

BIBF

BOARD OF DIRECTORS

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 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, our creation of some of the world's first curricula in Islamic Finance and Takaful, the breadth and depth of our content, and commitment to career long learning are important milestones towards the growth and development 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.



For more information Scan this QR Code

CORPORATE PROFILE

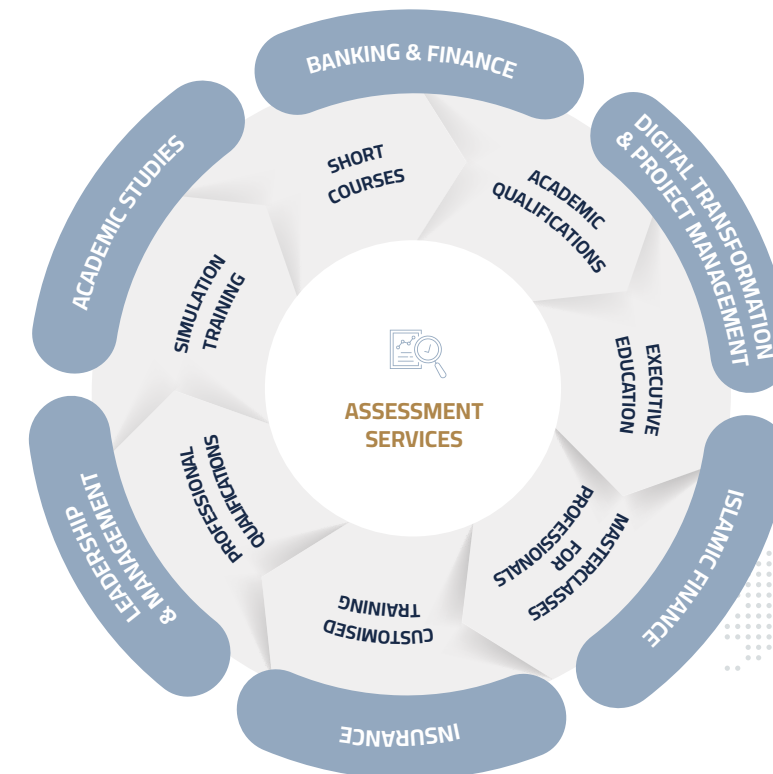
The BIBF is a semi-government training institute affiliated with the Central Bank of Bahrain, established in 1981. The Institute plays a vital role in the training and development of human capital in Bahrain, and beyond.

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

1. Mergers and Acquisitions: The Future of Consolidation
2. Back-end Operational Optimization
3. Active Bank Management at Time of Disruption
4. Financial Roles and Responsibilities of Directors
5. Preventing Financial Crime and Anti-Money Laundering
6. IFRS update for Banks and Financial Institutions
7. Risk Management Ecosystem
8. Board 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. Private Public Partnerships (PPPs)
13. The evolving nature of risk management, what's New
14. Board Industry Refresher (Semi-Annually)

01 //

Mergers and Acquisitions: The Future of Consolidation

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.

03 //

Active Bank Management at 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 organisation's success.

05 //

Preventing Financial Crime and Anti-Money Laundering

Subsequent to a number of major financial and corporate fraudulent acts and on the back of 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.

02 //

Bank-end Operational Optimization

The course will provide 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 for workforce efficiency, employee engagement and better management of operational costs.

04 //

Financial Roles and Responsibilities of Directors

Every Board member must read the financial statements and understand whether the information they contain are 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, but financial literacy is a crucial knowledge base for a successful and value adding Board member.

06 //

IFRS update for Banks and Financial Institutions

Given the increased subjectivity and management disclosures involved with the advent of IFRS, Board members and senior executives need to have a strong understanding of their role in reviewing and approving IFRS statements as well as ensuring strong corporate governance and transparency for shareholders.

07 //

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.

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.

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.

11 //

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

World disruption and increased globalization 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 future development of products and service. This session will better enable members to understand the impact of the transition on the financial industry and how bank's can better prepare themselves.

13 //

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.

12 //

Private Public Partnerships (PPPs)

The Kingdom of Bahrain is considered one the first countries in the GCC with 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 can the Bank take to ensure the success of the PPP.

14 //

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.

