

TRAINING CATALOGUE



ISLAMIC RESEARCH AND TRAINING INSTITUTE
A MEMBER OF THE ISLAMIC DEVELOPMENT BANK GROUP



IRTI TRAINING CATALOGUE



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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



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MESSAGE FROM THE DIRECTOR GENERAL



The importance of capacity building and human capital development for the growth and development of the Islamic financial services industry cannot be overemphasized. The steady growth in various components of this sector has created a huge gap between the demand and supply of individuals who possess the necessary knowledge and skills for efficient management of Islamic Financial Institutions.

The IRTI Training Division is one of the most active divisions in this field. It has accorded high priority to meeting this gap through a range of initiatives in the IDB Member Countries and for the Muslim Communities in Non-Member Countries, such as:

- (i) Identification of Member Countries' training needs and categorization of these needs by themes and priority.
- (ii) Development of training programs based on research and policy analysis in the field of Islamic economics and finance.
- (iii) Development of training packages and resources in the field as important tools for building capacities of training organizations and the trainer community.
- (iv) Implementation of training programs for trainers, in collaboration with reputed training providers and centers of excellence within and outside IDB Member Countries.
- (v) Delivery of training programs based on well-prepared curricula.
- (vi) Partnership and networking with similar human development institutions and centers of excellence to share knowledge and resources for capacity building initiatives for the Islamic financial services sector.

The IRTI Training Division has been conducting training courses on different aspects of Islamic Economics, Banking and Finance since 1983 in IDB Member Countries and for the benefit of Muslim Communities in Non-Member Countries. Over the last 36 years or so, more than 27,000 participants have benefitted from its training courses since its inception, with an average of 25 participants per an average of 30 training course per year.

MESSAGE FROM THE DIRECTOR, COUNTRY CAPACITY BUILDING ON ISLAMIC FINANCE CAPACITY DEVELOPMENT DEPARTMENT



IRTI's training activities aim mainly at providing training opportunities to staff engaged in development activities in member and non-member countries with a view to contributing to the improvement of their human capital, which is vital to their capacity building and socio-economic development.

To achieve this objective, the IRTI Training Division uses various mechanisms to achieve the capacity-building objective described above. Following are the main mechanisms that the IRTI Training Division uses to conduct training in Member Countries and for Muslim Communities in non-Member Countries:

1. Direct delivery of training using theoretical methodologies and empirical modules of capacity building in two distinct modes: Country Capacity Development Programs (CCDP) and Fee-Based-Training Programs (FBTP), including Certification Programs in Islamic Finance, with a focus on professional training in this field to enhance expertise and skills of those working in Islamic Banks and financial institutions.
2. Developing Training Manuals, Guides and textbooks to provide ample resources that are highly demanded by institutions and participants in Member and Non-Member Countries.
3. Special Training in collaboration with centers of excellence worldwide.
4. Blended training and learning approaches using face-to-face, distance and e-Learning techniques.

MESSAGE FROM THE MANAGER, TRAINING DIVISION



Over the last 30 years, IRTI Training Division has gained a lot of experiences in providing high class training courses on Islamic Economics, Banking and Finance and has been able to forge close liaison with national, regional and international institutions of repute and centers of excellence in implementing its training activities.

Some of the institutions with which IRTI regularly cooperates include: The Egyptian Banking Institute (EBI), The Bank Negara Malaysia (The Central Bank of Malaysia), Saudi Arabian Monetary Authority (SAMA), The Capital Market Development, Maldives, Azerbaijan State University of Economics, Awqaf South Africa, Awqaf Australia, Debt Management Office of Nigeria, Arab Monetary Fund (AMF) and many others.

Recently, IRTI started negotiating a number of new memoranda of understanding with reputed private sector institutions in IDB Member Countries for jointly organizing fee-based courses.

The IRTI Training Division is looking forward to have more collaborations from private and public institutions in member and non-member countries and for more delivery of successful programs worldwide.

ABOUT IRTI

Introduction

Since its establishment in 1981, as the research and training arm of the IDB Group, IRTI has been one of the major institutions in the world that contributed to the development and dissemination of knowledge in Islamic economics, banking and finance through research, advisory, capacity building and provision of information services in the light of Maqasid Al-Shari'ah (objectives of Islamic law).

Over the years, IRTI has undergone many changes in its role and functions in view of the reform of the IDB Group in 2009 and also in view of the three strategic plans it prepared after the reform (2004, 2012 and 2015) since then.

Role and Functions

According to its strategic plans, IRTI will adopt a two-pronged strategy in its work programs. First, is to refocus and strengthen the in-house activities aimed at contributing to the transformation of the IDB Group into a knowledge-based institution especially in the area of Islamic Economics and Finance. Secondly, to redesign its activities based on the recommendations in the Boston Consultation Group (BCG) Assessment Report and 10 Years Strategy Plan. In playing its role, IRTI undertakes a number of functions.

IRTI Main Functions

Conduct and coordinate theoretical and applied research to develop models and methods for the application of Shari'ah in economics, banking and finance

Provide advisory services in Islamic economics banking and finance

Conduct policy dialogue with member countries in partnership with local, regional and international institutions engaged in IFSI

Provide learning and training opportunities to personnel engaged in socio-economic development activities in member countries

Collect, systematize and disseminate knowledge in Islamic economics, banking and finance in member and non-member countries, in close collaboration with the Knowledge Coordinator of the Chief Economist Complex

IRTI VISION AND MISSION

Vision

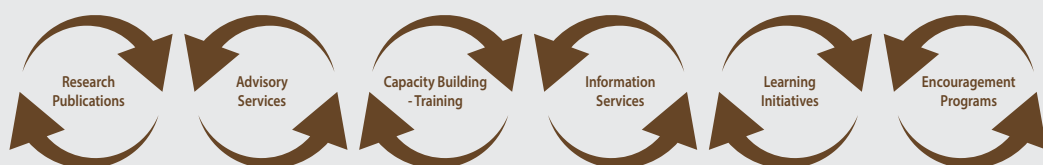
"To be the global knowledge Centre of excellence on Islamic economics, banking and finance".

Mission

"To inspire, deliver and disseminate or provide cutting edge research, capacity building, advisory and information services in the area of Islamic economics, banking and finance".

IRTI Activities

IRTI is responsible for leading the development and sustenance of a dynamic and comprehensive Islamic Financial Services Industry (IFSI), which supports socio-economic development in Member countries. IRTI's lead role is in the knowledge services through Research, Publications, Policy Dialogue, Advisory services and Capacity development, Learning initiatives, Product development, etc.. as shown in the following diagram:



HIGHLIGHTS ON TRAINING COURSES

1. Types of Training

1. **Country Capacity Development Programs (CCDP)**
 In this category, courses are organized in collaboration with the national institutions designated by the IDB Governors of the host countries. Participants in these courses are nominated by the respective IDB Governors of the invited country. Based on coverage, IRTI training courses fall in one of the following categories:
 - Local: In such courses, participants come from the host country only.
 - Regional: In these courses, in addition to participants from the host country, participants from selected IDB member countries are also invited through respective IDB Governors
2. **Fee-Based Training Program (FBTP)**
 In this category, courses are mainly organized in collaboration with the private sector institutions at local and regional levels under mutually agreed terms and conditions. Courses are fee-based. Participants may be selected from either the private sector or the public sector without necessarily seeking the consent of the IDB Governors.

2. Tailored Training

In this category, courses are customized and tailor-made to suit to specific requirements of any region or country or organization.

3. IDB Global Islamic Leadership Program (GILP)

The GILP focuses on the practical aspects of leadership and its immediate applicability. It provides participants the opportunity to network with a range of 'in-industry' guest speakers and CEOs through round table sessions as well as field visits to relevant industry sites.

4. Teaching Orientation Courses (TOC)

The Teaching Orientation Course (TOC) on Islamic Economics, Banking and Finance is designed especially for university teachers and would-be teachers who would like, not only to learn about the subjects but to know also how to teach them to their future students

5. Training Material / Packages

The preparation of training material is a collaborative effort by professionals from the Training Division and external subject experts. A Standing Technical Committee is invariably set up for each course for expert overseeing of the preparation of material in order to reflect new and emerging trends and to cater to the changing needs of the targeted trainees.

6. Delivery Methods

Courses are delivered using several mechanisms including:

- Presentations
- Lectures
- Case Studies
- Brainstorming Sessions
- Group Discussions



IRTI Training Collaborating Institutions



CENTRAL BANK OF EGYPT
Egyptian Banking Institute

Egyptian Banking Institute (EBI)

The Egyptian Banking Institute (EBI) was established in 1991 as the sole training arm of the Central Bank of Egypt (CBE) to provide banking, financial and monetary training to Egypt's banking professionals. Now, EBI is the first ACCET accredited banking and financial training institute in Egypt and the region. The Institute further provides training in management, human resources, and other "soft" skills, including English for special purposes and information technology.

www.ebi.gov.eg



The Higher Education Commission of Pakistan

An independent, autonomous, and constitutionally established institution of primary funding, overseeing, regulating, and accrediting the higher education efforts in Pakistan. - See more at: <http://www.hec.gov.pk/english/aboutus/pages/aboutus.aspx#sthash.4km40i7O.dpuf>

<http://www.hec.gov.pk/english/Pages/Home.aspx>



BANK INDONESIA
BANK SENTRAL REPUBLIK INDONESIA

In terms of Bank Indonesia's roles and functions, accountability and transparency principles are applied through the regular and open publication of information to the public via the mass media, at the beginning of each year, regarding the evaluation of monetary policy implementation in the previous year, as well as monetary policy planning and the setting of monetary targets for the year ahead. Such information is also delivered in writing to the President and House of Representatives.

