

Human Resources and Organisational Management

13.1 The initiatives taken to improve and manage the human resources of Bangladesh Bank, functions of different committee of the board including BB governance and IT activities have been highlighted in this Chapter.

Appointment of New Directors in the Board

13.2 Mr. Hedayetullah Al Mamoon was appointed as Director to the Board in place of Mr. Mahbub Ahmed with effect from 09 March 2017. Mr. A. K. M Aftab ul Islam, FCA was appointed as Director of the Board with effect from 01 January 2017. Mr. Md. Mijanur Rahman Joddar, Executive Director was nominated Secretary to the Board in place of Mr. Mohammad Naushad Ali Chowdhury with effect from 17 October 2016. The Board of Bangladesh Bank for the FY17 has partly been reconstituted but yet to be completed. Awaiting for one more member of the Board to be appointed. Seven meetings of the Board of Directors were held during FY17.

Executive Committee¹

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

Mr. Fazle Kabir	Chairman
Mr. Md. Eunusur Rahman	Member
Dr. Mrs. Rushidan Islam Rahman	Member
Mr. Abu Hena Mohd. Razee Hassan	Member
Mr. Md. Mijanur Rahman Joddar	Secretary

During FY17, 01 (One) meeting of the Executive committee was held.

Audit Committee of the Board

13.4 In line with the international best practices for strengthening good governance, an Audit Committee was formed by the Board of Directors on 12 August, 2002 comprising four non-executive directors to assist the Board in discharging its oversight responsibilities on financial reporting, internal control and compliance and the auditing process. The present Audit Committee of the Board was constituted on 19 February 2017. Within March, 2016 to February, 2017, no Audit Committee was constituted. During FY17, one meeting of the Audit Committee was held.

The member of the Audit committee is presently are as follows:

Mr. Md. Nojibur Rahman	Convener
Mr. Md. Eunusur Rahman	Member
Dr. Jamaluddin Ahmed, FCA	Member
Mr. A. K. M Aftab ul Islam, FCA	Member

In accordance with the Internal Audit Department Charter approved by the Audit Committee of the Board of Directors of the BB, the Internal Audit Department (IAD) identified 58 auditable units (departments/ offices/ units/ cells) and prepared audit plan for FY17. Audits identified as high risk, were conducted four times a year in 11 auditable units, twice a year in 9 auditable units, once a year in 3 auditable units and twice a year in the 2 auditable units and once a year in the rest of 33 auditable units identified as medium or low risk. The audit reports were placed to the Governor and the Audit Committee of the Board. One meeting

¹ The present Executive committee (EC) was constituted on 19 February, 2017. Before that, there was no EC from January 2016 to February 2017.

of the Audit Committee was held during FY17. 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 to the meeting of the Audit Committee.

Executive Management Team

13.5 The Executive Management Team (EMT) is consisted with the Governor, Deputy Governors, Economic Adviser and all Executive Directors. Among others, the EMT reviews the implementation status of Bank's overall activities. Eight meetings of the EMT were held during FY17.

New Appointment in Different Posts

13.6 A total of 226 officials/ staffs were appointed in different posts during FY17. New appointments during FY17 were as follows:

Assistant Director (Research)	4
Assistant Director (Statistics)	9
Assistant Director (Engineering Electrical)	5
Assistant Director (Ex Cadre-Law)	2
Medical Officer	2
Assistant Programmer	9
Assistant Maintenance Engineer	5
Officer	172
Staff	18
Total	226

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

13.7 The number of official/ staff of the Bank under retirement/ voluntary retirement/ resignation/ removal/ suspension/ death during FY17 was as under:

Retirement	231
Voluntary Retirement	17
Resignation	14
Death	15
Compulsory Retirement	-
Removal	1
Suspension	3
Total :	281

Creation/ Abolition of Posts

13.8 In FY17, 52 new posts of officials and 11 posts of staffs were created. Considering the importance of the job, 210 posts of officials were upgraded during this period. The posts from which these were upgraded were abolished during the process. At the end of the year, the total number of sanctioned post stood at 8770 compared to 8707 in the previous year.

