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## INSIDE PAGES

EDITORIAL	01
Building a Strong Credit Risk Culture in Banks - Ashraf Al Mamun, Ph.D.	
FEATURE	02
Managing Loans and Advances during Stressed Situation - Syed Mohammad Bariqullah	
BIBM News	04
Banking and Financial News	15
Pictorial View of Banking and Financial Information	19
Circulars and Circular Letters of Bangladesh Bank: July-December, 2020	22
Certification Programs of BIBM	31
Publications of BIBM	33

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# B<sup>BIBM</sup>ulletin

Volume 23, Nos. 3 & 4, September & December, 2020

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## EDITORIAL

### Building a Strong Credit Risk Culture in Banks

Ashraf Al Mamun, *Ph.D.\**

Culture as defined in the dictionary is “The set of shared attitudes, values, goals and practices that characterizes a company or organization”. Every company whether in the banking sector or any other sector, have their own organizational culture. However, in many cases the companies spend a little time to understand the implication of its culture and how it affects their employees in short run as well as in the long run. Credit culture is one of the very important part of the overall culture of an individual bank. Credit risk culture develops side by side the corporate culture of a bank. As credit is the core area of banking, it may be the heart of a bank’s operating system. A strong credit risk culture in banks is a prerequisite for a sustainable development of a bank.

In Banks, a positive credit risk culture may be defined as “An environment of shared values and beliefs about an organization’s approach to credit risk in which people behave according to accepted standards and principles when evaluating and discussing lending decisions”, as mentioned by the Moody’s Analytics. Further, Bank for International Settlements (BIS) in their Corporate Governance Principles for Banks (2015) articulated the credit risk culture of Banks as “A bank’s norms, attitudes and behaviours related to risk awareness, risk-taking and risk management, and controls that shape decisions on risks. Risk culture influences the decisions of management and employees during the day-to-day activities and has an impact on the risks they assume”.

Credit risk culture evolves throughout the life of a bank alongwith its risk appetite. Risk appetite reveals the collective risk level that a bank is willing to accept within its risk capacity for achieving the business objectives. It combines both quantitative metrics as well as qualitative statement. Risk appetite is an essential component in business planning processes of a bank which is related with overall credit risk plan and strategy; proper configuration of risk; bank’s capital and performance targets. In doing so a bank has to

simultaneously consider the risk capacity as well as risk appetite constraints from both financial and non-financial risks. Risk appetite and risk capacity is closely related. BIS (2015) defined risk capacity as “the maximum level of risk we can assume before breaching regulatory constraints and our obligations to stakeholders”. Obedience of the bank’s business plan with its risk appetite and capacity may be tested under stressed market conditions. Top-down risk appetite assists as the limit for risk-taking for the bottom-up planning from the business functions.

The board of the bank is engaged in reviewing and approval of a bank’s risk appetite and risk capacity on an annual basis, or further often in the case of unexpected changes to the risk environment. The board do so to ensure that they are consistent with their bank’s strategy, business and regulatory environment and stakeholders’ requirements.

The banking leaders have to face two challenges while establishing a strong credit risk culture in their banks: firstly, creation of the desired credit culture and second, sustainability and continuing of this culture. Hence, it is related with some of the key elements such as bank’s leadership, organizational structure, bank’s policies, procedures and processes, and its employees. Keeping in mind the constraints of the weak credit culture, individual bank should constantly monitor and review their credit culture to be become sustainable in their banking operation. The unquestioned commitment of senior management is one critical characteristic of strong credit cultures. The banks who align their structure and policies with core values about how risk is evaluated and apply strong credit skills to achieve sound credit judgments, may become the market leader in coming future.

\*The Editor is Associate Professor and Director (Research, Development & Consultancy), BIBM. Views expressed in this editorial are the Editor’s own.

## FEATURE

### Managing Loans and Advances during Stressed Situation

Syed Mohammad Bariqullah\*

Credit or loans or advances, whatever names we attach to it, is quite a bi-lateral issues composed of trust and reliability. We know, we do lots of exercises to identify a benevolent client, formally and informally. When we get satisfaction, only then a bank confirms affix an acknowledgement to accept a client/to be a client. Whether it is a demand loan, continuous loan, revolving loans or project finance, on-shore or off-shore finance, local exposures or international exposures, a bank does not ignore the necessity to undertake required exercise.

In spite of following all valid procedures, a credit can be exposed to unacceptable conditions of relationship. The probable causes may be intentional or unintentional. Whatever the case, for a bank, this is a stressed situation of financial management.

Consequently, a bank must ascertain the factual causes of stressed situation and plan a roadmap to restrict the ultimate failure: non-performing loans. But is it so easy? The causes may originate at two stages, primarily, 1) before approval of the credit; 2) after disbursement of the credit.

If erroneous decisions made before approval, then the root cause for nonpayment is likely to be unmanageable. If it relates to borrower's aptitude, environment, business ethics, mutual ignorance of reality, security inappropriateness, collusions, financial inaccuracy- then whatever efforts a bank makes, may not be fruitful.

Once the disbursement of credit is made, the real focus should be over the utilization of funds as deemed necessity as per objectives of loan approval. In additions, the safeguards to restrict the possibility to non-realization of credit, collaterals security, must also be the other issue to keep under close monitoring. In a case of finance against guarantee, the real worthiness of

the guarantor has to be continuously looked into. The likely existence of systematic risks must be forecasted. In this case, the relationship manager and risk management personnel must take essential exercise to be shared with all stakeholders of the bank, as required. All pre-emptive measures need to be in consideration at this stage - competitive situation, business impediments, factors for continuation of business operations, employee skills and know-how, management competency, etc.

Often it appears that the client is not responding to the conditions for loan disbursement. The borrower may be at mis-calculation for fund requirement or pre-assumption relating to the business conditions has changed, that have been keeping the borrower away from full attention to the on-going business. The COVID-19 situation has added many uncertainty to the regular mindset and way of doing business.

Particularly cross-border commitments are getting more challenging for various known or yet to be known reasons. Restrictions on movement of goods and travels adversely affected transportation, procurement, storage and conditioning of goods for imports and exports. The supply chains of business continuity may face limitations due to causes and effects we have been discussing. They directly or indirectly have negative implications on relationship management at all levels. Profitability of business may slow down as well. Financial capacity of buyers are also having effects on cross-border transactions. It possesses a threat to do business properly.

Another threat to do business leading to inferior asset quality is the relative performance of all the units under a group of companies. Production planning, financial planning, sourcing of raw materials, impediments to compliance of terms



of reference and lack of management viability – all these also put concerns to effective business continuity and causes disruption to backward linkage concerns.

Management levels at different hierarchy tends to be in tight responsive to each other. Isolation from business point have been contributing to anxiety among employees and thereby business operation is under challenges.

The above issues and challenges are directly or indirectly related to adverse contributing factors on managing the asset quality, particularly, loans and advances. Therefore, every bank must assess the positions of their loan portfolio and related credit risk management issues to have interim management. In this connection, the following points may need to be kept in mind:

- ▶ Re-visit to different strategies, policies of the bank;
- ▶ Alignment of standard operating procedural guidelines in the context of prevailing situation;
- ▶ A short-term stress management plans with focus to continuity of conditions to next term;
- ▶ Re-visit to portfolio components of loans and advances on periodic basis;
- ▶ Focusing on operational and management efficiency of inter-dependable units under a group of concerns;
- ▶ Regular overview of supply chain components to ensure productivity;
- ▶ Structuring management hierarchy with emphasis to specialized skills set to effecting monitoring of advance;
- ▶ Proper communication to all concerned employees at branches, regional and corporate head office levels and relevant stakeholders including regulatory authorities;
- ▶ Formation of key positions to coordinate all strategic plans and procedures;
- ▶ Continuous monitoring and review of all circumstances and status relating to stressed assets quality;

- ▶ Close monitoring on disbursement and utilization of stimulus funds;
- ▶ Adoption of technological inter-connection to ensure proper credit management process and relationship tracking;
- ▶ Enhancement of digital competency to combat cyber insecurity;
- ▶ Monitoring and searching for possibilities for malpractices and money laundering possibilities.

In the backdrop of above, banks must adopt necessary measures for early diagnosis and continuous monitoring of the required areas as per bank's inherent conditions, likely to be effective in the business and operations of funded and non-funded exposures. This approach may vary from bank to bank, based on business model each bank has been following. The financial effect of all outcome needs to be cautiously estimated considering the business continuity roadmap of each bank. Nevertheless, strong mindset with appropriate data must be ensured at all levels to come out of the negative business perceptions. Challenges will remain, in the short and long run, but positive situational management mindset will enable banks to overcome the demerits.

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\*The author is Faculty Member, BIBM and former Deputy Managing Director, National Bank Limited, Dhaka. Views expressed in this feature are the author's own.

## BIBM News

### 1. Participants in Online Courses and Online Workshops

The outbreak of Coronavirus Disease 2019 (COVID-19) required an immediate transition from on-campus training to virtual training. In this regard, BIBM is no exception from this situation. Despite the COVID-19 pandemic, BIBM proactively organized different dimensions of online-based Training Courses, Training Workshops, Review Workshops, Research Workshops, Foundation & Special Training Courses, Roundtable Discussions, Seminars and BIBM Certification Programs for different bank officials as part of its academic activities during July – December 2020 in order to adopt the New Normal situation. BIBM has been re-designing their training modules and offerings in light of the coronavirus pandemic. A good number of participants from different banks and financial institutions took part through zoom app in these programs during this period.

Online Programs	Number of Participants
Online-based Training Courses	1790
Online-based Training Workshops	1608
Review Workshops	1658
Research Workshops	267
Foundation & Special Training Courses	01
Other Programs	106301 Views (on Facebook Live) and Attendees
BIBM Certification Programs	147
Roundtable Discussions	156
Seminars	369

### 2. Online Research Workshops

BIBM has organized 02 (two) half-day long online research workshops during July – December 2020 through zoom app. A good number of participants including Managing Directors of the different banks, heads of different operational units of banks, senior bank executives, academicians, industry experts, media representatives, and Faculty Members & Officers of BIBM participated in these workshops. The whole program was being live streaming at: [www.facebook.com/bibmbd](http://www.facebook.com/bibmbd)

#### (i) Are Banks Engaged in SME Cluster Financing?

A online research workshop was held at BIBM on November 04, 2020. A keynote paper titled “Are Banks Engaged in SME Cluster Financing?” was presented by Dr. Shah Md. Ahsan Habib, Professor (Selection Grade), BIBM. Other members of the research team were: Mr. Md. Nehal Ahmed, Professor and Director (Dhaka School of Bank Management) BIBM; Ms. Rexona Yesmin, Assistant Professor, BIBM; Mr. T.I.M. Rawshan Zadeed, Faculty Member, BIBM; Ms. Husne Ara Shikha, General Manager, Bangladesh Bank; Ms. Farzana Khan, General Manager, SME Foundation; and Ms. Jannatul

Firdaus Tania, Deputy Director, Bangladesh Bank.

The objectives of this online research-based keynote paper were to conceptualize a framework for cluster development to facilitate SME finance; to review existing SME cluster financing techniques to identify the cluster elements; and to design a financing framework for effective cluster finance in the SME sector of Bangladesh. The study also offers a set of suggestions based on the findings of the research.

Mr. Mohammed Sohail Mustafa, *CFA*, Associate Professor and Director (Training and Certification Program), BIBM delivered introductory speech as a Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank was present in the program as the Chief Guest. Besides, Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Arif Khan, CEO & Managing Director, IDLC Finance Limited; Mr. Md. Shafiqul Islam, Managing Director, SME Foundation; Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as distinguished panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

## **(ii) How to Develop a Framework for Enterprise Risk Management of Banks in Bangladesh**

A online research workshop was held at BIBM on December 17, 2020. A keynote paper titled “How to Develop a Framework for Enterprise Risk Management of Banks in Bangladesh” was presented by Mr. Md. Nehal Ahmed, Professor, and Director (DSBM), BIBM. Other members of the research team are: Mr. Mohammed Sohail Mustafa, *CFA*, Associate Professor and Director (Training and Certification Program), BIBM and Mr. Reefat Zaman Shourov, Lecturer, BIBM.

The objectives of this online research-based keynote paper were to examine the necessity of developing a framework for enterprise risk management of banks in Bangladesh; to identify the challenges towards implementing enterprise risk management of banks in Bangladesh; and to investigate the impact of enterprise risk management on bank’s performance. The study also offers a set of suggestions based on the findings of the research.

Mr. Mohammed Sohail Mustafa, *CFA*, Associate Professor and Director (Training and Certification Program), BIBM delivered introductory speech as a Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Besides, Mr. Emranul Huq, Managing Director & CEO, Dhaka Bank Limited; Mr. Faruq Mainuddin Ahmed, Managing Director & CEO, Trust Bank Limited; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as distinguished panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

## **3. Online Review Workshops**

BIBM has organized 09 (nine) half-day long online review workshops during July – December 2020 through zoom app. A good number of participants including Managing Directors of different banks, heads of different operational units of banks, senior bank executives, academicians, industry experts, media representatives and faculty members and officers of BIBM participated in these online workshops.

## **(i) Trade Services Operations of Banks**

A online review workshop on “Trade Services Operations of Banks” was held through zoom app on September 02, 2020. A keynote paper titled “Trade Services Operations of Banks” was presented by Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM. Other members of the research team were: Mr. Md. Rafiqul Islam, the then Director (Admin and Accounts), BIBM and General Manager, Bangladesh Bank; Ms. Antara Zareen, Assistant Professor, BIBM; Mr. Tofayel Ahmed, Assistant Professor, BIBM; Mr. Mohammad Anisur Rahman, Deputy General Manager, Bangladesh Bank; Mr. Md. Mokaddem Ahmad, Deputy Director, Bangladesh Bank; Mr. Md. Mahmudur Rahman, Senior Executive Vice President, Islami Bank Bangladesh Limited; and Mr. A.T.M. Nesarul Hoque, Vice President, Mutual Trast Bank Limited.

