

Administration

Appointment of New Directors in the Board

12.1 Mr. Md. Abul Quasem was appointed as Director of the Board in place of Mr. Md. Nazrul Huda with effect from 13 February 2012. Mr. Ahmed Jamal was appointed as Secretary of the Board in place of Mr. Md. Jahangir Alam with effect from 3 June 2012. Mr. Md. Jahangir Alam was Secretary of the Board up to 17 May 2012.

A total of ten meetings of the Board of Directors were held during FY12.

Executive Committee

12.2 Under section 12(1) of Bangladesh Bank Order 1972 (President's Order No. 127 of 1972) the Executive Committee was constituted as follows:

| | |
|-------------------------------------------|-----------|
| Dr. Atiur Rahman | Chairman |
| Mr. Md. Nazrul Huda | Member |
| Mr. Md. Abul Quasem | Member |
| Prof. Hannana Begum | Member |
| Mr. Md. Shafiqur Rahman Patwari | Member |
| Mr. Md. Jahangir Alam (up to 17 May 2012) | Secretary |
| Mr. Ahmed Jamal | Secretary |

Mr. Md. Nazrul Huda was Member of the Executive Committee up to 31 December 2011. Mr. Md. Abul Quasem was appointed as Member of the Executive Committee in place of Mr. Md. Nazrul Huda with effect from 13 February 2012 and Mr. Ahmed Jamal was appointed as Secretary of the Executive Committee in place of Mr. Md. Jahangir Alam with effect from 3 June 2012. Mr. Md. Jahangir Alam was Secretary of the Executive Committee up to 17 May 2012. A total of six meetings of the Executive Committee were held during FY12.

Audit Committee of the Board

12.3 In line with the international practice for strengthening corporate governance an Audit Committee comprising of four non-executive Directors was formed on 12 August 2002 to assist the Board of Directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control over financial reporting and the audit process. The present composition of the Committee is as follows:

| | |
|---------------------------------|----------|
| Dr. Mustafa Kamal Mujeri | Convener |
| Dr. Nasiruddin Ahmed | Member |
| Prof. Hannana Begum | Member |
| Mr. Md. Shafiqur Rahman Patwari | Member |

A total of four meetings of the audit committee were held during FY12.

In accordance with the Internal Audit Department Charter approved by the Audit Committee of the Board of Directors of the Bangladesh Bank (BB), the Internal Audit Department (IAD) in FY12 identified 45 auditable units (departments/offices/units/cells) and chalked out the audit plan for FY12. Audits were conducted twice a year in the 17 auditable units identified as high risk, and once a year in the other 28 auditable units identified as medium risk or low risk. The audit reports were placed before the Governor and the Audit Committee of the Board. Four meetings of the Audit Committee were held during FY12. The guidance/ directives/ recommendations received by the IAD from the Governor and the Audit Committee were conveyed to the relevant auditable units for

implementation. Progress reports on implementation of these guidance/directives/recommendations were placed before the meeting of the Audit Committee.

Some preliminary works have been in progress since 2006 in strengthening the risk management functions in BB in the framework of Enterprise wise Risk Management (ERM). The IAD played its role in facilitating and co-ordinating the preliminary work in identifying risks in different functional/operational areas. Direct engagement in risk management functions is not the role intended or appropriate for IAD; nevertheless, the IAD will also play a role in assisting and co-ordinating the work of BB management in chalking out and implementing a roadmap for ERM in the BB.

Senior Management Team

12.4 The Senior Management Team (SMT) consists of Governor, 4 Deputy Governors, Chief Economist and Change Management Advisor. This team meets weekly and is responsible for strategic policy decisions of BB.

Executive Management Team

12.5 The Executive Management Team (EMT) consists of Governor, 3 Deputy Governors, all Executive Directors and Economic Advisor. This team reviews the implementation status of Bank's overall activities.

A total of 11 meetings of the EMT were held during FY12.

