

7 General & Support Services

The dynamic nature of business at State Bank of Pakistan and its subsidiaries demands provision of sustainable and efficient support services which are provided by BSC through its General Services, Engineering, and Internal Bank Security functions.

7.1 Overview

BSC provides efficient and reliable support to SBP and its subsidiaries through its General Services, Engineering, and Internal Bank Security functions. During FY21, the focus of all support services was on continuous service delivery and improvements in turnaround time to meet the stakeholders' requirements.

7.2 General Services

Provision of cost effective, timely, and quality support services to SBP and BSC is a key mandate of the General Services function. Under this function, BSC carried out procurement of goods, services, and consultancy in accordance with PPRA 2004 and Procurement of Consultancy Services Regulations 2010, to fulfill its own procurement requirements as well as those of SBP. In addition, this function of BSC also provides services in areas pertaining to healthcare, pension, salary disbursement & employee benefits, and printing of SBP's and BSC's publications. Moreover, General Services also provides expert advice regarding various types of procurement related to SBP and BSC field offices.

Being a dynamic organization, BSC believes in effective use of technology and IT solutions to achieve operational excellence. In this connection, significant BPR and IT related initiatives were undertaken during FY21 to improve service delivery standards.

7.2.1 Performance Highlights

Despite COVID-19 pandemic constraints, a total of 198 procurement projects amounting to over Rs. 3 billion were undertaken in FY21 under PPRA and World Bank Procurement Framework, a summary of which is depicted below:



Fig 7.1: Value of Procurement Contracts during FY21

The MSD of BSC remained at the forefront in implementing organizational strategy to combat COVID-19. It played a vital role in managing the situation and provided healthcare services & consultancy by following means:

- Establishment of emergency cell with four doctors who provided tele-medical consultancy to stakeholders over extended hours as well as during the weekends
- Procurement and provisioning of safety equipment (such as surgical masks, gloves, and sanitizers) to all stakeholders
- Effective liaison with hospitals and laboratories to ensure provision of swift services to stakeholders during the pandemic
- Provision of medical equipment e.g. oxygen cylinders, pulse oximeters, and oxygen concentrators for critical COVID-19 patients

7.2.2 Key Performance Highlights during the Year

Box 7.1: Key Performance Highlights of General Services for FY21

- Carried out procurement of “Communication circuits for connectivity of SBP with 1-Link & AGPR” and “Targeted Financial Screening Solution”
- Provided consultancy services for “Legal and Oversight Framework” in line with the National Payment Systems Strategy
- Facilitated in development of web portal - Investments in Technical Systems / Platforms supporting improvements in market infrastructure
- Implemented SBP’s COVID-19 combat strategy by establishing special emergency cell for the purpose
- Conducted real-time monitoring and reporting of COVID-19 positive cases’ data
- Carried out consolidation and rationalization of outsourced services contracts across SBP and BSC
- Organized procurement training session (PPR-2004 & 2010) for indenting departments
- Provided accommodation & logistic support to SBP and BSC employees during urban flood when BCP was also invoked
- Carried out renovation of stationery store / record room
- Completed print orders received from SBP, BSC departments, NFLP and NFLP-Youth with total cost of Rs. 26.6 million

7.2.3 Future Outlook

With a commitment for continuous enhancement in operational excellence, General Services function plans to capitalize on implementation of IT intensive solutions. In this regard, forthcoming major areas of focus include, among others, the following:

- Establishment of system-based Service Helpdesk
- Introduction of system-based procurement mechanism by adopting the e-procurement strategy
- Working towards efficient management of physical record and eventually its digitization
- Conducting awareness programs to encourage healthy lifestyle among all employees

7.3 Engineering Services

BSC through its Engineering function supports, maintains, and upgrades the physical working environment at office premises of SBP and its subsidiaries. It also supports SBP’s and BSC’s functions through its dedicated teams who are serving round the clock. In FY21, the Engineering function achieved its objectives while complying with various regulations.