The objectives of the review workshop paper are to review overall activities of trade services operations of banks for the year 2019; to examine the comparative status of trade services operations of banks for 2018-2019; to identify success factors and problem areas in the trade services operations of banks; and to recommend courses of action for the improvement of trade services operations in banks. The study also identifies the problem areas as well as success factors in trade services and suggests some possible measures for better functioning of trade services operations of banks.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Muhammad Shohiduzzaman, Country Head of Global Trade and Receivable Finance (GTRF), HSBC; Mr. Ahmed Shaheen, Deputy Managing Director, Eastern Bank Limited; Mr. Md. Mahbub-ul-Alam, Managing Director & CEO, Islami Bank Bangladesh Ltd.; Mr. Mohammad Shams-Ul Islam, Managing Director & CEO, Agrani Bank Limited were present as the panelists. Besides, Mr. Mohd. Humayun Kabir, Executive Director Bangladesh Bank and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as designated discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

## ***(ii) Islamic Banking Operations in Bangladesh***

A online review workshop on “Islamic Banking Operations in Bangladesh” was held through zoom app on September 09, 2020. A keynote paper titled “Islamic Banking Operations in Bangladesh” was presented by Mr. Md. Alamgir, Associate Professor, BIBM. Other members of the research team were: Ms. Tahmina Rahman, Assistant Professor, BIBM; Dr. Md. Mahabbat Hossain, Assistant Professor, BIBM; Mr. Tofayel Ahmed, Assistant Professor, BIBM; and Mr. Md. Abdullah Sharif, Secretary General, Central Shariah Board for Islamic Banks of Bangladesh; and Mr. Abul Quasem Md. Saifullah, Vice President and Head of Shariah Secretariat, EXIM Bank Limited.

The objectives of the review workshop paper were to review conceptual aspects of shariah-based banking; to discuss Islamic banking products and its operational procedure; to examine regulatory aspects of Islamic Banking Shariah Guidelines; to identify success factors and problem areas of Islamic banking operations; to recommend courses of action for the improvement of Islamic banking operations in Bangladesh. The study also identifies the problem areas as well as success factors in Islamic banking operations and suggest some possible measures for better functioning of Islamic banking operations in Bangladesh.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Hasan Iqbal, Deputy Managing Director, Union Bank Limited; Mr. Md. Shafiqur Rahman, Deputy Managing Director, Al-Arafah Islami Bank Limited; Mr. Muhammed Shahidul Islam, Managing Director, Shahjalal Islami Bank Limited; Mr. M Azizul Hoq, Chairman (Acting), CSBIB, and Chairman, BoD, Pubali Bank Limited; Mr. Md. Mahbub-ul-Alam, Managing Director, Islami Bank Bangladesh Limited; Dr. Mohammad Haider Ali Miah, Managing Director & CEO, Export Import Bank of Bangladesh Limited; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

## ***(iii) Internal Control and Compliance of Banks***

A online review workshop on “Internal Control and Compliance of Banks” was held through zoom app on September 14, 2020. A keynote paper titled “Internal Control and Compliance of Banks” was presented by Mr. Md. Mohiuddin Siddique, Professor & the then Director (DSBM), BIBM. Other members of the research team were: Dr. Md. Mahabbat Hossain, Assistant Professor, BIBM; Ms. Rahat Banu, Assistant Professor, BIBM; Ms. Maksuda Khatun, Lecturer, BIBM; Mr. Md. Abul Bashir, Deputy General Manager, Bangladesh Bank; and Mr. Kamal Hossain, *FCA, CIPA*, Head of Internal Audit, Al-Arafah Islami Bank Limited.

The objectives of the review workshop paper were to review overall activities of internal control and compliance operations of banks for 2019; to examine the comparative status of internal control and compliance of banks for 2018-19; to identify success factors and problem areas in the internal control and compliance operations of banks; and to recommend courses of action for the improvement of internal control and compliance operations in banks. The study also identifies the problem areas as well as success factors in internal control and compliance of banks and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Mohammed Zubaier Wafa, Deputy Managing Director, Al-Arafah Islami Bank Limited; Mr. Md. Abdul Halim Chowdhury, Managing Director & CEO, Pubali Bank Limited; Mr. Md. Ataur Rahman Prodhan, CEO & Managing Director, Sonali Bank Limited; Mr. Mohd. Humayun Kabir, Executive Director, Bangladesh Bank; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.



#### **(iv) Sustainable Banking Activities by Banks in Bangladesh**

A online review workshop on “Sustainable Banking Activities by Banks in Bangladesh” was held through zoom app on September 16, 2020. A keynote paper titled “Sustainable Banking Activities by Banks in Bangladesh” was presented by Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM. Other members of the research team were: Mr. Md. Nehal Ahmed, Professor and Director (Dhaka School of Bank Management), BIBM; Ms. Antara Zareen, Assistant Professor, BIBM; Ms. Rexona Yesmin, Assistant Professor, BIBM; Mr. Md. Foysal Hasan, Lecturer, BIBM; Mr. Md. Anwarul Islam, General Manager, Bangladesh Bank; Mr. Khondker Morshed Millat, General Manager, Bangladesh Bank; and Mr. Md. Sharafat Ullah Khan, Deputy General Manager, Bangladesh Bank.

The objectives of the review workshop paper were to review regulatory and policy changes in sustainable banking during 2019; to discuss development of sustainable banking in Bangladesh in 2019; and to examine enforcement and outcome of sustainable banking activities for the year 2019. The study also identified the problem areas as well as success factors in sustainable banking activities by banks in Bangladesh and suggested some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Rahel Ahmed, Managing Director & CEO, Prime Bank Limited; Mr. Md. Arfan Ali, President and Managing Director, Bank Asia Limited; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Md. Aatur Rahman Prodhan, CEO & Managing Director, Sonali Bank Limited; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

#### **(v) Credit Operations of Banks 2019**

A online review workshop on “Credit Operations of Banks 2019” was held through zoom app on September 21, 2020. A keynote paper titled “Credit Operations of Banks 2019” was presented by Dr.

Prashanta Kumar Banerjee, Professor and the then Director (Research, Development and Consultancy), BIBM. Other members of the research team were: Mr. Mohammed Sohail Mustafa, *CFA*, Associate Professor and Director (Training), BIBM; Mr. Atul Chandra Pandit, Associate Professor, BIBM; Dr. Md. Mosharref Hossain, Associate Professor, BIBM; Ms. Tahmina Rahman, Assistant Professor, BIBM; and Mr. Md. Khurshed Alam, Deputy Managing Director, NRB Bank Limited.

The objectives of the review workshop paper are to review overall activities of credit operations of banks for the year 2019; to examine the comparative status of credit operations of banks for 2018-2019; to identify success factors and problem areas in the credit operations of banks; and to recommend courses of action for the improvement of credit operations in banks. The study also identifies the problem areas as well as success factors in credit operations of banks 2019 and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. A.K.M. Sajedur Rahman Khan, Deputy Governor Bangladesh Bank and the then Managing Director, Rajshahi Krishi Unnayan Bank; Mr. Emranul Huq, Managing Director & CEO, Dhaka Bank Limited; Mr. Syed Mahbubur Rahman, Managing Director & CEO, Mutual Trust Bank Limited; Mr. Md. Obayed Ullah Al Masud, Managing Director & CEO, Rupali Bank Limited; Mr. Abu Farah Md. Naser, Executive Director, Bangladesh Bank; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

#### **(vi) Treasury Operations of Banks**

A online review workshop on “Treasury Operations of Banks” was held through zoom app on September 23, 2020. A keynote paper titled “Treasury Operations of Banks” was presented by Mr. Md. Nehal Ahmed, Professor and Director (Dhaka School of Bank Management), BIBM. Other members of the research team were: Mr. Reefat Zaman Shourov, Lecturer, BIBM; Mr. Aminur Rahman Chowdhury, Deputy

General Manager, Bangladesh Bank; Mr. Mehdi Zaman, Head of Treasury, Eastern Bank Limited; and Mr. Arequl Arefeen, Head of Treasury, Bank Asia Limited.

The objectives of the review workshop paper are to review overall activities of treasury operations of banks for the year 2019; to examine the comparative status of treasury operations of banks for 2018-2019; to identify success factors and problem areas in the treasury operations of banks; and to recommend courses of action for the improvement of treasury operations in banks. The study also identifies the problem areas as well as success factors in treasury operations of banks and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Bashar M Tareq, Head of Global Market, HSBC Bangladesh Ltd.; Mr. Md. Faruk Moinuddin, Managing Director, Trust Bank Limited; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Md. Arfan Ali, President and Managing Director, Bank Asia Limited; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

### ***(vii) Human Resource Management of Banks***

A online review workshop on “Human Resource management of Banks” was held through zoom app on September 27, 2020. A keynote paper titled “Human Resource Management of Banks” was presented by Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development and Consultancy), BIBM. Other members of the research team were: Dr. Mohammad Tazul Islam, Associate Professor, BIBM; Ms. Rexona Yesmin, Assistant Professor, BIBM; Ms. Anila Ali, Lecturer, BIBM; Mr. Shakil Ezaz, Deputy General Manager, Bangladesh Bank; Mr. Md. Mazharul Islam, Executive Vice President and Head of HRD, Al-Arafah Islami Bank Limited; and Mr. Md. Mosharraf Hossain, Senior Vice President and Head of HRD, Dutch-Bangla Bank Limited.

The objectives of the review workshop paper were to

review overall activities of human resource management in banks for the year 2019; to examine the comparative status of human resource management in banks for 2018-19; to identify success factors and problem areas in the human resource management of banks; and to recommend courses of action for the improvement of human resource management in banks. The study also identified the problem areas as well as success factors in human resource management of banks and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as the Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. John Sarkar, Deputy Managing Director, Company Secretary & Head of HR, ONE Bank Ltd.; Mr. Arif Quadri, Additional Managing Director, United Commercial Bank Limited; Mr. Muhammed Shahidul Islam, Managing Director, Shahjalal Islami Bank Limited; Mr. Rahel Ahmed, Managing Director & CEO, Prime Bank Limited; Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

### ***(viii) Regulatory Reporting by Banks***

A online review workshop on “Regulatory Reporting by Banks” was held through zoom app on September 28, 2020. A keynote paper titled “Regulatory Reporting by Banks” was presented by Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM. Other members of the research team were: Mr. Md. Nehal Ahmed, Professor and Director (Dhaka School of Bank Management), BIBM; Mr. Tofayel Ahmed, Assistant Professor, BIBM; Mr. A.S.M. Shahab Uddin, Deputy General Manager, Bangladesh Bank; Mr. Mohammad Anisur Rahman, Deputy General Manager, Bangladesh Bank; Mr. Kamal Hossain, Deputy General Manager, BFIU; Mr. Mohammad Saiful Islam, Joint Director, Bangladesh Bank; and Mr. Shah Ahmedul Kabir, Head of Regulatory Reporting and Reconciliation, Eastern Bank Limited.

The objectives of the review workshop paper are to develop compliance and regulatory reporting framework of Bangladesh Bank; to review changes in

compliance and regulatory reporting requirements in 2019; to identify compliance challenges for effective regulatory reporting by banks. The study also identifies the problem areas as well as success factors in regulatory reporting by banks and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Ahmed Shaheen, Deputy Managing Director, Eastern Bank Limited; Mr. Md. Obayed Ullah Al Masud, Managing Director & CEO, Rupali Bank Limited; Mr. Syed Mahbubur Rahman, Managing Director & CEO, Mutual Trust Bank Limited; Mr. Mohammad Shams-Ul Islam, Managing Director & CEO, Agrani Bank Limited; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

#### ***(ix) IT Operations of Banks***

A online review workshop on “IT Operations of Banks” was held through zoom app on October 20, 2020. A keynote paper titled “IT Operations of Banks” was presented by Mr. Md. Shihab Uddin Khan, Associate Professor, BIBM. Other members of the research team were: Mr. Md. Mahabubur Rahman Alam, Associate Professor, BIBM; Ms. Kaniz Rabbi, Assistant Professor, BIBM; Mr. Md. Foysal Hasan, Lecturer, BIBM, and Engr. Mohammed Jamal Uddin Mazumder, Senior Executive Vice President & Senior Manager, ICTW, Islami Bank Bangladesh Limited.

The objectives of the review workshop paper are to review overall activities of the IT operations of banks for the year 2019; to examine the comparative status of IT operations of banks for 2018-2019; to identify success factors and problem areas in the IT operations of banks; and to recommend courses of action for the improvement of IT operations in banks. The study also identifies the problem areas as well as success factors in IT operations of banks and suggests some possible measures for better functioning of the same.

Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM delivered introductory speech as Moderator. Mr. S. M. Moniruzzaman, the

then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Mr. Zahidul Haque, Chief Technology Officer, Eastern Bank Limited; Mr. Mohammad Shams-Ul Islam, Managing Director & CEO, Agrani Bank Limited; Mr. Muhammad Zakir Hasan, Executive Director, Bangladesh Bank; and Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM were present as the panelists. Dr. Md. Akhtaruzzaman, Director General, BIBM gave the concluding remarks.

#### **4. Online Roundtable Discussions**

BIBM has organized 02 (two) half-day long online roundtable discussions during July – December 2020 through zoom app. A good number of participants including Managing Directors of different banks, heads of different operational units of banks, senior bank executives, academicians, industry experts, media representatives and faculty members and officers of BIBM participated in these discussion sessions.

#### ***(i) How can Mudaraba and Musharaka be More Effective in Bangladesh?***

A online roundtable discussion was held at BIBM on October 7, 2020. A keynote paper titled “How can Mudaraba and Musharaka be More Effective in Bangladesh?” was presented by Mr. Md. Alamgir, Associate Professor, BIBM. Other members of the research team are: Dr. Md. Mahabbat Hossain, Assistant Professor, BIBM; and Ms. Maksuda Khatun, Lecturer, BIBM.

The objectives of this study are to depict conceptual framework of mudaraba and musharaka financing; to display legal framework of mudaraba and musharaka financing; to highlight the current status of mudaraba and musharaka financing both in Bangladesh and global context; and to identify impeding factors and problem areas of mudaraba and musharaka financing in Bangladesh. The study also offers a set of suggestions based on the findings of the research.

Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest.



Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. Md. Mahbubu-ul-Alam, Managing Director & CEO, Islami Bank Bangladesh Ltd.; Dr. Mohammed Haider Ali Miah, Managing Director & CEO, EXIM Bank Ltd.; Mr. Quazi Osman Ali, Managing Director & CEO, Social Islami Bank Ltd.; Mr. Syed Waseque Md. Ali, Managing Director, First Security Islami Bank Ltd.; Mr. Abdul Awwal Sarker; Former Executive Director (Research), Bangladesh Bank were present as principal discussants.

***(ii) Infrastructure Lending by Banks: Corporate vs. Project Financing Approach***

A online roundtable discussion was held at BIBM on November 26, 2020. A keynote paper titled “Infrastructure Lending by Banks: Corporate vs. Project Financing Approach” was presented by Dr. Prashanta Kumar Banerjee, Professor, BIBM. Other members of the research team are: Dr. Md. Mosharref Hossain, Associate Professor, BIBM; Mr. Md. Ruhul Amin, Assistant Professor, BIBM; and Mr. Rathin Kumar Paul, Deputy General Manager, Bangladesh Bank & Deputy Project Director, IPFF-II Project.

