

B-1 Business Continuity Management

Business Continuity Management (BCM) is a key contributor to effective corporate governance as it allows stakeholders to ask searching questions such as organization's business and operating model, key dependencies, critical assets and processes, succession planning, importance of backups, evidence that the continuity plans will work in practice etc. The successful application of BCM contributes to sustainable corporate performance by increasing organization's resilience to some shocks.

The ability to perform under critical situations is the hallmark of smart, organized and professionally managed institutions. In case of State Bank of Pakistan (SBP), the inherent capacity to operate under any business circumstances is critical. Maintenance of a high state of readiness to cope with exigencies, provision of mission-critical and time sensitive services and seamless transition from usual to unusual operations, determines the robustness of the financial system, builds confidence amongst the stakeholders and contributes towards the stability of the financial system. The decision to develop a Business Continuation Plan (BCP) for the SBP was made primarily to ensure continuity of critical functions in all kinds of situations.

The size, complexity and geographically dispersed nature of operations made the task even more challenging. SBP has improved its level of readiness to an unprecedented level in recent past. However, even this level has to be further improved in order to reach the degree of preparedness acceptable under current international best practices. Our goal is to reach that level of preparedness, which would require regular testing to validate our readiness and at the same time revisit the plan itself for upgrading and striving for successively higher level of assurance. Pro-active Business Continuity Management plays a significant role in ensuring that the central bank is able to continue its critical and time sensitive operations even during a disaster situation.

BCP Governance Structure at SBP

In order to establish controls and minimize the chances of disaster and disruption of critical functions of SBP, the BCP contains a governance structure in the form of various Committees, Groups, Centers and Teams which reflects senior management's commitment towards BCP. It also defines management's roles and responsibilities in the event of a disaster (both man-made and natural). With respect to the BCP governance structure, the BCP Committee is the apex steering body for all BCP related activities. The BCP Committee chaired by Deputy Governor (Operations) comprises of members of senior management drawn from the critical areas of SBP. The committee coordinates all policy aspects of BCP including the oversight, initiation, planning, approval, testing of the BCP of SBP and SBP-BSC. In order to ensure that necessary measures are available to effectively deal with crisis situations on ground, an Emergency Support Group led by Head IBSD coordinates with local Disaster Recovery Support Team and Business Continuation Support Team available at all locations (SBP as well as SBP-BSC field offices).

BCP Implementation at SBP

The Business Continuity Plan of the State Bank of Pakistan ensures continuity of critical functions of SBP & SBP- BSC and aims to prevent any major operational disruption in the financial system of the country in the face of a catastrophe caused, either by natural disaster - like fire, civil strife, sabotage - or an act of war. The SBP has strengthened its level of preparedness and readiness by establishing a state of the art Disaster Recovery Center and a fully equipped dedicated BCP Backup Site for

continuing its critical time sensitive functions. To further enhance the state of readiness under Business Continuity Programme of SBP, the following initiatives were taken during the year:

Establishment of Command & Control Center

In order to manage critical functions in an effective manner in case of a disaster; the BCP manual envisages that a Command and Control Center (C&CC) would manage all logistical, administrative and security functions during the disaster period. The Command & Control Center is a place where information and resources can be coordinated, managed and documented to ensure effective and efficient response. In case of a disaster situation at the primary site i.e. SBP main buildings, the HODs of critical support service departments i.e Chief Information Officer, Director Human Resources Department, Chief Spokesman/Director ERD of SBP; and Director Personal Management Department, Director General Services Department, Head Internal Bank Security Department and Head Engineering of SBP-BSC will be housed at the C&CC to coordinate all emergency arrangements during crisis situations. During the year, major civil and electrical works at the C&CC has been completed while in order to make it operational IT and Office equipments are expected to be installed during FY14.

