

BIBF

**BOARD
& EXECUTIVE**
DEVELOPMENT PROGRAMMES



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Bahrain Institute of Banking and Finance (BIBF) has been a cornerstone of the Banking and Financial Services Sector in the Kingdom of Bahrain since its inception in 1981

The growing levels of Bahrainisation, and the sustained growth patterns of the financial services industry, in particular, are clear indications of the success and the commitment to human capital development of the BIBF spanning over the last four decades. Having equipped over 360,000 students with the necessary knowledge and skills in 64 countries, the BIBF has had an unparalleled impact on the tall stature of the Kingdom's excellence in human capital development.

The BIBF's success story has not only raised the visibility of the Institute but has also had a positive impact on the overall stature of the financial services industry in Bahrain and is seen as a major driving factor behind the excellence of the Bahraini workforce both in the public and private sectors. Our international network of globally recognised partners, the creation of some of the world's first curricula in Islamic Finance and Takaful, the breadth and depth of our content, and our commitment to career long learning are important milestones towards the growth and development of the Kingdom of Bahrain.

This investment, of more than a generation, in content, curriculum development, unique intellectual property, and staff development are unparalleled across the GCC market. The BIBF's legacy continues to be distinctive in the world and one of the greatest assets that takes Bahrain to new levels of excellence in the future.

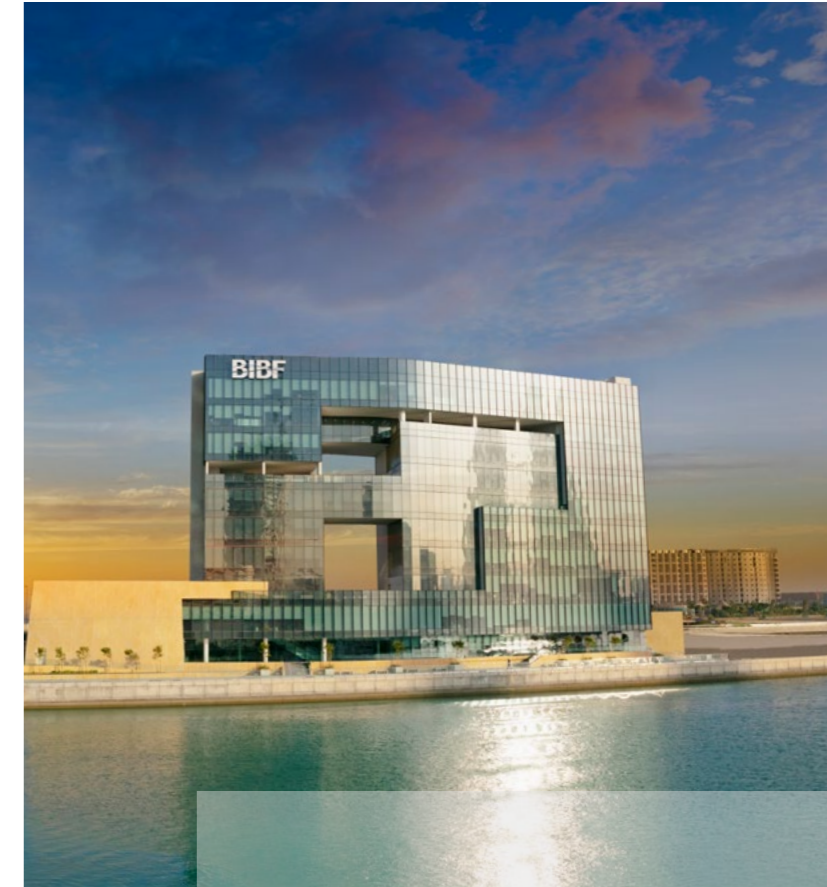


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CORPORATE PROFILE

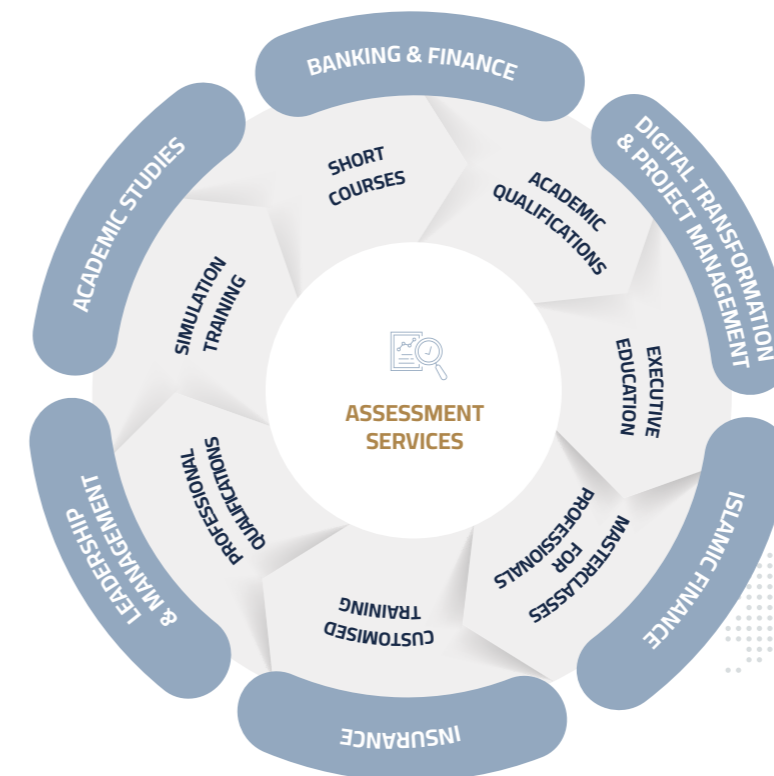
The BIBF is a semi-government training institute affiliated with the Central Bank of Bahrain, established in 1981. The Institute plays a vital role in the training and development of human capital in Bahrain, and beyond.

The BIBF's commitment to excellence has strengthened its position as the leading educational provider across all major business disciplines. The Institute serves as a partner to numerous world-class institutions; delivering Thought Leadership, Assessment and Training in the areas of Banking, Islamic Finance, Executive Development, Accounting and Finance, Academic Studies, Leadership and Management, Insurance, Digital Transformation, Project Management and Supply Chain Management; resulting in a complete business solution.



GLOBAL REACH

The BIBF qualifies over **20,000** learners a year across all major business disciplines and economic sectors. Since its establishment, it has provided training and development opportunities in **64 countries**.



01.

BANKING AND FINANCE

Board Members are the fiduciaries who steer companies and organisations towards a sustainable future by adopting sound, ethical and legal governance, and financial management policies. These training sessions prepare Board members to enhance their financial overview responsibilities.

