

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 SBP Banking Services Corporation through its General Services, Engineering, and Internal Bank Security functions.

7.1 Overview

SBP BSC provides efficient and reliable support to SBP and its subsidiaries through its General Services, Engineering and Internal Bank Security functions. All support services remained focused on continuous service delivery and improvements in turnaround time to meet the stakeholders' requirements.

7.2 General Services

General Services comprises of procurement of goods, services, and consultancies in a transparent manner under the Public Procurement Regulatory Authority (PPRA) rules and applicable World Bank's procurement regulations. SBP BSC also manages in house printing of important publications and provides quality and timely health care services to serving and retired employees of SBP and SBP BSC. Healthcare services were concentrated during the COVID-19 pandemic.

7.2.1 Key Performance Highlights during the Year

Box 7.1: Key Performance Highlights of General Services for FY20

- Completed procurement of Banknote Processing and Authentication Systems (BPAS) as per PPRA rules
- Facilitated in the procurements under Financial Inclusion & Infrastructure Project (FIIP) as per World Bank's Procurement Regulations
- Implemented Management Information System (MIS) for effective monitoring of ongoing procurements
- Reduced procurement cycle from 102 days to 70 days for standard procurements by process improvements
- Increased the number of 'A' category hospitals and enlisted them on Bank's panel
- Provided medical facilities to about 30,000 serving, retired employees and their dependents

COVID-19 Measures

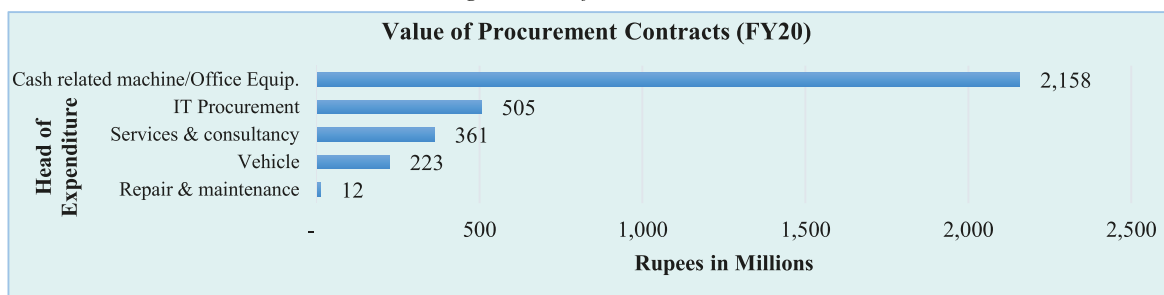
- Formulated SOPs under COVID-19 Outbreak Strategy
- Constituted Special Cell for COVID-19 case facilitation

7.2.2 Operational Performance

During the year, 177 procurement projects worth more than Rs 3.258 billion were carried out while adhering to the necessary procurement regulations, including the notable procurements of Banknote Processing and Authentication Systems (BPAS) and SWIFT System upgradation.

Further, SBP BSC also facilitated different departments of SBP in carrying out procurement under Financial Inclusion & Infrastructure Project (FIIP) in line with World Bank's procurement regulations. Major procurements are listed in **Fig 7.1**.

Figure: 7.1 Major Procurements



7.2.3 Measures during COVID-19

SBP BSC through its Medical Services Division remained at the forefront in implementing organizational strategy to combat COVID-19. During the outbreak, the organization issued regular and detailed SOPs on precautions to be undertaken, ensured continuous supply of hand sanitizers, face masks, gloves, disinfectants, etc. and made special arrangements to test and treat the affected employees and their eligible dependents.

7.2.4 Development Initiatives

During FY20, two diverse studies were conducted namely, “Study of Outsourced Services Models of different Public Sector Entities (PSEs)” and “Procurement Practices followed by different PSEs”. In light of these studies, SBP BSC updated and standardized the procedures for procurement of outsourced staff and services and implemented them across all offices in order to mitigate legal risks.

