



IFC and CRMS INDONESIA

PARTNERING FOR IMPACT

IN PARTNERSHIP WITH



Schweizerische Eidgenossenschaft
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IFC

**International
Finance Corporation**
WORLD BANK GROUP

Creating Markets, Creating Opportunities



www.crmsindonesia.org

BUSINESS

Facilitates the acceleration of good governance, risk management, compliance, and sustainability practices in Indonesia through innovative and creative approaches.

LOCATION

Indonesia

SECTOR

Service

TYPE OF ORGANIZATION

Private

“IFC CORPORATE GOVERNANCE TEAM IN INDONESIA HAS WORKED CLOSELY WITH CRMS INDONESIA SINCE 2013 AND PROVIDED US WITH THE SUPPORT TO BECOME A MARKET LEADER IN CORPORATE GOVERNANCE AND ENTERPRISE RISK MANAGEMENT TRAINING. OUR PARTNERSHIP WITH IFC HAS BEEN INSTRUMENTAL IN ENABLING US TO DESIGN AND LAUNCH NEW TRAINING PRODUCTS AND SERVICES TO REACH SPECIFIC SEGMENTS OF THE MARKET.”

DR. ANTONIUS ALIJOYO, CRMS INDONESIA FOUNDER

ABOUT CRMS INDONESIA

Lack of robust corporate governance standards and practices, among others, limits access to financing for Indonesian companies, which is critical to accelerate economic growth and reduce poverty. In addition, Indonesian corporate boards play a limited supervisory and advisory role, including in governing and managing risks. Risk governance refers to the principles of good governance applied to the identification, management and communication of risk throughout the organization. It incorporates the principles of accountability, participation, and transparency in establishing policies and structures to make and implement risk-related decisions.

CRMS Indonesia (Center for Risk Management Studies) was founded in 2010 by three postgraduate students at Parahyangan Catholic University in West Java under the guidance of their coach, Dr. Antonius Alijoyo. It was founded on a simple idea and a genuine desire to contribute to advancing the knowledge and practices of risk management in Indonesia.

At first, CRMS Indonesia focused its service on providing risk

management training for companies and risk management professionals in Jakarta and Bandung. By 2016, it was a leading risk management service provider in Indonesia. Currently, CRMS Indonesia provides a diverse portfolio of training programs, including ISO 31000 series, CSA/RCSA, Risk Management Awareness Program, Risk Appetite and Risk Tolerance, Integrating Risk Management with Business Performance, and other topics. CRMS has trained a total of 16,361 participants across all sectors since its inception. As a testament to its commitment and dedication to risk management, CRMS Indonesia was awarded the Best Risk Management Service Provider in 2014 and 2016 in IRM’s Global Risk Award¹ held in London, UK.

Since 2018, CRMS Indonesia has begun to expand its services into governance, compliance, and sustainability and aims to broaden its market outreach to Southeast Asia by 2020. To highlight the expansion of its core business and emphasize its commitment to sustainability, starting in 2020 onwards, CRMS Indonesia will change its name to Center for Risk Management and Sustainability (from Center for Risk Management Studies).

CRMS INDONESIA'S GROWTH STRATEGIES

1 Develop a holistic ecosystem addressing both the demand and supply side.

In addition to cooperating with IFC, CRMS Indonesia also collaborated with other leading players in the field, such as ERM Academy, government institutions, and various universities in Indonesia. CRMS Indonesia also initiated the establishment of several professional associations (e.g., Indonesia Governance Professional Association, Indonesia Risk Management Professional Associations, Institute of Compliance Professional Indonesia) while maintaining an active involvement with Indonesia’s National Agency for Standardization.

1

2 Build digital capabilities to deliver services more effectively while keeping the business processes efficient, including:

- Utilizing digital-based platforms to develop and disseminate training materials
- Applying integrated solutions for support functions, including finance and accounting, human resources management, etc.
- Establishing a subsidiary that will support CRMS Indonesia in building its system and data architecture, covering areas such as data privacy, data analytics, cyber security, and digital branding.

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¹ IRM’s Global Risk Awards are annual events organized by the Institute of Risk Management to recognize, honor, and celebrate individuals and teams that have made significant contributions and paved the way for innovation and excellence in risk.

