

## CURRICULUM. VITAE



**Name:** Mrs. Maisoon Mohamed Abdulla BenShams, CICS, CRA, CCO

**Address:** P.O.Box 98  
Manama, Kingdom of Bahrain

**Contact:** Telephone: (973) 3945 7970

**E-Mail:** [maisoonshams@hotmail.com](mailto:maisoonshams@hotmail.com)

---

### PERSONAL PROFILE

**Nationality:** Bahraini

**Date of Birth:** 19-May-1964

**Religion:** Muslim

**Marital Status:** Married

---

### AREAS OF PROFESSIONAL EXPERTISE

- Professional risk experience of 33 years in the banking field with thorough understanding of regulatory requirements for Islamic Banks (wholesale and retail banks), Basel II and Basel III recommendations and implementations plans.
- Comprehensive experience in establishing, implementing, and maintaining a comprehensive risk management framework to cover all internal and external risks.
- Good experience in management of Credit, Market, Operational, and liquidity risk in accordance with risk appetite.
- Professional experience in architecting risk management policies, procedures, and guidelines across for financial institutions to ensure that emerging and crystalized risks are identified and reported.
- Comprehensive knowledge in setting up corporate governance frameworks, including development and application of committees' charters, governance policies & procedures, succession plans, business continuity plans, and code of conducts.
- Experienced in development of Internal Capital Adequacy Process (ICAAP) and related risk and control self-assessment (RCSA), key risk indicators (KRI), and the articulating the Statement of Risk Appetite.
- Experienced in risk-based planning techniques, process reengineering, gap analysis, including reviewing the effectiveness of internal controls over financial/management reporting process, design assessment, gap remediation and testing;
- Member of the executive management team, contributed in strategy development, strategic financial/corporate planning, budget in line with the corporate strategy, and innovating strategies towards enhancing business and operational excellence.
- Possess a clear understanding of corporate governance norms in the banking industry, trends with distinction of instituting control techniques to achieve service and product excellence at the lowest cost.

- General product knowledge across Debt, Money Markets, FX and Islamic Structured Finance, and in a Treasury environment, with proven experience in portfolio performance management, investment valuation and reporting.
- A result oriented leader with proven expertise in implementing risk policies, managing wide risks and implementing mechanisms to mitigate risks.
- Adequate knowledge in financial performance modeling, analysis, and reporting, (use of stress testing, value-at-risk, comparative financial versus benchmarks, budgets and forecasts).
- Practical knowledge of compliance risk management and regulatory requirements for financial institutions (being listed or unlisted), and their practical application to day to day business for these institutions.
- Good knowledge of modern human resource management principles and practice, including team leading, training, performance management, setting job descriptions and evaluation.
- Coordinated and participated in industry related seminars and conferences which facilitate networking and business development opportunities.
- High integrity and energetic leader known for ability to envision and create successful outcomes through quick grasping and learning abilities.

---

## EDUCATION/ QUALIFICATIONS

- **Professional Certification for Arbitration in Stock Market Disputes from GCC Commercial Arbitration Center** Dec 2018
  - **Certified Compliance Officer (CCO)** June 2010
  - **Certificate in Islamic Studies**, Imam Malik Institute for Islamic Studies Dec 2008
  - **Certified Risk Analyst (CRA)** June 2006
  - **Completed a 3 weeks program of Leadership, Management talent and Entrepreneurial skills, sponsored by U.S. Department** 25Mar- 15Apr 2006
  - **Certified Internal Control Specialist, (CICS)** December, 2005
  - **Master of Business Administration (MBA)** Sep 2002 - Aug 2004  
University of Strathclyde – Glasgow, United Kingdom
  - **Bachelor in Accounting (BSc),** Sep 1997 - Jun 1998  
University of Bahrain - Bahrain
  - **Diploma in Accounting**, University of Bahrain - Bahrain Sep 1994 - Jun 1996
  - **Diploma in Business Studies (OCBS)** Sep 1979 – Jun 1982  
University of Bahrain – Gulf Polytechnic Bahrain
  - **Other International Certification**
  - **Secondary School Diploma of Commerce** Sep 1978 – Jun 1979  
Muharraq Secondary School – Bahrain
-

