

# 17 Activities and Achievements of Field Offices

## 17.1 Overview

The sixteen (16) field offices of SBP Banking Services Corporation (BSC) are operational and real hubs across the country which actually carries out all banking functions and transactions on daily basis in an efficient and professional manner. Field offices are, therefore, playing an important role in image building of both SBP and SBP-BSC and are extended arm for execution of policies. During FY08, BSC field offices continued their efforts to improve the quality of services to their stakeholders besides improving the professional competency and skills of their officers. Field offices performed their core responsibilities effectively as they ensured adequate availability of good quality banknotes in the country and provided prompt banking services to all stakeholders during the period under review. A number of projects for improvement in physical environments and office automation were also completed. The banking services provided by BSC field offices mainly included collection of revenue and making payments on behalf of the federal and provincial governments, sale and encashment of National Prize Bonds, Special Savings Certificates (SSC) and Defence Savings Certificates (DSC) and payment of prize money against the winning bonds as well as payment of profit on SSC/ DSC on behalf of the Central Directorate of National Savings (CDNS). The field offices also monitored the operations of countrywide automated clearing services provided by the National Institutional Facilitation Technology (NIFT).

Besides core operational business, the Chief Managers of field offices also maintained a close liaison with the chamber of commerce and industry, chamber of agriculture, traders and farmers association, business community and general public through meetings and on-site visits in the areas of their jurisdiction. Periodical meetings of local credit advisory committees and different focus groups (i.e., agriculture, SME and microfinance etc.) were conducted under the development finance support units established at the field offices in order to get feedback and increase the outreach of development finance services throughout the country particularly in the rural areas. In order to provide better services to stakeholders, SBP-BSC offices have undertaken various initiatives / activities during FY08 which are as under.

## 17.2 Enhancement of Development Finance Support Services

- One of the important initiatives taken during FY08 was the setting up of Development Finance Support Units (DFSUs) in 13 field offices of BSC. The main purpose of creation of DFSUs at field office is to widely disseminate the SBP policies and initiatives for broadening and deepening of the financial sector. The units are local contact points for continuous interaction with stakeholders at grassroots level. These units have added new dimension in BSC field offices' role. Geographical jurisdiction of each unit has been clearly defined along with job description finalized in consultation with DFSD.
- Special focus groups on financing to SMEs, micro finance and agriculture sectors have been created under the supervision of DFSU in BSC field offices. This will facilitate commercial banks and other stakeholders to have a detailed understanding of the rural

economy of the region; identify existing and potential output levels, identify key issues and challenges faced in procuring inputs, farm mechanization, sale and marketing of farm/ non-farm produce and assess the level of access to financial services and issues thereof.

- BSC Lahore office carried out translation of five publications of Agriculture Credit Department SBP viz; frequently asked question on agri-financing, brochures on guidelines for livestock, fisheries and horticulture financing and financing scheme for small farmers from English to Punjabi language. Besides, the office also prepared a detailed report covering various agricultural financing related products of the banks functioning in the jurisdiction of the office. In addition, Lahore office has also prepared regional profiles of five (05) districts namely, Lahore, Kasur, Okara, Nankana Sahib and Sheikhupura. These tasks were aimed at creating better understanding about the policies of SBP, enhancing knowledge amongst stakeholders about the agricultural credit products of commercial banks in the region and availability of socio-economic profile of the districts.
- Two training programs have been designed and organized in February and July 2008 at BSC Multan office and NIBAF Islamabad respectively for the employees attached with DFSUs. This has enhanced their understanding of development finance and SBP policies for the development finance sector for effectively undertaking the assignment entrusted to them.
- Special outreach training programs/ seminar/ agri-mela on development finance have been arranged by following field offices of BSC with the coordination of Agriculture Credit Department SBP and other stakeholders during the year. The event brought the bankers and farmers together at one platform where both the parties could interact with each other. This effort aimed to bring the bankers to the doorstep of the farmers for offering agri-finance products. A numbers of people from the nearby villages as well as the local heads of commercial banks of the region were present to attend the queries/ question from the participants.

