



ADFIMI newsLetter

ASSOCIATION OF NATIONAL DEVELOPMENT FINANCE INSTITUTIONS

IN MEMBER COUNTRIES OF THE ISLAMIC DEVELOPMENT BANK

July 2015 – December 2015 Issue 36 - 37

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- Development Banking in the 21st Century, Lima, Peru
- SDGs and DFIs
- 61st ADFIMI Management Committee

THE MANAGEMENT COMMITTEE MEMBERS

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ADFIMI CHAIRMAN Vice Chairman of
Vakıfbank Turkey

Br. Datuk Mohd Radzif Mohd Yunus

ADFIMI Vice Chairman
Managing Director of SME Bank
Malaysia

Br. Quazi Shairul Hassan

Member
Managing Director, Saudi –
Bangladesh Industrial and Agricultural
Investment Company Limited

Br. Aliashraf Afkhami

Member
Chairman & Managing Director Bank
of Industry & Mine Iran

Br. Musa Shiadeh

Member
CEO
Jordan Islamic Bank Jordan

Br. Datuk Mustafha Abd Razak

Member
Managing Director
Bank Kerjasama Rakyat Malaysia
Berhad
Malaysia

Dr. Abdel Hameed Jameel

Member
General Manager Workers National
Bank Sudan

Br. Süleyman Kalkan

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Vice Chairman Türkiye Halk Bankası
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Br. Ahmet Buçukoğlu

Member
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Dear Members.

Assalamu Alaikum,

In this issue we report on various ADFIMI events including the 61st Management Committee Meeting held in İstanbul; Islamic Microfinance and Microtakaful Seminar held in Kazakhstan; Development Banking in the 21st Century held in Lima during the WB/IMF Annual Meetings.

As requested by the Management Committee Members, ADFIMI continues to promote specific instruments/financing modes of its members in an attempt to share good practices and increase networking among members. In this issue we present the activities of Bank Rakyat Malaysia.

Members are encouraged to send the secretariat their exemplary and novel practices for publication. Text should not exceed 1000 words and any photos or graphic material should not be less than 300 dpi.

Best regards.

Nuri Birtek

Secretary General

About ADFIMI

ADFIMI, Association of National Development Finance Institutions in Member Countries of Islamic Development Bank. Established in 1986, ADFIMI is an international non-profit association serving around 50 members in 15 countries with headquarters in İstanbul. The main objective of ADFIMI is to establish networking and solidarity among its members and capacity building of its member institutions. In this context, ADFIMI organizes seminars / workshops / conferences for its members in various cities in its region (like İstanbul, Karachi, Kuala Lumpur, Amman, Cairo, Ouagadougou, Beirut, Sarajevo, Prishtina, Lome, Damascus, Khartoum, Gırne, İslamabad, Kuwait City, Kampala, Dubai, Tunis). In its 25 years of existence, ADFIMI has trained over 2500 executives and directors from development finance institutions.

ADFIMI aspires to be “a forum for development”.



The year of the Summitry – Can poverty be eradicated?

The year 2015 has witnessed three important events pertaining to the promotion of development. In July UN's most recent Conference of Financing for Development took place in Addis Ababa, Ethiopia culminating in Addis Ababa Action Agenda. In September, the World Leaders adopted post-2015 development agenda Sustainable Development Goals (SDGs) in a UN Summit held in New York. Adopts the following outcome document of the United Nations summit for the adoption of the: Transforming our world: the 2030 Agenda for Sustainable Development. The third was somewhat more mediatic event that was given a huge media coverage; UN Conference on Climate Change, COP21 that took place from 30 November to 12 December in Paris.

Of the three, SDGs, from the point of view of alleviation of poverty, a basic agenda item of all major development agencies, imposes mandates to development finance institutions. This is the continuation of Millennium Development Goals that were agreed almost 15 years ago which ended in 2015 where the progress has been uneven in some regions and some of the Millennium Development Goals remain off track. SDGs build on the Millennium Development Goals and seeks to complete what they did not achieve, particularly in reaching the most vulnerable.

The summit declaration claims SDGs to be a comprehensive, far-reaching and people-centred set of universal and transformative goals and targets. Heads of states committed themselves to working tirelessly for the full implementation of this Agenda by 2030. Eradicating poverty in all its forms and dimensions, including extreme poverty, is considered as the greatest global challenge and an indispensable requirement for sustainable development. Declaration aims at achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner.

SDGs consist of 17 Goals with 169 associated targets which are considered to be integrated and indivisible.

