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السَّلاَمُ عَلَيْكُمْ وَرَحْمَةُ اللهِ وَبَرَكَاتُهُ

t is with great pleasure that I present the Islamic Financial Services Board's (IFSB) 2024 Annual Report. Over the past year, the organisation experienced a period of consolidation, strategic planning, and significant progress. The year also marked a leadership transition within this esteemed organisation. In April, I assumed office as the fourth Secretary-General, succeeding Dr. Bello Lawal Danbatta, who concluded his term in January. I wish to place on record my sincere appreciation to Dr. Bello, whose invaluable contributions laid the foundation for some of the achievements highlighted in this report.

A key milestone was the endorsement by the IFSB Council of the *Guidance Note on Macroprudential Tools for the Islamic Banking Sector (GN-9)*—our first dedicated guidance addressing macroprudential policy for Islamic banking. In parallel, the Secretariat commenced work on developing three new standards and completed the translation of three standards each into Arabic, French, and Russian. Research papers on Mutual and Cooperative Insurance, Financial Inclusion, and Emerging Risks were also commenced during the year.

Demonstrating our commitment to Member jurisdictions, we provided Technical Assistance to five institutions, including the Agency of the Republic of Kazakhstan for Regulation and Development of Financial Markets, Bangko Sentral ng Pilipinas, and the Financial Services Authority of Indonesia (OJK) A particularly notable achievement was our first joint Technical Assistance mission with the International Monetary Fund (IMF) in supporting the Central Bank of Somalia: a collaboration that reflects our shared aim of nurturing Islamic finance in emerging markets.

The IFSB Council's approval of the Administered Account Framework for Donor Funding marked another major step that enhances our ability to mobilise funds for targeted capacity development, including capacity building, technical assistance, awareness programmes, and related initiatives.

In extending our reach, we intensified engagements across all industry facets. I participated in over 40 high-level and governance engagements throughout year. I am pleased to note four new institutions from various jurisdictions—Morocco, Russia, Suriname, and Uzbekistan—joined the

IFSB's membership, reflecting the growing relevance of our work.

On the events front, regional and international engagements continue to deepen our work, including the landmark 16th IFSB Summit, in Brunei Darussalam, hosted by the Brunei Darussalam Central Bank, the 22nd Islamic Financial Stability Forum in Malaysia, and a high-level forum with Türkiye's regulatory bodies in Istanbul provided us further opportunities to showcase IFSB's technical and strategic contributions.

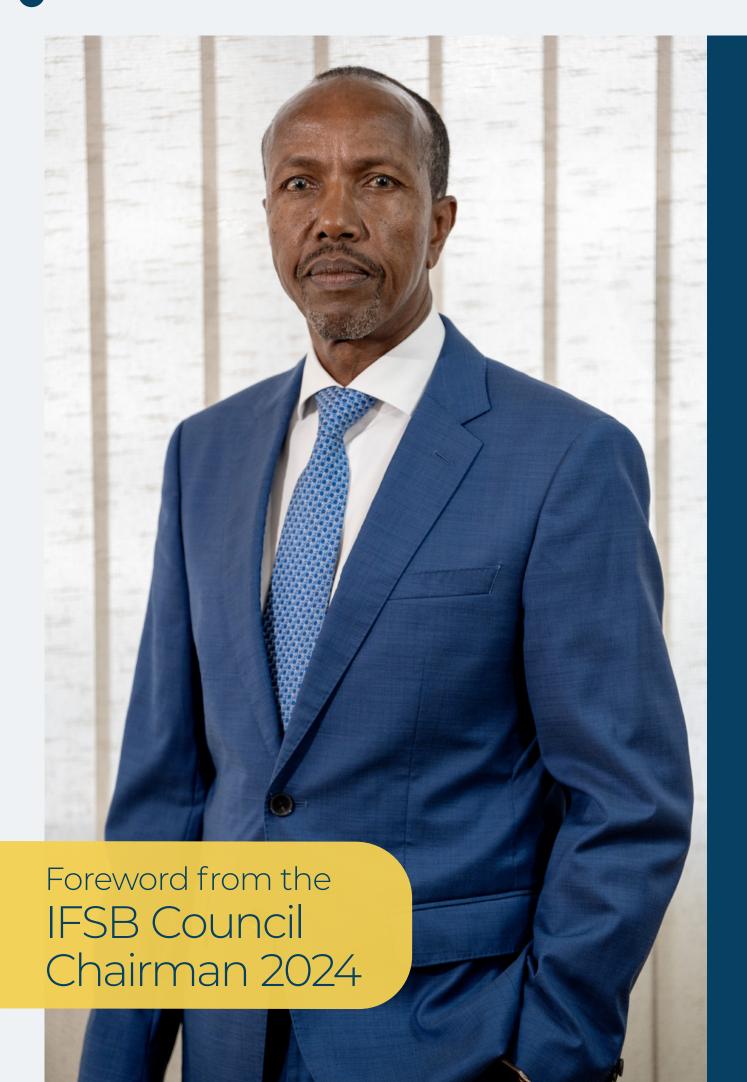
We also published the 12th edition of our flagship Islamic Financial Services Industry Stability Report 2024, providing critical insights and analysis on the global Islamic finance ecosystem. We further completed the launch of our Arabic website, mirroring the English platform, and provided wider access to publications, event updates, and the enhanced Prudential and Structural Islamic Financial Indicators (PSIFIs) database. In 2024, the PSIFIs initiative expanded its coverage to include the Insurance and Islamic Capital Market sectors, now supported by a network of 39 Regulatory and Supervisory Authorities (RSAs).

Importantly, 2024 marked the successful conclusion of the IFSB's 2022–2024 Strategic Performance Plan. With the approval of the new Strategic Plan 2025–2027, the IFSB is transitioning from a KPI-based model to an outcome-oriented framework. The new work programme aligns our strategic priorities with evolving global and Islamic finance developments, while remaining firmly rooted in our mission and mandate.

In closing, I wish to express my sincere appreciation to the IFSB Council, IFSB members, Technical and Working Group committees, and all stakeholders for their continued trust and support. My gratitude also goes to the Secretariat for their dedication and service. May Allah reward your hard work and efforts, here and in the Hereafter.

Together, we remain committed in our mission to strengthen the global Islamic financial services industry, foster resilience, and drive sustainable growth.

Dr Ghiath ShabsighSecretary-General of the IFSB



Dear Industry Peers,

السَّلاَمُ عَلَيْكُمْ وَرَحْمَةُ اللهِ وَبَرَكَاتُهُ

t is with great pleasure that I present the foreword to the Islamic Financial Services Board's (IFSB) Annual Report 2024. At the outset, I extend my sincere appreciation to the Secretariat for their dedication and efforts in producing this comprehensive publication.

As the Chairman of the IFSB Council 2024, I am honoured to have served during a pivotal year marked by significant developments, strategic consolidation, and forward-looking planning at the IFSB. It has been a privilege for Banque Centrale de Djibouti to hold the Chairmanship, providing us with the platform to highlight the capabilities of our nation and the potential that Eastern Africa holds for the growth of the global Islamic financial services industry.

The IFSB Council has placed great emphasis on enhancing governance practices across all levels. This year, we welcomed Dr Ghiath Shabsigh as the new Secretary-General of the IFSB. This appointment brings renewed strategic focus and vision, reinforcing the organisation's commitment to excellence and leadership in the Islamic finance domain.

Importantly, the year 2024 marked the conclusion of the IFSB's 2022-2024 Strategic Performance Plan. The plan successfully achieved its objectives of strengthening the organisation's mandate and broadening its work programme. Under the purview of the Council, the Secretariat has undertaken the formulation of the 2025-2027 Work Programme, which places greater focus on the nonbank financial sector, the implementation of prudential standards, and institutional reforms; critical elements in advancing the IFSB's strategic goals. This, alongside the approved establishment of a 'Donor-Funding' account and a framework to support capacity development programmes, will undoubtedly elevate our

service to the industry. I am confident in the Secretariat's ability to deliver our commitment to the stability and soundness of the overall Islamic financial system.