New Appointment in Different Posts

12.6 During FY12, 184 Assistant Director (General), 11 Assistant Programmer, 4 Assistant Maintenance Engineer, 3 Assistant

Director (Research), 2 Medical Officer and 2 Female Medical Officer have been appointed. New Appointment during FY12 was as follows:

| | |
|--------------------------------|------------|
| Assistant Director (General) | 184 |
| Assistant Programmer | 11 |
| Assistant Maintenance Engineer | 4 |
| Assistant Director (Research) | 3 |
| Medical Officer | 2 |
| Female Medical Officer | 2 |
| Total : | 206 |

Retirement, Voluntary Retirement, Compulsory Retirement, Resignation, Removal, Suspension and Death

12.7 The number of officials/staff of the Bank under retirement/voluntary retirement/compulsory retirement/resignation/removal/suspension/death during FY12 was as under:

| | |
|-----------------------|------------|
| Retirement | 98 |
| Voluntary Retirement | 7 |
| Compulsory Retirement | 3 |
| Resignation | 8 |
| Removal | 2 |
| Suspension | 1 |
| Death | 15 |
| Total : | 134 |

Creation/Abolition of Posts

12.8 In FY12, 107 new posts of officials and 1 post of staff have been created. On the other hand, 4 posts of the officials and 3 posts of staff were abolished. As a result, the total number of posts (sanctioned strength) of the employees has been increased from 7397 at the end of FY11 to 7498 at the end of FY12.

Working Strength of Officials and Staff

12.9 During FY12, the number of officials of the Bank increased from 3848 to 3959 and the number of staff decreased from 1030 to 999. At the end of FY12, the number of vacant posts was 2540.

Number of Officers on Deputation/Lien

12.10 During FY12, 54 officials of the Bank were on deputation in different institutions of the country. A total of 34 officials of the Bank were on lien during FY12, of which 21 officials were at home and 13 officials were abroad.

Reorganisation/Newly Established Departments of the Bank

12.11 During FY12, one new department named 'Financial Stability Department (FSD)' has been established in Bangladesh Bank, Head Office. Common Services Department has been divided into two new departments named 'Common Services Department -1' (CSD-1) and 'Common Services Department -2' (CSD-2). Anti-Money Laundering Department has been restructured and renamed as Bangladesh Financial Intelligence Unit (BFIU). Agricultural Credit Department has also been restructured and renamed as Agricultural Credit and Financial Inclusion Department (ACFID). A division named Organisation and Development Division and two wings named Performance Management Wing and Organisation and Development Wing have been established in Human Resources Department-1. A wing named IT Security Monitoring Wing in IT Operation and Communication Department has been established. Two new sections named Institutional Repository (Archive) Section and Audio-Visual, Language and Cyber Section in Research Department (Library) have been established. A very effective cell named Electronic Fund Transfer (EFT) Cell in Motijheel Office has been established.

Welfare Activities and Approval of Scholarship

12.12 During FY12, an amount of Taka 2.38

million has been provided to the children of the officials/ staff as scholarship and Taka 0.43 million has been given as medical assistance from the Karmachary/ Karmakarta KallyanTahbil. Besides, an amount of Taka 36.99 million has been allotted to Bangladesh Bank Schools, Mosques, Clubs, Day Care, Freedom Fighters' Welfare Units etc. to carry out their recreation and welfare activities.

Foreign Training and Study

12.13 During FY12, 436 officials of the Bank participated in different overseas training courses/seminars/workshops. Moreover, 29 officials were on deputation/leave for higher studies abroad.

Domestic Training and Study

12.14 During FY12, a total of 337 officials of the Bank participated in different domestic training courses/seminars/workshops organised by different institutions (other than the BBTA). Moreover, 6 officials were allowed to participate in two years' MBM programme of Bangladesh Institute of Bank Management (BIBM).

Implementation of Performance Management System (PMS)

12.15 Bangladesh Bank successfully introduced Performance Management System (PMS) from appraisal year 2007-08. For fine tuning the newly introduced system, several numbers of intensive awareness and facilitation programmes were held throughout the Bank including branch offices covering most of the supervisory officers to make them enable to appraise their appraisees objectively. Special emphasis was given on Event Behaviour Result (EBR) form for a fair and impartial evaluation. The supervisors

were requested to keep their appraisee's EBR form for future Annual Performance Appraisal Reference. Valuable suggestions and recommendations were taken from the participants to make PMS more objective and user-friendly. In November 2011, Bangladesh Bank inaugurated a specialised Performance Management (PM) Wing under Human Resources Department-1 with a view to make PMS more effective. Special objectives and conducts are set by authorities. Specialised and unique Annual Performance Form (APF) was developed to measure the performance of officials at different levels. Providing unique APF to different officials and departments, collection and maintenance of Annual Performance Report (APR), making computer entry and preservation of the data in a confidential way are set as its foremost actions of PM Wing. Aside by, PM Wing is also responsible for formulation of panel for promotion, confirmation and increment and for the supply of confidential data to respective Promotion Advisory Committee. Moreover, PM Wing performs the duty of supplying data for pension benefit. A special team comprising of three well trained Assistant Directors has been formed and given charge to perform the PMS activities headed by a Deputy General Manager of Human Resources Department-1.