The objective of this study are to discuss the conceptual aspects of corporate finance and project finance approaches followed in infrastructure lending by banks; to look into the global perspective of infrastructure lending by banks; to assess the approaches followed by banks to lend infrastructure projects in Bangladesh; and to dig out the challenges of infrastructure lending by banks in Bangladesh. The study also offers a set of suggestions based on the findings of the research.

Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM; Dr. Abul Kalam Azad, Executive Director, Bangladesh Bank and Project Director, IPFF-II Project; Mr. Mohammad

Shams-ul Islam, Managing Director & CEO, Agrani Bank Ltd.; Mr. Emranul Huq, Managing Director & CEO, Dhaka Bank Ltd.; Mr. Mahmood Malik, Executive Director & CEO, Infrastructure Development Company Ltd.; Mr. A.K.M. Abdullah, Senior Financial Sector Specialist, South Asia Finance and Private Sector, The World Bank were present as principal discussants.

**5. Online Seminars**

BIBM has organized 04 (four) half-day long online seminars during July – December 2020 through zoom app. A good number of participants including Managing Directors of different banks, heads of different operational units of banks, senior bank executives, academicians, industry experts, media representatives, and Faculty Members and Officers of BIBM participated in these seminars.

***(i) Financial Inclusion: Bank Based Initiatives and Achievements in Bangladesh***

The online seminar titled “Financial Inclusion: Bank Based Initiatives and Achievements in Bangladesh” was held on October 22, 2020 through zoom app. On behalf of the research team, the paper was presented by Dr. Prashanta Kumar Banerjee, Professor, BIBM. Other members of the team are Mr. Md. Mohiuddin Siddique, Professor, BIBM; Mr. Tanweer Mehdee, Assistant Professor, BIBM; Mr. Md. Ruhul Amin, Assistant Professor, BIBM; Mr. Md. Ashraf Alam, Country Lead-Digital, United Nations Capital Development Fund (UNCDF).

This study aims to assess the effectiveness of bank-based initiatives undertaken mostly by Bangladesh Bank in achieving financial inclusion objective in Bangladesh. To perform this assessment, after reviewing policy, reforms and product design initiatives relating to financial inclusion, the study examines the efficacy of these measures in financial inclusion of individuals, firms and farms, and its overall deepening. The study also offers a set of suggestions based on the findings of the research.

Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then as well Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank was present in the program as the Chief Guest. Besides, Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM;



Mr. Joarder Israil Hossain, Executive Director, Bangladesh Bank; Mr. Md. Ataur Rahman Prodhon, CEO and Managing Director, Sonali Bank Ltd.; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Md. Abdul Halim Chowdhury, Managing Director & CEO, Pubali Bank Ltd.; and Mr. Md. Arfan Ali, President and Managing Director, Bank Asia Ltd. were present as designated discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

## ***(ii) Impact of Banks' Branding on Attraction and Retention of Employees of Banks in Bangladesh***

The online seminar titled "Impact of Banks' Branding on Attraction and Retention of Employees of Banks in Bangladesh" was held on November 02, 2020 at BIBM. On behalf of the research team, the paper was presented by Mr. Mohammed Sohail Mustafa, CFA, Associate Professor and Director (Training), BIBM. Other members of the team are Ms. Rexona Yesmin, Assistant Professor, BIBM and Ms. Anila Ali, Lecturer, BIBM.

The specific objectives of the research paper are to investigate the impact of banks' branding in attracting talent; to examine the impact of banks' branding on the retention of existing employees. The other objective of the study is to identify whether any causal relationship exists among the factors influencing employee attraction and retention. The study also offers a set of suggestions based on the findings of the research.

Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Besides, Professor Barkat-e-Khuda, Ph.D., Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. Md. Shah Alam, Executive Director, Bangladesh Bank; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Faruq Mainuddin Ahmed, Managing Director & CEO, Trust Bank Ltd.; Mr. N. Rajashekar, Managing Director & Citi Country Officer, Citibank, N. A. Bangladesh; and Professor Dr. Md. Mizanur Rahman, Chairman, Department of Marketing, University of Dhaka were present as designated discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

## ***(iii) NPL in Banks of Bangladesh: Macro Economic and Bank Specific Perspective***

The online seminar titled "NPL in Banks of Bangladesh: Macro Economic and Bank Specific Perspective" was held on November 25, 2020 through zoom App. On behalf of the research team, the paper was presented by Mr. Md. Alamgir, Associate Professor, BIBM. Other members of the team are Dr. Mohammad Tazul Islam, Associate Professor, BIBM; Ms. Antara Zareen, Assistant Professor, BIBM; Ms. Rahat Banu, Assistant Professor, BIBM; and Mr. Md. Ziaul Hasan, First Assistant Vice President, United Commercial Bank Ltd.

The principal objectives of the study are to depict the exact status and admixture of non-performing loans in Bangladesh; to analyze the sensitivity of non-performing loans with respect to macroeconomic and bank specific perspectives; and to recommend future courses of action for the improvement and better management of NPLs of banks in Bangladesh. The study also offers a set of suggestions based on the findings of the research.

Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Besides, Professor Barkat-e-Khuda, Ph.D., Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. Mohd. Humayun Kabir, Executive Director, Bangladesh Bank; Mr. Md. Ataur Rahman Prodhon, CEO and Managing Director, Sonali Bank Ltd.; Mr. Syed Mahbubur Rahman, Managing Director & CEO, Mutual Trust Bank Ltd.; and Mr. Syed Waseque Md. Ali, Managing Director, First Security Islami Bank Ltd. were present as designated discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

## ***(iv) Operating Governance in Banks: The Role of Board of Directors***

The online seminar titled "Operating Governance in Banks: The Role of Board of Directors" was held on November 30, 2020 through zoom App. On behalf of the research team, the paper was presented by Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM. Other members of the team are Mr. Md. Rafiqul

Islam, General Manager, Bangladesh Bank; Mr. Md. Alamgir, Associate Professor, BIBM; Dr. Mohammad Tazul Islam, Associate Professor, BIBM; Dr. Md. Shahid Ullah, Associate Professor, BIBM; and Ms. Maksuda Khatun, Lecturer, BIBM.

The broad objective of this study is to examine role of board of directors to ensure good governance of the banks in Bangladesh. However, the specific objectives are: to explore the existing operating governance mechanism of banks in Bangladesh; and to assess the role of Board of Directors in ensuring good governance in banks. The study also offers a set of suggestions based on the findings of the research.

Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development & Consultancy), BIBM delivered welcome address. Mr. S. M. Moniruzzaman, the then Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank as well was present in the program as the Chief Guest. Besides, Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. S. A. Chowdhury, Former A. K. Gangopadhaya Chair Professor, BIBM; Prof. Md. Anwarul Azim Arif, Chairman, Board of Directors, Social Islami Bank Ltd.; Mr. Mohd. Humayun Kabir, Executive Director, Bangladesh Bank; and Mr. Mohammad Shams-Ul Islam, Managing Director & CEO, Agrani Bank Ltd. were present as designated discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

## 6. Other Programs

### *(i) Live Roundtable Discussion Titled “Examining Probable Effects of COVID-19 on Selected Areas of the Banking Sector of Bangladesh”*

#### **Discussion-1: Day-01**

BIBM arranged a half-day long live roundtable discussion titled “Examining Probable Effects of COVID-19 on Selected Areas of the Banking Sector of Bangladesh” held through zoom App on July 28, 2020. The discussion topics were: 1. Bangladesh Economy, 2. Credit Operation, 3. Trade Services and 4. HR and Business Continuity Plan. Key note speakers were Dr. Shah Md. Ahsan Habib, Professor and the then Director (Training), BIBM; Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development and Consultancy), BIBM; Mr. Md. Mohiuddin Siddiqui, Professor and the then Director (Dhaka School of Bank

Management), BIBM; and Dr. Mohammad Tazul Islam, Associate Professor, BIBM, respectively.

Dr. Prashanta Kumar Banerjee, Professor and then Director (Research, Development & Consultancy), BIBM were the moderator of this live roundtable discussion. Besides, Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. Mohammad Shams-Ul Islam, Managing Director and CEO, Agrani Bank Limited; Mr. Md. Mahbub-ul-Alam, Managing Director and CEO, Islami Bank Bangladesh Limited; Mr. Md. Arfan Ali, President and Managing Director, Bank Asia Limited; Mr. A.K.M. Sajedur Rahman Khan, the then Managing Director, Rajshahi Krishi Unnayan Bank and Deputy Governor, Bangladesh Bank; and Mr. Partha Guha Thakurta, IFC Bangladesh office were present as principal discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

#### **Discussion-2: Day-02**

BIBM arranged a half-day long live roundtable discussion titled “Examining Probable Effects of COVID-19 on Selected Areas of the Banking Sector of Bangladesh” (Discussion-2) held through zoom App on August 10, 2020. The discussion topics were: 1. Liquidity Management, 2. SME Financing, 3. Agriculture Financing, 4. Supply Chain Financing, and 5. IT Operation in Banks. Key note speakers were Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development and Consultancy), BIBM; Mr. Md. Nehal Ahmed, Professor and Director (Dhaka School of Bank Management), BIBM; Mr. Abdul Kayum Mohammad Kibriya, Faculty Member, BIBM; Dr. Ashraf Al Mamun, Associate Professor and Director (Research, Development and Consultancy), BIBM; and Mr. Md. Mahbubur Rahman Alam, Associate Professor, BIBM, respectively.

Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development & Consultancy), BIBM was the moderator of this live roundtable discussion. Besides, Professor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor, BIBM; Mr. Md. Aatur Rahman Prodhon, CEO and Managing Director, Sonali Bank Limited; Mr. Md. Obayed Ullah Al Masud, Managing Director and CEO, Rupali Bank Limited; Mr. Md. Ali Hossain Prodhania, Managing Director, Bangladesh Krishi Bank; Mr. Abul Kashem Md. Shirin, Managing Director and

CEO, Dutch-Bangla Bank Limited, Mr. Dongdong Zhang, Principal Financial Sector Specialist, Bangladesh Resident Mission, Asian Development Bank; and Ms. Ananya Wahid Kader, Senior Operations Officer for the Financial Institutions Group, International Finance Corporation were present as principal discussants. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the program.

***(ii) Joint Webinar on Factoring***

BIBM and Factors Chain International (FCI) had jointly organized a webinar titled “International Factoring as a Tool for Receivables Management and Financing in Bangladesh” in September 08, 2020. It was a 120 minutes webinar. Mr. Peter Mulroy, Secretary General, FCI delivered welcome address. Mr. Ali Reza Iftakhar, Chairman, Association of Bankers Bangladesh and Managing Director & CEO, Eastern Bank Limited also delivered speech as the Special Guest. Mr. Ahmed Jamal, Chairman, BIBM Executive Committee and Deputy Governor, Bangladesh Bank was present in the program as the Chief Guest. Dr. Md. Akhtaruzzaman, Director General, BIBM chaired the webinar.

In this webinar, Mr. Peter Mulroy, Secretary General, FCI; Mr. Thompson Lui, Regional Manager South and South East Asia, FCI and Dr. Prashanta Kumar Banerjee, Professor and the then Director (Research, Development & Consultancy), BIBM were present as the speakers.

The webinar include International Factoring, Factoring in South & Southeast Asia and Introduction to Factors Chain International (FCI). A good number of participants including central bankers, Managing Directors, DMDs and AMDs of different banks and non-bank financial institutions, heads of different operational units of banks, senior bank executives, academicians, industry experts, media representatives and faculty members and officers of BIBM participated in this webinar.

***(iii) CRO Forum Discussion on "Risk Management in Banks amid the COVID-19 Pandemic: Bangladesh Perspective"***

BIBM organized a live CRO Forum Discussion on "Risk Management in Banks amid the COVID-19 Pandemic: Bangladesh Perspective" held on Wednesday, 15th July 2020 at 11:00 am. Key note paper was presented by Md. Nehal Ahmed, Professor,

BIBM.

***(iv) GRI South Asia Virtual Regional Summit 2020: Empowering Decisions for a Sustainable Future***

GRI South Asia has organised GRI South Asia Virtual Regional Summit 2020 on 22nd, 27th & 29th July 2020 on the theme Empowering decisions for a sustainable future. This Summit was intended to serve as a call to action by the South Asian regional community to build back better. With the mission to enable delivering high-quality, interactive sessions in a safe and secure environment, the sessions are spaced across three days to allow the exchange of insights with thought leaders. Bangladesh Institute of Bank Management (BIBM) is one of the Partner Organizations of this summit.

At Session 6: Enhancing Financial Capital by Impactful Disclosure on 29 July, 2020 introductory speech was delivered by Dr. Md. Akhtaruzzaman, Director General, BIBM. Dr. Shah Md. Ahsan Habib the then Director (Training) was a distinguished speaker.

The GRI South Asia Virtual Summit 2020 brought the last two days, 5 sessions, 26 speakers, 1000+ attendees.

***(v) Webinar on 'Central Banking in the New Normal'***

A half day long webinar on Central Banking in the New Normal held on 10 December, 2020. Bangladesh Institute of Bank Management (BIBM) organized the program in association with Asia School of Business (in collaboration with MIT Sloan Management). Dr. Mohammed Farashuddin, Former Governor of Bangladesh Bank was present in the program as the chief guest. Dr. Md. Akhtaruzzaman, Director General of BIBM Chaired the Program. Dr. Shah Md. Ahsan Habib, Professor of BIBM delivered welcome address.

Two keynote papers were presented at the webinar. The global context was presented by Dr. Hans Genberg, Professor of ABS, Malaysia and Dr. Shah Md. Ahsan Habib, Professor of BIBM presented Bangladesh perspective in the program.

Profesor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor of BIBM; Professor Dr. Charles Fine, President and Dean of ABS; Mohammad Shams-Ul Islam, Managing Director of



Agrani Bank Limited; Dr. Md Habibur Rahman, Executive Director of Bangladesh Bank; Dr. Anella Munro, Professor of ABS; Dr. Lila Rashid, Executive Director of Bangladesh Bank spoke among others.

A good number of participants including senior bank executives, academicians, media representatives, faculty members of BIBM took part in the webinar.

**(vi) Online Discussion Workshop on National Budget and Monetary Policy Statement (2020-21): Relevance for Banks**

Online Discussion Workshop on National Budget and Monetary Policy Statement (2020-21): Relevance for Banks held at Bangladesh Institute of Bank Management (BIBM) on October 04, 2020. Mr. S.M. Moniruzzaman, the then Chairman of BIBM Executive Committee and Deputy Governor of Bangladesh Bank was present in the program as the chief guest. Dr. Md. Akhtaruzzaman, Director General of BIBM Chaired the Program. Dr. Shah Md. Ahsan Habib, Professor & the then Director (Training) of BIBM delivered welcome address. Mr. Bishnu Pada Biswas, the then Faculty Member (on Deputation) of BIBM and General Manager of Bangladesh Bank gave vote of thanks in the program.