Another key highlight of the year was the 16th IFSB Summit in Brunei Darussalam, graciously hosted by the Brunei Darussalam Central Bank. The Summit once again affirmed the IFSB's role as a global platform for policy dialogue, knowledge exchange. and collaboration industry stakeholders. Feedback among from participants underscored the value and excellence of the event, and I am confident that the forthcoming 17th IFSB Summit in Oman in 2026 will build upon this success.

Closing the 2024 journey, I convey my deepest appreciation to fellow Council members, Committee members, each IFSB member, and the Secretariat for their unwavering commitment and support. With such strong collaboration and dedication, we are well positioned to navigate the path ahead and harness emerging opportunities in the evolving Islamic finance landscape.

With best wishes,

H.E. Ahmed Osman Ali

IFSB Council Chairman 2024 Governor of the Banque Centrale de Djibouti (BCD)

About the **IFSB**

he Islamic Financial Services Board (IFSB) is an international organisation committed to promoting the soundness and stability of the Islamic financial services industry (IFSI) by developing international standards for the regulation and supervision of the IFSI, supporting the adoption and consistent implementation of standards and sound industry development through capacity building and technical assistance, monitoring financial stability, and identifying current and emerging risks to the IFSI.

Established in 2003 and headquartered in Kuala Lumpur, Malaysia, the IFSB works closely with other international organisations, regulatory and supervisory authorities, and regional partners, aligning its efforts with global standards towards the sustainable growth and development of Islamic finance, and serves as a platform for cooperation and knowledge sharing among its members.

For more information about the IFSB, please visit www.ifsb.org



MANDATE

Issue Standards and Guidance for all segments of the Islamic financial services industry

Carry out financial stability monitoring and analysis of the Islamic financial services industry

Provide capacity building and technical assistance





MISSION



To support the mainstream adoption of Islamic finance by promoting effective and globally consistent regulation and supervision to develop a fair, safe and resilient Islamic financial services industry that contributes to overall global financial stability.

IFSB 2024 YEAR IN HIGHLIGHTS



Standards Implementation

Capacity Building initiatives were increased on the IFSB Standards and Guidelines in Member Jurisdictions through the continuation of Facilitating the Implementation of IFSB Standards (FIS) Workshops. These include:

- Country/Regional Workshops
- Regulatory and Supervisory Authorities Workshops (RSAs Workshops)
- Capacity Building Workshops for Market Players (CBM Workshops) focusing on Islamic banking, Takaful and Islamic Capital Markets standards.

All workshops were conducted physically and virtually in Arabic, French and Russian, covering areas of the following:

- Technical Note on Shari`ah-compliant Liquidity Risk Management Tools
- Guidance Note on Sharî`ah-compliant Lender-Of-Last-Resort Facilities
- Liquidity Risk Management for Institutions Offering Islamic Financial Service,
- Guiding Principles on Governance for Islamic Collective Investment Schemes
- Revised Guiding Principles on Corporate Governance for Institutions Offering Islamic Financial Services
- Sharī'ah-compliant Liquidity Risk Management Tools
- Conduct of Business Supervision for Takāful Undertakings
- Islamic Deposit Insurance Scheme
- Tailored workshops covering Risk Management and Sharî`ah Governance standards
- Including high-level joint workshops with the Bangko Sentral ng Pilipinas to discuss regulatory considerations for Islamic banks from the IFSB standards perspective

All three Regulatory and Supervisory Authorities (RSAs) workshops series for all Islamic finance sectors were delivered successfully as well.

- Takaful RSAs workshop from 3 to 5 of September
- Islamic Capital Markets RSAs workshop from 10 to 12 September
- Islamic Banking RSAs workshop from 24 till 26 September

IFSB participated in a conference in Moscow organised by the Deposit Insurance Agency of Russia from 31 January to 2 February 2024.

As for Technical Support to Member Jurisdictions, the Secretariat, Central Bank of the UAE provided Technical Assistance/Policy Advice references to facilitate implementation to:

- World Bank, on the Regional Retakaful Fund and
- Bangko Sentral ng Pilipinas on Profit-Sharing Investment Account's coverage under the Deposit Insurance Systems
- Financial Services Authority of Indonesia (OJK) on Leverage Ratio and Risk-Weighted Assets from the IFSB-23 perspective
- Agency of the Republic of Kazakhstan for the Regulation and Development of the Financial Market on legal and prudential framework for Islamic windows in the jurisdiction
- Bank of Tanzania on IFSB-23 Revised Capital Adequacy Standard
- Central Bank of the UAE on the IILM Sukuk recognition as an HQLA under the IFSB's liquidity requirements

Stakeholder Engagements

The Secretariat engaged in several initiatives to promote international cooperation on emerging issues in Islamic finance. It participated virtually in the 9th Islamic Finance Conference (4 March 2024) and the 11th Islamic Finance and Investment School (7 March 2024), presenting on inflation's impact and the 2024 global outlook of the Islamic financial services industry, respectively.

Additionally, the IFSB joined a panel on climate-resilient infrastructure at the Brunei Darussalam Islamic Capital Market Conference (12–13 June 2024). The third edition of the Implementation Guidelines Report for the Islamic Capital Markets sector was published, with support from regulatory bodies in Malaysia, Pakistan, Indonesia, and Nigeria. The Secretariat is also developing new FAQs for the IFSB Standards.

Corporate Awareness & Profiling

The IFSB focused on effective communication and engagement with its members in 2024. The Secretary-General held over 40 high-level meetings, and key governance meetings proceeded as planned.

A membership survey was conducted in November 2024. Since July 2024, four new membership applications have been received from institutions in Suriname, Morocco, Uzbekistan, and Russia.

The IFSB advanced cooperation and stakeholder engagement in 2024 through multiple platforms and initiatives:

- Awareness & Industry Events Hosted seven programmes, including the 16th IFSB Summit (Brunei), Islamic Financial Stability Forum, and online roundtables with regulators. Key forums included the CBFO-IFSB-TKBB Forum (Türkiye), 4th CEO's Forum, and 6th Innovation Forum.
- Executive Programmes The secretariat delivered two Executive Programmes in October for Takaful and Islamic banking, featuring international experts.
- Engagement Sessions The secretariat held three Members and Industry Engagement Sessions (MIES) in Djibouti, Istanbul, and online. The Secretariat also organised 2 Industry Consultation Sessions (ICS) in collaboration with Bangko Sentral ng Pilipinas (Philippines).

- Publications The Secretariat released seven publications and three bulletins (28th–30th editions), including key reports on CEO Forums, Innovation Forums, and the Islamic Financial Stability Report 2024.
- Exhibitions The Secretariat featured pavilions at the IFSB Summit, GFIEF 2024, and Annual Meetings in Djibouti.
- Strategic Plans The IFSB Council approved the Stakeholder Engagement Plan for 2024, to enhance member and nonmember value.
- The Secretariat welcomed 17 external delegations from regulatory bodies, banks, and international institutions; and promoted IFSB's mission and membership benefits throughout the year.
- Social media growth changes for 2024 LinkedIn: 18,681 followers (+13%), Facebook: 1,698 followers (+27%), Twitter: 570 followers (+20%)
- Exclusive media interviews CNBC and Asian Banking and Finance boosted global visibility.
- Engagement with International Organisations The Secretariat also participated in key global meetings such as the IMF-WBG Spring Meetings, IsDB Group Annual Meetings, BIS Annual Meeting, IMF Annual Meetings and COMCEC.
- Participation in high-level international events The Secretariat also participated in forums by IsDB, Fitch Ratings, IAIF, BICAM and COP29.

