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Internship Report

An Appraisal of Cash Management of Standard Chartered Bank

Report 89

Prepared By

Manjur-e-Mahboob Talukder
East West University

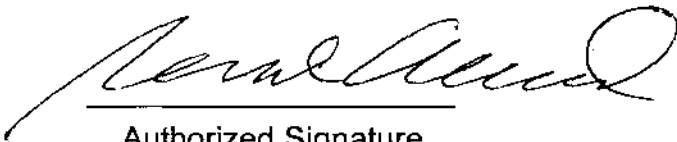
June 28, 2004

TO WHOM IT MAY CONCERN

This is to certify that **Mr. Manjur-E-Mahboob Talukder**, House#7, Road#5, Block#B, Banasree Project, Rampura, Dhaka. He has been working as an Intern at Transaction Sales of Client Relationships department in Standard Chartered Bank, Bangladesh from 9th March to 10th June 2004.

He is dedicated and responsible to his commitment. He has been working with utmost sincerity and honesty in the bank. I have found him very active, sincere and hard working in his effort and have also enjoyed working with him. His contribution towards our bank praise worthy.

He is a responsible gentleman who bears a good moral character, I wish him every success in the future.



Authorized Signature

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Incorporated in England with limited liability by Royal Charter 1853

The Principal Office of the Company is situated in England at 1 Aldermanbury Square London EC2V 7SB Reference Number ZC18

ACKNOWLEDGEMENT

I would like to thank several people beforehand without whom my report would not be that enriched or properly guided, perhaps without their help, my report might have remained undone or unfinished.

There is no doubt that I am solely responsible for the contents of the report but none of these would be possible if I were not instructed by my respected faculty and internship supervisor **Associate Professor Dr. Tanbir Ahmed Chowdhury**. I would not be able to express my feelings of gratefulness in words toward him for his constant support and guidance, which helped me immensely for the completion of my report.

I would like to express my feelings of gratitude to **Mr. Mirza Aminur Rahman**, Head of Cash & Trade, Standard Chartered Bank, for his support and co-operation during my internship period. I would also like to thank a few people from Standard Chartered Bank with whom I worked for three months and learnt immensely about the real working world in a bank. Since I worked in the Cash Management Department of the Corporate Banking Division of Standard Chartered Bank, I am grateful to the whole department with whom I worked. I would like to thank **Mr. Khandakar Rais Ahmed** (Sr. Business Development Manager), **Mr. Nehal Ahmed** (Business Development Manager), all the Transaction Sales Officer specially **KK** and finally the whole **KYC** team.

Lastly, I would like to thank my father and mother, who inspired and motivated me a lot while I was doing my internship at Standard Chartered Bank.

June 18, 2004

Tanbir Ahmed Chowdhury

Associate professor
Department of Business Administration
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Mohakhali, Dhaka.

Subject: **Submission of Internship Report**

Dear Sir,

It is my pleasure to submit the Internship report on “**An Appraisal of Standard Chartered Bank**” which has been prepared as a part of partial fulfillment of BBA degree. I have tried my level best to follow the guidelines that you have provided. The whole experience of this internship program enabled me to get an insight into the real life situation.

I hope you will consider the mistakes that may take place in the report in spite of my best effort.

Thanking you

Sincerely Yours

Manjur-e-Mahboob Talukder

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CERTIFICATE OF THE SUPERVISOR

This is to certified that, the report entitled “**An Appraisal of Standard Chartered Bank**” submitted by Manjur-e-Mahboob Talukder, student of BBA with major in Finance, East West University, is the candidates own achievement and is not a conjoint work.

I also certified that, I have gone through the report thoroughly and found it satisfactory for submission to the East West University , as a part of partial fulfillment of BBA degree

Tanbir Ahmed Chowdhury

Associate Professor

Department of Business Administration

East West University

PREFACE

Internship training is an important matter in spreading area of knowledge and learning in the complex matter to acquire experience. From the internship program, life comes through acquiring full knowledge in both theoretical and practical of a student. In fact, theoretical knowledge successfully depends on practical side. The things, which are in the book I cannot realize, but here I can get practical knowledge through internship.

Reanalyzing this truth, it has been included internship program in BBA course at the East West University. It is easy for the students to acquire practical experience by going to various organizations/industries. It is undoubted truth that, this kind of training keeps a positive part in making a worthy managerial group.

As a student of BBA with major in Finance, I have taken a practical training from March 9, 2004 to June 10, 2004, in Standard Chartered Bank. I have collected necessary information from SCB and from the 60 clients of SCB directly as my sample size to maintain the time factor. During my internship period, I worked in the Cash Management section of SCB. Therefore, my internship report was prepared based on Cash Management.

A report of mine will be a successful one when it will at least help a little bit to a student or student. My knowledge and information gathered by training has been presented as a script.

I have tried my level best to submit internship report after the investigation as much as possible. I have not enough time to prepare such as important report. So, there may be any slip of the pen I beg pardon, I am thankful to my teachers, friends and staff of Standard Chartered Bank for their helpful guidance and suggestions.

Manjur-e-Mahboob Talukder

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ABSTRACT

Private Commercial Banks (PCB) in Bangladesh play a dynamic, role in its economy, side by side with the Nationalized Commercial Banks (NCBs).Presently, four NCBs are the largest banks, contributing to the core earning sectors of the Bangladesh economy. The PCBs, on the other hand, has been on the sense the first half of 80s. They have gradually strengthened their position and have been playing an encouraging role in the country's banking sector.

Standard Chartered is a multinational banking and financial services group with a unique international network. Built over 140 years, it now spans the developed the emerging economies of the world. Standard Chartered Bank started its business in Bangladesh in 1948.From the very beginning SCB provided various significant assistance to the economic development of Bangladesh. Standard Chartered Bank has various divisions, and every division maintain their own duties and responsibilities in accordance with the rules and regulations of SCB.

One of the most important sections of SCB is Cash Management and this section has some products. By this product, SCB provides customer services, e.g. To individual customers, industrial sectors,NGO's etc.

By this report, I wanted to identify the effectivity of Cash Management products. This research was based on the clients' survey. Information was collected directly from the clients who are dealing Cash Management of SCB. Printed questionnaires and personal interview was treated as the main instrument for data collection. The sampling method of our research was random method under non-probability sampling.

Statement of the Problem

Standard Chartered is one of the leading first generation private sector banks in our country. Such banks have come into operation following the decision that that the government of Bangladesh took almost two decades back to allow private banks to operate side by side with the Nationalized Commercial Banks (NBC's).

As a foreign bank SCB handles importance foreign related issues e.g. remittances. For this reason different embassy, NGO's, and individuals can get their foreign money without any bureaucratic complexity.

However, Cash Management department of SCB plays a vital role in operating the total banking function. Cash Management department has some product; by this particular product bank provides various services to its customers.

Now a day's business world is very complex. Within this complex environment, every business organization tries to survive in their own position. In this case, SCB's Cash Management department assists them properly by providing services, such as-salary transfer, maintaining fixed deposit accounts, easy remittance facilities etc.

If the idea of Cash Management will expand day by day, the total banking efficiency will also increases, which helps to improve our total industrial as well as our business sectors.

More over, at the time of my internship program in the Standard Chartered Bank, I saw that, there have a few works about Cash Management Department.

For this reason, I want to prepare this report based on Cash Management.

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CHAPTER
ONE

INTRODUCTION

Introduction of the report

1.1. Origin of the report

Internship program is a prerequisite for acquiring BBA degree. Internship program is a perfect blend of the theoretical and practical knowledge. Only curriculum activity is not enough for handling the real business situation, therefore it is an opportunity for the student to know about the field of business through the Internship program. This program consists of three phases:-

- Organization orientation to acquaint at the intern's as with structure, function and performance of the organization.
- The project work pertaining to a particular problem or problems matching with the intern's area of specification and organization's requirement and
- The report writing to summarize the intern's analysis, findings and achievements in proceeding two phases.

This report is originated to fulfill the requirement of the assign project-“**An Appraisal of Standard Chartered Bank**” under the BBA program of East West University. As the practical orientation is the integral part of the BBA degree requirement, I was sent to the Standard Chartered Bank at 2,Dilkusha C/A, Dhaka to take the real Banking experience in order to reinforce knowledge acquired so far from the BBA major course in Finance, which I have completed in the June 10,2004. Beyond my assign project, I also learnt the general banking operations that may come in hand by my professional life.

1.2.Objectives of the study

Main objective:

The prime objective of the report is to Know the over all operating procedure of Standard Chartered Bank and to identify the effectiveness of Cash Management procedure.

Specific Objectives:

- To gather comprehensive knowledge on overall banking functions of Standard Chartered Bank
- To explain the meaning and concept of Cash Management System of Foreign Bank
- To present an overview of Banking System in Bangladesh
- To understand the need and objective of Cash Management
- To check the effectiveness of SCB's Cash Management products
- To Find out the key issues that creates barriers while providing services to its customers
- To identify the Cash Management problem faced by Standard Chartered Bank

1.3. Scope of the Study

The report appraises the Cash Management Products of SCB. As such, the scope was limited only to the Cash Management department, as this department is responsible for client's service related functions of SCB. The report also focused on the historical background of SCB and its entire working departments specially Cash Management Department.

1.4. Time Frame of the Study

This study has started from 9th March 2004 and ended on 10th June 2004.

1.5. Methodology of the Study

1.5.1. Sample Information

To appraise the Cash Management activities of Standard Chartered bank 60 sample has been taken. 60 were selected on random basis. Their educational qualification ranged from S.S.C. to Masters Degree. Sample is collected from the corporate clients of Standard Chartered Bank. In this case samples were picked up on a judgmental basis. For the organization, part information has been collected through different published articles, journal, and brochures. All the information incorporated in this report has been collected from primary sources as well as secondary sources.

1.5.2. Primary Source of Data

When searching in the field directly to collect data is called primary source of data. I

collected data from primary source using the following method:

1. Observation Method:

Observation method may define as systematic viewing according to concise Oxford Dictionary "accurate watching, nothing of phenomena as they occur in nature with regard to cause and effect and mutual relationship". I have observed

all the activities of Cash Management departments and SCB's total corporate institutions. Through this method, I have collected some data about Cash Management.

2. Interview Method:

The interview is face to face interpersonal situation in which one person- the interviewer, asks a person being interviewed, the respondent, questions designed to obtain answer pertinent to research problems. In order to get the real information and data about the cash Management products I went directly to various customers.

Primary sources are:

- Discussion with officials of SCB
- Face to face conversation with the clients.
- Questionnaire survey
- Discussions with customers over the telephone

1.5.3. Secondary Sources of Data

The secondary data has been collected from the MIS of Standard Chartered Bank. To clarify different conceptual matters Internet, different articles published in the journals & magazines are used.

Secondary Sources are:

- Relevant books, Newspaper, journals etc.
- Annual reports of SCB
- Published documents and reports.
- Bangladesh Bank Report

1.5.4. Data Collection

Both secondary and primary data are used for preparing this report. But the research was mainly based on the clients' survey. Information was collected directly from the customers who are dealing with Standard Chartered Bank through Cash Management. Printed questionnaires and personal interview was treated as the main instrument for data collection. In many times I also used the telephone interview method for collecting data.

1.5.5. Sampling Method and Size

The sampling method of my research was random method under non-probability sampling

1.5.6. Measuring Instruments

The measuring instruments that I used are:

- Interval scale
- Rating Scale, and
- Questionnaire

Interval scale:

In the case of interval scale, the intervals are adjusted in terms of some rule that has been established as a basis for making the units equal.