**Table 17.2 Special Outreach Training Programs/ Seminar/ Agri-Mela on Development Finance**

Field Office	Program Description	No. of Programs Conducted
Gujranwala	Two days SBP Special Outreach & Training Program on Agriculture Credit at Gujranwala. Five days crash training program for Agriculture Credit Officers of commercial banks of the region at Gujranwala office	2
Hyderabad	Two days SBP Special Outreach & Training Program on Agriculture Credit at Badin, Tando Allahyar and Thatta Districts	3
Lahore	One day seminar/ Agri-mela on Agri-finance products/ schemes of commercial banks at District Counsel Hall, Kasur.	1
Multan	Two days SBP Special Outreach & Training Program on Agriculture Credit at Mailsi. Training workshop on SME Financing in collaboration with IBP local centre on Problems in Loan Management and Prudential Regulations for Agriculture Financing at Multan	4

Muzaffarabad	Two days SBP Special Outreach & Training Program on Agriculture Credit at Rawalakot AJK. Five days crash training program for Agriculture Credit Officers of commercial banks of the region at Muzaffarabad office	2
Peshawar	Two days SBP Special Outreach & Training Program on Agriculture Credit at Sawabi. Five days Crash Training Program for the Agriculture Credit Officers of commercial banks at Peshawar office	3
Sialkot	One day seminar on Micro Finance & SME Growth at Peshawar office One day Seminar/ Agri-mela on Agri-finance Products/ Schemes of Commercial Banks, SME Financing-Products, Process and Control, Propelling Growth Microfinance and Prudential Regulations of SMEs at Sialkot office	4

- Case study on problems being faced by the borrowers in availing agricultural finance was conducted by BSC Multan office to create better understanding about the financial services products of commercial banks for agriculture sector in the region.
- Two surveys on disbursement of SME finance/ Agricultural Credit (Production & Development) by the commercial banks/ Micro finance banks to the borrowers of Hyderabad and Gujranwala regions was conducted by the Hyderabad and Gujranwala offices.

### **17.3 Simplification of Procedure & Office Automation**

- Various new modules of Globus, Oracle and CI-Globus were successfully rolled out and implemented in BSC field offices with the extensive coordination of ISTD SBP. Refresher and on job trainings of Globus, CI Globus and Oracle were arranged which resulted in skill enhancement improved accuracy and timely running of End of Day (EOD) signal. With the implementation of the said computer applications various books/ registers maintained manually have been discontinued at BSC field offices.
- Federal Board of Revenue (FBR) automation system which is parallel to Globus has been made LIVE at all the field offices effective from December 1, 2007 as a part of creating database of tax collection. Computerized Payment Receipts (CPRs) are now being generated through system against deposit of Income Tax etc. The system has saved the stakeholders from filling and carrying the multiple challan forms for depositing income tax and withholding tax. Data of day's collection is uploaded on FBR server on daily basis.
- Due to successful interfacing of Foreign Exchange Operations Department and field offices of BSC with Information Systems and Technology Department SBP for access to export overdue Oracle based program, the offices are capable for timely issuance of show cause/ legal notices to defaulting exporters.
- Library Information Management System (LIMS) has successfully been installed by the Lahore office. The system is in operation without any interruption and enhanced library facilities are available to stakeholders visiting the library.
- To monitor the receipt of leave application from various units a new self check device on attendance registers has been introduced by the Peshawar office which is applied on

monthly basis to check the status of leave availed by employees as marked therein and tally the same with the system. This exercise gives a better result and a good number of leave applications which are not passed on to CLU are being pursued and collected to update the leave record.

- Letter Management System (LMS) has been implemented at all the field offices. It has completely replaced the manual work relating to diary/ dispatch of incoming and outgoing letters which brings more accuracy and transparency in the system.
- Image Management Module (IMM) has successfully been implemented in all the field offices of BSC. The key users of the offices were provided training through three-day roll-out by ISTD SBP, Karachi. They have briefed the technicalities and operational procedures of IMM. Users are now feeling comfortable in confirming genuineness of drawers' signatures on cheques/ payment instruments by opening the images of specimen signatures directly from Globus while capturing the transactions in system which has saved their time to a considerable extent.
- A comprehensive study on reduction in processing time in payment of prize money against winning National Prize Bonds has been conducted by the BSC. On implementation of the recommendations given in the policy paper, the processing time in sale, encashment and payment of prize money against winning Prize Bonds as well as payment of profits against other national savings schemes of CDNS has been reduced. The payment of prize money up to Rs.15000/- on winning Prize Bonds is now made on the same day. (Previously prize money over Rs.1000 was paid after 3 days of claim lodged).