The Secretariat also embarked on new branding initiatives, such as the QR codes for publications and custom email signatures for the IFSB Summit; alongside a launch on a "Request for Meeting" feature on the new IFSB website to streamline engagement. The IFSB Website revamp was completed for the English version on 22 Dec 2023, and Arabic version on 29 Nov 2024.







STANDARDS DEVELOPMENT

n 2024, a key milestone in standards development was achieved with the IFSB Council's endorsement of the *Guidance Note* on Macroprudential Tools for the Islamic Banking Sector (GN-9) at its 45th meeting on 22 December. GN-9 represents the IFSB's first dedicated guidance on macroprudential policy specifically designed for the Islamic banking sector. It provides regulatory authorities with practical direction on the application of macroprudential tools, considering the distinctive characteristics of Islamic banks when addressing systemic vulnerabilities. The Guidance Note focuses on three key areas: (1) adapting tools to Shari'ah-compliant contract structures; (2) overcoming challenges in risk identification and calibration; and (3) ensuring sound governance of macroprudential policy in jurisdictions with a significant Islamic banking sector.

Further advancing its policy development mandate, the IFSB commenced work on *Guiding Principles for the Effective Supervision of Shari'ah Governance*, a new set of guiding principles aimed at assisting regulatory and supervisory authorities in strengthening oversight of Shari'ah governance frameworks. This initiative seeks to bolster market

confidence, protect stakeholders, and promote financial stability. Over the course of the year, the dedicated Working Group convened three times and finalised the policy proposals for inclusion in the Preliminary Exposure Draft.

Further progress was achieved on the *Guidance Note on Recovery and Resolution for Takāful Undertakings*, which aims to complement international recovery and resolution frameworks by addressing the specific operational and structural characteristics of *takāful* institutions. The Revised Preliminary Exposure Draft (RPED) was reviewed by the IFSB Sharī'ah Board, and the Sixth Working Group meeting was held to finalise the draft for public consultation.

The IFSB also advanced work on *Guidance Note on Climate-related Financial Risks for IIFS (Banking Segment)*, which supports the application of the Basel Committee on Banking Supervision (BCBS) Principles in the Islamic finance context. The note is tailored to address the unique contractual and operational features of Islamic banks in managing climate-related financial risks. During the Sixth Working Group meeting, the policy proposals were further refined, reviewed by the IFSB Sharī'ah Board, and finalised for release for public consultation.

ONGOING RESEARCH ACTIVITIES

In 2024, the IFSB launched a dedicated study on *Mutual and Cooperative Insurance (MCI)* to assess its potential relevance within Islamic finance frameworks. The research focuses on evaluating the Sharī'ah compliance of MCI models and their applicability to Islamic insurance operations. It also examines the unique structural features of MCI—particularly its member-owned nature—and compares them with conventional insurance and *takāful*

models. The study aims to outline key prudential and risk management considerations for potential Islamic MCI applications and explore how such models might coexist with existing takāful frameworks. This initiative reflects a growing interest among regulators and industry stakeholders in diversifying Islamic insurance solutions. The final working paper is expected to be published in 2025.

Aligned with the IFSB's commitment to inclusive financial sector development, the Secretariat commenced a research study focusing on financial inclusion. This study investigates persistent challenges, particularly the limited effectiveness of microfinance institutions in achieving their developmental mandates. A central theme is the strategic realignment of financial inclusion goals with the commercial sustainability of financial institutions, aiming to enhance scalability and long-term viability. By addressing the current disconnect between financial and developmental objectives, the study seeks to recommend a more coherent and impact-driven approach. The study is ongoing, and is expected to provide the foundation for future policy guidance relevant across both Islamic and conventional financial systems.

In response to the evolving landscape of financial innovation, the IFSB conducted two stocktaking exercises in 2024 addressing **emerging technologies: artificial intelligence (AI) and crypto assets**. These initiatives are part of the IFSB's broader strategy to assess the risks and opportunities posed by digital transformation in the Islamic financial services industry (IFSI). The focus of these assessments includes implications for Shari'ah compliance, regulatory frameworks, and prudential oversight. The IFSB will continue to monitor these developments closely, ensuring that emerging risks are appropriately addressed within its regulatory and supervisory agenda.





............... **SECTION 2 FINANCIAL STABILITY MONITORING**

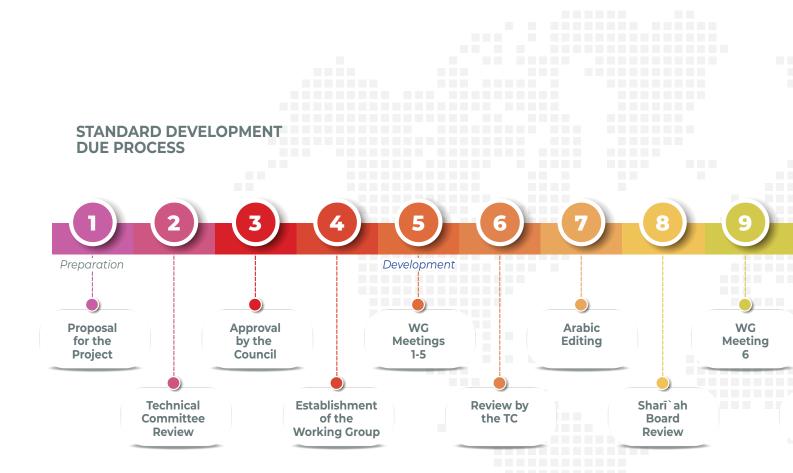
PRUDENTIAL AND STRUCTURAL ISLAMIC FINANCE INDICATORS (PSIFIs) DATABASE

he **PSIFIs** project remains a cornerstone initiative of the IFSB, as a comprehensive database that offers consistent, comparable data on the prudential and structural indicators of the Islamic financial system. Compiled in collaboration with regulatory and supervisory authorities (RSAs), PSIFIs serves as a vital tool for the IFSB and its stakeholders in monitoring the financial soundness and performance of the Islamic financial services industry (IFSI).

As of 2024, participation in the PSIFIs database has expanded significantly, from an initial four RSAs to a robust network of **39 participating jurisdictions**. This growth has greatly enhanced the breadth and granularity of the database,

providing a more comprehensive view of the global Islamic financial landscape.

To further improve data quality and operational efficiency, the PSIFIs project has embarked on the development of an integrated, web-based data management platform. This platform will include streamlined submission workflows, built-in data validation mechanisms, advanced query capabilities, downloadable datasets, and interactive visualisation tools. Scheduled for launch in 2025, the platform represents a major advancement in the IFSB's commitment to delivering high-quality, accessible data to support informed decision-making across the industry.



ISLAMIC FINANCIAL SERVICES INDUSTRY (IFSI) STABILITY REPORT 2024

The IFSB published the Islamic Financial Services Industry (IFSI) Stability Report 2024, the organisation's flagship annual publication. This report provides a comprehensive assessment of global trends, resilience indicators, and emerging risks across the Islamic banking, capital markets, and insurance segments. The 2024 edition offers valuable insights into the evolving structure and stability of the IFSI, serving as a key reference for regulators, policymakers, financial institutions, and other stakeholders.

In 2024, the IFSI experienced strong, broadbased growth, driven by rising global demand and expanding opportunities in emerging markets like Sub-Saharan Africa and Central Asia. Prudential indicators remained stable, supported by robust regulatory frameworks, though continued vigilance is needed to manage emerging risks.

However, structural weaknesses—particularly in the underdeveloped non-bank segments and <code>ṣukūk</code> markets—pose long-term challenges. Addressing these requires targeted reforms, including regular local currency <code>ṣukūk</code> issuance, simplification of structures, and development of market infrastructure to support sustained growth and financial resilience.