7.2.5 Future Outlook

SBP BSC plans to capitalize on IT-intensive solutions to augment delivery of its general and support services. For this purpose, establishment of e-service helpdesk, e-billing, and e-claim systems are planned to be implemented in near future. Further, the organization plans to improve management of its physical record through digitization & automation. Moreover, SBPBSC is exploring viability of ‘e-procurement’ methodology for improving efficiency of procurement processes.

7.3 Engineering Services

SBP BSC through its engineering function supports, maintains, and upgrades the physical working environment at office premises of SBP and its related subsidiaries.

7.3.1 Key Performance Highlights during the Year

Box 7.2: Key Performance Highlights of Engineering for FY20

- Re-initiated the project “Construction of Balance Work of New Office Building at Sialkot”
- Completed engineering work on Banknote Disintegration System (BDS) sites at Lahore, Faisalabad, Peshawar and North Nazimabad offices
- Completed construction of ramps and purpose built washrooms to facilitate differently abled people at various field offices
- Resolved over 3,000 complaints related to telecommunication, electrical, mechanical, civil and janitorial works etc.
- Ensured regular disinfection of office premises during COVID-19 at HOK and all field offices

7.3.2 Operational Performance

Major engineering projects completed by SBP BSC during the year included installation of (i) new lift in Hyderabad office, (ii) H.T panel in Faisalabad office (iii) hot water boilers at NIBAF Islamabad, and (iv) solar panel at SBP BSC backup site. Moreover, to secure the SBP plot at Khuzdar, a pre-cast boundary wall was successfully installed.

Furthermore, key engineering projects initiated during the year comprised of (a) upgradation of HVAC system at Rawalpindi, Faisalabad and Multan (b) installation of 200KVA genset at Muzaffarabad (c) installation of 350TR chiller at main building, and (d) installation of cargo lift at Islamabad (e) construction of two residential buildings at Lalazar Karachi (f) upgradation of fire-fighting at museum and art gallery. Tendering process for large projects was initiated after obtaining in-principle approval from the Board.

7.3.3 Development Initiatives

To improve service delivery standards, a maintenance management software was successfully implemented at HOK to ensure enhanced responsiveness and timely preventive actions against building maintenance issues. Regular disinfection of all work places and public areas was also carried out to safeguard employees of SBP and SBP BSC from the COVID-19 pandemic.

7.3.4 Future Outlook

SBP BSC 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 of new office buildings at various cities including Gujranwala, D.I Khan and Islamabad.

7.4 Internal Bank Security

SBP 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 of SBP and its subsidiaries in collaboration with management and Law Enforcement Agencies (LEAs).

7.4.1 Operational Performance

During the year, SBP BSC managed physical security, firefighting, and associated safety requirements of SBP and its subsidiaries to safeguard employees, and bank-owned facilities from potential hazards. The organization maintained close liaison and coordination with relevant Law Enforcement Agencies (LEAs), Civil Defense and Fire Brigade for assistance on need basis. Further, regular firing practice exercises and periodic Physical Efficiency Tests (PETs) of security personnel were conducted. Moreover, general awareness campaigns on security and safety precautions were executed through online messaging.

7.4.2 Developmental Initiatives

During FY20, a review of security arrangements and systems at SBP HOK Complex and field offices was carried out. Further, administrative side of security arrangements were also reviewed internally which led to rationalization of outsourced security guards, and resulted in an estimated saving of Rs. 30 million per annum. Moreover, capacity building of security staff was carried out through on-the-job trainings, in-house firefighting rehearsals, and Mock/Table Top exercises throughout the year. Further, procurement and maintenance of weapons, security & surveillance equipment, and firefighting apparatus was ensured for the security and safety of SBP, SBP BSC HOK and field offices.

7.4.3 Future Outlook

Going forward, the Internal Bank Security function intends to enhance its capacity through various measures which are listed in **Box 7.3**:

Box 7.3: Security Measures for the Future

- Installation of Integrated Security Systems (ISS) at various sites of SBP & SBP BSC
- Skill upgradation of the security staff in a phased program to manage varying level of security threats
- Rationalization of police force hired under Federal Treasury Rules (FTR) to maintain the ratio between Bank's security guards and the police force
- 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