Landmark Achievement - Availability of IT applications at backup sites of field offices

One of the major challenges for the BCP team was to ensure availability of IT applications at the backup sites of field offices as over a period of time, most of the critical functions and processes have been automated and require availability of relevant IT applications as the staff and users are now not used to run all the operations manually. In February 2013, a landmark achievement was accomplished where the backup site of one of the field offices of SBP-BSC became the first backup site outside SBP premises where IT applications were made available. The BCP Team and the Office BCP Coordinator/Critical officers of the said Office were able to successfully access the required IT applications from the backup site during the mock exercise. This successful testing has now paved way for replicating the same at backup sites of other field offices which will ensure that required IT applications are available at the backup sites of field offices; and the offices would be able to conduct critical functions during crisis situations from the backup sites in the same environment as available to them during normal days.

Business Continuity Management (BCM) Workshops

The most effective approach in achieving organizational resilience, besides instilling resilient structures and processes, is to train the relevant personnel in handling crisis, as the organizations can only cope, respond and recover from a major crisis with the intervention of trained personnel. The most common problems that organizations face in implementing effective Business Continuity Management is embedding BCM in the organizational culture/ Corporate DNA. In order to embed Business Continuity in the organization's culture, two workshops on "Business Continuity Management for Central Banks" were organized which were attended by the departmental/office BCP coordinators, members of Emergency Support Group, Disaster Recovery Support Team and Business Continuation Support Team. Besides formal workshops, several BCP awareness sessions were organized at the field offices at the time of their mock exercises.

SOPs/ Guidelines for accommodation in crisis situations

In order to streamline the boarding and lodging arrangements during crisis situations by critical departments and to ensure that every support departments is aware of their responsibilities, Standard Operating Procedures/Guidelines were issued vide SPD circular no.2 dated March 05, 2013.

Special Arrangements during Elections 2013

In view of the possible disruption due to deteriorating law and order situation during the General Elections 2013, special arrangements were made in coordination with the critical support departments. A BCP alert was issued to all the offices and critical departments to take necessary measures as outlined in the BCP. Special standby and backup arrangements were also made to deal with any possible disruption.

Combined Staff Relocation Exercises of Critical (Time Sensitive) Departments

As mentioned earlier, BCM capability cannot be considered reliable until it has been exercised. Exercising the organization's Business Continuity Plan assesses its viability and ensures that the relevant staff is familiar with the continuity plan, understands the activation process and is able to execute the recovery strategies. In order to stress test the reliability of networks, equipments, services and other allied facilities at the dedicated BCP backup site, four combined exercises were successfully conducted by the critical (time sensitive) departments. Approximately 50 persons from 7 critical (time sensitive) departments participated in the combined exercises on each occasion. Apart from the routine testing of the backup site, scenario-based testing was also conducted from the backup site where different scenarios were proposed, documented and conducted successfully. Further, the combined exercises helped in achieving the desired level of preparedness which enabled the critical (time sensitive) departments to conduct live operations from the backup site.

Monitoring the Testing of Business Continuity Plan

As a part of the overall BCM, there is a continual need to prove plans and strategies by testing to bring credibility and to encourage ownership across the organization. The purpose of testing is to achieve organizational acceptance that the business continuity solution satisfies the organization's recovery requirements. Continuous testing of the Business Continuity Plan enhances the readiness of employees to cope with a disaster. To further streamline the testing procedure at SBP and SBP-BSC and to facilitate the departments/offices to conduct their tests and rehearsals smoothly, a BCP Annual Test Plan (ATP) for FY13 was compiled in coordination with the critical departments and field offices where all critical departments/field offices planned to conduct quarterly table top exercise, half yearly mock exercise and annual rehearsals. Effective monitoring of tests under ATP was also ensured by the BCP team.

Going forward, developing and implementing a successful BCM programme would require managing a number of related projects and coordination activities. The key elements in implementing BCM at SBP would require awareness raising, planning, mitigation measures and exercising the continuity plans as BCM is an iterative process which needs to be actively managed. The initial aim was to successfully complete an implementation of the BCM lifecycle, but the long term goal of BCM programme management is to improve the organization's BCM capability and its operational resilience with successive iterations.