SECTION 3

CAPACITY DEVELOPMENT

CAPACITY BUILDING

In 2024, the IFSB sustained its strong commitment to capacity building by conducting **22 workshops** and engaging over **2,362 participants** from across the Islamic financial services industry. Delivered through a combination of virtual and in-person sessions, these workshops provided practical guidance on the implementation of IFSB standards, supporting both regulatory and supervisory authorities (RSAs) and industry stakeholders by enhancing their understanding of key regulatory and supervisory issues.

While capacity-building activities most continued to focus on the Islamic banking sector, there was growing interest in topics related to the takāful industry. The thematic focus of the workshops remained largely consistent with previous years: Islamic banking sessions covered core areas such as capital liquidity adequacy, risk management, Sharī'ah governance, and corporate governance. Additional sessions addressed the Islamic capital market, conduct-of-business supervision for takāful undertakings, and Shari'ah-compliant liquidity management tools. These themes reflect the evolving regulatory and developmental priorities within the industry, equipping participants with the knowledge needed to strengthen regulatory frameworks and improve market practices.

Expanding Reach: Regional Workshops in Multiple Languages

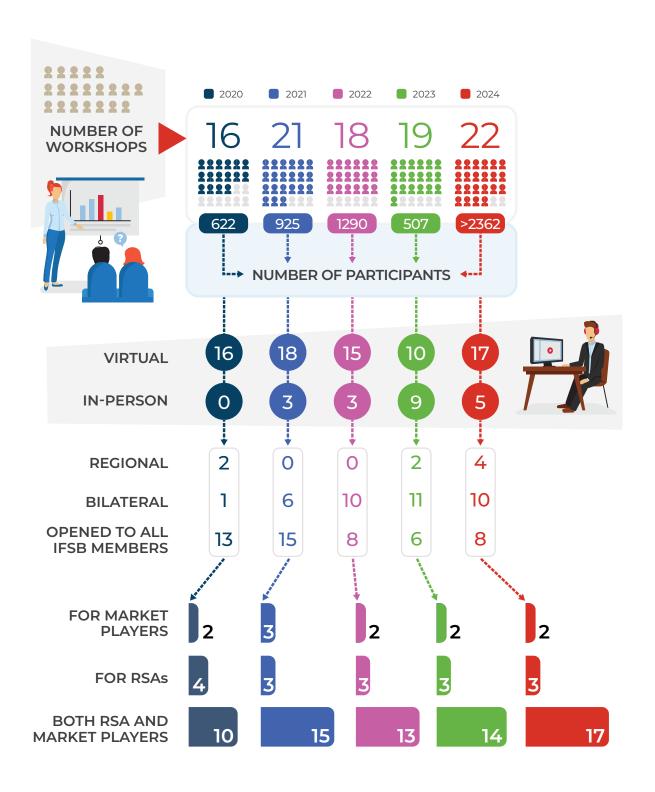
In 2024, the IFSB reinforced its commitment to inclusivity and member engagement by conducting regional workshops in multiple languages—a unique initiative among global standard-setting bodies. Recognising the linguistic and cultural diversity of its membership, the IFSB delivered three specialised online workshops in French, Arabic, and Russian, ensuring wider access to key regulatory topics across different regions.

- French Regional Workshop (West Africa):
 Focused on Sharī'ah-compliant Lender-of-Last-Resort Facilities, providing regulators with insights into emergency liquidity support mechanisms that align with Islamic finance principles.
- Arabic Regional Workshop (MENA):
 Addressed the newly issued Corporate
 Governance Standard, outlining best practices in governance for institutions offering Islamic financial services.
- Russian Regional Workshop (Central Asia & CIS): Covered Liquidity Risk Management for Islamic financial institutions, supporting enhanced risk oversight and regulatory harmonisation in emerging Islamic finance markets.

A recurring theme across all three workshops was participants' appreciation for the IFSB's proactive outreach, coupled with a strong call for more frequent and extended sessions. While the workshops targeted advanced regulatory topics, many participants also expressed a desire to revisit foundational concepts in Islamic finance as part of future capacity-building programmes. This valuable feedback will help shape upcoming regional training initiatives, ensuring they remain both accessible and responsive to the evolving practical needs of member jurisdictions.

Statistics on Capacity Building Workshops

Delivered capacity-building activities: workshops and sharing-of-experience sessions



VIEWS FROM THE FIELD: KEY SUCCESS STORIES

Building Capacity for Pakistan's Transition to an Islamic Financial System: Key SECP–IFSB Initiatives in 2024

In support of Pakistan's commitment to fully transition to an Islamic financial system by 2027, the Securities and Exchange Commission of Pakistan (SECP), in collaboration with the Islamic Financial Services Board (IFSB), launched a series of targeted initiatives in 2024 aimed at strengthening the Islamic capital market (ICM) framework. These efforts focused on capacity building, regulatory alignment, and the enhancement of market practices in line with international standards.

A key milestone was the three-day Capacity-Building Workshop on Islamic Capital Markets, held from 24–26 April 2024 in Islamabad. The event brought together participants from major national institutions, including the SECP, State Bank of Pakistan (SBP), Ministry of Finance, and the Pakistan Stock Exchange. The workshop aimed to deepen technical expertise and promote the adoption of international best practices. Outcomes from the session were directly reflected in the SECP's Strategic Action Plan 2024–2026, which outlines reforms such as:

- Adoption of the IFSB Core Principles for Islamic Capital Markets and Takāful Undertakings;
- Introduction of Sharī'ah-compliant dispute resolution mechanisms; and
- Integration of Islamic social finance into Pakistan's broader financial framework.

Further reinforcing this agenda, the SECP hosted the Second International Islamic Capital Market Conference on 12 December 2024, in partnership with the Islamic Development Bank Institute (IsDBI) and the Accounting and Auditing Organization for Islamic Financial

Institutions (AAOIFI). The IFSB contributed to key sessions, including a panel on "Navigating the Future of Islamic Capital Markets: Innovation, Sustainability, and the Regulatory Landscape", and a breakout session on "Integrating Sustainability in the ICM."

Ahead of the conference, the IFSB also delivered a dedicated pre-conference workshop on disclosure requirements for Islamic capital market instruments, including <code>ṣukūk</code> and Islamic Collective Investment Schemes (ICIS). This session emphasised transparency, investor protection, and market integrity as critical pillars for the growth and resilience of Pakistan's Islamic financial system.

Building Capacity for Islamic Finance Development: Bangko Sentral ng Pilipinas (BSP) and IFSB Collaboration

In support of the Bangko Sentral ng Pilipinas (BSP) efforts in developing a robust and sound Islamic finance industry in the Philippines, the BSP partnered with the Islamic Financial Services Board (IFSB) to conduct two **Industry Consultation Sessions (ICS)** for Regulatory and Supervisory Authorities (RSAs) in 2024.

The first ICS, held virtually on **16 April 2024**, focused on Islamic banking, providing practical insights to strengthen the regulatory and supervisory framework. The second session expanded the discussion to cover **Islamic capital markets (ICM)** and **Islamic insurance** (takāful), addressing regulatory considerations, market opportunities, and implementation challenges. Together, these sessions mark an important step in aligning the Philippines' Islamic finance framework with global standards and supporting the sustainable development of the sector.

Sharing of Experience Session: **Enhancing Knowledge Exchange Among Members**

The Sharing of Experience Session is a flagship initiative of the IFSB designed to promote dynamic dialogue and peer learning among its members. As an inclusive virtual forum, it brings together representatives from regulatory and supervisory authorities, industry experts, and partner institutions to exchange insights on practical implementation challenges and solutions in the Islamic financial services industry. By fostering collaborative discussion, the initiative supports the enhanced application of IFSB standards and encourages continuous improvement through shared experience.

The session, held virtually on 24 July 2024, addressed a critical theme: "Safeguarding Deposits: Insights into the Regulatory Framework and Operational Practices of Islamic Deposit Insurance." Building on the momentum of previous sessions, such as the 2023 dialogue on regulatory frameworks for takāful, the 2024 edition provided a platform for in-depth exploration of deposit protection

Sharī'ah-compliant mechanisms within financial systems.