SUSTAINABILITY AND CLIMATE RISK

1. Sustainable Development Corporate Mindset
2. Executive Decision Making – ESG Analysis, Evaluation and Integration
3. Technological Transformation and Sustainability
4. Sustainable and Development Finance: The Changing Face of Banking
5. Sustainability: Current Roles, Responsibilities and Issues
6. Future Development in Sustainable Finance
7. ESG Integration and Business Resilience
8. Managing Climate-Related Risks – From Principles to Action
9. Sustainability Reporting Requirements
10. ESG Reporting Ready

01 //

Sustainable Development Corporate Mindset

The United Nations Sustainable Development Goals (SDGs) that were adopted in 2015 and focused on 5 P's (People, Planet, Prosperity, Peace and Partnership), will shape the global social, ecological and economic agenda until 2030. It is crucial for corporate leaders to recognise and commit to the “new-normal” of doing business and define ESG strategy, objectives and roadmap. This course will explore the benefits and urgency of shifting the corporate mindset and culture and fully internalising the commitment to re-engineer how business is conducted.

03 //

Technological Transformation and Sustainability

The course aims to present the role of information technology sector (ICT) in sustainable development and the methods in which “big data” is employed to improve the lives of millions. Critical challenges that technology may face, for instance, privacy, data management, risks to cybersecurity, e-waste, and the widening of social divides are also addressed to provide a well-rounded approach. Ultimately, this course examines the process in which stakeholders tackle issues that may arise in a hyperdigitised world.

05 //

Sustainability: Current Roles, Responsibilities and Issues

The purpose of this session is to explore the collective and individual roles and responsibilities of the Board of Directors with respect to sustainability as it exists today, in the context of a rapidly changing environment. The Board needs to provide the right oversight for the executive management of the bank and know what questions to ask regarding risk management and business development to discharge its oversight and control duties appropriately.

02 //

Executive Decision Making – ESG Analysis, Evaluation and Integration

This course introduces directors to the aims and objectives of integrating ESG into a firm's investment process. It also examines the different approaches and challenges of integrating ESG analysis into a firm's investment process – explaining how ESG complements traditional financial analysis, analysing how ESG factors may affect industry and company performance, and security valuation across a range of asset classes.

04 //

Sustainable and Development Finance: The Changing Face of Banking

The principles of sustainable and development finance have started to spread to banks across the private sector in recent years. This is changing the way in which banks need to be run and touching all parts of the organisation.

The purpose of this course is to focus on some of the key developments and look ahead to the future to consider how a bank can adapt and respond.

06 //

Future Development in Sustainable Finance

The governance environment for sustainability and climate change is rapidly evolving as new international agreements are planned and the regulatory environment changes. Anticipating these changes will give deeper insights into the impact on the bank and the opportunities that it will face in the coming years.

07 //**ESG Integration and Business Resilience**

The course “ESG Integration and Business Resilience” is designed to provide board members with a comprehensive understanding of Environmental, Social, and Governance (ESG) factors and their integration into business decision-making processes. The course aims to equip board members with the knowledge and skills necessary to effectively oversee and promote ESG integration within their organizations, while also enhancing business resilience in the face of evolving sustainability challenges.

09 //**Sustainability Reporting Requirements**

The course “Sustainability Reporting Requirements” is designed to provide board members with a comprehensive understanding of the evolving landscape of sustainability reporting and the regulatory requirements associated with it. The course aims to equip board members with the knowledge and skills necessary to navigate the complex world of sustainability reporting and ensure compliance with relevant standards and frameworks.

08 //**ESG Reporting Ready**

The Central Bank of Bahrain requires public companies to report on a quantitative and qualitative basis those material factors driving and impacting both environmental and human capital management. In this session, board members will assess whether they are meeting the new Reporting regulations and will understand what are the challenges in reporting. They will also explore the implications of the new ESG reporting mandate for listed companies, scope of reporting, ESG Global frameworks and standard, peer context as well as ESG and Board oversight/accountability.

10 //**Managing Climate-Related Risks – From Principles to Action**

Board members will work on the analysis of their current status around climate risk and TCFD and set their ESG strategic agenda. The session’s main focus will be on ESG vision and strategic positioning and move through a strengths and weakness analysis to opportunities and challenges.



03.