1. Mergers and Acquisitions: The Future of Consolidation
2. Back-end Operational Optimization
3. Active Bank Management at the Time of Disruption
4. Financial Roles and Responsibilities of Directors
5. Preventing Financial Crime and Anti-Money Laundering
6. Risk Management Ecosystem
7. IFRS update for Board of Directors
8. Bank Crisis Management
9. Early Warning Signals, Problem Loans and Restructuring
10. Trade Finance and Compliance
11. The Transition from Retail to Consumer Commerce Impact on the Financial Industry
12. Board Industry Refresher (Semi-Annually)
13. Private Public Partnerships (PPPs)
14. Synopsis of Taxes in Bahrain & the GCC
15. The evolving nature of risk management and what's New

01 //

Mergers and Acquisitions: The Future of Consolidation

The Board of Directors play a vital role in the success of any Merger and Acquisition and are usually on the front lines of a merger. This course focuses on the important role directors play as an organisation shifts into a new stage. The course will also help directors understand the complexities related to Mergers and Acquisitions and how to best implement a successful strategy to support the organisation's mergers and acquisitions activities.

02 //

Bank-end Operational Optimization

The course will provide the Board of Directors with an understanding on the importance of banks optimising operational efficiency. It will also help directors have a better understanding on how to align the organisation's operational strategy to cater to workforce efficiency, employee engagement and better management of operational costs.

03 //

Active Bank Management at the Time of Disruption

Historically many areas were delegated by the Board of Directors to the executive management of an organisation. However, due to the current situation directors need to play a bigger role with the executive team to ensure that they are adapting to the never-ending changing market dynamics to ensure the organisation's success.

04 //

Financial Roles and Responsibilities of Directors

Every Board member must read the financial statements and understand whether the information contained is consistent with the director's own knowledge of the company's affairs. Although it may not be necessary for a board member to be a financial expert, financial literacy is a crucial knowledge base for a successful and value adding Board member.

05 //

Preventing Financial Crime and Anti-Money Laundering

Subsequent to a number of major financial and corporate fraudulent acts and with the financial crisis, financial institutions have come under severe and strict audit and regulatory scrutiny.

Avoiding financial crimes in the form of fraud, corruption and money laundering have increased the accountability of the corporate executives and board members towards the shareholders. Learn about some of the major regulatory initiatives in this area and the steps that have to be in place at the operational level of firms to be compliant and to avoid undue enforcement action

06 //

Risk Management Ecosystem

Risk management is one of the most important disciplines a company can perfect. Learn how to optimise the development of risk management capabilities in your institution and risk control performance as the basis of value creation. From this session one will be familiar with the different types of risks, financial and non-financial organisations may be susceptible to, such as liquidity, credit, interest rates volatility, exchange, and operational risk, among others. Additionally, you will be able to understand all the parts involved in the risk management ecosystem which will help in direction and providing strategy to the rest of the ecosystem.

07 //**IFRS update for Board of Directors**

In today's rapidly evolving financial reporting landscape, it is necessary for Board Members to stay informed about the latest developments and updates on key IFRS standards and their impact on Financial Statements. This session is tailored for board members, offering a concise yet comprehensive overview to keep your organization competitive in a dynamic financial reporting landscape, especially with the introduction of new standards, IFRS 18 & IFRS 19 and amendments in other standards like IAS 8, IAS 7 & IFRS 7 in the year 2024.

Understanding these changes enables Board Members to effectively oversee financial reporting, assess the implications on their organization's financial health, and ensure compliance with global standards. Attending this course will enhance their decision-making capabilities by learning the direct implications on the organization's financials and their presentation and disclosure requirements for their stakeholders. Gain insights into risk management, ensuring your oversight leads to strategic, compliant, and transparent financial reporting.

08 //**Bank Crisis Management**

Soft skills and good communication are critical when managing crisis. This workshop will help develop technical and soft skills so that Board members can be more effective. Decision makers and Board Members will also gain technical expertise in topics relevant to the oversight and management of financial institutions during crisis, including, more specifically, the current Covid-19 pandemic.

10 //**Trade Finance and Compliance**

The Board of Directors should have a fair amount of knowledge and understanding about trade finance functions and compliance thereto to avoid multiple business risks, minimise losses and enhance returns. The wide-ranging scope of this training will cover:

- Anti-Money-Laundering (AML)
- Countering Terrorism Financing (CFT)
- Sanctions and Anti-Boycott provisions
- Weapons of Mass Destruction
- Bribery and corruption including commercial fraud.

09 //**Early Warning Signals, Problem Loans and Restructuring**

Many lending institutions across the world are still burdened with high levels of actual and potential nonperforming loans as well as other on and off-balance sheet credit exposures. Under such circumstances, learning about the tools for early warning signals as well as methodologies in taking the appropriate measures, financial institutions will have the advantageous edge to maximise their recovery rates and optimise their long-term returns; all subject to the prevailing insolvency laws and the lenders' own capital structure.

11 //**The Transition from Retail to Consumer Commerce Impact on the Financial Industry**

World disruption and increased globalization has accelerated the change in consumer buying habits as well as how businesses work and operate. Retailers are no longer limited to local banks but now have exposure to international banks. The shift from Retail to Consumer Commerce will impact the bank's existing products and services offered as well as the future development of products and services. This session will better enable members to understand the impact of the transition on the financial industry and how banks can better prepare themselves.

12 //**Board Industry Refresher (Semi-Annually) – June and December**

The industry refresher will provide Board Members with an update on the most current trends and news of what is happening in the market. This session will look at macroeconomic and microeconomic data as well as the trending topics for the year that would be beneficial to Board Members.

14 //**Synopsis of Taxes in Bahrain & the GCC**

Bahrain and the GCC are undergoing unprecedented economic reforms with the introduction of direct and indirect taxes, reshaping the region's fiscal landscape. This course is tailored for Board Members to provide a comprehensive overview of key tax developments in Value Added Tax (VAT), Excise Tax, Corporate Tax for Multinationals (Domestic Minimum Top-up Tax), the Upcoming Corporate Tax for Local Entities, Transfer Pricing Compliance, Country-by-Country Reporting, and Economic Substance Regulations.

Discover how these changes can pose compliance and financial performance challenges and insight into opportunities to position your organization in a regionally and internationally competitive tax environment. The course will give members the insights needed to navigate regulatory complexities, mitigate risks, and leverage tax reforms to attract opportunities and enhance strategic decision-making in an evolving economy.

13 //**Private Public Partnerships (PPPs)**

The Kingdom of Bahrain is considered one of the first countries in the GCC with the successful implementation and execution of multiple PPPs. With government budget cuts and efforts in reducing overall expenditure, Private Public Partnerships are growing in popularity across the world and the region. This session is tailored to provide Board Members with the knowledge of the various issues and challenges that could arise when dealing with PPPs and what role the Bank can take to ensure the success of the PPP.