B-2 Risk Based Auditing

Internal Audit & Compliance Department (IA&CD) at State Bank of Pakistan is performing the important function of providing independent and objective, assurance and consulting services, designed to add value and improve operations of SBP and help it in accomplishment of its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. In this regard, IA&CD conducts financial, operational, and information technology (IT) based post event audit of SBP operations on annual basis.

Internal Audit Charter, approved by the Committee of the Central Board on Audit, mandates the independence and authority of IA&CD and in order to maintain impartially in role and responsibilities of IA&CD, Head of IA&CD functionally reports to Committee of the Central Board on Audit and administrative matters are overseen by the Honorable Governor SBP.

Four Financial & Operational and one Information Technology (IT) audit teams conducts risk-based internal auditing. Further, a Quality Assurance (QA) Unit in IA&CD undertakes the quality assurance of audit activities and ensures that these activities conform to the Institute of Internal Auditors (IIA) and the Information System Audit and Control Association (ISACA) Standards. Moreover, a Compliance Unit of IA&CD carries out follow up and obtains status of audit recommendations on quarterly basis, in order to ensure compliance of outstanding audit recommendations previously agreed by the auditee departments (of SBP).

The following milestones were achieved by IA&CD during FY13.

- Subsequent to amendments in Audit Charter of IA&CD, duly approved by the Central Board of SBP, Head of IA&CD now functionally reports to Committee of the Central Board on Audit.
- As required by Audit Charter of IA&CD, the Committee of the Central Board on Audit recommended an external assessment of IA&CD for FY13 that was carried out by E&Y Chartered Accountants and KPMG Chartered Accountants. A similar type of assessment was also carried out in FY12.
- Continuous updation was made in the Audit Universe (Database) of auditable business processes with the feedback of auditee departments. This was developed by IA&CD using its own prepared risk scoring model based on IIA Research Foundation. Annual Audit Plan of the Department is being developed, based on the updated content of Audit Universe.
- Accomplished 27 audit assignments of the Audit Plan FY13 successfully. IA&CD also carried out 17 special audit assignments on the advice of Audit Committee and higher management of SBP.
- In order to bring the concept of Self Risk Assessment by business departments, IA&CD is facilitating different departments of the Bank in developing their risk registers. In this regard, two more such registers were developed in FY13, making a total of 15 risk registers. Further,

continuous improvements were made in Risk Registers already developed by the departments during audit engagements in FY13.

- New enhancement (email integration, enhanced workflow mechanism, multiple assignments etc.) were introduced in the AuditWare Application; a tailor made application developed by IT Audit Division of IA&CD in last year. This Division also developed Compliance module, for automation of compliance follow up related activities.
- The staff of IA&CD was provided 15 job related and soft skill trainings during the period under review.

Close coordination with External and Government Auditors were made and Audit Reports of various Departments duly audited by IA&CD were reviewed by both of them.

B-3 Legal Services Department

At State Bank of Pakistan, the Legal Services Department (LSD) has been undertaking day to day and medium to long term operations to enhance stakeholder value of working with core and non-core departments of SBP, SBP-BSC and NIBAF.

During FY13, LSD endeavored for realization of Bank's goals through opinions, advices, litigation, and appearance before the various Courts of Law of the country. It also helped the respective departments of the Bank in drafting of regulations, writing contracts and vetting the letters, memos in response to the notices issued directly or indirectly by various Courts of Law of the country. This department also helped in deciding the appeals addressed to the honorable Governor through the Consumer Protection Department by various banks and financial institutions against the decisions given by the Banking Ombudsman. Together with these developments, this department also managed to attend various proceedings of the litigations at Supreme Court, High Courts and other lower Courts of Law throughout the country during the year.

During FY13, LSD received around 3000 references from various departments of SBP, SBP-BSC and NIBAF. Of these references 54 percent were interconnected with opinion, 22 percent to notices, 14 percent to house building advance and the remaining 12 percent were associated with the other departmental affairs. Keeping in view the SBP policies in vogue, all these references were disposed off accordingly.

