IBA

70 YEARS & BEYOND

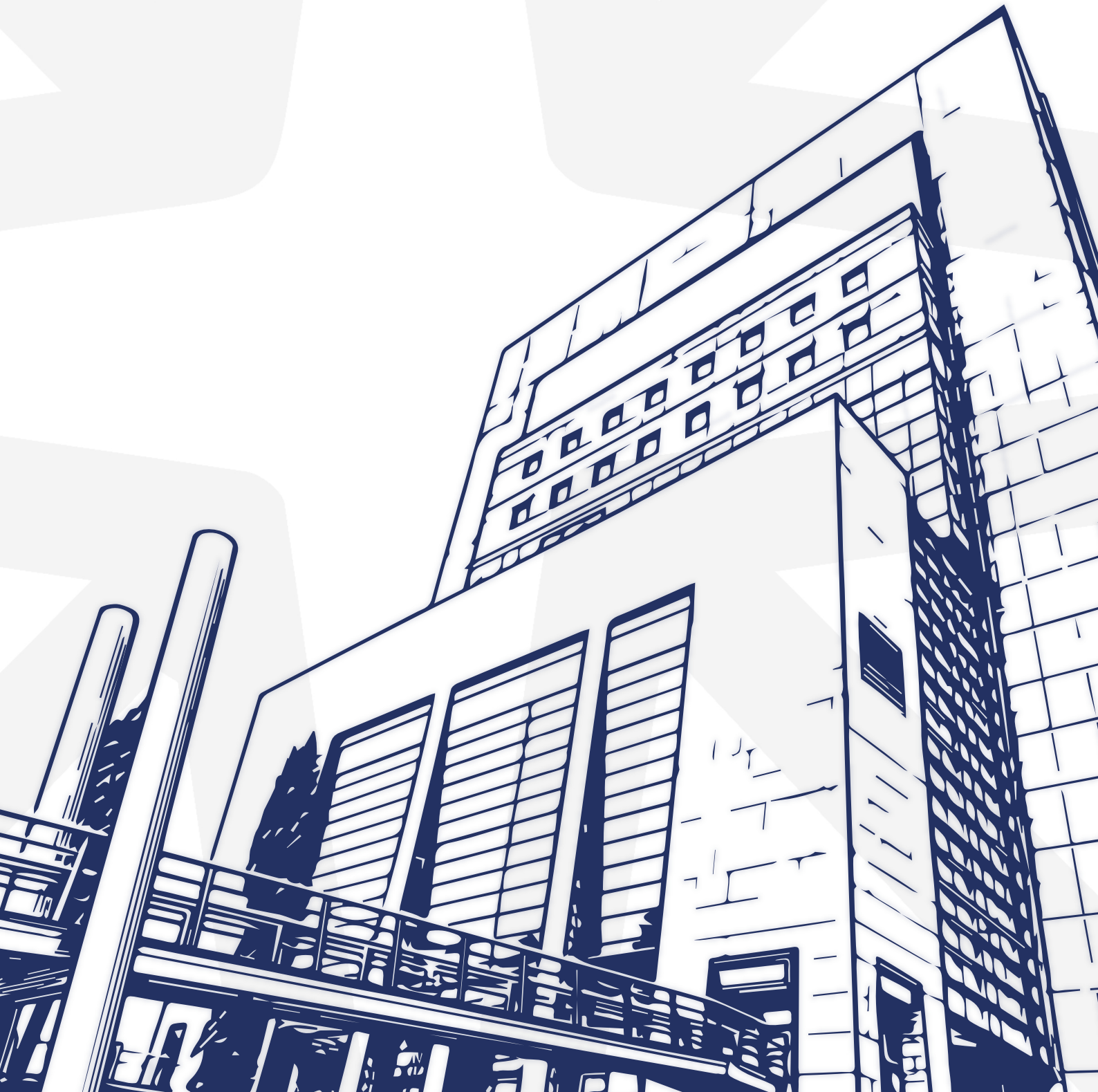
Leadership ▪ Excellence ▪ Impact

IBA CEE

Center for Executive Education

DIRECTORS' TRAINING PROGRAM FOR STATE-OWNED ENTERPRISES (SOEs)

Oversight Performance & Public Trust



SPECIALIZED GOVERNANCE CERTIFICATION FOR PUBLIC-SECTOR BOARDS

GOVERNING IN THE PUBLIC INTEREST REQUIRES MORE THAN COMPLIANCE

State Owned Enterprises in Pakistan operate under heightened scrutiny, complex mandates, and multi layered accountability structures. Directors of SOEs must balance commercial sustainability with public service obligations while navigating evolving regulatory frameworks, Ministry oversight, and stakeholder expectations.