15 //**The Evolving Nature of Risk Management**

"The Evolving Nature of Risk: What's New" is a dynamic and insightful course that explores the changing landscape of risk management in today's business environment. This course is designed to provide participants with a comprehensive understanding of emerging risks, trends, and best practices in risk management. It delves into the latest developments and explores the implications of technological advancements, regulatory changes, geopolitical shifts, and other factors that shape the risk landscape.



02.

DIGITAL TRANSFORMATION & PROJECT MANAGEMENT

Digital Transformation:

1. Accelerating Digital Transformation: Emerging Tech Trends Shaping the Future
2. Hard Lessons in Digital Transformation
3. Boardroom Innovation: Embracing Design Thinking for Digital Transformation

Digital & Finance:

4. The Future of Digital Banking and Fintech: Innovation, Disruption, and Boardroom Strategies
5. From Open Banking to Open Finance: Opportunities, Risks & Strategy
6. Digital Assets & DeFi: The Next Frontier in Finance

AI & Data:

7. AI's Impact on Business: How Boards Can Drive Growth & Innovation
8. AI-Powered Boardrooms: Leveraging Generative AI for Smarter Decisions
9. AI Governance for Boards
10. AI & Data-Driven Decision-Making (simulation training)

Transformational Technologies:

11. The Board's Tech Briefing: Top Technology Trends & Their Business Impact
12. Beyond the Hype: Web3, Metaverse & Digital Ownership in Business

Project Management:

13. The Future of Project Management: Emerging Trends & Board Implications

Cyber Security & Digital Resilience:

14. Cyber Risk Oversight: What Every Board Member Must Know
15. Inside Cyber Attacks: Boardroom Lessons from Real-World Breaches
16. Data Privacy and Ethics: Upholding Trust in the Information Era
17. Business Resilience: A Board's Guide to Business Continuity
18. Cyber Crisis Simulation: Hands-On Exercise for C-Suite Leaders (simulation training)

Digital Transformation

01 //

Accelerating Digital Transformation: Emerging Tech Trends Shaping the Future

This session aims to enable executives to measure current Digital Transformation progress and identify areas of improvement. Board members will learn how different technologies are changing the dynamics of the industry and the impact on Digital Transformation. Board members will also learn how these technologies can accelerate Digital Transformation and accelerate business growth.

02 //

Hard Lessons in Digital Transformation

The highlights the real-world successes and challenges of digital transformation. Executives learn from practical examples to navigate technological change effectively and leverage opportunities.

03 //

Boardroom Innovation: Embracing Design Thinking for Digital Transformation

Discover the power of Design Thinking in driving Digital Transformation. This session will explain how to integrate Design Thinking principles into boardroom strategies to unlock innovation and navigate digital disruption. It will address challenges and seize opportunities presented by digital transformation and elevate the board's ability to lead innovation and drive strategic digital initiatives with Design Thinking.



Digital & Finance

04 //

The Future of Digital Banking and Fintech: Innovation, Disruption, and Boardroom Strategies

Explore how fintech innovations are transforming financial services, reshaping business models, and enhancing customer experiences. Learn how to effectively oversee digital banking and FinTech strategies to ensure alignment with regulatory frameworks and market demands. Additionally, discover how financial institutions can collaborate with FinTech to drive innovation, foster growth, and maintain a competitive edge in an increasingly digital financial landscape.

05 //

From Open Banking to Open Finance: Opportunities, Risks & Strategy

Explore the transition from Open Banking to Open Finance, examining the opportunities, risks, and strategic considerations shaping the future of financial services. This session provides board members and executives with critical insights into emerging trends, regulatory developments, and the expanding role of FinTech in creating a more interconnected financial ecosystem. It highlights how strategic partnerships between traditional banks and FinTech firms can drive innovation, enhance customer experience, and ensure long-term competitiveness in an increasingly open and data-driven financial landscape.

06 //

Digital Assets & DeFi: The Next Frontier in Finance

Explore the future of finance with a focus on cryptocurrencies, tokenization, DeFi (Decentralized Finance), and CBDCs (Central Bank Digital Currencies). This session is designed to provide board members and executives with a comprehensive understanding of the evolving landscape of finance as well as the potential of digital assets and decentralized finance, including opportunities and challenges. The session aims to navigate this rapidly changing environment and leverage emerging trends in cryptocurrencies, tokenization, DeFi, and CBDCs to drive innovation and strategic growth



AI & Data:

07 //

AI's Impact on Business: How Boards Can Drive Growth & Innovation

AI is transforming corporate strategy, and board members play a critical role in its oversight and implementation. Leveraging AI can drive business growth, enhance operational efficiency, and create new revenue opportunities through innovation. As organizations adopt AI, it is important to ensure its ethical use, oversee regulatory compliance, and manage potential risks. This session will focus on how AI-powered insights can enhance strategic planning, foster innovation, and strengthen competitive advantages, enabling businesses to navigate an increasingly AI-driven landscape with confidence and foresight.

09 //

AI Governance for Boards

Artificial Intelligence is increasingly shaping business strategy, operations, and risk landscapes. This session equips board members with the knowledge required to oversee AI adoption responsibly and strategically. Participants will explore how boards can ensure effective governance, manage emerging risks, and support innovation while maintaining ethical and regulatory compliance.

08 //

AI-Powered Boardrooms: Leveraging Generative AI for smarter decisions

As AI reshapes corporate decision-making, board members and executives must understand how to harness generative AI for strategic advantage. This session explores the potential of AI-driven insights to enhance governance, improve risk management, and drive data-informed decision-making. It will highlight best practices for integrating AI into boardroom discussions, ensuring ethical use, and balancing innovation with regulatory compliance. Participants will gain a forward-looking perspective on leveraging generative AI to enhance efficiency, agility, and competitive edge in an evolving business landscape.

10 //

AI & Data-Driven Decision-Making (simulation training)

These “experiential” session will equip leaders with the necessary expertise to navigate AI-related risks and harness AI-driven opportunities effectively. The training will be structured as interactive, scenario-based exercises designed to engage teams in real-world AI challenges based on their strategic, operational, and technological responsibilities.

Transformational Technologies

11 //

The Board's Tech Briefing: Top Technology Trends & Their Business Impact

In this session, board members and executives will gain a comprehensive overview of the top technology trends shaping business landscapes today.

The session will explore the strategic implications of these technologies, from enhancing operational efficiency to driving innovation and growth.

The session will also cover how to assess technological risks, ensure alignment with business objectives, and leverage tech trends to maintain a competitive edge in an increasingly digital world.