DIGITAL TRANSFORMATION

1. Reinventing Your Business through Digital Transformation
2. Digital Disruption & Strategy for Boards
3. Boardroom Innovation: Embracing Design Thinking for Digital Transformation

01 //

Reinventing Your Business through Digital Transformation

Approached correctly, Digital Transformation offers incredible opportunities for organisations willing to make significant changes in their entity. This session will provide board members and executives with insights into the Digital Transformation landscape and will focus on how businesses can use digital transformation to support innovation, resolve some of the key business challenges and elevate the customer experience.

02 //

Digital Disruption & Strategy for Boards

Digital disruption refers to the rapid changes driven by the adoption of digital technologies, impacting industries, business models, and markets. This session will provide board members with the knowledge to develop a comprehensive digital strategy covering areas such as digital transformation, data governance, cybersecurity, and innovation and how to align this strategy with the organization's goals and values and explore ways to address challenges 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 provide board members and executives with insights into developing a comprehensive digital strategy aligned with organizational goals and values. 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.



04.

DIGITAL & FINANCE

1. The Future of FinTech & Digital Banking
2. The Adoption of Open Banking– What Executives Need to Know
3. The Future of Finance: Digital Assets and DeFi (Decentralized Finance)

01 //

The Future of FinTech & Digital Banking

Explore the future of FinTech and digital banking, emphasizing innovative partnership opportunities between traditional banks and FinTech firms. This session provides board members and executives with insights into emerging trends, regulatory considerations, and the transformative potential of technology in the financial sector. It highlights the importance of strategic partnerships in driving innovation, enhancing customer experiences, and maintaining competitiveness in the evolving financial services landscape.

02 //

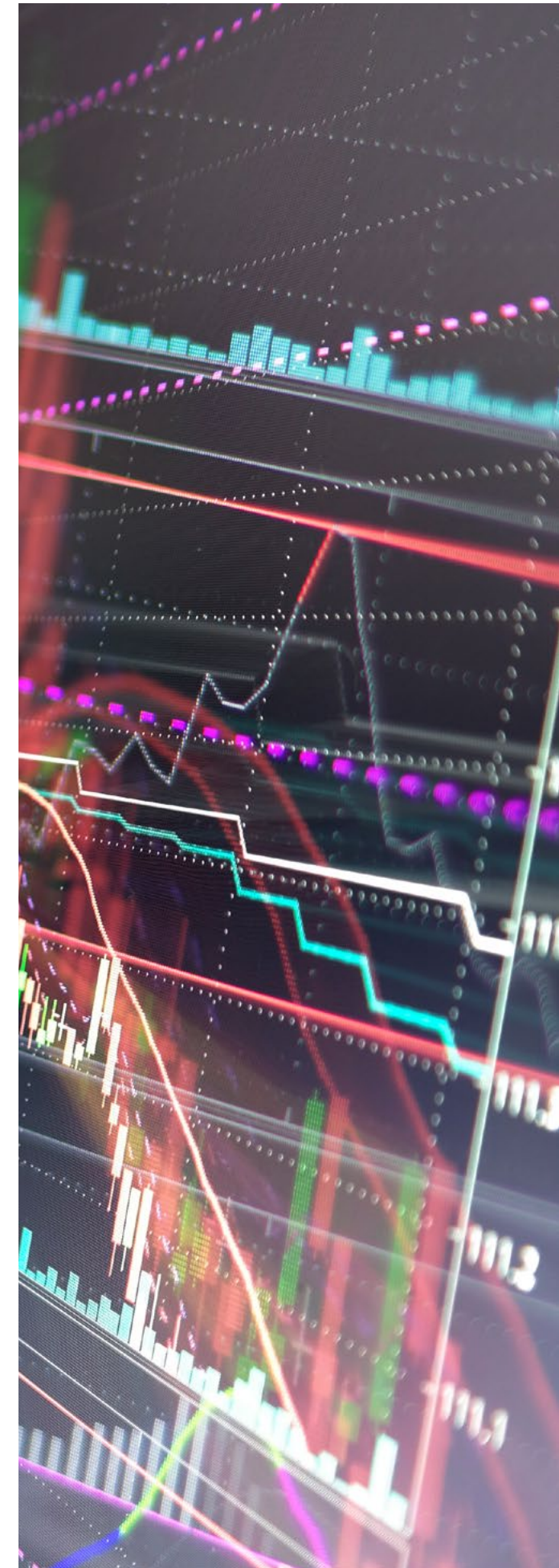
The Adoption of Open Banking – What Executives Need to Know?