<http://www.bi.go.id/en/Default.aspx>



CENTRAL BANK OF SUDAN

The Committee was requested to conduct a study on the possibilities of establishing a Central Bank in Sudan. It submitted its report in March 1957. This was followed by the issuance of the Bank of Sudan Act of 1959. The Bank opened for business on February 22, 1960.

<http://www.cbos.gov.sd/en/node/110>



Arab Monetary Fund

The Regional Arab Organization, founded in 1976, and started operations in 1977. Member Countries (22) are: Jordan, United Arab Emirates, Bahrain, Tunisia, Algeria, Djibouti, Saudi Arabia, Sudan, Syria, Somalia, Iraq, Oman, Palestine, Qatar, Kuwait, Lebanon, Libya, Egypt, Morocco, Mauritania, Yemen, Comoros.

<http://www.amf.org.ae/en>



The Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC), was founded as a subsidiary organ of the Organization of Islamic Cooperation (OIC) in pursuance of Resolution No. 2/8-E adopted by the Eighth Islamic Conference of Foreign Ministers (ICFM), held in Tripoli in May 1977. The Centre started its activities in Ankara on 1 June 1978.

<http://www.sesric.org/>



BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

Bank Negara Malaysia (the Central Bank of Malaysia)

The statutory body which started operations on 26 January 1959. Bank Negara Malaysia is governed by the Central Bank of Malaysia Act 2009. The role of Bank Negara Malaysia is to promote monetary and financial stability. This is aimed at providing a conducive environment for the sustainable growth of the Malaysian economy.

<http://www.bnm.gov.my/>

مؤسسة النقد العربي السعودي
Saudi Arabian Monetary Authority



Saudi Arabian Monetary Authority (SAMA) was established in the Era of King Abdulaziz, may Allah bless his soul, to deal with the banking affairs of the Government; Minting and printing the national currency (the Saudi Riyal), strengthening the Saudi currency and stabilizing its external and internal value, in addition to strengthening the currency's cover

<http://www.sama.gov.sa/en-US/Pages/default.aspx>



Azerbaijan State University of Economics

The University is the fundamental educational center teaching the science of economics in the region. Teaching process and training of personnel is in conformity with the American and European educational system. Specialties on Bachelor, Master and Doctorate levels are taught in Azerbaijani in English, Russian and in Turkish languages. The central point of auditorium is student; Student can graduate the university with 2 or more specialties (dual major); Students have opportunities to participate in different exchange programs; There are total 36 chairs on 9 department and 32 specialty chairs; and staff of the University consists of 461 professors and Doctors of Philosophy.

<http://unec.edu.az/en/>



IE University is for students who approach learning as a way of life, and who are open to the world and to the transformative role of higher education. We provide a supportive community where students and faculty interact together in the learning process. The unique learning environment at IE University is built upon the bringing together of a personalized, student-centric community, within an open environment that embraces a rich diversity of individuals, ideas and approaches. Each year over 100 nationalities are represented on its campuses in Segovia and Madrid, with over 65% of its students coming from outside of Spain.

<http://www.ie.edu/business-school/>



AWQAF SA is an independent non-profit organization founded for the social, economic, political, educational, intellectual, moral, religious, and spiritual empowerment of Muslim and historically disadvantaged communities. It aims to contribute meaningfully towards the growth and development of post-apartheid South Africa through the initiation and/or support of strategically focused and sustainable community development and poverty alleviation projects.

<http://www.awqafsa.org.za/>



The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) is an Islamic international autonomous non-for-profit corporate body that prepares accounting, auditing, governance, ethics and Shari'a standards for Islamic financial institutions and the industry. Professional qualification programs (notably CIPA, the Shari'a Adviser and Auditor "CSAA", and the corporate compliance program) are presented now by AAOIFI in its efforts to enhance the industry's human resources base and governance structures.

<http://aaoifi.com/?lang=en>



Deloitte in Bahrain was established in 1955 and is part of Deloitte & Touche (M.E.). Deloitte & Touche (M.E.) is a member firm of Deloitte Touche Tohmatsu Limited (DTTL). Through the years the variety of high quality of services delivered by Deloitte Bahrain has been instrumental in the setting up of a wide range of small, medium and large businesses (including some banks and insurance companies) on the island.

<https://www2.deloitte.com/bh/en/pages/about-deloitte/articles/about-deloitte-bahrain.html>



ISLAMIC FINANCIAL SERVICES BOARD

The Islamic Financial Services Board (IFSB) is an international standard-setting organization that promotes and enhances the soundness and stability of the Islamic financial services industry by issuing global prudential standards and guiding principles for the industry, broadly defined to include banking, capital markets and insurance sectors. The IFSB also conducts research and coordinates initiatives on industry related issues, as well as organizes roundtables, seminars and conferences for regulators and industry stakeholders.

<http://www.ifsb.org/>



الجامعة الإسلامية العالمية ماليزيا
INTERNATIONAL ISLAMIC UNIVERSITY MALAYSIA
يُونُسُ بْنُ إِسْحَاقَ بْنَ أَبِي إِسْحَاقَ بْنِ مِلْسَا
Garden of Knowledge and Virtue

IIUM aims to become a leading international center of educational excellence which seeks to restore the dynamic and progressive role of the Muslim Ummah in all branches of knowledge and intellectual discourse.

<http://www.iium.edu.my>



The Organization of Islamic Cooperation (OIC) is the second largest inter-governmental organization after the United Nations with a membership of 57 states spread over four continents. The Organization is the collective voice of the Muslim world. It endeavors to safeguard and protect the interests of the Muslim world in the spirit of promoting international peace and harmony among various people of the world.

<http://www.oic-oci.org/home/?lan=en>



Murabbi is a simple word that has many meanings transcending language and culture. In the Indian subcontinent it is used to refer to an individual of seniority in both age and experience.

In North Africa and the Middle East where the word originates, it carries a deeper meaning encompassing many English words such as trainer, mentor, coach, and guide.

<http://www.murabbi.com/>



Al Maali Consulting Group is an international firm specialized in providing consultancy and training services to financial Institutions and professionals in the Islamic finance and banking industry.

<http://www.miifb.com/en-us/home>



Training Catalogue



1. Islamic Banking and Finance

1. Introduction to Islamic Banking & Finance

Purpose of Training

In this course, participants will have gained a broad overview of different principles in Islamic Finance. such as: Maqasid al Shari'ah, Riba and Gharar, prohibition of Riba in Islam, Modes of Islamic Finance, risks in the modes of Islamic Finance, capital adequacy in Islamic Banks, corporate governance, accounting and auditing standards for Islamic Banks, regulation and supervision of Islamic banks, and the role of Shari'ah boards and central banks

Course Objectives:

- Develop competency and capacity of executives working in financial institutions and regulatory bodies.
- Address fundamental objectives [Maqasid] of Shari'ah with respect to welfare of human-beings
- Elaborate crucial dissimilarities between conventional and Islamic principles related to Finance
- Explain unique characteristics/features of Islamic Finance – the necessary knowledge
- Elaborate Shari'ah Foundations of retail banking-Shari'ah-compliant banking business
- Give annotated description of Islamic modes of finance: (a) sale-based, (b) finance-type and, (c) investment-type modes

of finance.

- Understanding the AAIOFI standards related to Islamic Banks' Financial Statements
- Give enlightenment on IFSB Guidelines for regulation of Islamic banks.

Target Audience:

Intermediate and mid-level bankers and specialists working in Islamic Finance institutions or, retail, corporate and credit banker staff who have, or will need to know about different modes of Islamic Financing.

Prerequisites

No prerequisites needed as long as target audience are like those who are already engaged in daily works in their organizations/institutions.

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Core Principles of Islamic Finance

- Shari'ah Objectives
- Clearing contracts from: Riba, Jahalah(ignorance & ambiguity) and Gharar

- (unfairness, deception)
- Model of Islamic Retail Banking: (A) Resource Mobilization, (B) Resource Allocation
- AAOIFs Standards for Islamic Banking

Module-II: Islamic Financial Contracts: Unique Features and Related Risks:

- Modes of Sale-type
- Financing-type Modes
- Investment-type Modes
- Conceivable Unique Risks in Islamic Modes

Module-III: Islamic Banking Products: Types and Shari'ah Governance

- Islamic Modes Structure
- Implementation Issues of Islamic Modes
- Islamic Banking: Governance and Internal Control Mechanisms
- Shari'ah Verdicts and Audit

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and in-innovation thinking to solve the case study.



2. Corporate Governance for Islamic Financial Institutions

Purpose of Training

In this course, participants will demonstrate the conceptual meanings, operational objectives and the importance of corporate governance. It will equip the participants with sufficient information and knowledge for the practical revival of the concept of corporate and sharia governance for Islamic Financial institutions, their principles, their instruments and the regulations and framework under which they operate. The course provide them with an insight into selected real-life cases of organizations which have been successfully practicing corporate governance.

Course Objectives:

- Identify the concepts and the principles of Corporate Governance
- Compare the Corporate Governance in Islamic and Conventional Financial institutions
- Develop the Organizational and Functional Structure of Islamic Financial Institutions
- Describe the Governance Framework
- Evaluate the role of stakeholders in corporate governance
- Comprehend the sharia governance for Islamic Financial Institutions
- Set up the required Controls in Islamic Financial Institutions

- Summarize the Corporate and Sharia governance regulations
- Practice using case studies with experiences of Islamic Financial institutions in Corporate Governance and Sharia Governance

Target Audience:

The training program designed for professionals involved in corporate governance: Management and the Board of Directors of Islamic financial institutions, Regulators in central Banks, Sharia Boards and scholars, and shareholders and clients of Islamic financial institutions.