12 //

Beyond the Hype: Web3, Metaverse & Digital Ownership in Business

Web3.0, the metaverse and NFTs, is the new generation of intelligent interactions and a virtual shared space. This session will uncover what these emerging digital topics are, the digitalized ownerships, and the future of these trends.

Project Management

13 //

The Future of Project Management: Emerging Trends & Board Implications

This session will explore emerging trends in the field of project management. It will highlight the implications for boards, including how agile frameworks enhance flexibility, improve resource allocation, and drive faster decision-making.

Cyber Security & Digital Resilience:

14 //

Cyber Risk Oversight: What Every Board Member Must Know

This session provides a high-level view of the evolving cyber threat landscape and its impact on business resilience. Participants will learn how to effectively oversee cybersecurity strategies, manage risks, and ensure regulatory compliance. The session will also cover how boards should prepare for, respond to, and recover from cyber incidents, focusing on minimizing disruption and safeguarding long-term organizational stability.

15 //

Inside Cyber Attacks: Boardroom Lessons from Real-World Breaches

Dive into the world of cyber-attacks with this insightful session featuring case studies. Tailored for board members and executives, this session provides a deep understanding of cyber threats and attacks. It will explore real-world case studies to gain insights into the tactics, techniques, and procedures used by cyber attackers. Learn how organizations can strengthen their cybersecurity posture and protect against evolving threats.

16 //

Data Privacy and Ethics: Upholding Trust in the Information Era

This session will address the importance of data privacy and ethics in today's information-driven world. It will cover key regulations like GDPR, Bahrain's Personal Data Protection Law (PDPL), strategies for balancing innovation with privacy, and the need for strong ethical practices to protect customer trust. Board members will learn about their role in ensuring compliance, mitigate risks, and foster a culture of transparency and accountability to maintain long-term success.

17 //

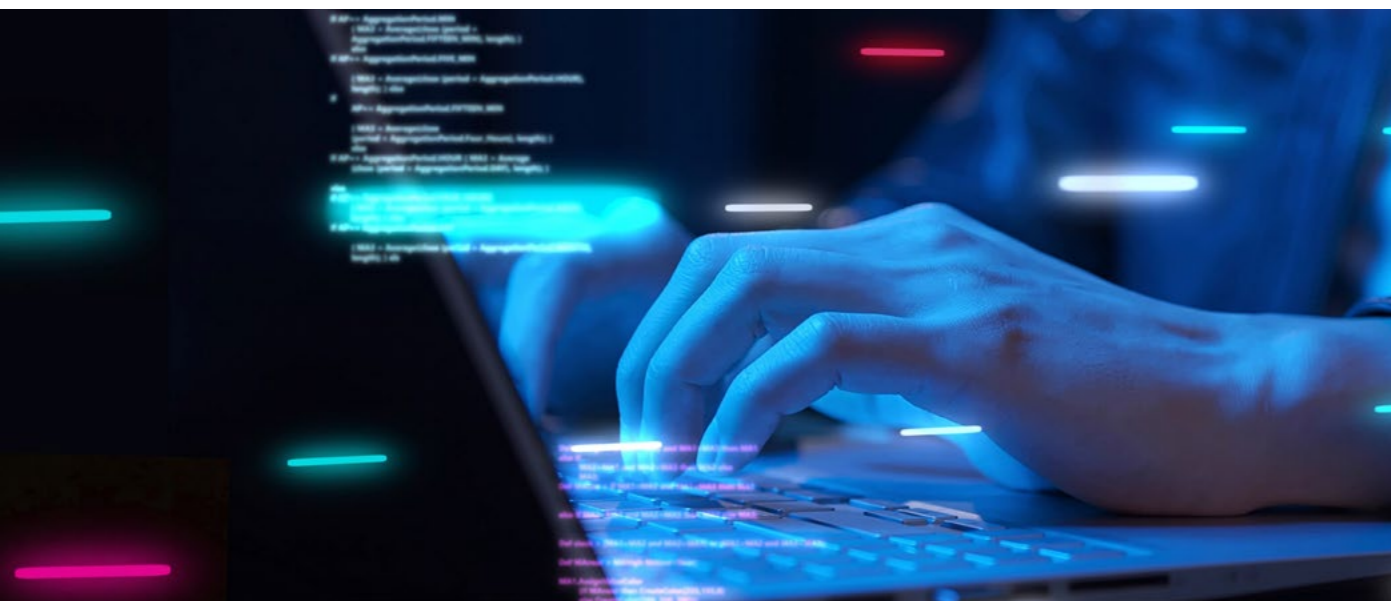
Business Resilience: A Board's Guide to Business Continuity

Discover the keys to business resilience in our session tailored for board members. Learn how to navigate disruptions and ensure business continuity with strategic insights and best practices. Gain a comprehensive understanding of risk mitigation, crisis management, and the development of robust business continuity plans. Equip your board with the tools to lead your organization through challenges and emerge stronger and more resilient.

18 //

Cyber Crisis Simulation: A Hands-On Exercise for C-Suite Leaders (simulation training)

A high-level strategic simulation where participants respond to cyber threats, regulatory scrutiny, and reputational risks. Executives will be provided with scenario-driven decision-making exercises focusing on cybersecurity governance, crisis response, and regulatory compliance.



03.

INSURANCE

The insurance industry has always been considered a unique subset of the financial sector and effective governance of insurance companies requires special skills and knowledge in insurance specific disciplines. The following sessions are designed to provide focused and relevant knowledge and tools in various insurance areas and disciplines.

To ensure a structured and targeted learning experience, the Insurance Board of Directors Training Programs has been categorized into distinct themes that align with the key competencies required for effective governance in the insurance sector.

Operational Effectiveness:

1. Strategic Claim Management
2. IFRS17: Financial & Operational Impacts from a Regional Perspective
3. Life Insurance as a Business Portfolio
4. Employees' Benefit
5. Cyber Insurance
6. Claims Reserving & its Implication for Profitability

Insurance Excellence & Defense:

7. Compliance in Insurance
8. Enterprise Risk Management in Insurance
9. Anti-Money Laundering (AML) & Combating Terrorism Financing (CFT) in Insurance

Business model blueprint:

10. Insurance for the Board of Directors
11. Takaful (Salient Features for Takaful Operators)
12. Why Insurance Companies Fail
13. Analysing Financial Statements of Insurance Companies
14. Investment for the Insurance Board of Directors

Trends & Issues:

15. The Insurance Regulatory Framework
16. Ethics and Conduct
17. Climate change impact on Insurance

Operational Effectiveness:**01 //****Strategic Claim Management**

This session focuses on the role of the board in establishing the company's claim philosophy which will impact the ability of the claim department to fulfill the service promised under the insurance contract, hence maintaining regulatory compliance. Furthermore, it sheds light on the direct contribution of effective claim management in achieving the desired underwriting profit. By setting the right claims philosophy and cascading it down into an effective strategy and guidelines, the board of directors will ensure that the efforts exerted by the claims team effectively complement that of other functions within an insurance company.

