

# BANKING PERIODIC

OVERVIEW OF THE FINANCIAL  
SECTOR IN KOSOVO



## PANAIRI FINANCIAR I KOSOVËS FINANCE FAIR KOSOVA 2015



# BANKING PERIODIC



SHOQATA E BANKAVE TË KOSOVËS  
KOSOVO BANKING ASSOCIATION

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DATE OF PUBLICATION,  
September 2015

BANKING PERIODIC IS SUPPORTED BY  
THE EUROPEAN FUND FOR SOUTHEAST  
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KOSOVO BANKING ASSOCIATION

The views and opinions expressed in this publication are a summary of the discussions by panels of the Finance Fair 2015. These views and opinions do not necessarily reflect the views of the Kosovo Banking Association. This review will serve as a reflection on what has been concluded from the discussions at the two-day conferences and opening of the Finance Fair 2015 so that the relevant institutions can take respective measures to improve the business environment in Kosovo.

# FINANCE FAIR 2015

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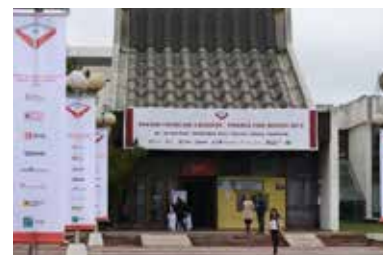
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## HISTORY OF THE FINANCE FAIR

Kosovo Banking Association in collaboration with its members and various partners organized the Finance Fair for the first time in 2005. Initially, it was organized every two years, while since 2011 the Finance Fair is organized annually by the Kosovo Banking Association. The Finance Fair was organized for the eighth time this year.

The Finance Fair aims to create and expand contacts between financial institutions, businesses, donor agencies in this area and potential investors by identifying best practices of cooperation that can push the development of the financial sector and economic development forward in Kosovo. Each Finance Fair organized aims at treating specific issues of the sector, bringing all relevant institutions in one place aiming to address the challenges and problems facing the sector.

Finance Fair also aims to facilitate the promotion of various financial services, namely services that are new and not very popular among visitors and that can be very useful for businesses in particular.



Finance Fair features several parallel activities:

**Exposure** - represents only one of the main parts of Finance Fair during the two full working days, where the financial industry has the opportunity to present its products and services, but at the same time to communicate with different stakeholders, including: individual clients and businesses, regulators and legislators, the media and international organizations as well as potential future employees.

**Conferences / Forums** - organized simultaneously with the Finance Fair exposure during the two days of the fair. Each year particular topics, part of the agenda of the financial sector are treated and discussed. Through these events, it is aimed to gather all the relevant stakeholders of the financial industry in one place to discuss the challenges of this sector, where panelists share their experiences with each other, their commitment and contribution to the topics that are selected depending upon the interest of the industry.





**Events** – workshops or various meetings are organized during the Finance Fair which also aims at providing financial literacy to various segments of society. So far, various workshops were organized, including: workshops with students, workshops with certain sectors of industry (i.e. accountants, businesses selling petroleum products, etc.), workshops with journalists etc.



## FINANCE FAIR 2015

The Finance fair 2015 opening ceremony was conducted on September 29th, 2015 at the Pallati i Rinisë (Youth Center) and continued on September 30th. In opening the fair, the opening speeches were made by Mr. Bedri Hamza, Governor Central Bank of the Republic of Kosovo, Mr. Ilir Aliu, Chairman of the Board of Directors of the Kosovo Banking Association and also the Executive Director of ProCredit Bank, and Mr. Petrit Baliija, Executive Director of the Kosovo Banking Association.

In their opening statements, the annual organization of the Finance Fair by the Kosovo Banking Association was evaluated as very successful. The role of the financial system in supporting the country's economic development has improved further in the last period, mainly due to developments within the banking sector activity. Lending of the banking sector continued to pursue a significantly faster trend growth. Moreover, in the introductory speech by the Central Bank of Kosovo it was noted that this institution continues to support the further development and increasing efficiency of the financial system of the country, by working on the development and improvement of infrastructure and financial regulations that allow for a healthy development of the financial system and promotion of an increased competition in the financial system through the licensing of new stakeholders.



