

BANKING PERIODIC

**OVERVIEW OF THE FINANCIAL
SECTOR IN KOSOVO**

STRUCTURE OF LIABILITIES OF THE BANKING INDUSTRY

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SHOQATA E BANKAVE TË KOSOVËS
KOSOVO BANKING ASSOCIATION

MONTHLY PUBLICATION - No.15 / MARCH 2015

PREPARED BY:

DR.SC.PETRIT BALIJA,
Editor - in - chief

KRESHNIK KOSUMI,
Editor

MIRANDA RUGOVAJ
Coordinator

KOSOVO BANKING ASSOCIATION

DATE OF PUBLICATION,
April 30, 2015

Bajram Kelmendi no.15,
Pristina, 10 000,
Republic of Kosovo
Tel. +381 38 246 171
email: contact@bankassoc-kos.com
www.bankassoc-kos.com

STRUCTURE OF LIABILITIES OF THE BANKING INDUSTRY

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LIABILITIES OF THE BANKING INDUSTRY IN KOSOVO

The previous number of banking periodical addressed the asset structure of the banking industry for the period 2010-2014, where a comparison of the data over five years was made. While in this number we featured the structure of liabilities of the banking industry. Similar to the banking industry assets, the structure of liabilities has also constantly increased within the total liabilities.

Just as banking assets, liabilities are also part of the balance sheet. Bank liabilities are debts incurred by a bank, basically the obligations of a bank. While a bank is traditionally obliged to have obligations and commercial debt, the majority of liabilities of a bank are financial. The main category of bank liabilities is deposits, i.e. financial assets that others have deposited in the bank as deposits or savings. In this sense, the bank is obliged or compelled to citizens about this property deposited for savings in the form of deposits. Within liabilities, another important category is also the shareholder's capital invested; investments that are recorded as liabilities of the bank towards its owners.

As can be seen from the data presented in this publication, the structure of liabilities of the banking industry continues to be dominated by household deposits that simultaneously represent the main source of financing to businesses in Kosovo.

STRUCTURE OF LIABILITIES OF THE BANKING INDUSTRY

Description	Million euro*				
	2010	2011	2012	2013	2014
Balance from other banks	70.7	40.0	6.0	16.5	31.8
Deposits	1,936.8	2,104.0	2,279.1	2,449.0	2,537.5
Other borrowings	23.4	30.4	18.9	13.4	14.1
Written down provisions	0.1	0.2	1.7	2.0	2.9
Other liabilities	160.1	191.3	221.4	244.1	229.9
Subordinated debt	33.5	31.0	31.0	56.3	47.3
Bank's liabilities on acceptances outstanding	-	-	0.5	0.1	-
Own resources	230.4	252.8	270.7	277.8	323.1
Total liabilities	2,455.1	2,649.7	2,059.3	3,059.3	3,186.6

Tab. 1 | Source: CBK – Balance Sheet of Other Depository Corporations

The table 1 of the structure of liabilities of the banking industry shows that growth is constant from year to year. At the end of 2014, total liabilities have increased by 4.1% compared to the same period in 2013. If viewed in the medium term, i.e. within a period of five years (2010-2014), the obligations of this industry have increased by 29.8%.

Within this structure the main part is constituted by deposits, followed by own resources, other liabilities, subordinated debt, and so on. From the structure of liabilities, it is observed that in addition to deposits, a significant increase was recorded by own resources, while various fluctuations were recorded by other liabilities.

STRUCTURE OF LIABILITIES OF THE BANKING INDUSTRY (%)					
Description	2010	2011	2012	2013	2014
Balance from other banks	2.9%	1.5%	0.2%	0.5%	1.0%
Deposits	78.9%	79.4%	80.6%	80.1%	79.6%
Other borrowings	1.0%	1.1%	0.7%	0.4%	0.4%
Written down provisions	0.0%	0.0%	0.1%	0.1%	0.1%
Other liabilities	6.5%	7.2%	7.8%	8.0%	7.2%
Subordinated debt	1.4%	1.2%	1.1%	1.8%	1.5%
Bank's liabilities on acceptances outstanding	-	-	0.0%	0.0%	-
Own resources	9.4%	9.5%	9.6%	9.1%	10.1%
Total liabilities	100.0%	100.0%	100.0%	100.0%	100.0%

Tab. 1 | Source: CBK – Balance Sheet of Other Depository Corporations

As seen from Table 2, deposits have relatively had the same inclusion within the total liabilities for the periods taken for comparison, while a slight increase in this structure was marked by own resources. A significant part in the structure of liabilities is comprised also by other liabilities, while other categories have very low participation in total liabilities.

