



Cambridge
Analytica IF

August 20-25, 2016



Clare College, Cambridge

CAMBRIDGE ISLAMIC FINANCE LEADERSHIP PROGRAMME

Multilateral
Strategic
Partner



Strategic
Partner



Strategic
Marketing
Partner



Note: Cambridge Islamic Finance Leadership Programme is organized by Cambridge IF Analytica, which contracts Clare College for the use of facilities, but which otherwise has no connections or associations with Clare College or the University of Cambridge.



The Second Islamic Finance Leadership Programme, to be held at Clare College, University of Cambridge – Cambridge Islamic Finance Leadership Programme (Cambridge-IFLP) – will help to prepare the next generation of outstanding leaders in Islamic banking & finance by providing them with unique mentoring opportunities, rigorous leadership training from renowned leaders, and industry-specific perspectives through case studies specifically written for this programme.

Those selected for the Cambridge-IFLP will receive **Cambridge Leadership Certificate in Islamic Finance**.

Subsequently, we shall also develop Cambridge Islamic Finance Fellowships (CIFF) to offer an opportunity to the selected candidates to work at the participating Islamic banks and financial institutions (and other such organisations) for a duration of 3-6 months.

The Fellowships are open to young Islamic banking & finance professionals and mid-career executives up to the age of forty, or forty five for women with children.

There are no restrictions on the nationalities of the candidates but preference will be given to those coming from the OIC countries.

The Cambridge-IFLP aims at bringing 35-50 men and women in Islamic banking & finance, on middle and upper middle management positions, to the prestigious University of Cambridge for a period of 5 days, with a view to offer them an opportunity to become members of the most prestigious mentoring programme in Islamic banking & finance.

The 5-day extensive leadership training will be given by well-established leadership and management gurus from around the world.

The social networking event at the University of Cambridge will benefit from the presence of a number of mentors – well-established leaders of the global Islamic financial services industry.

Five most outstanding attendees of the Cambridge event will be chosen for Cambridge Islamic Finance Awards.



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LEADERSHIP WORKSHOPS



The objective of these workshops (3 in total) is to offer the delegates an opportunity to assess their leadership skills with the help of Workshop Leaders and other delegates in an interactive peer-review process. We have developed a Self Assessment Leadership Toolkit (SALT™), which will be provided to all the delegates prior to their arrival at Cambridge.

The SALT™ aims at identifying strengths and weaknesses with respect to leadership.

These workshops, along with interactive social activities during the Cambridge-IFLP and Leadership Activities, will allow the delegates to seek mentorships and develop relationships with the leaders in the Islamic financial services industry.

The closing workshop aims to highlight the specific benefits of Cambridge-IFLP, and how the delegates should benefit, *ex post*.

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CAMBRIDGE CASES



There are 3 cases written by experts, to be included in the Cambridge-IFLP programme.

One case is on the transformation of an Islamic bank from an at-risk organisation to a leading player in an Islamic banking market. This case will focus on the leadership role of top management in the transformation process.

The second case is about conversion of a conventional bank into an Islamic bank, specializing in a niche market.

Again, the focus is on the role of leadership in the conversion process.

This will in particular be helpful for those delegates who work for conventional financial institutions with engagement in Islamic banking and finance.

The third case is on a leading personality in Islamic banking and finance, who faced a crisis in their career. The case attempts to highlight weaknesses and strengths of decision-making during a crisis.

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LEADERSHIP INTERVIEWS

Leadership can best be understood by studying and closely observing the leaders. Cambridge-IFLP aims to invite 5 leading personalities in the global Islamic financial services industry to share their perspectives on leadership. The delegates will be able to interact with these leaders formally and informally, and ask questions during 5 formal interview sessions.



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LEADERSHIP ACTIVITIES

The aim of Leadership Activities is to identify leadership skills and traits in a fun way. This will also help the delegates to appreciate importance of a number of basic and usually ignored and under-rated skills, notably problem solving, emotions management and cognitive intelligence.



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LEADERSHIP TALKS

Leadership Talks covers a wide range of topics and perspectives, including structuring and product development, human resource development, leadership roles of Shari'a scholars and law firms, and leadership perspectives from experts from outside the Islamic financial services industry.



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SOCIAL ACTIVITIES

There will be numerous social activities, allowing the delegates to interact with each other and with mentors to benefit from them in relaxed, yet productive, environment of the University of Cambridge. These include a Garden Party, Punting, and a Leadership Walk, among many others.