Cases under Litigation

Monthly progressive status of the cases under litigation was collected from various departments of SBP, SBP-BSC and NIBAF by this department during FY13. On the basis of the data received, it has been observed that 783 cases have been under litigation in various Courts of Law throughout the country. Of these, 658 cases under litigation are associated with the SBP and the remaining 125 cases are interrelated with the subsidiaries of the Bank. Further break-up of the cases revealed that 83 percent cases under litigation are associated with the core banking and the remaining 17 percent cases under litigation are interrelated with SBP Human Resources matters. Moreover, 7 cases have been disposed off in various Courts of Law during the year.

Management of Events

A training session on Banking Recovery Law was arranged for the development of officers of SBP. For this purpose, the services of a prominent advocate were hired to deliver the subject training (presentation) to 20 officers from various (concerned) departments of the Bank.

B-4 Library Services

During FY13, Library kept on contributing with its supportive role towards research promotion, knowledge based policy formulation & management at SBP besides improving financial literacy among the masses through its quality information dissemination services.

In the collection development area, print resources were enriched with 2,314 new books and 140 journals subscription. Electronic resources were augmented with 2 new databases, namely 'Business Core eBooks', and 'Emerald Management e-Journals'. Previous year's subscription to 17 databases was also renewed.

Library catalogue was loaded with 8,611 bibliographic records comprising of 2,401 books, 2,649 periodical issues and 3,561 journal articles. All bibliographic management operations, like accessioning, classification, cataloguing, indexing, etc. were processed timely yet with utmost care to ensure accuracy in information and efficiency in retrieval. In order to update library users with new acquisitions, publishing monthly 'Fresh Arrivals Bulletin' and 'Current Contents Bulletin' on SBP website and Electronic Board continued as a regular feature.

A significant increase in library usage was witnessed during FY13 whereby 240 new members were registered and 28,799 books were lent as compared to previous years' respective figures of 229 and 18,787. **Table B-4.1** shows five year's performance of the Library against major operational areas.

Table B-4.1: Library Performance

Numbers

Operational Areas		FY09	FY10	FY11	FY12	FY13
Procurement (Books)	Purchased	1,893	2,093	1,821	2,124	2,061
	Received as donations	531	402	405	192	253
Periodical	Issues acquired	5,667	4,402	3,598	3,291	2,649
Technical processing	Books catalogued	2,352	2,497	2,183	2,460	2,401
	Articles indexed	8,543	8,455	8,047	4,697	3,561
Circulation	SBP employees	19,210	26,049	27,139	16,612	26,653
	Others	3,266	2,620	2,242	2,175	2,146
Membership	SBP employees	115	104	125	45	60
	Others	330	273	160	184	180
Visitation	SBP employees	15,010	14,915	17,522	17,874	17,703
	Others	15,229	12,129	9,007	8,873	7,619

Apart from usage of print resources reflected against circulation and visitation areas in **Table B-4.1**, usage statistics of online databases also turned up healthy indicating increased level of user's familiarity with online resources. **Table B-4.2** presents monthly 'full-text downloads' from various online databases, subscribed by SBP Library, during FY13.

Due consideration was also given to improve physical environment of Library. Library signage was completely redesigned with attractive and convenient floor plans, way-finding indicators, shelf guides, instructional/informative signs, and promotional banners. The new signage helped library to

educate users more effectively about its general rules of conduct and to make them independent learners.

