As on 15 November 2021

Three Days Virtual Training programme on

“Corporate Governance, Accountability and Self-Motivation”

for Officers of Government of Cambodia

under MEA’s e-ITEC Programme to be held online

from 8-10 December, 2021

Training Title : Virtual Training Programme on “Corporate Governance, Accountability and Self-Motivation”

Participants : Officers of Cambodian Ministry of Public Workshop and Transport and Cambodia Mine Action and Victim Assistance Authority (CMAA)

Organiser : Haryana Institute of Public Administration,

Gurugram, Haryana, India

Duration : Three Days

Schedule : 8 – 10 December, 2021

Training Language : English

**Background:**

The recent and enduring crisis in corporate governance and leadership during the global economic recession in 2008-2012 and the pandemic have further underscored the importance of corporate governance, accountability and self-motivation.

The importance of corporate governance can be summed up through this observation: good corporate governance and a good business leader can make a success of a weak business plan but a poor leader can ruin even the best plan! Developing effective governance and leadership in the corporate world by using a talent management programme at all levels across the organization can add value to business and enhance it significantly. The ability of a company to identify, attract, fill and retain corporate leadership, is a reflection of the strength of its corporate governance mechanism. Apart from talent, companies need effective leadership development programmes focused on governance especially hiring strategies, employee development and career and succession plans.

There is close interplay between good corporate governance and the external environment. Some examples of how corporate governance impacted on the external environment are seen in the case studies of Enron through the prime loan mortgage crisis of AIG, to the hedge fund crisis, all of which were instrumental in triggering global recessions. These events resulted in an erosion of confidence and a loss of faith in governance and leadership of companies around the globe. In a Harvard Business Review Poll in 2012, 51% of those surveyed had diminished confidence in corporate governance of non-US companies and 76% had diminished confidence in corporate governance of US businesses.

Conversely, the influence of the external environment on corporate governance was seen with the onset of the pandemic where confidence was further eroded. The lockdown and related restrictions not only constrained companies from conducting their businesses but also adversely impacted on their governance structures. One major fallout faced by the companies was the erosion of talent and the ability to adapt to challenging conditions that impacted adversely on their governance structure. According to a recent global Research Survey, more than 80% of 930 companies surveyed stated that talent shortages within their companies were hindering leadership development and weakening the companies’ governance structures. Those companies that succeeded were the ones with robust corporate governance that included both leaders and managers, leaders influencing and inspiring and motivating their workers, to a common goal and setting a direction for them to follow and the managers establishing mechanisms to retain the workforce.

The recognition of the importance of accountability of corporate governance by the companies has been manifested through their programmes of Performance Management, assessment programmes, its ability to create demand through innovations, succession plans and a skills roadmap. The companies have realized that these programmes are necessary for the companies survival as they are the key factors motivating the companies’ leaders and their workers. Furthermore, a programme to retain organizational talent within a company has been seen to catalyze self-motivation.

The pandemic posed a challenge to accountability and self-motivation factors through the lockdown and restrictions that finally resulted in the institutionalization of the work-from-home mode. According to the ILO’s paper brought out in 2020 on “Teleworking during the Covid 19 pandemic and beyond – A practical guide” companies instructed their workforce to work remotely and created conditions for the most extensive mass teleworking experiment in history. It is now proved to be the most important aspect of ensuring business continuity. The benefits include reduced commuting time, increased opportunity for workers for better work-life balance, more flexible schedule and freedom to work from a location away from the premise of the employer. On the other hand, being isolated, uncertainty about whom to talk to on specific issues, where to get specific support, and how and when to approach colleagues that may lead to delays (Bick et al 2020) are some of the challenges to self-motivation.

Consequently, accountability now requires a new kind of management – one which is more trusting, results based, autonomous, flexible and better adapted to the preference of employees than before. Inevitably, the factor of self-motivation has also gained a new significance due to teleworking. A survey conducted by ILO (McCulley 2020) shows that 38% of respondents said that they are more likely to work longer hours from home.

With the successful Covid vaccine roll out, the corporate governance structure has seen an immediate boost with 2021 business conditions forecasting increase in profits and revenue by the end of the year. The corporate board members January polling of 122 US companies conducted by Diligent Institute shows many company directors strengthening their corporate governance structures, encouraged by a return to political stability and global commerce. This again reinforces the inter-dependence between the external environment and internal corporate governance structures in a company.

As a result the companies have recognized the need to pay close attention to external factors and develop customized training to enhance corporate governance. Through customized training, the company remains flexible to align its policies and procedures and work flow with the external environment. In many cases, this may require a departure from traditional top-down, hierarchical and linear approaches. The more a company is able to innovate and adapt and involves a broad network of diverse stakeholders, the better its chances are for its sustainability. This is called systemic corporate governance and enables trust building and empowered action amongst stakeholders.

Systemic corporate governance is slowly evolving, offering a potentially valuable tool for addressing complex multi-dimensional challenges especially related to development. In this context, disseminating insight on good practices, capacity building and strengthening leadership within a company act as self-motivators, causing the company to grow robustly.

The training programme through its panel of distinguished speakers will be examining the different aspects of corporate governance, accountability and self-motivation during these challenging times.

**Aims and Objectives:**

Haryana Institute of Public Administration (HIPA) is an Apex State Training Institute of the Government of Haryana. Established in 1983, with the objective of providing training, research and consultancy for developing efficiency and effectiveness in administration, it has till date, conducted more than 350 courses and training modules for more than 10,000 participants, per annum.