Within the Finance Fair of this year various companies were exposed in Pallati i Rinisë, including: banking institutions, microfinance institutions, insurance companies, local public agencies, educational institutions, international organizations and consulting companies.



During the Finance Fair 2015 a sweepstakes (lottery) was organized with the objective to promote and increase the number of visitors to the fair and reward them in gratitude as clients of financial institutions. The sweepstakes was located in the Pallati i Rinisë hall during the two days of the Finance Fair 2015. All the fair visitors who managed to collect at least 15 brochures of the exhibiting companies at the fair were qualified to enter the sweepstakes. The withdrawal of three individual prizes from KBA was done through the program "Time for Finance" within the television "Kohavision".



In this event, Kosovo Banking Association was supported by the General Sponsors: Banka Ekonomike, Bank Kombetare Tregtare, Banka per Biznes, Is Bank, NLB Prishtina, ProCredit Bank, Raiffeisen Bank and TEB - Economic Turk Bankasi - TEB. Finance Fair 2015 was also supported by the media sponsor Telegrafi.

## PANEL DISCUSSION DURING THE 2015 FINANCE FAIR

Within the Finance Fair 2015 the conference was organized during the second day, where the panel was represented by the financial sector in Kosovo, international institutions and important public institutions of Kosovo. The topics and sub-topics of the panel discussion were:

### Financing Progress in Kosovo

- Financing Agribusiness in Kosovo
- Kosovo Credit Guarantee Fund
- Overall barriers for access to finance for small and medium enterprises

The conference was chaired by the Executive Director of the Kosovo Banking Association, Mr. Petrit Balijsa who led the comprehensive panel discussion sessions.



The Panel Conference of the Finance Fair 2015 was comprehensive and consisted of eight panelists including: Fehmi Mehmeti - Deputy Governor of the Central Bank of Kosovo (CBK), Jan Peter Olters - World Bank representative for Kosovo, Ilir Aliu - Chairman of KBA and Executive Director of ProCredit Bank, Memli Krasniqi - Minister in the Ministry of Agriculture, Forestry and Rural Development, Robert Wright - Vice Chairman of the Board of KBA and CEO at Raiffeisen Bank, Michael Gold - Executive Director of the Crimson Finance Fund and representative of the Kosovo Credit Guarantee Fund, Safet Gërxhaliu - President of Kosovo Chamber of Commerce and Adem Selmani - Executive Director of the Association of Insurance companies.



Finally, from the point of view of the regulator and supervisor it was estimated that:

(i) there is considerable capacity and space associated with the acceleration of market support through mortgage financing, especially for residential but also commercial;  
 (ii) there are a number of preconditions that show mortgage market financing has reduced financing costs, as follows:

- lowering the cost of resources of funds for banks;
- reduction of credit risk through private enforcement;
- continuous reduction of non-performing loans;
- better quality of new loans;
- stable condition of the banking sector;
- stable liquidity position;

(iii) banks should treat more balanced sector financing through long-term funding accelerated growth, respectively financing of agriculture as an important sector - including longer grace periods;  
 (iv) agriculture should be promoted more by relevant institutions, in this case various economic chambers through advocacy in order to institutionalize their support in developing reasonable business plans, as well as drafting adequate financial statements;  
 (v) while for regulators and supervisors, a legal infrastructure must be created in order to accelerate the support in funding these two sectors.





In opening the conference the Chairman of KBA gave a general presentation on the key indicators of the financial sector and banking industry in particular. In Mr. Aliu's presentation, it was reflected that the banking industry has recorded positive values in all its key indicators, becoming the bearer of many developments and thus economic development in Kosovo. By the end of June 2015, the banking industry accounted for 69.1% of the total financial system, while the total value of loans issued by the banking industry accounted for more than 2 billion Euros. Deposits reached 2.5 billion Euros, which means that the ratio between loans and deposits remained stable at the rate of 77.9%.