COOPERATION WITH IFC

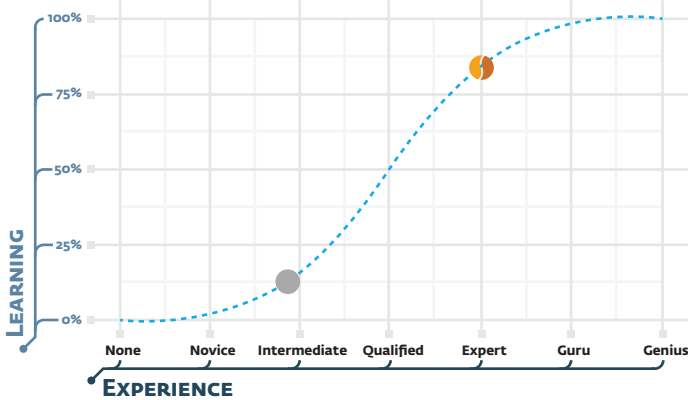
Building the capacity of local institutions is one of the primary objectives of IFC Corporate Governance projects, to ensure that corporate governance advisory services will be sustainable beyond IFC's engagement and to achieve greater market impact. In 2013, IFC Corporate Governance Project in Indonesia signed a cooperation agreement with CRMS Indonesia to build its capacity, develop new training modules, and expand its services.

Since then, IFC has provided support to CRMS Indonesia to broaden its training modules to include enterprise risk governance, internal audit, and audit committee. With IFC's support, CRMS Indonesia has also delivered its training programs to other countries in East Asia (Vietnam and the Philippines), Africa (Nigeria, Kenya and Ethiopia),

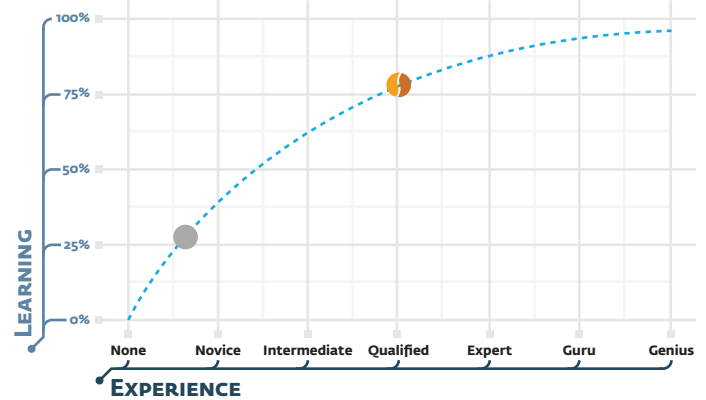
and Eastern Europe. Going forward, CRMS Indonesia will continue its collaboration with IFC to build its capacity on environmental, social, and governance (ESG) issues as it broadens its core services into governance, compliance, and sustainability.

Using the IFC-SECO Partner Capacity Building Tool, a methodology designed to measure qualitative improvements in four components² and sustainability prospects of IFC's partner institutions, CRMS Indonesia has grown significantly in all assessment components, moving from below Novice/Novice to Qualified ratings since 2013. CRMS Indonesia demonstrated the largest growth in its technical capacity (with an increase of around 600%).