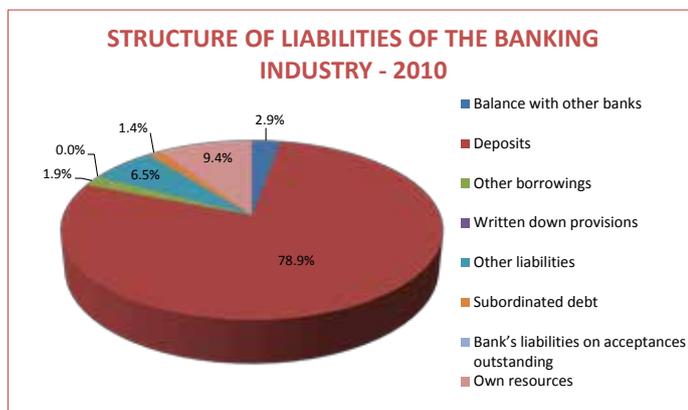


Fig. 1 | Source: CBK – Balance Sheet of Other Depository Corporations

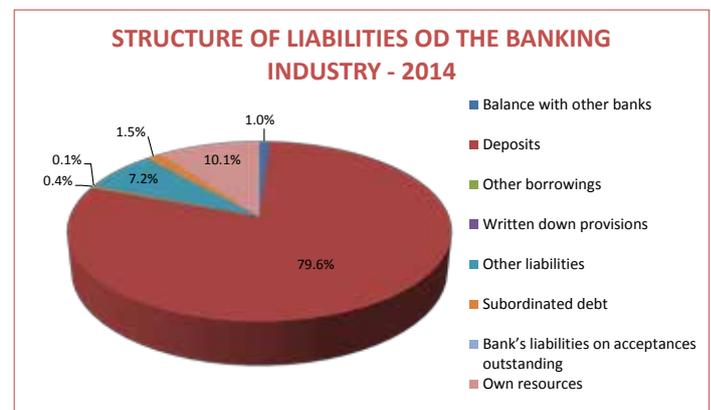


Fig. 2 | Source: CBK – Balance Sheet of Other Depository Corporations

Despite the growth of the structure of liabilities by 29.8% within five years, the composition of the structure of liabilities has remained the same, as can be seen in Figure 1 and 2 presented. It is constantly dominated by deposits, the structure of which will be addressed below.

During comparative periods of the data within this publication, the deposits of the banking industry have increased approximately proportional to the increase of total liabilities.