**CAREER HISTORY**

<b>01Jan2013 – To date</b>	<b>AlBaraka Islamic Bank, Bahrain.</b> <b>AGM- Head of Risk Management</b> <b>Key Responsibilities:</b> <ul style="list-style-type: none"> <li>• Setting the vision and strategy for the bank's risk function working in conjunction with all other executive leadership across the Bank.</li> <li>• Building a robust risk management framework and architecture for the Bank, bringing together a number of teams (operational risk, credit risk, liquidity risk management, profit rate and market risk, stress testing, modeling and analytics) and managing the bank wide risk.</li> <li>• Building and leading a highly collaborative and proactive risk function that is able to navigate the increasingly complex business and regulatory environment that the Bank operates in, India as well as globally.</li> <li>• Ensuring a bank-wide view and understanding of the combined risks of the business and their inter-relationships (profit rate risk, liquidity risk, operating risk, credit risk, reputational risk, regulatory risk).</li> <li>• Formulating and articulating a coherent risk appetite and infrastructure, including operating and financial models and supporting plans.</li> <li>• Embedding a positive culture of confident and informed risk-taking through training, communication and promotion of the agreed risk framework.</li> <li>• Partnering effectively with third parties, regulatory bodies and others, as appropriate and whenever required.</li> <li>• Responsible for compiling, assessing and reporting risk information to the top management and the Board.</li> </ul>
<b>01Jan2009– 31Dec2013</b>	<b>AlBaraka Islamic Bank, Bahrain.</b> <b>AGM- Head of Risk Management &amp; Compliance</b> <b>Key Responsibilities:</b> <ul style="list-style-type: none"> <li>• Established the functional and organizational architecture of Risk Management Department and framework.</li> <li>• Developed and implemented Basel risk policies and procedures for the management of Liquidity Risks, Market Risks, and Operational Risks. That included setting up policies, objectives, mandate, processes, commitment to manage risk, and risk management reporting.</li> <li>• Developed and implemented the bank's Corporate Governance Policy.</li> <li>• Developing and progressing risk management culture.</li> <li>• Advisory capacity for Market Risk limits (ALM &amp; Liquidity) on limit issues (applications &amp; excesses). This includes monitoring the applicability of the limits, policies &amp; procedures.</li> <li>• Articulated the bank's Risk Appetite Statement and ICAAP.</li> <li>• Contributing effectively in cash management and controlling non-earning assets.</li> <li>• Overseeing the bank's Risk Management governance, procedures and practices to assess credit and operational risk.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review and analyze key exposures, limits and their utilization in view of prevailing market conditions.</li> <li>• Monitoring and enhancing the risk management framework, including operational loss events and tracking mitigation controls, linking risk assessments to corporate goals, and applying risk management standards throughout the whole organization.</li> <li>• Developed ongoing processes to analyze and monitor risks and management of asset-liability, including stress testing and scenario analysis, maturity mismatch, portfolio analysis, profit rate risk, funding and liquidity risks.</li> <li>• Overseeing the implementation of risk support information systems (SunGard), processes and infrastructure for managing operational risks</li> <li>• Developing risk registers and risk profiles, including Key Risk Indicators (KRIs), and Risk and Control Self-Assessment Questionnaire (RCSA).</li> <li>• Execute high level risk assessment of key new businesses, products, processes and changes to existing transaction flows including review and analyzing risk profile of operational processes/business models and recommending the control mitigations.</li> <li>• Analyzing the bank's financial performance, assessing its viability, stability, liquidity and financial soundness.</li> <li>• Member of Management Committee, Cash Management Committee, &amp; ALCO.</li> <li>• Act as the Secretary of the Board Risk Management Committee, therefore, arrange, support &amp; actively participate in the RMC meetings.</li> <li>• Contribute towards development of the bank's strategic risk management capability and risk/return assessments and benchmarks</li> <li>• Evaluating existence of effective controls framework to ensure compliance with internal policies, procedures, Codes, and applicable laws and regulations, and advising management of any issues arising from the monitoring reviews.</li> <li>• Maintain appropriate relationship with Regulators and Rating agencies and liaise with Internal/external auditors.</li> <li>• Oversee management/accountability for daily administrative matters of risk monitoring.</li> <li>• Monitor liquidity limit structure to ensure they are appropriate and relative to the bank's capital and funding profile.</li> </ul> <p>➤ <i>From January 2010 – December 2012, assigned and approved by CBB for the Compliance function of AlBaraka Banking Group which was in addition to the functions of Risk &amp; Compliance for AlBaraka Islamic Bank.</i></p>
19Aug07– Dec 2008	<p><b>Liquidity Management Center, Bahrain</b>  <b>Manager - Risk Management &amp; Compliance</b>  <b>Key Responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Established the functional and organizational architecture of Risk</li> </ul>

