umbrella body and the medium to achieve the initiative.

In June 1998, the Commonwealth Secretariat, The Commonwealth Association for Corporate Governance and the State Enterprises Commission of Ghana organised a three-day workshop in Accra.

At the end of the workshop participants unanimously agreed on the need for the formation of an Institute of Directors-Ghana.

A Task Force was set up to prepare the grounds for its establishment.

The Institute was registered on 21st May, 1999 with an eleven member Council.

2.0 MISSION

The mission of the Institute is to promote good corporate governance through:

- Developing national institutional capacity
- Enforcement of the Institute's Code of Ethics
- Providing education and professional development

3.0 VISION

To become a global professional body that trains directors to become efficient and effective.

4.0 VALUES

Competence - adding value continuously to corporate activity

Capacity - able to execute functions with Distinction

Integrity - providing leadership with honesty

5.0 RANGE OF SERVICES

The Institute offers the following range of professional services:

- Training programmes
- Advise on appropriate corporate governance practices
- Appraise and restructure an existing board
- Help to build a board from scratch
- Prepare manuals for organisations(including board manuals)
- Help organisations to select directors
- Consultancy services
- Publication of books

6.0 MEMBERSHIP

There are five categories of membership. These are:

- Fellows
- Members
- Associates
- Honorary Fellows
- Institutional (or Corporate)

7.0 HOW TO BECOME A MEMBER

Individuals must undergo a training programme designed for membership, pass all assessments and be prepared to abide by the constitution and code of ethics of the Institute.

8.0 BENEFITS

These include

- Improved competence
- Social networking with other members (who are mainly directors and managers)
- Overseas and local training
- Enhanced confidence
- Receipt of newsletters on current trends in corporate governance
- Ability to add value to corporate activity, etc

9.0 PROGRAMMES

The Institute organises the following programmes:

9.1 Professional Course in Corporate Governance

Successful completion leads to the award of a Professional Certificate and admission to membership of the Institute.

9.2 Advanced Professional Course in Corporate Governance

Upon completion, the member is awarded a

9.3 Customised Programmes

These are organised for organisations that request for them. They include topics such as Financial Reporting, Strategy, Risk Management, Procurement, Marketing, etc.

10.0 DESIGNATORY LETTERS

Members use the following designatory letters:

- Associates - AID
- Members - MID
- Fellows - FID
- Honorary Fellows - HFID

11.0 FORUM

The Institute organises an Annual Corporate Governance Forum where participants discuss topical issues germane to good corporate governance practice. Participants learn how to become top performers and stay motivated.

12.0 CLIENTS

The Institute has trained many directors and managers of several organisations in various industries including:

- Banking
- Insurance
- Media
- Procurement
- Fishing
- Security service
- Public service etc.

13.0 PUBLICATIONS

The Institute's maiden publication, Best Practice Guide was launched on September 8, 2011. It is a handbook for practising and aspiring directors.

Two other publications:

The Board and the CEO, and Board Committees are ready to be sent to the printer.

2.0 CAPACITY DEVELOPMENT PROGRAMMES 2015

1.0 FINANCE FOR NON FINANCE EXECUTIVES (2 DAYS)

Finance is the language of business. It is also the basis for many business decisions. As one gains knowledge, he/she increases his/her understanding of the way businesses operate and business decisions are made. Many stakeholders use finance terms and concepts to describe events that occur daily in organisations without really understanding these concepts.

The objectives include to:

- explain concepts and terms in finance
- assist participants interpret financial statements
- explain the responsibilities for preparation of financial statements
- describe signs of a financially distressed company

The contents include among others:

- basic terminology – concepts and definitions
- responsibilities for the preparation of financial statements
- types of financial statements
- checklist for measuring the financial performance of a company
- interpretation of financial statements, including calculation of financial ratios
- financial statements for different organization:
 - banks
 - insurance
 - manufacturing
- signs that a company is facing financial challenges
- Funds Management
- Budgetary Control – a tool for measuring financial performance

2.0 CORPORATE GOVERNANCE DYNAMICS IN STATE OWNED ENTERPRISES (1 DAY)

Government companies are entities owned wholly or partially by the government of the country. They are known by various names such as Public Enterprises, State Owned Enterprises, Parastatals, Government Companies. They are generally perceived to have governance challenges. However, the governance of a parastatal is not different from that of a private sector company in terms of executing the duties of director, either individually or collectively. The major difference of a parastatal and a private sector company lies in their relationship and covenants between the “shareholders”, usually the

Ministers of state and the Board as well as the appointment of the Chief Executive Officer.