Day 01

Sunday, August 21, 2016

8:30 - 8.45 am		Registration
8:45 - 9:30 am		Inaugural Session Welcome Addresses Professor Humayon Dar, Founder & Chairman, Cambridge-IFLP Dr Sofiza Azmi, Director, Cambridge-IFLP
9:30 - 11:00 am		Leadership Activity 1
11:00 - 11:30 am		Coffee Break
11:30 - 12:00 noon		Cambridge Case 1 A case study on the resignation of one of the most celebrated CEOs in Islamic banking and finance
12:00 – 1:00 pm		Leadership Interview 1 Dr Adnan Chilwan, Group CEO, Dubai Islamic Bank, UAE
1:00 - 2:00 pm		Break for Lunch and Prayers
2:00 - 3:00 pm		Leadership Talk 1 Sharif El-Gamal, CEO, Soho Properties
3:00 - 4:00 pm		Leadership Interview 2 Datuk Dr Mohd Daud Bakar, Executive Chairman, Amanie Group of Companies
4:00 - 4:30 pm		Coffee Break
4:30 – 5:30 pm		Leadership Talk 2 Role of the FAA Standards and Accreditation in Human Resource Development in the IBF Industry Dr Amat Taap Manshor, CEO, Finance Accreditation Agency
7:00 – 8:30 pm		Formal Dinner

Day 02

Monday, August 22, 2016

9:00 - 9:10 am		Recall and Refresh
9:10 - 10:00 am		Leadership Talk 3 Khalid Alyahmadi, CEO, ASAAS
10:00 - 11:30 am		Leadership Workshop 1 Group Presentations
11:30 - 12:00 noon		Coffee Break
12:00 - 1:00 pm		Leadership Talk 4 Leadership in Product Development & Structuring with a Focus on Third Generation Islamic Financial Products Muhammed Ikram Thowfeek, CEO of QAF Investments, Kuwait
1:00 - 2:00 pm		Break for Lunch and Prayers
2:00 - 3:00 pm		Leadership Interview 3 Fadi Al Faqih, CEO of Bank of Khartoum
3:00 - 4:00 pm		Leadership Interview 4 Dr Mohd Akram Laldin, Executive Director, International Shari'ah Research Academy for Islamic Finance
4:00 - 4:30 pm		Leadership Activity 2
4:30 - 5:30 pm		Social Activity Leadership Walk
7:00 - 8.30 pm		Dinner

Day 03

Tuesday, August 23, 2016

9:00 - 9:10 am		Recall and Refresh
9:10 - 10:10 am		Cambridge Case 2 Agrobank: Charting a New Path to Sustainable Growth Dato'Wan Fadzmi Wan Othman, President and CEO, Agrobank, will feature in this Cambridge Case
10:10 - 10:40 am		Coffee Break
10:40 - 12:00 noon		Leadership Interview 5 Dr M Yaqub Mirza, CEO & President of Sterling Management Group, and Chairman, Amana Mutual Funds, USA
12:00 - 1:00 pm		Leadership Interview 6 Ramlie Kamsari, CEO, Nomura Islamic Asset Management
1:00 - 2:00 pm		Break for Lunch and Prayers
2:00 - 3:00 pm		Leadership Interview 7 Mohammed Amin, An Internationally Renowned Islamic Finance Expert
3:00 - 4:00 pm		Leadership Talk 5 Leadership Role of Law Firms in Islamic Banking and Finance Jonathan Lawrence, Partner and Co-head, Islamic Finance, K & L Gates
4:00 - 6:00 pm		Garden Party
7:00 - 8.30 pm		Dinner






Day 04

Wednesday, August 24, 2016

9:00 - 9:10 am		Recall and Refresh
9:10 - 10:30 am		Cambridge Case 3 This Case will discuss transformation of an Islamic bank from a crisis-hit organisation to a financially sustainable and one of the most inspiring institutions in Islamic banking and finance
10:30 - 11:00 am		Coffee Break
11:00 – 12:00 noon		Leadership Talk 6 Islamic Leadership Dr Zahid Parvez, Director, Markfield Institute of Higher Education, UK
12:00 - 12:30 pm		Leadership Activity 3
12:30 - 1:30 pm		Break for Lunch and Prayers
1:30 - 2:00 pm		Leadership Activity 4
2:00 - 3:00 pm		Leadership Talk 7 The Success Story of National Zakat Foundation Iqbal Nasim, CEO, National Zakat Foundation
3:00 - 3:30 pm		Leadership Talk 8 Shari'a Leadership in Islamic Banking & Finance Kamran Sherwani, Head of Shari'a, Compliance and Audit, ADCB
3:30 - 4:00 pm		Coffee Break
4:00 – 5:00 pm		Leadership Workshop 2 All the delegates will be provided with a Self Assessment Leadership Toolkit (SALT™) prior to coming to Cambridge to develop a Leadership Portfolio, the summary of which will be presented and discussed in this Workshop.
7:00 - 8.30 pm		Dinner