	<p>Management Department.</p> <ul style="list-style-type: none"> <li>Established the Board Risk Management Committee Charter.</li> <li>Acted as the Secretary of the Board Risk Management Committee, therefore, arranged, supported &amp; actively participated in the RMC meetings.</li> <li>Developed, implemented and maintained appropriate risk framework, policies and processes to ensure that the bank meets existing, proposed compliance and regulatory requirements in alignment with Basel II accord.</li> <li>Member of Management Committee, IT Steering Committee, &amp; ALCO.</li> <li>Established and maintained control framework to ensure compliance with internal policies, procedures, Codes, and applicable laws and regulations</li> <li>Overall management/accountability for daily administrative matters of risk monitoring</li> <li>Reviewed and analyzed exposures, limits and their utilization in view of prevailing market conditions.</li> <li>Report on the bank's performance giving risk review and compliance findings suggesting remedial / improvement measures.</li> </ul>
<p><b>25 years</b></p> <p><b>Jan2001– Jul2007</b></p> <p><b>Jan 96 – Dec00</b></p> <p><b>Jan 84 – Dec95</b></p> <p><b>Nov 82– Dec83</b></p>	<p><b>Central Bank of Bahrain (CBB)</b></p> <p><i>Positions:</i></p> <ul style="list-style-type: none"> <li><b>Head of Internal Control</b> - Reserve Management Directorate,</li> <li><b>Superintendent of Internal Control</b> - Reserve management Directorate,</li> <li><b>Settlement staff in the back office</b> - Reserve Management Directorate,</li> <li><b>Money Market Dealer</b> - Reserve Management Directorate,</li> </ul> <p><b>Key Responsibilities &amp; Experience:</b></p> <p>Responsible for the integrity of reserve management operations, including:</p> <ul style="list-style-type: none"> <li>The degree of success in achieving reserve management objectives;</li> <li>Determining whether all relevant risks have been identified;</li> <li>Adequacy of the system of internal controls in addressing risks and monitoring compliance with procedures and controls;</li> <li>Existence of proper safeguards to protect assets;</li> <li>Reliability, security, and integrity of Electronic Data Processing (EDP) communication and other information systems; and</li> <li>Accuracy of accounting records and processes.</li> </ul> <p>This entails a broad variety of core compliance and business deliverables related to reserve management.</p> <ul style="list-style-type: none"> <li>Architecting, appraising, and reshaping the investment processes, internal controls, reports, and operational procedures</li> <li>Liaise with Internal/external auditors</li> <li>Actively participated in the management of liquidity, portfolio, and earnings.</li> <li>Support and actively participate in the Reserve Management Committee meetings</li> <li>Assess and report on financial performance and risks of internally and externally managed portfolios.</li> <li>Compliance to CBB's policies / management reporting / financial regulations.</li> </ul>

	<ul style="list-style-type: none"> <li>• Daily &amp; monthly financial performance analysis reports to management.</li> <li>• Actively prepared pre-emptive control strategy to reduce risks, costs and errors.</li> <li>• Functioning as a member of several Steering Committees within the bank.</li> </ul>
--	---

## TECHNICAL & MANAGEMENT SKILLS

- Data architecture and modeling
- Computer-proficient in Ms Windows, Ms Office (Word, Excel, PowerPoint, Ms Project, and Microsoft Outlook),
- Ability to communicate clearly and effectively, both orally and in writing, in English as well as Arabic

## PERSONAL ATTRIBUTES AND SKILLS

- Excellent track record in achieving objectives, goal-driven and results-oriented professional with over 25 years of “hands-on” experience with the Central Bank of Bahrain,
- Ability to analysis systems, procedures and products and suggest improvements,
- Able to multi-task and manage several projects simultaneously while supervising junior staff and working closely with clients and management,
- Initiative, innovative and goal oriented,
- Professionalism and positive attitude,
- Problem solving, self-motivated and promotes team work,
- Excellent presentation, negotiation, and communication skills with internal and external stakeholders.
- Perform under pressure in a fast-paced rapidly changing environment,
- Independent and strength of character to make the strategic decisions for a group,
- Ability to manage teams and commit to deadlines,
- Sound work ethic and high integrity,
- Efficiently manage resources allocated to the work stream.