Dr. Md. Habibur Rahman, Executive Director (Research) of Bangladesh Bank presented and explained Monetary Policy Statement 2020-21. A paper titled 'National Budget-2020-21' was presented in the workshop by Dr. Shah Md. Ahsan Habib, Professor and Director (Training) of BIBM on behalf of the research team. Presenters also took part in question-answering session.

Profesor Barkat-e-Khuda, *Ph.D.*, Dr. Muzaffer Ahmad Chair Professor of BIBM; Dr. Mustafa K. Mujeri, Executive Director of Institute for Inclusive Finance and Development (InM) spoke among others.

A good number of participants including senior bank executives, academicians, media representatives, faculty members of BIBM took part in the Facebook live review workshop.

**7. BIBM Faculties in Foreign and Local Programs: July - December, 2020**

➤ Mr. Md. Foysal Hasan, Lecturer attended an E-programme on "Fundamentals of Digital Forensics" organized by Institute of Development and Research in Banking Technology (IDRBT), India

during 7-10 July, 2020.

➤ Ms. Tahmina Rahman, Assistant Professor and Ms. Maksuda Khatun, Lecturer attended a webinar on "Issuance and Management of Sukuk in Bangladesh" organized by Central Shariah Board for Islamic Banks of Bangladesh and International Shariah Research Academy for Islamic Finance (ISRA), Malaysia during 26-29 September, 2020.

➤ Ms. Tahmina Rahman, Assistant Professor attending a six months long program on "Islamic Banking and Finance" organized by Central Shariah Board for Islamic Banks of Bangladesh started from 28 October, 2020.

➤ Ms. Anila Ali, Lecturer attending a six months long program on "Professional Certificate in HR Operation" organized by World Academy for Research and Development started from 21 November, 2020.

**8. BIBM Officer and Staffs in Local Programs: July - December, 2020**

➤ Mr. S. M. Shahinul Islam, P.S. to Director General attending one year long course on "Post Graduate Diploma in Human Resources Management" organized by Bangladesh Institute of Human Resource Management which started from 9 October, 2020.

➤ Ms. Sumona Moqutadar Happy, Office Assistant attended a six months long Diploma program on "Post Graduate Diploma in Human Resource Management" organized by United International University which started from July 10, 2020.

➤ Mr. Abdul Alim, Computer Operator attending a training program on "English Language Proficiency" organized by National Academy for Planning and Development under Ministry of Planning from November 08, 2020 to February 23, 2021.



## Banking and Financial News

### Domestic News

#### Remittance Hits \$21.7b, An all-Time High

Remittance hits an all-time high of \$21.74 billion in December 31, 2020 as migrant workers continued to use formal channels sidestepping the hundi system to send home massive amounts of money. In 2020, the inflow of remittance posted a magnificent growth of 18.59 per cent compared to that in the previous year. Migrant workers remitted USD 2.05 billion in December, 2020 meaning that the inflow crossed the USD 2-billion mark for the fourth straight month. The country's foreign exchange reserve has already surpassed the USD 43 billion mark.

*Source: The Daily Star, January 04, 2021*

#### Bangladesh Bank Relaxes Payment Rules for Availing Foreign Services

Bangladesh Bank yesterday relaxed rules for businesses to remit money in order to avail services from foreign companies. Businesses will be able to send up to 1 per cent of their annual sales as declared in their previous year's income tax return or USD 100,000, whichever is higher. Previously a maximum of 1 per cent of annual sales or USD 100,000 could be remitted without prior approval from the central bank. However, prior permission had to be taken if that 1 per cent amounted to over USD 100,000 as per the previous rules of the BB. In most cases, businesses remit money in the form of audit, certification, testing, training, valuation and consultancy fees.

*Source: The Daily Star, January 05, 2021*

#### Interoperability Across All Financial Systems This Year

The government has taken an initiative to make all accounts of banks, mobile financial services and Payment System Providers (PSP) interoperable this year, a development that will allow people to move funds effortlessly within the financial sector on real-time and at lower costs. The new system -- Interoperable Digital Transaction Platform (IDTP) -- will be set up in the country for this purpose. Transaction through MFS rose 41 per cent year-on-year to Tk. 53,598 crore in November 2020. The issuance of credit cards stood at 16.31 lakh as of

October, up 8.73 per cent year-on-year. The number of debit cards grew 8.70 per cent to Tk. 2.10 crore. The central bank will pilot a study between February 1 and February 14, 2021 to implement the IDTP. Eleven banks, two PSPs and one MFS provider will take part in the piloting. When IDTP will be ready, clients will not require withdrawing money from MFS providers, PSPs and banks as they can easily move money from one channel to another channel. As a result, the money will always circulate in the financial network.

*Source: The Daily Star, January 14, 2021*

#### Private Credit Growth Inches up in December, 2020

Despite demand for loans being suppressed by the ongoing business slowdown, private sector credit growth crept up in December after undergoing a steep descent in the previous two months. The year-on-year credit growth stood at 8.37 per cent in December, up from 8.21 per cent a month earlier, showed data from Bangladesh Bank. In its monetary policy statement for fiscal 2020-21, the central bank set a private sector credit growth target of 11.5 per cent by December last year and 14.8 per cent by June this year. But till date, this has turned out to be far from reality because of the financial meltdown brought on by the coronavirus pandemic.

*Source: The Daily Star, January 25, 2021*

#### Banks Show Lacklustre Performance in Disbursing Farm Stimulus

Banks are still far from meeting the disbursement deadline for farm loans under the associated stimulus package of Tk. 5,000 crore as a third of the fund is yet to be given out. When the package was announced in April last year in the form of a refinance scheme, Bangladesh Bank asked banks to give out the fund by September 30. But they had repeatedly exhibited a poor performance to this end, forcing the central bank to extend the timeframe twice. On December 29, 2020 banks were asked to fulfil their disbursement target by March 31 but they have so far distributed Tk. 3,411 crore, or 68 per cent of the package, according to data from the central bank. A total of 144,903 clients have availed the fund in attempts to make their businesses vibrant.

*Source: The Daily Star, January 31, 2021*

## Repayment Tenure for Term Loans Extended by Two Years

The central bank recently eased the repayment facility for term loans for tens of thousands of borrowers, including industrialists and businesses to help them pay instalments at ease as the pandemic persists. The move comes as the Bangladesh Bank said it was not going to extend the moratorium facility, introduced for all types of borrowers in April last year in response to the devastating crisis, to 2021. Two top bankers hailed the Bangladesh Bank's step and said the relaxation in the repayment terms would help businesses recover smoothly and allow banks and financial institutions to realise loans.

*Source: The Daily Star, February 01, 2020*

## Banks can Give a Maximum of 30pc Dividend for 2020

The banking companies would be able to declare maximum 30 per cent dividend, including 15 per cent cash, for the year ended on December 31, 2020. The Bangladesh Bank (BB) has set the limit for the banks which have at least 15 per cent or more capital, including 2.5 per cent capital conservation buffer against the risk-weighted assets. The banks will also have to maintain necessary provisioning according to a circular issued by BB. The banks having capital from at least 13.5 per cent to 15 per cent would be able to declare maximum 25 per cent dividend, including 12.5 per cent cash, subject to meeting other requirements including provisioning against risk-weighted assets. With having a reserve capital of at least 11.875 per cent, the banks would be able to declare maximum 15 per cent dividend, including 7.5 per cent cash, subject to approval of the central bank. The banks having 12.5 per cent capital will be allowed to declare 12 per cent dividend, including 6.0 per cent cash. The banks with a reserve capital from 11.875 per cent to 12.5 per cent would be able to declare 10 per cent dividend, including 5.0 per cent cash. The banks having reserve capital from 10.625 per cent to 11.875 per cent will be able to declare at best 5.0 per cent stock dividend subject to approval by the central bank. Earlier in May 2020, Bangladesh Bank had announced a dividend policy for the banks for 2019.

*Source: The Financial Express, February 08, 2021*

## Bangladesh Issues Sovereign Sukuk Worth \$463.24m

Bangladesh issued its first-ever sovereign sukuk

worth USD 463.24m, with a total of 39 financial institutions participating in the auction. Bangladesh Bank acted as the Special Purpose Vehicle and Trustee, whilst the government was the originator of the first-ever Sukuk deal. The investors will receive a profit of 4.69 percent on their aggregate investment, as fixed by the central bank. Funds raised will be used for the completion of the government's project for a safe water supply for the whole country to be implemented by the Department of Public Health Engineering. The project is expected to be completed by 30 June 2025.

*Source: <http://asianbankingandfinance.net>*

## BSEC Approves Alternative Trading Board Rules

The Bangladesh Securities and Exchange Commission (BSEC) has approved the rules for alternative trading board keeping the scope of transaction of all type of non-listed securities. As per the rules titled 'Bangladesh Securities and Exchange Commission (Alternative Trading Board) Rules, 2019', all non-listed securities can be included in the board for trading purpose. The non-listed securities which can be transacted are the shares of non-listed companies, any kind of bond, debenture, sukuk, open-ended mutual fund, and alternative investment fund. All kinds of de-listed securities can also be included in the alternative trading board on condition for the purpose of trading. The existing companies of the OTC (over-the-counter) market will also allowed in the alternative trading board on condition to conduct their share trading and the transactions of the said securities will be executed in the form of dematerialized.

*Source: <https://today.thefinancialexpress.com.bd/stock-corporate/bsec-okays-alternative-trading-board-rules-1575393663?date=04-12-2019>*

## Sukuk Auction Sparks Huge Interest in Bangladesh

For the first time, the government is mobilising funds from the financial institutions by issuing the Islamic bond. The Tk. 40 billion Sukuk was over-subscribed nearly four times to Tk. 151.53 billion in its first auction held at the central bank of Bangladesh where a total of 39 institutions-both conventional and Shariah-compliant financial institutions-took part. This is the first bidding for the Tk. 80 billion Sukuk, the next auction for the remaining Tk 40 billion will be held on June 28, 2021. The Sukuk has been distributed proportionately to the participating

institutions where each gets on an average 25 per cent of their buy-orders and the denomination of each Sukuk is Tk. 10,000. Any Islamic-minded individuals, institutions, even those who respect the Shariah business values can purchase it and there is no upper limit. Investors will receive 4.69 per cent yield on their aggregate investments on a semi-annual basis. The government will raise Tk. 80 billion for the implementation of a safe water supply project titled "Safe Water Supply for the Whole Country" which will start from January 01, 2021.

**Source:** <https://today.thefinancialexpress.com.bd/public/first-page/govts-sukuk-auction-sparks-huge-interest-1609175563>

### **Bangladesh Bank Selects 30 Bonds for Benchmarking**

As part of the latest move to develop a secondary market for the government securities, Bangladesh Bank has selected 30 treasury bonds for benchmarking. In this process, it took the ones, which are frequently traded or auctioned in large volume, out of the total 269 active treasury bonds. Of all bonds, 30 have the most representation. Setting up of such benchmark is expected to help the Primary Dealer (PD) banks to quote in two ways (buy-sell) to the parties concerned. This move will also help determining the yield curve of the fixed-income instruments, and such yield curve again will help fix the coupon rate for the corporate bonds.

**Source:** <https://today.thefinancialexpress.com.bd/public/first-page/bb-selects-30-bonds-forbenchmarking-1605031130>

### **SCB First Bank to Issue Tk. 8.50b Zero Coupon Bond**

Standard Chartered Bank (SCB) has received all the regulatory approvals for issuing BDT 8.50 billion Zero Coupon Bond, the first Zero Coupon Bond issued by a foreign bank in Bangladesh. It's issue is a non-convertible, unsecured, fully redeemable, zero coupon bond and the maturity period for the product will be 5 years from the date of issue. Green Delta Insurance Company Limited will act as the trustee for this issue. The funds raised will support the Bank's overarching mission of being a partner in progress to the nation. It is expected that the issue will encourage greater participation of the country's leading corporates, state-owned enterprises, and municipalities in the debt capital, devising optimal financing strategies which will help them grow and

prosper sustainably. Standard Chartered's initiative of issuing its first corporate bond is commendable and will contribute towards setting the right direction for capital markets.

**Source:** <https://today.thefinancialexpress.com.bd/stock-corporate/scb-first-bank-to-issue-tk-850b-zero-coupon-bond-1601734583?date=04-10-2020>

## **International News**

### **Nearly One in Five Australians has a Digital-only Bank Account**

Nearly one in five Australians (18%), or 3.5 million people, now holds a digital bank or neobank account study by Finder.com. Digital banking adoption is up 9 percentage points (ppt) from last year, likely due to a preference for online banking throughout the COVID-19 pandemic and the search for higher returns on savings rates, the study noted. Men are currently more likely to have a neobank account than women, at 21% of men vs 15% of women having a digital-only account. Generation-wise, 28% of Gen Z have a neobank account compared to 21% of Millennials, 16% of Gen X, and 8% of Baby Boomers. Meanwhile, non-users have also indicated interest in a neobank account if given the right conditions. Notably, 26% or over a quarter of all Australians said they would consider opening a neobank account if it offers a higher savings rate. Other possible drivers of adoption include the convenience of online banking (69%), ease of transferring funds (39%), and free overseas transactions (35%).

**Source:** <http://asianbankingandfinance.net>

### **China Tightens Watch over Financial Activities on Internet Platforms**

The China Banking and Insurance Regulatory Commission (CBIRC) will strengthen supervision over financial activities by banks and insurers with internet platforms. There needs to be closer inspection of the development of "financial cooperation activities" between banks and insurers, and internet platforms. It will also urge large banks to provide risk management tools and models to smaller banks, and to work to eliminate financial risks and keep China's macro leverage ratio stable. The regulator has already warned consumers to guard against borrowing spurred by internet finance platforms that hide the real costs of such debt. In addition, it has banned commercial lenders from using third-party internet platforms to sell deposit

products, including those relating to fixed-term deposits.

*Source: <http://asianbankingandfinance.net>*

### **Chinese Central Bank Mulls Tougher Antitrust Rules for Non-bank Payment Firms**

The People's Bank of China (PBOC) is looking to boost antitrust measures for companies in the non-bank payments industry such as Ant's Alipay and Tencent's WeChat Pay. Under proposed draft rules, the central bank can advise the state council's antitrust committee to stop companies abusing their dominant position or even break up a non-bank institution if it "severely hinders the healthy development of the payment service market". The move coincides with a wider government clampdown on the financial activities of Chinese tech giants amidst growing concern over the risk of financial contagion resulting from their empire building. The PBOC will hold talks with institutions over their market dominance once a single player's market share reaches a third of the total non-bank payments industry or when the market share of two players combined reaches half of the total. It will also identify institutions as having a monopoly once a single player garners more than half of the market in nationwide electronic payments, which also includes online and mobile banking payments.