Rating scale:

The rating scale involves qualitative description of a limited number of aspects of a thing or of traits of a person. These ratings may be in such form as “like - dislike”; “above average, average, below average”; or other classifications with more categories such as “like very much – like somewhat – neutral – dislike somewhat – dislike very much”; “excellent – good – average – below average – poor”; “always – often – occasionally – rarely – never”, and so on. There is no specific rule whether to use a two points scale, three points scale, or scale with still more points. In this research, I have used three points scale and five points scale.

Questionnaire for assessing clients’ Comments:

The aspect of my questionnaire for assessing “**An Appraisal of Cash Management of Standard Chartered Bank**” that can either be structured or unstructured. Structured questionnaires are those questionnaires in which there are definite, concrete and predetermined question. The form of questions may be either closed (i.e., of the type ‘yes’ or ‘no’) or open (i.e., inviting free response) but should be stated in advanced and not constructed during questioning. When these characteristics are not present in a questionnaire, it can be termed as unstructured questionnaire.

•

1.6. Limitations of the Study

The project work basically will be based on interpreting primary data. Secondary data will also be needed for analyzing future plans, but for the purpose of the betterment of the present position of Cash Management, collecting, interpreting and integrating primary data will be needed.

Though I tried my level best to produce a comprehensive and well-organized report on the “**An Appraisal of Cash Management of Standard Chartered Bank**” Some limitations are also present here.

- Since the time allocated for internship program is twelve weeks, it may have a coercive effect on this study lowering the actual value and standard.
- This is my first on the job experience, so for my lack of experience, faults may arise in the report though I made maximum effort to avoid all of these.
- The communication gap among the different personnel because of excessive workload.
- Lack of accessibility to respondents.
- The executive and Bank authority were very busy, so they could not give me enough time for discussion about Cash Management Operations and its problems.
- Account holders situations are some times so far that, it is not possible for me to contact with them more than one time.
- Clients are not always interested to spend time for interview.

CHAPTER
TWO

**PRIVATE BANKING
SECTORS
IN
BANGLADESH**

Private Banking Sectors in Bangladesh

2.1. Private Commercial Banks in Bangladesh

Before liberalization all the banks were in private sector as private commercial bank. After liberation due to commitment to the people the government then nationalized all the banks. Taking the possession of private commercial banks under government ownership did through the nationalization. These are stated below:

Table- Private Commercial Banks in Bangladesh

<u>PRIOR LIBERATION</u>	<u>AFTER LIBERATION</u>
01. National Bank of Pakistan	
02. Bank of Bahawalpur	Sonali Bank
03. Premier Bank Limited	
04. Habib Bank Limited	
05. Commerce Bank Limited	Agrani Bank
06. Union Bank Limited	
07. United Bank Limited	Janata Bank
08. Muslim Commercial Bank Limited	
09. Standard Bank Limited	Rupali Bank
10. Australasia Bank Limited	
11. Eastern Mercantile Bank Limited	Pubali Bank
12. Eastern Banking Corporation Limited	Uttara Bank

We can divide the evolution of banking into three different phases:

- a) *Nationalization period ('73 – '83)*
- b) *Denationalization period ('83 – '89)*
- c) *Reform period ('89 – till now)*

a) Nationalization period:

Prior to war of liberation the banking system was overwhelmingly dominated by the commercial banks. The government then in power nationalized and recognized the banking sector and made them to achieve the objective of the government. Banking sector then operate under government and central bank.

Objectives of nationalization:

- ✓ Mobilization domestic savings, particularly rural savings more effectively.
- ✓ Providing adequate credit to priority sector such as agri. and small industries.
- ✓ Appropriation of bank profit by the government and use it for public purpose.

b) Denationalization period:

Since 1983 Bangladesh Government started taking denationalization and privatization measures in financial sector. Two out of six national commercial banks were denationalized and a number of private banks are allowed to operate in Bangladesh. It was thought that the measures of denationalization and privatization would generate competitiveness and improve the level of customer service and operational efficiency of the banking sector. In 1983 Uttara and Pubali and in 1986 Rupali was declared as a private bank. In this period National bank, City bank, IFIC bank, Arab Bangladesh bank, United Commercial Bank Ltd and Al-Baraka Bank Ltd started operation as private bank.

Objectives of denationalization:

- ✓ To reduce the deficit of the government to meet the continuous loss of private enterprise.
- ✓ To improve the efficiency of banking sector.
- ✓ To improve customer service.
- ✓ To introduce competition in all spheres of economic activities.

c) Reform period:

Although most of the countries take reform period after 1970, in Bangladesh it comes a little later. In country like ours financial sector reform (FSR project) was introduced as part of the overall economic stability and growth.

2.2. Reasons for introducing FSRP

To make the financial market as international standard in order to procure foreign investment.

- ✓ To liberalize the financial market.
- ✓ To put commercial bank in a better form.
- ✓ To run towards the way of globalization of financial sector.
- ✓ To make prudential information regulation.

Now we have total of 51¹ banks (excluding Bangladesh Bank – the central bank of the country). Among them 4 are nationalized commercial banks and 5 are specialized banks, which are also controlled by the Government. We have 30 Domestic private banks and 12 foreign private banks operating in our country.

¹ Bangladesh Bank Annual Report 2001-2002.

2.3. Increasing Domestic Private Banks and the Position of the Foreign Private Banks

After the change in the Government in the 1991 the Banking industry got a real boom. In these twelve years we got 21 new domestic private banks in the country. The competition has increased with little debate on the necessity of expanding the banking sector.

But by this time only 6 foreign banks have started their operation in the country. This period can also be divided in two segments: 1992-1995 & 1996-2002.

Table- Establishment of new banks after 1990:

Period	Domestic Private	Foreign Private
1992-1995	07	03
1996-2002	14	03

Source: Activities of banks and financial institutions, Ministry Finance and Planing.

Traditionally the service of foreign banks has been seen well than the domestic banks. But in the recent years new private banks are thriving for new and improved services as the competition increases. The competition within the domestic banks also affecting the foreign banks as they all is trying to provide world class services. So the foreign banks should also see the new generation domestic banks as their competitors. These days people directly don't choose a foreign bank for better banking facilities, they also give a thought on domestic private banks. Even the competition may seem a bit uneven but since the industry is expanding and with so many of supplies the competition is getting hard. Few years ago we never found any advertisement of the banks, now banks have to do

continuous advertising and promotional activities. Television ad and billboards are common in this industry now.

In this report we will be discussing on the different aspects of the industry (mostly financial) whether the foreign banks' market is shrinking in this expanding market. We will also be comparing on the different financial aspect of the domestic and foreign private banks.

2.3.1. Assets Position of foreign and Domestic Private Banks

Like other business entity banks also have assets and which eventually make the money for the organization.

Table - Total asset position of Foreign and Domestic Private Banks (Tk in Lakh)

Year	Domestic Private	% of the industry	Foreign Private	% of the industry
1995-96	2579359	13.48%	711079	3.72%
1996-97	3053091	13.91%	852942	3.89%
1997-98	3305758	13.44%	909674	3.70%
1998-99	2263081	8.04%	1073856	3.81%
1999-200	5317702	16.29%	1365388	4.18%
2000-01	6483624	17.49%	1736592	4.69%

Source: Bangladesh bank bulletin

The table above shows the Total asset position of the banks and also the percentage of the total industries asset they hold. One interesting point is that even though the most of the banks in the industry is under private sector, most of the assets are with the nationalized banks (4 commercial and 5 specialized banks). Since the foreign banks are less in number and operate only with few branches it is obvious that they would have fewer assets than the domestic private banks. If we see the growth figure of the asset in the figures bellow-that will give us a better picture.

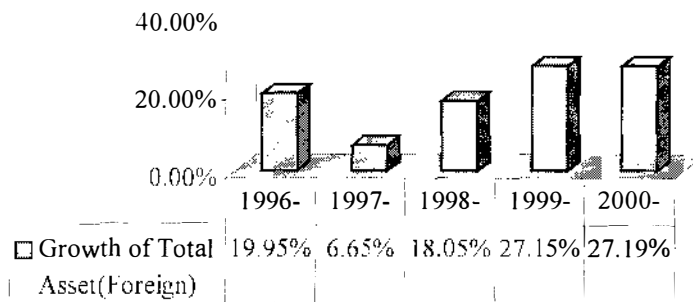


Fig - Growth rate of total asset (Foreign private banks)

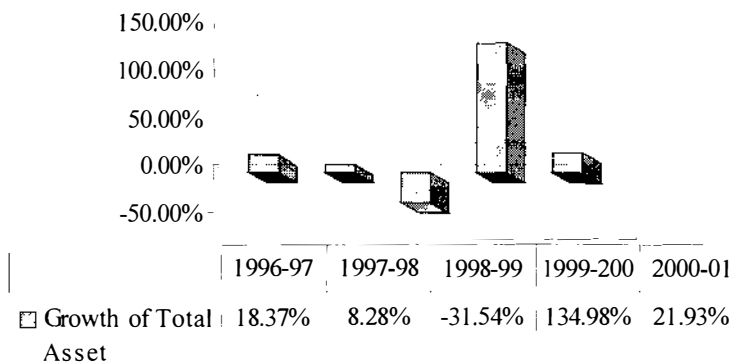


Fig - Growth rate of total asset (Domestic private banks)

A big jump in the asset growth for the domestic banks can be seen in 1999-2000. This is because nine (9) new banks were established in that period. But the overall growth is not very consistent here. On the other hand with only few new establishments foreign banks have a consistent growth rate and the trend is upward.

1999-2000. this is because at that period, 9 new domestic private banks were opened and they needed fixed asset, which comes mainly under other asset part of the balance sheet.

2.3.2. Cash in hand and Money at call & short notice

This part of assets is the most liquid in nature and crucial for bank's liquidity. Shortfall of cash may drag down the bank to borrow at a huge rate and even might the rumor can lead to a bank rush. At the same time the excess liquid asset will keep banks away from earning enough. Therefore banks try to keep this part of the asset as low as possible to take all the opportunity of the investment and earning with its assets.

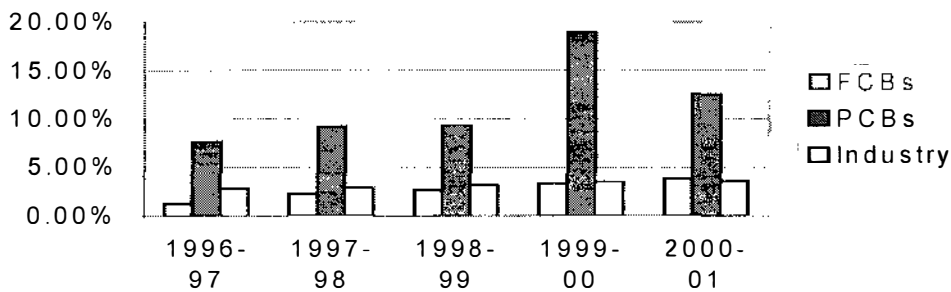


Fig - Cash in hand and Money at call & short notice (% of total asset)

Foreign banks are maintaining a good level with the industry whereas the domestic private banks go way above the industry level. This might keep them in a safe side but surely have huge opportunity cost. Either they are bad in fund management or can't find good investments. Either case they are the loser. In both 1999-00 and 2000-2001 they have kept a very high percentage of their cash in hand. Unfortunately even though they were in trouble when the call money rate went up like Everest at the beginning of the 2001. The third generation private banks mainly caused this.

2.3.3. Loans & Advances of Foreign & Private Commercial Banks:

This is the most important part of the asset for banks, since this really get them the income.