The objectives of the training include to:

- bring to the notice of participants the role of a parastatal in the economic development of the nation
- explain the pillars or tenets of good corporate governance
- inform participants that directors have legal duties and liabilities
- describe a corporate governance framework that can lead to improve performance at SOEs

The contents are:

- ownership structure
- tenets or pillars of good corporate governance
- SOE reporting relationships
- effective corporate governance principles
- challenges of SOE corporate governance architecture
- adopting and modifying the private sector model

3.0 THE EFFECTIVE BOARD CHAIRMAN (1 DAY)

The Board Chairman usually regarded as *primus inter pares* (first among equals) plays an important role in the governance of an organization. Every company must therefore be headed by a Chairman who understands his/her role and can bring out the best in every director.

The objectives of the programme are to

- explain the role of a chairman;
- describe the attributes of a successful chairman; and
- explain the relationship between the chairman and other stakeholders

The contents include:

- types of chairman
- attributes of a chairman
- responsibilities
- relationship with:

- other non-executive directors
- chief executive officer
- the secretary
- planned preparation before assuming role of a chairman
- the challenge of a chairman
- board dynamics
 - steering affairs during meetings
 - interpersonal skills

4.0 THE EFFECTIVE AUDIT COMMITTEE

Board Committees are established to facilitate the operations of decision making process of the Board. An important standing committee is the Audit Committee. The Committee assists the Board in discharging its duties in relation to safeguarding of assets, accurate financial reporting and ensuring that adequate internal controls are in place and working efficiently.

The objectives of the programme include to:

- explain the role and importance of the Audit Committee
- describe the responsibilities of the Committee
- bring to the notice of participants, challenges of the Committee and pitfalls to avoid.

The contents include among others:

- charter, mission and guiding principles
- membership composition
- roles and responsibilities
 - internal audit and internal control
 - statutory audit
 - financial reporting
- dynamics
 - meeting procedures
 - working with management: CEO, CIA & CFO
- authority and resources
- compensation
- challenges

5.0 PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

This is the flagship programme of the Institute and is organised **thrice** a year on weekends.

It is made up **fifteen (15) modules** with a practical session on Mock Board Meeting.

Successful candidates are admitted to membership of the Institute.

The general purpose is to make Board more effective.

The main objectives are to:

- introduce professionalism into directorship
- assist directors adopt best practice in all endeavours and add value

The contents are:

Module	Subject
1	Principles of Corporate Governance <ul style="list-style-type: none">• meaning of governance• what is corporate governance• pillars of corporate governance• elements of good corporate governance
2	Appointment Induction & Tenure of Directors <ul style="list-style-type: none">• Definition of a Director• Appointment process• Induction• Termination
3	Role and Functions of a Board <ul style="list-style-type: none">• The Responsibilities of<ul style="list-style-type: none">- Board- Chairman- Non and Executive Directors- Chief Executive Officer- Secretary
4	Duties and Liabilities of Directors

- Common Law, Statutory and Contractual duties
 - Liabilities – Civil, Criminal
- 5 Board Committees
- Types
 - Terms of Reference
- 6 Board Remuneration
- Factors to consider
 - Types
 - Calculating remuneration with an approval formula
- 7 Board Meetings
- Convening a meeting
 - Role of the Secretary
 - Role of the Chairman
 - Minute writing
 - Management preparation for a Board meeting
- 8 Human Resource
- HR Management
 - HR Cycle
 - HR Strategy
 - Labour Act
- 9 Financial Reporting
- Objectives of financial reporting
 - Responsibilities of the Board
 - Principles of financial reporting
 - Interpretation of financial statements
- 10 Corporate Strategy
- Evaluation and meaning
 - Levels of strategy
 - Mission and Vision
 - Crafting a strategy
- 11 Annual General Meeting