Table B-4.2: Monthly Full-Text Downloads FY13

(numbers)

Database Name	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Business Source Premier/Complete	566	190	102	78	60	74	829	82	19	56	38	52	2,146
Business Core e-Books ¹	--	--	--	--	--	--	--	--	--	--	58	8	66
EconLit with Full-Text	41	80	18	56	28	48	40	15	20	80	13	27	466
Emerald Management e-Journals ²	0	0	5	5	9	5	7	0	1	81	39	38	190
IMF e-Library Data	28	36	32	22	52	42	29	8	27	61	20	29	386
JSTOR	242	268	1,056	348	220	263	72	53	71	69	14	89	2,765
Palgrave Dictionary of Economics	32	128	37	24	6	0	3	1	50	82	14	1	378
Oxford English Dictionary	1,345	812	999	713	619	721	651	525	475	770	495	778	8,903
Science Direct	116	129	120	178	129	182	54	110	231	155	165	151	1,720
Taylor and Francis Journals	29	9	117	36	28	119	22	16	4	27	17	37	461
World Bank e-Library	0	1	5	4	4	4	6	2	0	4	3	3	36
Totals	2,399	1,653	2,491	1,464	1,155	1,458	1,713	812	898	1,385	876	1,213	17,517

1: Subscription of Business Core eBooks started in May 2013.

2: Full Subscription of Emerald Management e-Journals Database started in April 2013. Figures prior to April represent downloads under Print+Online subscription package of individual Emerald journals.

Numerous queries of library visitors were answered at the reference services desk. Remote users were entertained through *Online Reference and Document Delivery Service* under which 3,218 articles and datasets were dispatched to remote users, either through email or courier, across the country. The growing number of information queries of the remote users reflects their confidence in SBP Library services. SBP Library is also committed to make this service bond even stronger in future with its dependable, efficient, friendly and innovative services.

B-5 External Relations Department

External Relations Department (ERD) of the State Bank of Pakistan communicates and disseminates SBP's policies, regulations, directives, initiatives, future strategies, data, and other information/announcements to the public and other stakeholders through media. This department maintains warm and active relations with the media. ERD performs these tasks by issuing press releases/circulars, issuing tickers to television channels, holding press conferences, running awareness campaign, and distributing Bank's various publications/reports to the stakeholders. Various SBP publications and circulars are edited, where necessary. ERD also translates SBP's annual and quarterly reports on the state of Pakistan's economy, and other important reports/press releases in Urdu; and ensures that these are disseminated concurrently with such reports/releases in English.

Moreover, the department monitors coverage/feedback regarding Bank's policies, directives, initiatives, reported in newspapers and television channels on daily basis and submits this to the higher management. ERD maintains the record of news clippings from main Urdu/English newspapers about the matters important for the Bank. The major projects accomplished by this department in FY13, are discussed in **Box B-5.1**.

Box B-5.1: Projects Initiated By ERD in FY13

Media Campaign for Demonetization of Old Banknotes

The State Bank of Pakistan had introduced new designed banknotes with added security features, durability and aesthetic quality, and the process of issuance of new designed banknotes was completed in 2008. Therefore, it was decided by the Government to phase out Rs 500 old banknotes. Further as per the Federal Government's notification the Rs 5 banknote was to be ceased as legal tender with effect from 1st January 2012. In order to create awareness among masses, the captioned public awareness campaign was entrusted to ERD by Finance Department of the Bank in collaboration with SBP-BSC and SBP Printing Press.

For apprising general public of demonetization of large sized Rs 500 banknote, advertisements were published in 36 local dailies, as well as aired on TV channels. In another public awareness campaign when the Rs 5 banknote was demonetized by the Government, 28 local newspapers carried relevant advertisement, while 10 TV channel telecasted it.

Media Campaign for Marketing of Government Debt Instruments

The federal Ministry of Finance assigned SBP the task of designing and launching of a campaign in print and electronic media for awareness of small investors, both local and foreign, of government's debt instruments. The campaign's objective was to inform general public and investment institutions about features and benefits of government securities, and the procedure of investment. ERD, in collaboration with DMMD, executed the project successfully. For this purpose, 12 advertisements were published in 25 newspapers.