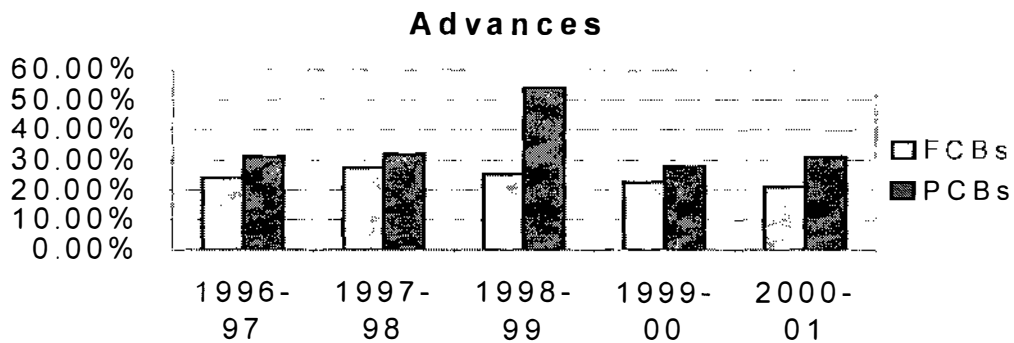


Fig - Advances as proportion to total asset

It is easily visible from the figure that the domestic banks have always been ahead to keep more advance than that of foreign banks. Foreign banks are showing a downward trend whereas the domestic banks are in a consistent trend except a big boost in 1999-2000. But after that it again came to its normal trend and growing.

The interesting point is that the foreign banks with these lower advances are earning more than the domestic banks, which we will see later (earning & profitability). Foreign banks advances are in selected sectors and they maintain very strict regulation for that which makes them to avoid losses from advances.

2.3.4. Sector wise loan Distribution of FCB's

Here in the table we can see the sector wise distribution of loans for both the Domestic and foreign private banks. We also have that as a proportion of the total loan to compare.

Table- Sector wise loan distribution (FCBs)

Sector/ Year	Tk in Million		% of total loan	
	2000	2001	2000	2001
Agriculture and fisheries	129	157	0.33%	0.39%
Industrial	10837	12776	27.56%	32.11%
Wholesale/retail business And restaurant /hotel	1039	111	2.64%	0.28%
Insurance, real estate	1224	272	3.11%	0.68%
Transport and communication	650	584.16	1.65%	1.47%
Special purpose	2074	1100	5.27%	2.76%
Other	23372	24785	59.43%	62.30%

Table- Sector wise loan distribution (PCBs)

Sector/ Year	Tk in million		% of total loan	
	2000	2001	2000	2001
Agriculture and fisheries	966	1059	0.45%	0.40%
Industrial	46628	67275	21.83%	25.61%
Wholesale/retail business And restaurant /hotel	89408	107206	41.86%	40.80%
Insurance, real estate	18792	13581	8.80%	5.17%
Transport and communication	4563.1	5263	2.14%	2.00%
Special purpose	3394.1	3822.29	1.59%	1.45%
Other	53251	68357	24.93%	26.02%

Source: Activities of Banks and Financial institutions, Finance and Planning Ministry

The portfolio of loan also shows us a picture of the contribution of the banks to the economy of the country. As we can see that both domestic and foreign banks are quite reluctant to give loans to the agricultural sector. Most of the agri-loans basically provided by the nationalized banks. It might be inferred superficially that these banks are not contributing much to the economy as it is an agricultural country. But since there is a specialized bank (Bangladesh Krishi Bank) for this sector we can not say anything like that. Even though we can see that in both the year domestic banks gave more loans (as proportion to their total loan) to the agriculture sector. The main reason behind this is the less access of foreign banks to that sector. They do not have many branches to operate all over the country, especially the areas those are agri-based. All foreign banks operate in cities. Most of the domestic banks are also city oriented (specially the third generation banks) but many of them have branches in the sub urban areas and the horizon is larger than the foreign banks.

In the industrial loan foreign banks are ahead from domestic ones, as a matter of fact this is the second largest sector where they put their money. So they play a better role in industrial sector than that of domestic banks.

The largest portion of the domestic banks loans goes to the wholesale and retail business, which is very insignificant in the foreign banks portfolio. Even though it is an agri-based country, this sector really boost the middle class of the economy and make employment, which is good for an economy. This is also good for the collection of loans, which can be seen by latest decrease in non-performing loans of the domestic banks.

In the transportation and communication sector both the types of banks have a lower profile since this sector is mainly financed by the Government.

The largest portion of the foreign banks' portfolio goes under other sectors, which also include the personal/consumer loans. Consumer loans are made very easy to

avail by the foreign banks and the trend is also followed by the domestic banks. People can have loans for almost everything with a very flexible terms and repayment schedules. Although the loans in other sectors are increasing for the domestic banks but the difference is still very noticeable.

2.3.5 Earnings & Profitability of PCB's & FCB's

Although our banking sector has only 4 nationalized commercial banks but most of the industry's assets are blocked with them. But the noticeable thing is that even with a mere percentage of assets of the total industry earning is very good for the both domestic and foreign private banks. Since the domestic private banks are increasing day by day they are also taking the market share of the industry earning as we can see the increasing trend in the table. But in 2001 foreign banks are having a fall of there earning share. The figure in the table will not show the actual picture

Table - % of industry's asset and earning by PCBs & FCBs

	% of total industry's asset		% of total industry's income	
	FCBs	PCBs	FCBs	PCBs
1997	3.89%	13.91%	10.03%	27.57%
1998	3.70%	13.44%	11.46%	28.72%
1999	3.81%	8.04%	10.60%	29.95%
2000	4.18%	16.29%	10.83%	32.02%
2001	4.69%	17.49%	9.06%	35.33%

Source: Bangladesh Bank Bulletin

since by that time no new foreign banks were opened but three domestic private banks did. But at the same time foreign banks' market share of asset has increased by 12.02% whereas the same was increased by Domestic private banks only

7.39%. Even with the higher growth of assets (% of industry) foreign banks' share of earning in the industry declined.

Strong earnings and profitability profile of a bank reflects its ability to support present and future operations. More specifically, this determines the capacity to absorb losses by building an adequate capital base, finance its expansion and pay adequate dividends to its shareholders. Although we were comparing the earning figure of domestic and foreign private banks, a truer picture can be revealed by finding how much of the earning actually turns into profit / net income. Therefore the ratio of net income to total earning can be a good measure to compare, which will show what percent of every taka earned is finally contribute to the net income. Gross earning can be huge but what an organization needs that how much of that can be retained as profit, which shows a better profitability picture.

Table- NI / Gross Earning

	FCBs	PCBs	Industry
1997	24.17%	12.28%	1.35%
1998	23.94%	14.13%	1.66%
1999	25.52%	9.73%	0.22%
2000	21.78%	8.65%	3.10%
2001	30.55%	14.91%	11.50%

Source: Economic trend , Bangladesh Bank

Foreign banks always had a higher ratio than that of local private banks. After a declining trend for two years in 1999 & 2000 domestic banks are again regaining the growth in 2001. The growth rate was about 70% in 2001. Both the domestic and foreign banks have the ratio above the industry ratio.

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ORGANIZATIONAL OVER VIEW

Organizational Overview

Standard Chartered is a multinational banking and financial services group with a unique international network. Built over 140 years, it now spans the developed and emerging economies of the world. The group operates through more than 600 offices in over 40 countries and has over 25000 people managing assets of over 47 billion pounds. Standard Chartered Bank focuses its activities mainly in Asia, Africa and the Middle East.

Standard Chartered Bank derives its name after two banks – Standard Bank of British South Africa and the chartered Bank of India, Australia and China. The merger took place in 1969. Standard Chartered Bank is regulated by the Bank of England and is a clearing bank in the United Kingdom.

The new millennium brought with it two of the largest acquisition in the history of the bank- the acquisition of the Grindlays Bank from the ANZ group for a consideration of \$1.34 billion and acquisition of the Chase Consumer Banking Corporation in the Hong Kong for \$ 1.32 billion. These acquisitions demonstrate Standard Chartered Bank's firm commitment to the emerging markets.

There are two main divisions of the Standard Chartered Bank's financial products and services: the Consumer Banking and the Wholesale banking.

3.1. Business Activities of the Global Standard Chartered Bank:

The bank provides a full range of products and services all around the world, some of which are mentioned here:

3.2. Global Consumer Finance

There are seventy-six branches and finance centers under this division in about the countries with a workforce of 1616employees. Some of the services provided by

this division are unsecured personal loans, credit cards and retail store cards, vehicle related leases, etc.

3.3. Personal Banking of SCB

There are about 410 branches with a workforce of 12,000 employees working under this division in 28 countries. Some of the services provided by this division are various kinds of insurance and loans, accounts, traveler's cheques and money, etc.

3.4. Global Corporate and Institutional Banking of SCB

There are 350 branches under this division. This division provides services in 42 countries. The services provided by this division are International Trade Management, Institutional banking, Treasury, Custody and Cash Management.

3.5. Global Custodial Services of SCB

There are 17 offices under this division and about 900 staff members, operating in 14 countries and headquartered in Singapore. Standard Chartered Equator fulfils standard Chartered Bank's strategic commitment to provide custody and clearing services in the Greater Asia. Standard Chartered Bank has one of Asia's leading custodians over 40 years. Equator's focus is on the followings:

- Commitment to equity
- Dedication to the customer needs
- Sustained investment in people and systems.

3.6. International Trade Management of SCB

The division is operational through the group and Standard Chartered Bank's core strength is trade finance, which is of world class. Principle services to the people

are Import Letter of Credits (L/C), Import Bills for Collection, Back to Back Letter of Credit, Direct Export Bills for Collection, Bulk Letter of Credit Collection, Bonds and Guarantees.

3.7. Global Cash Management System of SCB

The division is operational in all countries where the group has Corporate & Institutional Banking division. Standard Chartered Bank recognizes the importance of Cash Management to corporate and institutional customers and offers a comprehensive range of services and liquidity management. Services provided worldwide by this division with stress on Asian delivery.

3.8. Global Institutional Banking of SCB

Throughout Standard Chartered Bank's network of more than 600 offices in over 40 countries, it is very well positioned to provide a wide range of services to institutional clients: commercial, merchant & central banks; brokers and dealers; insurance companies; fund managers and others. Offices of emerging markets of Asia, Sub-Saharan Africa, the Middle East and Latin America are complemented by the branches in the developed countries such as USA, UK and Japan and bank's membership of the clearing systems in those countries. The Institutional banking group has a network of offices in 25 countries throughout Asia, North America, Europe, Africa and The Middle East.

3.9. Global Electronic Banking of SCB

Electronic Banking provides various types of support through a wide range of operating systems, sweeping transaction accessories with the provision of reporting features or other special functions.

3.10. Standard Chartered Bank -- The History

Standard Chartered is the world's leading emerging market's bank headquartered in London. Its business however, has always been overwhelmingly international. Here is the summary of the main history of the Standard Chartered Bank.