Prerequisites

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module-II: Role of stakeholders in corporate governance

- Role of Boards of Directors of Islamic Financial Institutions.

- Role of Boards of the Management of Islamic Financial Institutions.
- Role of Shareholders and Clients of Islamic Financial Institutions.
- Role of Sharia Supervisory Boards of Islamic Financial Institutions.
- Role of Regulators/other external stakeholders.

Module-III: Sharia governance for Islamic Financial Institutions

- The specificities of Islamic financial institutions
- Sharia governance framework model for IFIs

Module-V: Control in Islamic Banks

- Internal Control in Islamic Banks
- Financial Control in Islamic Banks and Financial Institutions

Module-VI: Corporate and Sharia governance regulations

- IFSB's Guiding Principles on Corporate Governance
- AAOIFI's Guiding Principles on sharia Governance
- Best practices regulations on Corporate Governance
- Developing Procedures of Islamic Financial Institutions
- Mechanisms and Proposed Scheme for Corporate Governance in Islamic Financial Institutions

Module-VII: Case studies

- Experiences of Islamic Financial institutions in Corporate Governance
- Experiences of regulators in Sharia Governance

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



3. Islamic Capital Markets

Purpose of Training

In this course, participants will familiarize with Islamic Capital Markets, their principles, their instruments and the regulations under which they operate. Progressing from the basics of Islamic capital markets and their different instruments, the course discusses the treatment of money and capital from an Islamic perspective. The course ends with an overview of the regulations governing the Islamic capital markets.

Course Objectives:

- Understanding the theory of capital from an Islamic perspective
- Explaining the Islamic financial market instruments
- Explaining the analytics of Sukuk
- Understanding the banking system
- The role of money in Islamic finance
- The role of Islamic capital markets in economic development and interactions with other sectors of the economy
- Different institutions regulating the capital market
- Regulations governing the Islamic capital markets
- Challenges facing the development of Islamic capital markets

Target Audience:

Participants in the course should be professionals from the financial and

banking sectors. Academicians and researchers interested in the subject could also participate in this program.

Prerequisites

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required. A minimum understanding of Islamic contracts is also necessary.

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introduction to Islamic Capital Markets

- Capital theory in Islamic Finance
- The economy, real sector, financial sector and risk in Islamic finance
- Islamic financial sector and instruments
- Islamic capital markets development
- Debt markets
- Money markets
- Derivatives markets
- Risks in Islamic capital markets

Module-II: The Islamic Interbank Money Market

- Conventional interbank money market
- Money market instruments
- Central bank money market and monetary policy
- Islamic interbank money market
- Islamic interbank money market instruments
- Islamic monetary policy instruments

Module-III: Sukuk and Sukuk Markets

- Definition of Sukuk
- Underlying assets and other requirements of Sukuk
- Valuation of an asset
- Valuation of Sukuk
- Sukuk structures
- Risks associated to Sukuk issuance
- Examples of Sukuk issuances
- Challenges to Sukuk development

Module-IV: The Islamic Equity Markets

- Conventional vs Islamic equity markets
- Components of an Islamic equity market
- Sharia compliance requirements
- Products of Islamic equity markets
- Islamic equity indices
- Stock exchanges

Module-V: The Islamic Derivatives Instruments

- Basic principles of derivative instruments
- The development of derivatives
- Main players in derivatives
- Impact of derivatives on the economy
- Swaps and their uses
- Sharia compliant derivatives
- Necessary requirements for Sharia compliance
- Islamic Profit Rate Swaps
- Instruments for managing exchange rate risks

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



4. New Products Development in Islamic Financial Institutions

Purpose of Training

In this course, participants get familiarized with the specific aspects of financial products in compliance with Shari'ah principles, i.e., Islamic Financial Products. These Shari'ah-compatible financial products are part and parcel of the emerging Islamic Financial Services Industry.

Course Objectives:

- Study the basic Shari'ah principles governing development of financial products;
- Deliberate on Guidelines and Standardization Process of the Islamic Financial Products that enable Islamic Financial Institutions achieve, operational efficiency, mitigate risks and meet regulatory requirements for the purpose of market stability.
- Taking stocks of available Islamic Financial Products to see lessons learned.
- Work out a more applicable framework for Islamic Financial products based on the agreeable and homogeneous interpretation of Shari'ah rules
- Design implementation procedures that enable regulators and market players use Islamic financial instruments in different jurisdictions.

Target Audience:

Participants in the course should be

employees in Islamic Financial Institutions, Bankers, Regulators, Policy-Makers, related stakeholders [Shari'a Boards members, Shari'ah Audit Committee members, other practitioners/market players].

Prerequisites

A good knowledge of the banking operation and Islamic finance main differences with conventional finance is required. A minimum understanding of Islamic products and Islamic contracts is also necessary.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: General Shari'ah Framework and Guidelines for Development of Islamic Financial Products

- Structuring Requirements
- Documentation Primary Principles
- Shari'ah Principles Governing Trading Mechanisms / Investment Strategies
- Islamic Financial Products: Unique Features (compared to

conventional equity, bond, indexes, interest, credit, currency and commodity notes)

- The IIFM Master Agreements [Tahawut {Hedging} Master Agreement and Master Wakala Agreement]
- The IDB Product Development Process
- Other Guidelines (Country-wise Perspective)

Module-II: Classes of Islamic Financial Products

- Sharia-Compliant Savings' Plans and Real Estate Investments
- Shares Portfolios and Private Placement Structures
- Commodities and Currencies Transactions

Module-III: Sukuk: A Premier Islamic Financial Product

- Sukuk Structuring
- Sukuk Categories [based on Contract, issuer and Domestic/ International Types of Sukuk]
- Sukuk Rating Requirements
- Sukuk: Challenges and Risks [Awareness, Diversification, Marketability, Expertise]

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during

training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





2.Regulatory & Supervisory Frameworks of Islamic Finance

1. Regulation and Supervision of Islamic Banks

Purpose of Training

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required. Participants should have an economic background and should be familiar with banking control and supervision

Course Objectives:

- Describe the challenges facing Islamic banks in the modern economy
- Identify the main risks in banks and those specific to Islamic banks
- Describe comprehensively the process of banking regulation and supervision
- Demonstrate the international standards of banks regulation
- Identify the International and national standards for Islamic banks regulation
- Analyze the main challenges facing the application of these standards
- Apply The way forward in setting new regulations for banking supervision

Target Audience:

The course is designed for central bankers, auditors, bank supervisors and regulators of commercial and Islamic banks.

Prerequisites

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required. Participants should have an economic background and should be familiar with banking control and supervision.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Main challenges facing Islamic banking

- Lessons learned from the crisis and the role of Islamic finance in financial stability
- The changing financial environment and its impact on Islamic banks
- Macroeconomic policies and their impact on the banking sector
- International efforts in the supervision and the regulation of the banking sector

Module-II: Concepts and Models of the Islamic Banking System

- The features and implications of

Islamic Finance System

- Islamic Modes of Financing and Islamic Instruments
- Islamic Finance Institutional Framework
- Risk appetite in Islamic banks
- Typologies of risks in Islamic Banks

Module-III: Capital adequacy requirements for Islamic banks (IFSB 15)

- Regulatory capital for Islamic banks
- Principles for minimum capital requirements
- Capital requirements for Islamic financing and investment assets
- Capital requirements for Sukuk

Module-IV: AAOIFI Accounting, Auditing and Governance standards

- Accounting standards
- Auditing standards
- Governance standards

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



2. Risk Management in Islamic Financial Institutions

Purpose of Training

In this course, participants will synergize their judgments and thoughts on the management of a wide collection of built-in risks in Islamic banking industry. Participants will attain a value added assessment on risk governance from prudential perspective and Business Risk Management from market-player view. The IRTI main purpose of this practical-oriented program is to provide participants with an integrated perspective on related issues particularly the current practices of Risk Management in Islamic Banks and the future directions of Risk Management in light of the new global regulatory frameworks and Shari'ah compliance requirements.

Course Objectives:

- Understand all types of banking risks – financial and non-financial
- Gain perspective and practicalities of the various aspects and processes of banking risk management
- Assimilate principles of Islamic Finance and their applications in banking transaction.
- Deliberate on two main types of Islamic banks' risks: generic and unique risks.
- Analyze Islamic banks' generic risks with focus on: market risks, credit and liquidity risks,
- Deepen understanding of Islamic Banks' unique risks (such

as legal and Shari'ah non-compliance risks) in light of the up-to-date changes in the management of peculiar characteristics of risks encountered by Islamic Banks.

- Evaluate the implications of surrounding regulatory and market developments on risk management of Islamic Banks.
- Explore potentials of Islamic Banks' adaptability in a speedily evolving environment.
- Consider initiatives, approaches and means that Islamic banks could adopt to further enhance and develop techniques of Risk Management.