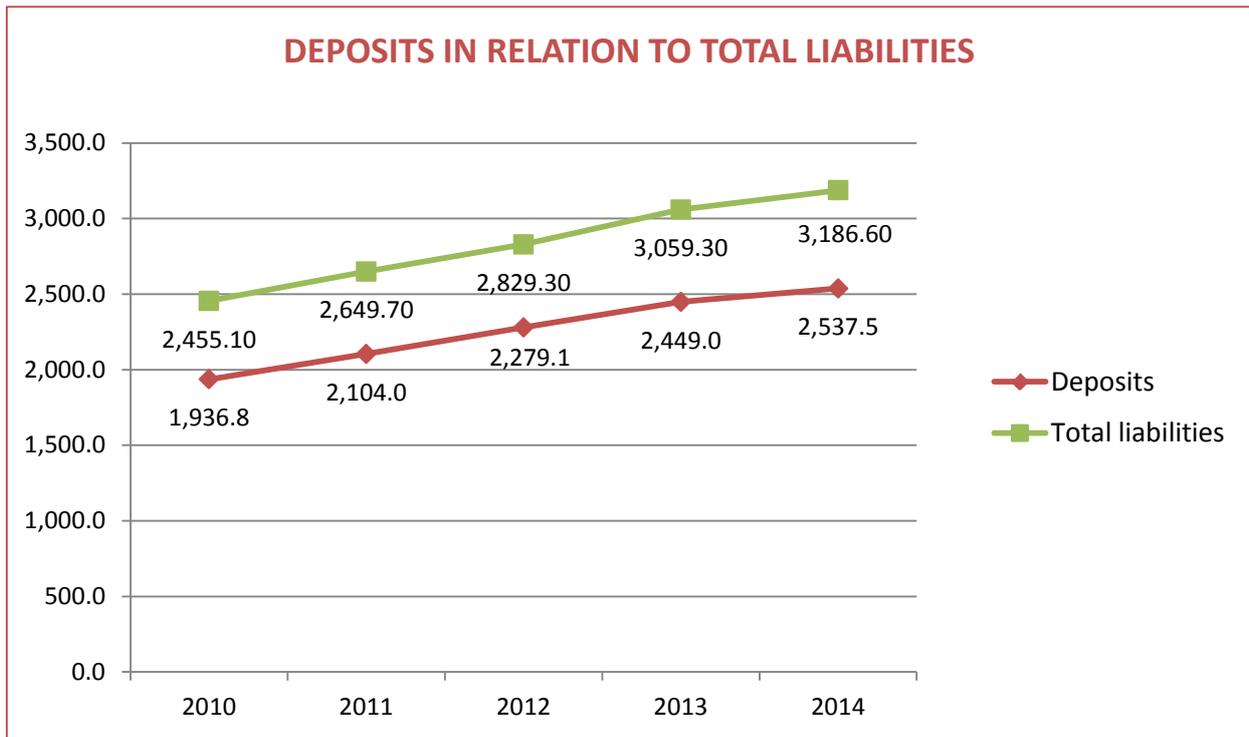


Fig. 3 | Source: CBK – Balance Sheet of Other Depository Corporations

This increase approximately proportional can be seen from the presented Figure 3, where the upward trend in the ratio of deposits is linear with increasing obligations.

THE STRUCTURE OF DEPOSITS

Deposits represent the main source of income for the banking industry, so their steady growth in the banking industry in Kosovo is of great importance to the financial stability in the country. Fortunately, since the opening of the first commercial bank in Kosovo, deposits of the banking industry as the main part of the structure of liabilities have increased continuously becoming a key factor in the development of the financial system in Kosovo. The following addresses the structure of deposits of commercial banks in the country.



STRUCTURE OF DEPOSITS OF THE BANKING INDUSTRY					
	Million euro*				
Description	2010	2011	2012	2013	2014
Government	11.7	2.7	0.7	1.8	8.8
Other depository corporations	7.3	9.9	3.8	2.5	2.8
Other financial intermediaries	7.9	6.8	6.2	7.4	5.1
Insurance companies	47.6	57.2	64.3	72.3	79.3
Pension funds	41.6	43.1	45.3	5.7	17.1
Financial auxiliaries	0.6	0.5	0.4	0.3	0.3
Public nonfinancial corporations	122.3	128.5	75.6	72.1	61.8
Other non-financial corporations	292.5	278.1	326.1	383.5	387.9
Households	1,206.1	1,373.4	1,535.4	1,658.7	1,750.6
Non-profit institutions	14.0	22.2	23.2	26.4	30.6
Nonresidents	79.1	60.0	81.7	83.4	82.1
Non-euro deposits	113.8	131.5	120.9	136.9	113.1
Total liabilities	1,944.5	2,113.9	2,283.7	2,451.0	2,539.4

Tab. 3 | Source: CBK – Non euro deposits at other depository corporations by original maturity

As seen from Table 3, the main part of deposits in the banking industry is comprised by household deposits, then other non-financial corporations, public non-financial corporations, non-resident deposits, insurance companies and so on. It is important to note that household deposits make up the majority of total deposits, i.e. more than the deposits of businesses and other public companies or non-governmental.

STRUCTURE OF DEPOSITS OF THE BANKING INDUSTRY (%)					
Description	2010	2011	2012	2013	2014
Government	0.6%	0.1%	0.0%	0.1%	0.3%
Other depository corporations	0.4%	0.5%	0.2%	0.1%	0.1%
Other financial intermediaries	0.4%	0.3%	0.3%	0.3%	0.2%
Insurance companies	2.4%	2.7%	2.8%	3.0%	3.1%
Pension funds	2.1%	2.0%	2.0%	0.2%	0.7%
Financial auxiliaries	0.0%	0.0%	0.0%	0.0%	0.0%
Public nonfinancial corporations	6.3%	6.1%	3.3%	2.9%	2.4%
Other non-financial corporations	15.0%	13.2%	14.3%	15.6%	15.3%
Households	62.0%	65.0%	67.2%	67.7%	68.9%
Non-profit institutions	0.7%	1.0%	1.0%	1.1%	1.2%
Nonresidents	4.1%	2.8%	3.6%	3.4%	3.2%
Non-euro deposits	5.9%	6.2%	5.3%	5.6%	4.5%
Total liabilities	100.0%	100.0%	100.0%	100.0%	100.0%

Tab. 4 | Source: CBK – Non euro deposits at other depository corporations by original maturity

Households' deposits during the comparative periods were not only dominated within total deposits, but they managed to increase their composition reaching 68.9% of total deposits. Other non-financial corporations have managed to keep the same composition throughout the comparative of five years. Deposits of insurance companies marked a slight and ongoing increase, while public non-financial corporation's declined in the composition of the total structure of deposits. All these movements can be seen in Table 4.

An important role in the overall structure of deposits is constituted by deposits denominated in foreign currencies and non-resident deposits which together constitute about 7.7% of total deposits.