#### **17.4 Strengthening the Internal Controls**

- EFS Verification Cells have been established at BSC Karachi and Lahore offices in order to create better coordination between Central EFS Verification Unit HOK with the field offices and to strengthen the on-site verification process of export refinance cases conducted by the field offices verification teams at commercial bank's branches.
- In order to mitigate the risk in BSC operations at field offices a framework has been developed to introduce the appropriate risk register in the critical important functions of BSC field offices. In the first phase, Risk Registers have been introduced in all the units of export refinance divisions and banking divisions of each field office. This has helped in streamlining the risk assessment process and analyzing the risks inherent in a given line of function. On the basis of this system the auditors will be able to update the risk assessment more frequently, if necessary, to reflect changes in the internal control or work processes.
- A mechanism of self audit has been introduced in the field offices which is helpful in perpetual monitoring of the working of all the functions and bring improvement in the service delivery system.

#### **17.5 Facilitation to Internal/ External Stakeholders**

- The first phase of installation of Electronic Queue Management & Information Display System with the additional features i.e., Urdu version on Kiosks (screen display

machines) and on the counter display has been completed at the front desk of almost all the field offices. The work of installation of the system in the remaining operational areas of the offices has been initiated during the year under review. The introduction of this system was aimed at facilitating the stakeholders of the bank and the general public.

- Rooms for emergency treatment with all necessary medical equipments have been established at all the field offices of BSC to facilitate the employees working in these offices in case of emergency.
- A total number of 232 special outreach-training programs for the employees of commercial banks and other stakeholders have been conducted by the field offices of BSC to create awareness about security features of new design bank notes and as a part of an effort of combating counterfeiting problem. Summary of these programs arranged by the field offices is given in the following table.

S #	Field Office	Number of program
1	Bahawalpur	7
2	D. I. Khan	12
3	Faisalabad	12
4	Hyderabad	20
5	Karachi	12
6	Muzaffarabad	29
7	N. N. Karachi	13
8	Lahore	30
9	Multan	12
10	Peshawar	20
11	Quetta	26
12	Sialkot	12
13	Rawalpindi	15
14	Sukkur	12
<b>Total</b>		<b>232</b>

- A number of meetings, on-site visits, training sessions, awareness campaigns and presentations were arranged by the field offices of BSC for external stakeholders in order to get feedback on policies of SBP and BSC and discussed the issues/ problems being faced by them with respect to their banking needs, obtained suggestions for improvement and developed linkages with key stakeholders. Details of programs arranged by field offices are as under.

**Table 17.5 (b) Summary of Programs arranged by the offices during FY08**

Description of Program	Field Office	No. of Programs Conducted
<b>Quarterly Meetings under LCAC</b>		
With the Bankers, Chamber of Commerce and Industry and farmers associations of the region to share and discuss the issues/ problems being faced by the stakeholders	Bahawalpur Lahore Multan Muzaffarabad	16