Target Audience:

- Senior Supervisory Executives and Regulators of IFIs.
- Islamic Financial Institutions Board Members
- Senior Chief Executive Officers and Operating Officers of Islamic Banks
- Members of Risk Management Committees in Islamic Banks
- Academicians and Researchers
- Members of Internal Control and Compliance Committees
- Members of Shari'ah Board / Shari'ah Advisers
- Managers of treasury in IFIs

Prerequisites

No prerequisites as long as target audience are like those who are already engaged in daily works in their organi-

zations/institutions. Nevertheless, it is preferable that those who attend are among the highly-engaged practitioners and regulators and market players.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Banking Risks and Shari'ah Guidelines

- Types of Banking Risks: Financial and Non-Financial
- Banking Risk Management: Processes and Systems
- Shari'ah Framework for Financial Transactions
- Types of Islamic Financial Contracts: Trade based and Participatory Contracts

Module-II: Different Types of Banking risks

- Islamic Banks Generic Risks (Credit Risks, Market Risks, Concentration Risks)
- Islamic Banks Generic Risks (Liquidity Risks, Operational Risks).
- Islamic Banks Unique Risks (Non- Shari'ah Compliance, Standardization Risks)

- Islamic Banks Unique Risks (Fiduciary Risks, Displaced Commercial Risks)

Module-III: Practical Aspects of Risks Mitigation in Islamic Financial Institutions

- Early Warning Systems and Key Risk Indicators: Application in Islamic Banking
- Risks Committees and the Effectiveness of Committee Members in Islamic Banks
- Capital Adequacy Requirements for Islamic Banking: Application of Basel Framework-III and IFSB Revised Framework
- Risk-based Supervision of Islamic Banks: Regulatory Perspectives

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



3. Liquidity Management in Islamic Financial Institutions

Purpose of Training

In this course, participants will cover the specific aspects of Islamic banking and finance relating to Management of Liquidity in compliance with Shari'ah principles. These Shari'ah-compatible Liquidity Management techniques are used on both asset and liability sides of financial statements of Islamic Financial institutions.

Course Objectives:

- Develop competency and capacity of executives working in financial institutions and regulatory bodies.
- Address fundamental differences between conventional vis-a-vis Islamic Finance
- Explain unique characteristics/features of Islamic Finance – the necessary knowledge
- Elaborate Shari'ah Foundations of Liquidity Management: Surplus vs. Shortage of Liquidity
- Give annotated description of Islamic Financial Instruments: (money/capital markets instruments)
- Understanding controversial issues in relation to design/launching of conventional instruments: (i) bonds, (ii) Treasury Bills and other conventional instruments
- Explore the possible Business Modalities for implementing the Alternative Shari'ah-compliant Financial Instruments: (i)

shares, (ii) Sukuk, (iii) Commodity Murabah-Instruments, (iv) Islamic inter-bank Instruments (mudaraba-based, investment wakala, etc.), (v) Islamic Repos' and Reverse Repos'.

- Identify Differences between Islamic vs. Conventional instruments: basic pre-requisites for Islamic financial instruments.

Target Audience:

Bankers in the Islamic Financial Institutions, Regulators, policy-makers, related stakeholders [Shari'a Boards members, Shari'ah Audit Committee members, other practitioners/ market players].

Prerequisites

No prerequisites as long as target audience are like those who are already engaged in daily works in their organizations/institutions.

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Liquidity Management Principles in Islamic Finance

- Shari'ah Principles for Resource

Mobilization and Allocation

- Model of Islamic Retail Banking: Financial Statements
- Definition of Liquidity: Corporates vs. Regulatory Authorities
- Liquidity Management Risks: Islamic vs. Conventional Perspective

Module-II: Liquidity Management Practices in Islamic Banking

- AAOIFs Standards on Liquidity Management of Islamic Banks
- IFSB Standards for Liquidity Management
- Liquidity Management Practices in Islamic Banking vs. Conventional Banking:
- Shari'ah-compliant Liquidity Management Instruments: (i) Equities, (ii) Sukuk, (iii) Commodity Murabaha

Module-III: Liquidity Management Applications in Islamic Banks

- Shari'ah-compliant Liquidity Management Instruments: (iv) Islamic inter-bank facilities (mudaraba-based, investment wakala, etc), (v) Islamic Repurchase Agreements [Repo] and, (vi) Reverse Repo
- Islamic Banking Liquidity: State, Determining Factors and Management Issues.
- Empirical Case Studies: the IILMC-Malaysia; The IDB Experience
- Case Studies on Selective Countries.

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





3. Shari'ah Compliance

1. Sukuk

Purpose of Training

In this course, participants will get familiarized with Sukuk principles, instruments and the regulations and laws under which Sukuk operate. Progressing from the basics of Islamic capital markets and their different instruments, the course discusses the treatment of money and capital from an Islamic perspective. The course ends with an overview of the regulations governing the Islamic capital markets.

Course Objectives:

- Demonstrate the theory and practice of funding
- Illustrate the features and Types of Sukuk
- Describe the objectives and Economic Functions of Sukuk
- Illustrate Shari'ah Parameters for Sukuk Issuance
- Detect the emerging trends in Sukuk structuring.
- Explain the global experiments in Sukuk issues.
- Summarize the stages of Sukuk Issuance
- Practice and evaluate Sukuk structuring using a variety of Case Studies
- Analyze legal, Regulatory, and Accounting Treatment of Sukuk
- Assess and compare the Governance and Rating of Sukuk
- Explore the future of Sukuk

Target Audience:

Professionals from the financial and banking sectors. Academicians and

researchers interested in the subject could also participate in this course. The course is designed as well for corporations interested in Sukuk issuance or investments.

Prerequisites

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required. A minimum understanding of Islamic contracts is also necessary.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introductions and types of Sources of Funding

- Funding through the banking system
- Funding through capital markets
- Financial securities in capital markets

Module-II: Features and Types of Sukuk

- Features of Sukuk and Sukuk markets
- Types of Sukuk
- Sukuk vs. securitization

- Sukuk vs. conventional securities
- Sukuk and Basel III requirements
- Sukuk with non-commercial objectives

Module-III: Objectives and Economic Functions of Sukuk

- Objectives for Issuing Sukuk (from issuers' perspective)
- Targeted market segments (types of investors)
- Economic functions of Sukuk

Module-IV: Shari'ah Parameters for Sukuk Issuance

- Shari'ah parameters for contracts
- Shari'ah parameters for trading Sukuk
- Shari'ah parameters for undertakings, guarantees, and hedging
- Shari'ah parameters for structuring and combining contracts
- Review of Shari'ah resolutions regarding Sukuk

Module-V: Stages of Sukuk Issuance

- Determining the objective of the issuance (liquidity, project financing, Basel, etc.)
- Determining the desired type of Sukuk (securitizing existing assets or building future assets; on or off-balance sheet, fixed or variable-income, etc.)
- Deciding on Sukuk design and suitable structure
- Sukuk prospectus: Features and components
- The role of the SPV
- Steps for issuing Sukuk

- Sukuk primary & secondary markets
- Pricing and Determination of Maturities of Sukuk (case studies)

Module-VII: Case Studies

- Al-Salam Based Sukuk (Case Study)
- Al-Ijarah Based Sukuk (Case Study)
- Al-Istisna Based Sukuk (Case Study)
- Al-Murabaha Based Sukuk (Case Study)
- Al-Mudarabah Based Sukuk (Case Study)
- Al-Musharakh Based Sukuk (Case Study)
- Right of usufruct Sukuk (Case Study)
- Islamic Development Bank Experience on Sukuk (Case Study)
- Perpetual Sukuk (Case Study)
- Asset-backed and asset-based Sukuk (Case Study)
- Sukuk default (Case Study)

Module-VIII: Legal, Regulatory, and Accounting Treatment of Sukuk

- Legal environment
- Supervisory and regulatory standards of Sukuk (IFSB)
- Accounting standards of Sukuk (AAOIFI)
- Risk-management standards of Sukuk (IFSB)
- Treatment of Sukuk Default according to international & Islamic Standards

Module-IX: Governance and Rating of Sukuk

- Sukuk governance
- Rating agencies
- Types of rating

Module-X: Future of Sukuk

- Current challenges facing Sukuk
- Evolution of Sukuk (from asset-backed to asset-based to asset-light)
- The need for innovation and thinking out-of-the-box
- Sukuk innovations

Program Duration

40 Hours in 5 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





2. Shari'ah Standards for Islamic Financial Institutions

Purpose of Training

In this course, participants will acquire a comprehensive overview of all sorts of Shari'ah standards covering all deals of Islamic financial institutions as formulated and approved by the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI). Participants will have a profound understanding of all Shari'ah standards of the present-day applied instruments of finance and investments by those institutions. Participants would also gain an in-depth realization of how classical Islamic financial and investment contracts have been adapted to cater to the complexities of modern business and commerce practices.

Course Objectives:

- Explain the definition of Shari'ah Standards and demonstrate their importance.
- Demonstrate the emergence and development of Shari'ah Standards.
- Describe the process of formulation of Shari'ah Standards.
- Explain the set of Shari'ah Standards covering and governing the operations of applied instruments of trading by Islamic Financial Institutions.
- Expound the set of Shari'ah Standards covering and governing the operations of applied instruments of leasing by Islamic Financial Institutions.

- Describe the set of Shari'ah Standards covering and governing the operations of applied instruments of partnership by Islamic Financial Institutions.
- Acquire essential and practical experience from within the business cases out of the current applied instruments of finance and investment.

Target Audience:

Junior and middle-level bankers in the Islamic Financial Institutions, practitioners working in all sections of financial institutions and regulators in other corporations.

Prerequisites

Having fundamental knowledge to finance, banking and other related business activities

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introduction to Shari'ah Standards

- Explain the definition of Shari'ah Standards and demonstrate their importance.

- Understand the emergence and development of Shari'ah Standards.
- Describe the process of formulation of Shari'ah Standards.
- Display the map of Shari'ah Standards.

Module-II: Shari'ah Standards for Valid Application in trading Instruments

- Describe the sorts and origins of Islamic modes of trading.
- Explain and detail the Shari'ah Standards for trading in currencies.
- Explain and detail the Shari'ah Standards for Al-Ajil sale instruments.
- Explain and detail the Shari'ah Standards for Al-Murabahah sale instrument.
- Explain and detail the Shari'ah Standards for Al-Salam sale instrument.
- Explain and detail the Shari'ah Standards for Al-Istisna'a sale instrument.