In the presentation, it was well noted that the banking industry has been able to manage non-performing loans very well, since in June 2015 this percentage was 7.2%, a lower share compared to the previous two years when this percentage was 8.7% (2013) and 8.2% (2014). The percentage of non-performing loans is the lowest compared to all other countries of the region.

Among the greatest achievements of the banking industry in 2015 was estimated to be the reduction of the effective interest rate, which in June 2015 was reported to have reached 7.6%, a share which is significantly lower than the prior periods. The gap or the ratio between the interest rate for loans and deposits has continuously declined every year.

The opening of the conference also emphasized the banking industry profit generated through the years, which is a key condition for a stable sector and was estimated that profit growth in recent years is a direct result of the reduction of expenses, especially non-interest expenses. The presentation also included information on electronic services and their comparison to other regional countries, such as the use of debit and credit cards, access to ATMs and points of sale, and use of e-banking, where it was estimated that Kosovo is not inferior compared to other regional countries, while in some cases it even exceeds some countries in terms of their usability and accessibility.





The representative from the Ministry of Agriculture values agriculture as a sector of particular importance and as such should be treated by all other stakeholders, as this sector represents one of the few opportunities to increase production and the welfare of citizens by reducing the huge gap created between imports and exports. This sector contributed about 1% to the overall economic growth and participates with 12-13% in gross domestic production based on official data and projections published. It was also stressed that agriculture represents approximately

12% of total exports that Kosovo exports. In this sense, the Ministry of Agriculture has contributed to this development through the provision of grants and subsidies amounting to 43 million Euros (23 million in the form of subsidies and 20 million in the form of grants) that are expected to generate a profit of 35 million Euros. The Minister appreciates the fall of interest rates on loans, but emphasizes that interest rates remain at double-digit levels, even in cases where the farmer is the recipient of grants from the government. Ministry of Agriculture estimates that only 4% of total loans of the banking industry comprise loans issued to agriculture, while of these loans the agricultural sector represents the lowest rate of non-performing loans in relation to the overall average. Furthermore, the processing initiative of the Assembly for approval of the Credit Guarantee Fund Draft Law that is expected to cover the risk by up to 50% of the collateral was highly appreciated; which means that through this fund the banking industry will be able to increase lending to the agricultural sector and at the same time reduce the risk estimated to support this fund.



The Representative of the Kosovo Chamber of Commerce (KCC) considered the developments within the banking industry as very positive, since

it has made actual steps towards the reduction of loan interest rates. According to him, the main challenges are the barriers that businesses in Kosovo face and are very important in the further development. The main barriers relate to the rule of law, namely the difficulties of the justice system in enforcing contracts. More specifically, a challenge in the banking industry is the issue of ownership clarification, where the government needs to work more in this direction.

As for the banking industry the representative from KCC suggested more awareness campaigns with educative character with regards to the improvements that have been made, in order to change the approach of businesses so that these businesses work more on their performance rather than the profit made by banks.



Representatives of the banks on the panel estimated that the total loans issued to the agricultural sector range from 85-100 million Euros, while the percentage of non-performing loans for these loans is approximately 4%. This low percentage of non-performing loans shows the success of the banking industry in the due diligence they have shown for this sector, preventing the share of these loans to increase. Also, the effective interest rates for

agricultural loans are not high, 10.5%, which means that there are loans provided to the agricultural sector with lower rates, i.e. below the double-digit level. Issuance of loans to the agriculture sector does not solely depend on the banking industry, but rather it depends on demand, so the more demands that meet the conditions set by the banking industry for the sector, the larger the loan portfolio will be. The banking industry is flexible in terms of determining the conditions of the collateral, the grace period or other criteria. Today, all commercial banks that operate in Kosovo offer agriculture financing as a service or product. Some of the barriers that the banking industry encountered with businesses in the agricultural sector is inadequate bookkeeping (do not have financial statements/ financial data) through which the company would be assessed in terms of turnover and profit, landowners are not identified exactly and have no certificates of ownership, small plots of land that have developed their activity mainly through informal channels, inaccurate population census, lack of addresses and many other barriers.



