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# THE ASSOCIATION OF BANKS IN JORDAN

A REPORT ON THE DEVELOPMENT OF ITS TRAINING  
INSTITUTE

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# **THE ASSOCIATION OF BANKS IN JORDAN**

A REPORT ON THE DEVELOPMENT OF ITS  
TRAINING INSTITUTE

SUSTAINABLE ACHIEVEMENT OF  
BUSINESS EXPANSION AND QUALITY (SABEQ)

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PROGRAM STRATEGY AND PLAN

*DISCLAIMER:*

*The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.*

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## **EXECUTIVE SUMMARY**

The Association of Banks in Jordan wants to position itself as a dynamic alternative to the Institute of Banking Studies by providing bankers and the Jordanian Banking Community with training programs on leading-edge issues. In this pursuit, they requested assistance from SABEQ Program to provide the guidance for developing a two-year training strategy and plan. The following report provides an overview of the process and recommendations resulting from the assessment.

## **BACKGROUND**

The Association of Banks in Jordan (ABJ) is the principal trade association for banks operating in Jordan and serves the country's 23 member banks, including eight branches of foreign banks. The ABJ's mission is to provide value-added programs to its members, strengthen cooperation between them and advance and promote banking sector interests with the government and the banking public.

Dr. Adli Kandah, the Director General of the ABJ, requested SABEQ assistance in developing its capacity to offer valuable training to bankers in leading-edge issues. ABJ wants to position itself as a dynamic alternative to the more staid Institute of Banking Studies (IBS) and the Arab Academy of Banking and Financial Sciences (AABFS). Specifically a two-year training plan is needed that takes into account:

- Member bank's needs
- Offerings of other bankers' training institutes in Jordan (IBS, AABFS)
- Members' willingness to pay for the training and availability of donor support

This report is the result of this assessment and is designed to provide an overview of the process, key findings, and recommendations.

## **PROCESS**

ABJ with assistance from SABEQ conducted a Training Needs Assessment (TNA) for the Amman banking community. A select group of bank managers from the Amman banking community, who are responsible for providing training for the employees of their banks, was interviewed. In the last quarter of the year, individual needs assessments are conducted by the banks to determine staff needs. Once the assessments are completed, the training managers determine if staff will use in-house courses or contract with outside resources.

## **KEY FINDINGS**

- Most banks have an internal training facility
- All had written job descriptions that indicated job responsibilities and performance expectations (some more in-depth than others).
- The basis for whom receives training and the type of training that is provided is based on the Individual Needs Assessments, importance of the requested training to the person's job, and the amount of training funds
- Banks use external vendors for training on topics not specific to their internal processes
- IBS and AABFS provide adequate training in the basics of banking
- Cost for training (what banks would be willing to pay)

- depended upon: length of course, topic, and relevance to needs
- ranged from 100 JD to 800 JD for a 10 to 15 hour course
- ABJ should not try to compete with the IBS or AABFS but offer more specialized programs in leading edge topics such as:
  - Risk Management
  - Compliance
  - BASEL II
  - Credit Scoring
  - Anti-Money Laundering

## RECOMMENDATIONS

Recognizing the IBS and AABFS provide training in the normal activities of banks, the ABJ does not want to duplicate this effort. Instead it should create an organization or unit within the ABJ with a “brand” such as the Center for Banking Excellence (CBE). Branding the ABJ’s events would further distinguish them in the marketplace and solidify the ABJ’s reputation as the organization “out in front” in the further development of the banking sector. The CBE would develop seminars, workshops, and training courses that address topics and issues that Jordanian banks face in the challenging local and international banking arena. To develop this organization, ABJ needs to:

- write a mission statement for the CBE
- determine the level of effort that ABJ is willing to extend to the CBE. To create a quality organization, it needs two-full time staff members that
  - use the capacity built on this current mission to conduct needs assessment to identify the leading edge topics and issues
  - determine if education on the topic/issue should be a
    - seminar (provide information only, participants do not practice what they learn)
    - workshop/training course
      - 1 or more days of interactive training
      - based on needs, goals, objectives
      - meet international standards of excellence
    - develop trainers to comply with international standards of excellence
  - develop a two-year business plan that addresses
    - development issues
    - finances – to cover costs of facilities, training materials, trainers, staff, profits, etc.
    - staffing

- develop a two-year business plan that addresses, continued
  - currently only one person at ABJ is responsible for all training activities, to provide training for the CBE, more than one person would be necessary
- enter into partnerships (SABEQ can facilitate contacts) with other international banking associations or organizations to share
  - training courses
  - insights
  - seminars on up and coming issues for banking
- provide facilities, within and outside of the ABJ facility, where ABJ workshops/training courses can be conducted
- coordinate with international experts

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