Training Courses, Workshops and Seminars Conducted by the Bangladesh Bank Training Academy (BBTA)

12.16 Bangladesh Bank Training Academy (BBTA) performs a wide range of activities with the objectives of transforming itself a world-class centre of excellence for imparting quality training to the officials of Bangladesh Bank as well as Commercial Banks, Non-bank Financial Institutions and various Government & non-government organisations through

training, seminars, workshops, exchange of views and innovations in learning. In view of enhancing the capacity of the faculty members and updating them with the ever growing knowledge frontiers of various fields relating to banks and non-bank financial institutions as well as private and public enterprises, BBTA also arranged various programmes for the trainers with the help of trained personnel of advanced and specialised institutions. In order to enhance the capacities of its faculty, BBTA arranged four familiarisation visits in the central banks of India, Malaysia, Thailand and Sri Lanka with the assistance of IFC. Some sort of infrastructural development and capacity building programmes are also in process in the Academy under European Union's project named INSPIRED. BBTA also arranged programmes in joint collaboration with Centre for International Co-operation and Training in Agricultural Banking (CICTAB) India, University of Dhaka, SAS Solution (India) Ltd., SEDF etc. in FY12.

BBTA conducted a total number of 151 training courses/workshops/seminars during FY12, of which 48 were outreach programmes and the rest 103 conducted at BBTA premise. A total of 6499 participants participated in the above mentioned courses. The courses conducted by the BBTA during FY12 are shown in Table 12.1.

Central Bank Strengthening Project

12.17 The Central Bank Strengthening Project (CBSP) was designed in early 2003, and subsequently, a Development Credit Agreement was signed between the People's Republic of Bangladesh and the International Development Association (IDA) in June 2003. Bangladesh Bank also signed a Project Agreement with the IDA on 30 June 2003 as the project executing agency.

Table 12.1 Statement on different training courses, workshops and seminars organised by the Bangladesh Bank Training Academy during FY12

