

# Emerging Trends in Governance, Risk, and Compliance

Tuesday, **March 5, 2019** | Pearl Continental Hotel, Karachi  
Thursday, **March 7, 2019** | The Faletti's Hotel, Lahore  
9:00 am - 5:00 pm



Course Director  
**Syed Faraz Anwer, FCA**  
Partner, Business & Risk Consulting  
A. F. Ferguson & Co. (a member firm of the PwC network)



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## COURSE OVERVIEW

Businesses today face challenges attributed to the dynamic economic, volatile market, and pressing regulatory environment they operate in with margins squeezing and competition on the rise. Their strategic objective to enhance revenues in such trying times calls for a continual assessment of the adequacy and effectiveness of the Governance, Risk and Compliance (GRC) mechanisms. This not only implies that an integrated, organizational approach to risk, compliance and assurance activities be undertaken for business sustainability; but that appropriate accountability frameworks be built into and across the institutional hierarchy.

In light of the above, this programme has been developed to provide strategic insights to enable participants in addressing complex external and internal influences whilst ensuring a balance between governance, risk management and compliance, since a strategically driven; common approach will facilitate an effective GRC that is well-aligned to organizational ambitions.

## LEARNING OUTCOMES

Expert knowledge disseminated and facilitation provided during the training will practically benefit the participants in the following:

- Achieving strategic alignment and structuring GRC layers that support business performance, prevent redundancies, and inconsistencies around fulfilment of the same objective i.e. to protect the institution from any material financial, operational, and reputational risk
- Understanding the roles and responsibilities of oversight functions in designing and implementing an effective GRC programme
- Adopting an integrated approach toward GRC to support business strategy and sustainability
- Integrating and improving corporate performance, risk and compliance programs
- Devising a well-structured risk assessment program that helps entities understand and stay within acceptable boundaries of corporate conduct
- Understanding how technology may be used to support integrated governance, management and assurance of performance, risk and compliance
- Developing meaningful MIS that provide insights into business risks and compliance obligations, how these are being managed and assurance over the key business risks

## WHO SHOULD ATTEND

- Board members
- CEOs
- Chief Internal Auditors, Senior Internal Auditors
- Chief Risk Officers/ Risk Management Heads, Risk Managers
- Chief Compliance Officers/ Compliance Heads, Senior Compliance Officers
- Chief Financial Officer/ Finance Heads, Senior Finance Managers
- Internal Control Unit Heads, Internal Control Managers
- Human Resource Heads, Senior Human Resource Managers
- Business Strategy Heads
- Legal professionals

## COURSE OUTLINE AND CONTENTS

S.No.	Outline	Timing	Contents
1	Introduction	09:00 am to 09:30 am	The purpose of this session is to give a brief introduction of the trainer, the purpose of the course, and to know the audience.
2	Governance and Organization Structure	09:30 am to 10:15 am	<ul style="list-style-type: none"> <li>■ Importance of governance, risk and compliance</li> <li>■ Strategically aligned Board committees – structure, composition, cross relationship and synergies</li> <li>■ Role of the Board: as a Strategist, Advisor and a Watchdog</li> <li>■ Working relationship between the Board and the management</li> <li>■ Structuring the management organization and grouping functions for optimal operations</li> </ul>
Tea Break (10:15 am to 10:30 am)			
3	Tone at the Top	10:30 am to 11:00 am	<ul style="list-style-type: none"> <li>■ Corporate governance consciousness</li> <li>■ Inculcation of a strong 'compliance and conduct' culture across all business, functions and jurisdictions of operations</li> <li>■ Approaches to monitoring culture</li> <li>■ Whistleblowing</li> </ul>
4	Performance management	11:00 am to 11:30 am	<ul style="list-style-type: none"> <li>■ Creating effective Board appraisals and assessments</li> <li>■ Coverage of conduct and related GRC aspects in accountability frameworks and Key Performance Indicators (KPIs)</li> <li>■ Process for their use in performance management and decision making processes</li> </ul>
5	Risk Management	11:30 am to 12:15 pm	<ul style="list-style-type: none"> <li>■ Governance and risk management failures</li> <li>■ Role of the Board</li> <li>■ Common challenges to Board risk governance</li> <li>■ Different types of risks</li> <li>■ Modern day tools and techniques for effective risk management</li> <li>■ Fundamentals of Enterprise Risk Management</li> <li>■ Risk information and management systems</li> <li>■ Risk reporting and disclosures</li> </ul>
6	Compliance	12:15 pm to 01:00 pm	<ul style="list-style-type: none"> <li>■ Role of the Board</li> <li>■ Role of the Compliance Function</li> <li>■ Resourcing the Compliance Function</li> <li>■ Compliance program</li> <li>■ Compliance risk management and its integration into the GRC framework</li> <li>■ Compliance monitoring</li> <li>■ Compliance information and management systems</li> </ul>
Lunch and Namaz Break (01:00 pm to 02:00 pm)			
7	Governance and Control	02:00 pm to 02:30 pm	<ul style="list-style-type: none"> <li>■ Where does control fit in within GRC?</li> <li>■ Responsibility for control design, implementation, testing and validation</li> <li>■ Self-assessment mechanisms – 1st and 2nd lines of defense</li> <li>■ Convergence of management testing</li> <li>■ Role of Internal Audit</li> </ul>
8	Frauds	02:30 pm to 03:00 pm	<ul style="list-style-type: none"> <li>■ Fraud triangle</li> <li>■ Types of frauds</li> <li>■ Roles and responsibilities for anti-fraud</li> <li>■ Fraud risk management</li> <li>■ Inventorying frauds</li> </ul>
9	Role of Internal Audit in GRC	03:00 pm to 03:40 pm	<ul style="list-style-type: none"> <li>■ Inter-linkage between internal audit and GRC functions</li> <li>■ Role of internal audit in ERM implementation</li> <li>■ Evaluating the adequacy and effectiveness of the GRC processes</li> <li>■ Improving organizational and corporate governance culture</li> <li>■ Role of internal audit in fraud prevention, detection and corporate investigations</li> </ul>
Tea Break (03:40 pm to 04:00 pm)			
10	GRC Automation	04:00 pm to 04:25 pm	<ul style="list-style-type: none"> <li>■ How automation helps</li> <li>■ Consolidated platform for governance, risk, compliance and control data and process management</li> <li>■ Innovating reception and reporting management information</li> </ul>
Vote of Thanks and Certificate Distribution (04:25 pm to 05:00 pm)			