*Source: <http://asianbankingandfinance.net>*

### **Emerging Markets' Banks to Face Three Main Risks in 2021**

Banking systems of the largest emerging markets face three main risks in 2021 amidst the ongoing battle against the COVID-19 pandemic and its ill-effects to their local economies. Emerging markets studied by S&P include China, India, Indonesia, Malaysia, Philippines, and Thailand. One risk is the expected deterioration in asset quality indicators as regulator forbearance measures are lifted. Notably, loan moratoriums in many markets, particularly Malaysia, have been lifted late last year or will be lifted by early 2021. Banks are expected to face delayed negative impact in their loan books and non-performing loan ratios to make up for a challenging year ahead. Other major risks are the volatile geopolitical environment and, in some cases, domestic policy uncertainty; and, for a few banks in EM's, the vulnerability to abrupt movements in capital flows.

*Source: <http://asianbankingandfinance.net>*

### **European Stocks Head for Positive Open**

European stocks are expected to open higher as global markets reflect positive investor sentiment that an economic recovery, following the pandemic and a U.S. stimulus agreement, is not too far away. U.S. stock futures rose after the equity market kicked off the week with a bounce-back session. Market focus remains on the retail trading frenzy that has taken place over the last couple of weeks in stocks shorted by hedge funds. European markets are also focused on coronavirus developments and hopes that the EU will soon receive more vaccine supplies, after several weeks of disappointments and disagreements with vaccine makers, over the lack of supplies, mainly due to production issues.

*Source: <https://www.cnbc.com/2021/02/02/european-stock-futures-market-sentiment-rises-on-recovery-hopes.html>*

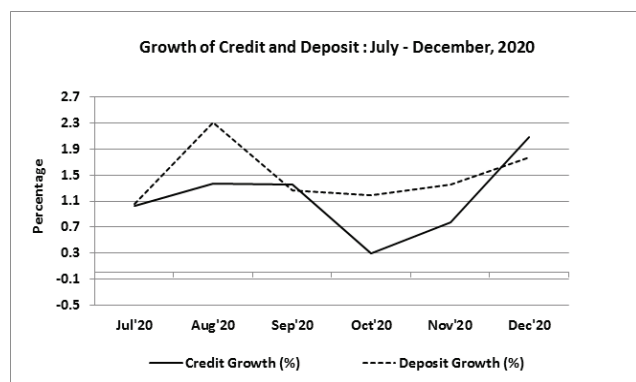
### **Asian Equities See Outflows on Worries Over Valuations**

Foreigners turned net sellers of Asian equities recently, after three consecutive months of buying, as they booked profits amid worries over rising coronavirus cases and lofty stock valuations. Overseas investors were net sellers of a combined total of USD 5.52 billion in South Korean, Taiwanese, Philippine, Thai, Indian, Vietnamese and Indonesian stocks. Indian and Indonesian equities lured USD 2.66 billion and USD 1.1 billion, respectively, in inflows last month. Market observes that investors are moving towards markets such as ASEAN countries, which lagged in price performance last year and there is some rotation between markets going on.

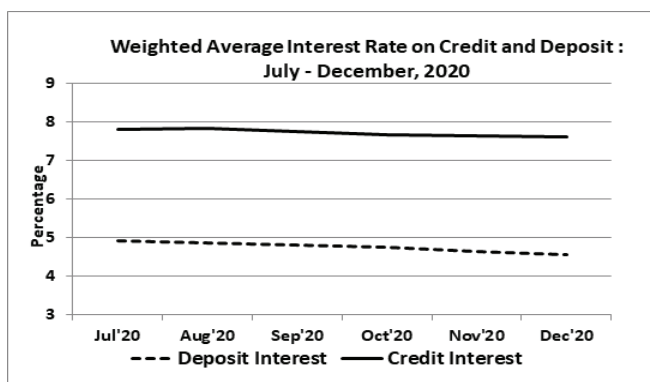
*Source: <https://www.reuters.com/article/asia-markets-flows/graphic-asian-equities-see-outflows-in-jan-on-worries-over-valuations-covid-19-cases-idUSL4N2K72B6>*



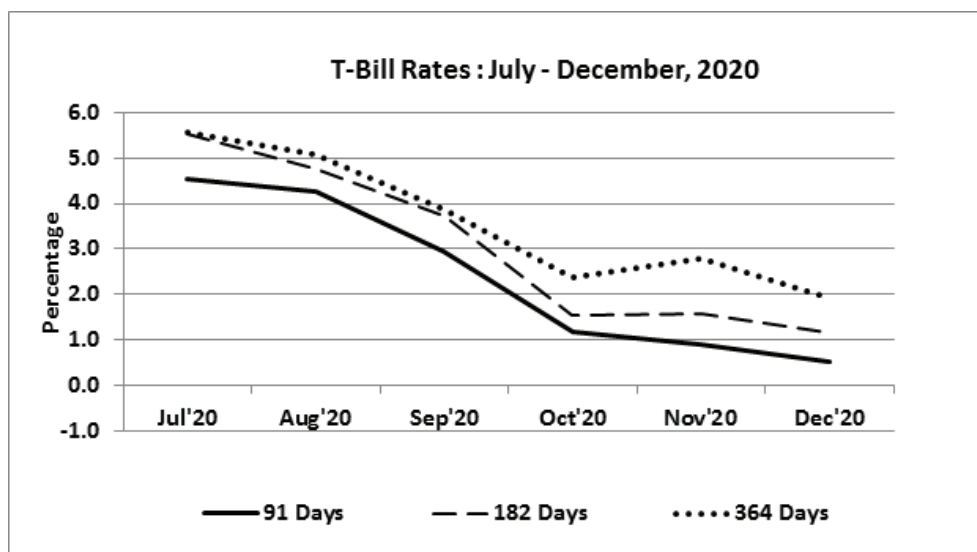
## PICTORIAL VIEW OF BANKING AND FINANCIAL INFORMATION



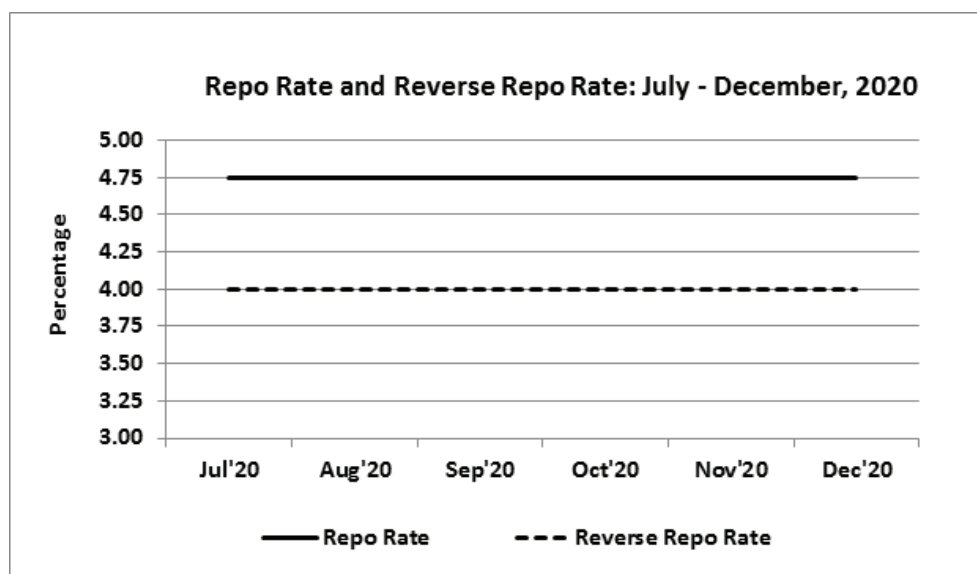
Source: [www.bb.org.bd](http://www.bb.org.bd)



Source: [www.bb.org.bd](http://www.bb.org.bd)



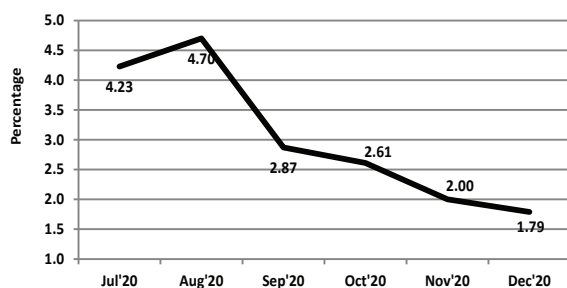
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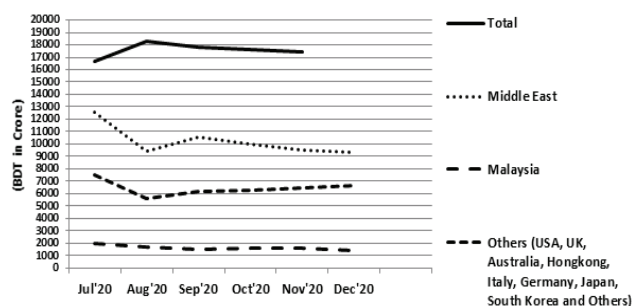
## PICTORIAL VIEW OF BANKING AND FINANCIAL INFORMATION

Call Money Rate : July - December, 2020



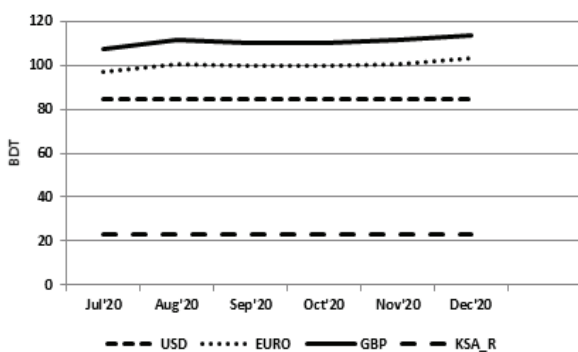
Source: www.bb.org.bd

Wage Earners' Remittance : July - December, 2020



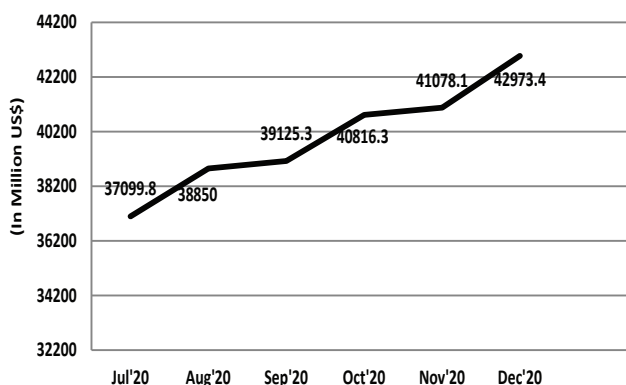
Source: www.bb.org.bd

Exchange Rates of USD, EUR, GBP and KSA\_R in Terms of BDT :  
July - December, 2020