Module-III: Shari'ah Standards for valid Application in leasing instruments

- Describe the sorts and origins of Islamic modes of leasing.
- Explain and detail the Shari'ah Standards for Ijarah instrument.
- Explain and detail the Shari'ah Standards for Ijarah Muntahia Bittamleek instrument.

Module-IV: Shari'ah Standards for valid Application in partnership Instruments

- Describe the sorts and origins of Islamic modes of partnership.

- Explain and detail the Shari'ah Standards for Musharakah Daimah instrument.
- Explain and detail the Shari'ah Standards for Musharakah Motanaqisah instrument.
- Explain and detail the Shari'ah Standards for Mudarabah instrument.

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



3. Accounting Standards for Islamic Financial Institutions Purpose of Training

Purpose of Training

In this course, participants will acquire a comprehensive understanding of the applications of accounting standards on Islamic banking operations as formulated and approved by the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI). Participants of this course will have a deep comprehending of all accounting standards of the present-day applied instruments of finance and investments by those institutions. Participants would also gain an in-depth realization of how the true application of these standards creates accurate harmonization and Shari'ah compliance of modern banking operations.

Course Objectives:

- Explain the objectives of accounting Standards for Islamic Financial Institutions.
- Demonstrate the features of accounting Standards for Islamic Financial Institutions.
- Describe the objectives of financial accounting for Islamic banks.
- Demonstrate the concepts of financial accounting for Islamic banks.
- Explain the set of accounting Standards governing the operations of applied instruments of trading by Islamic banks.
- Expound the set of accounting

Standards governing the operations of applied instruments of leasing by Islamic banks.

- Describe the set of accounting Standards governing the operations of applied instruments of partnership by Islamic banks.
- Acquire essential and practical experience from within the business cases out of the current applied instruments of finance and investment by Islamic banks.

Target Audience:

The course is designed for accountants, financial managers and controllers, internal and external auditors working weather in Islamic banks, in financial companies, or in central banks.

Prerequisites

Having fundamental knowledge of banking, Basic understanding of Shari'ah rules in Islamic banking operations and other related business activities

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures

Training Modules:

Module - I: Introduction to Accounting Standards

- Explain the objectives of accounting Standards for Islamic Financial Institutions
- Understand the features of accounting Standards for Islamic Financial Institutions
- Describe the objectives of financial accounting for Islamic banks
- Demonstrate the concepts of financial accounting for Islamic banks

Module-II: Accounting Standards and Instruments for the Trading Operations

- Explain the Shari'ah parameters, practical steps and accounting treatments for Al-Ajil sale instrument
- Explain the Shari'ah parameters, practical steps and accounting treatments for Al-Murabahah sale instrument
- Explain the Shari'ah parameters, practical steps and accounting treatments for Al-Salam sale instrument
- Explain the Shari'ah parameters, practical steps and accounting treatments for Al-Istisna'a sale instrument

Module-III: Accounting Standards and Instruments for Leasing Operations

- Explain the Shari'ah parameters, practical steps and accounting treatments for Ijarah instrument.
- Explain the Shari'ah parameters, practical steps and accounting

treatments for Ijarah Muntahia Bittamleek instrument.

Module-IV: Accounting Standards and Instruments for Partnership Operations

- Explain the Shari'ah parameters, practical steps and accounting treatments for Musharakah Daimah instrument.
- Explain the Shari'ah parameters, practical steps and accounting treatments for Musharakah Motanaqisah instrument.
- Explain the Shari'ah parameters, practical steps and accounting treatments for Mudarabah instrument.

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





4. Islamic Social Finance and Poverty Alleviation

1. Management of Zakah for Poverty Alleviation

Purpose of Training

In this course, participants will demonstrate the concept of Zakat and its importance, the Shari'ah principles governing Zakat and the socio-economic impact of Zakat on poverty alleviation, on public finance and on economic growth and development. The course also discusses some of the different practices of Zakat collection and distribution in different countries and the challenges and unresolved issues of zakat. The course then focusses on Zakat management, its good governance and the need to rejuvenate it for practices that are more efficient. Finally, it looks at a number of case studies on the newly established Zakat Funds in Muslim and non-Muslim countries and how they are managed.

Course Objectives:

- Describe the concept of Zakat and its importance
- Examine the Shari'ah principles governing Zakat
- Realize the importance of Zakat.
- Distinguish between Zakat and Sadaqat.
- Recognize Maqasid Al-Shari'ah in implementing Zakat.
- Appreciate the Role of Zakat in Poverty Alleviation.
- State the different types of Zakat.
- Appraise the socio-economic impact of Zakat on poverty alleviation.
- Explain the developmental as-

pects of Zakat.

- Discuss the socio-economic benefits of implementing Zakat.
- Discuss and appreciate the benefits of implementing Zakat through case studies.

Target Audience:

This course is intended for people who are involved in the management of Zakat funds, charitable funds, and staff members working in related government's entities or with Non-Governmental Organizations (NGOs) that are active in this respect. It is also intended for government civil servants, tax collectors, and staff working in Islamic charity organizations.

Prerequisites

Having fundamental knowledge about Zakat and Charity related Work

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introductions and types of Zakat

- Definition of Zakat
- Types of Zakat
- Different Types of Wealth Sub-

- jects to Zakat
- Different rates of Zakat
- Nisaab of Zakat
- Beneficiaries of Zakat
- Maqasid Al-Shari'ah in implementing Zakat
- Samples of Islamic Teachings on Zakat

Module-II: The Role and Importance of Zakat

- Role of Zakat in the Islamic Economic System
- Role of Zakat in reducing Poverty
- Role of zakat in creating employment Opportunities for young people.
- Role of Zakat in reducing Government Expenditures
- Impact of Zakat on saving, Investment and Charity.
- Role of Zakat to induce Economic Growth and development.

Module-III: Origin and Development of Zakat

- Historical Development of Zakat
- Development of Zakat from the Time of the Prophet Mohammed.
- Development of Zakat from during the different Islamic dynasties.
- What Happen to Zakat after the collapse of Islamic Khilafah
- Development of Newly established Zakat Institutions in Muslim and Non-Muslim Countries.

Module-IV: Shari'ah Compliance and Good Governance of Zakat

- The Old Role Metwalli (Manager) of Zakat
- The Need to restructure the Management of Zakat
- Modern Forms of Zakat Management
- The Role of ONGs in Managing Zakat
- The Need to restructure the Management of Zakat

Module-V: Management of Zakat

- Collection of Zakat
- Storage of In-Kind Zakat
- Distribution of Zakat Proceeds
- Registering the Beneficiaries
- Risk Management in Zakat

Module-VI: Zakat Case Studies

- Malaysian Zakat Collection and Distribution
- Saudi Experience in Zakat
- Nigerian Sokoto Experience
- NGOs Experience (e.g. Islamic Relief)

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.

2. Management of Awqaf for Poverty Alleviation

Purpose of Training

In this course, introduce the participants to the concept of Awqaf and its importance, the Shari'ah principles governing Awqaf and the socio-economic impact of Awqaf on poverty alleviation, on public finance and on economic growth and development. The course also gives a historical overview on Awqaf and discusses some of its best practices in the past and in present. The course then focusses on its management, its good governance and the need to rejuvenate it. Finally, it looks at a number of case studies on the newly established Awqaf in Muslim and non-Muslim countries.

Course Objectives:

- Describe the concept of Awqaf and its importance
- Examine the Shari'ah principles governing Awqaf
- Realize the importance of Awqaf.
- Distinguish between Awqaf and Sadaqat.
- Recognize Maqasid Al-Shari'ah (Objectives of Islamic Law) in implementing Awqaf.
- Appreciate the Role of Awqaf in Poverty Alleviation.
- State the different types of Awqaf one can establish.
- Appraise the socio-economic impact of Awqaf on poverty alleviation.
- Explain the developmental aspects of Awqaf.
- Discuss the socio-econom-

ic benefits of implementing Awqaf.

- Explain how Awqaf can be used to develop New Islamic Financial Products.
- Discuss and appreciate the benefits of implementing Awqaf through case studies.
- Compare between Awqaf and similar western charity entities like trusts, and foundations.

Target Audience:

This course is intended for people who are involved in the management of charitable funds, and working in government's entities or with Non-Governmental Organizations (NGOs) that are active in this respect. It is also intended for government civil servants, tax collectors, and staff working in Islamic charity organizations.

Prerequisites

Having fundamental knowledge about Waqf management and/or Charity related Work

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion

Training Modules:

Module - I: Introductions and types of Awqaf

- Definition of Awqaf
- Maqasid Al-Shari'ah in implementing Awqaf
- Samples of Islamic Teachings on Awqaf
- Overview on the different types of wealth that can be made Awqaf

Module-II: The Role and Importance of Awqaf

- Role of Awqaf in the Islamic Economic System
- Role of Awqaf in encouraging education and health care in the society
- Role of Awqaf For Poverty Alleviation
- Role of Awqaf in reducing Government Expenditures
- Role of Awqaf to induce Economic Growth and development
- Impact of Awqaf on saving, Investment and Charity.

Module-III: Origin and Development of Awqaf

- Historical Development of Awqaf
- Development of Awqaf from the Time of the Prophet Mohammed
- Development of Awqaf from during the different Islamic dynasties
- Development of Awqaf in the Ottoman Empire
- Development of Newly established Awqaf in Muslim and

Non-Muslim Countries.

Module-IV: Shari'ah Compliance and Good Governance of Awqaf

- The old role Metwalli (Manager) of Awqaf
- Modern Forms of Awqaf
- The Need to restructure the Management of Awqaf
- The Role of ONGs in Establishing New Awqaf
- The Need to restructure the Management of Awqaf

Module-V: Management of Awqaf

- Risk Management in Awqaf
- Corporate Governance of Awqaf

Module-VI: Role of Awqaf in the Development of new Islamic Financial Products

- Awqaf Based Islamic Banking
- Takaful-Based Awqaf
- Sukuk-Based Awqaf
- Awqaf-Based Microfinance

Module-VII: Awqaf Case Studies

- Akhuwat Pakistan
- Dompot Dhuafa Republica, Indonesia
- The Indus Hospital in Karachi, Pakistan
- IRADA Microfinance, Sudan

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.