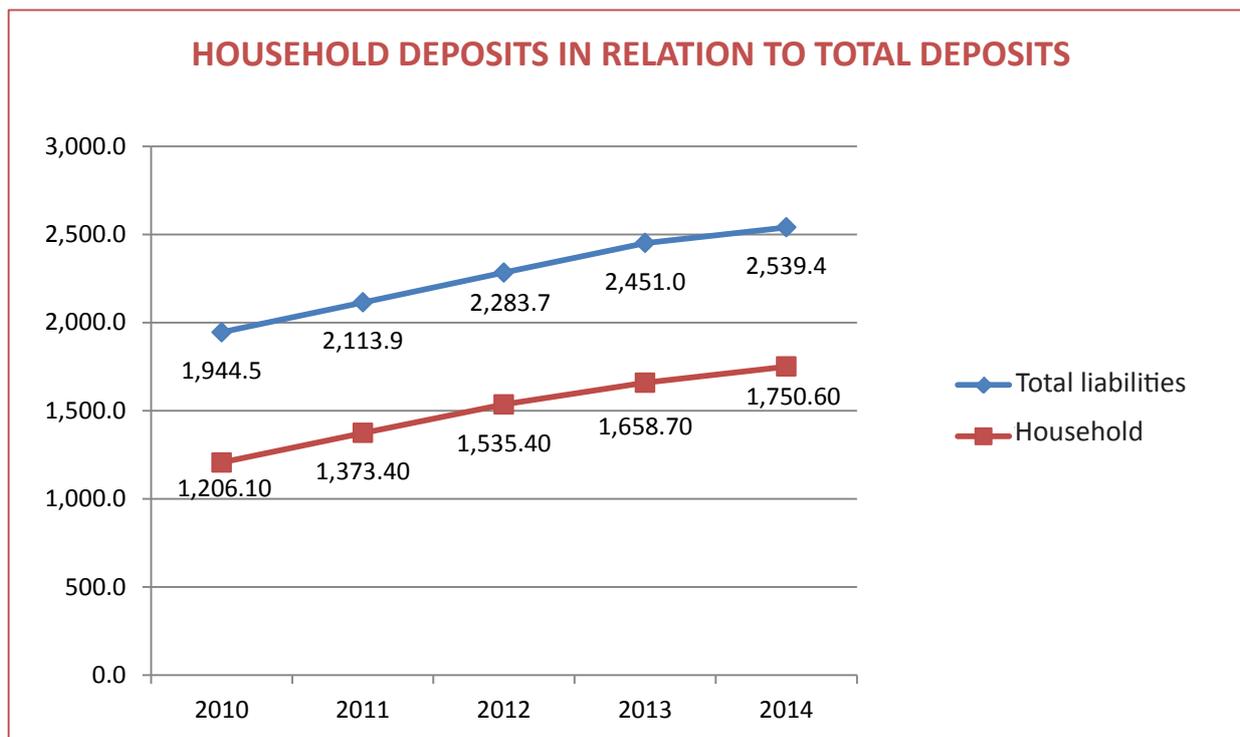


Fig. 4 | Source: CBK – Non euro deposits at other depository corporations by original maturity

In Figure 4 it can be seen that the growth of household deposits had the same trend with the increase of total deposits, thus becoming the main carrier of growth in total deposits.

STRUCTURE OF DEPOSITS BY MATURITY

Composition and structure of deposits in the banking industry has a great importance, since credit economic activities in the country are enabled through deposits. The longer term the deposits are in the banking industry, the longer term can the lending by the banking industry be, in order to keep the level of liquidity that the banking industry needs to repay its debts at any moment.

In Kosovo, the composition of deposits in terms of their maturity is scattered; hence, not concentrated only in current deposits which are deposited in bank checking accounts. Table 5 shows the values for the three categories of deposit composition in the banking industry. Within this structure, banking industry deposits in foreign denominations are not included.



STRUCTURE OF DEPOSITS OF THE BANKING INDUSTRY BY MATURITY

Description	Million euro*				
	2010	2011	2012	2013	2014
Transferable deposits	625.9	643.5	696.4	825.0	1,122.7
Savings deposits	315.0	315.1	326.6	373.8	513.0
Term deposits	889.9	1,023.8	1,139.8	1,115.3	790.5
Total liabilities	1,830.8	1,982.4	2,162.8	2,314.1	2,426.3

Tab. 5 | Source: CBK – Deposits at Other Depository Corporations by original maturity

The largest share of deposits is comprised of transferable deposits at the end of 2014. The second in the ranking are term deposits, while savings deposits are the last within the three categories. During five comparative periods, it is noted that the value of transferable deposits has increased in the composition of total deposits, while term deposits have marked a decrease.