Sanctioned and Working Strength of Officials and Staff

13.9 The sanctioned and working strength of officials and staff as on 30 June 2017 were as follows:

Category	Sanctioned strength	Working strength	Vacant
Class-I	5296	3861	1435
Class-II	1019	273	746
Class-III	1864	1258	606
Class-IV	591	272	319
Total	8770	5664	3106

During FY17, working strength of officials (Class-I & Class-II) decreased by 0.05 percent to 4134 from 4136 and that of staffs (Class-III & Class-IV) decreased by 3.77 percent to 1530 from 1590. At the end of the fiscal year, the ratio of officials to staff remained about 2.7:1. About 35.42 percent of the sanctioned posts remained vacant as on 30 June 2017.

Promotion

13.10 During FY17, 797 Officials and 325 staffs were promoted to their next higher grade. In FY17, 19.28 percent of the officials and 21.24 percent of the staffs working in the Bank were awarded promotion.

Number of Officers on Deputation/ Lien

13.11 At the end of FY17, 67 officials of the Bank were deputed at different institutions both in the country and abroad. 16 officials were on lien, of which 4 were working in the country and 12 abroad.

Reorganization/ Newly Established Departments of the Bank

13.12 During FY17, a cell named “Integrity Strategy Implementation Cell” under Secretary’s Department and a Desk named “JICA Desk” were established under Forex Reserve and Treasury Management Department. A Section named “Stock Market Monitoring Section” under Department of Financial Institutions and Market was also established to monitor stock market related activities of Non-Bank Financial Institutions (NBFIs) working in Bangladesh.

Reward and Recognition

13.13 In FY17, a total number of 23 officials were declared as the winners of “Bangladesh Bank Employees’ Recognition Award 2014” for their outstanding performances as per ‘Bangladesh Bank Employees Recognition & Reward Policy-2013’. Among them 6 officials (four as individuals and two as a team) were awarded with gold medals, while 17 officials from 5 different teams were awarded with silver medals. Besides, all the winners received Letter of Appreciation signed by the honourable

Governor. Later, awards were handed over to the winners through a formal award giving ceremony in presence of high officials of the Bank and family members of the winners.

Welfare Activities and Approval of Scholarship

13.14 During FY17, an amount of BDT 5.79 million was provided to the children of the officials and staffs as scholarship and BDT 0.10 million was given as medical assistance from the Karmachary/ Karmakarta Kallan Tahbil, was established under the auspicious of the Governor. Besides, an amount of BDT 94.87 million was allotted to Bangladesh Bank schools, mosques, clubs, day care and freedom fighters welfare units etc. to carry out their recreation and welfare activities.

Foreign Training and Study

13.15 A number of 338 officials of the Bank participated in different training courses/ seminars/ workshops in abroad during FY17. Moreover, 27 officials were undergone on deputation /study leave in abroad.

Domestic Training and Study

13.16 During FY17, a total of 123 officials of the Bank participated in different training courses/ seminars/ workshops within the country organised by different institutions (other than the BBTA). Moreover, 17 officials were allowed to leave for higher study within the country during FY17.

Training courses, workshops, and seminars Conducted by the Bangladesh Bank Training Academy (BBTA)

13.17 With a view to attain objectives of transforming itself a world-class center into

excellence for imparting quality training to the officers of Bangladesh Bank as well as commercial banks, financial institutions and Government and non-government organizations, Bangladesh Bank Training Academy (BBTA) conducts a wide range of activities to add values to knowledge management process, apart from training, different types of seminars, workshops and outreach programmes are also arranged by BBTA. In view of enhancing the capacity of the faculty members and updating them with the changing knowledge frontiers in various fields relating to economics, finance and banking BBTA also arrange various programs for the trainers with the help of trained personnel of advanced and specialized institutions both at home and abroad. Keeping these in mind, BBTA conducted a total of 128 training courses, workshops and seminars during FY17 of which 71 of them were held at the BBTA premises and 57 were held at other offices of Bangladesh Bank. A total of 6346 participants participated in the following mentioned courses. The courses conducted by the BBTA during FY17 are shown in Table 13.1.