- Contents and length of notice
 - Types of resolution
 - Election and removal of directors
- 12 Contemporary Studies in Corporate Governance
- Corporate Governance practices in the :
 - United Kingdom (Codes of Corporate Governance)
 - South Africa (King Report)
 - United States of America (Sarbanes-Oxley Act)
 - African Corporate Governance Network
- 13 Risk Management
- Importance of Risk Management
 - “Thinking Risk” in the Boardroom
 - Costs of risk
 - Classification of risk exposures
 - Risk Management Policy and Process
- 14 Corporate Ethics
- Meaning
 - The role of the Board
 - Relationship between the Board & stakeholders
 - Conflicts of Interest
- 15 Board – CEO Relationship
- Appointment process
 - Evaluation, etc.

6.0 ADVANCED PROFESSIONAL COURSE IN CORPORATE GOVERNANCE (2 DAYS)

This is a top-up programme and participants must have undertaken the course: Professional Certificate in Corporate Governance.

It is examinable and leads to the award of Professional Diploma in Corporate Governance.

It is organized over the weekends. It is run twice a year.

The emphasis on corporate governance for non-private and non-profit organisations.

The contents are:

Module	Subject
A	Corporate Governance for State Owned Enterprises <ul style="list-style-type: none">• corporate Governance architecture (framework)• who owns SOEs• pillars of tenets• SOE reporting relationship• how to make SOEs effective
B	Corporate Policies <ul style="list-style-type: none">• how to formulate policies• benefits of policies
C	Corporate Governance for SMEs <ul style="list-style-type: none">• the concept of SMEs• distinctiveness of SMEs• governance structure
D	Corporate Governance for Not-for-profits <ul style="list-style-type: none">• legal forms• governance forms• board composition• accountability and ownership
E	Corporate Social Responsibility <ul style="list-style-type: none">• meaning and themes• The UN Global Compact• Application of CSR• Monitoring CSR
F	Board Evaluation <ul style="list-style-type: none">• The concept• Arguments for and against• Categories• Process of Evaluation• Criteria
G	Leadership <ul style="list-style-type: none">• Concept• Sources of power• Perspectives

- Characteristics of an effective leader
- The leader and ethics
- Current thinking on leadership

H

Corporate Fraud

- Meaning of fraud
- Elements of white-collar offences
- Who perpetrates fraud and why the fraud triangle
- Fraud schemes
- Cyber crime

3.0 2016 CAPACITY DEVELOPMENT PROGRAMMES

1.0 CORPORATE FRAUD (1DAY)

Fraud is generic and embraces all the multifarious means which human ingenuity can devise, which are resorted to by one individual, to get advantage over another by false representation. No definite and invariable rule can be laid down as a general proposition in defining fraud, as it includes surprise, trickery, cunning and unfair ways by which another is cheated. The only boundaries defining it are those which limit human knavery. (Albercht)

Perpetrators of fraud usually seem to be ahead of directors and management who devise and implement internal controls to minimise fraud.

The objectives are to:

- Explain the concept of fraud
- Explain how fraud is perpetrated
- Describe fraud schemes
- Help install internal control systems to minimize fraud

The contents include:

- definitions and concepts of fraud
- perpetrators of fraud
 - Employees
 - Outsiders
 - Collusion between employees and outsiders
- reasons for committing fraud
- characteristics of fraudsters
- the fraud tree
- types of fraud in organisations
 - cyber fraud
 - insurance fraud
 - banking fraud
- creating and maintaining ethical climate in the organization
- the law and fraud

2.0 PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

3.0 ADVANCED PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

4.0 CORPORATE GOVERNANCE FOR SMALL AND MEDIUM ENTERPRISES (SMES) (3 DAYS)

SMEs constitute more than eighty percent (80%) of all organisations in the country. Research has shown that many of these organisations do not practice good corporate governance. Such infirmities in corporate governance lead to lack of growth, death of the company when the founders are no more able to participate in the affairs of the company due to death or old age. There is no established succession plan and sometimes there is

no separation of the manager or director from the enterprise. Proper records are usually not kept and therefore access to bank credit is difficult.