STRUCTURE OF DEPOSITS OF THE BANKING INDUSTRY BY MATURITY (%)

Description	2010	2011	2012	2013	2014
Transferable deposits	34.2%	32.5%	32.2%	35.7%	46.3%
Savings deposits	17.2%	15.9%	15.1%	16.2%	21.1%
Term deposits	48.6%	51.6%	52.7%	48.2%	32.6%
Total liabilities	100.0%	100.0%	100.0%	100.0%	100.0%

Tab. 6 | Source: CBK – Deposits at Other Depository Corporations by original maturity

From Table 6, it can be seen that a continuous increase in the composition of total deposits was recorded in transferable and savings deposits, whereas term deposits constituted over half of total deposits during 2011 and 2012, while in the past two years they have significantly declined.

Despite this recent change in the maturity composition of total deposits, it can be noted that the banking industry has a different composition of deposits through which enables lending in Kosovo's economy on longer-term plans.

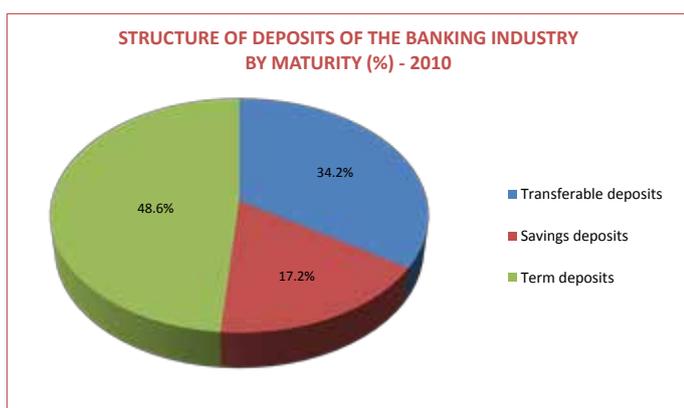


Fig. 5 | Source: CBK – Deposits at Other Depository Corporations by original maturity

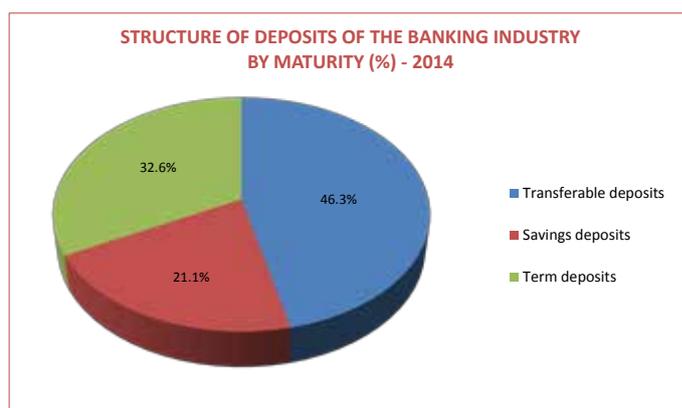


Fig. 6 | Source: CBK – Deposits at Other Depository Corporations by original maturity

This movement of the composition of deposits by maturity can be seen from the presented figures 5 and 6, where in late 2014 transferable deposits are dominant deposits within the three separate categories according to their maturity.

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PART II

BANKING INDUSTRY NEWS THAT MARKED THE MONTH OF MARCH

THE BANKING SECTOR HAS IMPROVED SIGNIFICANTLY



On Friday, the Delegation of the International Monetary Fund (IMF) Mission in Kosovo, who are visiting Kosovo these days, met with officials of the Kosovo Banking Association (KBA). Executive Director of the Kosovo Banking Association, Petrit Balija, has declared that at the meeting were discussed the achievements of the banking sector in Kosovo and further opportunities for improvement.

Moreover, improvements that should be made in order to have better environment for doing business in Kosovo were identified and discussed with particular emphasis on the implementation of contracts as an area that has stagnated significantly in Kosovo and that it is vital for banks and other businesses operating in Kosovo, as well as foreign direct investments. In addition, the banking sector has significantly improved both in interest rates on loans and in keeping non-performing loans at the lowest levels in the region.

This indicates a good stability of the banking industry in Kosovo and security for depositors, added Mr. Balija. International Monetary Fund at the meeting was represented by the IMF Resident Representative for Kosovo, Mr. Frank Lakwijk, Mr. Giuseppe Cipollone senior economist in the European Department, Mr. Jason Weiss economist - European Department, Ms. Alexandra Zdzienicka, economist, Department of Strategy, Policy and Review, Mr. Florian Misch, economist at Fiscal Affairs Department, Mr. Selim Thaci, economist, resident representative office in Kosovo and Mr. Jacques Miniane, head of the IMF mission to Kosovo, European Department.