<b>Meetings with the Stakeholders</b>		
With local farmers and business community of Tehsil Paharpur and Ramak, Tehsil Prova of D.I. Khan District to discuss the issues/problems being faced by them with respect to their banking needs.	D. I. Khan	2
With local heads of commercial banks, stakeholders of Sargodha and Khushab at NBP Sargodha, farmers of Khurrianwala and borrowers of Microfinance to get their feedback on policies of SBP & BSC.	Faisalabad	6
<b>On-site Visits to:</b>		
Branches of National Bank of Pakistan (Main, Lar, Gomal University & Ramak branches), Habib Bank Limited (Main, Kotjai & Prova), MCB Bank Limited (Main Branch) and United Bank Limited (Paharpur Branch) to ensure that the services provided by the bank branches to the stakeholders are in accordance with the instructions issued by SBP/ BSC Faisalabad	D. I. Khan	9
SMEDA, LCCI, DAMEN, KASHF, Khushali Bank, PSIC, CWCD, PWCCI, TEVTA, PRSP, Trade Development Authority of Pakistan and Orix Leasing Pakistan to develop linkages with the key stakeholders for enhancing outreach of financial services.	Lahore	12
Adjoining areas of Multan region by the Chief Manager to meet the local farmers, traders, business community and the members of general public of the region to get their feedback on policies of SBP and BSC, to discuss the issues/ problems being faced by them with respect to their banking needs and to seek their suggestions for the improvement in the desired areas.	Multan	14
Mardan, Haripur, Takhtbai, Chitral and Mansehra Districts to meet the local farmers, traders, business community of the region to get their feedback on SBP policies as well as to discuss the issues/ problems being faced by them.	Peshawar	5
Export Processing Zone Sambrial, M/s. Special Sports (Pvt), Rangpura, Pakistan Surgical Manufacturer & Exporters Association Sialkot and National Bank of Pakistan Narowal to develop linkages with the key stakeholders.	Sialkot	5
<b>Presentations</b>		
On “Export Finance Scheme-On-site Verification Procedure of Refinance Cases” for the employees of Bank Alfalah Lahore, TDAP and Punjab Women Chamber of Commerce & Industries to provide necessary guidance on Export Finance Scheme of SBP.	Lahore	3
On Modification in Export Finance Scheme’ and salient features of ‘Long Term Financing Facility’ at Sialkot Chamber of Commerce.	Sialkot	1
<b>Internship Program</b>		
Six weeks Internship Program has been arranged to familiarize the students of following educational institutions with SBP and SBP-BSC functions:		
• Internship Program for the students of Institute of Management Sciences, University of Balochistan	Quetta	2
• University of Faisalabad	Faisalabad	
<b>Training Sessions</b>		
On Quality Assurance in Banknotes and National Prize Bonds for the treasury officers arranged with the coordination of Pakistan Security Printing Corporation (PSPC) for capacity building.	Karachi	1
On Research and Development Support Scheme arranged for the guidance of Authorized Dealers regarding submission of claim cases.	Lahore	1

<b>Other Programs</b>		
A convention to discuss the issues and problems in the way of empowerment of women was arranged for the women bankers of Sialkot region.	Sialkot	1
A stall was set up for general public to disseminate information on security features of currency notes and Prize Bonds at National Industrial Fair, Fortress Stadium, Lahore for their awareness.	Lahore	1
<b>Total</b>		<b>79</b>

- Holding of draws against National Prize Bonds scheme is one of the prime responsibilities of BSC field offices. These draws were conducted by the field offices in accordance with the schedule provided by the Central Directorate of National Savings (CDNS). During FY08, following field offices conducted the Prize Bonds draws on the dates mentioned against each:

S #	Field Office	Denomination	Date of Draw
1	Bahawalpur	7,500	01-08-2007
		15,000	02-01-2008
2	Faisalabad	1,500	15-11-2007
		1,500	15-05-2008
3	Gujranwala	15,000	01-10-2007
		1,500	15-02-2008
4	Hyderabad	200	15-09-2007
		40,000	02-06-2008
5	Islamabad	750	15-10-2007
6	Karachi	750	16-07-2007
		7,500	02-05-2008
7	Lahore	40,000	01-12-2007
		200	15-03-2008
8	Multan	200	15-12-2007
9	Muzaffarabad	750	15-04-2008
10	Peshawar	7,500	01-02-2008
		200	16-06-2008
11	Quetta	15,000	03-07-2007
		750	16-01-2008
12	Rawalpindi	40,000	01-09-2007
		40,000	01-03-2008
13	Sialkot	1,500	15-08-2007
		15,000	01-04-2008
14	Sukkur	7,500	01-11-2007

### 17.6 Capacity Building through in-house trainings/ seminars/ workshops etc.

- In-house training programs for the officers working on different modules of Globus, CI Globus, Oracle application, MS Excel/ Word/ Outlook and Letter Management System have been arranged by BSC Bahawalpur, Faisalabad, Hyderabad, Lahore, Multan and Sialkot offices, which resulted in enhancing the convenience level of users and increasing backups for every module and improved accuracy and timely End of Day (EOD) around 5.00 P.M.
- In-house Training and rollout for implementation of application software was carried out by the Karachi office for printing of Government Drafts and Bank Drafts through



Globus system in consultation with Information Systems & Technology Department of SBP in Karachi office as well as in all field offices.