The objectives of the programme include to:

- explain the concept of an enterprise
- explain the difference between the individual and the enterprise
- explain the role of the SME in the economy and consequences of failure of companies
- explain how SMEs can practise good corporate governance

The contents include:

- types of organisation
- entrepreneurship
- financial reporting
 - keeping of proper books of accounts
 - auditing of financial statements
- corporate governance
 - the role of a board
 - duties and liabilities of directors
 - board dynamics
 - strategic plans

5.0 THE EFFECTIVE COMPANY SECRETARY (2 DAYS)

The company secretary plays an important role in an organization. With background training in law, accounting and corporate governance they understand issues within the business environment and help to formulate solutions.

Sometimes their role is not well understood by directors and managers.

The objectives are to:

- enrich understanding of corporate governance
- improve upon relationship between the Secretary and the Board
- bring to the knowledge of participants new dynamics in corporate governance
- the legal position of the Secretary

- skills, knowledge and attributes of a Secretary
- principles of corporate governance
- duties and liabilities of directors
- the main duties of the Secretary to the :
 - Board
 - Company; and
 - Shareholders
- financial reporting
- legal framework for the work of the directors and secretary

6.0 LAND ADMINISTRATION AND PROPERTY MANAGEMENT

The 1992 Constitution of the Republic of Ghana makes provision for Protection of Privacy of Home and other Property.

Apart from home ownership being guaranteed by the Constitution, it is also a human rights issue.

As a result of deficit in housing stock, many citizens have taken steps to acquire properties for themselves. Demolition of houses has taken place in recent times for many reasons, including lack of title deeds.

The objectives of the programme are to:

- educate participants on the process of acquisition of Land and title deeds;
- bring to the knowledge of participants the laws on land administration; and educate participants on their rights

The contents include:

- the meaning of the term “land”
- the laws on land
- legal rights of citizens
- authority to demolish structures

7.0 CORPORATE ETHICS

Corporate Ethics refer to the norms and standards in an organization in accordance with established values.

It is often said that ethics start from where the law ends.

Ethical Standards must be codified and communicated to employees and other stakeholders in a language that can easily be understood.

Ethical standards must be adhered to.

Leadership by example must be demonstrated.

The objectives include to:

- explain the need for ethical standards to operate within a company
- explain who are responsible for establishing ethical standards
- show a simple format of code of ethics

The contents will include:

- responsibilities of the board
- core values of an organisation
- preparation of code of ethics
- responsibilities of management employees and other stakeholders
- implementing code of ethics
- monitoring and reporting

8.0 EMOTIONAL INTELLIGENCE AND PERFORMANCE (1 DAY)

Managers and directors often focus on hard skills to the detriment of organisations. Research has shown that soft skills are very important. The ability to accurately identify and understand one's own emotional reactions and those of others and also to regulate one's emotions and to use them to make good decisions are very important.

The objectives are to:

- understand the principles of emotional intelligence
- apply the principles to workplace situations

The contents include:

- meaning / definitions
- theories of John Mayer, Peter Salovey, Daniel Goleman
- the emotional intelligence competence inventory

- emotional intelligence set of assessment
- empathy: the single most important skill in business today
- leadership styles
- functions of the brain
- five factors of emotional intelligence
 - empathy, motivation, social skills, etc.

9.0 THE EFFECTIVE CHIEF EXECUTIVE OFFICER (2 DAYS)

The chief executive officer can make or unmake a company and therefore it is necessary for appointing authorities to take painstaking measures to select the right Chief Executive Officer.

The objectives of the programme include to:

- assist the Executive in developing a strategic outlook for the job;
- facilitate quick decision making;
- enhance performance on the job and meet targets;
- improve upon stakeholder relationship; and
- adopt systematic approach to core functions

The contents include

- the key tasks of the CEO
- Management limitations
- CEO's relationship with the:
 - Board
 - Chairman
 - Board Committees
- the CEO and Strategy
- leadership and motivation
- relationship with employees and other stakeholders
- sample employment contract
- managing change

4.0 2017 CAPACITY DEVELOPMENT PROGRAMMES

1.0 LEADERSHIP AND STRATEGIC MANAGEMENT (2 DAYS)

Leadership is an influence process which is directed towards an organisation's goal. Leadership goes with power. The source of power will reveal the type of leader an individual is.