In this meeting, all Chief Executives of commercial banks operating in Kosovo, members of KBA were present. (News Agency Ekonomia, Kosovo live, March 23, 2015).

INTERVIEW WITH KBA FOR GLOBAL MONEY WEEK



RTK: Hello and welcome to our morning program Mr. Balija.

Petrit Balija, KBA: Hello, greetings to all viewers of Radio Television of Kosovo, thank you for the invitation.

RTK: We'll talk about the Global Money Week, a week which is marked worldwide and has been developed in our country since last year. Initially we will discuss how it was manifested last year; the activities organized, and then we'll conclude with your thoughts this year.

Petrit Balija, KBA: This week is marked in over 180 countries in the world and we as Kosovo, last year joined the International Organization for Youth Financial Education, and last year in collaboration with the Central Bank of Kosovo have organized an event with elementary school students where the main topic was savings, while this year the Central Bank has continued with a similar event aimed to an elementary school here in Prishtina and informed students, in fact pupils about the basic principles of savings; a few savings boxes were distributed and a lecture was held by the Governor of the Central Bank.

RTK: How much do we know about savings, are we savers as a nation?

Petrit Balija, KBA: As a nation, as a tradition, as a culture, I believe that we have a good culture of savings that it is also evidenced by the high level of deposits that we have in the banking industry; we have some 2.5 billion Euros in deposits in commercial banks in Kosovo and given the very low number of customers, since we are a small country, I believe

that this is a high level of deposits that proves that Kosovars are saving quite well.

RTK: We are used to save some money for more difficult days, but now who are the biggest savers, it is known that the living standards in Kosovo do not allow us to save much from our monthly income.

Petrit Balijs, KBA: The banking system is comprised of savings by households but also by businesses. Around 70% of deposits are generated by households; which means that households are funding Kosovo businesses in some form.

RTK: Let's talk a little bit about the activities mentioned such as the financial education of Kosovo's banking customers, an activity, a project that will last a little longer and will have numerous activities.

Petrit Balijs, KBA: Kosovo Banking Association has lately signed an agreement with the World Bank Group for a two year project which will include a large, rather sizeable, number of banking clients and as a main topic in these seminars will be financial education related to savings, related to credit management, personal finance management in everyday life and we aim to reduce as much information asymmetry that can exist between financial institutions and financial clients.

RTK: So the project has already started?

Petrit Balijs, KBA: The project has already started; we have prepared the trainers to begin with workshops. This project is funded by commercial banks in Kosovo and implemented by IFC from World Bank and the Banking Association is an implementing partner during the whole time.

RTK: So, it will last for two years and certainly from time to time there will be activities within this project.

Petrit Balijs, KBA: There will be workshops in all centers of Kosovo with certain segments of clients that we think need more information; the main target also includes students who have just started their relationship with financial institutions, probably have opened a savings or a checking account but do not know many products and options and so it is important to be informed from the beginning with financial terminology, with the principles of how to manage personal finances such as creating savings habits and so on. In this project we will try to demonstrate the financial education from a young age that as a new parent this age group could begin to educate their children as early as in pre-school

that it is important to save, because it is known that in Kosovo's households due to conditions are not able to start with monetary savings, however, the basic principles on savings can be taught in other issues such as saving electricity, drinking water conservation, saving mobile telephony costs and so on, thus saving principles can be installed from a young age in other aspects, not only in monetary terms. But it is thought that it is better for the child to understand the value of money, understand how money is earned and saved and how to prepare for projects that we want to finance in the future, be it further education of these children or in any personal project that a household can have.

RTK: So it does not matter how much we can save, it is important to start with little?

Petrit Balijs, KBA: Exactly, here is the essence that a lot of people or individuals, many of us complain that cannot save because we have low incomes; however, I consider that it is not always the level of income that determines whether or not to save, because there are individuals who have very high incomes, but spend more than they earn, thus creating a negative balance at the end every month, and every time their income is increased, so are their costs and in this form they are unable to save, so it is important that the principles of saving exist and then savings to be in proportion to the income generated.

RTK: There are always complaints about low rates of deposits, why does this happen or how does it generally affect the whole process?

Petrit Balijs, KBA: By 2013 I can say that Kosovo had probably had the highest rates in the region for savings, i.e. interest rates on deposits but as a result of changes in the balances of commercial banks which created an accumulation of deposits and an excess liquidity has resulted in the decline of interest rates for deposits. Kosovo banking sector is sufficiently isolated from outside influences, however if we glance abroad, outside the borders of Kosovo, we see similar trends e.g. in Germany to deposit cash in a bank, many banks require payments in order for the bank to save the money, meaning there are negative deposit interest rates, where we have to pay 25 cents for every euro deposited in some banks because they have excess liquidity. It's similar here in Kosovo, where banks have a larger liquidity than desired and therefore have policies which are not oriented towards increasing the deposits.