- Seminars, workshops and presentations on various subjects related to banking and finance were arranged by the field offices with the coordination and cooperation of prominent institutions like Institute of Bankers Pakistan (IBP), Pakistan Institute of Management (PIM) during the year under review:

<b>S #</b>	<b>Field office</b>	<b>Topic/ Subject</b>	<b>No. of Programs</b>
1	Bahawalpur	A presentation on Monetary Policy Statement FY08 was arranged for OG-2 and above of the office.	1
2	Faisalabad	One day seminars on SBP Prudential Regulations, Overview of Basel-II, UCP-680, Compliance Management, Financing Imports and Exports Mechanics, Internal Risks and Improving Bottom Line Performance through the Power of Diversity have been arranged. Training workshop on Agriculture Credit has been arranged at Toba Tek Singh.	7
3	Gujranwala	Periodical workshops on Microfinance, Export Refinance, Security features on currency notes/ Prize Bonds, UCP 6000 and Positive Attitude. Presentation session on SBP Clean Note Policy, Security Features of New Design Currency Notes & Prize Bonds, Categories of Claim/ Defective notes.	6
4	Karachi	One day workshop on “Currency Management-Detection of Counterfeit Notes & Prize Bonds” at Bankers Development Institute Karachi. One day training workshop for the representatives of authorized commercial banks to apprise them about Rules and Regulation pertaining to clearly payable defective notes/ cut notes tendered by the public.	2
5	Multan	One day seminars on Risk Analysis, Auditing, Financing Operations, Collateral & Documentation Management, Consumer Finance, Risk Factors- Safeguard & Corrective Actions, Human Capital Enrichment Regime, Problem Loan Management, Communication Skills, Basics of Accounting & Finance, Problem Solving & Decision Making, Islamic Banking Concepts & Products, Currency Management (Issues, Problems & Remedial Action), SME Financing, Branch Operations Liquidity & Profitability and Understanding Financial Statement of Clients at bank’s auditorium. One day training workshops on Leadership & Effective Team Building, Internal Auditing, Intellectual Property Right, Business Enterprises and Environmental Protection Issues, Exploring Import & Export Markets, Communication Skills and Problem Solving – Decision Making at Multan.	21
6	Muzaffarabad	One day seminar on ‘Good Governance in Banking’ under the auspices of IBP AJK region at Muzaffarabad office.	1
7	Sialkot	One day seminars on Anti Money Laundering and KYC, Dynamics and Effective Selling, Compliance Management, Common Problems in Foreign Trade, Development of Managerial Skills at Sialkot office.	5
<b>Total</b>			<b>43</b>



### **17.7 Promotion of Sports and Recreational Activities**

- Modern Gymnasium cum Health Club have been established in some of the offices with all latest exercise machines to promote healthy activities and sports among the employees of the office.
- Two programs on Fahmul Quran and Mehfil-e-Milad with a short session of Naat Khawani were arranged by BSC Multan office for the employees of the office. The office has also participated in a Flower Show organized by the City District Government, Multan.
- Muqabala-e- Husn-e-Qirat and Naat Khawani were arranged by the Bankers Club at Peshawar office. Children of the employees of BSC Peshawar and commercial banks of Peshawar region participated in the competition.
- An Inter-bank cricket tournament of Sindh (excluding Karachi) and Balochistan region was held under the sponsorship and supervision of the Bankers Club Hyderabad.
- The 4<sup>th</sup> All Pakistan SBP Governor's Cup Cricket Tournament Super Series and Inter Bank Regional Cricket Tournament-2008 were arranged by BSC Lahore and Multan offices.