| Sl. no | Subjects | Number of courses | Number of participants |
|--------------------------------|-----------------------------------------------------------------------------------------|-------------------|------------------------|
| 1 | 2 | 3 | 4 |
| 1. | Foundation Course | 2 | 106 |
| a) | Foundation Course-2011 (Assistant Director) | 1 | 42 |
| b) | Foundation Course-2012 (1st Batch) (Assistant Director) | 1 | 64 |
| 2. | Other Training Courses | 118 | 4306 |
| a) | For officials of the Bangladesh Bank | 53 | 1555 |
| I) | Techniques of Bank & NBFIs Supervision & Inspection Report Writing | 3 | 81 |
| II) | Foreign Exchange & Foreign Trade | 2 | 56 |
| III) | Cash in Service Training | 1 | 30 |
| IV) | Forex Risk Management | 1 | 21 |
| V) | User Acceptance Test to Treasury Module | 2 | 20 |
| VI) | Financial Instruments & Derivatives | 1 | 24 |
| VII) | Management of Money Market & Capital Market | 1 | 23 |
| VIII) | Extended User Acceptance Test of Treasury Module | 1 | 9 |
| IX) | Modernisation of Cash Management | 3 | 66 |
| X) | Core Risk Management | 1 | 24 |
| XI) | Environment Risk Management | 1 | 111 |
| XII) | Agriculture Financing & Rural Development | 2 | 51 |
| XIII) | Off-Shore Banking | 1 | 28 |
| XIV) | Monetary & Fiscal Policy & Programming | 1 | 21 |
| XV) | Formulation & Implementation of Monetary Policy | 1 | 29 |
| XVI) | Human Resources Management & Development | 1 | 26 |
| XVII) | e-commerce & e-banking | 1 | 15 |
| XVIII) | Leadership, Team building & Negotiation Skill | 2 | 48 |
| XIX) | Accounting & Finance for Bankers | 1 | 16 |
| XX) | ICT Security Policy | 2 | 59 |
| XXI) | Integrity & Anti-corruption | 1 | 31 |
| XXII) | English Proficiency & Communication Skill Development | 1 | 25 |
| XXIII) | Present & Future Challenges of BB | 1 | 26 |
| XXIV) | Public Debt Management & Debt Securities Markets in Bangladesh | 1 | 23 |
| XXVI) | Management Information System | 2 | 47 |
| XXVI) | e-governance | 1 | 27 |
| XXVII) | Key Activities & Current Issues of Bangladesh Bank | 2 | 136 |
| XXVIII) | Banking Laws & Regulation | 1 | 30 |
| XXIX) | Stress Management & Counselling | 1 | 29 |
| XXX) | Factoring of Loans & Advances | 1 | 30 |
| XXXI) | Safety, Security & Disaster Management | 2 | 54 |
| XXXII) | Risk Based Capital Adequacy According to Basel II | 3 | 84 |
| XXXIII) | Table Manners & Etiquette (with practical) | 1 | 23 |
| XXXIV) | Strategic Planning & Management | 2 | 56 |
| XXXV) | Currency Management, Payment & Settlement System | 1 | 31 |
| XXXVI) | Treasury Management | 1 | 20 |
| XXXVII) | Public Private Partnership (PPP) | 1 | 97 |
| XXXVIII) | Presentation Skill Development: Both Oral & Written | 1 | 28 |
| b) | For officials of the BB and/or Commercial Banks | 65 | 2751 |
| I) | Foreign Exchange and Foreign Trade | 4 | 157 |
| II) | Money & Banking Data Reporting | 7 | 255 |
| III) | Policy/Directives of Bangladesh Bank | 6 | 240 |
| IV) | Major Policy Issues/Directives of Bangladesh Bank | 4 | 147 |
| V) | Foreign Exchange Transaction Reporting | 9 | 399 |
| VI) | Microcredit & SME Financing | 1 | 31 |
| VII) | Risk Based Capital Adequacy according to Basel II | 2 | 50 |
| VIII) | Mobile & e-banking in Bangladesh | 1 | 136 |
| IX) | Securitisation | 1 | 150 |
| X) | Prevention of Money Laundering & Terrorist Financing | 2 | 59 |
| XI) | CRM (IFC) | 4 | 113 |
| XII) | Detection, Disposal of Forged & Mutilated Notes | 11 | 412 |
| XIII) | Corporate Social Responsibilities of Banks & NBFIs | 1 | 65 |
| XIV) | Enterprise Risk Management & Basel II | 1 | 25 |
| XV) | RIT & Upload Data through using Web Portal | 2 | 63 |
| XVI) | Islamic Banking & Finance | 2 | 64 |
| XVII) | Financial Investigation to Combat Money Laundering & Counter the Financial of Terrorism | 1 | 31 |
| XVIII) | Orientation Course on Islamic Banking | 1 | 35 |
| XIX) | Rational Input Templates for Banks | 2 | 78 |
| XX) | Public Private Partnership (PPP) | 1 | 100 |
| XXI) | Asset Liability Management & Stress Testing | 1 | 29 |
| XXII) | Environmental Risk Management | 1 | 112 |
| 3. | Workshops/Seminars/Lecture Sessions | 10 | 680 |
| I) | CIB Reporting (Workshop) | 2 | 150 |
| II) | Workshop on "Credit Report of Suppliers" | 1 | 24 |
| III) | Workshop on Economic Indicators | 1 | 6 |
| IV) | CIB: BATCS, Uploading & Online Reporting | 6 | 500 |
| 4. | Workshops/ Seminars/ Lecture Sessions: (On Request) | 20 | 1378 |
| I) | Training Course on Enterprise Resources Planning (ERP) | 4 | 107 |
| II) | Training Course on Enterprise Data Warehouse (EDW) | 4 | 94 |
| III) | Training Course on Banking Package | 2 | 53 |
| IV) | Training Course on Working Package (LAN/WAN) | 3 | 77 |
| V) | Orientation Session for Navy | 1 | 15 |
| VI) | Orientation Session for Dhaka Commerce College | 1 | 400 |
| VII) | Money Market and the Economy | 1 | 100 |
| VIII) | Current State of the Economy and Way Forward | 1 | 80 |
| IX) | Town Hall Meeting | 1 | 400 |
| X) | Familiarisation Programme for the Participants of BPATC | 1 | 30 |
| XI) | Familiarisation Programme for the Participants of BIBM's Course for Afghan officials | 1 | 22 |
| 5. | International Programme | 1 | 29 |
| I) | International Trainers Training Programme on Agriculture Financing & Rural Development | 1 | 29 |
| Grand total (1+2+3+4+5) | | 151 | 6499 |