SDGs call to build strong economic foundations for all countries. Sustained, inclusive and sustainable economic growth is essential for prosperity. This will only be possible if wealth is shared and income inequality is addressed. The work will be toward building dynamic, sustainable, innovative and people-centred economies and decent work for all.

Goal 1. Is to end poverty in all its forms everywhere. By 2030, extreme poverty will be eradicated for all people everywhere, currently measured as people living on less than \$1.25 a day and the proportion of men, women and children of all ages living in poverty will be reduced at least by half in all its dimensions according to national definitions

Goal 2 calls for ending hunger, achieving food security and improved nutrition and promotion of sustainable agriculture and ensure access by all people to safe, nutritious and sufficient food all year round. In that context it calls for correction and prevention of trade restrictions and distortions in world agricultural markets in accordance with the mandate of the Doha Development Round

Goal 8 calls for the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. It requires sustaining of per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries. Achieving higher levels of economic productivity through diversification, technological upgrading and innovation; Promoting development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services are among the targets of SDG 8. Progressively improving global resource efficiency in consumption and production through 2030 and endeavouring to decouple economic growth from environmental degradation are among the targets of this goal. An important target from the point of view of DFIs is strengthening of the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

Promotion of inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, ensuring sustainable consumption and production patterns by implementing the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns are among the other targets set.

Such impressive goals can only be achieved by a well coordinated action by all; developed, least developed, emerging, developing countries alike. NDFIs need to be more focussed to the achievement of these goals. ADFIMI will do its part by organising events that advocate the attainment of these goals.

M. Emin Özcan
Chairman

ADFIMI - FFSA Joint Workshop on

ISLAMIC SOCIAL FINANCING: MICRO-FINANCE AND MICRO-TAKAFUL

Kazakhstan



ADFIMI has organized a two-day workshop on “Islamic Social Financing: Microfinance (MF) and Microtakaful (MT)” jointly with Fund for Financial Support of Agriculture (FFSA) of Kazakhstan on 12-13 November 2015 at the Grand Voyage Hotel, Kazakhstan for the benefit of Central Asian Region.

The workshop introduced participants to the concept of Islamic MF and MT which essentially deal with the developmental needs of the unbankable members of the society; particularly their financial needs and those related to social security. The workshop addressed these needs comparatively from the conventional and Islamic perspectives. The workshop was enriched by discussions

on MF and MT issues related to contemporary business practices and cases.

The workshop also tried to enhance the capabilities of the participants holding various positions particularly in the banking and finance sectors, and equip them with the necessary tools of Islamic social financing.

The event provided a good mixture of theory and practice.

There were altogether 18 speakers and moderators and 32 participants from 6 countries.



Mr. Narmukhan Saribayev



Mr. Alibek Nurbekov



Dr. Osman Abiki



Prof. Naseem



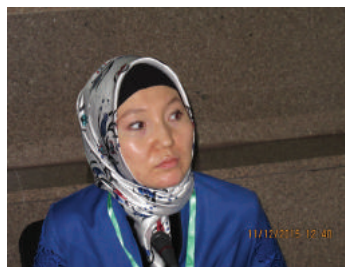
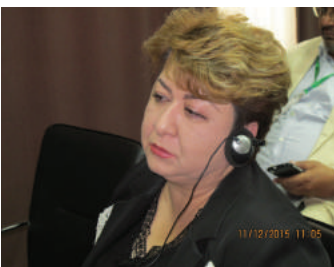
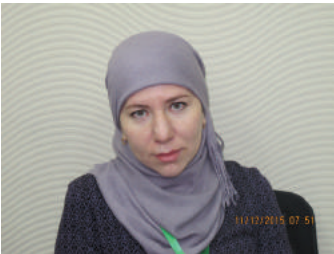
Dr. Osama Rayis



Dr. Azhari Gasim Ahmed



Assoc. Prof. Mustafa Omar Muhammed



WFDFI/ALIDE International Conference
**DEVELOPMENT BANKING IN THE 21ST
CENTURY**

Lima, Peru, Thursday 8 October 2015



International Conference on Development Banking in the 21st Century was held in Lima, Peru on 08 October 2015 jointly with ALIDE, Association of Development Financing Institutions in Latin America on the sidelines of WB / IMF Annual Meetings. COFIDES was a special sponsor to the event.

As the title implies, the conference dealt with the issue of changing roles of development banks and what shape they were expected to take. There were two sessions to tackle the issue namely:

- Worldwide Development Banking – its concepts and achievements and
- Public Policies and Fields of Action.