While the award-winning ISO-certified Institute offers training for the officers of the Haryana Civil Services and other officers of the Government of Haryana, it also offers training modules for officers of the Government of India including IAS and IPS officers. The Institute has also trained officers from friendly foreign countries including Bangladesh, Indonesia, Kenya, South Africa, Swaziland, Uganda and Zambia. The Institute is accredited to conduct training programmes for international participants under the prestigious ITEC Programme of the Ministry of External Affairs.

The three-day online training programme on “Corporate Governance, accountability and Self-Motivation” aims to elucidate on different aspects of corporate governance and its inter-relationship with the external environment. The roadmaps for developing robust mechanisms in the corporate governance structure that encourage accountability and self-motivation would be elaborated upon. The benefits and challenges of corporate governance and the benefits and challenges that the corporate governance faces would be examined in detail.

The key objective of the programme would be :

i. To develop understanding about corporate governance, accountability and self-motivation during Covid times and how it has evolved from the past.

ii. To examine the key aspects of corporate governance.

iii. To study the interplay between corporate governance and its external environment.

**Mode of training:**

The programme will be conducted through lectures by distinguished experts who have experience in corporate governance and who have experience as leaders both in government and the private sector. The mode of pedagogy will be through lectures for one hour followed by interactive question-answer sessions for one hour.

At the end of the programme, an online Google Quiz will be given to the participants to assess their understanding of the training programme. Reading material for each session the programme will be given to the participants.

The medium of instruction will be English.

**Programme: 7-10 December 2021**

**Tuesday, 7 December 2021 – Registration of participants from Cambodia for the training programme**

**Wednesday, 8 December 2021 Indian Standard Time – First Session (*Cambodia is one and a half hours ahead of India)***

**Topic :** **“Corporate Governance, Accountability and Self-Motivation : Insights from the manufacturing sector”**

0900 hrs. Welcome remarks by Smt. Surina Rajan, Director General, HIPA

0910 hrs. Inaugural remarks by Shri Dammu Ravi, Secretary (ER), MEA

0920 hrs. Introductory remarks by

Amb (Retd) Dr. Kheya Bhattacharya

**Wednesday, 8 December 2021 – Second Session**

**Topic:** “**Corporate Governance, Accountability and Self-Motivation : The interplay between Corporate Governance and Development”**

1400 hrs. Introductory remarks

1410-1510 hrs. Ambassador (Retd) Reena Pandey

1510-1515 hrs. Tea/Coffee break

1515-1615 hrs. Interactive Session

1615-1620 hrs. Concluding remarks

**Thursday, 9 December 2021 – Third Session**

**Topic :** “**Corporate Governance, Accountability and Self-Motivation – Insights from Big Tech”**

0900 hrs. Introductory remarks

0905-1005 hrs. Shri Navtez Bal, Executive Director for Public Sector Unit, Microsoft India

1005-1010 hrs. Tea/Coffee break

1010-1110 hrs. Interactive Session

1110-1115 hrs. Concluding remarks

**Topic :** **“Corporate Governance, Accountability and Self-Motivation : Insights from the manufacturing sector”**

1130-1230 hrs. Shri Umesh Chowdhary, Vice-Chairman and

Managing Director, Titagarh Wagons Limited

1230-1235 hrs. Tea/Coffee break

1235-1335 hrs. Interactive Session

1330-1340 hrs. Concluding remarks by Amb(Retd) Dr. Kheya Bhattacharya

**Thursday, 9 December 2021 – Fourth Session**

**Topic :** “**Corporate Governance, Accountability and Self-Motivation – Impact of Corporate Social Responsibility during Covid times”**

1400 hrs. Introductory remarks

1410-1510 hrs. Dr. Neelam Gupta, Founder President and CEO, AROH Foundation

1510-1515 hrs. Tea/Coffee break

1515-1615 hrs. Interactive Session

1615-1620 hrs. Concluding remarks

**Friday, 10 December 2021 – Fifth Session**

**Topic :** “**Corporate Governance, Accountability and Self-Motivation – A Media Perspective”**

0800 hrs. Introductory remarks

0830-0900 hrs. Shri Nitin Gokhale, Media Entrepreneur and Analyst

0900-0910 hrs. Tea/Coffee break

0910-1010 hrs. Interactive Session

1010-1015 hrs. Concluding remarks

**Friday, 10 December 2021 – Sixth Session**

**Topic :** “**Corporate Governance, Accountability and Self-Motivation – Value Education”**

1400 hrs. Introductory remarks

1410-1510 hrs. Smt. Surina Rajan, Director General, HIPA

1510-1515 hrs. Tea/Coffee break

1515-1615 hrs. Interactive Session

1615-1620 hrs. Concluding remarks

1620-1630 hrs. Google Quiz

1630-1640 hrs. Assessment and distribution of certificates (online)

1640-1700 hrs. **Valedictory Session** : (a) Summing up remarks

(b) Concluding remarks by His Excellency Ung Sean, Ambassador of Cambodia, New Delhi

(c) Vote of Thanks by Director General, HIPA

References:

1. Teleworking during the COVID-19 - Pandemic and Beyond – A Practical Guide – ILO 2020 – [www.ilo.org/publns](http://www.ilo.org/publns)

2. Customized Training for Corporate Governance – [www.gbscorporate.com](http://www.gbscorporate.com)

3. Why Customised Management and Leadership Training Maximises the Return on Investment – <https://global-inst.com/customisedleadershipprogramme>

4. Nolen Melanie – Corporate Board Members Grow Confident in 2021 Economic Recovery

5. Oracle White Paper June 2012 – Seven Steps for Effective Leadership Development

6. Systems Governance for Sustainable Development

7. Other books and reading material will be given to the participants before the start of the course.