Table 13.1 Different training courses, workshops and seminars organized by the Bangladesh Bank Training Academy during FY17

Sl. no	Subjects	Number of courses	Number Of Participants
1	2	3	4
A.	Foundation Course	3	187
1)	Foundation Course (AD) - 33rd Batch	1	60
2)	Foundation Course (AD) - 34th Batch	1	60
3)	Foundation Course (AD) - 35th Batch	1	67
B.	Other Training Courses	116	5484
i)	For Officials of the Bangladesh Bank	53	1971
1)	Audit Checklist of Guidelines on ICT Security for Banks and NBFIs	1	24
2)	Bangladesh Bank Intranet System	1	22
3)	Banking Laws and Regulations	1	24
4)	Citizen Services Innovation	2	45
5)	Core Risk Management	1	21
6)	Currency Management, Payment & Settlement Systems in Bangladesh	1	26
7)	Financial Inclusion & Sustainable Financing	1	29
8)	Financial Stability Analysis	1	22
9)	Financing Agriculture and Rural Development	1	22
10)	Foreign Trade & Foreign Exchange	1	23
11)	Human Resource Management in Bangladesh Bank	1	25
12)	ICT Risk Management	1	32
13)	In-Service Training	1	27
14)	International Trade Financing	1	23
15)	Introduction to Foreign Exchange & Foreign Trade	1	27
16)	IT Security and Awareness	20	1152
17)	Leadership Development	1	27
18)	Leadership, Team Building & Negotiation skills	1	28
19)	Monetary Policy Formulation and Implementation Process in Bangladesh Bank	1	24
20)	Personal Grooming and Social Etiquette	1	28
21)	Presentation Skill for Enhancing Managerial Performance	1	25
22)	Prevention of Fraud/Forgery in Credit Card/Internet Banking/Mobile Banking	1	31
23)	Procurement Management in BB	1	31
24)	Public Debt Management and Debt Securities Market in Bangladesh	2	45
25)	Research Methodology and Data Analysis	1	16
26)	Safety, Security and Disaster Management	1	29
27)	Stress Testing	1	20
28)	Training Course on ERP-FICO Module	1	18
29)	Training Course on ERP-HR and MM Module	1	27
30)	Training of Trainers	1	24
31)	UCP 600 & Other Important ICC Publications	1	29
32)	Understanding Economic Indicators	1	25
ii)	For Officials of Commercial Banks	63	3513
1)	Bank Fraud Detection	1	35
2)	Capital Adequacy for Banks according to BASEL III	3	99
3)	CIB Business Rules and Online Systems	6	565
4)	Classification, Provisioning and Rescheduling of Loans	3	150
5)	Credit Risk Management	1	26
6)	Detection, Disposal of Forged & Mutilated Notes	4	225
7)	Foreign Direct Investment and External Debt Reporting	5	193