- | | |
|------|---|
| 1853 | The Chartered Bank of India, Australia and China is incorporated by Royal Charter. |
| 1862 | The Chartered Bank is incorporated in England under the title of The Standard Bank of British south Africa Limited |
| 1904 | Branches of the Standard Bank and Chartered Bank opened in Hamburg and New York. |
| 1969 | Standard Bank and the Chartered Bank merged to form The Standard & Chartered Banking Group Limited. This ultimately took the name The Standard Chartered. |
| 1985 | Renaming of the parent company of the group to Standard Chartered PLC. Standard Chartered became clearing bank within the UK clearing system. |
| 2002 | In November David M Fletcher is appointed as the new CEO from Bangladesh. |

3.10.1. The early years

Standard Chartered is named after two banks which merged in 1969. They were originally known as the Standard Bank of British South Africa and the Chartered Bank of India, Australia and China. Of the two banks, the Chartered Bank is the older having been founded in 1853 following the grant of a Royal Charter from

Queen Victoria. The moving force behind the Chartered Bank was a Scot, James Wilson, who made his fortune in London making hats. James Wilson went on to start *The Economist*, still one of the world's pre-eminent publications. Nine years later, in 1862, the Standard Bank was founded by a group of businessmen led by another Scot, John Paterson, who had immigrated to the Cape Province in South Africa and had become a successful merchant. Both banks were keen to capitalize on the huge expansion of trade between Europe, Asia and Africa and to reap the handsome profits to be made from financing that trade. The Chartered Bank opened its first branches in 1858 in Chennai and Mumbai. A branch opened in Shanghai that summer beginning Standard Chartered's unbroken presence in China. The following year the Chartered Bank opened a branch in Hong Kong and an agency was opened in Singapore. In 1861 the Singapore agency was upgraded to a branch which helped provide finance for the rapidly developing rubber and tin industries in Malaysia. In 1862 the Chartered Bank was authorized to issue bank notes in Hong Kong. Subsequently it was also authorized to issue bank notes in Singapore, a privilege it continued to exercise up until the end of the 19th Century. Over the following decades both the Standard Bank and the Chartered Bank printed bank notes in a variety of countries including China, South Africa, Zimbabwe, Malaysia and even during the siege of Marketing in South Africa. Today Standard Chartered is still one of the three banks which prints Hong Kong's bank notes.

3.10.2 Expansion in Africa and Asia

The Standard Bank opened for business in Port Elizabeth, South Africa, in 1863. It pursued a policy of expansion and soon amalgamated with several other banks including the Commercial Bank of Port Elizabeth, the Colesberg Bank, the British Kaffarian Bank and the Fauresmith Bank. The Standard Bank was prominent in the financing and development of the diamond fields of Kimberly in 1867 and later extended its network further north to the new town of Johannesburg when gold was discovered there in 1885. Over time, half the output of the second largest goldfield in the world passed through the Standard Bank on its way to London. In 1892 the Standard Bank opened for business in Zimbabwe, and expanded into Mozambique in 1894, Botswana in 1897, Malawi in 1901, Zambia in 1906, Kenya, Zanzibar and the Democratic Republic of Congo (D.R.C.), in 1911 and Uganda in 1912. Of these new businesses, Botswana, Zanzibar and the D.R.C. proved the most difficult and the branches soon closed. A branch in Botswana opened again in 1934 but lasted for only a year and it was not until 1950 that the Bank re-opened for business in Botswana. In Asia the Chartered Bank expanded opening offices including Myanmar in 1862, Pakistan and Indonesia in 1863, the Philippines in 1872, Malaysia in 1875, Japan in 1880 and Thailand in 1894. Some 34 years after the Chartered Bank appointed an agent in Sri Lanka it opened a branch in 1892 to take advantage of business from the tea and rubber industries. During 1904 a branch opened in Vietnam. Both the Chartered and the Standard Bank opened offices in New York and Hamburg in the early 1900s. The Chartered Bank gaining the first branch licence to be issued to a foreign bank in New York.

3.10.3 The impact of war

Even the First World War offered opportunities for expansion when the Standard Bank set up a branch in Tanzania shortly after British troops occupied the

formerly German administered Dar es Salaam in September 1916. Both banks survived the inter-war years but the world trade slump led to the closure of operations in the Canary Islands, Liberia, the Netherlands, and Equatorial Guinea. Disaster struck the Chartered Bank's office in Yokohama, Japan, when it was destroyed by an earthquake in 1923 killing a number of staff. The Chartered Bank was particularly effected by the Second World War when numerous Asian countries were occupied by Japan.

2.10.4. The post war years

After the Second World War many countries in Asia and Africa gained their independence. This led to local incorporation in some countries, particularly in Africa. Other operations such as those in Iraq, Angola, Myanmar and Libya were nationalized, while in Indonesia the Jakarta office was destroyed in an attempted coup d'etat. In 1948 the Chartered Bank opened in Bangladesh and during 1957 it acquired the Eastern Bank. The Eastern Bank gave the Chartered Bank a network of branches including Aden, Bahrain, Beirut, Cyprus, Lebanon, Qatar and the United Arab Emirates. The Chartered Bank also entered into a joint venture to form the Irano-British Bank which opened for business in 1959. The bank grew rapidly and had 24 branches when it was nationalised in 1981. By the mid 1950s the Standard Bank had around 600 offices in Southern, Central and Eastern Africa. Its network grew substantially in 1965 when it merged with the former Bank of British West Africa which had some 60 branches in Nigeria, 40 branches in Ghana and eleven branches in Sierra Leone in addition to operations in Cameroon and Gambia. Despite these acquisitions and expansion into new countries such as Mexico, South Korea and Oman (1968), both the Standard and Chartered Bank networks were comparatively small. Both viewed the future with some trepidation as the need to protect them from acquisition became ever more apparent. Standard Chartered PLC In 1969 the decision was made by the Standard Bank and the

Chartered Bank to undergo a friendly merger thus forming Standard Chartered PLC. It was one year later that the descendants of the "Chartered Bank of India, Australia and China" were finally permitted to open a representative office in Sydney, Australia. Standard Chartered subsequently acquired the UK based Hodge Group, in which it already had a minority shareholding, and the Wallace Brothers Group. The Hodge Group brought to Standard Chartered an extensive network of UK offices specialising in installment credit and industrial leasing, and after a period of rationalisation its name was changed to Chartered Trust Limited. Standard Chartered's operations in Jersey emerged from the integration of other Hodge Group businesses with those of Wallace Brothers Bank (Jersey), Limited.

Standard Chartered decided, after the merger, to expand the Group outside its traditional markets. In Europe a number of offices were opened including Austria, Belgium, Denmark, Ireland, Spain and Sweden as well as several major cities in the UK. Standard Chartered also opened offices in Argentina, Canada, Colombia, the Falkland Islands, Panama and Nepal. In the USA a number of offices were opened and three banks were acquired. These included the Union Bank of California which gave Standard Chartered a presence in Brazil and Venezuela. The opening of a branch in Istanbul in 1986 was overshadowed by a far more dramatic event when Lloyds Bank of the UK made a hostile take-over bid for Standard Chartered. Standard Chartered won its right to remain independent but entered into a period of considerable change.

By the late 1980s Standard Chartered already had considerable exposure to third world debt. To this was added provisions against loans to corporations and entrepreneurs who could not meet their commitments. Standard Chartered reviewed its operations and decided to focus on its core strengths of Consumer Banking, Corporate & Institutional Banking and Treasury in its well established operations in Asia, Africa and the Middle East. This led to a series of divestments notably in Europe, the United States and Africa. During this time staff numbers

were reduced; businesses not considered core were sold or closed; associate holdings disposed of; unprofitable branches closed and back office functions consolidated. In addition expensive buildings were sold with the proceeds reinvested in the business, and the senior management team was radically changed and strengthened.

3.10.5. Standard Chartered in the 1990s

Even within this period of apparent retrenchment Standard Chartered expanded its network, re-opening in Vietnam in 1990, Cambodia and Iran in 1992, Tanzania in 1993 and Myanmar in 1995. With the opening of branches in Macau and Taiwan in 1983 and 1985 plus a representative office in Laos (1996), Standard Chartered now has an office in every country in the Asia Pacific Region with the exception of North Korea. In 1998 Standard Chartered concluded the purchase of a controlling interest in Banco Exterior de Los Andes (Extebandes), an Andean Region bank involved primarily in trade finance. With this purchase Standard Chartered now offers full banking services in Colombia, Peru and Venezuela. In 1999, Standard Chartered acquired the global trade finance business of Union Bank of Switzerland. This acquisition makes Standard Chartered one of the leading clearers of dollar payments in the USA. Standard Chartered also opened a new subsidiary, Standard Chartered Nigeria Limited in Lagos, acquired 75 per cent of the equity of Nakornthon Bank, Thailand; and agreed terms to acquire 89 per cent of the share capital of Metropolitan Bank of the Lebanon.

3.10.6. Standard Chartered today

Today Standard Chartered is the world's leading emerging markets bank employing 30,000 people in over 500 offices in more than 50 countries primarily in countries in the Asia Pacific Region, South Asia, the Middle East, Africa and the Americas.

The new millennium has brought with it two of the largest acquisitions in the history of the bank with the purchase of Grindlays Bank from the ANZ Group and the acquisition of the Chase Consumer Banking operations in Hong Kong in 2000.

These acquisitions demonstrate Standard Chartered firm committed to the emerging markets, where we have a strong and established presence and where we see our future growth.

3.10.7. Global presence of Standard Chartered Bank

In five regions Standard Chartered Bank has its presence in total of 48 countries:

Africa	Asia Pacific	Latin America	Middle East & South Asia	UK & USA
Botswana	Australia	Argentina	Bahrain	Falkland Islands
Cameroon	Brunei Darussalam	Brazil	Bangladesh	Jersey
Gambia	Cambodia	Colombia	India	UK
Ghana	China	Mexico	Iran	USA
Kenya	Hong Kong	Peru	Nepal	
Sierra Leon	Indonesia	Venezuela	Oman	
South Africa	Japan		Pakistan	
Tanzania	Laos		Qatar	
Uganda	Macao		Sri Lanka	
Zambia	Malaysia		UAE	
Zimbabwe	Myanmar			
	Philippines			
	Singapore			
	South Korea			
	Taiwan			
	Thailand			
	Vietnam			

3.11. The Acquisition of Grindlays by Standard Chartered:

The main idea behind acquisition and merger is making an investment and usually involves more than mere cash. When two separate legal entities merge every organization aspect of both companies are expected to change be it internal or external. Such management decision is taken for a variety of reasons but the ultimate aim is to add up to shareholder's wealth. For banks operating in the consumer and wholesale banking sector, earning depends largely on the interest margin as well as the service charges. For this increasing customer base is a major concern, for banks operating in foreign countries, increasing customer base is not easy since they have to compete with local banks which in many cases are backed by government. This especially true in Southeast Asia where governments have quite a strict control on the financial market and the institutions.

The government and autonomous banks largely dominate our country's banking sector. Thus competing them in interest figure becomes for both foreign and local and foreign banks. The only way to attract customer is through providing high quality service. Also they have to be very innovative in financial products since they have to compete the government again in highly profitable saving instrument and low-interest loans.

Standard Chartered Bank, the largest and one of the oldest foreign bank in the country has been successfully doing business in corporate and consumer banking sector for years. It has introduced many new financial consumer and corporate products like money builder in the market. Recently the bank attracted a great deal of attention through its acquisition of another foreign bank operating in Bangladesh "ANZ Grindlays" (refer to Appendix) from August 2001, the two competing banks will complete the merger process and operate from the same

platform. This is a concept for a country like Bangladesh where merger of two large distinct organizations is still far-fetched. However with it's increasing customer base the service quality seems to have declined. One purpose of this report had been to find out the validity of such an assumption.

3.12. Standard Chartered At Bangladesh

Standard Chartered Bank started its business in Bangladesh in 1948, opening its first branch in the port city of Chittagong. The bank increasingly invested in people, technology and premises as its business grew in relation to the country's thriving economy. At present the bank has 6 offices in Dhaka Chittagong and Sylhet, including the country's only offshore banking unit inside the Dhaka Export Processing Zone at Savar. Besides with the acquisition of ANZ Grindlays, the bank will have more branches to serve its huge customer base from August 19, 2001.

Extensive knowledge of the market and essential expertise in a wide range of financial services have helped the bank to build business opportunities for corporate and services have helped the bank to build business opportunities for corporate and institutional clients at home and abroad. Continuous upgrading of technology and control system has enabled the bank of offer new services, which including unique ATMs and Phone banking.