The CBSP has focused on improving the efficiency of Bangladesh Bank through automating its business processes and undertaking large scale legal and functional reforms which will help to develop a robust and sustainable financial sector in the country. In order to fulfill the objectives, CBSP has been executed various initiatives, grouped under several project components. Most of the components have been completed successfully and in operation. According to the 4th Revised TPP, the project value is of Taka 4105.80 million of which IDA will provide Taka 3182.10 million and Bangladesh Bank will share the rest which is Taka 923.70 million. The closing date of the project is 31 December 2012.

Implementation state of different components of Central Bank Strengthening Project is as under:

A) Procurement of Goods and Related Services

1. LAN/WAN/Internet/Intranet

The wide area network (WAN) connects 10 locations (Head office, 9 branch offices and Training Academy of Bangladesh Bank) which is the backbone infrastructure of other packages of CBSP like Enterprise Resource Planning (ERP), Banking Application Package, Enterprise Data Warehouse (EDW), Bangladesh Automated Clear House (BACH), National Payment Switch (NPS) etc. More than 3,800 computers are now connected in the network where the designated staffs can log into the system to operate the business software. It also has the capacity to cope with further connections when new systems are introduced. Under the system, all the data are stored at a Data Center (DC) at the head office premises of BB, backed by a highly secured Disaster Recovery (DR) site at BBTA, Mirpur, Dhaka. The package is in successful operation since 17 May 2010.

2. Enterprise Resources Planning (ERP)

The Enterprise Resources Planning (ERP) package has been implemented with a view to managing internal and external resources through an integrated computer-based system. This package has three modules. These are (a) Human Resources & Payroll Module (HR), (b) Material Management (MM) Module and (c) Finance & Controlling (FICO) Module. This system is an integrated solution where once an action is taken at one place, it will affect other areas like salary, advance, leave balance, payroll etc. and will be updated automatically. No back-end processing of the action is required. Automated deductions, account transfer, calculation of tax, posting of deductions at different heads, updating loan file etc. will be automatically done. This system will automatically calculate the interest and post them in FICO record. All the financial transactions is now captured in the system throughout BB. The system now automatically prepares the required financial statement both on branch wise and on consolidated basis. The transactions are captured and posted in the system by the originator which is leading to a reduction of work load in the back end.

Human Resources & Payroll Module and Finance & Controlling Module have been fully functioning in concerned departments of Head Office and all the branch offices. Financial statements for the FY12 have been generated from FICO Module under SAP. SAP asset register is now updated.

3. Banking Application Package

The main objective of this package is the automation of all the according functionalities of the branch offices and FRTMD covering all types of transactions. Core Banking Module, Treasury Management Module and Market Infrastructure module comprise the Banking

Application Package. All cash receipt/payment transactions, clearing, transfers, remittances, sanchaypatra, prize bond, wage earners bond, claims, LCs, vault operation etc. is now being covered by the Core Banking Module. Now all the functionalities of dealing room, mid office and back office are covered under Treasury Module. All corporate actions like maturity coupon payment is now tackled by the system. All the functionalities of the Government securities like treasury bill, bond, repo, liquidity support, special bond etc. have been made automated covering both primary and secondary market operation. In addition for providing a robust secure system based on a modern and flexible architecture to support Government Securities Market operations, a Central Depository for Government Securities has been developed under Banking Application package. This will bring a significant change in the corporate fund management.

