

MOOC

GOVERNANCE OF STATE- OWNED ENTERPRISES



#MondeEnCommun (CommonWorld)

Why this training?

Provision of public services, implementation of sectoral policies related to industry, infrastructure and transport, state-owned enterprises play a major role in particular in achieving sustainable development objectives.

As key players in public policies designed to support economic, social and environmental transitions, they must be **efficient, transparent and economically balanced**.

In recent years, in many countries and in addition to its financial support, the Agence française de développement (French Development Agency - AFD) has provided **non-financial support to the governance of state-owned enterprises**, particularly on issues related to the state/state-owned enterprise relationship.

AFD, in partnership with the Organisation for Economic Co-operation and Development (OECD), has **developed a MOOC to provide an innovative introduction to the fundamentals of state-owned enterprise governance** based on best practice and the internationally recognised OECD standards for governance of state-owned enterprises.

Goals of the MOOC

This MOOC will enable participants to:



Learn in an innovative and interactive way about the principles and **issues of governance of state-owned enterprises**



Understand the decisive role of state-owned enterprises in the implementation of **public development policies**



Understand **the importance of transparency, accountability and sustainable development issues** in the coordination and supervision mechanisms of state-owned enterprises, as well as in the analysis of their performance

THE +S OF the MOOC

Composed of **6 freely accessible modules**, this training course allows you to acquire **a 360° vision of the governance of state-owned enterprises, independently and at your own pace**, through:

- reminders of the basics,
- videos from experts and partners,
- testimonies from actors on the ground,
- interactive activities,
- innovative tools and formats,
- peer-to-peer exchanges within a community.

This MOOC offers participants the opportunity **to discover or deepen their knowledge of the challenges of governance of state-owned enterprises**, but also to understand how it brings opportunities and benefits for all stakeholders (state-owned enterprises, the State, supervisory bodies) and the public.



Content of the MOOC

The MOOC is composed of 6 modules to be followed online independently, and covers the following topics

WEEK 1 (1hr30)

Introduction to SOE governance

The governance of state-owned enterprises is a complex but decisive subject because of the decisive role of state-owned enterprises in the implementation of public development policies.

This introductory week focuses on the central themes **of accountability, responsibility and autonomy, followed by the usefulness of SOE governance and how it contributes to the sustainable performance** of state-owned enterprises.

WEEK 2 (2hr30)

The role of State institutions in the governance of state-owned enterprises

The relationship between the State and state-owned enterprises is complex, and to better understand it, it is important to take into account the institutional framework in which it takes place, with its objectives and constraints. Thus, this second week addresses **the issues of the institutional framework of State/state-owned enterprises relations**, and in particular how **the balance is established between the autonomy of the enterprise and the control exercised by the State**, as well as the necessary **regulation of certain markets**.

WEEK 3 (2hr30)

The coordination tools at the service of state-owned enterprise governance

The performance of the state-owned enterprise is analysed over the long term. It is not only financial, but many other criteria must be taken into account, especially from the perspective of a sustainable approach. This third week sheds light on **the analysis of the overall and sustainable performance of the state-owned enterprise**, and specifies **the information needed by the States and the tools and methods to measure and manage their performance**.

WEEK 4 (2hr30)

The bodies of state-owned enterprise governance

There are many governance actors, all of whom play a role in the governance of the state-owned enterprise. But the main body of governance is the Board of Directors. This fourth week presents **the actors of governance, the role of the board of directors and best practice regarding its composition and functioning**, as well as its responsibilities in terms of **strategy, organisation of the company, control and integrity of its action**.

WEEK 5 (2hr30)

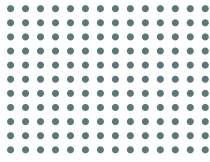
The role of cross-cutting functions of state-owned enterprises

To foster good governance in a state-owned enterprise, cross-cutting functions play a key role, especially the financial, risk management and human resources functions. This fifth week presents **the necessary complementarity** between these functions for better efficiency and, for each of them, **the main issues and associated best practice**.

WEEK 6 (1hr30)

Conclusion

This last week is both a general conclusion and an opening on the transformation challenges of state-owned enterprises, with a particular focus on sustainable development issues. Because they play a major role in achieving sustainable development objectives, state-owned enterprises must evolve and adapt their practices in order to accomplish their missions and adjust to current developments. This sequence highlights, on the one hand, **the importance of actors** in transforming organisations and, on the other hand, **the essential place that corporate social responsibility (CSR) occupies** today in this transformation of state-owned enterprises.



Target audience



This MOOC is **open and accessible** to anyone wishing to acquire the fundamentals of the challenges of governance of state-owned enterprises in relation to best practice and OECD and sustainable development standards. It targets more specifically, **within the territories of intervention of the Agence française de développement (French Development Agency):**

- The directors of state-owned enterprises,
- The senior managers of state-owned enterprises,
- Managers in cross-cutting divisions of state-owned enterprises (finance, human resources, compliance officer, commercial, etc.),
- Managers in the finance or sectoral ministries,
- Managers of the entities in charge of the management and supervision of state-owned enterprises,
- Managers in the regulatory authorities (sectoral or cross-cutting) in sectors where state-owned enterprises are active.

Practical information



Type of training

6 modules to be followed online in an autonomous way.



Access conditions

This MOOC is **free of charge, accessible to all, with no prerequisites.**

[Click here to register.](#)



Timetable

The first session of the SOE Governance MOOC will start in **November 2022.**



Languages

French/English (scheduled end 2023)



Teaching team

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Élodie Vitalis (AFD)

Sara Sultan (OECD)

Denis Lecallo (Expert)

Patrice Pasquier (Expert)



Find out more on video!