03 //**Life Insurance as a Business Portfolio**

Most businesses feel safer dabbling into the general insurance sphere, missing out on life insurance opportunities. However, life insurance presents numerous opportunities for an insurance company to grow and broaden its insurance penetration and brand in the market. The session will discuss the products usually offered by life insurers along with potential growth challenges.

05 //**Cyber Insurance**

With the advent of AI and over-dependency on technology, clients are looking to secure their facilities and work from potential attacks that are detrimental to their business leading to a rise in the demand for cyber insurance coverage and services. This session will discuss the operational aspects of setting up a Cyber Insurance department including risk assessment, claims handling, and support services such as developing an incident response plan and tackling public relations post incident.

02 //**IFRS17: Financial & Operational Impacts from a Regional Perspective**

With the implementation of the new International Financial Reporting Standards (IFRS17) set to go live in 2023, and to ensure the readiness of the insurance companies on how to apply these standards, this session will provide members of the Board a summary of the key financial and operational impacts of IFRS17, including profitability impacts, upskilling of existing staff, additional human resources requirements and IT infrastructure supplementation. Feedback from various stakeholders across the region on the main challenges faced, best practices and implementation strategies will be presented.

04 //**Employees' Benefit**

This session will explore the types of insurance protection available to safeguard an organisation's interests when an employee suffers a misfortune. The session will cover the various types of employee benefits and the factors for an optimal structure of an organisation based on their workforce composition and strategic goals.

06 //**Claims Reserving & its Implication for Profitability**

This session will discuss the adequacy of net technical reserves booked with reference to unearned premium reserve (UPR), outstanding claims reserve (OCR) and Incurred But Not Reported Claims (IBNR) and Incurred But Not Enough Reported (IBNER) reserves. The session will also present the issues of pricing adequacy and performance measures. The session aims to enable board members to understand reserves challenges and to pose the right questions to their executive management.

Insurance Excellence & Defense

07 //

Compliance in Insurance

This session aims at providing a deep understanding of the compliance function in the insurance industry and the relationship between compliance and other related functions (Internal Audit, Legal and Risk Management) through the three-level defence model. The course discusses the roles and responsibilities of the Board of Directors and the Chief Compliance Officer in insurance in meeting the relevant regulatory framework and protecting the insurance company from harmful practices.

09 //

Enterprise Risk Management in Insurance

The session provides a dimensional analysis of enterprise risk management within the context of an insurance company. It explores the process of risk management including risk identification, risk assessment and risk control in the different areas of the insurance company operation: strategic risks, core insurance risks (underwriting, pricing, and claims), financial risks (market and credit risks) in addition to operational risks.

Risk management reporting process and examples of risk management reports are also discussed. Reference to the role of the Board of Directors, Risk Management Committee, and the Chief Risk Officer (CRO) are considered across the session.

08 //

Anti-Money Laundering (AML) & Combating Terrorism Financing (CFT) in Insurance

The session will discuss the main characteristics and impacts of Financial Crime, and the vulnerabilities of the Insurance sector to AML and CFT, and AML risk assessment. Best practice guidance from the International Association of Insurance Supervisors (IAIS) and the Financial Action Task Force (FATF) will also be discussed with special reference on the specific responsibilities of the board in such critical compliance areas.

10 //

Insurance for Board of Directors

This session introduces insurance and the insurance industry to Board Members joining from other industries. It provides an overview of insurance and pooling and the legal principles governing insurance contracts. Additionally, it discusses the dynamics of the insurance industry including its main players, the main lines of businesses in insurance, reinsurance, and technical terminologies in key functions such as underwriting and claims.

11 //

Takaful (Salient Features for Takaful Operators)

In order for Takaful to maintain its value proposition of Shariah compliance, Takaful companies should be structured and operated differently from their conventional counterparts. Board Members should pay attention to critical issues related to participants and shareholders, fund segregation, adherence to Shariah compliance and investment policies.

Business Model Blueprint:

12 //

Why Insurance Companies Fail

This case study-based session explores the reasons behind the failure of several major insurance companies, drawing valid conclusions on governance, enterprise risk management and compliance failures that drove the industry's collapses. From these conclusions we draw recommendations for a more holistic, communicative, and inter-related system of governance, risk management and independent assurance.

13 //

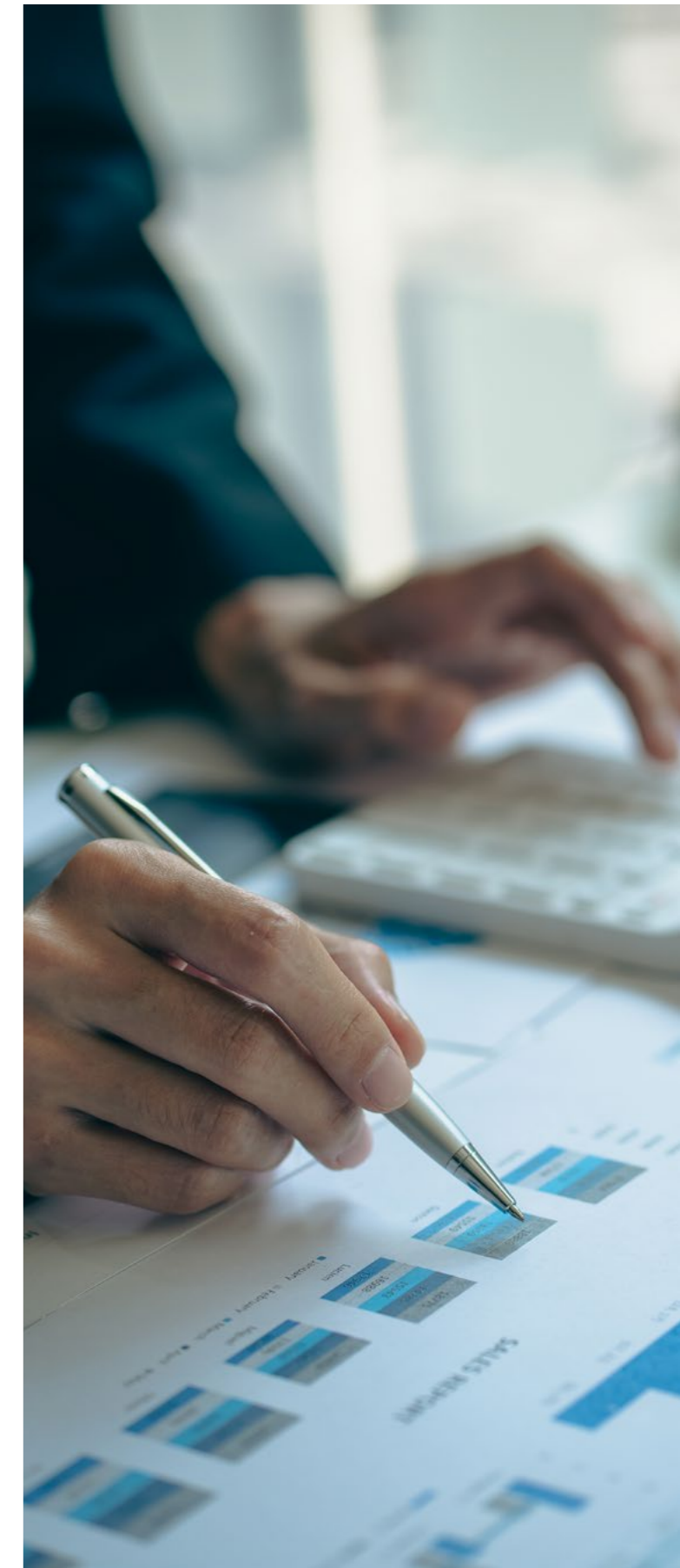
Analysing Financial Statements of Insurance Companies