General Public Awareness Campaign

In this regard, ERD accomplished various projects including highlighting pensioners' grievances (one advertisement in 7 dailies) and warning general public of a) fraudulent prize schemes (one advertisement in 2 dailies); b) theft frauds (one advertisement in 4 dailies); and c) skimming frauds (one advertisement in 7 dailies). For general public awareness on unclaimed commercial bank deposits, SBP published three advertisements in 8 local newspapers. Advertisements and high profile surveys/Expressions of Interest were also published in 2 international business magazines and in 2 newspapers.

Within SBP, this department prepares, publishes and circulates monthly SBP News in addition to a fortnightly e-Bulletin. It publishes Bank Directory for use by officers and management of the Bank. It keeps record of Bank's various activities in the form of news clippings and photographs. ERD is entrusted with the responsibility of publishing/running Bank's advertisements/campaign in the

media¹. ERD also provides professional guidance and assistance in media related issues to other departments of SBP. During FY13 ERD helped IBD, AC&MFD, RD and MPD (of the State Bank of Pakistan) via consultation/designing on/of advertisements/posters and banners pertaining to their campaigns/activities. During the period under review, a total of 186 publications, from different departments of the Bank, were sent by ERD to the SBP Printing Press. ERD manages the Bank's Bookshop which put up for sale SBP's various publications. During FY13 the Bookshop sold 427 publications.

A survey², carried out in 2013 by Pakistan's most popular financial daily, of treasury bosses at banks and brokerage houses, showed that SBP's communication is ranked at an average of 6 on a scale of 1-10. It is improved, over the past (2007) perception, as a result of detailed monetary policy statements, data compendiums and higher frequency of policy decisions. Importantly, this improvement was achieved over the period when communication skills of central banks of some developed countries deteriorated in the eyes of the international financial markets, according to another survey released³.

¹ The department sends monthly report to finance division, Ministry of Finance about Bank's advertisements (and their expenditures) published in local newspapers. Quarterly report is submitted to the Ministry of Information regarding Bank's advertisements published in foreign editions of Pakistani newspapers.

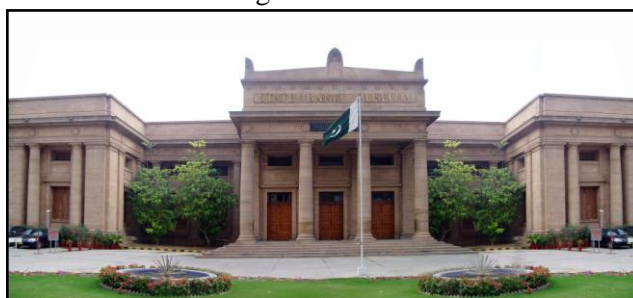
² <http://www.brecorder.com/br-research/999:all/3707:a-message-for-sbp-bring-back-the-minutes/?date=2013-09-25>

³ <http://www.ft.com/cms/s/0/f2e6f9e0-1c7c-11e3-8894-00144feab7de.html>

B-6 Museum & Art Gallery

Overview

Monetary and Archives Museums are necessary adjuncts of central banks in the world, for educational activities and outreach programme for the general public, and especially for the students/children. Pakistan is one of the very few places in the world where the currency developed from its very rudimentary form to advanced level of coinage. To document this interesting history, an important idea of establishment of a Money Museum developed in the SBP. For materialization of this idea, the former SBP Governor, Mr. Hasnie, in early 1960s assigned this task to the then Director (Public Relations) to visit Bank of England (BOE) to learn/study about the Museum of the BOE. Subsequently, an Archives Museum was established at 5th Floor of the main SBP building (on I.I. Chundrigar Road, Karachi). On account of renovation and restructuring of the main SBP building, this Museum was wound up in September, 2002 to establish a new and larger Museum in 2004 in a historic (pink Jodhpuri stone) building⁴, within the premises of the SBP, with extensive displays of currency, coins, photographs, artwork and other objects of public and the Bank's interest.



The Inaugural Ceremony of the Museum was held on 1st July, 2011 (that is on Banks' own birthday). The establishment of Money Museum is not only appreciated at national level, but also got high remarks from international scholars and visitors.