There were 14 speakers from 11 countries. There were over 90 registered participants (21 from ADFIMI) from 26 countries



Maria Soledad Barrera



Ricardo Palma



Patric Dlamini



Fernando Puga



Pierre Jacquet



Jarfo Ramos



Khalid Abdullah Al-Mana



Refik Akıncı



Debasish Mallick



Luis Fernando Arboleda



CONCLUSIONS AND RECOMMENDATIONS OF INTERNATIONAL CONFERENCE ON DEVELOPMENT BANKING IN THE 21ST CENTURY

(ALIDE / WFDFI, Lima, Peru, October 8, 2015)



Romy Calderon

1. The timing has been favorable to analyze the concepts, realizations and public policies and fields of action of development banking, in areas such as infrastructure, climate change, productive and social sectors, services, investments and international trade, taking into account that we are going through an international scenario that is gradually deteriorating. This way, the Organization for Economic Cooperation and Development (OECD) cut its forecast for global growth in 2015 and 2016 and warned of the sharp decline and uncertainty in the major emerging economies. In fact, in its latest report of mid-September 2015, the OECD forecasts a smaller increase in the world GDP of 3.1% to 3% in 2015 and of 3.8% to 3.6% in 2016.

2. In view of the worsening global economic situation, that we expect not to happen, it was pointed out that development banks had to be on the watch to act countercyclically, and provide more support to productive sectors, responding appropriately to their needs, without disregarding the social view. Development banks must keep in mind that, within this framework of economic difficulties that may potentially diminish their funding sources, an efficient management and the adequate allocation of the available resources is paramount to a more effective action. In this line, they need to be strategic, allocating resources in sector that may drive the aggregate productivity to invigorate decelerated economies.

3. Development banks have not remained static in time; they have modernized and adapted their mandate to the changing circumstances of the national policies and of the international scenario. In Europe, they played a major role during the advances of the industrial revolution in the sixteenth century and in the same way in financing of long-term projects in the nineteenth century, building railroads to mobilize the production and integrate European countries, and later with the support of internationalization of their

companies and foreign investments. The same thing has happened in Latin America and the Caribbean, particularly after World War II with the stimulus to the production of food and the development of an industrial base. Starting in the 80's a deep transformation process started to adapt to a context of more open economies, acquiring a major role during the international economic and financial crisis that started in 2008, a role that made it possible for national credit markets to maintain their liquidity. Additionally, they supported the deepening of regional integration processes, the internationalization of SMEs, the financing of infrastructure in the cities to face the fast industrialization and urbanization process, scaling up investment financing for sustainable projects.

4. Development banking plays a key role as the catalyzer of economically feasible projects, which are at the same time environmentally sustainable and socially fair. In turn the governments throughout the world are strengthening their roles and functions in the stabilization of financial systems, the modernization of industrial structures, technological innovation, in the development of markets and in promoting long-term financing; taking advantage of the knowledge gained by development banks for long-term planning, stimulate the confidence of investors on strategic projects and as facilitators of public and private cooperation; all this within a framework of efficiency, adequate management and long term sustainability of development banks and the implementation of good corporate governance practices.

5. The action of development banks is driven by different purposes. It is important to mention the creation and development of markets to include people, projects and territories excluded from the financing of traditional sources, for the high risk, the low profitability compared to other alternative investment options, the lack or shortage of guarantees, because they are not the focus of those financial institutions or simply because they ignore how to evaluate projects from new activities or sectors. It should also be noted their action in supporting the structural transformation of the economies in their respective countries and the solution of problems of this nature to overcome vulnerabilities that threaten economic growth and development, and anticipating very long-term potential risks that limit the development of their respective countries. An example of the first case is the Industrial Development Bank of Turkey financing renewable energy generation projects to reduce the dependence of the country on the import of fuels, the main responsible of the current account deficit, and the subsequent effect in the

economic growth and the macro economy in Turkey. An example of the second case is Qatar Development Bank, in a country where 52% of the economy depends on petroleum

that is exposed to the possibility of depleting or being substituted with some other product. In this perspective, to follow state policies the bank is anticipating and planning with a horizon of 50 years to support the development of businesses unrelated to the oil industry, in particular those developed by small and medium enterprises (SMEs), and in this way contribute to transform Qatar economic structure.