Effective governance of an insurance company's operations requires an accurate assessment of its financial performance. The session focuses on differentiating between important variables including written premium, unearned and earned premium, paid claims, incurred claims, and run-off.

14 //

Investment for Insurance Board of Directors

This is a session on 'Investment for Non-Investment' directors, introducing the nature and type of investments available to a company, how these tie in with the requirements of an insurance company (since insurance operates on the liability side of the balance sheet) and with the regulatory requirements imposed in this respect.



Trends & Issues

15 //

The Insurance Regulatory Framework

Insurance regulatory frameworks in the GCC have seen significant development over the last 20 years driven primarily by economic development and growth in the region as well as international developments not only in financial services regulation (including insurance distribution directives) but also in financial standards, data protection/GDPR, consumer protection and dispute resolution. This session takes a cursory look at regional regulatory development and a closer look at the more relevant insurance regulations that a Board Member needs to be aware of.

16 //

Ethics and Conduct

While money is what makes the world go around, integrity is the backbone of every business relationship. This session deals with what a Board Member of a regulated insurance undertaking needs to be aware of in terms of conflicts of interest, undue influence, politically exposed persons (and enhanced due diligence), economic sanctions at a macro-level and, at a more micro-level, diversity, and discrimination.

17 //

Climate Change Impact on Insurance

Although climate change is not a new risk, the impact of climate change on insurance is becoming more evident as insurers struggle to mitigate such risks. The session will tackle the impact of climate change across the various lines of business and the appropriate strategies to deal with the same. In addition, the session will reference climate change cases from around the world and best practices.



04.

ISLAMIC BANKING & FINANCE

The BIBF Islamic Finance Centre is the oldest Islamic Finance professional qualifications provider in the world having worked with Infrastructure institutions such as the World Bank as well as regulators and Islamic financial institutions in different jurisdictions. With more than 20 years' experience, the BIBF Islamic Finance Centre is uniquely placed with access to leaders, industry experts and renowned Shariah scholars from around the world.

Today, it is estimated that the value of the Islamic finance industry globally is placed at more than \$4.5 trillion. With the changing and evolving landscape of the industry, it is imperative that our training can help Board Members fulfill their role and make a real difference to the financial institution.

1. Islamic Finance Board of Directors Certification
2. Circular Economy
3. Overview of Islamic Banking and Finance
4. Contemporary Issues and Cases from the Islamic Finance Industry
5. Overview of the Islamic Banking & Finance Infrastructure
6. Integration of Islamic Banking with the Global Halal Economy
7. Principles of Governance & Role of the Shariah Board
8. Ethics and its Role in Finance (and Islamic finance)
9. Overview of Drafting Legal Documentations
10. Risk Management and Islamic Finance
11. Overview of the Regulatory framework for Islamic Banks issued by the Central Bank of Bahrain
12. Corporate Strategy Training for the Board of Directors of Islamic Financial Institutions
13. Introduction to Corporate Directorship: Foundations of Effective Board Leadership
14. Tokenization and Islamic Finance

01 //

Islamic Finance Board of Directors Certification

Over the last decade, the global Islamic finance industry has shown rapid growth. According to Thomson Reuters and other reports, this trend of growth will continue in the near future. However, given the nature of Islamic banking, this rapid growth has also led to many issues in different jurisdictions due to effective governance and oversight. An ignored area is the crucial training and development for the Board Members of Islamic banks and financial institutions.

The BIBF has developed a joint Certification with AAOIFI, for the Board Members of Islamic financial institutions (IFIs) that covers pivotal aspects for Board Members. The certification will cover Corporate Governance and Strategy, Islamic Banking and Finance, Islamic Banking Standards and Governance.

03 //

Overview of Islamic Banking and Finance

This session is aimed at Board Members who have limited background in Islamic Banking and Finance and also serves as a refresher for members who have experience in Islamic banking.

05 //

Overview of the Islamic Banking & Finance Industry Infrastructure

This session is aimed to give an overview of all the infrastructure of organisations pertaining to the Islamic Finance industry such as AAOIFI, IFSB, IIFM etc. and the role each of them play that are important to IFIs

02 //

Circular Economy

The circular economy is an essential lever for companies to move more rapidly on their net-zero emissions commitments while unlocking new business value. The transition to renewable energy and the deployment of energy-efficiency measures provides limited reduction in greenhouse gas (GHG) emissions needed to meet the United Nations climate goal to limit global warming to 1.5°C, compared to pre-industrial levels. Changing how goods such as cars, clothes, and food are produced and consumed is the key to tackling the remaining 45% of emissions. Circularity is a critical lever to drive this change.

The course aims to introduce the concept, principles, and applications of the circular economy. The course shall to equip participants with a solid foundation of knowledge and understanding of this innovative approach to resource management and sustainable economic development.

04 //

Contemporary Issues and Cases from the Islamic Finance Industry

This case study and discussion-based training will look at some of the issues and cases that have been brought into the public limelight over the years.

06 //

Integration of Islamic Banking with the Global Halal Economy

With the increase in the global spending of Muslims consumption, the Halal Economy has seen a resurgence. We have seen many non-Muslim entities as well as non-Muslim majority countries leveraging off the Halal Economy.