The World Bank Representative for Kosovo stressed that along with the banking industry, the insurance sector is also an aspect that can contribute more to the financing of agribusinesses. By insuring agricultural crops against natural disasters, it would be possible to reduce the risk premium and hence obtain lower interest rates. An important aspect is that businesses, especially those in agriculture should be more innovative and have affirmative action, in order to become attractive for funding, which will indirectly also increase the funding requirements for the agricultural sector.

The insurance sector representative informed the participants that currently there are only two companies in the insurance sector which are licensed from the Central Bank of Kosovo to insure agricultural crops. So, in this context, insurance companies have not been fully supported by other partners. As a sector, agriculture has potential and can be developed even more, always in cooperation and participation of all stakeholders such as banks, insurance companies, the Ministry of Agriculture and other stakeholders. Hence, enhanced cooperation is crucial. One of the problems identified by the insurance companies is that agriculture is more developed in the traditional level and is not very attractive, even insurance demands are low, if at all.





The Representative of microfinance and credit guarantee fund estimated that to improve the credit portfolio for the agricultural sector, real estate valuations should be improved in order to identify the market price for the real estate. This would enable the banking industry or even microfinance institutions to have a clearer idea of the value of the asset to be funded. The second important issue that could affect the growth of agricultural lending would be the improvement of contract enforcement in the field of justice, since, as we all know that courts do not have a deadline to the resolution of litigation cases, causing delays and non-compliance with contracts due to non-implementation of the law.

At the end of the panel, it was estimated that the Central Bank of Kosovo will seek to make property insurance mandatory after the approval of the draft law on insurance through secondary legislation that is expected to be approved. The Ministry of Agriculture promised that since two insurance companies are licensed by the Central Bank of Kosovo to insure agricultural crops, it will begin to subsidize the insurance costs up to 50%, rather than subsidizing the agricultural crops directly. Furthermore, Minister Krasniqi pledged that the Ministry of Agriculture is eager to subsidize premiums to farmers for insuring their properties and agricultural products. What is necessary at this point is to have adequate services offered by the insurance institutions and have farmers ready to sign such insurance contracts. Minister Krasniqi's offer was valued as very positive and something concrete that can be implemented in the near future.

Ultimately, it was estimated that the Kosovo Credit Guarantee Fund will play a crucial role in the further development of financing not only the agricultural sector but also start-up businesses and small businesses. Initially, this fund is expected to ensure up to 20 million Euros, while in the longer term plan it is expected to ensure loans of up to 300 million Euros, which encompasses a complete portfolio of a major bank in Kosovo.



## TENTH ANNIVERSARY OF THE KBA TRAINING CENTER



**Festojme 10 vjet sukses**  
**Celebrating 10 years of success**

On September 30th, 2015, the Kosovo Banking Association organized a festive ceremony in honor of the 10 years of successful operation of the Training Center. The ceremony also marked 10 years of collaboration with KBA's partner in Luxembourg, the Financial Technology Transfer Agency (ATTF).

Participants came from member banks, the World Bank, IFC, the Luxembourg Embassy in Kosovo, ATTF from Luxembourg and other guests who have been contributors or beneficiaries of the Training Center during these 10 years. During these 10 years, over 264 trainings were held at KBA in which over 3,000 people have attended at least one training.

During the ceremony, the Manager for Training and Development, Arben Salihu, thanked all the participants and those who were unable to attend and added that he is proud of the work that has been done and "... to think that we have had a positive impact on the lives and the work of over 3 thousand people is something to be proud of".

KBA Executive Director, Mr. Petrit Balijsa, spoke on the importance of training and the positive impact by thanking all collaborators and staff for the wonderful job.

ATTF Business Manager, Mr. Ben Lyon, thanked KBA for the very good cooperation over the years and pledged greater cooperation in the coming years. While, the Charge d' Affaires at the Embassy of Luxembourg said a few words about the contribution of his Government in Kosovo, not only in finance but in other areas as well, adding that Luxembourg is very interested in the developments in Kosovo and to see more progress.