7.3.1 Key Performance Highlights during the Year

Box 7.2: Key Performance Highlights of Engineering for FY21

- Completed engineering work on BDS sites at Quetta, Rawalpindi, and Multan offices despite tight timelines
- Successfully utilized 83 percent of cash flows against 60 capital projects, despite COVID-19 constraints (i.e. Rs. 1.14 billion was utilized from the available cash flow of Rs. 1.376 billion)
- Deployed a computerized Complaint Management System (Service Desk) at HOK to ensure seamless helpdesk services
- Alerted senior management about disruption of electrical supply to the I.I. Chundrigar Road complex during unprecedented rain in August 2020, which facilitated in successful transition of critical operations to BCP sites and prevented shutdown of business operations
- Conducted procurement process of mega projects after obtaining in-principle approval from the Board for (a) construction of building project residential buildings at Lalazar, Queens Road, and (b) hiring of consultancy services for the project of new office building cum parking plaza at I.I Chundrigar Road
- Resolved over 3,000 complaints related to telecommunication, electrical, mechanical, civil, and janitorial works
- Ensured regular disinfection of office premises during COVID-19 at HOK departments and all field offices

7.3.2 Operational Performance

Engineering projects completed by BSC during the year include:

- Reconstruction of mosque and reinforcement of ground and slope stability with provision of storm water drainage system at Muzaffarabad Office
- Renovation of 6th floor to house ITD, ISD, and Information Technology Strategy & Project Management Department
- Installation of 350TR (Tons Refrigeration) chiller at main building
- Upgradation of Heating, Ventilation, and Air Conditioning (HVAC) system at Rawalpindi Office
- Installation of lift and upgradation of electrical systems at Islamabad Office

Engineering projects initiated during the year include:

- Upgradation of electrical systems at Multan and Rawalpindi Offices
- Waterproofing treatment at Quetta and Peshawar Offices
- Upgradation of power distribution synchronization system at main building
- Execution work of new office building at Sialkot

7.3.3 Development Initiatives

A service desk was established to ensure effective resolution of engineering related complaints and improve service delivery standards. Regular disinfection of all workplaces and public areas was also carried out to safeguard employees of SBP and BSC from the COVID-19 pandemic.

7.3.4 Future Outlook

BSC through its Engineering function is currently conceptualizing and designing various new building projects and working to improve the outlook of its existing office premises which will enhance the physical environment for employees as well as customers visiting its offices. Key building projects which are planned to be carried out in the future comprise new office buildings at various cities including D.I Khan, Gujranwala, and Islamabad as well as Lalazar Hostel Building Karachi.

7.4 Internal Bank Security

BSC reviews and prioritizes its internal bank security measures to assist SBP and its subsidiaries to accomplish their overall strategic objectives. It ensures safe and secure work environment through issuance and compliance of security instructions, implementation of security controls, and periodic assessment of security risks to SBP and its subsidiaries in collaboration with senior management and LEAs.

7.4.1 Operational Performance

During the year, BSC managed physical security, firefighting, and associated safety requirements of SBP and its subsidiaries to safeguard employees, and bank-owned assets from potential threats. Internal Bank Security maintained close liaison and coordination with relevant LEAs, Civil Defense, and Fire Brigade for assistance on need basis. Further, regular firing practice exercises and periodic Physical Efficiency Tests of security personnel were conducted.

7.4.2 Developmental Initiatives

During FY21, coordination with National Electronics Complex of Pakistan was maintained for upgradation of security arrangements and systems at SBP HOK Complex and field offices. Capacity building of security staff was carried out through on-the-job trainings, in-house firefighting rehearsals, and mock / tabletop exercises conducted throughout the year. Further, procurement of weapons, security and surveillance equipment, and firefighting apparatus was ensured for the security and safety of SBP, BSC HOK departments, and field offices situated across the country.

7.4.3 Future Outlook

Going forward, the Internal Bank Security function intends to enhance its capacity through various measures which are listed below:

- Installation of Integrated Security Systems at various sites of SBP & BSC
- Skill upgradation of the security staff in a phased program to manage varying level of security threats
- Enhancement of escort / protection for Very Important Persons (VIPs)
- Review of procedures of surveillance, security, and fire safety equipment
- Conversion from analogue to digital wireless communication system all over Pakistan in a phased manner