07 //**Principles of Governance & Role of the Shariah Board**

When it comes to the Governance structure of an Islamic financial institution, the unique feature of a Shariah Board stands out. This training aims to demystify the role of the Shariah Board as well as emphasise the role of Shariah audit. Relevant AAOIFI and IFSB Governance Standards will also be discussed.

09 //**Overview of Drafting Legal Documentations**

Drafting of legal documentation is as important as conducting business, it is eventually where all the business risks, roles and responsibilities, and liabilities and assets are recorded. Understanding how the legal documentations are drafted is inherent to ensure the directors accurately discharge their duties, adhering to the laws and regulations that contracts are governed by.

11 //**Overview of the Regulatory Framework for Islamic Banks Issued by the Central Bank of Bahrain**

The regulatory framework is the most important guidance that Islamic banks have to adhere to while operating in the Kingdom of Bahrain. The course aims to provide a comprehensive overview of Volume 2: Islamic Banks Rulebook to ensure the Board of Directors has an enhanced understanding of the regulatory framework.

08 //**Ethics and its Role in Finance (and Islamic finance)**

The role of Ethics in Finance is becoming increasingly important in the global industry and more so in the financial services industry. This is particularly the case after the global financial crisis of 2008-2009.

Decision-makers led by the board of directors and senior management have far higher responsibility to ensure that the business is steered and conducted while upholding the highest standards of ethics.

10 //**Risk Management and Islamic Finance**

Risk management in Islamic financial transactions is similar to the conventional transactions except for some specific and important risks including Shariah non-compliance risks. Additionally, the risk management techniques applied in Islamic finance are different than their conventional counterparts. This course aims to introduce the risk management techniques used in Islamic finance as well as covering some inherent risks that Islamic finance transactions are exposed to.

12 //**Corporate Strategy Training for the Board of Directors of Islamic Financial Institutions**

This programme is designed for the Board of Directors of Sharia-compliant companies, focusing on strategy, governance, and risk within the framework of Sharia principles. It highlights the board's key role in driving ethical, value-focused strategy to enhance competitiveness. Participants will gain the knowledge and practical skills needed to guide and oversee their organisation's strategic direction in line with Islamic values.

13 //**Introduction to Corporate Directorship: Foundations of Effective Board Leadership**

In today's fast-moving business world, strong board leadership is vital. Our Introduction to Corporate Directorship programme equips you with the key knowledge and skills to navigate corporate governance and drive organisational success. It offers a solid grounding in board duties, fiduciary responsibilities, and strategic oversight. Whether you're new to the role or seeking to build on your experience, you'll gain practical insights to support your board leadership journey.

14 //**Tokenisation and Islamic Finance**

The regulatory framework is the most important guidance that Islamic banks have to adhere to while operating in the Kingdom of Bahrain. The course aims to provide a comprehensive overview of Volume 2: Islamic Banks Rulebook to ensure the board of directors has an enhanced understanding of the regulatory framework.



05.

LEADERSHIP & MANAGEMENT

Corporate Governance:

1. Corporate Governance and the Roles & Responsibilities of the Director
2. Latest trends and Best Practices in Corporate Governance
3. Strategy and Corporate Governance

Media Management:

4. Senior Level Media and Presentation Coaching
5. Crisis and Reputation Management

Market Trends and Insights:

6. Digital Leadership and Organizational Digitalization
7. Setting Strategies for Disruption & New Directions
8. Company Crisis Prevention and Readiness Efforts
9. Leadership in a Chaotic World

Board Leadership & Effectiveness:

10. Team Dynamics for Boards
11. Organization Resilience
12. Internal Culture, Politics and Values: The Role of the Board of Directors
13. Board Evaluation
14. Board Effectiveness and Corporate Governance
15. Board Leadership
16. Talent and Diversity in the Boardroom – Strategic Thinking
17. Managing the Influence of a Controlling Shareholder
18. The Relationship between the Board and the CEO
19. Managing Conflicts of Interest
20. Executive Coaching
21. Remuneration Practices
22. Future Challenges for Boards in the Banking Sector
23. Oversight of Overseas Entities
24. CEO Succession Planning

Corporate Governance

01 //

Corporate Governance and the Roles & Responsibilities of the Director

Governance is a business-critical and business enabling discipline which can help a board make high-quality decisions to grow the value of the business and improve organizational outcomes. As business is rapidly changing to embrace emerging technology, Directors need to make important strategic decisions to ensure business sustainability.

02 //

Latest trends and Best Practices in Corporate Governance

The world is changing fast. Policymakers and regulators are pushing governance reforms at speed, with stakeholders increasingly seeking evidence that the company is at the least compliant, and maybe ahead of the game. Keep on top of the latest developments to allow you to understand these new demands that often do not respect geographical or political boundaries.

03 //

Strategy and Corporate Governance

Strategy is the means by which an organization puts into place the processes which will capture value– strategy-setting and execution is the most important activity in which directors can engage. Yet this is the activity where the Board and the Management Team most often fail.

Media Management

04 //

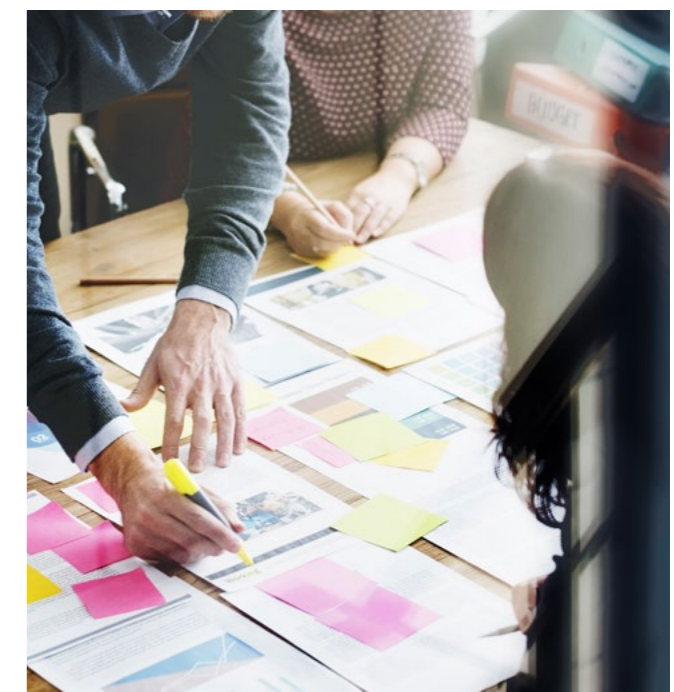
Senior Level Media and Presentation Coaching

This industry-leading media and presentation training is particularly effective because it offers more than just media and presentation training techniques. It helps participants to define their story, which is powerful enough to influence opinion whilst being robust and concise under the pressure of any media interview or public scrutiny.