Key presentations included that by the Perbadanan Insurans Deposit Malaysia (PIDM), Malaysia) on Malaysia's experience in managing Shari'ah-compliant Deposit Insurance Systems (DIS) and the Takāful Insurance Benefits Protection System (TIPS). The **Lembaga** Penjamin Simpanan (LPS, Indonesia) shared an analytical overview of Indonesia's Islamic DIS framework, including case studies and resolution approaches for Sharī'ah-compliant banks. Finally, the Nigeria Deposit Insurance Corporation (NDIC) highlighted progress in non-interest banking, focusing on its deposit insurance framework tailored to Islamic financial institutions, along with key benefits and challenges.

The session attracted over 70 participants from across IFSB member jurisdictions, including RSAs, deposit insurance practitioners, and other industry stakeholders. It served as a valuable forum for knowledge exchange and offered practical guidance on navigating the complexities of Islamic deposit insurance systems.



The IFSB's **technical assistance programme**, which provides targeted support to regulators for developing or enhancing prudential frameworks for Islamic finance, also continued steadily in 2024. The **Asian region** remained the largest recipient of this assistance, followed by jurisdictions in **Africa**.

IFSB-IMF Collaboration: Somalia Mission

In November 2024, the IFSB, in collaboration with the International Monetary Fund (IMF),

conducted its first joint technical assistance mission to the Central Bank of Somalia (CBS); a landmark initiative underscoring the IFSB's commitment to advancing Islamic finance in emerging markets.

The mission aimed to support the development of Somalia's Islamic banking sector by addressing several foundational areas, including Sharī'ah governance, risk management frameworks, liquidity management instruments, and the potential establishment of an Islamic deposit insurance scheme.

Delivered Technical Assistance

	AFRICA				ASIA		
	EA	NA	WA	SA	WA	CA	
2020	-		_	_	2	_	2
2021	_	1	2	_	_	2	5
2022		-		1	1	_	2
2023	X	2	_	-	3	1	6
2024	-1	7	-	2	1	1	5

AFRICA

EA East Africa NA North Africa WA Western Africa

ASIA

SA Southeast Asia
WA Western Asia (Middle East)
CA Central Asia

CBS expressed appreciation for the IFSB's contributions and welcomed the possibility of further collaboration to strengthen the country's Islamic financial infrastructure.

Looking ahead to 2025, and in alignment with the IFSB Strategic Plan 2025-2027, the Secretariat is preparing to scale up its capacitybuilding and technical assistance initiatives, subject to continued support from donor partners. Planned initiatives include:

- Increasing the overall volume of training.
- Expanding delivery platforms using online and distance-learning technologies.
- Strengthening collaboration with donors and development agencies to support cofinanced training activities; and
- Introducing more hands-on, high-impact training modules, with a focus on deeper regulatory engagement.





SECTION 4

STAKEHOLDERS' ENGAGEMENT

eyond the standard-setting and implementation activities, the IFSB provides its members with platforms for engagement and knowledge sharing.

We engage widely with a broad range of stakeholders throughout the year via regional and global forums, executive programmes, and other member-hosted events.

THE 16TH IFSB SUMMIT

The 16th IFSB Summit took place in Bandar Seri Begawan, Brunei Darussalam on 8 and 9 May 2024. The 16th edition of the summit was hosted by the Brunei Darussalam Central Bank (BDCB), bringing together more than 200 high-level participants from over 20 countries, including regulators, policymakers, industry leaders, and representatives from inter-governmental institutions and academia.

With the theme 'Islamic Finance and Financial Stability in an Evolving Environment: Navigating Emerging Risk', the two-day Summit underlined some of the important global shifts and changing dynamics in the global environment, recognising both opportunities and new risks that they present for the Islamic finance industry. The panel sessions invited the industry to evaluate the implications of these challenges on Islamic finance stability and resilience, with a focus on macroprudential policy and liquidity risk management.

The Summit featured prominent organisations such as central banks, international organisations, and international Islamic finance

community representatives from Bangladesh, Indonesia, Malaysia, Morocco, Saudi Arabia, Oman, Nigeria, Somalia, and the Philippines, as well as market players. The participation of local and international organisations at the event exemplifies the joint efforts of policymakers, regulatory and supervisory authorities and Islamic financial institutions to address critical gaps, monitor cross-border risks, and foster stability in the Islamic financial services industry.





2024 **TIMELINE**

MAY

- 16th Summit in Brunei Darussalam
- 22nd Islamic Financial Stability Forum in Kuala Lumpur
- Exhibition at Bank Negara Malaysia's Global Forum on Islamic Economics & Finance (GFIEF 2024) in Kuala Lumpur

AUGUST

• Industry Consultation Session (ICS) for Regulatory and Supervisory Authorities (RSAs) with Bangko Sentral ng Pilipinas (BSP) on into Islamic Capital Markets (ICM) and Takaful (Islamic insurance)

NOVEMBER

- 4th CEO's Forum
- 6th Innovation Forum
- CBFO-IFSB-TKBB Forum on 'Strengthening Ties Between the IFSB and the Participation Financial System in Türkiye'

JANUARY

• Industry Consultation Session (ICS) for Regulatory and Supervisory Authorities (RSAs) with Bangko Sentral ng Pilipinas (BSP) on Islamic Banking

JULY

• 16th Public Lecture on the Role of Islamic NBFIs and the Potential of Islamic Social Finance

OCTOBER

- 8th Executive Programme: Effective Crisis Management, Participant Protection, and Recovery and Resolution Planning for Takāful Undertakings
- 9th Executive Programme: Addressing Systemic Shocks: Crisis Preparedness and Strengthening Supervision to Enhance Resilience of Islamic Banks

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EXECUTIVE PROGRAMMES

 8th Executive Programme: Effective Crisis Management, Participant Protection, and Recovery and Resolution Planning for Takāful Undertakings

The programme brought together seasoned participants from the *takāful* sectors. With a focus on *takāful* specificities, the programme was designed to equip participants with actionable strategies, global perspectives, and networking opportunities to collaboratively share knowledge and

- experiences on strengthening the resilience of *takāful* undertakings.
- 9th Executive Programme: Addressing Systemic Shocks: Crisis Preparedness and Strengthening Supervision to Enhance Resilience of Islamic Banks

The programme was tailored to enhance crisis preparedness, fortify supervisory oversight, and ensure the long-term stability of Islamic banks in the face of systemic challenges.









GLOBAL AND REGIONAL FORUMS

22nd Islamic Financial Stability Forum

IFSB held its 22nd Islamic Financial Stability Forum on 27 May 2024, in conjunction with Bank Negara Malaysia's Global Forum of Islamic Economics and Finance (GFIEF) 2024 in Kuala Lumpur, Malaysia. Themed 'Stability and Resilience of the Islamic Financial Services Industry in an Evolving Risk Environment', the forum featured experts' discussions on the latest developments and growth trends in the global and regional Islamic finance sectors. Speakers consisted of senior representatives from Bank Negara Malaysia, Bangko Sentral ng Pilipinas, Central Bank of Oman, Central Bank of the United Arab Emirates, Securities Commission Malaysia, and Moody's Ratings among others.

4th CEO's Forum

The fourth edition held on 28 November 2024 virtually brought together industry leaders who are contributing to the growth of the Islamic finance industry. It featured speakers from Ethis, Tijara Holding, Bank Nizwa, and Wahed, facilitating knowledge-sharing among participants with a focus on enhancing industry resilience. Discussions covered the challenges, opportunities, and strategic actions needed to reinforce the stability and strength of the Islamic financial services industry.



6th Innovation Forum

Held virtually, the forum that took place on 28 November 2024 served as a platform for showcasing cutting-edge Islamic finance solutions, highlighting the economic value these innovations bring, particularly in enhancing financial inclusion, supporting economic growth, and advancing sustainable development. Key topics presented by speakers from Wahed X, Tijara Holding, and Bank Muamalat Malaysia Berhad included how innovations in artificial intelligence (AI), blockchain, and data analytics are transforming the industry, making it more efficient, inclusive, and resilient.