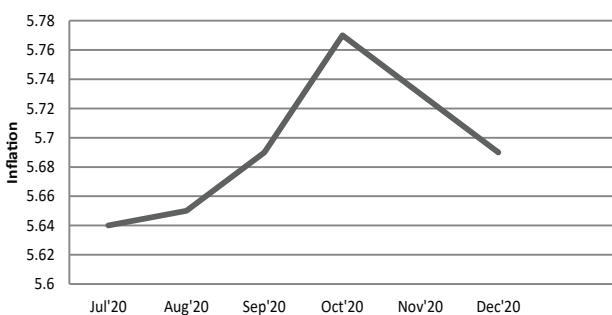
Source: www.bb.org.bd

Foreign Exchange Reserve : July - December, 2020



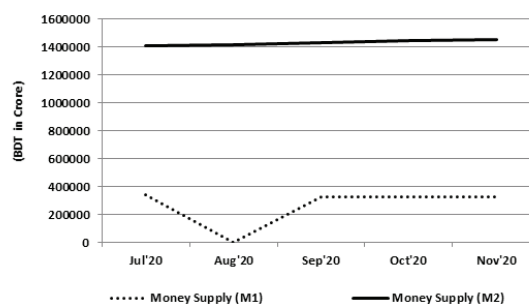
Source: www.bb.org.bd

Inflation: July - December, 2020



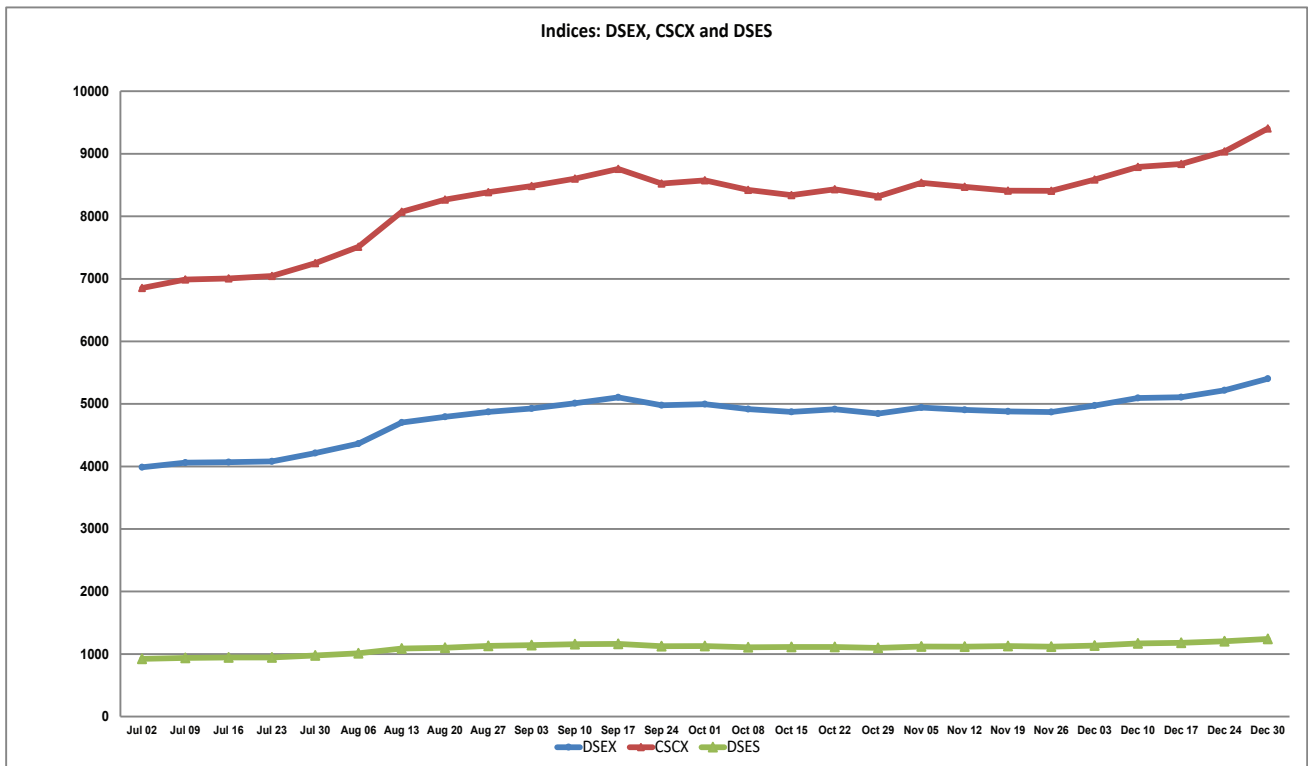
Source: www.bb.org.bd

Money Supply : July - November, 2020

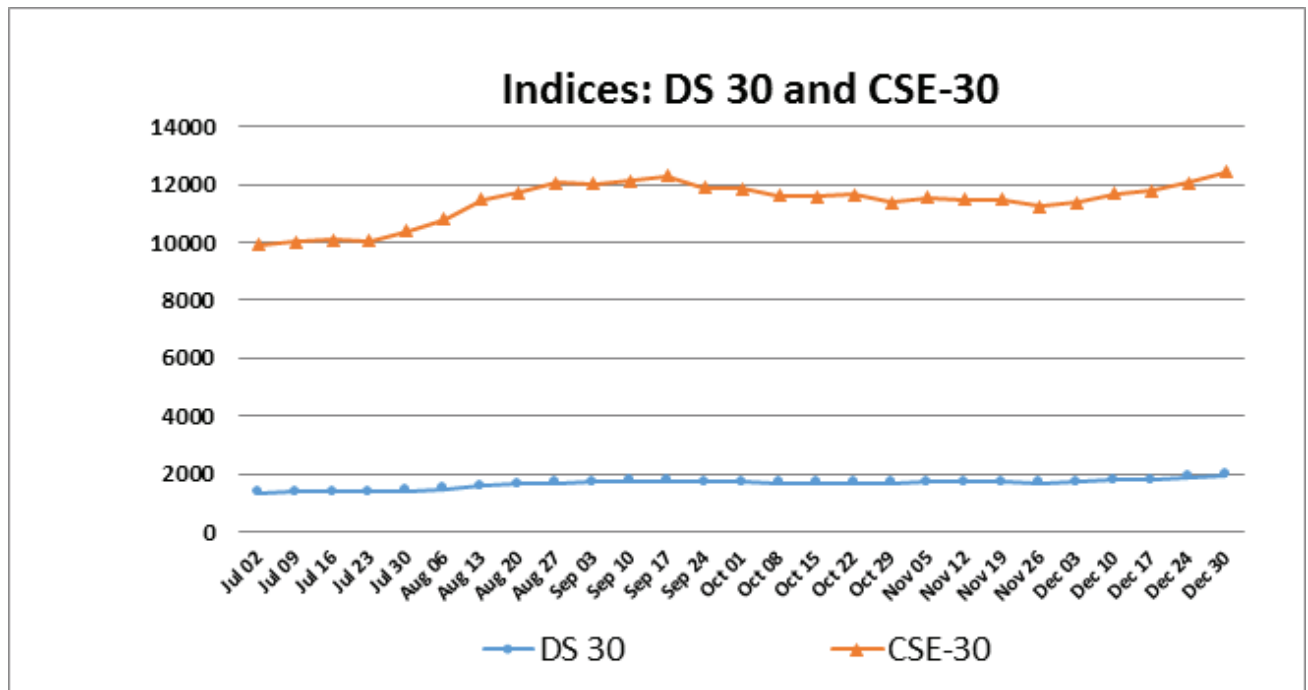


Source: www.bb.org.bd

## PICTORIAL VIEW OF BANKING AND FINANCIAL INFORMATION



Source: [www.thefinancialexpress.com](http://www.thefinancialexpress.com)



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**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK  
(July - December, 2020)**

Circular/ Circular Letter No.	Subject and Title	Date
<b>Agricultural Credit Department (ACD)</b>		
ACD Circular Letter No. 03	Refinance scheme of 5000 crore taka for providing working capital in agriculture sector due to break-out of Novel Corona Virus.	29/12/20
ACD Circular Letter No. 02	Refinance scheme of 5000 crore taka for providing working capital in agriculture sector due to break-out of Novel Corona Virus.	20/09/20
ACD Circular Letter No. 01	Strengthening agricultural loan disbursement among the three hill tract people of country.	29/07/20
ACD Circular No. 4	Agriculture loan facility for the flood affected farmers.	23/07/20
ACD Circular No. 03	Agricultural & Rural Credit Policy and Program for the FY 2020-2021.	22/07/20
<b>Banking Regulation and Policy Department (BRPD)</b>		
BRPD Circular Letter No. 63	Loan Classification and Provisioning.	31/12/20
BRPD Circular Letter No. 61	Conversion of NRB Global Bank Ltd. to Islamic Bank renaming as "Global Islami Bank Ltd".	31/12/20
BRPD Circular Letter No. 62	Conversion of Standard Bank Ltd. to Islamic Bank.	31/12/20
BRPD Circular Letter No. 59	Loan Classification.	30/12/20
BRPD Circular Letter No. 60	Providing documents for taking prior approval for appointing/reappointing directors of the banking companies.	30/12/20
BRPD Circular No. 19	Providing Loan and Credit Card Facilities to IT Freelancers having virtual ID Card.	27/12/20
BRPD Circular Letter No. 57	Abolition of requirement to use the general seal of the Company.	15/12/20
BRPD Circular Letter No. 58	Scheduling of "CITIZENS BANK PLC".	15/12/20
BRPD Circular Letter No. 56	Loan Classification.	10/12/20
BRPD Circular Letter No. 55	Prohibiting presence of non-member at bank's Board Meetings.	12/11/20
BRPD Circular Letter No. 54	Signature of CEOs/Managing Directors of banks in the statements/reports for regular submission to the Central Bank.	03/11/20
BRPD Circular Letter No. 53	Enhancement of working capital facilities under stimulus packages for industrial and service sector companies affected from the Novel Corona Virus (COVID-19) outbreak.	29/10/20
BRPD Circular Letter No. 52	Loan Classification and Provisioning.	20/10/20
BRPD Circular Letter No. 51	Financial stimulus package to mitigate probable economic impact due to breakout of Novel Corona Virus (COVID-19).	18/10/20
BRPD Circular No. 18	To Allocate a Particular Number for Banking Diploma Examination, Part-1 and Part-2 in the Promotion Policy of Bank Officers.	13/10/20



**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

BRPD Circular Letter No. 50	To include all industries of BEZA/BEPZA/Hi-Tech Park under stimulus packages declared by the Government due to breakout of Novel Corona Virus (COVID-19).	01/10/20
BRPD Circular Letter No. 48	Determination of risk weight against investments in different forms of Alternative Investment.	29/09/20
BRPD Circular Letter No. 49	Loan Rescheduling of Leather Sector for the Purpose of Purchasing Raw Hides.	29/09/20
BRPD Circular No. 17	Loan Classification.	28/09/20
BRPD Circular Letter No. 47	Fixing Rate of Interest/Profit on Credit Card.	24/09/20
BRPD Circular Letter No. 46	L/C Margin for Onion Import.	17/09/20
BRPD Circular Letter No. 45	Regarding registration of textile Industries including buying houses under The Textile Act, 2018.	03/09/20
BRPD Circular Letter No. 44	Ensuring proper utilization of loan.	02/09/20
BRPD Circular Letter No. 43	Avoidance of the increasing trend of rate of interest on existing loan account.	31/08/20
BRPD Circular Letter No. 42	Refinance Scheme for Pre-Shipment Credit to Mitigate the Crisis due to Novel Coronavirus.	23/08/20
BRPD Circular Letter No. 41	Directives to Prevent Outbreak of Corona Virus Disease 2019 (COVID-19).	18/08/20
BRPD Circular Letter No. 40	Account Opening Form & KYC Profile of the Banks.	30/07/20
BRPD Circular Letter No. 39	Extension of Banking Hour as well as Keeping the Bank Branches Open in the Dhaka.	27/07/20
BRPD Circular Letter No. 38	Refinance Scheme for Pre-Shipment Credit to Mitigate the Crisis due to Novel Coronavirus.	22/07/20
BRPD Circular No. 16	Loan Classification and Provisioning for Cottage, Micro and Small Credits under CMSME.	21/07/20
BRPD Circular Letter No. 37	Loan Rescheduling of Leather Sector for the Purpose of Purchasing Raw Hides.	20/07/20
BRPD Circular Letter No. 36	Loan Rescheduling of Leather Sector for the Purpose of Purchasing Raw Hides.	09/07/20
BRPD Circular No. 15	Loan Rescheduling of Leather Sector for the Purpose of Purchasing Raw Hides.	05/07/20
BRPD Circular Letter No. 35	Implementation of stimulus packages declared by Bangladesh Bank.	02/07/20
<b>Department of Communications and Publications (DCP)</b>		
DCP Circular No. 03	Distribution of Art Collection of Bangladesh Bank-Paintings, Murals, Sculpture.	14/07/20
<b>Department of Currency Management (DCM)</b>		
DCM Circular Letter No. 02	Providing note detecting services by the officials of scheduled banks to the cattle traders in "Qurbani haat" for prevention of fake notes.	23/07/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
(July - December, 2020)

<b>Department of Financial Institutions and Markets (DFIM)</b>		
DFIM Circular Letter No. 09	Revision of Guidelines on Stress Testing for Non-Banking Financial Institutions.	21/12/20
DFIM Circular Letter No. 08	Name change of Reliance Finance Limited to Aviva Finance Limited.	19/11/20
DFIM Circular Letter No. 07	Instruction to take necessary measures to facilitate casting of vote by the voter employees of the related constituents.	11/11/20
DFIM Circular Letter No. 06	Regarding Loan/Lease/Advance Classification for Financial Institutions.	01/11/20
DFIM Circular Letter No. 05	Regarding Loan/Lease/Advance Classification for Financial Institutions.	26/08/20
DFIM Circular Letter No. 04	Regarding extension of term to maturity of term loans and leases for Financial Institutions.	09/08/20
<b>Deposit Insurance Department (DID)</b>		
DID Circular Letter No. 01	Regarding Submission of Information for Deposit Insurance Premium Assessment in Edited Format.	23/12/20
<b>Debt Management Department (DMD)</b>		
DMD Circular Letter No. 09	Amendment of NRB Bond Rules.	21/12/20
DMD Circular Letter No. 10	Amendment of Sanchaypatra Rules & Policy.	20/12/20
DMD Circular Letter No. 08	Issuance of Duplicate of Lost, Stolen, Destroyed or Damaged Sanchaypatra through National Saving Scheme Online Management System.	06/12/20
DMD Circular Letter No. 07	Regarding amendment of Sanchaypatra Rules, 1977 (Amended upto 23 May, 2015).	30/11/20
DMD Circular No. 06	Selection of Benchmark Government Securities and Two-Way Price Quoting.	10/11/20
DMD Circular No. 05	Guidelines on Sukuk Issue and Management under Shariah Based Investment Contract.	21/10/20
DMD Circular Letter No. 06	Regarding auto reinvestment in 5-years term Bangladesh Schanchaypatra.	10/09/20
DMD Circular Letter No. 05	Regarding Further Clarification of the Rule related to "Eligibility for purchase of Wage Earner Development Bond (WEDB)".	07/09/20
DMD Circular No. 4	Formation of "Government Securities Investment Window" for providing clential services of Treasury Bills and Bonds.	21/07/20
<b>Department of Off-Site Supervision (DOS)</b>		
DOS Circular Letter No. 41	Keeping scheduled bank branches open on 31/12/2020 for facilitating submission of nomination paper of related Pourashava areas.	30/12/20
DOS Circular Letter No. 40	Instruction to take necessary measures to facilitate casting of vote by the voter employees of the related areas.	27/12/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK  
(July - December, 2020)**

DOS Circular Letter No. 39	Intermission of some Banking Services & Operations of Standard Bank Ltd. due to Migration from Conventional CBS to Islamic CBS.	24/12/20
DOS Circular Letter No. 38	Instruction to take necessary measures to facilitate casting of vote by the voter employees of the related areas.	08/12/20
DOS Circular Letter No. 37	Keeping scheduled bank branches OPEN at Sitakunda Municipality area on 27-28th November 2020 Friday and Saturday for facilitating submission of nomination paper.	26/11/20
DOS Circular Letter No. 36	Holidays of the year 2021.	12/11/20
DOS Circular Letter No. 35	Instruction to take necessary measures to facilitate casting of vote by the voter employees of the related constituents.	11/11/20
DOS Circular Letter No. 34	Submission of Market Disclosure (Pillar-3) under the Guidelines on Risk Based Capital Adequacy (RBCA).	10/11/20
DOS Circular Letter No. 33	Keeping scheduled bank branches closed in the election area on 29th October, 2020 Thursday for the occasion of General Election/By-Election of various Union Parishads.	28/10/20
DOS Circular Letter No. 32	DOS Circular Letter No. 32: Intermission of Banking Services of Mutual Trust Bank Ltd. due to Migration to New Core Banking Software.	22/10/20
DOS Circular Letter No. 31	Keeping scheduled bank branches closed in the election area on 20th October, 2020 Tuesday for the occasion of General Election/By-Election of various Union Parishads and Upazila Parishads.	19/10/20
DOS Circular Letter No. 30	Modification of Basel III related Rationalised Input Template (RIT).	18/10/20
DOS Circular Letter No. 29	Keeping scheduled bank branches closed in the election area on 17th October 2020 Saturday for Election of 51 Naogaon-6 and 178 Dhaka-5 of Eleven National Parliament.	14/10/20
DOS Circular Letter No. 28	Keeping scheduled bank branches closed in the election area on 10th October 2020 Saturday for General/By-Election of Union Parishads, Pourashavas & Upazilla Parishad.	08/10/20
DOS Circular Letter No. 27	Constitution of Special Fund for Capital Market and Investment Policy.	24/09/20
DOS Circular Letter No. 26	Keeping scheduled bank branches closed in the election area on 26th September 2020 Saturday for Election of 71 Pabna-4 of National Parliament.	22/09/20
DOS Circular Letter No. 25	Regarding Refinance Scheme against Stimulus Packages for Large Industry and Service sector.	06/08/20
DOS Circular Letter No. 24	Policy Regarding Investment in Equity Shares of Private Infrastructure Companies under DOS Circular no-03/2019 by the Scheduled banks.	30/07/20
DOS Circular Letter No. 23	Keeping branches of scheduled banks open in specified areas on 31 July, 2020.	28/07/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

