

General Services



7 General Services

The dynamic nature of business at State Bank of Pakistan and its subsidiaries demands provision of continuous support and efficient services, which are catered to by three dedicated departments i.e. General Services Department (GSD), Engineering Department and Internal Bank Security Department (IBSD) of SBP Banking Services Corporation.

7.1 Overview

To conduct any business by an organization in a smooth and efficient manner, the role of sustained and cost effective support services is very important. The three departments of SBP BSC viz. General Services Department, Engineering Department and Internal Bank Security Department, are providing common services to State Bank of Pakistan, SBP Banking Services Corporation and National Institute of Banking and Finance. The support services include provision of medical services to employees and their eligible dependents, managing and ensuring security of personnel, assets and buildings as well as ensuring a safe and secure environment. Procurement of different physical assets, including IT equipment, software, vehicles, stationery etc. and consultancy services for various assignments, are carried out by SBP BSC. All printing requirements of SBP and its subsidiaries are managed by SBP BSC printing press. The entire work related to construction of any new building for SBP (i.e. its plan, supervision and consultancy to ensure timely completion), besides renovation and maintenance of existing buildings, provision and maintenance of all electrical system, diesel generator sets, lifts etc., are ensured by the Engineering Department.

7.2 General Services Department

7.2.1 Overview

GSD-primarily an internal service Department-provides quality support services to SBP and SBP BSC in an efficient and cost-effective manner. One of the major responsibilities of GSD is procurement of goods and services, in compliance with Public Procurement Regulatory Authority (PPRA) Rules-2004 and Procurement of Consultancy Services Regulations (PCSR)-2010. The Department provides quality services to the Bank's employees with regard to salary disbursement and other related benefits, health care, insurance and travel. Moreover, GSD also provides policy inputs to various types of requests coming from SBP and SBP BSC Field Offices, relating to the procurement of different assets and services.

7.2.2 Procurement

7.2.1.1 IT Equipment and Services

IT Equipment and Services are considered to be the lifeline of a dynamic and efficient organization. The timely and cost-effective technical up-gradation through procurement of IT Equipment & IT Consultancy Services, as per PPRA Rules, always remain a major challenge. In order to meet this task, 45 major IT procurement projects covering areas of Software, Hardware & Networking Accessories were successfully carried out during FY18. The major projects included:

- Knowledge Management System.
- Real-Time Gross Settlement (RTGS) Network Infrastructure.
- Call Centers for Banking Conduct & Consumer Protection Department (BC & CPD) and Pakistan Remittance Initiative (PRI).
- Biometric e-attendance system for SBP BSC, HOK and Backup site.

- IT Infrastructure for Servers and Allied Components.
- EDP Equipment for SBP, SBP BSC and NIBAF.
- Satellite Bandwidth for SBP.
- Network Switches for SBP and countrywide offices.
- Oracle Migration services and procurement of various foreign software / licenses renewals for different departments of SBP.

7.2.1.2 Currency Machines, Security Equipment & Stock Items

GSD plays a pivotal role in achieving strategic objectives of SBP and SBP BSC and is directly involved in procurement of currency machines, security equipment & stock items. Accordingly, 29 major procurements were successfully completed during FY18. Currency Management Strategy (CMS) has been one of the major areas of emphasis by the senior management and is an integral part of SBP BSC Vision. This strategic objective has been achieved by carrying out procurement of High End Banknote Systems and Cash Handling Machines across Pakistan under national and international competitive bidding process. Given the security situation in Pakistan, GSD is also procuring security-related equipment (as per need assessed by IBSD), in order to mitigate security risks for SBP, SBP BSC and its Field Offices.

Another milestone achieved during the year was standardization of procurement process and handling procedure of stock related items. In this regard, guidelines titled as “Guidelines for procurement of stock items”, were issued to all SBP BSC Field Offices. A brief description of these guidelines has been given in **Box 7.1**. The major projects completed during FY18 include:

<p>Box 7.1: Guidelines for procurement</p> <ul style="list-style-type: none">• Preparation of Annual Procurement Plan to track/monitor the progress against planned activities.• Categorization of stock items into various groups and processing of bidding process based on this categorization.• Devising delivery schedules based on past consumption pattern.• Defining threshold for inventory stock of major consumable items.

- High end Banknote Processing and Authentication Systems (BPAS) and Banknote Disintegration System (BDS)¹².
- Cash Handling Machines, Countertop and Desktop Banknote Sorters for all the Field Offices.
- Electric Fencing for SBP BSC, Islamabad and Quetta Offices.
- Security related items, including Walkthrough Gates, Hydraulic Road Blockers, Baggage X-Ray Scanners, Turnstile Gate with Access Control System, Under Vehicle Inspection System (UVIS), Metal Detectors, Security Guards Uniform for SBP BSC and all Field Offices.
- Fire Suppression and Detection Systems for Uninterrupted Power Supply (UPS) Room-ITD.