6. The availability of public resources to attend the investment needs in the amounts requested is limited. Consequently, development banks resort to funding resources such as the access to national or international capital markets, loans and guarantees from regional or multilateral financial bodies, loans from international or national development banks from developing countries, opening of bilateral facilities, among others, to mobilize funds for large investments. Additionally, they act as catalyzers to mobilize capitals from the private sector by promoting private-public participation schemes, considering that institutional investors, such as pension funds and insurance companies or investment funds, administer important amounts of resources in the long-term that are looking for investment opportunities, that may well be found in large projects, specially infrastructure projects, that are partially promoted and financed by development banks.

7. The issue of poverty is a central concern for development banks, because their actions change the lives of people. Development financial institutions indicate that they are financing the investment in infrastructure, the small and medium enterprises, projects to adaptation and mitigation of climatic change, technological innovation and development, foreign business and investment of companies in their respective countries, among other sectors. What is certain is that development banks, ultimately, are taking, as the supreme goal, future, hope and life quality, and, directly and indirectly, are improving the access to education and health to the families, as a result of the improvement in their income or the access to a job that enables them to progress and leave poverty behind. In this way they are also contributing towards more safety and integration in the societies, as the young people feel and find that there are more chances to develop.

8. The challenge of development banks must be not only to seek economic profitability, but also social profitability and environmental sustainability that need to be part of their DNA. They should also be in line with public policies, advise and orient governments, solving the deficiencies of the private sector; identifying opportunities for investment, trade, business, supplying public goods, and in developing new investments and with a future projections, acting to close infrastructure gaps, developing financial and non-financial innovative instruments to mobilize financial resources and to improve human capital. These last two elements are particularly important; as they consider that the problem is not the lack of capital, but the lack of the adequate instruments to raise capitals and channel them towards investment, trained human resources with the profile required by the companies and the State itself, and institutionalization to make it possible for the instruments

to implement public policies do not find barriers to threaten their effectiveness, and consequently limit the economic development of the countries. For example, in Africa, the commercial exchange is 13%, well below the rates observed in other regions. Therefore, in order to achieve a greater commercial integration and to integrate to global value chains, the region needs physical infrastructure, but also economic and institutional infrastructure, which would facilitate the access to resources and the absorption of such resources by the national economies. The future route of development banks in the matter of cooperation is the mutual learning on ideas and practices of development, strengthening of development finances, building credible international financial systems, working together in planning the development and mobilizing cross border funds to economic areas and industrial parks, as well as developing solutions in advance in view of possible problems and in line with the world trends.

ADFIMI SIGNS MOU WITH CIBFM

Upon an invitation from the Centre for Islamic Banking, Finance and Management (CIBFM) Brunei Darussalam, a memorandum of understanding (MOU) was signed with CIBFM in İstanbul on 19 November 2015. The MOU sets broad guidelines to the modi operandi of possible future cooperation between the two entities.



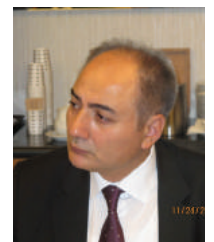
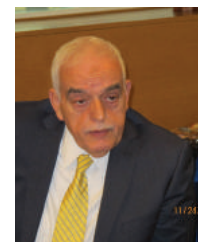
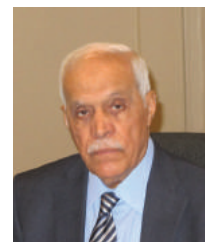
THE 61ST ADFIMI MANAGEMENT COMMITTEE MEETING

ISTANBUL, 24-25 November 2015



The Management Committee has taken the following decisions:

- Adoption of the provisional agenda, approval of the minutes and resolutions of the 60th MC Meeting and the Report of the Secretary General (SG) and its annexes
- Selection of four subjects to be proposed to IDB as the theme of the CEO Seminar to be held during the 41st Annual Meeting of IDB Group in Jakarta in May 2016 and authorization of the SG to negotiate and finalize the subject of the joint seminar with reference to the selected subjects.
- Acceptance to ordinary membership of Ziraat Participation Bank
- Acceptance of COFIDES, Development Bank of Spain as an associate member in accordance with Article 4.1.b (ii) of the Constitution should it desire to be a member and permit ADFIMI secretariat to sign an MOU for cooperation with COFIDES prior to that step.
- Request IRTI and ISFD of IDB for a preliminary study to be carried out in order to find out ADFIMI's possible coordination role among Islamic microfinance institutions
- Approval of Third Quarter 2015 results for ADFIMI operations, Third Quarter 2015 results for WFDFI, and state of subscription fee collections as of 17 November 2015 as they appeared in the Working Documents.