05 //

Crisis and Reputation Management

Nothing can destroy a business more quickly than a loss of reputation, which can see hostile political and regulatory intervention, product boycotts and worse consequences. The Board has a crucial role to play in ensuring that proper crisis unit management plans are in place and that if a crisis does hit, the necessary steps are taken to contain the damage and protect the company's reputation.



Market Trends and Insights:

06 //

Digital Leadership and Organizational Digitalization

This session introduces insurance and the insurance industry to Board Members joining from other industries. It provides an overview of insurance and pooling and the legal principles governing insurance contracts. Additionally, it discusses the dynamics of the insurance industry including its main players, the main lines of businesses in insurance, reinsurance, and technical terminologies in key functions such as underwriting and claims.

08 //

Company Crisis Prevention and Readiness Efforts

As corporate crises arise, prevention and readiness for such situations has developed to become a matter of urgency. Board and management members have related duties when it comes to crises prevention, but the roles are still distinguished. Ensuring that organizations are prepared with crises response plans is crucial for organizational safety, continuity, and success. This includes ensuring the availability of proper resources as well as skills required to handle major crises.

09 //

Leadership in a Chaotic World

Explore how you can harness the energy in a chaotic work environment and avoid feeling overwhelmed when things spin out of control. This training course will help you learn a variety of tools to rethink the way you approach chaos and enables you to leverage resources to tackle challenging situations that arise. You will be gaining hands-on experience in applying different tools for setting priorities and adjusting to market needs with greater clarity. This executive training will guide you in analyzing and resolving problems, and in learning to strategically apply the respective solutions. The 'Leadership in a Chaotic World' training course combines proven by practice methods with new insights and ideas that will enhance your decision-making and pressure management skills.

07 //

Setting Strategies for Disruption & New Directions

Boards are being asked to assess the impact of emerging topics as part of their strategic decision-making. Strategic thinking and decision-making have never been more important to move your organization to a future world. This session facilitates discussion on the decision making process in relation to setting new strategies based on new market trends.



Business Model Blueprint:

10 //

Team Dynamics for Boards

Discover the relationships among board members in addition to identifying the balance between supporting and challenging the CEO/Director. It will focus on understanding how the Board behaves as a group behaves and the tremendous consequences on how the organization is governed and how it performs. This will open the door to more understanding of corporate governance codes leading to imposing the desired behavioral requirements for board members. Team Dynamics for Boards empowers you to drive positive dynamics in your board through a deeper awareness of what happens below the surface when groups interact.

12 //

Internal Culture, Politics and Values: The Role of the Board of Directors

Culture has become the latest buzzword in governance, and all the signs are that it is not just a fad. Culture, values, and politics are the 'soft' side of the business and play a crucial role in keeping the business on track. This session explores the role of the board of directors in relation to these crucial elements.

14 //

Board Effectiveness and Corporate Governance

The Board is the controlling mind of the organisation- 'Everything begins and ends with the Board'. But Boards are not always effective, sometimes getting in the way of the management team's attempts to run the business. What are the secrets of an effective Board? And how can the Board and the management team work together to create outperformance and superior business success for improvement and excellence?

11 //

Organization Resilience

In a world where crises have become the "new normal" and the need to deal with those crises has developed to become an essential part of the organizational plan, the board of directors will need to consider building organizational resilience. This does not only mean adapting and responding to change and disruption but also anticipating those changes and preparing for them. This session will explore the best practices and case studies related to an organization's resilience.

13 //

Board Evaluation

It is crucial to signal to the wider organisation a culture of self-improvement and efficiency which is aligned with the organization's strategy and productivity. This practical session focuses on the best practice approaches in conducting a Board evaluation and devising an action plan.

15 //

Board Leadership

Board leadership is one of the biggest factors of organizational success by those with the most power in the organization. An organization with effective board leadership leads to success. This session provides a guide for Board members on the skills required for board leadership.

16 //**Talent and Diversity in the Boardroom – Strategic Thinking**

In both the management and the boardroom, studies have shown that thinking strategically when it comes to talent and diversity, can add value to an organization. Diversity elements vary from skills to expertise to overall experience. Understanding those skills, or mix of skills, ensures that the board is ready and equipped to guide the business and strategy of the company.

18 //**The Relationship between the Board and the CEO**

One of the most crucial decisions the Board has to make is selecting and appointing the CEO. This is followed by advising, supporting, and working in close cooperation with the CEO to achieve the objectives of the organisation. If necessary, the board's second most important decision is to terminate the CEO if it is deemed that the circumstances require different skill sets. As the leader of the organisation, the value of the CEO to the organisation must never be underestimated by the board.

17 //**Managing the Influence of a Controlling Shareholder**

Controlling Shareholders are a fact of life in many business models in the region. They can bring business focus, simplicity of strategy and clear thinking to the table. They can also have side effects– including conflicts of interest, and disregard for the views and interests of minority shareholder groups and individuals.

19 //**Managing Conflicts of Interest**

Conflicts of interest are one of the most contentious aspects of Board behavior. In different jurisdictions they can be acceptable, or illegal. In most jurisdictions they are debatable. This session explores examples of conflicts of Interests in relation to business opportunities and challenges.

20 //**Executive Coaching**

Executive coaching is considered a powerful approach when it comes to leadership development of senior leaders within organizations. Using one-on-one coaching to both support & challenge leaders influences a positive transformation. Coaching is a way of overcoming obstacles by shedding light on abilities and possibilities rather than problems in confidential and practical sessions.

22 //**Future Challenges for Boards in the Banking Sector**

This workshop will mainly address two main topics: “Managing Current & Future Risks” and “Service Delivery”. The contents are banking-sector specific, with the intention to ensure that the industry context and its specific challenges and opportunities are recognized.

21 //**Remuneration Practices**

Providing meaningful – and empowering – incentives to senior (including middle, and junior) executives to deliver the business plan are the most difficult, and possibly the most failed strategies associated with modern-day corporate life. Why have we got it wrong? What does a successful remuneration policy look like? This session provides guidelines on this topic.

23 //**Oversight of Overseas Entities**

Every entity, or subsidiary, provides an organization with the means to pursue a particular strategy. The opportunities can be significant, and the risks disproportionate. When the entity is in a foreign jurisdiction, the possibilities of upside and downside are magnified. This session provides case studies and best practices in this area.

24 //**CEO Succession Planning**

CEO Succession planning ensures seamless leadership transitions by preparing for future organizational needs and minimizing disruptions. The session will provide Board Members with the tools required to ensure seamless CEO transitions aligned with strategic goals. Areas covered during the session include succession frameworks, internal vs. external hiring, and transition management.





To discuss a proposal tailored for your Board training needs, please contact us.

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