The overall banking functions of Bangladesh Bank (including all departments and branch offices relating to banking functions) have been brought under automation by implementing the Banking Application Package so far. Data generated from the Government transactions in the core banking being shared with IBAS system of CGA in fully automated way and hence ensuring accurate and sufficient Government financial management. Treasury Module & Market Infrastructure Module have gone live on 23 October 2011 and 30 October 2011 respectively and are now fully functional. Core Banking module is now fully functional and running simultaneously with manual process in all the branch offices of Bangladesh bank. The branch offices have gone live on the following order - Head Office (4 December 2011), Motijheel Office (4 December 2011), Sadarghat Office (7 May 2012), Sylhet Office (13 May 2012), Chittagong Office (20 May

2012), Khulna Office (27 May 2012), Rajshahi Office (3 June 2012), Bogra Office (10 June 2012), Rangpur Office (17 June 2012) and Barishal Office (24 June 2012). Electronic Fund Transfer (EFT) has been introduced for Government payments from March 2012. Now, 1611 officials of 17 different ministries' are receiving salary payment through EFT operation including Prime Minister's office.

4. Enterprise Data Warehouse (EDW)

Data warehouse will be used as the central data depository of Bangladesh Bank. Through implementation of the package all data related to Bangladesh Bank can be stored centrally, explored by the users when necessary and the proper and timely use of data can be ensured. All macro-economic & monetary analysis and prudential supervision related data will be captured in the system through on line collection from the sources. No physical movement of people and paper will be required. All related officials will be able to extract data from the central data warehouse and use the same in their official jobs.

The Enterprise Data Warehouse system is fully functional now. All the historical data from 1972 has been converted to digital format and updated in the Data Server. All the NBFIs are now submitting their returns via Rationalised Input Templates (RIT) directly through BB web portal. All the banks are gradually submitting all of their data through this process as well. A dashboard has been developed under EDW where all the summaries of important data are displayed and can be customised for several variables to get a compact view of the financial condition of Bangladesh. The submission of returns via RIT and traditional system are going simultaneously, but by the end of the December 2012 it is expected to extract the full benefit of the system where all the returns will be collected via BB web portal.

5. National Payment Switch

A National Payment Switch will be established ensuring the inter-operability of different payment channels in order to enhance the e-trade and commerce through a robust payment system in the country. It will act as an electronic clearing house and ensure real time transactions but BATCH settlement of fund at the day end. Electronic payment through cards will be enhanced irrespective of the ownership of the card. Utility bills and other recurrent payments can be made through card. All domestic transactions of credit/debit card could be settled locally.

The switch has gone live with 3 banks (Southeast Bank LTd, Pubali Bank Ltd & DBBL) in 27 December 2012. Other banks will be connected to the switch within February 2013. Two additional software (ePayment Gateway and Automatic Dispute Management System) are being installed for inclusion of transaction of the government account to the switch and automatic dispute settlement, if any, arises from the switch transaction.

6. IT System for CTR and STR

The financing of terrorism and money laundering have been a major concern for all the economy. To ensure a highly secured financial system, a new IT system will be installed for Bangladesh Financial Intelligence Unit for STR and CTR. The software called goAML, will be provided by United Nations Office on Drugs and Crime (UNODC). But the required hardware and accessories will be procured by Bangladesh Bank. Hardware requirement has already been figured out by the United Nations personnel and Bangladesh Bank IT experts. As proposed by World Bank in their latest mission to equip the inspector with proper tools and techniques like laptops, training etc. so that they can perform their

task on site more efficiently and effectively 920 laptops are procured under this package to equip the bank inspectors. The goAML software has been collected. The necessary hardware has already been delivered by the supplier at Data Centre. The installation will be completed within February 2013.

7. Office Layout

To improve the working environment, Bangladesh Bank has decided to implement the Office Layout package. Under this package 24 floors of the Annex-2 building of Bangladesh Bank will be modernised with Cubicles system. The contract has already been signed between Bangladesh Bank and Eurospace Industries (M) SdnBhd for the implementation of Office Layout package. Work is on progress for the establishment of cubicle system on different floors of the Bank.

8. BBTA Modernisation

BBTA was supplied with essential state of the art facilities and necessary logistics such as projectors, projection screens, LED digital displays, laptops and printers, photocopiers etc. to make the training academy as one of the modern training centre with international standard in Bangladesh.

9. Video Conferencing System

Video Conferencing Facility along with Wireless Digital PA System at the Head Office and BBTA was set up under this package. Now, Bangladesh Bank enjoys the facility of modern technology of the new era of global communication and has the capacity to be connected with the world within minutes.

