

9 Strategic & Corporate Affairs

The administration of strategic and corporate affairs at SBP BSC comprises of a vast array of functions undertaken to facilitate and support the Corporate Governance Framework so as to articulate the future strategic direction of the Bank.

9.1 Overview

The prime function of operations pertaining to management of strategic and corporate affairs consists of facilitating and supporting the Corporate Governance Framework at SBP BSC. For the purpose, an effective decision support system is enabled through conduct of the Board's and its Committees' meetings, management committees' meetings, reinforcement of the management's efforts aimed at formulating the strategic plans, devising of business plans and implementation of these plans in accordance with the Bank's vision.

9.2 Performance Review of Strategic and Corporate Affairs Department

9.2.1 Strategic and Business Planning at SBP BSC

The strategic and business planning of the Bank is spearheaded by the Strategic and Corporate Affairs Department. In order to align departmental and regional objectives with the long-term strategic vision of the organization, the Business Planning exercise is conducted at SBP BSC every year. For the purpose, each Department and Field Office drafts its respective business plan and are reviewed by the senior management. Once the proposed business plans are approved, the same are executed by concerned offices

and departments and are monitored by the senior management on a periodic basis. Accordingly various strategic initiatives envisaged by SBP BSC as well as those emanating from the SBP Strategic Vision 2020 are carried out throughout the year either through the business planning process. A region-wise comparison of reviewed projects of HOK Departments and Field Offices is shown in **Table 9.1**.

Sr. No.	Regions	FY19	FY18
1.	HOK Departments	138	67
2.	North Region Field Offices	72	80
3.	Central Region Field Offices	132	97
4.	South Region Field Offices	75	88
Total		417	332

9.2.2 Board and its Committees

For providing effective support to the Corporate Governance Framework at SBP BSC, meetings of SBP BSC Board and its Committees on Audit, HR, Security Review and Publications Review are held periodically. The organization of meetings involves coordination with the members of Board of Directors, and recording and subsequent dissemination of decisions to the relevant stakeholders. The details on number of meetings of the SBP BSC Board and its Committees held during the year under review is provided in **Table 9.2**.

In accordance with SBP BSC's automation drive for reduction in paper work, the practice of conducting the meetings in a paperless environment has been successfully initiated. For the purpose, a secure web portal

has been established through which relevant working papers are uploaded to the tablet PCs of members of Board of Directors. Further, an organization wide Electronic Letter Management System (ELMS) was successfully implemented.

9.2.3 Heads of Department and Chief Managers Forum

Heads of Departments (HoDs) and Chief Managers' (CMs) Forums serve as the key senior-level decision making bodies for deliberating upon various strategies/policies. Four such meetings were held during FY19.

Sr. No.	Name of the Forum	Number of Meetings held
1.	SBP BSC's Board of Directors	04
2.	Audit Committee of the Board	06 ⁴
3.	Human Resources Committee of the Board	04 ⁵
4.	Security Review Committee of the Board	02 ⁶
5.	Publication Review Committee of the Board	01 ⁷

9.2.4 Management Committees

In order to facilitate the senior management in collective decision-making process, secretariats of management committees on various operational areas e.g., publications, BPR, training etc. have been established at SBP BSC. The meetings of these committees are held on periodical/need basis.

9.2.5 Annual Performance Review

Annual Performance Review (APR) is the flagship publication of SBP BSC. The APR highlights major business and operational activities performed during a financial year. The document is reviewed by Management Committee on Publications, before being reviewed by the Publication Review Committee of SBP BSC Board. The PRC, constituted to provide oversight to the Publications, recommends the same to the Board for its approval.

9.2.6 Systems and Procedures

First-level helpdesk support and services for effective utilization of T24 Banking and Currency Systems across the Corporation are provided in-house to the users across Pakistan. In addition, liaison is made with all departments for their active feedback, aimed at making periodic improvements in the operational/transactional activity through development tasks and strengthening of system-based internal controls. A comparison of the number of incidents resolved during FY19 and FY18

Area	FY19	FY18
T24 Banking	10,662	14,076
T24 Currency	4,716	6,467
Total	15,378	20,543

reflects reduction of 33.6 percent in the number of incidents as shown in **Table 9.3**. This is mainly due to the initiative of empowering Systems and Procedures Units (SPUs) at Field Offices wherein rights to change user profile of T24 Banking and Currency users were granted to SPU Staff. During FY19, another helpdesk was established for providing support to users of SBP BSC related to Oracle ERP/CBA.

⁴ Including one exclusive meeting of SBP BSC

⁵ Including one exclusive meeting of SBP BSC

⁶ All two exclusive meetings of SBP BSC

⁷ One exclusive meeting of SBP BSC

9.3 Future Outlook

A significant initiative planned for FY20 is the development of SBP BSC Strategic Plan 2021-2025, which will be in line with the SBP Vision 2025 and also includes the strategic initiatives already undertaken by the management. Strategic Plan will provide a clear direction and will aid in formulating measurable goals throughout the organization. In addition, SBP BSC also plans to further streamline the Business Planning process to ensure that all developmental and operational projects create tangible impact and are closely aligned with the Strategic Plan.