**DATO' MUSTAFHA
HJ. ABD. RAZAK**

His career began with Bank Rakyat as a Junior Executive at the bank's branch in Muar, Johor soon after he graduated in 1991 with a Bachelor of Commerce (Accountancy) from

University of Wollongong, Australia. His clear commitment, dedication, leadership skill and eye for detail quickly caught the attention of his superiors.

Very early on, he understood that to excel, he needed to gain the essential knowledge and experience. He pursued this goal with passion and within five years he had acquired the necessary knowledge and experience across all operational units of the Bank.

In 1995 he was transferred to Internal Audit at the Bank's headquarters. Realising that being equipped only with a degree in Accountancy limited his opportunities for promotion, he acquired a CPA qualification in 18 months. Subsequently, he was promoted to Manager, Internal Audit at the Bank's headquarters in 1998. He was then delegated more responsibilities and made manager of various departments. He moved up quickly, assuming senior positions such as General Manager of Finance, Head of Accounts and Information Management, Bank Secretary and Senior General Manager Banking Operations before being appointed President and Managing Director of the largest Islamic cooperative bank and second largest Islamic financial institution in Malaysia in April 2013.

To Dato' Mustafha, a career banker who is constantly growing as a professional, "Success is about doing something about one's situation and not doing anything to improve one's situation means one is doomed for failure" and he strives to inculcate the same mind set in his staffs. His optimistic attitude (he always sees the glass as half full), his view of challenges as opportunities for improvement, and his resilience and self-discipline have played a large role in his success.

Dato' Mustafha subscribes to the concept of 'thinking accountants'. He posits that the state-of-the-art systems available would take care of the accounting aspect of a management planning process. He believes it is essential to incorporate analysis and strategy to be part of the planning process and this is where 'thinking accountants' are necessary to drive the process towards planning success.

In addition, RAM Financial Institution Ratings conferred the Bank with a corporate rating of AA2/Stable/P1, one of the highest ratings given to a local financial institution. The rating underscores the Bank's remarkable growth, uncompromising asset management and outstanding financial performance.

Among Dato' Mustafha's key initiatives has been a comprehensive and detailed three-phase transformation programme, critical to ensure continued success and sustainability and enhance competitiveness in an increasingly competitive marketplace.

BANK RAKYAT MALAYSIA'S

2013-2017

TRANSFORMATION PROGRAMME

The 2013-2017 Transformation Programme he initiated aims to strengthen the Bank's foundation to face future challenges. It encompasses a comprehensive review of the overall business strategies employed, including branding, operations, human capital, training, work culture, service delivery, target market and technology. The three-phase strategic business plan comprises:

1st Phase: Capacity Enhancement and Risk Management (2013)

2nd Phase: Diversity and Growth (2014-2015) – Diversifying the bank's portfolio and reducing dependence on singular product or segment

3rd Phase: Sustaining Growth (2016-2017) – The success of the two earlier phases will ensure the Bank can look forward to a greater and better future.

OTHER INITIATIVES INTRODUCED

Centralised regional recovery

The recovery process was enhanced with the target of lowering non-performing financing (NPF), and a more effective monitoring of NPF by dedicated teams. Since it was implemented in October 2013, NPF decreased to 1.89% in December 2015 from 2.04% in December 2014.

Inculcation of a Culture of Innovation

The Bank has inculcated a culture of innovation amongst all staff as part of its human capital transformation. Innovation Forum enables staff to share their views and ideas regarding innovations in work processes, products and other areas.

Our bold initiatives to introduce innovative products have reaped successes. One of our successes is the eCurent Account-i (eCA-i). This is the first product of its kind in Malaysia. It allows a current account to be managed electronically, without the use of cheques, fulfilling customers' need for easy and swift banking transactions.

Another success and first is our TouchStyle application for smart phones. This user-friendly application is the first in Malaysia to be developed based on Shariah principles. The application which can be downloaded for free by customers and non-customers alike, allow users to gain instant access to information on our products and services at a click. No waiting, no queuing. An important plus is it is a tool to enhance financial literacy, especially among the young, a growing market for us.

Continued from page 11

Reintroduction of Budaya R.A.K.Y.A.T. Corporate Culture

The reintroduction of Bank Rakyat’s corporate culture driven by Budaya R.A.K.Y.A.T.: Rajin (Diligent); Amanah (Trustworthy); Kompeten (Competent); Yakin (Confident); Akhlak Mulia (Moral); and Taqwa (God-Conscious).