It is because of its high standard that SBP Museum got membership of International Council of Museums (ICOM) in 2012, and is now requested (by ICOM) to form a National Committee along with other museums of the country.⁵

SBP Museum and Art Gallery (M&AG) comprises Coin Galleries, Stamp Gallery, Currency Gallery, History of State Bank, Governors' Gallery, and an Art Gallery. The Coin Galleries depict coinage from its evolution till contemporary period. Stamp Gallery has stamps which were used as currency in the interim period between coinage and currency. Currency Gallery records history from very early time period to present Polymer Notes. History of SBP is depicting the history of Bank since its establishment in 1948. Governors' Gallery presents brief profiles of the former Governors with their photographs. The Art Gallery is one of the most attractive part of the Museum, displaying Sadequain's 4 huge murals and collages of metal and wood. One mural of Zahoor-ul-Ikhlaq is displayed in Contemporary Art Gallery, where temporary exhibitions of young artists are held on quarterly basis.

From working and administration point of view, M&AG is divided into various sections as follows.

Archives Section is dealing with the acquisition of Archival Material related to historical manuscripts, History of Pakistan, Art, Historical Books etc. **Technical Section** consists of

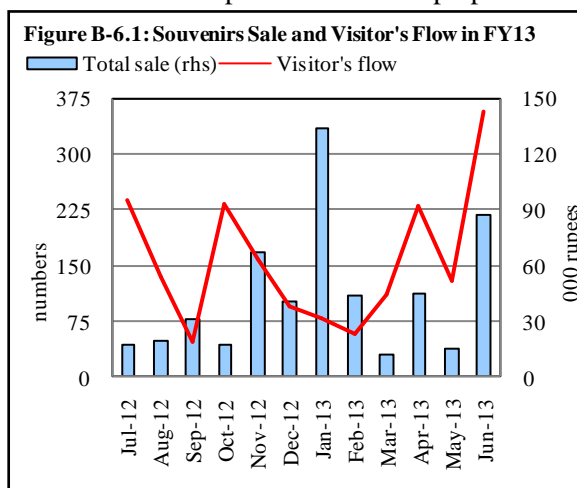
⁴ This building was built in 1920's. Initially it housed the then Judicial Commissioner and later the Imperial Bank of India (IBI). After the independence, it was taken over by Pakistan but continued to serve as IBI for some time. After IBI, SBP's Foreign Exchange Department was housed in it. Before SBP M&AG, this building was used as Library of the State Bank of Pakistan.

⁵ SBP Museum is the first Pakistani Museum to get ICOM membership.

Conservation Lab, **Modeling Section**, which is responsible for conservation of coins, archival materials, etc. for their preservation and consolidation. **Replica Section** is unique and of its own kind. It is responsible for preparing replicas/models as souvenirs for the visitors. The objective of this section is to replicate the antiquities for the education and discourage the smuggling of original ones. The souvenir shops are the main attraction of the Museums and are a reason for visits/revisits. The Souvenir Shop has been established in the SBP Museum to promote cultural heritage, historical educational material, chronological sequences of art work and coins. It is used to convey public service messages which present a socially conscious image of the Bank that can be attained by promoting the usage of recycled materials and eco-awareness messages. The Souvenir Shop includes replicas of the materials and some size specific products, publications and interactive videos and demonstrations. The literature available also serves its educational purpose. **Research Section** is dealing with publications, and souvenirs research. This section is publishing the catalogues, monographs, brochures, captions and labels prepared from the research work carried out by the officers of the SBP Museum. The main objective of this section is to digitize the collection, preserve it, and make it available for publication. The souvenirs for souvenir shop are selected for preparation purpose after a thorough research with a brief description of the object tagged with the souvenir for creating awareness about our history and culture.

Visitors Flow and Souvenir Shop

As per available data, around 1849 visitors were recorded in FY13. The special occasions also provided a chance to a large numbers of visitors to visit the SBP Museum. In overall, 5528 people visited the Museum since its inauguration on July 1, 2011. A total sale of about Rs 500,000 was recorded on non-profit basis till June, 2013 (Figure B-6.1).