B) Management Development Programme under CBSP

Bangladesh Bank has developed a comprehensive Training Need Analysis (TNA)

in order to develop its human resources in line with the changed working environment in a fully automated system. A total of 1462 BB officials have been imparted different local training on different topics related to central banking and 1254 BB officials have been imparted overseas training. Local and Foreign training programmes are being implemented in collaboration with National and International Organisations. Training programme on monetary and fiscal policy, Human Resource development were conducted by Bureau of Economic Research and Institute of Business Administration (IBA) of Dhaka University. Professional Masters in Banking and Finance (PMBF)", was jointly offered by the Asian Institute of Technology (AIT) and the University of Applied Sciences Northwestern (FNHW), Switzerland for the officials of Bangladesh Bank. Two batches comprising 37 BB officials have successfully completed masters from AIT, Thailand. Besides, both local and foreign trainings have been imparted on the newly installed IT Systems like ERP, banking and EDW in order to embrace the new automated business process in the Bank.

C) Advisors

BB utilised the services of various consultants/IT specialists including legal counsel, modernisation expert, IT programme manager, procurement specialist, network specialist, internet and intranet specialist for

different staff months. However, considering the future need and based on realistic estimation of the possible implementation period of all the IT components of the project, further services of few functional consultants/IT specialists have been reviewed. To improve the capacity and efficiency in some departments, several foreign experts have been recruited in last two years. Following experts were recruited in the recent time -

- IT Programme Manager
- IT Specialist (Banking and Treasury)
- IT Specialist (ERP)
- Senior Research Consultant
- AML/CFT expert

Besides, Change Management Advisor and National Fraud Risk Detection and Risk Mitigation Advisor have been appointed recently.

The Central Bank Strengthening Project has got momentum with renewed initiative and support from the Bangladesh Bank Management. Considering the current tempo of progress the implementation of the project is expected to be completed effectively. Once completed BB will be one of the most successful automated institutions in Bangladesh contributing substantially in fulfilling the present Government's strategic dream of achieving a Digital Bangladesh.

Box-12.1**Development of Data Warehouse for Data Dissemination**

Implementation of Enterprise Data Warehouse (EDW) package is going on. All hardware and software at Data Centre (DC) & Disaster Recovery Site (DRS) have been installed and are working smoothly. BB EDW consists of consolidation of Data from various external and internal sources. External sources are banks, non-bank financial institutions (NBFIs), stock exchanges, NBR, BBS, BOI and different ministries. Internal sources are various application packages being used by BB like ERP, Core Banking, CIB and BACH. Data are of heterogeneous platforms and formats are being gathered into a single data repository which will be available to BB users for detailed analysis of information to support and enable management to enhance their capability in decision making, policy formulation, planning & control, prediction/ forecasting.

153 Rationalised Input Templates (RIT) have been designed after the detailed study & analysis of the 285 existing input formats (external and internal) which are being used by the related departments to collect data from banks/NBFIs and other sources,. A web portal has been designed and linked in the BB website for the submission of data from various sources through the RIT. A number of interfaces have been designed and tested to integrate EDW with other application packages such as ERP, Core Banking, CIB and BACH and also for the in-house developed application systems. As a result, EDW data repository became a database of about 3,000 (three thousand) columns which are used by BB users for designing and generating their required reports and also for changing the existing reports as and when required.

It is to be mentioned here that the EDW is sub-divided into two major subject areas such as Economic & Monetary Policy and Prudential Supervision. All of the reports included in the Business Requirement Document (BRD) have been designed, developed and tested successfully with the historical and live data by the concerned and experienced business users of the related departments. Total 1,000 reports have already been designed for both of the business areas. Historical data from 2001 to 2011 already been migrated into the EDW production server. Rest of the historical data is going to be migrated by Project Management Office (PMO) gradually after finalising them.

Three types of dashboard have been designed. An executive dashboard is for displaying the most crucial information and key economic indicator. The other two major dashboards are designed for following functions: one for economic and monetary analysis and another for prudential supervision. There are also departmental dashboards for displaying departmental important information to the management.

It is to be mentioned here that BB EDW can be linked with other government organisation like Ministry of Finance, CAG, BBS, NBR, Election Commission etc. Thus EDW may be enriched with financial data and ultimately evolved into the Nationwide Data Warehouse (NDW).