3. Islamic Microfinance for Poverty Alleviation

Purpose of Training

In this course, participants will learn the key modes and models of Islamic microfinance as a tool of poverty alleviation and financial inclusion in countries with significant Muslim population. They will also be exposed to best practices in the integration of Islamic philanthropy-based and not-for-profit modes with for-profit mechanisms for provision of financial and non-financial services to the poor.

Course Objectives:

- Explain the definition of poverty in Islamic economics
- Explain the Islamic approach to poverty alleviation
- Identify the commonality between globally agreed microfinance best practices and Islamic approach
- Compare between conventional and Islamic modes of microfinance
- Understand the differences between institutions of philanthropy in Islam and their role in addressing poverty
- Explain alternative models of Islamic microfinance – based on altruism, charity, non-profit and for-profit models
- Compare between conventional and Islamic models of microfinance
- Elaborate on Islamic models in practice with case studies
- Familiarize with the different risks affecting Islamic microfinance institutions, and how these risks are mitigated

Target Audience:

This course is intended for intermediate and mid-level bankers and specialists working in microfinance institutions, retail, corporate and credit departments who have, or will have, microfinance responsibilities. This includes those working directly with microfinance clients in the ministries of finance, governmental organizations and financial institutions.

Prerequisites

Having fundamental knowledge about banking, financing modes and/or knowledge to entrepreneurs in micro projects about Islamic norms of finance.

Language of Instruction:

Training program delivered in the three languages:

☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Islamic Approach to Poverty Alleviation with Microfinance

- Poverty in Islamic economics
- Measuring poverty
- What the poor need
- Exercise
- Islamic approach to poverty alleviation
- Role of charity
- Economic empowerment
- globally agreed microfinance best practices

- commonality between globally agreed microfinance best practices and Islamic approach
- Major issues and weaknesses of conventional microfinance and how Islamic microfinance may overcome them

Module-II: Islamic Modes of Microfinance

- Norms governing Islamic microfinance: prohibition of riba, gharar
- Positive norms governing Islamic microfinance: cooperation, sharing
- Exercise
- Islamic modes of transactions – sale and lease based (mura-baha, bai-muajjal, salam, istisna, ijara and variants)
- Islamic modes of transactions – equity based, participatory, output and revenue sharing (mudharabah, musharakah and variants)
- Islamic not-for-profit modes of transactions (qard-al-hasan, kafala and variants)
- Exercise
- Zakat (compulsory charity) and poverty alleviation
- Sadaqa and Infaq (free donations) and poverty alleviation
- Waqf (endowments) and poverty alleviation
- Exercise

Module-III: Islamic Models of Microfinance

- Islamic replications of conventional microfinance models
- Replications of joint-liability; finance-plus; self-help-group models
- Case studies of Islami Bank Ban-

- gladesh, FINCA Afghanistan
- Issues with Islamic replications
- Islamic indigenous models based on pure charity
- Islamic indigenous models based on integration of charity with not-for-profit modes
- Case studies of Akhuwat (Pakistan), Iranian Qard Funds
- Issues with Islamic indigenous models
- Islamic composite models based on integration of charity with for-profit modes
- Case studies of Indonesian BMTs, Wasil (Pakistan), Irada (Sudan)
- Issues with Islamic composite models

Module-IV: Islamic Microfinance in Practice

- Risks affecting Islamic microfinance institutions, and how these risks are mitigated
- Challenges facing the Islamic microfinance industry and strategic solutions thereto.

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.

4. Takaful Products: Regulatory Perspective and Product Development

Purpose of Training

In this course, participants will learn the key modes and models of Islamic Insurance services in compliance with Shari'ah principles, i.e., Islamic insurance or Takaful. These Shari'ah-compatible insurance services are part of the emerging Islamic Financial Services Industry.

Course Objectives:

- Develop Islamic Insurance competency and capacity of executives working in financial institutions and regulatory bodies.
- Address fundamental differences between conventional vis-a-vis Islamic Insurance
- Explain unique characteristics/features of Islamic Insurance – the necessary knowledge
- Elaborate Shari'ah Foundations of Insurance services: Collection of Insurance Premiums, Investment of Insurance Proceedings and Distribution of Insurance Surplus
- Give annotated description of Islamic Insurance Products: (General and/or Family Insurance)
- Understanding controversial issues in relation to design/launching of Islamic Insurance Products
- Explore the possible Business Modalities for implementing the Alternative Shari'ah-compliant Insurance (Takaful).

Target Audience:

This course intended for intermediate and mid-level bankers and specialists working in Insurance, Regulators, policy-makers, related stakeholders [Shari'a Boards members, Shari'ah Audit Committee members, other practitioners and market players.

Prerequisites

Having fundamental knowledge about banking, financing modes and/or knowledge of Banking operations

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Guiding Principles and Shari'ah/Legal Aspects of Takaful

- Shari'ah Aspects of Takaful
- AAOIF and IFSB Takaful Standards
- Appropriate Setting for Takaful Business – Regulatory Framework,
- Takaful Business: Legal Aspects

Module-II: Takaful Operating Models

- Takaful Business: Accounting and Actuary Formulae

- Takaful Operating Models: Nature and Features
- General Takaful Products: Market Needs and Innovation
- Case Studies on General Takaful Empirical Practices

Module-III: Islamic Takaful Products

- Family Takaful Products: Market Needs and Innovation
- Takaful Structuring and Pricing: Profits, Risks, and Surplus Distribution
- Takaful Key Markets: Growth, Investment and Regulation
- Takaful Business: Challenges and Prospective Future
- Case Studies on Family Takaful Empirical Practices

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





Private Sector Development

1. Financing Small and Medium Enterprises (SMEs)

Purpose of Training

In this course, participants will learn the key elements in the role of small and medium enterprises in economic development and bank financing for these enterprises. They will also get trained on the key techniques and success factors (based on IDB best practices) which are needed to make profits in SME banking. In addition, participants will learn the different Islamic Modes of Finance as alternative tools of financing and their relevance to financing SMEs

Course Objectives:

- Develop Islamic Insurance com
- Explain the definition of small and medium enterprises
- Demonstrate the basic requirements of financing SMEs
- Identify the strategy and Business Models for Small and Medium Enterprises Banking
- Managing the Small and Medium Enterprises Customers
- Understand the differences between corporate and small and medium enterprises
- Familiarize with Products and Service for Small and Medium Enterprises Banking
- Understand the success factors needed for successful SME banking system
- Describe the Islamic modes of financing in Small and Medium Enterprises

- Understand Islamic finance principles for SME financing
- Identify the differences between Islamic and conventional banking in SME financing.
- Explain the origins and the most important Islamic Financing modes for financing SMEs
- Expose the participants to a wider range of SME Islamic banking and its instruments available to alleviate poverty
- Provide general knowledge about role of shari'ah to formulate the SME products in Islamic Banking and Islamic financial Institutions
- Familiarize with the different risks affecting SME financing in the Islamic Financial Institutions, and how these risks are mitigated
- Acquire essential knowledge about the SME cases and applications in the IDB member countries

Target Audience:

This course intended for Intermediate and mid-level bankers and specialists working in SME, retail, corporate and credit departments who have, or will have, SME responsibilities. This includes those working directly with SME clients in the ministries of finance, governmental organizations and financial institutions. The program will also provide an introductory knowledge to entrepreneurs in the small and medium projects

Prerequisites

Having fundamental knowledge about banking, financing modes and/or knowledge to entrepreneurs in micro projects about Islamic norms of finance.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introduction to Small and Medium Enterprises

- Definition of small and medium enterprises
- Characteristics of small and medium enterprises
- Challenges facing small and medium enterprises
- Exercise
- The basic requirements of financing SMEs
- Strategy and Business Models for Small and Medium Enterprises Banking
- Why banks and Financial Institutions should become involved in SME Financing
- The success factors needed for successful SME banking system
- The difference between corporate and small and medium enterprises

- Exercise
- Managing the Small and Medium Enterprises Customers
- New Market Opportunities
- Products and Service for Small and Medium Enterprises Banking
- Sales and Delivery Channel Management

Module-II: Islamic SME Finance Model

- What is Islamic banking
- Introduction to Islamic modes of transactions
- Conceptual Framework of Islamic SME Finance
- Islamic SME Finance Characteristics
- Islamic SME Finance as an effective tool for poverty alleviation and social development
- Islamic SME Financial Products Mechanisms VS. Conventional SME products
- Financing SME for Islamic Banking Institutions (IBIs) using Shari'ah-Compliant Solutions
- Islamic Financing Options for SMEs:
 - Asset-Based
 - Murabahah
 - Ijarah
 - Salam
 - Equity-Based
 - Musharakah
 - Diminishing Musharakah
 - Mudarabah
- Exercise

Module-III: Financing Small and Medium Enterprises Risks and Applications

- Analysis of small and medium enterprises risks
- The specific risks affecting SME financing
- The package of tools needed to manage SME banking risks
- Exercise
- IDB Success Story in Promoting SME Finance - Islamic Perspective
 - o Case study
- Country Experience in SME Financing: Current Approaches and Best Practices:
 - o Akhuwat Foundation - Pakistan
 - o Micro-Finance – Indonesia

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



2. Public-Private Partnership (PPP) for Financing infrastructure projects

Purpose of Training

In this course, participants will acquire the essential knowledge about the PPP and its importance to procure infrastructure and services. The PPP approach would provide significant benefits when a number of conditions are met. As PPPs are useful in procuring both infrastructure and services, the PPP training program is especially focus on better use of PPPs as a tool to deliver new or upgraded infrastructure. In this way, the greatest possible value from this procurement option can be extracted in order to help countries to fill the infrastructure gap by accessing more private capital and expertise in an efficient and systematic manner; this is especially true for IDB member countries and Emerging Market and Developing Economy (EMDE) countries.