RTK: Furthermore, we have a growing level of deposits these years, how does this happen?

Petrit Balijs, KBA: I think that every time customers are reluctant to invest, they turn to savings and deposits and as a result of the crisis that occurred, which included Kosovo since 2008, I believe that citizens were hesitant to invest the money and were oriented to banks by depositing more than in previous years, so this accumulation of deposits has resulted in a very high level of deposits that is not negative because it is good to have sufficient deposits and citizens have enough savings, but on the other hand, we also think that it is best to invest i.e. to think that a part needs to be saved while the another part to be invested in order not accumulate deposits and not have investments in the country, because it is known that the economic growth of the country is based on how much we consume and how much we invest our resources.

RTK: Mr. Balijs, how safe are these savings?

Petrit Balijs, KBA: That is a good question because, money safety is crucial, this is both a Central Bank of Kosovo and Kosovo's commercial banks' principle, that depositors' safety is at the highest level, for the moment I can say with full confidence, with full responsibility that Kosovo's banking system is among the safest systems in the region and beyond, this is also confirmed through comments from the European Central Bank, International Monetary Fund, and by the Central Bank of Kosovo which considers it a very safe and stable system.

RTK: So it's commendable for the money not to be kept at home or be kept in places inside the house, but rather to be sent to the bank, which is a safe place?

Petrit Balijs, KBA: I think that keeping the money at home probably comes from earlier times when we did not have our commercial banks, and we were afraid to send the money in state owned banks for potential losses, but now that we have our banking system, there is no reason to preserve the money at home. It is a dangerous position for savings because we often see houses suffering misfortunes of burning, fire, flood, thefts or the similar, which of course those assets are not safe there, while in the banking system, assets are 100 percent safe, and no matter what happens, will always have access to those funds.

RTK: Mr. Balijs I thank you for the time you offered us and our viewers, thank you for these tips throughout the conversation and successes with activities.

Petrit Balijs, KBA: Thank you very much!

(Interview on Radio Television of Kosovo <http://www.rtklive.com/?id=27&r=24136> , March 16, 2015

CBK MARKED GLOBAL MONEY WEEK



Even in Kosovo is marked the "Global Money Week", an activity taking place worldwide. Central Bank of the Republic of Kosovo, as part of the International Organization for Children and Youth; within its educational and financial activities marked the beginning of the week with elementary school children, namely, the primary school "Ismail Qemali" in Prishtina. Present at the event was the Governor of the Central Bank of the Republic of Kosovo, Bedri Hamza, who addressed the children with a speech, where the main message was the proper use of money. (Indeksonline, March 13, 2015).

“ZIRAAT BANK” SOON TO OPEN IN KOSOVO



A new commercial bank will soon open in Kosovo. The Turkish bank “Ziraat Bank” is now making its final preparations to commence work in Prishtina.

Kosovo’s banking market has added a new commercial bank. Although this bank’s officials refused to announce to the media, we learn that “Ziraat Bank” has already found a building in Prishtina and is making its final preparations to start the work, transmits RTK.

After Prishtina, “Ziraat Bank”, will open a branch in Prizren. Nonetheless, the opening of a new bank has not so far implied interest rate cuts, director of the American Chamber of Commerce Arian Zeka, told Radio Kosovo. “The introduction of new players in the financial system in Kosovo has not necessarily resulted in the improvement of the offer, since the problem lies in the implementation of contracts not being at the right level. Respective institutions such as the Ministry of Justice, other relevant institutions should work more on increasing the efficiency of the judiciary to remove the pretext behind”.

Meanwhile, the director of the organization “Konsumatori”, Selatin Kaçaniku hopes that the new bank will decrease the interest rates: “I can say that not only do we hope, but we also think it is the obligation of any new bank entering the market in Kosovo, to prove its presence with new products, new offers, and in this context most importantly that we as customers expect is to decrease the interest rates ...”

Otherwise, Ziraat Bankasi whose meaning in Albanian is the Agricultural Bank is one of three public banks. (Zeri, Kosova Sot, March 3, 2015)

IT IS FORMED THE GROUP FOR DRAFTING THE FUND FOR INVESTMENT AND EMPLOYMENT

Government of the Republic of Kosovo, led by Prime Minister Isa Mustafa, has held its regular meeting and adopted policies and decisions of its constitutional and legal responsibilities. Following the meeting, the Government of the Republic of Kosovo approved the decision to establish the Working Group on Drafting the Concept Paper on the Establishment of Investment and Employment Fund (Development Fund). The Working Group may invite representatives of other institutions of the Republic of Kosovo and the business sector who can contribute to this issue. (News Agency Ekonomia, March 5, 2015).