Day 05

Thursday, August 25, 2016

9:00 - 10:00 am		Leadership Activity 5
10:00 - 11:00 am		Leadership Workshop 3 Based on the final presentations, and voting by the contenders, the Winner of the Cambridge-IFLP Shield will be announced.
11:00 - 11:20 am		Coffee Break
11:20 - 12:45 pm		Keynote Leadership Speech Iqbal Khan, CEO, Fajr Capital
12:45 - 1.30 pm		Closing Ceremony Awards and Certificates, Group Photo
1.30 pm		Departure

LEADERS' PROFILES



Dr. Adnan Chilwan
Group CEO of Dubai Islamic Bank (DIB)

Credited with driving Dubai Islamic Bank (DIB) to the USD 40 Billion global entity it is today, Dr. Adnan Chilwan, Group CEO of DIB, is widely recognized as a dynamic transformational leader, pushing multi layered innovative change across not only strategic but microcosmic levels as well. On a personal mission to make modern Islamic banking a norm of banking globally, Dr. Adnan Chilwan with over 20 years of banking expertise is already hailed as a pioneering driver of Islamic finance in his own right. Dr. Chilwan has a PhD and a MBA in Marketing to his credentials. He is a Certified Islamic Banker (CeIB), a Post Graduate in Islamic Banking & Insurance and an Associate Fellow Member in Islamic Finance Professionals Board.

Dr. Mohd Daud Bakar
Founder and Executive Chairman of Amanie Group



Dr. Mohd Daud Bakar is the Founder and Executive Chairman of Amanie Group that deals with many facets of global Islamic finance from Shariah advisory to structured training to media and to Big Data Analytics. Under Dr. Daud leadership, Amanie Advisors has received an award of "Islamic Economy Knowledge Infrastructure", at the Global Islamic Economy Summit 2015, by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, Oct 2015.

Dr. Daud has been honoured with "The Asset Triple A Industry Leadership Award", "Shariah Adviser Award", "Most Outstanding Individual" and "Award of Excellence for Outstanding Contribution for Shariah Leadership & Advisory" for his exceptional contribution to Islamic finance Industry.



Dr. Amat Taap Manshor
CEO, Finance Accreditation Agency

Dr. Amat Taap Manshor has been the CEO of the Finance Accreditation Agency (FAA) since its inception in August 2012. With a proven track record of over 20 years, Dr. Amat has set FAA on a solid path towards becoming a leader in the development of quality talent for the financial services Industry, with particular focus on the Islamic finance sector.

Dr. Amat aspires to create a solid foundation for the improvement of human capital in the Islamic financial services industry through the development of quality standards and practices. He firmly believes that the continuous growth of the Islamic economy is dependent on the financial ecosystem in which it operates and on a skilled and competent workforce.

Dr. M. Yaqub Mirza

CEO and President, Sterling Management Inc. and
Chairman, Amana Mutual Funds



Dr. M. Yaqub Mirza is an American Muslim entrepreneur who co-founded the first and the largest Islamic mutual fund in the USA, Amanah Mutual Fund Trust. Currently, he is serving as President & CEO of Sterling Management Group Inc., a US-based investment management company. Given Dr. Mirza's vast experience of managing ethical investments, mergers and acquisitions, and his role entrepreneurial role in his family business in halal sector in the USA, the delegates of Cambridge-IFLP will immensely benefit from his leadership perspective. Dr. Mirza will also share some of the parts of his books, "Faith-based Entrepreneurship" and "Five Pillars of Prosperity."

**Muhammed Ikram Thowfeek**

Board Member & CEO, QAF Investments & Founder, First Global Group

Muhammad Ikram Thowfeek, a Chartered Accountant by profession and an Islamic Banker by practice. He specializes in setting-up Islamic Financial Institutions and very passionate about training and career coaching. He is a renowned author in Islamic finance topics and a prominent speaker at Global Islamic Finance Forums.

Fadi Al Faqih

CEO of Bank of Khartoum, Sudan



Fadi Al Faqih was awarded the prestigious "Islamic Banker of The Year" by the World Islamic Banking Conference (WIBC) in recognition for his tireless dedication and immeasurable contributions to Islamic banking and finance. Under his leadership, BOK has enhanced and developed its services to offer a full range of products and services to include corporate banking, retail banking, SME, microfinance, treasury and investment banking across multiple channels in Sudan.