The Main objectives of this program are to introduce the PPP concept as an option to procure and manage infrastructure; to scope the term for the purpose of the PPP structures, and to explain PPP main characteristics. This program also introduces those aspects of PPPs that include the relevance and features of a proper PPP framework and the entire PPP process cycle.

Course Objectives:

- Introducing and scoping the PPP concept.

- Provide Alternatives for infrastructure finance and procurement. What is and what is not a PPP?
- Identify types of PPP and nomenclature issues.
- Understand Where PPPs are used: infrastructure sectors.
- Explain the motivations for using PPPs: caveats, concerns and introduction to the PPP process cycle
- Apply the typical structure of a PPP.
- Know how PPPs are financed.
- Demonstrate the reasons for Project failure: the need for sound process management and preparation of projects.
- Explain the PPP framework concept and initial framework consideration.
- Describe the PPP process. Key phases in the PPP process cycle.

Target Audience:

This course intended for individuals who are working on any aspect of a PPP, or individuals with an interest in PPPs especially the officials working in development projects in the IDB member countries. The training programs' content is relevant to both public and private sector employees, and to countries at all levels of development.

Prerequisites

Having fundamental knowledge about public private financing tools.

Language of Instruction:

Training program delivered in the three languages:

○ Arabic ○ English ○ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Introducing and scoping the PPP concept

- PPP Introduction and overview
- Alternatives for infrastructure finance and procurement. What is and what is not a PPP
- Types of PPP and nomenclature issues
- Legal and Administrative Approaches to Establishing PPP Frameworks

Module-II: PPP Project structure and process cycle

- Motivations for using PPPs: caveats, concerns and introduction to the PPP process cycle
- Typical structure of a PPP
- How PPPs are financed
- Islamic Finance Particularities for financing PPPs Projects

Module-III: PPP project Management and framework concept

- Reasons for Project failure: the need for sound process management and preparation of projects
- Introduction to the PPP frame-

work concept and initial framework consideration

- An overview of the PPP process. Key phases in the PPP process cycle

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



3. Project Evaluation and Management

Purpose of Training

In this course, participants will familiarize with the methods and techniques related to the monitoring and evaluation of development projects/programs. Training program provide practical skills on how to manage and evaluate projects, program and sectorial policies. The training covers evaluation concepts as well as evaluation management and quality control and provides with practical skills on the design, implementation and management of the evaluations.

Course Objectives:

- Apply standard procedures for the evaluation of development interventions
- Acquire practical competencies on evaluating projects, programs and sector policies performance
- Develop new knowledge based on IDB experience in project, programs and sector evaluation.

Target Audience:

This course intended for High-level specialists of public institutions and projects audit and evaluation staff, which is in charge of evaluating the performance of public and private sector interventions. The audience may include a variety of profiles, such as economists, legal experts and engineers.

Prerequisites

Having experience knowledge about projects management, programs and public policies, and exposure to their evaluations.

Language of Instruction:

Training program delivered in the three languages:

- ☐ Arabic ☐ English ☐ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Global / Macro framework

- Describe the global framework of Development Effectiveness
- Give an overview of the Sustainable Development goals

Module-II: Result-Based Management

- Introduce the Result Based Management
- Introduce the country-led evaluation systems
- Describe hierarchy among the Policy, Strategy, Programming and Project Cycle

Module-III: Institutional framework of Evaluation Practice

- Describe the institutional framework of the Evaluation function

Module-IV: Understanding the Theory of Change and designing the result framework

- Explain the Theory of Change (ToC)
- Apply a basic process for creating a ToC
- Define logical framework objectives, indicators and assumptions
- Work Groups : Practice of designing a Theory of Change and a Logical Framework

Module-V: Introduction to Evaluation

- Describe the Evaluation Quality Standards of OECD/ DAC
- Explain the role of Evaluation function in the Multilateral Development Banks

Module-VI: Evaluation Approaches

- Present the Development Evaluation Approaches
- Present the types of Evaluations
- Introduce knowledge generation and learning management system
- Work Groups: Practice of designing Performance Management plan (M&E plan)

Module-VII: Developing Evaluation Questions and communicating results

- Explain how to design evaluation questions
- Explain how to design the evaluation questionnaire
- Present data collection method and evaluation knowledge sharing

- Work Groups : Practice of designing an evaluation framework

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.



4. Monetary Policy in a Dual Banking System

Purpose of Training

In this course, participants will acquire the essential knowledge about the instruments of monetary policy in conventional banking. This topic is important since it addresses the central bank's tools for managing or supplying liquidity and paves the way to study instruments of Islamic banking money markets, which, in some cases, are variants of conventional instruments.

The course introduces Islamic finance, its distinctive properties such as absence of money creation by banks, risk-sharing nature, and inherent stability. It addresses the design of profit sharing investment accounts (PSIAs), the role of stock market as a source of liquidity. It describes Islamic financial products.

The course addresses the challenges of a dual banking system, supervision and regulation of Islamic banks and the nature of risks in Islamic banking. It analyzes the nature of liquidity management in Islamic banks, and the objectives of Islamic monetary policy. It introduces the monetary instruments in Islamic banking, and innovations to enhance liquidity management in Islamic banking.

Course Objectives:

- Explain the mechanisms of money creation and the role of the central bank
- Demonstrate Financial sector

- and financial intermediation
- Differentiate the interrelationship between financial sector and other sectors of the economy
- Identify The characteristics of the money market
- Explain the monetary programming by the central banks and monetary instruments in conventional banking
- Understand the concepts and modes of Islamic banking
- Describe the Islamic Finance Institutional Framework
- Describe the Supervision and Regulation of Islamic Banks and the nature of Risks in Islamic Banking Liquidity management in Islamic banks
- Explain IFSB standards for Islamic Banking supervision and Islamic monetary policy instruments
- Identifying case study of some countries using a dual banking system

Target Audience:

This course intended for professionals from central banks, regulators and/or other staff from the financial and banking sectors interested in the subject in this course.

Prerequisites

A good knowledge of the basics of Islamic finance and its main differences with conventional finance is required. Participants should have an economic background and should be familiar with monetary policy instruments and the interbank money market.

Language of Instruction:

Training program delivered in the three languages:

- Arabic ○ English ○ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: The Monetary Programming in a Conventional System

- Banks as creator of money
- The Financial Sector and Financial Intermediation
- The Macroeconomic Framework and interrelationship between economic sectors
- The money market
- Monetary programming by the central bank
- Monetary policy instruments

Module-II: Concepts and Models of the Islamic Banking System

- The inherent instability of conventional banking: repeated financial crises
- Shortcomings of the conventional banking system
- The features and implications of Islamic Finance System
- Islamic Modes of Financing and Islamic Instruments
- Islamic Finance Institutional Framework

Module-III: Islamic Monetary Policy Instruments

- Definition of Sukuk
- Islamic interbank money market
- Islamic interbank money market instruments
- Islamic monetary policy instruments
- Risk management in Islamic Banks
- Liquidity management in Islamic banks

Module-IV: The Malaysian Experience

- The dual banking system in Malaysia
- Monetary policy in Malaysia

Program Duration

24 Hours in 3 Training Days

Assessment Strategy

Participants will formally assessed by Pre and Post Exams, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking to solve the case study.





The background features a light beige or cream-colored field filled with a repeating geometric pattern of interlocking stars and polygons, characteristic of Islamic art. On the left side, a stylized branch with several green leaves curves upwards and towards the center. The entire composition is framed by a dark brown border that is thicker at the top and bottom and tapers towards the sides.

Global Islamic Leadership

1. Leadership Development, Islamic Perspective

Purpose of Training

In this course, participants will learn the key elements in the Leadership as a journey of experiences and endless acquisition of knowledge. This Islamic Leadership Program is a High Intensity Program designed to provide an avenue for participants to reflect internally and unify their experiences, stimulate and strike a balance between Islamic and conventional leadership thought processes; finally providing the tools and skills necessary for the effective and sustainable application of the leadership role back in their home organizations.

Course Objectives:

- Acquire a greater understanding of the Islamic worldview and the essence of leadership.
- Demonstrate the importance of ethics, inspiration and governance as part of Islamic leadership decision making.
- Acquire strategic and operational leadership skills and tools that can be immediately applied in current scenarios back in their home country.
- Develop leadership skills required to effect change and leading for results.
- Describe the role of the public and private sector in the industry value chain, and how decision making and leadership can affect this balance.
- Develop and nurture new con-

tacts through the networking sessions arranged.

- Obtain feedback and knowledge from current industry and government leaders.
- Develop personal goals and objectives for their organizations to achieve

Target Audience:

This course intended for the Leaders, Managers and mid-level bankers and specialists working in strategic role for future planning, Managing staff and Contributed significantly to their respective organizations.

Prerequisites

Candidates should work as a manager, supervisor and/or team leader in one of Islamic Financial institution.