8)	Foreign Exchange & Foreign Trade	1	38
9)	Foreign Exchange Transaction Reporting	3	139
10)	Good Governance in Banks	1	25
11)	Guideline on ICT Security for Banks & NBFIs	6	233
12)	Integrated Supervision System (ISS)	4	445
13)	Integrated Supervision System (ISS) Reporting	2	216
14)	Internal Audit & Control	1	27
15)	Introduction to Foreign Exchange & Foreign Trade	2	79
16)	Islamic Banking & Finance	1	29
17)	Money & Banking Data Reporting	6	224
18)	NBFI Statistics Reporting	1	74
19)	Online Foreign Exchange Transaction Reporting	2	77
20)	Policy/Directives and Current issues of BB	1	40
21)	Prevention of Money Laundering and Terrorist Financing	7	318
22)	Training Course on AML/CFT	2	256
C.	Workshops/ Seminars/ Lecture Sessions	7	614
1)	Executive Development Seminar	4	363
2)	Integrity and Anticorruption in Financial Sector	1	141
3)	Orientation Program for Economic Reporters' Forum	1	70
4)	Prevention of Money Laundering and Terrorist Financing	1	40
D.	International Training Courses/ Seminars	2	61
1)	International Training Course on "Agricultural Financing & Rural Development" Jointly organized by BBTA, CICTAB (India) and Milk Vita	1	25
2)	International Diploma on Macroeconomic Modeling and Forecasting	1	36
Grand total (A+B+C+D)		128	6346

Source: Bangladesh Bank Training Academy.

Financial Sector Support Project

13.18 The Financial Sector Support Project (FSSP) is being implemented with the assistance of International Development Association (IDA) to improve financial market infrastructure, regulatory oversight capacity of Bangladesh Bank and access to long term financing for manufacturing sector in Bangladesh for ensuring stability and greater resilience of the financial sector. The project has been commenced on 01 July 2015 and

will end on 31 March 2021. The total approved project cost is USD 350.00 million of which IDA will provide USD 300.00 million and Bangladesh Bank will provide USD 50.00 million. Fund received total amount of USD 108.23 million from IDA, out of which USD 94.76 million has been disbursed and from BB USD 15.13 million has been disbursed up to June, 2017.

13.19 The project will be implemented through three major components over the project term. The components are (a) Developing key financial market infrastructure through benchmarking with international best practices, (b) Strengthening the capacity of the regulator to comply with international standards and accords on banking sector supervision and regulation, (c) Serving as a catalyst for developing a financial market in long-term finance market segment. Specific objectives of these components are as follows:

Strengthening Financial Market Infrastructure

13.20 This component aims to improve financial IT infrastructure of the country further, specially focusing on: (a) development of payment and settlement system to ensure a large scale shift to electronic payments in Bangladesh, specially the Government payments, (b) expanding and modernizing Credit Information Bureau (CIB) by including credit information of the micro-finance sector and increasing reliability of credit reporting system, (c) strengthening the systems of BFIU by integrating with systems of other stakeholders thereby leading to safety and integrity of the financial systems and (d) strengthening the IT governance and IT management of the Bangladesh Bank to organize a robust and secured financial platform for advanced financial market. Till June, 2017, 03 consultants have been recruited and 04 IT packages have been procured under this component.

Strengthening Regulatory and Supervisory Capacity

13.21 The project expects to provide technical assistance towards development and adoption of comprehensive risk-based integrated approach to banking regulation and supervision, which would include related documentation and training. Currently, rules based approach is in place to regulate and supervise the banking system. However, the risk based approach evolves the supervisory process toward one that is more anticipatory. Technical support also provided by appointing national and international individual adviser/consultant(s) or firm(s) to help building the system and develop the capacity to review and strengthen prudential regulations in future. Under this component, Mr. Glenn Stephen Tasky has completed his mission as Resident Macro Prudential Regulation Specialist.

Supporting Long Term Finance

13.22 This prime component of the project will provide long term funds, which would be channeled by BB to eligible participating financial institutions (PFIs) based on eligibility criteria for lending. The fund will be available, on demand to the manufacturing enterprises for procurement of capital machineries, equipment and other needs of industry for setting up of new firm, expansion and/or up-gradation. The project would extend technical assistance to support PFIs to build appraisal skills (including on assessing safeguards risks) and to funded borrowers. The PFI agreement has been signed with 31 scheduled banks and USD 192.83 million has been sanctioned from which USD 100.09 million has been disbursed till June, 2017. Besides, contracts have been awarded to Eng. Md. Eftekharul Alam as Environmental Regulations Compliance Specialist (National) (BB-S4) and Mr. Md. Ahsan Ullah as Advisor for Long Term Project Financing.