IBA Karachi, through its Center for Executive Education (CEE), presents the Directors' Training Program (DTP) for SOEs, a specialized, SECP approved pathway tailored to the governance realities of public-sector entities.

This program moves beyond generic governance theory. It addresses the structural, legal, financial, and political complexities unique to SOE boardrooms.

GOVERNANCE CONTEXT: THE SOE BOARDROOM

SOE boards face distinctive challenges:

- Dual accountability: commercial performance and public mandate
- Interface between Boards, Line Ministries, and Central Monitoring Units (CMUs)
- Heightened transparency and audit requirements
- Public procurement, regulatory compliance, and performance reporting
- Political sensitivity and reputational risk

The DTP for SOEs equips directors to operate confidently within this governance ecosystem.

PROGRAM FOCUS AREAS

Key Themes	Topics Covered	Learning Outcomes
SOE Legal & Regulatory Framework	▪ Overview of the SOE Act and governance regulations ▪ SECP Code of Corporate Governance (public-sector applicability) ▪ Fiduciary duties and statutory liabilities of directors ▪ Role clarity between Shareholder (Government), Board, and Management	▪ Interpret and apply SOE legal framework confidently ▪ Understand statutory responsibilities and exposure risks ▪ Distinguish governance boundaries between Ministry, Board, and Management ▪ Strengthen compliance culture without operational overreach
Board Structure & Effectiveness	▪ Board composition and independence in SOEs ▪ Committee structures (Audit, HR, Risk, Procurement) ▪ Managing board dynamics in public-sector contexts ▪ Evaluating board performance	▪ Design and assess effective board architecture ▪ Improve committee oversight and reporting quality ▪ Navigate public-sector board dynamics constructively ▪ Implement structured board evaluation mechanisms
Financial Oversight & Public Accountability	▪ Reading financial statements in SOEs ▪ Budgetary control and performance monitoring ▪ Audit coordination (internal, external, public audit bodies) ▪ Risk governance and internal controls	▪ Strengthen financial literacy at board level ▪ Monitor performance using financial and non-financial indicators ▪ Engage effectively with audit bodies ▪ Enhance oversight of enterprise risk management frameworks
Strategy, Performance & Mandate Alignment	▪ Balancing commercial sustainability with public service obligations ▪ KPIs and performance contracts ▪ Long-term strategy in regulated environments ▪ Governance of subsidies, pricing controls, and stakeholder expectations	▪ Align enterprise strategy with public mandate ▪ Evaluate management performance against measurable KPIs ▪ Govern long-term value creation within regulatory constraints ▪ Manage political and stakeholder pressures strategically
Ethics, Transparency & Reputation	▪ Managing conflicts of interest ▪ Ethical decision-making in politically exposed environments ▪ Transparency, disclosure, and public trust ▪ Crisis governance	▪ Strengthen ethical judgment in complex environments ▪ Implement transparent governance practices ▪ Protect institutional reputation ▪ Respond effectively to governance crises

WHO SHOULD ATTEND?

- Board Members of Federal and Provincial SOEs
- Chairpersons and Independent Directors
- CEOs and Senior Executives of Public Sector Entities
- Nominee Directors representing Government Shareholding
- Ministry Officials overseeing SOEs

DELIVERY FORMATS

- Open-Enrolment Cohorts (Islamabad & Karachi)
- Organization Specific Cohorts (Custom designed for individual SOEs)
- Hybrid / Online Delivery Options

Programs can be tailored to sectoral realities energy, infrastructure, aviation, financial institutions, utilities, and regulatory bodies.

CERTIFICATION & RECOGNITION

- SECP Approved Directors' Training Program for SOEs
- Designed in alignment with Pakistan's evolving SOE governance framework
- Meets regulatory capacity building expectations
- Certified Director Listing in SECP, IBA-CEE and PSX websites.

LEARNING METHODOLOGY

IBA CEE's approach emphasizes applied governance learning:

- Case-based discussions drawn from Pakistani SOEs
- Governance simulations and boardroom scenarios
- Financial analysis workshops
- Peer dialogue among directors
- Practitioner-led sessions by governance experts

The objective is not only certification but boardroom confidence, clarity, and accountability.

FEE

PKR 270,000/-

+03% Tax per participant



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