

Power Breakfast: 'Board Effectiveness in Compliance with Laws and Regulations'

25 May 2010

Al Dar auditorium, Al Mamoura A building, Abu Dhabi, UAE

Time (am)	Topic and Speaker
8:45 – 9:00	Registration and Breakfast
9.00 – 9:10	Welcome Remarks Ms. Noora Al Abbar, Executive Director, Mudara IOD
9:10 – 9:45	Board Effectiveness Mr. David Brimacombe, Corporate Governance practice leader, Aldersgate Partners FZC
9:45 – 10:15	Role of Board in Overall Governance Mr. Nick Nadal, Director, Hawkamah Institute of Corporate Governance
10.15 – 10.45	How Boards drive performance through compliance Mr. Richard Ketley, Director of Genesis Analytics and Member of Mudara IOD
10.45 - 11.00	Q and A (all sessions)

Board Effectiveness

In the aftermath of financial crises much attention and criticism have been directed at the Board of Directors. Traditionally, Board responsibilities have been to oversee the organizations strategy, appoint and monitor the CEO, scrutinize performance, oversee financial reporting and ensure compliance with laws and regulations. The recent set backs have triggered regulatory and legislative responses, which require organizations to review the effectiveness of their Boards.

The presentation will focus on -

- Board performance evaluation –What, How and When
- Key elements of evaluation - Structure / Director / Chairman / Activities
- Evaluation process and implementation steps to improve Board effectiveness
- Disclosing and reporting the effectiveness of Board to stakeholders
- 5 Questions Directors should ask about their Board effectiveness

Speakers Bios

David Brimacombe

David Brimacombe qualified as an English solicitor in 1985. He has worked in the field of corporate governance for over 20 years and had responsibility for corporate governance across 74 countries. His knowledge and experience is international. He has deep experience of banks, publicly quoted companies, private companies, Family companies and organizations in many differing countries, both regulated and unregulated, including Australia, Botswana, DIFC, England, Ghana, Hong Kong, India, Jersey, Kenya, Korea, Malaysia, Nigeria, Pakistan, Qatar, Singapore, Thailand, UAE and Zimbabwe.

David has held a variety of senior roles at law firms and Standard Chartered Bank, where he was Group General Counsel, Company Secretary to the Board and Regional Head of Legal, Compliance, Regulatory Risk and Assurance for Middle East, Africa, Pakistan and Europe based in UAE.

David has first-hand experience of introducing a corporate governance code into a large, complex, international company. As Company Secretary to Standard Chartered PLC (the Group holding company of Standard Chartered Bank), David introduced the revised Combined Code which is the UK's corporate governance code. As Company Secretary, he sat with the Board and its committees for 3 years including the Audit & Risk Committee, Nomination Committee and Remuneration Committee. David had responsibility for overhauling the scope of activity of the Board and its Committees, including refreshed terms of reference and rolling agendas, and radically improved the administrative processes behind the Board. David has experience in creating new committees with associated procedures: he introduced the Board Nomination Committee to Standard Chartered as well as the Market Abuse Committee and the process to secure external auditor independence.

David has conducted many confidential board evaluations, an area of sensitivity, delicacy and pragmatism including providing to Board members. David is highly knowledgeable on risk management, internal controls and how to cultivate the appropriate values and culture within companies, particularly those with diversity among nationalities of employees. David introduced the Subsidiary Governance Policy, balancing the tensions that can arise between the interests of Head Office with publicly-listed and wholly-owned subsidiaries; he has expertise on the relationship between companies in the same Group.

David has been registered as an Approved Person by UK Financial Services Authority. He is the Corporate Governance practice leader at Aldersgate Partners. Contact details are: Brimacombe@Aldpartners.com; 971 50 456 1644 or Operations@Aldpartners.com

Nick Nadal



Nick Nadal is the Director at Hawkamah Institute for Corporate Governance, in charge of developing programmes for family owned enterprises, non listed companies, banks and financial institutions, capital markets, media and academia on corporate governance. Prior to joining Hawkamah, he was the Program Officer for Middle East and North Africa programmes at the Centre for International Private Enterprise, a non – profit affiliate of the U. S. Chamber of Commerce, building linkages with and supporting regional business associations, developing and conducting training programmes on association governance and developing programmes to advance entrepreneurship, economic journalism and corporate governance in the region.

Noora Khalifa Al Abbar



Noora Al Abbar as the Executive Director of Mudara IOD leads the regional institute set up by the Dubai International Financial Centre (DIFC) to recognise the role of professional and independent directors in the world of corporate governance.

Her team works continuously to promote director excellence by advocating the interests of boards and facilitating professional development through education, research, information, networking and dialogue. She also works closely with Hawkamah the Institute for Corporate governance, on promoting the role of corporate governance in the region.

Prior to this, Noora was Director of DIFC Lifestyle Group, where she worked on the business development strategy for retail projects. She handled the residential component overseeing the cultural and design initiatives. She also served as Project Director of Al Bastakiya/ Tatweer and launched the DDIA Hong Kong office. Noora's professional development has included stints with Dubai Healthcare City, Dubai Media City, Dubai Press Club, BBC World and as a part-time Master of Ceremonies since 2000.

Noora is a member of Emirates Environment Group (EEG), where she volunteers to work on several environmental projects in Dubai to help educate the citizens on EEG's vision.

Richard Ketley



Richard Ketley is a director of Genesis Analytics, and has been head of the banking and access to financial services practices, since 2001. Richard is widely recognised and consulted as a leading expert on banking in Africa. He has worked extensively with banking and financial sector clients throughout Africa and the Middle East.

Richard has lead assignments with banks and financial institutions for over 7 years. These assignments cover the full range of specialist areas covered by Genesis Analytics from working with Boards and management on addressing strategic challenges and bank acquisitions, to advising clients on treasury strategy, to the development of effective retail value propositions that meet client and shareholder expectations. Richard has a particular interest and focus on mobile payments and money transfers and solving the challenges of providing banking services to small businesses. Richard has advised many of the top banks in our geographic area. Richard is an accomplished speaker, and lectures widely on topics in retail banking.

Before joining Genesis, Richard was the Head of Strategy: Africa for Standard Bank, where his responsibility extended to 17 countries, and was focused on mergers and acquisitions, retail and card strategies. Prior to that he worked in debt capital markets at Deutsche Bank. He gained in-depth insight into the needs and requirements of the financial sector in South Africa when he was the Chief Director of macro-economic policy and financial oversight at the National Treasury. At the World Bank, Richard played a key role in the development of South Africa's macro-economic strategy and medium-term planning framework. He has also worked as an advisor to the Ugandan Ministry of Finance and Economic Planning.

Richard holds a Bachelor of Arts (Honours) degree from the University of the Witwatersrand, and a Master of Science in Economics from London University, where he specialised in finance.

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Also refer link <http://www.genesis-analytics.com/content.asp?sectionid=40>