7.2.1.3 Consultancy & Services

One of GSD’s critical roles is to acquire the services of consultancy firms both of advisory and intellectual nature for supporting the implementation of different initiatives of various departments of SBP and SBP BSC, which include Human Resource, Information Technology, Engineering, Financial Advisory, General Consultancy etc. This shows that GSD’s role is critical for other departments and it helps them in achieving their targets/goals. During the period under review, 27 major contracts were awarded / signed.

¹² Bidding process completed; the approval of the Competent Authority is being processed.

By implementing different strategies, the efficiency of ongoing procurement process has been enhanced which ultimately led to a significant decrease in the rate of insurance premium for loan insurance policy of SBP and SBP BSC for three years of contract duration.

Continuous efforts were made to minimize undesirable delays in the initiation of procurement process by introducing standard format for procurement requisition. In order to ensure its implementation in letter and spirit, GSD also conducted various awareness sessions for different departments of SBP and SBP BSC during FY18.

GSD, in consultation with Legal Services Department of SBP, has also revised the current Bidding Document for procurement of various services from outsourced contractors in PPRA compliant manner. The revised Bidding Document will help reduce the different associated risks, besides completion of procurement process in an efficient manner to meet the organizational requirements.

Further, in order to bring more efficiency in current procurement process, significant measures have been undertaken to ensure reduced lead-time in preparation of Annual Procurement Plan, assigning role of contract management to indenting departments and advising evaluation committees to complete evaluation in two weeks.

7.2.1.4 Furniture, Fixtures and other Office Equipment

The Department, not only facilitates in annually planned procurements, but also meets immediate requirement of departments across SBP and SBP BSC. GSD Helpdesk deals with complaints pertaining to repair & maintenance and replacement of furniture, fixtures, consumables, etc. Gymnasium, Day Care Centre, Learning Resource Centre, Auditorium, Heritage Meeting Rooms are also being managed by GSD.

7.2.1.5 Vehicle Procurement and Maintenance

Importance of this function gets reinforced when seen in the backdrop of quantum of work to be handled for the entire SBP and SBP BSC. This procurement process encompasses multiple aspects, ranging from the purchase of vehicles, their registration with the relevant authorities and issuance of number plates and compliance of other statutory requirements, if any. All these procurements have taken place with due diligence and in accordance with stringent budgetary requirements as well as PPRA Rules.

7.2.3 Health Care and Medical Services

Medical Services Division (MSD) is proactively pursuing its conventional role of providing quality healthcare facilities to employees of SBP, SBP BSC and NIBAF as well as expanding its administrative domain. Major achievements regarding healthcare facilities during FY18 are as under:

- Medical Review Committee was revamped where compliance to Committee's decisions were ensured before commencement of next meeting.
- Purchase Committee across all Field Offices of SBP BSC was formed to ensure transparency in procurement of medicines.
- In order to strengthen internal controls, verification of physical balance of Medical Inventory Store with the Medical Services System (MSS) Report was carried out.
- Medical feedback and complain forum was launched to redress employees' issues.
- Further, nine extensive awareness sessions about health-related issues and screening camps regarding numerous disease(s) were arranged at the Head and Field Offices. During these sessions, distinguished Consultants across the country were invited to share their valued information on the relevant subject(s).

7.2.4 Printing and Publication Services

SBP BSC Printing Press provides dedicated printing services to SBP, SBP BSC and NIBAF. The range of its services covers designing, printing, finishing and binding of publications.

The Printing Press carried out 900 printing jobs during FY18. Major publications printed at the Bank's Press during FY18 are enlisted in **Box 7.2**.

Box 7.2: List of Major Publications Printed at SBP BSC

- SBP Annual Report (Volume I & II)
- SBP BSC Annual Performance Review (APR)
- Import / Export of Goods & Services
- Monthly Statistical Bulletin
- Monthly Inflation Monitor
- Monthly State Bank News
- Quarterly Report on the State of Pakistan's Economy
- Quarterly Islamic Banking Bulletin
- Miscellaneous printing jobs e.g., letter heads, certificates, forms, receipt books, visiting / invitation cards, brochures, flyers, leaflets & greeting cards etc.
- Printing of 145,000 booklets on National Financial Literacy Program.
- National Prize Bond (NPB) forms for all Field Offices.

7.2.5 Future Outlook – GSD

In line with commitment and zeal for continuous improvement and enhancement in operational excellence and efficiency, GSD plans to capitalize on IT-intensive solutions. In this regard, forthcoming major focus areas include, among others, the following:

1. Introduction of system-based procurement mechanism by adopting the e-procurement strategy, the Department is planning to replace manual procurement with system based procurement to bring more efficiency in the tendering process, payment cycle and ultimately towards greater user satisfaction.
2. Automation of manual business processes by implementing Knowledge Management Project (KMP).
3. Working towards efficient record management of physical record and eventually its digitalization.
4. Evaluating how procurement can be done more efficiently and in a more cost-effective manner by evaluating the delegation of sanctioning power and also consolidating some specific procurement at HOK.