The board should exercise leadership, enterprise, integrity and judgment in directing the corporation so as to achieve continuing prosperity for the corporation and to act in the best interest of the business enterprise in a manner based on transparency, accountability and responsibility.

The term strategic management refers to the management process of forming a strategic vision, setting objectives, crafting a strategy, implementing and executing the strategy.

“Without a strategy the organization is like a ship without rudder.”

The objectives are to:

- help leaders focus on primary function of strategy
- explain what is meant by strategic management and its usefulness to an organisation
- explain the link between leadership and strategy

The contents include:

- establishing company direction
- strategy and competitive advantage
- tailoring strategy to fit organisation
- meeting the leadership challenge
- adaptive leadership
- corporate culture and leadership

2.0 BOARD EVALUATION (1 DAY)

The board should regularly assess its performance and effectiveness as a whole, and that of the individual directors, including the chief executive officer. (CACG Principle No.11)

Board evaluation is a powerful tool for:

- improving upon performance of individual directors;
- improving upon information and decision making systems;

- improving upon performance of the board as a whole; and
- demonstrating to stakeholders that the board is responsible one

The objectives are to:

- explain the concept of board evaluation
- demonstrate to participants, the application of board evaluation techniques
- show the process of doing the evaluation

The contents are:

- arguments for and against board evaluation
- benefits of board evaluation
- categories to be evaluated
 - board
 - chairman
 - individual directors
 - CEO
- Caution to observe in an evaluation
- Sample questionnaire

3.0 PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

4.0 ADVANCED PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

5.0 THE BOARD AND STRATEGY (2DAYS)

The Board should determine the corporation's purpose and values, determine the strategy to achieve its purpose and to implement its values in order to ensure that procedures and practices are in place that protect the corporation's assets and reputation. (CACG-Principle)

One of the key tasks of a Board is strategic direction of the company.

The objectives are to:

- introduce directors to the basic principles of strategy
- learn the relationship between strategy and performance
- apply the principles of strategy to improve upon Board effectiveness

The contents include:

- concepts of strategic management
- understanding a company's strategy – what to look for
- the five tasks of strategic management
 - develop strategic vision, set objectives, craft vision, etc.
- industry and competitive advantage
- strategy and competitive advantage
- strategy, leadership and ethics
- new business models
- tailoring strategies to fit specific organisation

6.0 BOARDROOM OF THE FUTURE (1 DAY)

Board dynamics is changing at a fast pace and it is only those board members who regard directorship as a profession that can cope with the pace.

With the advent of technology, board and committee meetings can be conducted through electronic means such as:

- video conferencing
- telephone conferencing

Such means can

- reduce cost;
- facilitate quicker decision; and
- assist the board to perform its duties in an efficient and effective manner

The overall objective is to make directors aware of changing times and tools available for board decisions.

The contents include:

- blueprint for effective board performance
 - conflicting roles of a director
 - coming to terms with role
 - ownership concept
 - triangle of fortune
 - forces leading to change in director performance

- The impact of Information Technology
 - why directors need IT
 - integrating IT with business strategy
- Enterprise Risk Management (ERM)
 - components of ERM
 - aligning risk appetite and strategy

7.0 HUMAN RESOURCE FOR NON HR EXECUTIVES (2 DAYS)

It is often said that the human resource is the most important asset in an organisation.

Factors of production such as: capital, land technology and materials are necessary but without the human factor they cannot be used. But is it every human resource that is useful to an organisation?

The objectives include:

- introduce non-human resource executives to the basic principles of HR;
- how to motivate employees to get the best from them; and
- understand the legal framework for practicing human resource management

The contents include:

- human resource as the new wave in competition
- organisational citizenship behaviour and employee engagement
- motivation
- theories by: Peter Senge, Dr. Nicholaus Ebert, Laurence Peter, etc.
- human resource principles
- Labour Act

8.0 THE CHIEF FINANCE OFFICER AND CORPORATE GOVERNANCE (2 DAYS)

The role of the Chief Finance Officer cannot be overemphasised in the management of any organisation. In some jurisdictions, qualifying to head the finance department requires additional qualification in corporate governance.