3.13. Principal Legal Entities in Bangladesh:

Standard Chartered Bank has 19 branches and 25 ATM booths in six Districts in Bangladesh:

1. Bogra (1 Branch)
2. Chittagong (4 Branch)
3. Dhaka (10 Branch)
4. Dhaka EPZ (1 Branch)
5. Khulna (1 Branch)
6. Naraynganj (1 Branch)
7. Sylhet (1 Branch)

3.14. Organizational Structure:

The Standard Chartered Bank in Bangladesh Headquartered at Hadi Mansion, Dilkusha, Dhaka with branches all over the country. While the full range of services are available at the headquarter, other branches offer specific services appropriate for the location. The Branch at Kakrail is the only one which offers the student fil facilities.

Structurally the Bank mainly consists of two divisions:

- Business &
- Support

3.14.1. Business Division:

1. Corporate Banking
2. Treasury
3. Institutional Banking Management
4. Consumer Banking
5. Custody and Clearing Service
6. Group Special Asset

Standard Chartered Bank is primarily corporate banking driven. Corporate banking generate 40% of its revenue while others do the rest.

3.14.2. Support Division:

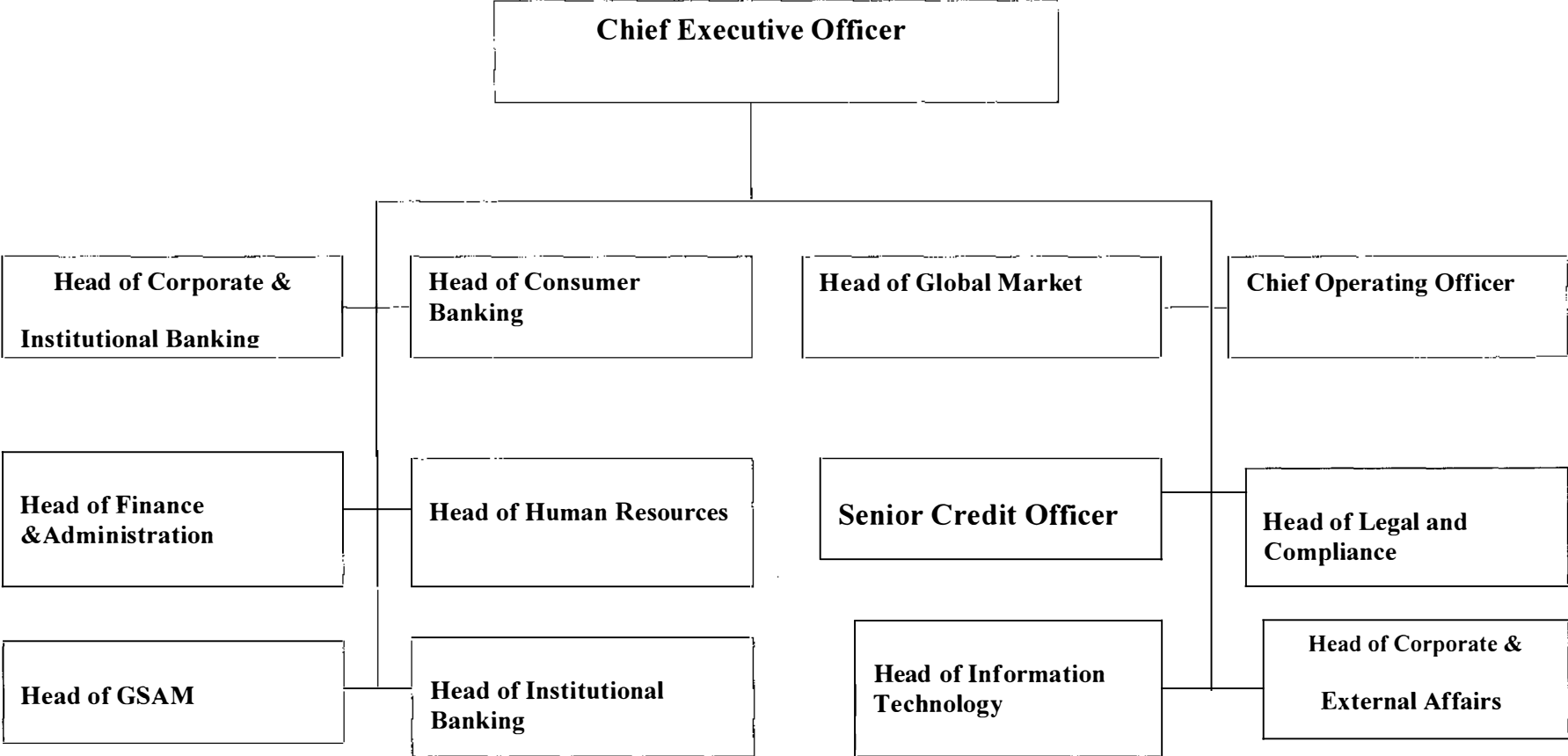
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|----------------------------------|---------------------------------|
| 1. Service Delivery | 6. Human Resources Department |
| 2. Operation | 7. Legal and Compliance |
| 3. Finance and Administration | 8. Corporate & External Affairs |
| 4. Risk Management | 9. Credit |
| 5. Information Technology Center | |

3.15. Chain of Command:

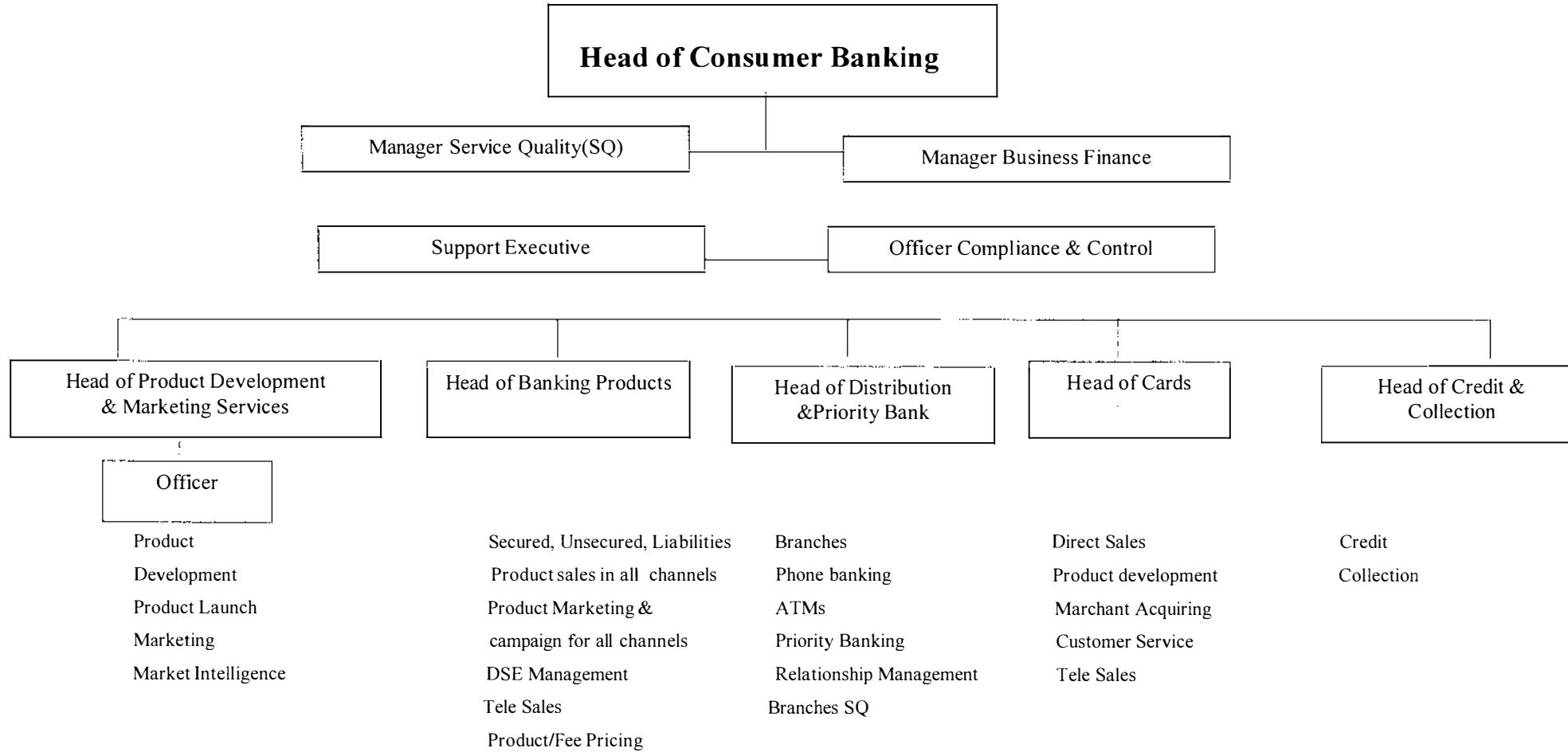
Standard Chartered Bank in Bangladesh follows a hierarchy pattern of command. The chief Executive Officer (CEO) for the country reports to the Regional Manager, Mesa in Dubai. All other departmental Heads at the headquarters report to the CEO. A manager or Senior Manager reports to the divisional Heads. The respective Branch Managers or Branch Sales and Service Managers (BSSM) are responsible for the performance of their unit. Each branch is organized functionally along line divisions with some support facilities and the manager assigns tasks to his / her subordinate personnel and supervises their performance.

Organograms of different division of the bank is given in the next seven pages separately.