IT Blueprint

This prepares the Bank to be a technologically driven market leader and ultimately a model of banking of the future.

BANK’S CONTRIBUTION TO DEVELOPMENT AND SOCIETY

Under the leadership of Dato’ Mustafha, Bank Rakyat also continues to contribute to the nation’s development and bring change to the lives of many Malaysians. It has launched programmes to improve the livelihood of all communities. Just one example is its Entrepreneur Development Programme that has helped thousands of traders and small enterprises.

ACCOLADES

Under Dato’ Mustafha’s leadership, the Bank has received national and international recognition:

- No.1 Islamic Cooperative Bank in Malaysia
- No.1 Best Islamic Banker 2015
Global Islamic Finance Award (GIFA)
- No. 1 Most Innovative Islamic Banking in Malaysia 2015
(International Finance Magazine)
- No.1 Most Outstanding Islamic Retail Banking and Most Outstanding Islamic Pawn Broking
(Kuala Lumpur Islamic Finance Forum 2015)
- No.1 Strongest Islamic Retail Bank in Asia Pacific 2015
(International Retail Banking Awards)
- No.2 Largest Islamic Financial Institution in Malaysia in Terms of Assets
- BrandLaureate Transformational Corporate leader Brand Icon Leadership Award
- Industry Excellence Award in Corporate Social responsibility
(Utusan Business Awards 2015)
- Global Leadership Award 2016 – Banking Icon Of The Year



**ISLAMIC DEVELOPMENT BANK
AAA RATING REAFFIRMED
BY MOODY’S**

The Islamic Development Bank’s ‘Aaa’ Long-term issuer rating was affirmed with a “Stable Outlook” by Moody’s on 20th October 2015. The affirmation of these ratings by Moody’s for the 10th consecutive year reflects the Bank’s (1) strong shareholder support; (2) the institution’s preferred creditor status; (3) a strong capital base and prudent financial and risk management policies; and (4) solid liquidity levels.

The IsDB remains amongst the most highly-rated MDBs and the highest in the Muslim World. The ‘Aaa’ rating enhances the Bank’s financial capacity to fulfil its development mandate and play a leading role in the development of the Islamic Finance Industry.

IsDB is a Multilateral Development Bank established in 1973 with the purpose of fostering economic development and social progress of its Member Countries and Muslim Communities in non-member countries in accordance with the principles of Islamic Finance.

Dr. Ahmed Mohamed Ali, President of the IsDB Group, congratulated all member countries, IsDB Board Members and the staff for this excellent achievement. He renewed IsDB’s commitment to exert maximum efforts to realize the objectives of the 2020G Vision and aspirations of its Member Countries.

UPCOMING EVENTS



1. ADFIMI South East Asia Regional Training Seminar on “The Role of Islamic Microfinance in Financial Inclusion Agenda”, Yogyakarta, Indonesia, 23-24 March 2016
2. ADFIMI Regional Training Seminar on “Financial Inclusion Strategies in South Asia: Methodology and Perspectives” in Islamabad, Pakistan, March 2016 (Date to be announced)
3. ADFIMI INTERNATIONAL DEVELOPMENT FORUM “Developmental Central Banking: Issues, Prospects and Challenges” to be held under the auspices of The Central Bank of Qatar, Doha, Qatar, 25-26 April 2016
4. ADFIMI – IDB Joint CEO Seminar “Status and Future of Financial Inclusion in the South East Asia”, Jakarta, Indonesia, 16 May 2016
5. IRTI (IDB) / ADFIMI – Development Bank of Kazakhstan Joint Project Appraisal Training Seminar, Astana, Kazakhstan in 2016 (Date to be announced)
6. ADFIMI – Oman Development Bank Joint Regional Training Seminar on “Status and Future of SME Development and Finance with special reference to The Gulf”, Salalah, Oman, 24-26 July 2016
7. ADFIMI International Development Forum on “The Role of Development Finance Institutions in Financing the Sustainable Development Goals (SDGs)”-to be jointly held with Sustainable Development Solutions Network-, September / October 2016 (Date to be announced)
8. ADFIMI – The Centre For Islamic Banking, Finance and Management (CIBFM) Joint Training Seminar to be held in Brunei (Date to be announced)
9. ADFIMI Regional Training Seminar on “Status and Future of Financial Inclusion in Sub Saharan Africa”, Johannesburg, South Africa (Date to be announced)