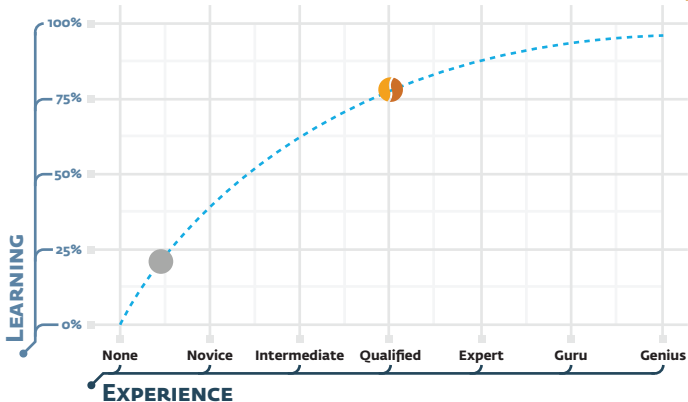
Technical Capacity



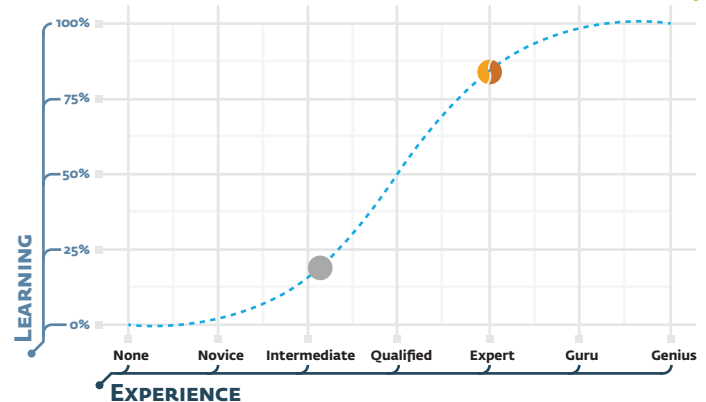
Outreach Capacity



Delivery Capacity



Institutional Capacity



PROGRESS :

● 2013-MAY-01

● 2017-JUN-05

● 2018-JUN-30

² The Partner Capacity Building Tool consists of four assessments: Technical Capacity, Delivery Capacity, Outreach Capacity, Institutional Capacity.

// IMPACT REPORT //

	BEFORE COOPERATION WITH IFC	AFTER COOPERATION WITH IFC
Number of full-time staff	3	14
Number of part-time staff	3	3
Number of full-time trainers	0	3
Number of part-time trainers	4	35
Number of training courses/modules	2	25
Annual revenue and profit	N/A	Both revenue and profit increased more than 100x in mid-2019 compared to the base year (prior to cooperation with IFC).

NEW TRAINING PROGRAMS WITH IFC'S ASSISTANCE

Direct engagement	<ul style="list-style-type: none"> • Enterprise Risk Governance Master Class in Indonesia, Singapore, Malaysia, Thailand, Vietnam, Kenya, and Nigeria • Internal Audit Master Class • Audit Committee Master Class 	
Indirect engagement	Risk management benchmarking, practice sharing, and overseas workshops in Australia, USA, UK, Japan, Netherlands, Switzerland, Spain, Hungary, and Hong Kong.	
Growth in business lines / sectors / geographical areas	CRMS Indonesia was conducting training and workshops in Indonesia only.	CRMS Indonesia has begun to penetrate the global market; currently conducting benchmarking studies, training programs, and knowledge sharing on five continents on an annual basis.
Growth in market segments	CRMS Indonesia only served junior to mid-level professionals through public training programs.	<p>CRMS Indonesia serves a wide range of customers through public and in-house training programs. Its market segments have grown to include:</p> <ol style="list-style-type: none"> 1. High level board members who are served through master classes, international benchmarking and workshop programs in Europe, Asia, America and Australia. 2. Mid-level professionals in both public and private sectors who are served through regular and in-house training programs, and later through competency assessment and certification. 3. Entry-level professionals who are served through digital platforms: e-learning, e-books, and e-competency assessments.

	BEFORE COOPERATION WITH IFC	AFTER COOPERATION WITH IFC
Evaluation Program	N/A	<ol style="list-style-type: none"> 1. Annual Survey: Survey of Risk Management Practices starting in 2016 and Survey of Governance, Risk Management, and Compliance (GRC) Integration Practices starting in 2019. The survey results are utilized to measure improvement in risk management and GRC integration practices, in order to provide feedback to CRMS Indonesia on how to improve its programs in terms of substance, quality, and delivery methods. 2. Case Studies Compilation: Collaborative efforts to facilitate and promote active knowledge sharing and networking among practitioners while advancing their risk management and GRC integration practices.
Next steps	Build digital capabilities, strengthen the business ecosystem, and continuous knowledge acquisition	

About IFC Corporate Governance Group

The Group brings together staff from investment and advisory operations into a single, global team. This unified team advises on all aspects of corporate governance and offers targeted client services in areas such as increasing board effectiveness, improving the control environment, and family businesses governance. The Group also helps support corporate governance improvements and reform efforts in emerging markets and developing countries, while leveraging and integrating knowledge tools, expertise, and networks at the global and regional levels.

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