DOS Circular Letter No. 22	Keeping branches of scheduled banks open in specified areas on 25 July 2020.	22/07/20
DOS Circular Letter No. 21	Keeping scheduled bank branches closed in the election area on 14th July 2020 Tuesday for Election of 36 Bogura-1 and 90 Jashore-6 of National Parliament.	13/07/20
<b>Equity and Entrepreneurship Fund Unit (EEF)</b>		
EEF Circular Letter No. 01	Submission of EOI for establishment of Food Processing & Agro-based and ICT Projects under Entrepreneurship Support Fund' (ESF) Loan.	27/09/20
<b>Foreign Exchange Investment Department (FEID)</b>		
FEID Circular Letter No. 02	Addendum for the Operating Guidelines for Two-Step Loan (TSL) Component of Foreign Direct Investment Promotion Project (FDIPP) in Bangladesh.	20/12/20
<b>Foreign Exchange Policy Department (FEPD)</b>		
FEPD Circular No. 53	Discontinuation of submission of Returns/Statements to Bangladesh Bank.	21/12/20
FEPD Circular No. 52	Business-to-Consumer export through sales orders received on internet.	21/12/20
FEPD Circular Letter No. 41	Import of Ophthalmic Medical Equipment including Intraocular Lens on deferred/usance basis.	03/12/20
FEPD Circular Letter No. 40	Cash incentive against wage earners' remittances sent through legal channels.	02/12/20
FEPD Circular No. 50	Remittance against current account transactions.	19/11/20
FEPD Circular No. 51	Outward remittances on account of software maintenance/support fees.	19/11/20
FEPD Circular No. 49	Relaxation of foreign exchange regulations for trade transactions - extended facilities.	18/11/20
FEPD Circular No. 48	Collection of Demurrage, Detention, Handling or equivalent charges by the foreign shipping lines/their agents for calculation of their remittable surplus.	17/11/20
FEPD Circular Letter No. 39	Repatriation of balances held in foreign currency accounts.	17/11/20
FEPD Circular Letter No. 38	Temporary accounts for foreign investment in Export Processing Zones (EPZs) and Economic Zones (EZs).	29/10/20
FEPD Circular No. 47	Interest rate on borrowing from Export Development Fund (EDF).	28/10/20
FEPD Circular No. 46	Import of Gold Jewellery	21/10/20
FEPD Circular No. 45	Submission of Application for Export subsidy/Cash incentive.	20/10/20
FEPD Circular No. 42	Waiver of quarterly repayments against imports permissible under supplier's/buyer's credit.	06/10/20
FEPD Circular No. 43	Relaxation of foreign exchange regulations for trade transactions - extended facilities.	06/10/20



**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

FEPD Circular No. 44	Refinancing for imports against usance back to back LCs.	06/10/20
FEPD Circular Letter No. 37	Transfer of fund upto 0.03% against export proceeds of 100% export oriented garment industries to Central Fund (RMG sector) A/C maintained at Sonali Bank Ltd, Ramna Corporate Branch.	05/10/20
FEPD Circular No. 41	Repatriation of royalty, technical know-how and technical assistance fees of industrial enterprises in Domestic Processing Areas (DPAs) of Economic Zones (EZs).	04/10/20
FEPD Circular Letter No. 35	Instructions to be followed for sending application to Bangladesh Bank.	30/09/20
	FEPD Circular Letter No. 36: Cash incentive against wage earners' remittances sent through legal channels.	30/09/20
FEPD Circular No. 40	Use of international cards for travels outside Bangladesh.	24/09/20
FEPD Circular Letter No. 34	Cash incentive against wage earners' remittances sent through legal channels.	23/09/20
FEPD Circular No. 38	Import of Onion on deferred/usance basis.	21/09/20
FEPD Circular Letter No. 33	Appointment of Audit firm for Cash incentive/Export subsidy in textile and other sectors.	21/09/20
FEPD Circular No. 39	Export subsidy/Cash incentive for the financial year 2020-2021	21/09/20
FEPD Circular Letter No. 32	Use of international cards (ICs) for online payments - clarification.	20/09/20
FEPD Circular No. 37	Transfer of remunerations to Foreign Currency (FC) accounts in the names of foreign nationals employed in exporting companies in Bangladesh.	15/09/20
FEPD Circular Letter No. 31	"Cash incentive against wage earners' remittances sent through legal channels.	10/09/20
FEPD Circular No. 36	Export Development Fund (EDF)-relaxation.	27/08/20
FEPD Circular No. 35	Export subsidy for SME in textile/RMG sectors.	25/08/20
FEPD Circular Letter No. 30	Release of foreign exchange for online study abroad.	23/08/20
FEPD Circular No. 34	Payment of fees for webinar solution services to conduct virtual meetings.	23/08/20
FEPD Circular No. 33	Investment in 'Open-End Mutual Fund' by Non-resident Investors (Foreigners and NRBs) through Non-Resident Investor's Taka Accounts (NITAs).	20/08/20
FEPD Circular Letter No. 29	Appointment of Audit firm for Cash incentive/Export subsidy in textile and other sectors.	12/08/20
FEPD Circular No. 32	Deposit products for Non-Resident Bangladeshis (NRBs) working abroad.	09/08/20
FEPD Circular Letter No. 28	Working capital loans from abroad by foreign owned/controlled companies.	29/07/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

FEPD Circular Letter No. 27	Payment in foreign exchange against local supply of goods.	29/07/20
FEPD Circular No. 31	Outward remittances on account of shipment tracking charges.	26/07/20
FEPD Circular No. 30	Relaxation of foreign exchange regulations for trade transactions - extended facilities.	23/07/20
FEPD Circular No. 28	Disposal of IMP Form after matching with bill of entry (B/E) electronically.	21/07/20
FEPD Circular No. 29	Remittances of dividend to non-resident shareholders.	21/07/20
FEPD Circular Letter No. 26	Access to finance from domestic sources against overseas guarantees.	21/07/20
FEPD Circular No. 27	Export subsidy against the export of Light engineering products in advance TT.	14/07/20
FEPD Circular No. 26	Transactions relating to foreign direct investment in Bangladesh.	07/07/20
<b>Foreign Exchange Operation Department (FEOD)</b>		
SPA Circular No. 01	Remittance of surplus earnings by foreign airlines operating in Bangladesh.	03/09/20
FEOD Circular Letter No. 01	Regarding Submission Hard Copy of Licenced Money Changer's (MCs) Transactions.	30/07/20
<b>Financial Inclusion Department (FID)</b>		
FID Circular Letter No. 02	Refinance Scheme for the COVID-19 affected low income professionals, farmers and holders of small and marginal businesses.	09/11/20
FID Circular Letter No. 01	Refinance Scheme for the COVID-19 affected low income professionals, farmers and holders of small and marginal businesses.	27/09/20
FID Circular No. 02	Disbursement of cash assistance to 50 Lac COVID-19 affected families during Mujibborsho.	06/07/20
<b>Investment Promotion &amp; Financing Facility II (IPFF II) Project Cell</b>		
IPFF II Circular No. 01	Amendment of Operations Manual (OM) for the Investment Promotion and Financing Facility II (IPFF II) Project.	05/07/20
<b>Integrated Supervision Management Department (ISMD)</b>		
ISMD Circular No. 01	Master Circular Regarding Submission of Data for Integrated Supervision System (ISS).	07/09/20
<b>Monetary Policy Department (MPD)</b>		
MPD Circular No. 05	Re-fixation of Repo and Reverse Repo interest rates of Bangladesh Bank.	29/07/20
MPD Circular No. 06	Re-fixation of Bank Rate.	29/07/20
<b>Payment Systems Department (PSD)</b>		
PSD Circular No. 09	About Opening of Personal Retail Account.	16/11/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

PSD Circular No. 08	Bangladesh Electronic Funds Transfer Network (BEFTN) Operating Rules.	28/10/20
PSD Circular No. 07	Launching Interoperable transactions among banks and MFS providers through National Payment Switch Bangladesh (NPSB).	22/10/20
PSD Circular Letter No.12	Properly Informing Customers about Type and Charges of Mobile Financial Services (MFS).	15/10/20
PSD Circular Letter No.11	To revise the transaction limit in Internet Banking Fund Transfer (IBFT) through NPSB.	06/09/20
PSD Circular No. 06	Ensuring uninterrupted ATM, POS, e-PG, and MFS services during the Eid-ul-Adha vacation.	29/07/20
<b>SME &amp; Special Programmes Department (SMESPD)</b>		
SMESPD Circular Letter No.16	Special loan/investment facility of BDT20,000 crore provided to CMSME sector affected by Novel Corona Virus (COVID-19) pandemic.	26/11/20
SMESPD Circular Letter No.14	Special loan/investment facility provided to CMSME sector affected by Novel Corona Virus (COVID-19) pandemic.	19/11/20
SMESPD Circular Letter No. 15	Regarding an addendum of credit facility for COVID-19 related investments to RMG factories under Social-Upgradation of SREUP.	19/11/20
SMESPD Circular No. 04	Manual of Credit Guarantee Scheme.	03/11/20
SMESPD Circular Letter No.13	Special loan/investment facility provided to CMSME sector affected by Novel Corona Virus (COVID-19) pandemic.	01/11/20
SMESPD Circular Letter No.12	Special loan/investment facility provided to CMSME sector affected by Novel Corona Virus(COVID-19) pandemic.	28/10/20
SMESPD Circular Letter No.11	Availing refinance facility against loan/investment disbursed to CMSME sector.	21/10/20
SMESPD Circular Letter No.10	Refinance Scheme for providing working capital loan/investment facility to CMSME sector affected by COVID-19 pandemic.	28/09/20
SMESPD Circular Letter No.09	Monitoring of CMSME loan/investment disbursed under stimulus package for COVID-19.	21/09/20
SMESPD Circular Letter No.08	Special Loan or Investment facility for CMSME sector affected by COVID-19 pandemic.	03/09/20
SMESPD Circular Letter No.07	Special Loan or Investment facility for CMSME sector affected by COVID-19 pandemic.	31/08/20
SMESPD Circular No.03	Credit Guarantee Scheme for Cottage, Micro and Small Enterprises.	27/07/20
SMESPD Circular Letter No. 06	Making Loan/Investment Application more Borrower Friendly for CMSME Entrepreneur.	23/07/20

**CIRCULARS AND CIRCULAR LETTERS OF BANGLADESH BANK**  
**(July - December, 2020)**

Sustainable Finance Department (SFD)		
SFD Circular No. 05	Sustainable Finance Policy for Banks and Financial Institutions.	31/12/20
SFD Circular No. 06	Sustainability Rating for Banks and Financial Institutions.	
SFD Circular Letter No. 05	Regarding Green Finance Target.	09/09/20
SFD Circular Letter No. 04	Refinance Scheme for Pre-Shipment Credit to Mitigate the Crisis due to Novel Corona Virus.	27/08/20
SFD Circular No. 04	Guidance Note for on-lending/refinancing under Green Transformation Fund (GTF).	28/07/20
SFD Circular No. 03	Refinancing/on lending scheme of USD 200 million and Euro 200 million under Green Transformation Fund(GTF).	08/07/20
Second Small and Medium Sized Enterprise Development Project (SMEDP-2)		
SMEDP-2 Circular Letter No. 01	Reduction of Interest Rate under Second Small and Medium Sized Enterprise Development Project (SMEDP2).	23/11/20

**Source:** <https://www.bb.org.bd/mediaroom/circulars/circulars.php>



## Certification Programs of BIBM



### About the Programs

BIBM, a national Training, Research, Consultancy and Education institute on banking and finance, offers Certification Programs to develop capacities of the professional bankers on certain specialized and concerning areas of banking and finance. It launched its first joint certification program 'Certified Expert in Risk Management (CERM)' with the Frankfurt School of Finance and Management of Germany in 2015 targeting mainly to enhance capacity of the bank executives on risk management. For enhancing capacity of the bank executives working in credit and trade services areas or departments, BIBM launched two certification programs titled 'Certified Expert in Credit Management (CECM)' and 'Certified Expert in Trade Services (CETS)' since 2018. To address the needs of professional skills and concerns on e-banking, money laundering, and financial crimes, BIBM added two certification ventures with the titles 'Certified Expert in E-Banking (CEEB)' and 'Certified Expert in Anti-Money Laundering and Financial Crime (CEAF)' from 2019. Besides, BIBM has also been offering two joint certification programs with Moody's Analytics since 2019 titled "Certified Expert in Commercial Credit (CICC)" and "Certified Expert in SME Credit (CiSMEC)".

### Certified Expert in Credit Management (CECM)

Capacity building needs of the bankers on credit management is a crucial area to address in Bangladesh. 'Certified Expert in Credit Management (CECM)' has been introduced to enhance capacity of the banking industry of the country by creating expert human resources in the area of credit management. It is a six months program that combines three months online and three months offline packages. The program is particularly suitable for the bankers working in the credit and the related departments of banks or bankers want to be associated with credit management activities of banks.

### Certified Expert in Anti-Money Laundering and Financial Crime (CEAF)

Increasing financial crime and addressing money laundering are amongst the most critical challenges of the banking industry. 'Certified Expert in Anti-Money Laundering and Financial Crime (CEAF)' targets to improve knowledge and skills of the professional bankers in the area of financial crime and money laundering challenges. It is a six months program that combines three months online and three months offline packages. The program is particularly suitable for the current or prospective Anti-Money Laundering Compliance Officers of banks.

### Certified Expert in Trade Services (CETS)

Offering effective and efficient trade services is becoming challenging day by day. 'Certified Expert in Trade Services (CETS)' has been introduced to enhance capacity of the banking sector of the country by creating expert human resources in the area of trade services. It is a six months program that combines three months online and three months offline packages. The program is particularly suitable for the bankers working in the trade services departments of banks; or bankers who want to associate with trade services activities of banks.

### Certified Expert in E-Banking (CEEB)

Offering safe and efficient electronic and online banking is becoming essential and challenging day by day. 'Certified Expert in E-Banking (CEEB)' targets to enhance capacity of the banking sector of the country by creating expert human resources in the area of e-banking. It is a six months program that combines three months online and three months offline packages. The program is particularly suitable for the bankers working in the e-banking or related departments of banks; or bankers want to be associated with e-banking or online banking services.

## Certified Expert in Risk Management (CERM)

*(Jointly with Frankfurt School of Finance and Management, Germany)*

BIBM in association with Frankfurt School of Finance and Management of Germany introduced 'Certified Expert in Risk Management (CERM)' targeting mainly to enhance capacity of the bank executives on risk management constituting all key banking risks-credit risk, operational risk, interest rate risk, foreign exchange risks, and liquidity risk. It is a nine months program that combines six months online (with Frankfurt School) and three months offline (with BIBM) packages. It may help enhancing capacity of bank professionals associated with all departments. The program is particularly suitable for the bankers working in the risk management departments of banks; or bankers want to be associated with risk management activities of banks.