• CBFO-IFSB-TKBB Forum on 'Strengthening Ties Between the IFSB and the Participation Financial System in Türkiye'

A collaboration between IFSB, the Finance Office of the Presidency of the Republic of Türkiye (CBFO), and the Participation Banks Association of Türkiye (TKBB), the forum that was held on 18 November 2024 in Istanbul, Türkiye, brought together 150 participants including regulators, policymakers, and industry leaders to address critical issues shaping the Islamic financial services industry (IFSI) in Türkiye. The forum marked a significant step for Türkiye as a dynamic centre for Islamic finance in the region. Among the speakers present were senior representatives from the IFSB, Central Bank of Türkiye, Bank Al-Maghrib, Capital Markets Board of Türkiye, and Insurance, and the Private Pension Regulation and Supervision Board of Türkiye.















IFSB Publications

In addition to awareness-raising events, other forms of stakeholder and industry engagement are undertaken by the IFSB.

IFSB BULLETIN



28th Edition – Appointment of Dr Ghiath Shabsigh to Secretary-General position



29th Edition - focused on the 44th Council Meeting and 22nd General Assembly and Side Events



30th Edition – featuring the 'Strengthening Ties Between the IFSB and the Participation Financial System in Türkiye' Forum



IFSB Islamic Financial Stability Report 2024



IFSB 2023 Annual Report

PUBLICATIONS



IFSB – SECN International Forum on Non-Interest Capital Market Proceedings



5th Innovation Forum Proceedings



21st Islamic Financial Stability Forum – Key Takeaways

IFSB in the Media



May 2024

CNBC Asia on Improving Islamic Finance Traceability with Technology (5 minutes interview)

BANKING&FINANCE

October 2024

Asian Banking & Finance on Regulatory Gaps and Rising Demand Fuelling Islamic Banking Boom in Asia (5 minutes interview)



November 2024

TRT World on Türkiye, Positioned as Dynamic Hub for Islamic Finance (3 minutes interview)



December 2024

CNBC Arabia on IFSB Working To Establish an Integrated System of Regulations to Ensure the Safety and Growth of the Banking Sector (26 minutes interview)



Throughout 2024, IFSB garnered prominent international media exposure, reinforcing its role as a key supporting organisation in developing the global Islamic finance agenda. Secretary-General Dr Ghiath Shabsigh was featured in notable and exclusive interviews with CNBC Asia, Asian Banking & Finance, TRT WORLD and CNBC Arabia.

He underscored Islamic finance's regulatory progress, societal relevance, and expanding global appeal. These media engagements further enhanced the IFSB's visibility and communicated its strategic vision for sustainable financial development.



SECTION 5 GOVERNANCE AND ADMINISTRATION

EXECUTIVE COMMITTEE AND TECHNICAL COMMITTEE

n 2024, the Secretariat presented the nominated EC members for the new Term 4, which the Council approved at the 45th meeting. The Council Chairman had earlier

invited nominations from all Council members, to appoint members for the new EC term, which was circulated by the Secretariat.

The approved nominations from 14 Council members are listed below:

	Organisation	Nominee*	Designation	
1	Islamic Development Bank	H.E. Dr. Sami Al Suwailem	Acting Director	
2	Bangladesh Bank	Mr. Md. Kabir Ahmed	Deputy Governor	
3	Bank Indonesia	H.E. Destry Damayanti	Senior Deputy Governor	
4	Central Bank of Iraq	H.E. Dr. Ammar Hamad Khalaf	Deputy Governor	
5	Central Bank of Jordan	Mr. Husien Kofahy	Executive Manager Banking Supervision Department	
6	Bank Al-Maghrib	Mr. Badr Nabil	Deputy Director Banking Supervision Directorate	
7	Bank Negara Malaysia	H.E. Datuk Shaik Abdul Rasheed Ghaffour	Governor	
8	Central Bank of Nigeria	H.E. Philip Chukwuemeka Ikeazor	Deputy Governor	
9	Central Bank of Oman	H.E. Rashid Bin Zayid Al Ghassani	Executive Vice President	
10	State Bank of Pakistan	Mr. Syed Samar Hasnain	Executive Director Islamic Finance Group	
11	Qatar Central Bank	H.E. Hamad Ahmad Al-Mulla	Assistant Governor Supervision	
12	Central Bank of Sudan	H.E. Salaheldin Sheikh Khidir Bakhit	Deputy Governor	
13	Banking Regulation and Supervision Agency - Türkiye	H.E. Dr. Yakup Asarkaya	Deputy Chairman	
14	Central Bank of the United Arab Emirates	H.E. Ebrahim Obaid Al Zaabi	Assistant Governor Monetary Policy and Financial Stability	

^{*}The names are arranged in alphabetical order by country

The 44th Council meeting approved the formation of the TC Term 8. The Council Chairman had earlier invited nominations for

the new TC term, from all Council members which was circulated by the Secretariat.

The approved nominations for TC Term 8 members are listed below.

	Organisation	Nominee*	Designation
1	Islamic Development Bank	Syed Faiq Najeeb	Lead Islamic Finance Specialist, IsDB Institute
2	Central Bank of Bahrain	Ms. Shireen Abdulkarim Al Sayed	Director, Regulatory Policy Unit
3	Bangladesh Bank	Mr. Mohammad Shahriar Siddiqui	Director, Banking Regulation and Policy Department
4	Brunei Darussalam Central Bank	Dr. Mariawati Omar	Senior Manager, Risk Specialist (Syariah Finance)
5	Central Bank of Egypt	Mr. Mohamed Abou Moussa	Assistant Governor
6	Bank Indonesia	Dr. Rifki Ismal	Director, Islamic Economic and Finance
7	Otoritas Jasa Keuangan	Ms. Nyimas Rohmah	Director, Department of Islamic Banking
8	Central Bank of Iraq	Mr. Mustafa Abd Nazzal	Asst. Manager of the off-site supervision department
9	Central Bank of Kuwait	Dr. Mohammad Al Khamees	Manager of Off Site Supervision Department
10	Central Bank of Libya	Dr. Ali Abusalah Amreeghah	Deputy Director of Research & Statistics Department and Head of Communications Unit in the Governor's Office
11	Bank Negara Malaysia	Mr. Nik Faris Nik Salahuddin	Deputy Director of the Prudential Financial Policy Department
12	Securities Commission Malaysia	Ms. Sharifatul Hanizah Said Ali	Executive Director of Islamic Capital Market
13	Bank Al-Maghrib	Dr. Mohammed Zougari- Laghrari	Head of Research and Relation with Participation Financial Institutions
14	Central Bank of Nigeria	Dr. Abdurrahman Abdullahi	Assistant Director, Non-Interest Banking Unit / FRACE Secretariat
15	National Insurance Commission (NAICOM), Nigeria	Mr. Ahmad Usman Kollere	Head, Licensing & Regulation, Intermediaries
16	Central Bank of Oman	Mr. Saud Al Busaidi	General Manager, Central Bank of Oman
17	State Bank of Pakistan	Ms. Nighat Tanveer	Director, Islamic Finance Development Department (IFDD)
18	Qatar Central Bank	Mr. Hisham Saleh Al-Mannai	Governor's Advisor
19	Saudi Central Bank	Mr. Walid Alzahrani	Director of the Islamic Finance Division
20	Central Bank of the Republic of Türkiye	Mr. Erhan Akkaya	Director of Participation Finance Division
21	Banking Regulation and Supervision Agency - Türkiye	Dr. İlker KOÇ's	Head of Department
22	Central Bank of the United Arab Emirates	Mr. Abdulaziz Saoud Abdulaziz Al Mualla	Manager - Higher Sharia Authority, Banking Supervision

^{*}The names are arranged in alphabetical order by country

The Council approved the nomination of H.E. Datuk Shaik Abdul Rasheed Ghaffour, as the Chairman of the EC, and H.E. Dr. Yakup Asarkaya as the Deputy Chairman of the EC; and the

nomination of Mr. Saud Al Busaidi as the Chairman of the TC, and Mr. Mohamed Abou Moussa as the Deputy Chairman of the TC.