The objectives of the programme include:

- to understand the basic principles of corporate governance

- reinforcing understanding of the responsibilities of the board with regard to financial reporting
- to know the relationship between the Board / Audit Committee and the CFO

The contents of the programme include:

- principles of corporate governance
- responsibilities, duties and liabilities of directors
- relationship between the CFO and the:
 - Audit Committee
 - Internal Auditor
 - External Auditor
- responsibilities of the Board in financial reporting
- code of conduct for CFOs
- preparation and presentation of reports to the Board

9.0 THE INTERNAL AUDITOR AND CORPORATE GOVERNANCE (2 DAY)

The Internal Auditor serves as the “eye” of the Board in the organization. An effective internal audit should provide the Board with:

- assurance that the management processes are adequate to identify and monitor significant risks

The objectives are to help internal auditors:

- understand the principles of corporate governance
- understand the relationship between the internal auditor and the board.

The contents include

- fundamentals of corporate governance
- risk management
- information technology
- duties and responsibilities of directors
- internal auditor and stakeholder relationship (including the Audit Committee)
- internal audit – the little known profession?

5.0 2018 CAPACITY DEVELOPMENT PROGRAMMES

1.0 BALANCED SCORECARD

The Balanced Scorecard (BSC) paradigm is that financial results are obtained by successful implementation of strategic initiatives in the key business perspectives.

The following perspectives may be identified with BSC:

- financial
- customer
- internal business process
- learning and growth

The BSC has been designed to overcome the bias of existing management information towards financial results.

The BSC puts strategy at the centre of the management process.

The objectives of the programme are to:

- explain the concept of BSC to participants;
- assist participants to apply the BSC activities within the organization; and
- help organisation transform into high-performing and strategy-focused enterprises.

The contents include:

- balanced scorecard: origin and concept
- key questions the BSC seeks to answer
- advantages of using BSC performance system
- implementation and evaluation of the BSC
- cascading the scorecard throughout the organisation
- the methodology for billing and implementing a balanced scorecard project
- meeting the challenges of the scorecard system
- indicators of successful projects

2.0 EFFECTIVE PROPERTY MANAGEMENT AND DISASTER PREVENTION (2 DAY)

Properties serve as a point of contact between organisations and customers. Customers may refrain from doing business with an organization if the state of property is not well maintained.

Property Management is the operation, control and oversight of real estate as used in its broad terms. Management implies a need to be cared for, monitored, and accountability for its useful life and condition.

Disaster Management is the organization and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies, in particular:

- preparedness;
- response, and
- recovery

In order to lessen the impact of disasters

The objectives are to:

- reinforce the need to manage property
- bring to the knowledge of participants, the consequence of lack of maintenance
- explain methods to prevent disaster
- detail out disaster response activities

The contents include:

- building permits and how to acquire them
- legal and regulatory framework
- property maintenance guidelines
- types of disaster
- disaster plan
- disaster prevention
- disaster recovery

3.0 HEALTH SAFETY AND ENVIRONMENTAL (HSE) AWARENESS (2 DAYS)

The HSE Management is intended to provide organisations with the elements of an effective management system that can be integrated into other management requirements and help organisations to achieve their economic objectives and operational excellence.

Every organisation desirous of implementing a sound robust HSE Management System needs to develop a philosophy which clearly states that:

- HSE ranks equal to all other business objectives
- Directors' commitment to the process is the key success factor
- HSE is everybody's responsibility
- Accident and Pollution prevention pays
- Accidents don't happen, they are caused
- Working safety is a condition of employment

The objectives are to

- introduce HSE Management System and evaluation models
- discuss the relevant elements of the HSE Management System as required by International Standards
- identify the key action required to support continued performance improvement

The contents include:

- management system elements
 - HSE Policy
 - Planning
 - Implementation and Operation, etc.
- resources, roles, responsibilities, authority and accountability
- management review
- benefits of health safety and environmental care
- critical success factors

4.0 CORPORATE SOCIAL RESPONSIBILITY; LEGACY FOR HUMANITY (1 DAY)

Corporate social responsibility (CSR) refers to business decision making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment.