**Ramlie Kamsari**

CEO of Nomura Islamic Asset Management, Malaysia

Ramlie Kamsari is one of the youngest CEOs of an Islamic asset management firm. Before joining Nomura Islamic Asset Management as CEO, Ramlie Kamsari led another Islamic asset management firm with multi-billion AUM.

"I am delighted to be part of such a prestigious Islamic finance leadership executive programme, and looking forward to meeting with the delegates coming from all over the world." Ramlie Kamsari, CEO of Nomura Islamic Asset Management.

Mohammed Amin 
MBE MA FCA AMCT CTA(Fellow)



Mohammed Amin's special interest is the taxation and regulatory treatment of Islamic finance by governments in Muslim majority and Muslim minority countries. He graduated in mathematics from Cambridge University, and is a chartered accountant, a chartered tax advisor and a qualified corporate treasurer.

Until the end of 2009, Amin was a tax partner in PricewaterhouseCoopers LLP and led PwC's Islamic Finance practice in the UK as well as being a member of PwC's four-person Global Islamic Finance Leadership Team. He was the lead researcher for the study "Cross Border Taxation of Islamic Finance in the MENA Region – Phase One" which was published by the Qatar Financial Centre Authority in early 2013.

Amin regularly writes about Islamic finance in articles, book chapters and on his personal website www.mohammedamin.com. Amin has presented on Islamic finance in over 20 cities outside the UK.




Jonathan Lawrence 
Partner K&L Gates LLP

Jonathan Lawrence is a partner of the global law firm, K&L Gates. He has been a finance lawyer for nearly 20 years and co-heads the firm's Islamic Finance practice. He is based in the London office and works closely with colleagues in the Doha, Dubai and Singapore offices as well as other practice areas including real estate and financial services. The firm advises principally on English, United Arab Emirates, Qatari, Dubai International Financial Centre (DIFC) and Qatar Financial Centre (QFC) laws as they touch Islamic-compliant transactions and structures, and his team works with other counsel to advise on local law issues in many countries.

Dato' Wan Mohd Fadzmi Wan Othman 
President / Chief Executive Officer, Agrobank

Dato' Wan Mohd Fadzmi Wan Othman is the current President/Chief Executive Officer of Agrobank, Malaysia. Prior to joining Agrobank, he was the Director of Global Financial Banking to RHB Banking Group. He was also attached to Maybank Group for 22 years where he held several senior management positions including Country Head for Maybank's branches in London, New York and Hong Kong. Under his leadership, Agrobank has successfully transformed into the country's first full-fledged Islamic bank that focuses mainly on developing the agriculture and agro-based industry.



Iqbal Nasim 
CEO - National Zakat Foundation

Iqbal has led the National Zakat Foundation since November 2011, a few months after its inception and launch. Prior to joining NZF, he worked for over five years in the investment banking industry as an equity research analyst in London. He holds an MA in Economics and Management from Cambridge University, where he was President of the Islamic Society, and an MSc in Voluntary Sector Management from Cass Business School.

Sheikh Dr. Mohd. Akram Laldin

Executive Director, International Shari'ah Research Academy for Islamic Finance (ISRA), Malaysia 



Sheikh Dr. Mohd. Akram Laldin is one of the most influential Shari'a scholars playing a lead role in the global Islamic financial services industry. As Executive Director of ISRA, he manages a large team of researchers who have contributed immensely to applied Shari'a research specific to Islamic banking and finance. He also advises numerous financial institutions on matters related with Islamic finance. As a member of the Central Shari'a Advisory Council of Bank Negara Malaysia (BNM), he is central to all the Shari'a related developments in Islamic banking and finance in Malaysia.



 **Iqbal Ahmad Khan**
CEO, Fajr Capital

Iqbal Ahmad Khan is the Chief Executive Officer of Fajr Capital. He is also a member of the Board of Directors of Bank Islam Brunei Darussalam, GEMS Education, Jadwa Investment, MENA Infrastructure and National Petroleum Services. Previously, he was the founding CEO of HSBC Amanah, the global Islamic financial services division of the HSBC Group. He is a long-time advocate of the Islamic financial services industry, serving as an advisor to government initiatives in Brunei, Malaysia, Saudi Arabia, Singapore, United Arab Emirates and the United Kingdom. He holds a Master's degree in Political Science and International Relations and a B.Sc. (Hons) in Physics and Chemistry, both from Aligarh Muslim University.

He is the recipient of several industry and global accolades, including the Royal Award for Islamic Finance, a biannual prize presented by HM the King of Malaysia, and a Lifetime Achievement Award presented by HH Sheikh Mohammed bin Rashid Al Maktoum, Prime Minister of the UAE.