## PROFESSIONAL AFFILIATION

### Member and active participant in the followings:

- **Deputy Chairman of Risk Management Committee at Bahrain Association of Banks.**
- **Active participant in the following committees at my current post:**
  - Board Risk Management Committee as Committee Secretary
  - Asset & Liability Management Committee as Member
  - Management Committee as Member
- **Member of 'Women in Banking Committee' – from 2015.**
- **Member of Editorial Advisory Board (EAB) - Bahrain Association of Banks (BAB) - 2014 until to-date**
- **Addressed the Risk Management Congress** held in Dubai from 16<sup>th</sup> – 20<sup>th</sup> Sept., 2006, organized by IIR Middle East.
- **Participant in Reserve Management Committee – Central Bank of Bahrain.** This Committee was responsible for managing the official reserves of the CBB, the portfolios performance,

improve management of risks, and improve the investments results.

- **Active member in IT Strategy Committee** – Central Bank of Bahrain. The Committee was responsible for setting IT strategy, evaluate existing systems, identify users' requirements and select efficient core business system in order to support cumulative objectives of BMA as a central bank.
- From March 2005 to Feb. 2006, as active member of **Al MASSAR Steering committee**, engaged with Team from Hewitt Association to restructure HR reward strategies and policies at BMA.
- Member of the **American Academy of Financial Management**
- Member of the **Hawkamah Institute for Corporate Governance**

---

## PROFESSIONAL TRAINING

### OVERSEAS TRAINING

- |                |  |
|----------------|--|
| 17-Jan-2011    | • Seminar on Risk Mitigation and Enhancing Financial Stability in Islamic Finance: Contingent Capital and Takāful, Abu Dhabi                                       |
| 4-5Aug 2009    | • New Strategies for Turbulent Times, Istanbul, Turkey.  |
| 14-16 Apr 2009 | • Risk Management in Islamic Banking, Bahrain  |
| 03-05Nov 2008  | • Basel II: Implementation & Compliance Training, Kuwait. (organized by Fleming Gulf)  |
| 11-15Nov 2007  | • Basel II Risk & Regulations (Union of Arab Banks)  |
| 10-14 Oct 2005 | • Workshop on fixed income risk management techniques cover systems, internal controls, policies and compliance functions with JP Morgan Asset Management, London. |
| 12-13 Oct 2005 | • Practical Applications of Risk Management for Central Bank Reserves – JPMorgan Asset Management, London.   |
| Nov 2004       | • On-the-Job training-Hong Kong Monetary Authority in Risk Management, Hong Kong.  |
| Sept 2003      | • IT for reserves Management: Challenges & Opportunities arranged - The Word Bank, Italy   |
| Oct 1998       | • Annual Reserve Mgt. seminar for Sovereign Institutions – UBS, Zurich   |

### OTHER TRAININGS, SEMINARS & CONFERENCES

- |               |     |  |
|---------------|-----|--|
| 26-27May2010  | Apr | • AAOIFI Annual Shari'a Conference, Bahrain  |
| 2010          |     | • International Investor Relations Conference, Bahrain   |
| 14-15 Dec2009 |     | • AAOIFI–World Bank Annual Conference on Islamic Banking and Finance, Bahrain.                                   |
| 2-10 Dec 2009 |     | • Basel II Master Class–Implementation and Compliance Training, Bahrain  |
| Jan 2008      |     | • Islamic Banking Supervision, Bahrain   |
| Nov 2007      |     | • Workshops on Capital Adequacy & Transparency and Market Discipline (Islamic Financial Services Board), Bahrain |
| Oct 2007      |     | • Islamic Leasing Ijarah   |
| Sept 2006     |     | • Performance Management Appraisals  |

<b>May 2006</b>	• Islamic Accounting Standards (English)
<b>Sept 2005</b>	• The Impact of Basel II on Financial Organizations: Optimizing Mix
<b>June 2005</b>	• Risk Management and Value at Risk
<b>Mar 2005</b>	• Data Analysis for Power Users
<b>May 2004</b>	• Middle East Credit Outlook for 2004 - Fitch Rating
<b>June 2003</b>	• Financial Management: Valuation of Companies
<b>May 2003</b>	• التميز في الخدمة
<b>May 2003</b>	• كيف تبني ولاء العاملين - Gulf Innovation for Training & Consulting
<b>Sept 2002</b>	• Stress Management
<b>June 2002</b>	• Portfolio and Risk Modeling Simulation
<b>May 2001</b>	• US Securities & Exchange Commission
<b>April 2001</b>	• Time Management
<b>Mar 2001</b>	• Building High Performance Teams
<b>Jan 2000</b>	• Need to Know About Supervision
<b>July 1993</b>	• Introduction to MS.Excel
<b>Oct 1996</b>	• Practical Tec. of Auditing Bank
<b>Sept 1996</b>	• Practical Tec. of Auditing Bank