



Directors' Training Program for State-Owned Enterprises (SOEs)



December 15 – 17, 2025



NIBAF, Islamabad



Program Overview

The Center for Executive Education (CEE) at IBA offers an intensive three-day Directors' Training Program (DTP) specifically designed to address the unique governance, oversight, and compliance demands of directors within State-Owned Enterprises (SOEs). This program aligns with the certification standards set by the Securities & Exchange Commission of Pakistan (SECP).

The workshop empowers participants to navigate the complexities of corporate governance within the public sector, enhancing their capabilities in board leadership, performance monitoring, financial oversight, and compliance. Through focused sessions, directors will deepen their understanding of the structures and practices needed to strengthen governance frameworks, ensuring effective decision-making accountability.

By participating in this program, directors gain not only essential regulatory knowledge but also practical tools reflecting local and international best practices. This comprehensive approach prepares them to lead with confidence in a dynamic and evolving regulatory environment, fostering sustained organizational growth and resilience.



Agenda

Day 1

SOE Act – Scope, Applicability, and the Role of SOEs

Role of CMU and Ministry for Performance Monitoring

Board Composition and variations with PSC

Day 2

Role of Chairman and CEO

Board Nomination, Audit, and HR Committees

Annual Report – Contents specific as per SOE Act and requirements for Summary of Annual Report on the website.

Business Plan

Statement of Corporate Intent

Financial Statements – Applicable Accounting Standards, Frequency of Submission, and Monitoring Requirements

Declaration by Board for Financial Statements

Day 3

Audit Requirements for Appointment

Auditors' Report to Members

Review Report on Compliance with the SOE Act

SECP Role for SOEs

Directors' Training for SOEs

Enforcement of System of Internal Control

Board Meetings

Board Performance Evaluation

Directors' – Indemnity and disqualification



Who Should Attend?

- Board Members
- Executive Directors
- President
- Senior Functional Managers
- CEO
- Corporate Governance Executives of a State Owned Enterprise

Program Learning Outcomes

- Understand the scope and applicability of the SOE Act for effective governance.
- Clarify the responsibilities of the CMU, Ministry, and board to align with regulatory standards.
- Apply Effective Board Principles and implement board composition and leadership practices consistent with PSC standards.
- Strengthen knowledge of key board committees (Nomination, Audit and HR) for comprehensive oversight.
- Implement requirements for financial statements, business plans, and corporate intent to ensure transparency.
- Prepare compliant reports and summaries in accordance with the SOE Act for enhanced public accountability.
- Manage auditor appointments, compliance reviews, and internal control enforcement.
- Conduct board evaluations and understand director accountability and indemnity.
- Integrate global best practices and align with SECP standards for effective leadership in complex environments.





Fee Structure

PKR 270,000/- (plus 3% Tax)

Residential Fee: PKR 15,000/- per night

Fee includes SECP Registration Fees,
Course Material, Certificate, Lunch,
Refreshments & Business Networking.

15% discount for IBA Alumni



For Registration

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Contact Us



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