

Procedures, roles and responsibilities

Fund BIMS

Note: This table has been developed to guide fund managers when designing procedures and defining responsibilities. The table is an example and is not comprehensive (no description of procedures or roles).

	PROCEDURES/ACTIVITIES		ROLES AND RESPONSIBILITIES		
	DESCRIPTION <i>(Sample of activities which would form part of the procedure)</i>	REFERENCES & TOOLS	OPERATIONAL	OVERSIGHT	
INVESTMENT STAGE	SCREENING	<ul style="list-style-type: none"> Identify inherent BI risks. Plan DD and allocate deal responsibilities. Prepare IC papers. 	<ul style="list-style-type: none"> Fund's BI policies. Categorisation guidance. Screening/high-level checklists. 	<ul style="list-style-type: none"> Define roles of the BI Officers (e.g. categorise sign-off on the investment categorisation). Define role of the Investment Officer. 	<ul style="list-style-type: none"> IC: <ul style="list-style-type: none"> Discuss key BI issues. Approve DD budget.
	DUE DILIGENCE	<ul style="list-style-type: none"> Assess BI risks and opportunities. Assess company's CCTR. 	<ul style="list-style-type: none"> Site visit and DD checklists/questionnaires. Action plan template. 	<ul style="list-style-type: none"> Define roles of the BI Officers. Define role of the Investment Officer. 	<ul style="list-style-type: none"> Senior member/partner to oversee DD.
	INVESTMENT DECISION	<ul style="list-style-type: none"> Provide input for the IC (define what needs to be included). 	<ul style="list-style-type: none"> Investment paper template. 	<ul style="list-style-type: none"> Define roles of the BI Officers. Define role of the Investment Officer. 	<ul style="list-style-type: none"> IC: <ul style="list-style-type: none"> Approve/reject the proposed investment.
	INVESTMENT AGREEMENT	<ul style="list-style-type: none"> Incorporate BI terms in the legal agreement(s). Finalise all anti-money laundering/'know your customer' checks. 	<ul style="list-style-type: none"> Legal template/drafting guide. 	<ul style="list-style-type: none"> Define roles of the BI Officers. Define role of the Investment Officer. Define role of the legal team. 	<ul style="list-style-type: none"> IC may be contacted if significant issues arise or if the conditions of approval are not met.
	OWNERSHIP AND MONITORING	<ul style="list-style-type: none"> Monitor BI action plans and compliance with laws/standards. Address unexpected events. Engage with LPs. Prepare IC papers. 	<ul style="list-style-type: none"> Companies' reporting forms. Site visits. BI reporting templates to LPs. 	<ul style="list-style-type: none"> Define roles of the BI Officers. Define role of the Investment Officer/Portfolio Manager. 	<ul style="list-style-type: none"> Regular reporting to senior management. Portfolio/IC to be informed of any significant issues.
	EXIT	<ul style="list-style-type: none"> Prepare documentation for potential buyers. Provide evidence of BI improvements. 	<ul style="list-style-type: none"> Evidence/data gathered during investment period. 	<ul style="list-style-type: none"> Define role of the BI Officers. Define role of the Investment Officer/Portfolio Manager. Define role of the legal team. 	<ul style="list-style-type: none"> Partners and relevant committees to oversee.
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> Evaluate the adequacy of the BIMS as a whole. Approve and implement changes to the BIMS. 	<ul style="list-style-type: none"> BIMS evaluation guidance. Questionnaires to get feedback from the teams. 	<ul style="list-style-type: none"> Define role of the BI Officers. Define role of the senior member accountable for the BIMS. 	<ul style="list-style-type: none"> Senior partners. 	
EXTERNAL STAKEHOLDER ENGAGEMENT	<ul style="list-style-type: none"> Report on the company's BI performance and the fund's BIMS to LPs. Provide whistleblowing mechanism for external parties. 	<ul style="list-style-type: none"> Reporting templates. Stakeholder engagement guidance. Whistleblowing mechanism. 	<ul style="list-style-type: none"> Define role of the BI Officers. Define role person acting as Communication Officer (if appropriate). 	<ul style="list-style-type: none"> Senior management. 	