7.3 Engineering Services

7.3.1 Overview

Engineering Department serves as a provider of common services to SBP, SBP BSC and NIBAF with the aim to promote, maintain and upgrade the physical working environment of all the three organizations. It remained engaged in renovation of the Bank's buildings and existing infrastructure, installation of high-grade equipment and repair/maintenance of already installed electrical, telecommunication equipment and HVAC systems during FY18. The Department strived to ensure efficient completion of work with highest level of quality and procured all works / services in accordance with the Public Procurement Regulatory Authority (PPRA) Rules in a fair & transparent manner.

7.3.2 Initiatives during the year

During FY18, Engineering Department took the initiative of formalizing different Standard Operating Procedures (SOPs) for processes relating to civil works, mechanical works and electrical works. Store Manual and Payment Processing Manual were also updated. Some of the achievements of the Department during the year are elaborated below:

Box 7.3: Initiatives

- Restoration of water connection to main building in Karachi, after a long time, which resulted in saving of substantial amount on annual basis.
- Managed to take approval for architectural designs of new office buildings at G-5/2 Islamabad, Gujranwala and Female Hostel, Queens Road, Karachi from relevant building control authorities.

- Completion of work relating to construction of boundary wall of SBP BSC, Gwadar.
- Upgradation of Rest Rooms in various buildings of SBP and NIBAF, Islamabad.
- Office space required for strengthening of Internal Audit and Currency Management Departments workforce at Lahore, besides Offices for NIBAF, Lahore and Regional Head (Central).
- Installation of telephone exchange (PABX) at SBP BSC, Peshawar Office and up-gradation of exchanges at the Bank's main building in Karachi and SBP BSC, Sialkot.
- Commencement of renovation work for establishment of NIBAF campus at SBP BSC, Peshawar.
- Resolution of more than 3,000 complaints, relating to telecommunication, electrical, mechanical, civil, janitorial works etc., which were received from almost all stakeholders.
- Fixing of false ceiling and lighting in main building of Muzaffarabad Office.
- Roof treatment of Hostel Block, Quetta Office and Boulton Market Building, Karachi.
- Supply, installation, testing and commissioning of two hot-water circulation pump-sets.
- Fixing of double-glazed UPVC windows on 1st and 2nd floor of SBP Main Building in Karachi.
- Procurement of eight condenser coils for scroll-type of chiller for SBP Museum building.

7.3.3 Future Outlook

Engineering Department intends to develop an electronic platform for its procurement activities for which it has taken an initiative of implementing e-Procurement system. In this regard, the Project Steering Committee, comprising key stakeholders including GSD, has been formulated for ascertaining its operational feasibility, strengthen and improve its skillset and capacity to handle construction of large projects. The Department intends to complete the concept phase and start procurement for its designing latest by FY20.

7.4 Internal Bank Security Department

7.4.1 Overview

The operational priorities of Internal Bank Security Department (IBSD) are set in alignment with the prevailing security milieu of the country and overall strategic objectives of SBP and SBP BSC. Moreover, in view of prevailing security situation of the country, the role of IBSD has gained prominence. In this regard, provision of safe, secure and conducive work environment is ensured through sustained in-house security mechanism and in close coordination with relevant Law Enforcement Agencies (LEAs). Accordingly, by the grace of God, security vigilance ensured uninterrupted banking operations at all Field Offices. For the purpose, a close liaison has also been maintained with local Police/Rangers/ Civil Defence/Fire Brigade and other law-enforcement agencies, for assistance on need basis.

7.4.2 Developmental Initiatives

During FY18, IBSD continued its efforts for strengthening the security measures at SBP, SBP BSC HOK/Field Offices and NIBAF. Salient initiatives include:

- a. Preparation of Security and Safety Manual to provide guidelines, SOPs and direction to all Field Offices and employees.
- b. A 2-day in-house leadership development program for Security Officers of HOK and South Region conducted at NIBAF, Karachi.
- c. Conduct of regular physical efficiency test of security personnel and firing practice.
- d. Capacity-building through on-the-job training, in-house firefighting practices and periodic Mock/Table Top exercises.
- e. Procurement and maintenance of weapons, hi-tech equipment, training and firearm practice.

7.4.3 Future Outlook – IBSD

Going forward, IBSD intends to undertake further initiatives in order to enhance the capacity of Security Staff. In this regard, the following proposals are under consideration/approval:

1. Reorganization of IBSD.
2. Enhancing capacity and skill set of the Department to manage varying level of security threats, on both preventive and reactive basis, through effective hiring and use of technology.
3. Establishment of Quick Response Force along with arms/ ammunition and transport for HOK and all Field Offices.
4. Further, ensuring robust and regular coordination with Police/Rangers/Civil Defence and Fire Brigade for strengthening the operational readiness so as to cope with potential safety/ security challenges.