This Executive training session aims to provide the BoD team with an overview of Open Banking and how it is affecting organisations in the financial sector specifically. It will provide insights into the opportunities Open Banking brings along with possible challenges and key considerations.

03 //

The Future of Finance: Digital Assets and DeFi (Decentralized 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 and into 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



05.

TRANSFORMATIONAL TECHNOLOGIES

1. State of Blockchain: Executive Awareness
2. Exploring the Data & Analytics Revolution
3. IoT for Executives: Insights and Opportunities
4. Navigating the AI Landscape: Exploring AI, ML and RPA
5. The Power of Generative AI
6. The C-Suite's Guide to Cloud Computing
7. Unlocking the Benefits of 5G
8. Web3.0, The Metaverse & NFTs

01 //

Navigating the AI Landscape: Exploring AI, ML and RPA

Navigate the dynamic landscape of Artificial Intelligence (AI), Machine Learning (ML), and Robotic Process Automation (RPA) in this tailored session for board members and executives. Gain a comprehensive understanding of these technologies' transformative potential, strategic applications, and impact on business processes. Explore ethical considerations and learn how organizations can leverage AI, ML, and RPA to drive efficiency, innovation, and competitive advantage in the digital age

02 //

Exploring the Data & Analytics Revolution

Designed for board members and executives, this session offers a deep dive into the transformative power of data and analytics. Participants will gain valuable insights into emerging trends, best practices, and the strategic impact of data-driven decision-making. Discover how organizations can leverage data and analytics to drive innovation, enhance customer experiences, and gain a competitive edge in today's data-driven world

03 //

IoT for Executives: Insights and Opportunities

This training session is designed for executives who want to understand what the IoT is and the potential impact it can have on a business. The session will provide awareness about IoT from business strategy to implementation, describing key decisions and how to avoid pitfalls and seize opportunities.

04 //

State of Blockchain: Executive Awareness

Blockchain has been publicised to be the next generation of the internet. It is transformative in its potential to liberate the commercial and business world. This Board level training provides the key knowledge areas in relation to Blockchain technology, how it works and how it can impact an organisation.



05 //**The Power of Generative AI**

Unlock the potential of Generative AI in this enlightening session designed for board members and executives. Explore how Generative AI is revolutionizing industries by generating creative content, such as images, videos, and text. Gain insights into the capabilities of Generative AI, its applications across various sectors, and the ethical considerations involved. Discover how organizations can harness the power of Generative AI to drive innovation, streamline processes, and stay ahead in today's competitive landscape

07 //**Unlocking the Benefits of 5G**

5G is quickly becoming a core business component capable of building a digitalized, flexible, and software-driven IT environment that is exceptionally responsive to client experiences. In this Executive session, members will learn more about 5G, gain insights into the latest trends and explore the many benefits of 5G for organizations.

06 //**The C-Suite's Guide to Cloud Computing**

Companies that use the cloud most effectively are driven by executives who understand the power and value of cloud computing. The Cloud can no longer just be the focus of the IT department. This training explores how the Cloud becomes part of an organisation's toolkit to make strategic decisions that drive transformation and enable innovation.

08 //**Web3.0, The Metaverse & NFTs**

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



06.

RESILIENCE IN THE DIGITAL AGE

1. Cyber Security Awareness
2. Cyber Resilience Strategies and Best Practices
3. Inside Cyber Attacks: Insights from Case Studies
4. Data Governance, Privacy & Protection
5. Business Resilience: A Board's Guide to Business Continuity

01 //

Inside Cyber Attacks: Insights from Case Studies

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. Gain valuable insights to enhance cybersecurity strategies and mitigate risks in an increasingly digital world

03 //

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

05 //

Cyber Security Awareness

This awareness session will provide a Board-level understanding to adequately direct the organisation on cyber threat management. As attackers continue to target owners, employees and clients, it is essential for Board Members and executives to learn how to protect all stakeholders.

02 //

Data Governance, Privacy & Protection

Empower your organization with the knowledge and tools to safeguard its most asset—data. Our session on Data Governance, Privacy & Protection is tailored for board members and executives seeking to fortify their data management practices. Gain strategic insights into developing robust data governance frameworks, ensuring compliance with regulations, and implementing best practices for data privacy and protection. Elevate your organization's data governance strategy and protect against evolving cyber threats with this essential session

04 //

Cyber Resilience strategies and Best Practices

Cyber resilience is the ability for an organisation to limit the impact of security incidents by deploying and arranging appropriate security tools and processes. This topic will involve the cyber landscape, an insight into regional and global trends, the state of cyber resilience in the financial sector and digital transformation and cyber resilience. It will also include the best practices and strategies for Cyber resilience and ways of improving cyber resilience.