44TH COUNCIL MEETING AND 22ND GENERAL ASSEMBLY

The 44th Meeting of the Council and 22nd General Assembly of the Islamic Financial Services Board (IFSB) was convened in-person and hosted by the Banque Centrale de Djibouti on 2 July 2024. The Council meeting was attended by 22 out of the 34 Council members. The 22nd General Assembly of the IFSB was attended by 40 members: 32 attending in person and 8 members joining virtually.

A key feature of the Council meeting was the **Tour de Table** session, during which the Central Bank of Jordan, Bank Negara Malaysia, Central Bank of Nigeria, and Central Bank of Oman delivered comprehensive presentations. These institutions shared insights and experiences related to the theme: 'Economic and Financial Stability Issues in the Islamic Financial Services *Industry:* Enhancing Supervision, Crisis Management Frameworks, and Cross-border Cooperation'. The session successfully fostered knowledge-sharing and strengthened mutual understanding among member institutions. The primary objective of the Tour de Table session was to facilitate high-level strategic dialogue

among Council Members and to provide guidance to the Secretariat. These discussions were aimed at enhancing the Secretariat's effectiveness in fulfilling its mandate.

The Secretary-General presented the paper 'Funding Implementation Mandate Strategic Planning Framework 2025–2027'. The presentation received strong support from the Council Members, reaffirming commitment to the long-term strategic direction of the IFSB.

For the 22nd General Assembly, a new segment titled **Members Sharing Session** was introduced during the Assembly. The inaugural session featured TajBank Ltd of Nigeria, whose presentation was well received by the participants. Members commended the initiative and expressed strong interest in further activities that promote inclusivity, especially for observer and associate members. This reflects the IFSB's continued commitment to broader engagement and capacity-building within its community.



FRAMEWORK ON DONOR FUNDING

Advancing Standards Implementation through a Donor-**Funded Mechanism**

To support the effective adoption of its standards and strengthen Islamic financial systems across member jurisdictions, the IFSB has intensified its focus on standards implementation, as outlined in Strategic Key Result Area 2 (SKRA-2) of its 2022-2024 Strategic Performance Plan.

In response to this priority, the IFSB Council approved a new organizational structure in early 2023, including the establishment of a dedicated Standards Implementation Department. The Council also endorsed the 2024 Standards Implementation Roadmap (SIR) to guide enhanced technical engagement and internal coordination.

Amid growing demand—particularly from emerging Islamic finance markets in Africa and Central Asia—the current funding model, largely dependent on membership fees, has proven inadequate to support the scale and type of technical assistance required.

To bridge this gap, the Council, in its 44th meeting held in Djibouti, approved the Administered Account Framework for Donor Funding of Selected IFSB Activities, which establishes a dedicated Account for Selected Activities (ASA). This donor-funded mechanism allows contributions from donors and recipient countries to support targeted technical services, including capacity building, technical assistance, training, and related strategic initiatives.

The ASA will operate with full transparency under clear governance guidelines, allowing contributors to specify funding priorities. It will be independently audited, and its performance reported annually, ensuring accountability and alignment with the IFSB's strategic objectives. This innovative funding model marks a significant step in enabling the IFSB to deliver on its strategic mandate and meet the growing expectations of its diverse and expanding membership.



NEW STRATEGIC PLAN 2025-2027

The IFSB Strategic Plan for 2025–2027 was approved by the Council during its 44th meeting in Djibouti on 23 December 2024. The Plan outlines the IFSB's priorities over the next three years in response to a rapidly evolving global and Islamic finance landscape. It also reflects the IFSB's commitment to strengthening the resilience, soundness, and inclusiveness of the global Islamic financial services industry (IFSI) through targeted standard setting, capacity building, and strategic engagement.

a. Context and Strategic Rationale

The current global environment presents heightened risks, including geopolitical tensions, economic uncertainty, climate change, and rapid technological advancement. Islamic finance continues to demonstrate strong growth and resilience yet remains exposed to both global systemic risks and sector-specific vulnerabilities. Recognising these dynamics, the IFSB's Strategic Plan seeks to deepen the sector's foundations, address key emerging challenges, and strengthen the infrastructure needed to support sustainable and inclusive growth in Islamic finance.

b. Strategic Priorities

1. Policy and Regulatory Development

The IFSB will enhance its focus on strengthening the financial policy and regulatory environment, with key areas including:

- Non-Bank Financial Institutions (NBFIs):
 Expanding regulatory work to promote the sound development of Islamic capital markets, insurance (takāful), finance companies, and social finance instruments.
- Financial Safety Net Frameworks: Finalising frameworks for Islamic deposit insurance, lender-of-last-resort mechanisms, and recovery and resolution regimes.
- **Emerging Issues:** Addressing climate-related risks, sustainability, and the implications of

- digitalisation for financial regulation and supervision.
- **Standards Review:** Enhancing the quality and presentation of existing standards to ensure continued relevance and alignment with global norms.

2. Capacity Development and Technical Assistance

Recognising the importance of implementation, the IFSB will significantly expand its capacity development activities:

- Technical Assistance (TA): Launching a strengthened TA programme to support member jurisdictions in developing regulatory frameworks, <u>sukūk</u> markets, insurance sectors, and liquidity management tools.
- Workshops and Peer Learning: Delivering targeted training and promoting knowledge exchange among regulators and supervisors.
- Digital Learning: Enhancing the IFSB e-learning platform for continuous professional development.

These initiatives are subject to resource availability and may be supported by external donor funding.

3. Research and Analytical Support

The research programme will underpin the IFSB's standard-setting and implementation goals by:

- Supporting the development of analytical tools and guidance.
- Exploring key issues in Islamic finance, including hybrid financial instruments, cooperative insurance, cash waqf, and conversions from conventional to Islamic finance.
- Leading forward-looking research into financial inclusion, sustainability, and digital innovation, particularly green sukūk and fintech solutions.

4. Financial Stability Monitoring

To safeguard the stability of the IFSI, the IFSB will:

- Expand and improve the Prudential and Structural Islamic Financial Soundness Indicators (PSIFIs) database.
- Enhance the Annual Islamic Financial Stability Report (IFSR) with thematic focus areas and detailed sectoral analyses.

5. Engagement, Governance, and Communication

The IFSB will strengthen its institutional capabilities and global presence through:

- Membership Engagement: Providing greater value and customised services to regulatory and market participants.
- Stakeholder Communication: Implementing a proactive, multi-channel communications strategy to raise awareness and promote Islamic finance globally.
- Institutional Reform: Finalising governance enhancements and investing in staff development to strengthen organisational delivery and agility.

c. Budgetary Considerations and Risk Outlook

The Strategic Plan is designed within a **static**, **conservative budget framework**, with core funding largely dependent on membership fees, which have remained unchanged since 2013. While strategic and financial risks are assessed as low, **operational and governance risks** are elevated due to staffing constraints and the pace of internal reforms. Securing additional donor funding for TA and research will be critical to expanding the IFSB's activities beyond the base plan.

d. Guiding Principles

The Strategic Plan is anchored on four core principles:

- a. **Global Commitment:** Promoting soundness and stability in Islamic finance through robust standards and risk monitoring.
- b. **Member Support:** Enabling safe and inclusive IFSI development through technical and capacity-building support.
- c. **International Collaboration:** Deepening global engagement with stakeholders, standard setters, and development organisations.
- d. **Institutional Excellence:** Fostering organisational agility through improved governance, staff capabilities, and strategic alignment.

e. Development Process

The Strategic Plan was developed through a structured and consultative process involving:

- Broad Consultation: Engagement with member regulatory and supervisory authorities (RSAs), international bodies, and standard setters via a Strategy Note.
- Evidence-Based Analysis: Research on macro-financial trends and sectoral assessments informing strategic priorities.
- Internal Review: Consideration of Council decisions and performance evaluation of ongoing IFSB initiatives.