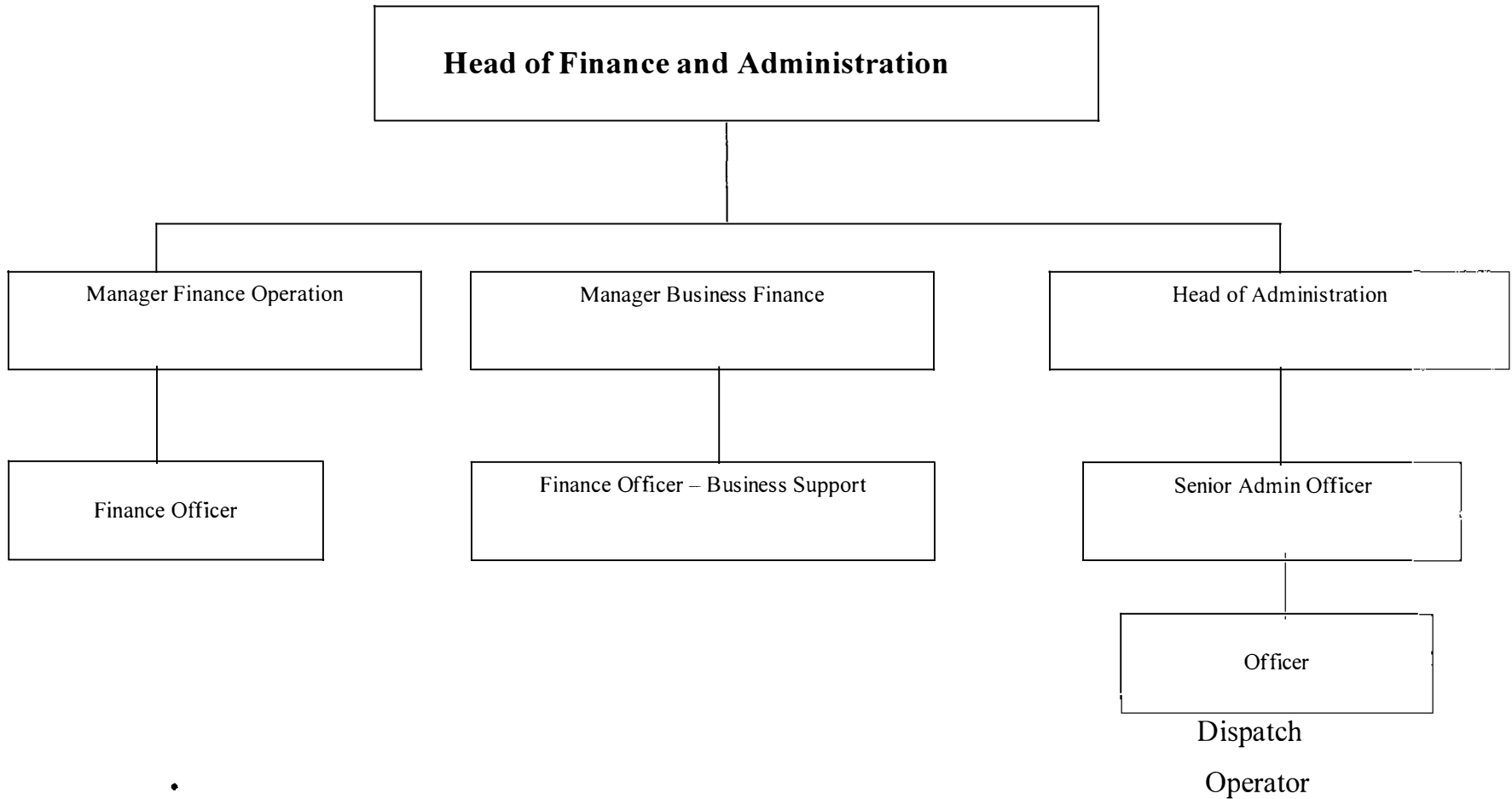
Chain of Command



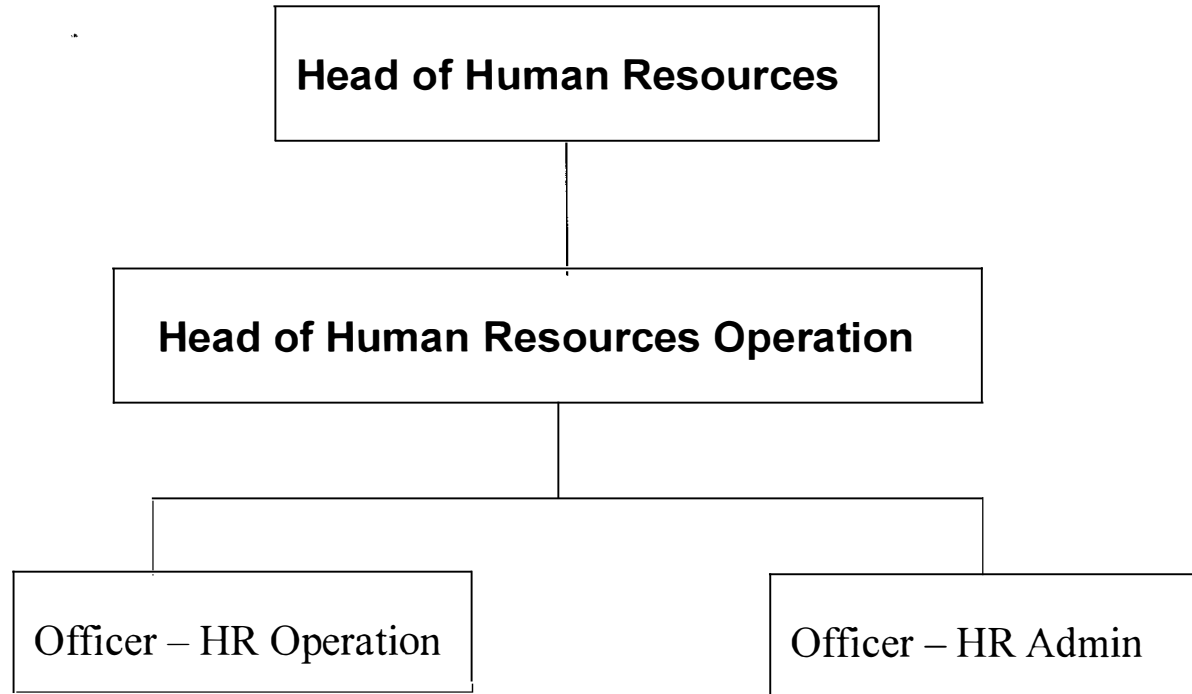
Consumer Banking Division



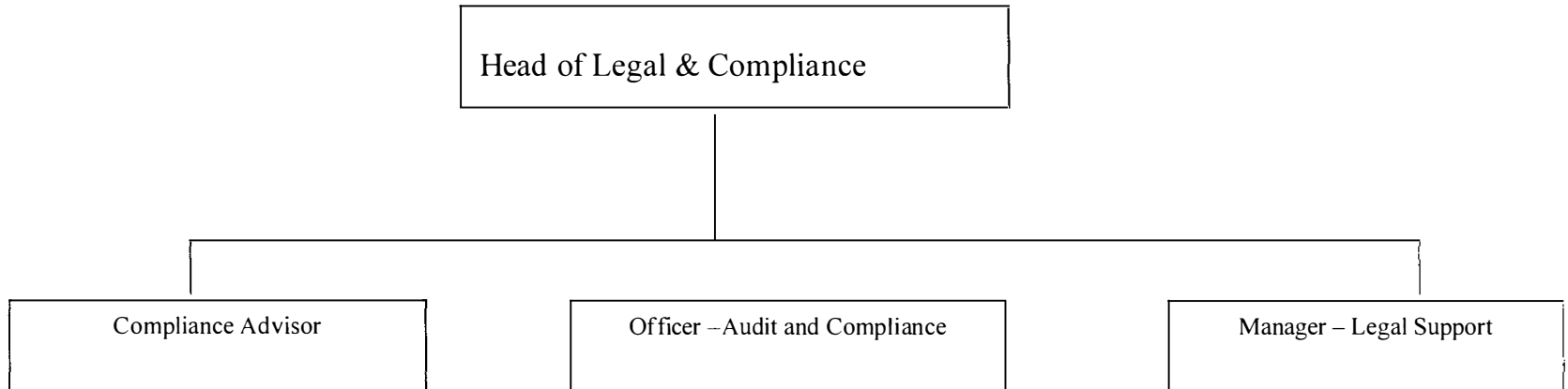
Finance and Administration Division



Human Resources Division



Legal and Compliance Division



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Corporate Affaires

Head of Corporate Affaires

Officer

Treasury Division

Head of Global Market

Head of Sales

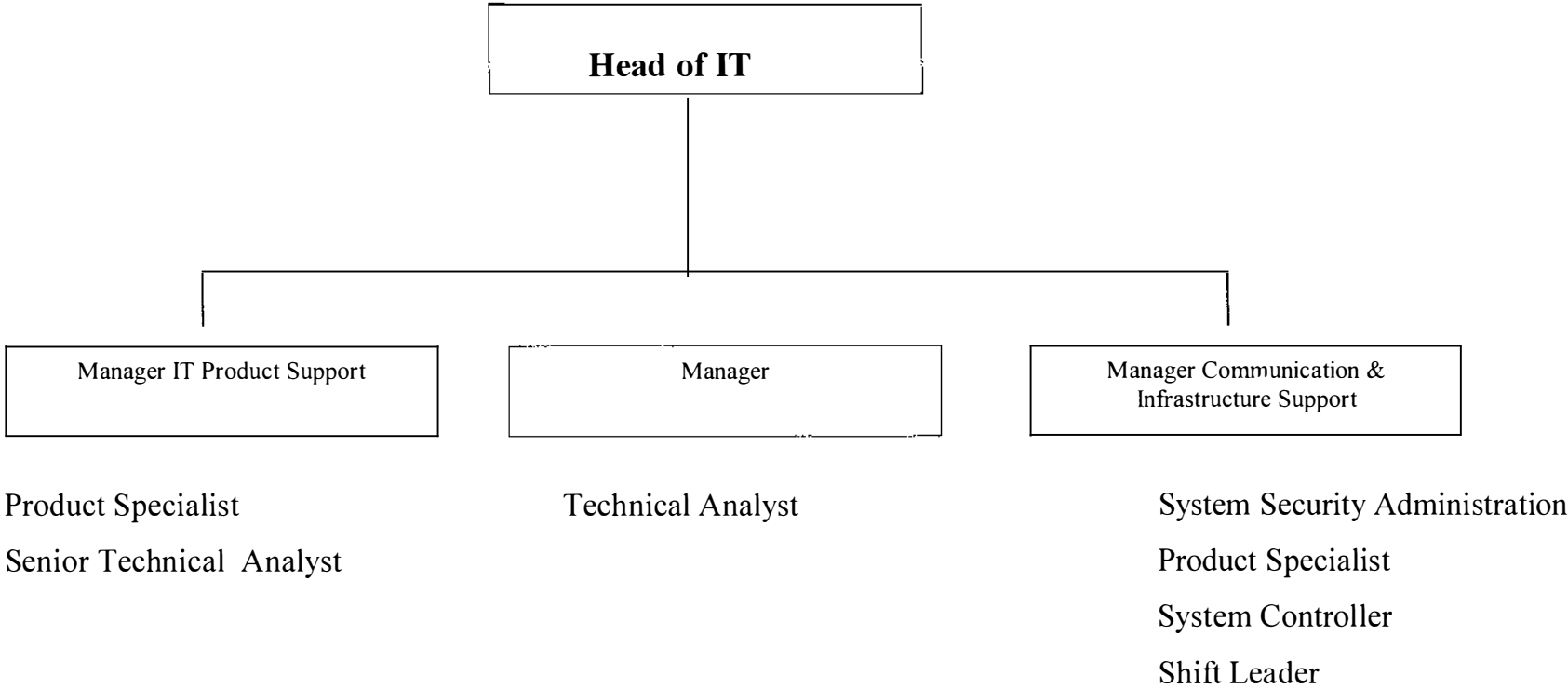
Head of Foreign Exchange Trading

Head of Money Market and ALM

- Corporate Dealer
- Dealer – Money Market
- Foreign Exchange Dealer

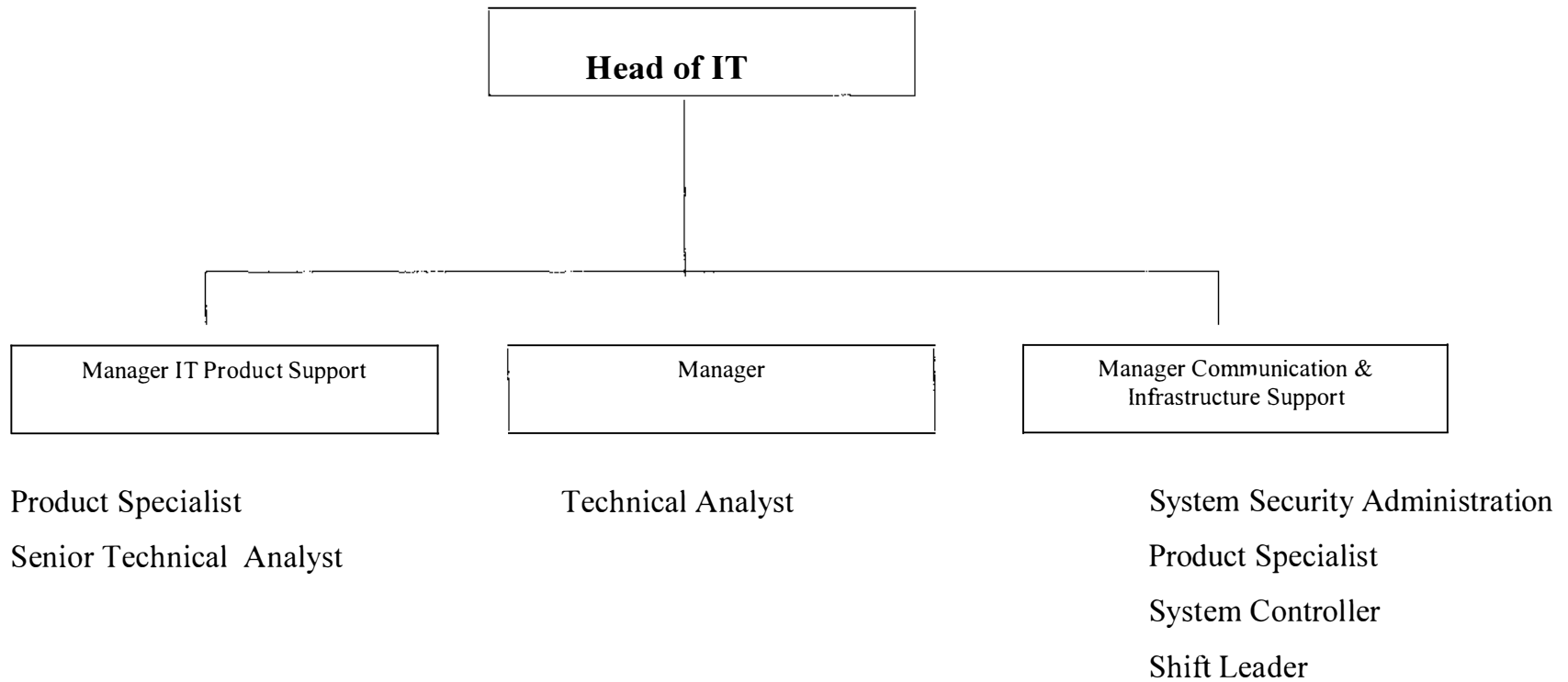
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Information Technology (IT)Division