After the speeches, certificates of gratitude were distributed to all partners and contributors of the Training Centre over the years; to then follow up with a cocktail.



## REFERENCAT

*Kosovo Banking Association, Minutes of meeting, September 29-30, 2015 from Finance Fair 2015*

*Kosovo Banking Association, 30 September 2015 - <http://bankassoc-kos.com/panairi-financiar>*

*Kosovo Banking Association - Finance Fair Report 2007, 2009, 2011, 2012, 2013 and 2014*

## **PART II**

# **BANKING INDUSTRY NEWS THAT MARKED THE MONTH OF SEPTEMBER**

## THESE ARE THE PRODUCTS THAT WILL COST LESS, AS OF TODAY



The Government of Kosovo has reduced VAT for a range of raw materials and essential products in accordance with its program, in order to reduce the financial burden on the lower income classes. These changes come as the implementation of the new fiscal package (Law on Value Added Tax, the Law on Personal Income Tax and the Law on Corporate Income Tax). So, starting today, September 1st, 2015, all essential products will have a Value Added Tax of 8%, from the original 16%. Grain, flour and such products, which include bread and similar products, will have an 8% VAT. By the same measure, cooking oil, milk, eggs and salt will also be taxed. Public utilities such as water (not bottled), electricity and heating will have an 8% imposed VAT. According to the new fiscal package, the Law on Value Added Tax will define two VAT rates, the standard VAT rate of 18 percent and the reduced VAT rate of 8 percent. This means that for other products, for which there is no reduction or removal of VAT, this tax will be increased at the rate 18%. (Telegrafi, September 1st, 2015).

## DRAFT LAW ON THE ESTABLISHMENT OF THE CREDIT GUARANTEE FUND IS APPROVED

At the Government headquarters, the third meeting of the National Council for Kosovo's Economic Development (NCED) was held to discuss further steps to advance economic reforms in the country. Minister of Trade and Industry and at the same time coordinator of NCED, Hykmete Bajrami said that we are continuously trying to strengthen and transform the National Council for Economic Development into an important forum for business development and institutions of Kosovo. In the period between two meetings of the Council, the Government also adopted the draft law on the establishment of the

## DEPOSIT INSURANCE FUND, IS WORTH 25 MILLION EUROS

The Deposit Insurance Fund, established four years ago, has reached a value of 25 million Euros and covers deposits in the amount of about 470 million Euros. The insurance limit is up to 3 thousand Euros, while from January of next year the limit will increase to 4 thousand Euros. This is the statement of the managing director of this fund, Violeta Arifi - Krasniqi for an interview with Radio Kosovo. Although the total amount of money deposited in the banking sector has reached 2 billion 500 million Euros, only about one-fifth of this amount is insured by the deposit insurance fund. "The number of insured depositors is about 721 thousand, of which the majority are physical persons, or 94.7 per cent," she stated. (RTK Live, News Agency Economia, September 15th, 2015).



Credit Guarantee Fund and the draft law will be processed for approval in the Assembly this month. On September 1st, the new law on fiscal package was enforced, which is expected to have a significant impact on the private business in Kosovo. (Zeri, September 9th, 2015).





## INTRODUCTORY MEETING BETWEEN THE DIRECTOR OF THE KOSOVO BANKING ASSOCIATION AND THE NEW RESIDENT REPRESENTATIVE OF IMF IN KOSOVO



The executive director of the Kosovo Banking Association, Mr. Petrit Balijsa hosted the new Resident Representative of IMF in Kosovo Mr. Ruud Vermeulen in a meeting. During the meeting, Director Balijsa informed Mr. Vermeulen in detail about the current condition and performance of the banking industry in Kosovo and the cooperation with the IMF. In regards to this meeting director Balijsa said “The main indicators of the banking sector in Kosovo are positive, but it requires a mobilization of all stakeholders so that the banking sector increases lending as much as possible for the local economy. While Mr. Vermeulen emphasized the good cooperation that IMF has had with KBA in the past and expressed a greater interest of the IMF about the financial sector in Kosovo. ‘While thanking Mr. Vermeulen for his willingness to cooperate, director Balijsa wished him a good start in his new assignment and wished to strengthen the cooperation between the two institutions. (News Agency Ekonoma, Kosovalive 360, September 23rd, 2015).