Language of Instruction:

Training program delivered in the three languages:

○ Arabic ○ English ○ French

Instructional Method

- PowerPoint presentation
- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Essence of Leadership

- Understanding and discussing issues affecting the success and failure of people in a leadership role
- Roles, responsibilities and im-

pact assessment of leadership decisions

- Moral and religious obligations of Muslim leaders

Module-II: Islamic Perspective of Leadership

- The core proposition of personal and servant leadership in Islam
- Challenges affecting Muslim leaders and how these are overcome
- Critical thinking and the application of Islamic values in a Muslim leaders leadership role

Module-III: Applied Strategic and Operational Leadership

- Short, medium and long term goal setting
- Inspiration, planning, design and execution of strategy
- Injecting Islamic values in the design and execution of strategic objectives
- Translating these goals effectively to your people
- Advanced management tools for leaders
- Case studies of failures in leadership from an operational standpoint
- Leadership and the industry value chain

Module-IV: Art of Effective Communication

- Leadership role play
- Conflict resolution
- People motivation

Module-V: Leading for Change and Results

- Importance of paradigm change
- Change leadership, fundamentals, theories and applications
- Islamic perspective on change management
- Muslim leaders, bearers of Islam, servants of Allah on earth
- Duties, roles and responsibilities of Muslim leaders
- Continuous improvement and self-assessment

Program Duration

40 Hours in 5 Training Days

Assessment Strategy

Participants will formally assessed by role play, and informally assessed on their interaction during training sessions, their participation in-group exercises, and their performance in presenting ideas and innovation thinking during the class.





Academic Orientation Course

1. Teaching Orientation Course

Purpose of Training

In this course, participants will acquire some of the Islamic teachings and instructions related to Islamic economics and finance. This teaching orientation course is a High strength Program designed especially for University Teachers and Would-be Teachers who would like, not only to learn about the Islamic economics and finance but to know also how to teach them to their future students.

Course Objectives:

- Exposing the participants (University teachers and would-be teachers interested in teaching Islamic economics, banking and finance to their future students) to the subjects and making them aware of their development.
- Exposing the participants to the jargon of Islamic economic terms used in the course and in the related literature.
- Assessing the ex-ante and ex-post knowledge of the participants on the subjects.
- Introducing the participants to the different aspects of Islamic economics, banking and finance.
- Equipping the participants with clear and concise components of a Teaching Course to help them teach the subjects.
- Providing the participants with samples of ready-made lectures that include a Glossary, power

point presentations, references and extra reading material.

- Discussing the various aspects of the subjects
- Facilitating the tasks of those who would like to teach Islamic economics, banking and finance.
- Preparing teachers and trainers to be well-versed in the principles and concepts of Islamic economics, banking and finance.
- Meeting the demand for experts, trainers and teachers in Islamic banking and finance worldwide

Target Audience:

This course intended for the University Teachers or university graduates wishing to teach the subjects of Islamic Economics, Banking and Finance to their students at university level, and need some assistance in terms of guidance, sample lectures, resource material, etc.

Prerequisites

Candidates should work as academicians, Teacher or willing to teach the Islamic economic and finance in the future.

Language of Instruction:

Training program delivered in the three languages:

Arabic English French

Instructional Method

- PowerPoint presentation

- Exercises and Case studies
- Class Lectures
- Group discussion
- Video and Role Play

Training Modules:

Module - I: Relationship between Islam and Economic

- What has Islam to do with Economics?
- An Overview on Maqasid Al-Shari'ah
- Samples of Islamic Economic Teachings
- Historical Development of Islamic economic Thought
- Positive versus Normative Economics
- Can Economics be-value free?
- Basic Principles and Concepts of Islamic Economics

Module - II: The Economic problem of Man and its Solutions according to Capitalism, Communism and Islam

- The Economic Problem of Man
- The Different Strategies to Solve the Economic Problem
- Islamic Economic System Compared to Capitalism and Communism in terms of:
 - o Worldview
 - o Ownership
 - o Economic Freedom
 - o Social Justice
 - o The Role of the State

Module - III: Origin and Development of Islamic Banking and Finance

- Historical Development of Banking Operations

- Development of Islamic Banking and Finance from the 1970s onwards
- Importance of Financial Intermediation
- Basic Principles and Concepts of Islamic Banking and Finance
- Structure of the Islamic Banking and Financial Systems

Module - IV: Prohibition of Riba (Usury and Interest) in Islam and other Religions

- Riba (Usury and Interest) Explained
- The Attitudes of Early Religions and Early Philosophers towards Riba
- Prohibition of Riba in Judaism
- Prohibition of Riba in Christianity
- Prohibition of Riba in Islam
- The Economic Consequences of Riba

Module - V: Islamic Modes of Finance

- Islamic Modes of Finance (sale-based): Murabahah, Ijarah, Salam, Istisna'
- Islamic Modes of Finance (equity-based): Musharakah, Mudharabah, Muzara'ah
- Structuring Islamic Financial Products
- Islamic and Conventional Banking and Financial Systems Compared

Module - VI: Islamic Money and Capital Markets

- Infrastructure of Money and Capital Markets
- The Importance of Sukuk in fi-

- financing infrastructure projects
- Shari'ah and Operational Aspects of Sukuk
- Different Types Structures of Sukuk
- Steps to Issue Sukuk

Module - VII: Islamic Takaful and Insurance

- Historical Development of Insurance
- The Need for Insurance
- Models of Insurance
- Models of Takaful Insurance
- Differences and Similarities between Commercial and Mutual insurance

Module - VIII: Shari'ah Compliance and Social Responsibility in Islamic Financial Institutions

- Shari'ah Compliance
- Shari'ah Standards
- Shari'ah Supervision and Auditing of Islamic Financial Institutions
- New Products Development in Islamic Financial Institutions
- Social Responsibility in Islamic financial Institutions

Module - IX: Management of Islamic Financial institutions

- Risk Management in Islamic Financial Institutions
- Liquidity Management in Islamic Financial Institutions
- Corporate Governance for Islamic Financial Institutions

Module - X: Role of Social Finance in Economic Development and Poverty Alleviation

- Role of Zakat
- Role of Awqaf
- Role of Microfinance
- Islamic Finance for Small and Medium Enterprises

Program Duration

40 Hours in 5 Training Days

Assessment Strategy

Participants will formally assessed by 5 minutes presentation, and informally assessed on their interaction during training sessions, their participation in-group exercises.





Training Division Staff

Training Division Staff Contacts

Abdullah Matbouly
Tel. +966 (12) 6466230
AMatbouly@isdb.org



Dr. Osman Ahmed Babikr
Tel. +966 (12) 6466222
oahmed@isdb.org



Dr. Mohamed Ayyash
Tel. +966 (12) 6466228
DrAyyash@isdb.org



Dr. Abdulkader Chachi
Tel. +966 (12) 6466229
AChachi@isdb.org



Dr. Rami Abedl Kafi
Tel. +966 (12) 6466227
rabdelkafi@isdb.org



Mohamed Abdel Tawab
Tel. +966 (12) 6466224
M.AbdelTawab@isdb.org



Training Division Staff Contacts

Muhamad Ayad Yameen
Tel. +966 (12) 6466260
Mayameen@isdb.org



Najeeb Thabit
Tel. +966 (12) 6466262
Nabdulla@isdb.org



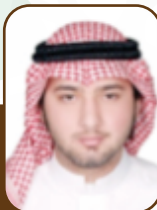
Salah Al Sherbini
Tel. +966 (12) 6467042
Alsherbini@isdb.org



Dr. Housseem Bedoui
Tel. +966 (12) 6466228
HBedoui@isdb.org

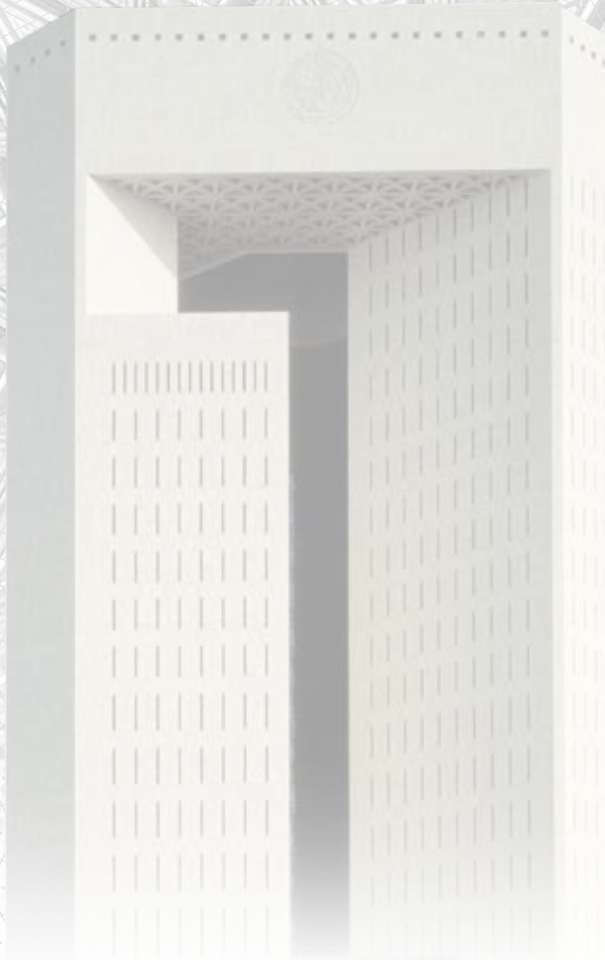


Mohamed Al Saati
Tel. +966 (12) 6467036
MFS@isdb.org



Mohamed Boloushi
Tel. +966 (12) 6466263
Mohammed.AL-Boloushi@isdb.org





ISLAMIC RESEARCH AND TRAINING INSTITUTE

8111 King Khalid St., Al-Nuzlah Yamania Dist. Unit 1
Jeddah 22332-2444 - Kingdom of Saudi Arabia
Tel. +966 12 636 1400
Fax +966 12 637 8927
Email - irti@isdb.org
www.irti.org