

# 8<sup>th</sup> DFI Corporate Governance Group Meeting



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# Integrating CG into investment operations



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# CG Development Framework

## Integrating CG into investment operations

- *Adopting CG procedures and tools in line with the CGDF methodology;*
- *Where appropriate, conducting CG assessments of investee companies and developing CG Action Plans;*
- *Monitoring progress of implementation of CG actions plans.*





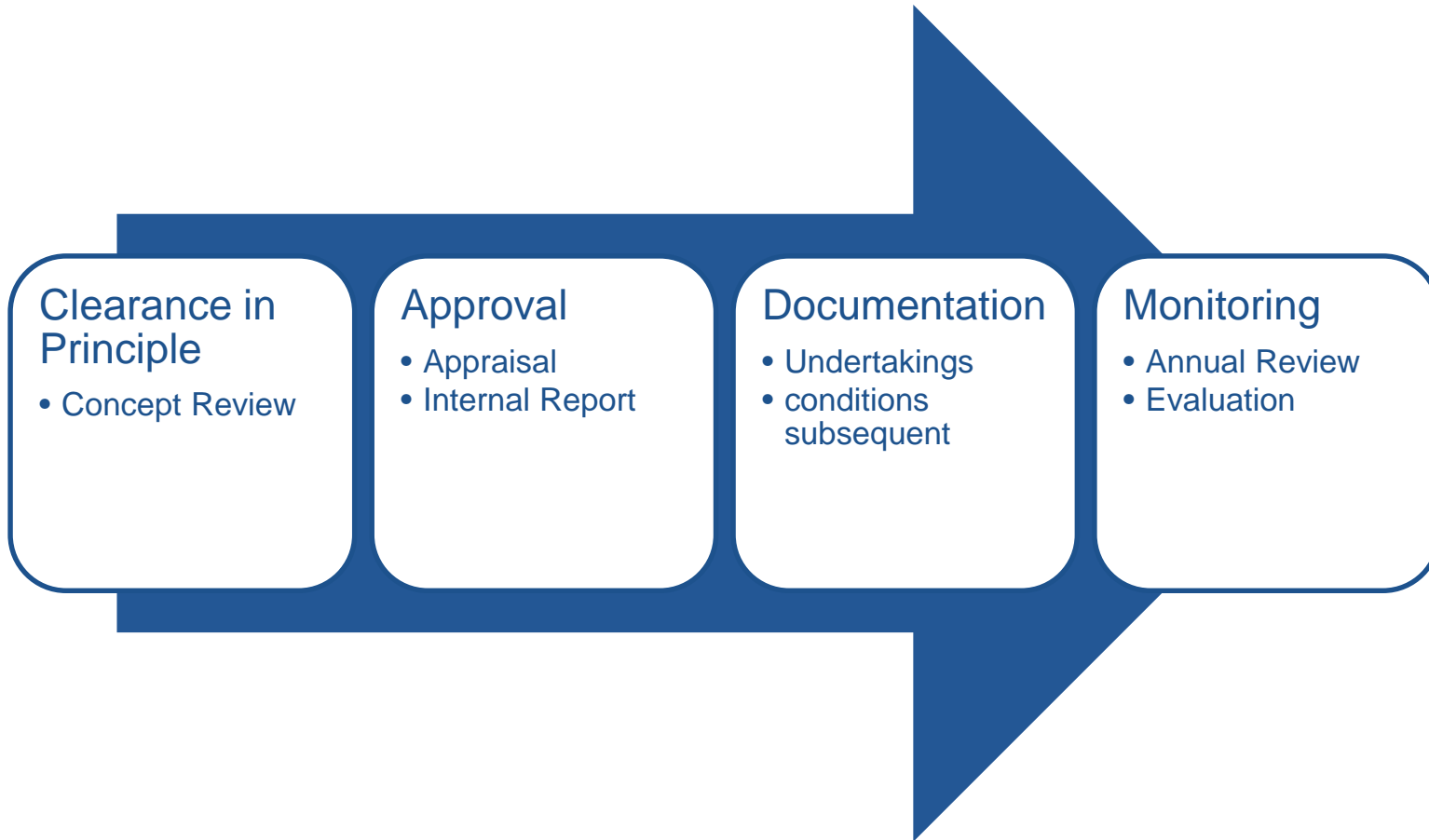
# CGDF Methodology (Toolkit)

- *CG Instruction Sheet*
- *CG Key Terms/Definitions*
- **CG Matrix**
- **CG Questionnaire (report generator)**
- *CG Sample Report*
- *CG Sample Improvement Plan*





# Investment Operations





# Integrating CG into investment operations

## Adopting CG procedures in line with the CGDF Methodology (Toolkit)

- What kind of modifications did your institution make to the toolkit in order to better fit their target audience?
- How early in your project cycle have you been able to introduce the review of CG?
- What is happening during the due diligence/CG review?





# Integrating CG into investment operations

## Marketing strategies: Identifying internal allies

- What have been some strategies used by your institution to get investment staff on board?
- What is the role of the Risk, Legal, Credit and/or ESG in your institution in promoting CG?





# Integrating CG into investment operations

## Monitoring investments

- How does your institution assess CG in portfolio companies?
- Do you conduct an annual review of the original assessment?
- What have been the experiences of your institution in the development of CG action plans?
- Who is responsible and/or incentivised to track CG performance?







# Integrating CG into investment operations

Thank you!!!





# Integrating CG into investment operations

## Developing CG Action Plans

- What have been the experiences of your institution in the development of CG action plans?
- How does your institution communicate CG action plans to clients (contractual obligation, recommendations on a 'best effort basis', etc.)?
- What kind of incentives is your institution providing its client companies for improvements in CG? (e.g. Interest rate reductions)
- What other tools or guidance could be made available to signatory institutions in order to facilitate the preparation of action plans (i.e. a list of possible CG weaknesses per attribute and a list of recommended actions?)