FINANCIAL HIGHLIGHTS

TOTAL INCOME

YEAR	2020	3,838,024
	2021	3,908,809
	2022	3,908,809
	2023	3,963,199
	2024	3,964,839

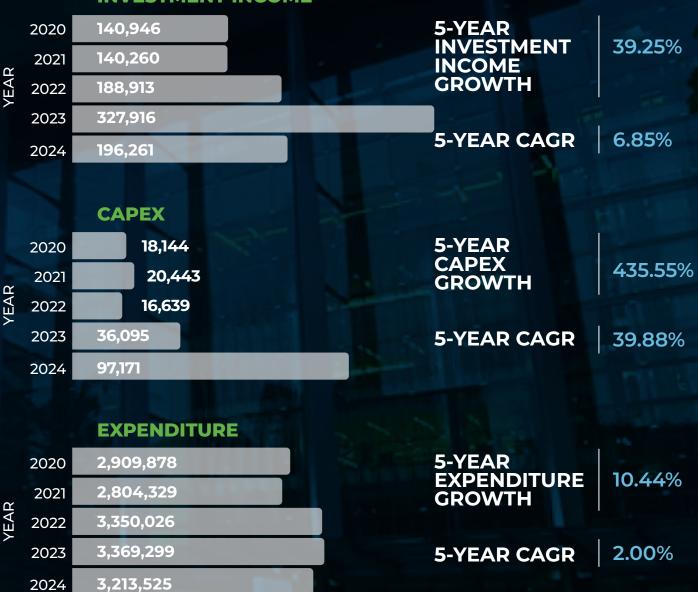
MEMBERSHIP

/EAR	2020	3,629,500	5-YEAR	
	2021	3,669,000	MEMBERSHIP GROWTH	-3.86%
	2022	3,608,500		
	2023	3,629,000	5-YEAR CAGR	-0.78%
	2024	3,489,500		

NET SURPLUS

	2020	928,146	5-YEAR NET SURPLUS	-19.05%
YEAR	2021	1,104,480	GROWTH	
	2022	457,195		
	2023	593,900	5-YEAR CAGR	-4.14%
	2024	751,314		



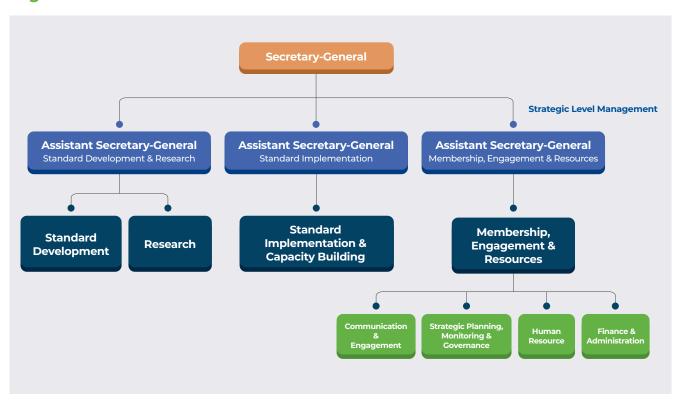


HUMAN CAPITAL DEVELOPMENT

Overview

In 2024, the IFSB reaffirmed its commitment to nurturing a high-performing, agile, and futureready workforce through targeted investments in talent development, leadership capacity, and performance management. These efforts are aligned with the organisation's strategic priorities and are designed to ensure that the Secretariat remains well-equipped to meet the evolving demands of the Islamic financial services industry.

Organisational Structure



Learning and Development Programmes

A total of eight learning and development programmes were implemented the Secretariat in 2024. These programmes addressed a range of priority areas including leadership development, digital transformation, policy formulation, and regulatory compliance. A blended delivery approach was adopted, encompassing in-house workshops, online learning modules, and accredited external certification programmes. This structure allowed for flexibility while ensuring quality and relevance of content.

Technical Capacity Building through FSI Connect

12 technical staff engaged actively with FSI Connect, the Financial Stability Institute's online learning platform. The platform provided structured, role-specific training in technical domains such as: Risk Management, Banking and Insurance Supervision, Capital Markets Core Principles, Financial Inclusion, and Climate-Related Financial Risk Management. These engagements supported continuous professional development and ensured alignment with global supervisory standards.

Participation in BIS-IMF Supervisory Programme

In 2024, four technical staff participated in the BIS-IMF Supervisory and Regulatory Programme, which includes live webinars and self-paced study materials from both FSI Connect and the IMF. The curriculum addressed core topics critical to effective financial supervision, including: Basel Core Principles, Regulatory Capital and Weighting Frameworks, Prudential Standards, Supervisorv Tools and Methodologies, Climate Risk, and Fintech Innovation. This programme significantly enriched participants' supervisory competencies and strengthened the Secretariat's capacity for informed policy development.

Secondee Development Opportunities

The secondee programme continued to play a pivotal role in 2024, offering professionals from member institutions valuable exposure to the IFSB's work environment. The programme facilitates cross-border knowledge exchange, strengthens technical collaboration, and contributes to both institutional and individual capacity-building within the Islamic financial services ecosystem.

Digital Transformation: Implementation of the FOCUS Platform

part of the IFSB's ongoing digital transformation journey, 2024 marked the successful deployment of FOCUS, a cloud-based integrated platform supporting procurement, finance, and human resource functions. digital innovation has streamlined administrative operations, improved internal governance processes, and enhanced workforce analytics capabilities. The system now enables deeper insight into talent development needs. performance trends, and workforce planning, strengthening the Secretariat's ability to align HR strategies with broader organisational goals.

Looking Ahead

In 2025, the IFSB is placing strong emphasis on advancing its human capital strategy through a multifaceted approach aimed at building a resilient and future-ready workforce. Central to this emphasis is the expansion of personalised learning journeys, ensuring that employees have access to targeted development opportunities aligned with their roles, career aspirations, and the organisation's evolving needs. In tandem, leadership development programmes are being enhanced to cultivate a pipeline of capable leaders equipped to navigate complex challenges and drive strategic outcomes.

The IFSB is also strengthening its performance management frameworks by fostering a culture of continuous feedback and aligning individual performance with organisational goals. To support long-term retention and career satisfaction, efforts are underway to improve internal mobility and redefine career architecture, providing clearer pathways for growth and progression. Furthermore, the organisation is leveraging data analytics to inform strategic workforce decisions, enabling more precise identification of skill gaps, succession risks, and development priorities. These initiatives collectively reflect IFSB's commitment to nurturing talent, fostering agility, and enhancing institutional capacity.



IFSB IN PHOTOS

IFSB ANNUAL MEETINGS 2024



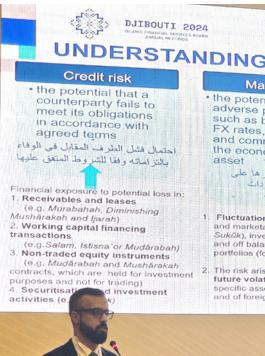


44th Meeting of the Council

22nd General Assembly Djibouti 2024















OFFICIAL VISITS













8TH AND 9TH EXECUTIVE PROGRAMMES





















IFSB EID CELEBRATION

















IFSB FAMILY DAY



























ISLAMIC FINANCIAL SERVICES BOARD LEVEL 5, SASANA KIJANG, BANK NEGARA MALAYSIA 2, JALAN DATO' ONN, 50480 KUALA LUMPUR, MALAYSIA