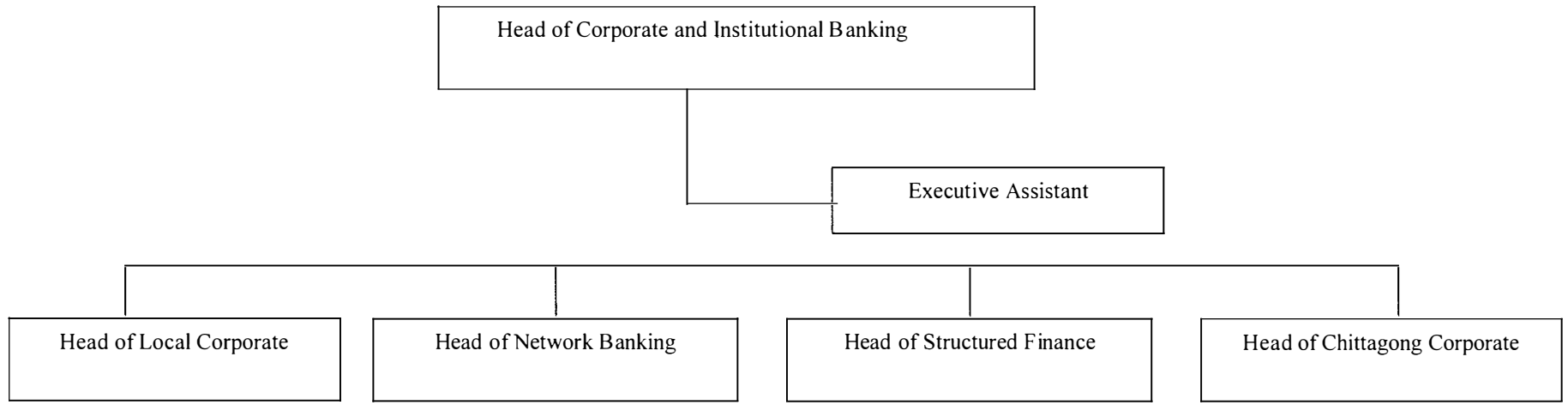


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Information Technology (IT)Division



Corporate and Institutional Banking



Sr. Relationship Manager
Relationship Manager
Sr. Credit Analyst
Sr. Sales Supporting

Sr. Relationship Manager
Relationship Manager
Credit Risk Manager
Credit Risk Officer

Relationship Manager

Sr. Relationship Manager
Relationship Manager
Credit Risk Manager
Credit Risk Officer

3.16. Management

The goal of Standard Chartered Bank is to be the “Bankers of the First Choice” Towards that goal, the overall planning in the organization is done at the Headquarter in Dhaka by a management. Committee (MANCOM), headed by the CEO and consisting of the business heads of different divisions.

They meet once a month or when any special situation arises, to plan the strategic decisions. The decision making, although apparently a top down approach, leaves rooms for participation down to the level of department heads, which are responsible for carrying out the planning of their department within the broad guidelines set by MANCOM.

Among the broad strategic objectives are:

- Creating a congenial work environment
- Modernization of the management information system to achieve full automation by drastically cutting down the paper work in long term.
- Focusing on service quality and consume needs
- Recuriting and maintaining top grade, efficient employees
- To invest in those technological systems which will upgrade and enhance financial services
- Creating an excellent brand image of the bank.

3.17. Personnel Policies

The number of officers exceeds the number of clerk, which is a strait contrast to local banks specially the nationalized commercial banks. Standard Chartered Bank pays great attention to recruiting high quality staff through proper evaluation and improving their skills through structured training. Reward and punishment base on

strict performance evaluation and opportunities of promotion both in country and abroad are two important features of the personnel policy of Standard Chartered Bank.

3.18. Recruiting, Training and Career Progression

The recruitment process is based on references, advertisements and internships. Entry point screening is done both by the written and oral test. The medical record of the potential employee is very important and those suffering from potentially life threatening and performance deterring diseases are not hired, even if they were otherwise qualified. The placement of the staff is done in two ways. Either the employee undergoes a management trainee program with a probation period of nine months and is categorized as an officer leading to various managerial jobs, or is recruited at a non management level as banking assistance or support officer. There is a structured training framework for all the employees, and a channel for moving people from national to international positions. International graduate recruitment and personal skills development for entry-level employees are a part of the human resources development efforts at Standard Chartered Bank.

3.19. Products & Services of different Departments

3.19.1. Corporate Banking:

Standard Chartered provides a full range deposit and loan products to its corporate clients. Rapid decision making is an important feature of Standard Chartered's services to international and domestic companies doing business in Bangladesh. All accounts are assigned to a Relationship Manager to look after client needs. Each relationship manager keeps close contact with the client obtaining in-depth knowledge of the client's business and providing timely advice.

The corporate banking sector offers the following services:

- Working Capital Finance- Overdraft, import and export finance, bills discounting
- Term Loan
- Corporate deposit services
- Negotiate mix credit/loans from donor agencies
- Trade finance- includes overseas short-term funding of imports and country's only offshore Banking Unit (OBU) in Saver EPZ.
- Cash Management- provides the clients with a full range of cash management products, collections, payments and liquidity products. Large range of payment products including "payable at par" cheques and tax based statutory payments.
- Support services- for global/ international client needs in Bangladesh and across the border. The Bank has direct working relationships with offices in over 40 countries.

3.19.2 Custodial Service :

A custodial service falls under the Corporate-banking group and is looked after by Standard Chartered Equator. The principal client of this are foreign is global custodians and brokers/dealers requiring cross-border information and sub-custodian services in the emerging markets.

In Bangladesh the Custodial services is a part of the Standard Chartered Equator and they offer the following services:

Delivery and receipt of securities

Registration and physical safe custody of securities.

3.19.3. Treasury

Standard Chartered is one of the world's leading banks in foreign exchange and money market operations with special strengths in exotic currencies. Customer are given access to 24- hour service, 7 days a week, through a network of dealing rooms located in various financial centers of the world.

The Treasury division of the Standard Chartered Bank in Bangladesh has a centralized dealers room in Dhaka and consists of the following two areas:

a) Foreign Exchange

The Results monitors placed in the Treasury Division give continuous updates on exchange rate movements as well as ready access to market information. Experienced dealers provide advisory services from 8:00 am to late evening 6 days a week (except Saturday) on hedging techniques and risk management so that the customer can obtain better value for their foreign exchange transactions. The Foreign Exchange service includes:

- **Ready Contracts:** Foreign exchange contracts for the same day value, next day value or spot transactions.
- **Froward Contracts:** foreign exchange contracts to hedge exchange risks.
- **Cross Currency Contracts:** the customer can trade a wide range of currencies.
- **Information analysis:** The Treasure division publishes daily and weekly currency newsletter, which provide analyses of currency trends and related issues. Seminars and workshops are conducted for customers from time to time on foreign exchange related topics. Customer can also have access to the bank's information database round the clock through Phone Banking.

b) Money Markets and Investment:

Standard Chartered Bank's Treasure division is the local market leader in debt instruments including both short and long-term fund mismatches through the money market and takes front line positions in inter-bank call money rate, government T-bills of various maturities and inter-bank SWAPS.

3.19.4. Institutional Banking :

Institutional Banking (IB) is a specialized banking unit of Standard Chartered, providing products and services to the specific needs of other banks and financial institutions. It assists the local banks by taking care of their cross-border business through the worldwide Standard Chartered Bank networking over 40 countries. Following are the variety of financial products offered by this department:

Vostro Accounts

IBG, Bangladesh maintains Vostro Accounts of banking and financial institutions worldwide, customer maintaining such account can remit funds throughout the country through the Standard Chartered Bank branch network as well as through Chartered Bank's local correspondent relationships.

Nostro accounts

In order to increase and promote the correspondent banking business worldwide, IBG uses Nostro accounts to Bangladeshi banks and financial institutions in almost all encompassing the Standard Chartered Bank global network. Group branches and sides provide full clearing and payment services in the UK, USA, Hong Kong, Malaysia, Singapore and many African countries. Worldwide payments services are facilitated by a network of branches supported by electronic cash management (available in select locations), fund transfer system and membership of SWIFT.

Handling of Trade Finance Business:

IBG offers the full range of services available under Trade Finance to its customers. The Standard Chartered Bank network in China, the Far East, the Middle East, the Indian sub-continent, Africa, UK and USA makes SCB the natural choice of correspondents for advising, confirming, and negotiating their letters of credit in these territories.

3.19.5. Consumer Banking :

The proposal banking division of Standard Chartered Bank operating at branch level offers the following services :

Accounts :

- Personal Current Account
 - Personal Savings Account
 - Fixed Deposit Account
 - Personal Call Account
 - Sole Proprietorship Account
 - Limited Liability Company Account
 - Project Account
 - N.G.O account registered locally and abroad
 - Non-resident Foreign Currency Deposit Account
 - Resident Foreign Currency Deposit Account
 - Registered Partnership Account
 - Unregistered Partnership Account
 - Convertible Taka Account
 - Foreign Currency Accounts for Foreign Nationals
 - Foreign Currency Accounts for Bangladeshi Nationals
 - Escrow Account
 - Private non-resident Taka Account
-
- Different documentation and rules are applicable to different types of accounts. Minimum balance requirement, interest, ledger fees, other charges all depends on management decision and varies from account to account. Personal Financial Consultants present at each branch usually service these accounts.

Details of some of the accounts are given below:

Current Account:

Tailored to meet the needs of individual and commercial customers, the current account offers benefits like free cheque book, ATM service, Phone banking, account access from any branch, and instant fund-transfer amongst Standard Chartered branches in the country.

Fixed Deposit:

Fixed deposit has the following features:

- Can be opened for a term of 3 months, 6 months or 12 months
- Tiered interest rates, offering higher rates for larger amounts
- Interest payable on maturity
- Automatically renewable (with or without interest)
- Can be as security against personal/commercial loans

Call Deposit:

An easy way to turn short-term savings into high-yield assets, blending of the flexibility of a current account with the yield of a Fixed deposit. Other features include:

- Competitive interest rate
- No withdrawal restriction irrespective of frequency or size subject to seven day's notification

Resident Foreign Currency Deposit (RFCFD):

Specially designed foreign currency account for resident Bangladeshis. Offers wonderful opportunity to build a deposit base in foreign currency. Helps make for overseas commitments and dues like credit card bills, travelling expense etc.