TELEGRAFI: THE FINANCIAL SECTOR IN KOSOVO HAS PERFORMED STABLE. CAN WE EXPECT REDUCTIONS OF INTEREST RATES ON LOANS?



Hoti: Interest rates on loans have started to decrease. For the first time this January we are seeing single-digit interest rates on loans. If the loan is taken with a good business plan in the sectors that are under development in Kosovo’s market, interest reaches up to 6 or 7 percent, depending on the collateral offered for the loan. We are working on the establishment of the Kosovo Credit Guarantee Trust with the help of our international partners. This fund will provide support for loans taken by businesses. This will cause interest rates to fall further. As in any other country, banks are businesses that maximize profit. However, the market is developing constantly and I expect the banks to reflect in this regard. What we actually need is to ensure institutional efficiency at all levels of governance. It’s the only way banks can be safe in issuing loans, thereby reducing financial risk from the perspective of bank loans. (Telegrafi, 10 March 2015).

TEB CONTINUES TO DESIGN AND CREATE NEW OPPORTUNITIES FOR WOMEN



TEB

BNP PARIBAS JOINT VENTURE

At the signing of the memorandum of cooperation with Women for Women International and Women's Economic Chamber of Kosovo, TEB Bank hosted a press conference in Prishtina. Within the program of women entrepreneurs, TEB bank continues to design and create new opportunities for ambitious women with a clear vision of their future and society. Therefore, this initiative of the aforementioned parties was received very well by the marginalized groups of society and is expected to have a greater impact in promoting and fulfilling the goals of women entrepreneurs. (Zeri, March 11, 2015)

THE TRAINING SEMINARS WITHIN THE BANKING CUSTOMER FINANCIAL EDUCATION PROJECT, HAVE BEEN HELD



The training seminars planned within the Banking Customer Financial Education project have been held during February 23 – 27, a project initiated by the Kosovo Banking Association (KBA) and to be implemented by the International Financial Corporation (IFC, part of The World Bank Group). Respective officers from KBA members have successfully passed the training and were certified in two fields.

The first training lasted for two days and certified trainers from member banks on Training of Trainers, who will then hold training and workshop sessions for their clients, on the topics of Personal (Family) Finance Management, Savings, and Smart Borrowing rules. The project foresees to have more than 3000 clients and other interested individuals trained by the end of the two year period.

The second training, Training of Counselors, lasted for 3 days and had the objective of certifying the participants to train their front office staff and client advisors specifically in properly communicating with various clients, in order to be able to comprehend the contract terms and understand how their relations with the bank function.

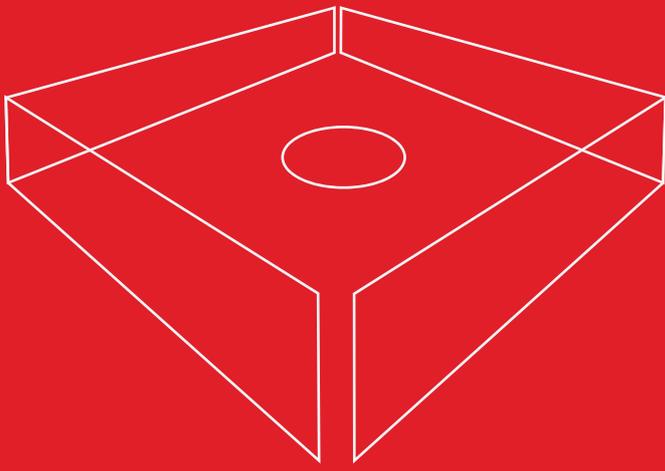
During these two years the project has other activities planned as well, including campaigns in various media and awareness raising activities, related to banking services and products.



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.





Training Center for Banking

TRAININGS PLANNED FOR 2015:

Assets and Liability Management | 19 – 21 January

Basic Banking Products | 26 – 28 January

Train the Trainers –Project for Customer Education
23 -24 February

Train the Counsels – Project for Customer Education
25 -27 February

Project Management | 16 -18 March

Advanced Negotiations tactics | 29 -31 March

EFCB certification

Improving Service, Communication and Sales | May

Internal Audit and Control | 18 -20 May

Managing Technological Risks

Serving clients on social media

Business documentary –Letters of credit and guarantees

Project Financing



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

038 246 171

kbtraining@bankassoc-kos.com

www.bankassoc-kos.com



SHOQATA E BANKAVE TË KOSOVËS
KOSOVO BANKING ASSOCIATION

Design: Mithat Sejdiu