## HAMZA: THE FAIR, AN OVERVIEW OF THE FINANCIAL SYSTEM DEVELOPMENT

Like every other year, the Finance Fair 2015, which is being held in the Pallati i Rinisë, opened this year as well. This fair is a good opportunity to have customers or businesses familiarize with financial offers that commercial banks operating in Kosovo offer. Governor of the Central Bank of Kosovo (CBK), Bedri Hamza said that Finance Fair this year is serving as a good overview of the development in the financial system. According to him, the increasing number of financial institutions has made the Finance Fair bring innovation every year. According to him the role of the financial system in support of economic development of the country, has marked further improvements in the last period, mainly development within the banking sector activity.

Meanwhile, the chairman of the board of the Kosovo Banking Association, Ilir Aliu said that the fair is a good opportunity for dialogue between consumers and the financial sector. “This fair is an opportunity for consumers and the financial sector to negotiate, to see the innovation and development of the banking sector and see their offers. The fair is an opportunity for consumers to get acquainted not only with the banking sector, but also with the microfinance sector and the insurance company sector, “said Aliu. (Telegrafi, Bota Sot, Bota Press, RTV 21, Indeksonline, Express, Zëri, 24 orë, RTK, Kosova Sot, Agjencia e Lajmeve Ekonomia, October 29th, 2015).



## “FINANCING PROGRESS IN KOSOVO” ON ECONOMIC DEVELOPMENT

Within the Finance Fair 2015, the conference “Financing Progress in Kosovo” was held in Swiss Diamond Hotel. Introduction to the conference was made by the opening speech of the deputy governor Mr. Fehmi Mehmeti who gave an overview on the current situation of the banking industry in Kosovo by highlighting and evaluating positive performance of the banking sector in recent years.

Also, the opening of the conference was done through the presentation on the performance of the banking industry by the chairman of the board of the Banking Association, and at the same time General Director of ProCredit Bank Mr. Ilir Aliu. After the opening speeches, a discussion with guest panelists was held. Panelists were: deputy governor, Mr. Fehmi Mehmeti, Jan Peter Olters from World Bank, Michael Gold from Crimson Finance Fund and Kosovo Credit Guarantee Fund, Memli Krasniqi from the Ministry of Agriculture, Robert Wright Vice Chairman of the Board and Chief Executive Officer at Raiffeisen Bank, Safet Gërxhaliu from Kosovo’s Chamber of Commerce and representatives of the insurance sector. The conference was moderated by the Executive Director of the Kosovo Banking Association, Mr. Petrit Baliija. From all the discussion at the conference, various topics of importance to the financial sector were mentioned and discussed, but also for the economic development of the country. Among other things, were discussed the importance of agribusiness in economic development, challenges and barriers in access to finance for the sector, and what should be undertaken by all relevant institutions to achieve synergistic effects and to achieve positive results. Part of the discussion was the Kosovo Credit Guarantee Fund. Financing means, the main objectives of the fund, and the possible effects on economic growth and unemployment were discussed. Finance Fair Kosova concludes today, September 30th at 18:00. (Koha.net Blic KosovaPress, Express, News Agency Enomia, September 30th, 2015).



## FINANCE FAIR KOSOVO 2015 WAS SUCCESSFULLY CONCLUDED

Finance Fair Kosovo which was held on 29 and 30 September 2015 at Pallati i Rinisë was successfully concluded. The fair began with the opening ceremony which took place at the hall of Pallati i Rinisë, where the governor of the Central Bank of Kosovo Mr. Bedri Hamza pointed out the importance of the Finance Fair and emphasized that the role of the financial system in the support of country's economic development marked further improvement in the recent period of time, and that mainly due to the developments within the banking sector.