Mural on Permanent Loan

First time in the history of Pakistani Museums, a huge mural (8ft X 45ft) was handed over on permanent loan by any person or institution to a museum. An agreement was made on 3rd February, 2012 between Ms. Ava Ardeshir Cowasjee d/o Ardeshir Rustom Cowasjee and SBP Museum for permanent loaning of a painting having 3 panels (each measuring 8ft X 15ft) to the SBP Museum from her personal collection, entitled “**Freedom Fighters.**” It was painted by Zahoor-ul-Akhlaq.



After arrival of the mural, it was decided that its conservation may be undertaken. World renowned conservationist (Director, Heritage Conservator (Pvt) Ltd.) agreed upon our request to advice SBP Museum conservationist through electronic media, for its conservation on complementary basis and as a friendly gesture. SBP Museum conservationist (Mr. Saeed Ahmed) and artists (Messrs. Abbas Kaskheli and Zubair) carried out the necessary work (as per international standards) after training/guidance from Ms. Namita Jaspal. Now the painting is ready to be launched, soon after its

brochure is written by Ms. Nazish Attaullah, former Principal of National College of Arts, Lahore and a famous artist.

Painting Conservation

A Painting installed on 3rd Floor of SBP Main Building (Karachi), was found to be diseased and showing signs of fading, was also treated by SBP Museum conservationist with the guidance from Ms. Namita Jaspal. The painting, after conservation and reframing, is installed on the 3rd Floor again.



Publication

Bank Notes of Pakistan in the State Bank Museum Collection (1948-2012) is a complete coloured catalogue on bank notes of Pakistan, stating their technical & descriptive features and details about the historical monuments printed on them.

Educational and Awareness Activities

To support the Museum's mission of the education/awareness of youth and general public, different activities were arranged in SBP Museum during FY13 as follows.

Model Making Workshop

A 3-D Model Making Workshop titled as “Buildings on Pakistani Banknotes” for 10 to 15 years age children of the SBP and SBP-BSC employees was held from 21st December to 31st December, 2012 in the SBP Museum to spread awareness about the buildings, printed on Pakistani Bank Notes. In this workshop the participating children learned the techniques of making 3-D models from the technical staff of the Museum and prepared the models of Miner-e-Pakistan, Badshahi Mosque, SBP Main Building (Karachi), and Khyber Pass. At the concluding day of this Workshop, certificates and gifts were distributed by Mr. Kazi Abdul Muktedir, Deputy Governor, SBP to the participants. He encouraged them to attend such kind of workshops in future as well.



International Women's Day

International Women's Day is celebrated globally on 8th March, every year. The same was also celebrated in the SBP Museum on March 8, 2013. A good number of lady officers of SBP and SBP-BSC participated to show solidarity with the women of the world as well as our country. At this occasion, an event “Clay Pot Painting” was held in the Museum. It was heartening to know that there was a lot of hidden talent of art in the Bank. These ladies painted clay pots beautifully. Their art was well appreciated by the Director, M&AG and others. At the close of the event souvenirs along with certificates were distributed to the participants for their encouragement and as a memory.

Summer Camp

This programme is a permanent feature of the SBP Museum and is getting refined as well as popular every year, among the children of the employees of SBP and SBP-BSC. This not only creates a soft image of the Museum but also plays an important role for the ownership and sense of belonging in SBP employees. This year the Summer Camp started with the theme of “Bringing the Youngest to the Museum”. It started in early June, 2013 from the children (of SBP employees) in the Day Care Centre of the Bank in the age group of 3-6 years. The children who attended this Summer Camp last year were really excited and already owned the Museum. Their observations were very interesting and so were their suggestions. These suggestions were noted for compliance/incorporation in future. In this summer camp, participating children were involved in different activities such as, paintings, drawing and (small scale) model making.