Businesses that ignore CSR do so at their own peril.

The tools of CSR are based on the ten principles of the UN Global Compact.

The UN Global Compact is derived from:

- The Universal Declaration of Human Rights
- The International Labour Organisation's Declaration of Fundamental Principles and Rights of Work

- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The objectives include to:

- bring to awareness of participants, the concept of CSR
- show participants the method of implementing CSR efficiently and effectively
- explain how to monitor CSR activities

The contents will include

- background to CSR
 - original beliefs and ideas
 - emerging beliefs and ideas
- the UN Global Compact
- areas of application
- case studies from benefactors and beneficiary
- the benefits of CSR

5.0 CULTURE AND CORPORATE GOVERNANCE

Culture may be described as a series of rules and methods that a society has evolved to deal with the recurring problems it faces.

“Culture is seen as the sum total of ways of living built by a group of human beings and transmitted from one generation to another.”

Corporate Governance is the manner in which companies are directed and contracted.

The impact of culture on corporate governance cannot be overemphasised. The manner in which people behave generally has an effect on their governance and management styles.

Time management, attitude to work, response to disaster, etc. embedded in the manner in which people generally behave, managed and governed.

The objectives of the capacity development include to:

- explain the concepts of culture and corporate governance;
- link cultural practices and their impact on corporate governance; and

- compare different organizations and their levels of growth as a lesson to note and emulate or avoid.

The contents include:

- the concepts of culture and corporate governance
- the key dimensions of culture
- clashes of culture
- impact of culture on corporate governance
- elements of good corporate governance
- building a new culture

6.0 BOARD CHARTER

A board charter provides a set of guidelines to help directors understand their duties and responsibilities and to enable them perform their oversight role effectively.

A charter should be prepared in line with best practice and policies and procedures of an organisation.

Board members need to be clear about the purpose, scope of authority and procedures they are operating under so as to act to the full extent permissible but within the legal parameters established.

The objectives of the awareness programme include to:

- explain the need to document policies and procedures of the Board
- re-emphasise the role of the Board as being responsible for the success or failure of the organisation

A Board Charter has many benefits including:

- spelling out the responsibilities of the Board;
- facilitating the training of new directors;
- facilitating the standardization of action by all directors; and
- enriching the experience of all directors

The contents include:

- profile of the organisation
- duties and responsibilities of the Board

- board meetings
- ethics
- evaluation of the board

7.0 PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

8.0 ADVANCED PROFESSIONAL COURSE IN CORPORATE GOVERNANCE

6.0 TELEVISION PROGRAMMES

1.0 TELEVISION PROGRAMMES 2015

In conjunction with Stravents Ltd, an event organisation, the Institute has completed a series of television programme on corporate governance.

The initial series or episodes will be telecast for a period of thirteen (13) weeks – once a week and will last for thirty (30) minutes.

The completed series include:

- The Essence of Governance
- Principles of Corporate Governance
- The Board (what is it?)
- Responsibilities of the Board
- Board Meetings
- Boardroom Conflict
- The Role of Shareholders, etc.

The Ghana Television (GTV) has already given **approval** that the series are good to be telecast and have even allotted a period for the series – Thursday 8.30pm-9.00pm.

The greatest **challenge** for the partners is **sponsorship**. It has been difficult attracting sponsors.

The desire of the Institute is that the telecast of the programme should start as soon as possible.

7.0 BOOKS AND PUBLICATIONS

1.0 BOOKS AND PUBLICATIONS

1.1 Best Practice Guide

(Directors Handbook) – 2015

First published in 2011 it gives a detailed account of all that directors need to know.

The old stocks that were printed have been sold out.

The current version has been reviewed and the second edition to be published as soon as funds are obtained.

1.2 The Chief Executive Officer

This is a second publication and the completed manuscript has already been approved by the Council of the Institute. It is anticipated that funds can be obtained so that the books are released by the first quarter of 2016.