The opening ceremony of the Fair was also done by the chairman of the Board of the Kosovo Banking Association Mr. Ilir Aliu which in his opening speech said that the fair is a good opportunity for dialogue between the customers and the financial sector, to see the innovations of development in the banking sector. He also spoke about the innovations that this year's fair have brought.

In addition to the exhibition of companies, in the second day of the Finance Fair was held the annual conference "Financing Progress in Kosovo". This conference brought together at the discussion table the relevant parties to discuss different important topics for the financial sector as well as the economic development of the country. Among other things, it was discussed about the importance of the agribusiness in economic development, challenges and the barriers for access to finance for this sector, as well as what should be undertaken from all relevant institutions to achieve synergy effects and to reach positive results. Part of the discussion was also the

Kosovo Credit Guarantee Fund. It was discussed how it is financed and what are the main objectives of this fund, which are the possible effects on the economic growth and unemployment.

The Finance Fair during these two days attracted a large number of visitors who had the opportunity to get acquainted closely with offers of banks, microfinance institutions, audit companies, accounting schools and institutes, educational institutions, as well as various programs.

With regard to Finance Fair 2015, the executive director of the Kosovo Banking Association, Mr. Balija stressed out that this fair has been the most successful fair we have organized so far. Visitors have had easy access to Pallati i Rinisë and have had the opportunity to visit financial institutions who have exhibit their services. We should also thank the participants of the annual financial conference, which resulted in a very constructive discussion about increasing funding for agribusiness. Also on this occasion it was celebrated the 10th anniversary of Center for Banking Training at the Kosovo Banking Association where we have thanked our collaborators with a certificate of recognition, said in the end the director Balija.

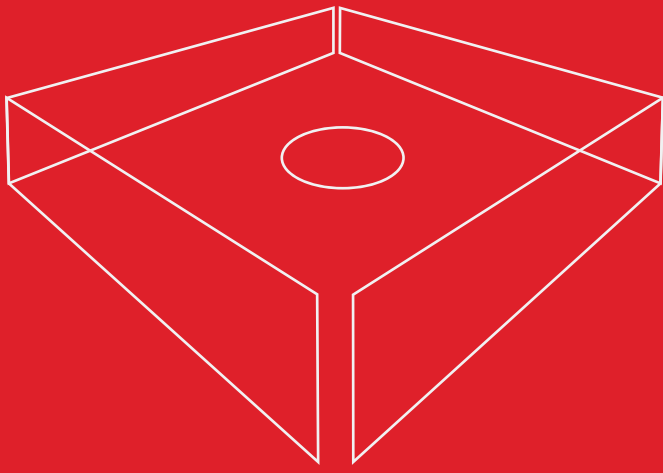
All conclusions of the annual conference organized within the Finance Fair 2015 will be published in the September 2015 edition of the Periodic Banking which will be available on the website of the Kosovo Banking Association. (Kosovo Banking Association, September 30th, 2015).



## PUBLICATIONS OF THE KOSOVO BANKING ASSOCIATION

“Banking Periodic” is a monthly publication of the Kosovo Banking Association starting with its first publication in January of 2014. Monthly publications are comprised of data and general overview of the financial system in Kosovo. Each monthly publications will address specific issues of the financial system where the main focus is on the banking sector in Kosovo. [www.bankassos-kos.com](http://www.bankassos-kos.com).





# Training Center for Banking

## TRAININGS PLANNED FOR 2015:

Assets and Liability Management

Basic Banking Products

Train the Trainers –Project for Customer Education

Train the Counsels – Project for Customer Education

Project Management

Advanced Negotiations tactics

EFCB certification

Improving Service, Communication and Sales

Internal Audit and Control

Managing Technological Risks

Serving clients on social media

Business documentary –Letters of credit and guarantees

Project Finance



For more information on registration on the programme, contact Training Center at Kosovo Banking Association at:

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[www.bankassoc-kos.com](http://www.bankassoc-kos.com)



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Design: Mithat Sejdiu