07.

PROJECT MANAGEMENT

1. Project Governance: Board Training for Effective Oversight
2. Agile Governance: Boardroom Approaches to Agile Project Management

01 //

Project Governance: Board Training for Effective Oversight

Master the art of Project Governance and explore the core principles and practices essential for effective project oversight, including risk management, stakeholder engagement, and alignment with organizational objectives. Learn how to evaluate project performance, ensure accountability, and drive successful project outcomes and equip the board members with the knowledge and skills to make informed decisions and enhance project success rates.

02 //

Agile Governance: Boardroom Approaches to Agile Project Management

Discover the principles of Agile Governance in boardroom-focused training session. This session will explore how project management approaches can enhance board oversight and decision-making processes as well as adapting Agile methodologies to the boardroom environment, ensuring alignment with strategic objectives and effective risk management. It will Equip the board with the tools to lead Agile transformations, foster innovation, and drive project success.



08.

REAL ESTATE

1. Real Estate Resilience in the Age of Competitiveness
2. Introduction to Real Estate Finance & Investment
3. Real Estate Valuation Principles & Practices
4. Property Technology (PropTech)- A Look into the Future

01 //

Real Estate Resilience in the Age of Competitiveness

Tailored for executives and higher management, this session delves into the intricate interplay of real estate dynamics. Explore the profound impact of socioeconomic trends and dissect the VUCA concept (Volatility, Uncertainty, Complexity, Ambiguity) on real estate decisions. Delve into urban resilience, sustainability, real estate governance, and risk management strategies. Decode the Real Estate Competitiveness Model and refine your strategic formulation prowess, ensuring your leadership thrives amidst uncertainties.

03 //

Real Estate Valuation Principles & Practices

The session will introduce participants to the Real Estate Valuation methods and practices. Participants will gain knowledge of the five methods of valuation, as well as understanding the seven-tier valuation framework in alignment with Bahrain's real estate regulations and standards.

02 //

Introduction to Real Estate Finance & Investment

This session will provide awareness on key concepts, principles and terminologies related to real estate finance and investment. It aims to enable the BoD and Executive team to gain a better understanding of various real estate concepts essential for strategic financing and investment decisions.

04 //

Property Technology (PropTech)- A Look into the Future

The session will focus on how technology is disrupting the Real Estate industry. It will provide insights into the top tech trends shaping the future of Real Estate and how organisations and Real Estate professionals can benefit from the opportunities these technologies can bring.



09.

INSURANCE

1. Strategic Claim Management
2. Takaful (Salient Features for Takaful Operators)
3. Anti-Money Laundering (AML) & Combating Terrorism Financing (CFT) in Insurance
4. Claims Reserving & its Implication for Profitability
5. Analysing Financial Statements of Insurance Companies
6. Compliance in Insurance
7. Enterprise Risk Management in Insurance
8. Employees' Benefit
9. Life Insurance as a Business Portfolio
10. Insurance for Board of Directors
11. MCR & SCR: The Insurer's Safety Nets
12. The Insurance Regulatory Framework
13. Ethics and Conduct
14. Strategy vs. Governance
15. Why Insurance Companies Fail
16. Investment for Insurance Board of Directors
17. IFRS17: Financial & Operational Impacts from a Regional Perspective

01 //

Strategic Claim Management

This session focuses on the role played by the claim department in not only fulfilling 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 //

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.

05 //

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 IBNER). The session will also present the issues of pricing adequacy and performance measures.

02 //

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.

04 //

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

The session will discuss the main characteristics and impacts of Financial Crime, 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.

06 //

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.

07 //**Strategy vs. Governance**

Board Members have the dual role of driving sustainable profits and equity growth while protecting the investment of the shareholders that they represent on the Board. What is the governance framework that needs to be in place, underpinning the strategic journey? What are the 3 lines of defence in a company and how do they inter-relate? How do we address conflicts or overlaps in lines of defence responsibilities? What are the roles of independent non-executive directors? What independent assurance backs the lines of defence? These questions and more will be answered in this session.

09 //**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.