## ABOUT THE COURSE DIRECTOR

### Syed Faraz Anwer, FCA

Partner, Business & Risk Consulting  
A. F. Ferguson & Co. (a member firm of the PwC network)



Faraz is one of the forerunners in modern day risk management consulting and his vision, subject matter knowledge and extensive local and international experience of over 20 years, is widely recognized.

He has led a number of local and international GRC advisory projects spanning from enterprise risk management and internal audit functions to the overarching reviews/development of entity-wide governance structures, roles of board and management committees, corporate performance management, compliance risk management, anti-fraud frameworks, and GRC technology, to name a few. His GRC expertise also includes implementation of SOX, COSO Framework on Internal Controls, Basel II and III, FATCA, OECD CRS, financial crime risk assessments, development of departmental ToRs, JDs, policies and procedures framework.

His areas of specialization also include Business Process Reengineering, Operating Model Transformation, Organisational Restructuring, Balanced Scorecards, Customer Experience/ Service Quality, Enterprise Performance Management, Financial and Corporate Reporting, Strategy Consulting, Functional Technology Consulting, etc.

Faraz has conducted a number of orientation/ training sessions imparting conceptual as well as practical hands-on knowledge and sharing experiences to help organizations in developing internal skill sets in diverse disciplines. He has represented at a number of local and regional industry and risk forums and has been a frequent speaker at top forums organised by professional and regulatory bodies. He is also a part of various advisory committees constituted by such bodies and corporate advisory councils and provides expert feedback, input and advice on the emerging challenges and likely responses.

As part of the Through Leadership and Branding Initiative, he has authored/ co-authored a number of related articles and led the teams to produce various publications on topical issues.

His previous workshop from TerraBiz's platform was attended by participants from various leading organizations such as UBL, Amreli Steels Limited, Bank Al-Habib, State Bank of Pakistan, ABL Asset Management Company, Central Depository Company of Pakistan, Pakistan State Oil, Lucky Cement Limited, Bank Alfalah Limited, Habib Metropolitan Bank Limited, National Bank of Pakistan, TCS Private Limited etc.

## TESTIMONIALS

*"Very knowledgeable person"*

**Govinda Maheshwari**  
State Bank of Pakistan

*"Mr. Faraz is an excellent trainer who is very well versed with risk and audit. It's a treat to attend his lecture"*

**Shahid Salim**  
Habib Metro

*"Very well presented and elucidated each and every participant. Kept us going! Excellent"*

**Hania Siddiqi**  
United Bank Limited

*"...he is a great presenter"*

**Fraz Ahmed**  
Amreli Steels Limited

*"Outstanding! Strong grip on the subject"*

**Shahzad A. Awan**  
Sui Northern Gas Pakistan Limited

*"Learned trainer with good quality presentation skills"*

**Abuzar Qasim Qazi**  
Pakistan State Oil

**Regular Tuition Fee: Rs. 32,500 per participant**

Includes courseware, TerraBiz certificate, lunch, refreshments, and business networking

**\*10% Discount** on 2 or more nominations from the same organization

**\*15% Discount** for members of ICAP, ICMAP, IIA and CFA Society of Pakistan

For registration(s), send us your  
**Name, Designation, Organization, Mobile, E-Mail and Postal Address**  
to [register@terrabizgroup.com](mailto:register@terrabizgroup.com)

For further information please contact  
**Marya Saeed**  
Mobile: 0330 318 4168 / 0300 213 3849 Phone: (021) 3483 3775

**Terrabiz Cancellation Policy:** For cancellations made in the 7 working days to the workshop, no refunds will be given. Cancellations must be confirmed by email. Substitutions may be made at anytime.