

9 Strategic and Corporate Affairs

Strategic and Corporate Affairs Department facilitates the Corporate Governance Framework at BSC through a diverse set of activities and ensures that bank-wide initiatives are aligned with the strategic vision and initiatives of SBP and BSC.

9.1 Overview

A key responsibility of the Strategic and Corporate Affairs function is the management of Board and its Committees' affairs and enabling compliance of decisions thereof. Furthermore, the function also organizes meetings of Heads of Departments and Chief Managers forums to enable inclusive decision making by senior management. It also carries out the BP process across the organization for the formulation, rationalization, and execution of yearly business plans in accordance with BSC's short and long-term objectives as well as the Strategic Vision of SBP. Additionally, it formulates and disseminates the Annual Performance Review, the flagship publication of BSC, which encapsulates the organization's yearly performance. Furthermore, the function also provides first-level helpdesk support in the areas of T-24 (Currency and Banking), ERP, and CBAs across all offices and departments of BSC. Moreover, IT Project Management function extends essential support to ITG SBP for development and deployment of IT related initiatives of the Corporation.

9.2 Key Performance Highlights

Box 9.1: Key performance Highlights during FY21

- Facilitated 15 meetings of BSC Board and its Committees
- Digitally archived remaining record of BSC Board and its Committees whereby now all Board-related physical record is stored in electronic format
- Revamped the Business Planning process to align BP projects with BSC's strategic initiatives
- Resolved over 18,000 incidents of T-24 (Banking and Currency) and Oracle ERP system across BSC through first-level helpdesk
- Played pivotal role in implementation of KM system at HOK Departments and Karachi and North Nazimabad field offices
- Facilitated and monitored the automation of key business initiatives e.g. centralization of commercial bank accounts, discontinuation of various denominations of bearer national prize bonds etc.
- IT Project Management function was established to expedite the development and deployment of BSC IT projects

9.3 Operational Performance

9.3.1 Board and its Committees

As Corporate Secretariat, 15 meetings of the BSC Board and its Committees (Audit, HR, and Publications Review) were conducted and decisions were subsequently disseminated to relevant stakeholders for compliance. The meetings of the BSC Board and its Committees held during FY21 are enumerated in **Table 9.1**.

In addition, SOPs for Corporate Secretarial functions including coordination were reviewed and aligned with the SOPs of Office of the Corporate Secretary, SBP. Moreover, remaining past record of BSC Board and its Committees spread across 221 files for the period 2008-2015 was digitally archived whereby now all Board-related physical record is stored in electronic format for timely search and retrieval.

Table 9.1: Meetings of the BSC Board and its Committees held during FY21

Name of the Forum	Number of Meetings held
BSC's Board of Directors	5
Audit Committee of the Board	6
Human Resources Committee of the Board	3
Publications Review Committee of the Board	1
Total	15

9.3.2 Business Planning at BSC

During the year under review, the team actively liaised with HOK departments, field offices, ISD and ITD for monitoring and execution of 296 Business Plan projects envisaged in FY21. Further, the progress of projects was also monitored by the senior management in quarterly business plan review meetings. The decisions of those meetings were communicated to all stakeholders for timely compliance. As a result, 247 projects were completed during the year, whereas remaining 49 developmental and operational projects were rolled-over to FY22 mainly due to resource constraints and COVID-19 restrictions, while some being multi-years projects.

Further, during the year, the BP process was refined to focus on the inclusion of quality and value-added projects and to clearly assign the role and responsibilities of all stakeholders. Accordingly, a top-down approach was adopted by BSC during the planning and formulation phase that resulted in effective rationalization of projects. Resultantly, in line with strategic initiatives of BSC and SBP Strategic Vision, 213 developmental and operational projects were approved for next year, i.e. FY22.

Table 9.2: Business Plan Projects

Regions	FY21	FY22
HOK Departments	89	73
North Region Field Offices	74	44
Central Region Field Offices	73	50
South Region Field Offices	60	46
Total	296	213

9.3.3 Annual Performance Review of BSC

The APR is a flagship publication of BSC, which outlines the organizational performance during the year and provides a brief outlook of the future direction of BSC. During the year, the APR team, after coordinating with all stakeholders across BSC, finalized the APR FY20. Subsequently, after review by senior management and recommendation of the PRC, the document was approved by the BSC Board. Thereafter, the APR FY20 was printed, disseminated, and published on BSC's website.

9.3.4 Heads of Departments and Chief Managers Forum

HOD and CM forum provides senior management the opportunity to deliberate on various policies, functions, and issues of BSC. The platform facilitates the management in doing timely and meticulous decision-making, through collective wisdom, on important issues. During FY21, two meetings of the HOD / CM Forum were held to discuss various operational matters and issues particularly those emanating from COVID-19 pandemic. Accordingly, various decisions were taken in accordance with BSC's policies and additional measures were employed to enable continuation of smooth operations during the COVID-19 pandemic.

9.3.5 Systems and Procedures

The Systems and Procedures function provides first-level helpdesk support in the areas of T-24 (Currency and Banking), ERP, and CBAs across all offices and departments of BSC. During the year, 18,843 incidents raised by BSC departments and field offices were resolved details of which are depicted in **Table 9.3**. The teams also facilitated business departments during review of Business Requirement Documents and closely coordinated with ISD in development, testing and implementation of IT requirements and projects.

Table 9.3: Helpdesk Incidents Raised and Resolved During FY20 and FY21

Area	FY20	FY21
T24 Banking	10,491	10,942
T24 Currency	3,494	4,438
ERP	1,603	3,463
Total	15,588	18,843

9.4 Developmental Initiatives

9.4.1 IT Project Management at BSC

Automation and digitalization is the need of the hour for enhancing process efficiency, work optimization and systematic monitoring of functions. BSC took various initiatives in this direction including centralization of banking and currency activities, financial inclusion, refinance and credit guarantee schemes etc. During the year, an IT Project Management function was established comprising of six officials with IT background, selected from across BSC, who were attached with different teams of ITG, SBP as Functional and Techno-functional resources to support timely development and deployment of BSC's IT projects.

9.4.2 Knowledge Management System

KM is a major shift towards an automated and paperless working environment, which allows access to digital information remotely, strengthens team collaboration and provides robust case processing. The ICM system of KM permits automated processing of cases and the ECM system allows centralized storage and swift retrieval. During the year, ICM and ECM systems of KM were successfully implemented across HOK departments, as well as Karachi and North Nazimabad field offices. Implementation of KM at remaining field offices is planned to be rolled out after procurement of necessary hardware / network equipment and services.

9.5 Future Outlook

While continuing to strengthen the Corporate Governance Framework at BSC, the Strategic and Corporate Affairs function also aims to play a vital role in the development and formulation of BSC's Strategic Plan and closely align it with that of SBP's. Moreover, the function will continue to focus on optimizing the BP process, ensuring effective compliance, timely resolving helpdesk incidents, strengthening in house development of BSC's IT projects and implementing KM at remaining BSC field offices.