On successful implementation of the project, it is expected that the IT infrastructure of the financial market will be strengthened, the regulatory and supervisory capacity of the central bank will migrate to a more advanced level and an additional production capacity will be created which increase real output of the country.

Information and Communication Technology (ICT)

13.23 During FY17, Information Systems Development Department (ISDD) has performed its regular software development and data processing activities through existing information systems.

ICT Strategy

13.24 In FY17, ISDD has formulated ICT strategy 2017-2021 for Bangladesh Bank. Bangladesh Bank ICT strategy covers all facets of technology management including cost management, human resources management, hardware and software management, vendor management, risk management, cyber security management and all other considerations for the enterprise ICT infrastructure and usage within Bangladesh Bank. It aims to put infrastructure in place to ensure effective and secured communication system for information sharing among BB officials and other stakeholders. For each area of this Plan, a set of objectives is defined. Considering the cutting edge change in technology, attempt is underway to predict possible changes for the longer period. A total of 55 strategic goals have been identified in the ICT Strategy to ensure overall of resilience of Bangladesh Bank during 2017-2021.

IT Security and Awareness

13.25 To build more secured ICT infrastructure, as a part of remediation plan, several security devices and technology have been deployed in Bangladesh Bank to secure

mail systems, web based applications etc. Besides, training on IT security awareness has been introduced and related training materials have been developed in association with other departments, to build IT security awareness among the Bangladesh Bank officials.

ICT Infrastructure Rebuilding

13.26 Renovation Process of Data Centre (DC) and Disaster Recovery (DR) is under implementations by FSSP Project. Renovation/reconstruction of Data Centre (DC), Near Data Centre (NDC) & Disaster Recovery Site (DRS)/ Far Data Centre (FDC) is going on in full swing since January 2017. Under this initial, 70% tasks of DC, NDC, DRS rebuilding have been completed and migration of ICT systems was going on information Systems and related tasks have been completed during FY17 as shown in Table 13.2:

Table 13.2 Statement on Information Systems and related tasks during FY17

Sl. No.	Name of the Software/ Information Systems	Brief description of
1	2	3
1.	EDW Intelligent Web Portal	Through this web portal, all branches and Head office of all banks and non-bank financial institutions have been submitting all the data through RITs of Enterprise Data Warehouse (EDW).
2.	Mobile Apps "Banking Information" for ATM booth/ branches geo location and services.	As part of exploring innovative idea for convenience of mass people of Bangladesh, a mobile "Banking Information" and web application have been developed. Using the apps anyone may know the geographical location and exact address of ATM booth, trace out the specific Bank's Branch Agent Banking Information or ATM booth by

using map, find out the nearest ATM location (within certain radius) and nearest bank's branch information, acceptable information, acceptable list of cards (Own/ VISA/Master/Other bank) accepted by a specific ATM booth and the services provided by a specific bank's branch. Result of any search is available in two views:

- a) Map View
- b) List View

Using this app, anyone can search prize-bond draw result. In addition, Sanchaypatra related FAQ and Forms, CIB, National Payment Switch Bangladesh (NPSB), BEFTN, RTGS related information, Note security Features, Foreign Exchange Transaction, Mobile Financial Services and SME activities related information is now available.

3. Project Accounting Systems for FSSPD

Project Accounting System is used for managing financial sector support project (financed by World Bank) of Bangladesh Bank. In this system, there are options to set component, activity wise budget for any time period and also option to calculate contract wise cost. It is very easy to calculate VAT and AIT using this system.

4. Long Term Financing (LTF) under FSSPD

A web based module is developed under e-Refinance System to manage Long Term Financing Facility under Financial Sector Support Project of Bangladesh Bank. There are options to entry application data for the scheme, sanction and disbursement process along with the Amortization Schedule preparation, repayment process, provision calculations and also various report generation facilities as required.

Source: Information Systems Development Department, BB.