08 //**MCR & SCR: The Insurer's Safety Nets**

The two most important margins in insurance regulation are the minimum capital requirements and the minimum solvency requirements. What components drive these two margins in a company? What are regulators and stakeholders looking for when assessing MCR and SCR? What is the 'story' behind the digits? What is the relationship or relevance of MCR and SCR under Solvency I, Solvency II, regional regulation and rating agencies' opinions? These questions and more will be answered in this session.

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 //**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 which a Board Member needs to be aware of.

13 //**Why Insurance Companies Fail**

This case study-based session explores the reasons behind the failure of several 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.

12 //**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.

14 //**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 employee composition and strategic goals.



15 //**Investment for Insurance Board of Enterprise Risk Management in Insurance**

The session provides a dimensioned 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.

16 //**Investment for Insurance Board of Directors**

This is 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.

17 //**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.



10.

ISLAMIC BANKING & FINANCE

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 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

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 foreseeable 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. A largely ignored area is the effective training and development for the Board Members of Islamic banks and financial institutions.

The BIBF developed a joint Certification with AAOIFI, for the Board Members of Islamic financial institutions (IFIs) which 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 aims 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 Muslim 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 the 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)**

Role of Ethics is increasingly becoming 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 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 Islamic finance transactions are exposed to.



11.

BOARD LEADERSHIP & EFFECTIVENESS

1. Team Dynamics for Boards
2. Internal Culture, Politics and Values: The Role of the Board of Directors
3. Board Evaluation
4. Board Effectiveness and Corporate Governance
5. Board Leadership
6. Organization Resilience
7. Talent and Diversity in the Boardroom – Strategic Thinking
8. Managing the Influence of a Controlling Shareholder
9. The Relationship between the Board and the CEO
10. Managing Conflicts of Interest
11. Executive Coaching
12. Remuneration Practices
13. Future Challenges for Boards in the Banking Sector
14. Oversight of Overseas Entities

01 //

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 be focusing on understanding how the Board 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.

03 //

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.

05 //

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?

02 //

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, board of directors will need to consider building organizational resilience. This does not only mean adapting and responding to change and disruption, but also anticipate those changes and prepare for them. This session will explore the best practices and case studies related to organization’s resilience.

04 //

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.

06 //

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.

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

In both the management and the board room, 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.

08 //**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.

11 //**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.

12 //**Remuneration Practices**

Providing meaningful – and empowering – incentives to senior (and middle, and junior) executives to deliver the business plan are the most difficult, and possibly 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.

09 //**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.

10 //**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.

13 //**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.

14 //**Oversight of Overseas Entities**

Every entity, or subsidiary, provides an organization with the means to pursue a particular strategy. The opportunities can be significant, 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.



12.

CORPORATE GOVERNANCE

1. Corporate Governance and the Roles & Responsibilities of the Director
2. Setting the scene for Governance in the post Covid World
3. Strategy and Corporate Governance
4. Latest trends and Best Practices in 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 //

Setting the Scene for Governance in the post Covid World

Covid-19 has impacted many organizations' Corporate Governance and business continuity. Therefore, it is crucial to discuss the role of the board members post crises and managing the changes for an effective governance framework. This session aims to review the adequacy and effectiveness of the risk control framework as tested during this period and it will mainly integrate lessons learned as an ongoing tool for improving the control framework.

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.

04 //

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 which often do not respect geographical or political boundaries.



13.

MARKET TRENDS & INSIGHTS

1. Digital Leadership and Organizational Digitalization
2. Setting Strategies for Disruption & New Directions
3. Company Crisis Prevention and Readiness Efforts
4. Leadership in a Chaotic World

01 //

Digital Leadership and Organizational Digitalization

In this technological era, digitalization is the way forward for the corporate world. Organizations have to be viable, vigilant and resilient to the constant changes occurring not only with technology, but also with market trends, customer preferences, and employee expectations. These workshops focus on the culture and mindset change on an individual level.

02 //

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.

03 //

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.

04 //

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 enable you to leverage resources to tackle challenging situations that arise. You will be gaining hands-on experience 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. '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.



14.

MEDIA MANAGEMENT

1. Senior Level Media and Presentation Coaching
2. Crisis and Reputation Management

01 //

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, that is powerful enough to influence opinion whilst being robust and concise under the pressure of any media interview or public scrutiny.

02 //

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. 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.





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

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