## Certificate in Commercial Credit (CICC)

*(Jointly with Moody's Analytics)*

The Certificate in Commercial Credit (CICC) is a globally recognized credit certification program tailored for Bangladesh in joint collaboration with the Bangladesh Institute of Bank Management (BIBM),

the premier national training institute for Banking and Finance in Bangladesh. CICC leverages Moody's Analytics deep expertise in Credit Risk Management and the strong local market expertise of BIBM to offer participants with the full spectrum of knowledge and workplace skills in the area of commercial credit.

## Certificate in SME Credit (CiSMEC)

*(Jointly with Moody's Analytics)*

The Moody's - BIBM joint Certificate in SME Credit (CiSMEC) program leverages Moody's Analytics global expertise in credit and specially designed for the Local SME market in collaboration with the Bangladesh Institute of Bank Management (BIBM), the premier national training institute for Banking and Finance. This blended program enables SME lenders with the skills and tools to enhance their quality of credit sourcing and underwriting of SME loans.

All the Certification Programs consist of two modules:

### Part-A: Online Module (E-Learning program)

**Part-B: On-Campus Module** (Classroom based program where classes will be held on Friday)

The number of seats in each intake of these programs is very limited and participants will be selected based on first-come first-serve basis.

At this stage, BIBM is inviting applications for the upcoming intake of the certification programs (expected to start from July 2021). Interested candidates may apply directly or may be nominated by his/her bank also. Interested applicants are requested to submit their application or nomination on or before June 15, 2021.

For more details, please visit our website ([www.bibm.org.bd](http://www.bibm.org.bd)) and facebook page ([facebook.com/bibmbd](https://facebook.com/bibmbd)).

## PUBLICATIONS OF BIBM

Type of Publications	Name of the Publications	Year of Publications	Price
Journal	1. Bank Parikrama – A Quarterly Journal of Banking & Finance <b>Bank Parikrama – Latest Issue (Inside Articles)</b> <ol style="list-style-type: none"> <li>Too Connected to Fail: Politics, Public Policy and the Financial Sector</li> <li>Heterogeneity in the Intellectual Capital and Performance of Indian Commercial Banks: Panel Data Quantile Regression Analysis</li> <li>Does Female Representation in Top Management Affect Cost of Debt? A Study of Australian CEO Gender Perspective</li> <li>Resources and Small Firm Financial and Non-Financial Growth: Empirical Evidences from Bangladesh</li> <li>The Consequences of Monetary Variables on GDP Growth of Bangladesh: An Empirical Study</li> <li>Government Spending and Socio-Economic Development in Namibia: A Time Series Analysis</li> </ol>	Regular	Tk. 400 US\$ 20
	2. Bank Parikrama - Special Issue (For the Celebration of 40 Years Independence of Bangladesh) <b>Inside Articles</b> <ol style="list-style-type: none"> <li>Financial Services at People's Doorstep</li> <li>Financial Sector Reforms</li> <li>Microcredit: A Panacea or A Villain?</li> <li>Transparency and Accountability: Must for Good Financial Management</li> <li>Forty Years of Banking Sector: Progress and Future Challenges</li> <li>Challenges and Opportunities for Further Development and Expansion of Bancassurance and Microinsurance Business in Bangladesh</li> <li>Role of the State in Bangladesh's Underdevelopment</li> <li>Two-Sector Short-Run Macroeconomic Model for Return Migration and Exchange Rate Adjustments</li> <li>India's Recent Market Access Initiatives for the LDCs: Realising the Potential Opportunities</li> <li>Debt Default in Banks</li> <li>The History and Evolution of Bangladesh Bank as a Central Bank</li> </ol>	2013	Tk. 250 US\$ 12
	3. Bank Parikrama - Special Issue (In Celebration of Birth Centenary of the Father of Nation Bangabandhu Sheikh Mujibur Rahman) <b>Inside Articles</b> <ol style="list-style-type: none"> <li>Financial Sector Development: Progress and Predicaments <i>by Mirza Azizul Islam</i></li> <li>Financial Sector and Its Development since Independence of Bangladesh <i>by Mohammed Farashuddin</i></li> <li>Innovations in Monetary Policy: The Bangladesh Experience <i>by Atiur Rahman</i></li> <li>Effective Partnership for Implementation of 8th Five Year Plan towards Achieving SDGs <i>by Shamsul Alam</i></li> <li>The Imperative for Banking Reforms in Bangladesh <i>by Sadiq Ahmed</i></li> <li>Financial Sector-Real Sector Nexus in Bangladesh: Challenges and Opportunities <i>by Mustafa K. Mujeri</i></li> <li>Reflections on Planned Development of Agriculture and Rural Economy in the First Five Year Plan of Bangladesh <i>by M. A. Sattar Mandal</i></li> <li>Rural Credit Market in Bangladesh <i>by Abdul Bayes</i></li> <li>Role of Banking Services in Building “Sonar Bangla”: Some Progress, Pitfalls and Prescriptions <i>by Matiur Rahman</i></li> <li>National Savings: Mobilization and Allocation are the Key Challenges <i>by Zahid Hussain</i></li> </ol>	2020	Tk. 600 US \$ 20

## PUBLICATIONS OF BIBB

Type of Publications	Name of the Publications	Year of Publications	Price
Magazine	BIBB Bulletin – A Quarterly-Periodical of BIBB	Regular	Tk. 100
	BIBB's Risk Enlightenment	Regular	-----
	Venture Brief	Regular	-----
Independent Review	1. Bank Review 2010-2017 (7 Issues)	2012-18	Tk. 300 US\$20
	2. Review of Non-Bank Financial Sector 2010-2017 (7 Issues)	2012-18	Tk. 300 US\$20
Policy Brief	BIBB Policy Brief 2017-2020	2017-20	-----
Conference Proceeding	1. Compilation of Annual Banking Conference held in 2012-2019 (8 Issues)	2013-20	Tk. 500 US\$20
	2. Compilation of Regional Banking Conference held in 2018 (01 Issue)	2020	Tk. 500
Nurul Matin Memorial Lecture	1. Ethics in Banking (Compilation of Ten Years Memorial Lectures) <b><u>Insides Speeches of</u></b> i. Justice Shahabuddin Ahmed ii. Justice Muhammad Habibur Rahman iii. Professor Rehman Sobhan iv. M. Syeduzzaman v. Professor Wahiuddin Mahmud vi. Professor Nurul Islam vii. Dr. Bimal Jalan viii. Professor Muzafer Ahmad ix. Dr. Akbar Ali Khan x. Professor Dr. Mohammad Farashuddin	2011	Tk. 300 US\$ 10
	2. Ethics in Banking 11 <sup>th</sup> Lecture - Dr. A. B. Mirza Md. Azizul Islam 12 <sup>th</sup> Lecture - Dr. Yaga Venugopal Reddy 13 <sup>th</sup> Lecture - Professor Sanat Kumar Saha 14 <sup>th</sup> Lecture - Dr. Amiya Kumar Bagchi 15 <sup>th</sup> Lecture - Dr. Mohiuddin Alamgir 16 <sup>th</sup> Lecture - Dr. Duvvuri Subbarao 17 <sup>th</sup> Lecture - Dr. Qazi Kholiquzzaman Ahmad 18 <sup>th</sup> Lecture - Dr. Junaid Kamal Ahmad 19 <sup>th</sup> Lecture - Dr. Atiur Rahman	2011-20	Tk. 200 US\$5
A K N Ahmed Memorial Lecture	1. Central Banking 1 <sup>st</sup> Lecture - Dr. Chakravarthi Rangarajan 2 <sup>nd</sup> Lecture - Dr. A. B. Mirza Md. Azizul Islam	2018-19	Tk. 200 US\$5
Banking Research Series	Compilation of Research Workshops of BIBB held in 2010-2019 <b><u>Banking Research Series 2019 (Inside Papers)</u></b> i. Addressing Trade Based Money Laundering in Bangladesh: An Assessment ii. Effectiveness of Risk Management Division of Banks- An Assessment iii. Business Facilitation in Special Economic Zones by Banks in Bangladesh iv. Digitalization of Documents in Banking Operation v. Addressing Challenges of Transferable LC in Bangladesh vi. Use of Information Technology in Enhancing Efficiency of Internal Control System vii. IT Vulnerability Assessment and Penetration Testing in Banks	2011-20	Tk. 400 US\$20
Banking Review Series	Compilation of Review Workshops of BIBB held in 2012-2019 <b><u>Banking Review Series 2020 (Inside Papers)</u></b> 1. Credit Operations of Banks 2. Trade Services Operations of Banks 3. Treasury Operations of Banks 4. Internal Control and Compliance of Banks 5. Human Resource Management of Banks 6. IT Operations of Banks 7. Islamic Banking Operation in Bangladesh 8. Review of the Sustainable Banking Activities of Bangladesh 9. Review on Regulatory Reporting Requirements by Banks	2013-20	Tk. 500 US\$20



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Type of Publications	Name of the Publications	Year of Publications	Price
<b>Roundtable Discussion Series</b>	Compilation of Keynote Papers of Roundtable Discussions held in 2014-2019 <b>Roundtable Discussion Series 2020 (Inside Papers)</b> <ol style="list-style-type: none"> <li>1. Relevance of Blockchain for Banks in Bangladesh</li> <li>2. Corporate Guarantee: Does it Work in Recovery of Loan?</li> <li>3. Interest Rate and Expansion of Bank Credit</li> <li>4. Supply Chain Finance in Bangladesh</li> <li>5. Crowdfunding and its Implications in Bangladesh</li> <li>6. Using US Dollar in Foreign Trade: Is there any Alternative Option?</li> <li>7. FinTech and RegTech: Possible Impact on Banking Systems in Bangladesh</li> </ol>	2015-20	Tk. 400 US\$20
<b>Book</b>	<ol style="list-style-type: none"> <li>1. Inclusive Finance and Sustainable Development</li> <li>2. A Review of the Supervisory Initiatives by Bangladesh Bank</li> <li>3. Trade Services of Banks in Bangladesh (3<sup>rd</sup> Edition)</li> <li>4. Green Banking in Bangladesh</li> <li>5. Green and Sustainable Banking in Bangladesh 2<sup>nd</sup> Edition</li> <li>6. গ্রীন ব্যাংকিং পরিবেশ রক্ষায় ছাদে বাগান</li> <li>7. Bangladesh Vision 2030</li> <li>8. Growth with Equity: Contemporary Development Challenges of Bangladesh</li> <li>9. Dimensions and New Horizons of Credit Operation of Banks</li> <li>10. Examining Probable Effects of COVID-19 on Selected Areas of the Banking Sector in Bangladesh</li> <li>11. Learning Guide: Trade Service Operations of Banks</li> <li>12. Learning Guide: Credit Operations and Management of Banks</li> </ol>	2013   2014  2017  2014  2018  2015  2015  2015  2018  2020  2018  2019	Tk. 1000 US\$20  Tk. 200 US\$10 Tk. 500 US\$20 Tk. 400 US\$20 Tk. 400 US\$20 Tk. 200 US\$ 10 Tk. 1000 US\$20 Tk. 600 US\$ 15 Tk. 500 US\$ 8 Tk. 500 US\$ 8 Tk. 600 Tk. 600
<b>Research Monograph</b>	<ol style="list-style-type: none"> <li>1. Implication of the Use of Information and Communication Technology in Channeling Workers' Remittances to Bangladesh</li> <li>2. Deposit Behavior in Banks of Bangladesh</li> <li>3. SME Financing: Demand Side Problems and Supply Side Responses</li> <li>4. SME Credit Risk Model</li> <li>5. Innovations in Rural Banking: Farmers Accounts and Sharecropper Financing</li> <li>6. Inclusive Banking and Inclusive Growth: Bangladesh Perspective</li> <li>7. Information System Security in Banks: Bangladesh Perspective</li> <li>8. Millennium Development Goal and Financial Sector Development</li> <li>9. A Critical Analysis of Monetary Policy in Bangladesh</li> <li>10. Bank, Stock Market and Economic Growth: Bangladesh Perspective</li> <li>11. Data Center and Disaster Recovery Management in Banks: Current Status, Problems and Prospects</li> <li>12. International Financial Regulations: Necessity and Implications for Banks in Bangladesh</li> <li>13. Non-legal Measures for Loan Recovery in the Banking Sector of Bangladesh</li> <li>14. Large Loan Financing by Banks in Bangladesh: Implications and Challenges</li> <li>15. ATM Banking in Bangladesh: Current Status, Hindrances and Remedies</li> <li>16. SME Cluster Development: Implication for Banks</li> <li>17. Deficit Financing, Crowding Out and Economic Growth: Bangladesh Perspective</li> </ol>	2011  2011 2013  2013 2013  2013  2014 2014  2014 2014  2014 2015  2015  2015  2016 2016 2016	N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A*  N/A* N/A* N/A*

## PUBLICATIONS OF BIBM

Type of Publications	Name of the Publications	Year of Publications	Price
<b>Research Monograph</b>	18. Costing, Accessibility and Environmental Aspects of Annual Report of Banks in Bangladesh	2016	N/A*
	19. Financing Public-Private Partnership (PPP) Projects in Bangladesh: An Assessment for Future Strategy	2016	N/A*
	20. Training Effectiveness in the Capacity Building Process of Banks	2016	Tk. 300
	21. Bank Finance in Light Engineering Small Enterprises in Bangladesh: Challenges and Possible Innovation	2016	Tk. 300
	22. An Assessment of On-site Supervision of Bangladesh Bank	2017	Tk. 300
	23. Issues and Challenges for Islamic Finance and Banking in Bangladesh in the Perspective of Global Development	2017	Tk. 300
	24. Promoting Green Economy through Green Banking: Bangladesh Perspective	2017	Tk. 300
	25. Implication of Loan Rescheduling and Write-Off on the Performance of Banks	2017	Tk. 300
	26. Handling Credit Risk of Banks in Bangladesh: Demand, Supply and Regulatory Perspective	2017	Tk. 300
	27. Corporate Governance in Banks- Impact on Profitability	2017	Tk. 300
	28. SME Finance and Inclusive Growth: Bangladesh Perspective	2017	Tk. 300
	29. Impact of Adopting Basel Accords in the Banking Sector of Bangladesh	2018	Tk. 300
	30. Financial and Non-Financial Issues in Implementing PPP in Bangladesh: An Examination of PPP Projects in Pipeline	2018	Tk. 300
	31. Sustainability Reporting Practices in Banks of Bangladesh	2018	Tk. 300
	32. A Study of the Perception and Behaviour of the Depositors in the Banking Sector of Bangladesh	2018	Tk. 300
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	38. Product Diversification of Islamic Banks: Prospects and Challenges	2019	Tk. 300
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