Main features:

- * Offered in USD, GBP and Yen
- * Competitive Interest on deposit
- * Can only be opened within 1 month of arrival from abroad
- * Deposit can be made in foreign currency only (cash, TC or Drafts)
- * Cash withdrawal in local currency only
- * Fund Remittance (in both Lcy and Fcy) to any place in and out of the country (without restriction)

Foreign Currency Current Account

Applicable to Bangladeshis working abroad, it can be opened in USD, GBP and Yen without restriction on transaction frequency. Can be operated through nominees in absence of the account holder. Fund remains in foreign currency and is freely remittable.

Main features:

- * Deposit can be made in foreign currency only (cash, TC or Drafts or transfer from other Fcy account)
- * Cash withdrawal from the account is in local currency only.
- * Fund Remittance (in both Lcy and Fcy) to any place in and out of the country (without restriction)
- * Fund can be used to make investment in Wage Earners' Development Bond

Non - resident Foreign Currency Deposit (NFCD):

* A short-term foreign currency deposit account suitable for Bangladeshis living abroad, offering most competitive interest rates available in both local and international markets. Other features include:

- * Interest paid in foreign currency
- * Can be opened for a term of 1 months, 3 months, 6 months and 12 months
- * Interest rates are tiered (based on amount and term)
- * Interest payable on maturity
- * Automatically renewable (with or without interest)
- * Can be used as security against personal/commercial loan
- Remittance in both lcy and Fcy to any place in and out of the country

LOANS PRODUCTS

Personal Loan:

A loan product-requiring no cashes security and down payments.

Main features:

- * Available for any personal reasons ranging from purchase of consumer durable, educational expenses to medical treatment
- * 3 different repayment-tenor options - 12, 24 or 36 equal monthly installments.
- * Can be secured by salary assignment and employer's undertaking or personal guarantee.
- * Can be repaid in advance, anytime ahead of maturity date.

Cashline:

A product allowing ready access to cash without disrupting interest-earnings on fixed investments. It provides ready access to cash against quasi-cash investment paper like Terms deposits (LCY / FCY) Savings Certificates, Wage Earners' Development bonds, ICB units certificates etc.

Other features:

- * Both Revolving & terminating options
- * High utilizing Limit (based on security value)
- * Quarterly payment of Interest (only on the outstanding amount)
- * No commitment fee (on unused limit)

24-hour Money link Access:

it allows 24-hour cash access, 365 days a year through Automated Teller Machines (ATMs). It offers attractive discounts to Money link cardholders at designated shops, boutiques, restaurants and clinics. There are 25 ATMs in 6 cities. Additional services include:

- * Funds Transfer
- * Cheque Book Request
- * Statement Request
- * Deposit Facilities
- * Change of Personal Identification Number (PIN)
- * 24-hour Phonelink Access

Phonelink in Bangladesh was inaugurated in March 1997. It helps to bring banking within the dialing distance of the customers, providing access to account information and details, 24 hours a day from the privacy and comfort of their homes, offices and cars. The Phonelink service includes: •

Automated services:

- * Account-related services
- * Foreign currency related information
- * Change of Telephone Identifications Number (TIN)

Through the Phone Bakers:

- * Inquiry on the product services
- * Change of account address
- * Notification to the bank of lost or captured Moneylink ATM Cards
- * Stop Cheque instruction
- * Pay Order/ Demand Draft preparation (to be collected later by the customer)

Status inquiry on remittance

- * Renewal of fixed deposit or opening of new fixed deposit
- * Other account opening assistance

The account holders can access transfer funds from any of the branches through centralized computer accounting system.

International Remittance:

Standard Chartered Bank's solid international network provides an excellent remittance service anywhere in the world.

Locker Service:

Our safe deposit locker service offered from Dhanmondi and Sylhet branch gives a modern facility for safekeeping of precious items, confidential documents and other valuables. Other features:

- * Personalized service from a dedicated locker officer
- * Available to any customer (for an annual fee which depends on locker size)
- * Accessibility anytime during the banking hours
- * No additional charge for locker visit

Priority Banking:

Standard Chartered Bank Bangladesh offers Priority Banking to clients who have huge ideal cash at their savings account. Under this segment an exclusive combination of services are offered to customers who signed up for it. Some of the benefits offered under the program are:

A Priority Card that recognizes your Priority Status at all our local branches and also at our global Priority Centers

Higher withdrawal limit per day from all our ATMs in Dhaka, Chittagong & Sylhet

Privileges associated with the Priority card in reputed hotels, restaurants and stores locally and globally

Exclusive Priority Center in Dhanmondi & Sylhet with reserved parking space

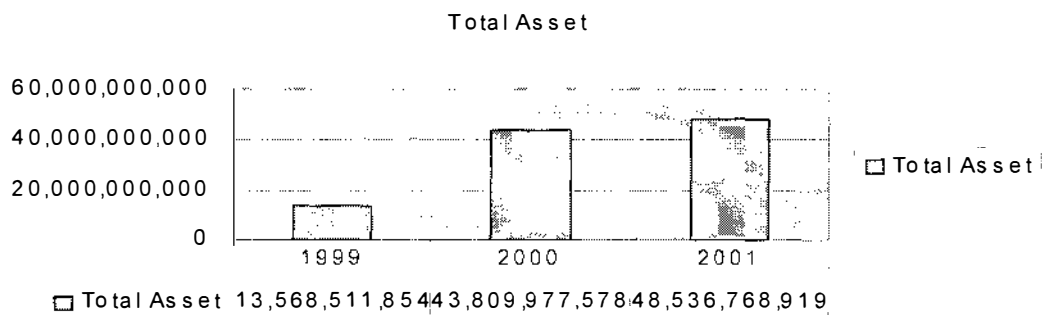
Dedicated Customer Relationship Personnel at the Priority Centers

And also commission free SCB Visa travelers' cheques against travel quota, swifter transactions, pre-arranged banking services and invitation to special social and cultural events.

3.20. Financial Position of the Standard Chartered Bank:

3.20.1. Asset Liability Position of Standard Bank

Holding about 64 percent share of the total asset of the foreign banks and about 59% of the total net income (before provision)¹ Standard Chartered surely is the



¹ Activities of Banks and Financial institutions in Bangladesh, Ministry of Finance and Planning.

Fig total asset of Standard Chartered Bank

Largest foreign bank in Bangladesh. As we can see in the figure the big jump, which occurred for the acquisition of the Grindlays bank in the year 2000 and are maintaining a good growth rate (10.78%). One of the most important figure for any bank is their deposit. After

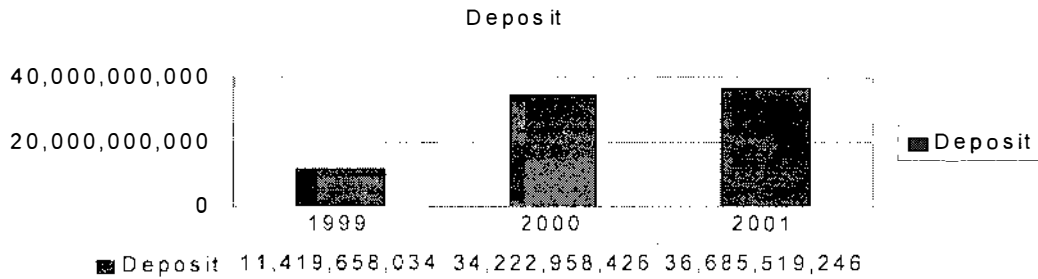


Fig - Deposit of Standard Chartered Bank

Acquisition of Grindlays, which shows a huge jump in the deposit figure it is maintaining a growth rate of 72% along with a growth of loans and advances of 9.2%. But most importantly the net income rose about 14% in the year 2001 after the amalgamation.

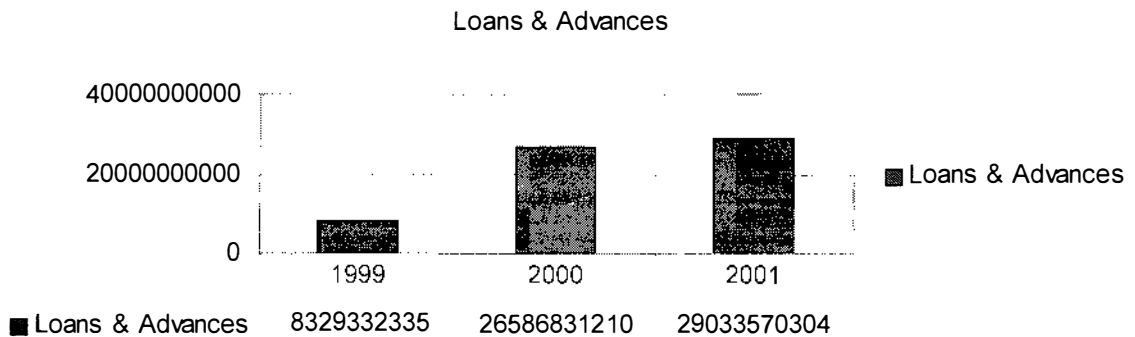


Fig Loans and Advances of Standard Chartered Bank

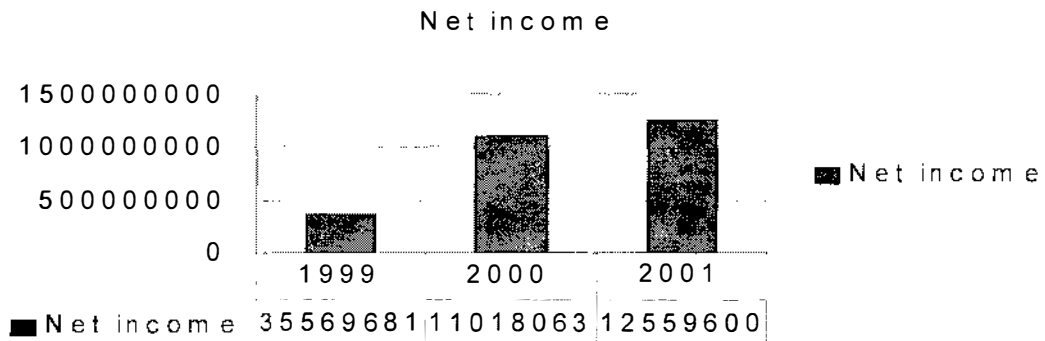


Fig Net Income of Standard Chartered Bank

3.20.2. Classification of loans and advances:

Standard Chartered Bank is very strict about their loan classification and maintain strict rules and regulation to minimize the bad loans. As we can see that the bank has very low percentage of loans doubtful and bad and the ratio goes even lower in 2001 than that of in 2000. They have separate department for the credit collection and monitoring. Even after a very strong assessment for giving the loans the collection department continuously monitors those to lower the ratio of bad loan to total loan.

Table - Classification of Loans

	2000	20001
Unclassified loans/total loan	95.38%	96.09%
Sub standard loan/total loan		
Doubtful loan/total loan	2.03%	1.44%
Bad or loss/total loan	2.59%	2.46%

Source: Annual report of SCB

CHAPTER
FOUR

**An Appraisal of Cash
Management of
Standard
Chartered Bank**

Conceptional Framework

“**Cash Management products**” policies and techniques used at present no doubt is comparable to international standards. Management and others related to Standard Chartered Bank are trying to formulate new services and products. They are very quick in giving decisions.

The bank introduces a large range of products to the customers through it’s cash management department and provides smooth services to them.

4.1.Cash Management Products from Standard Chartered Bank

4.1.1.National Collection Services (NCS)

National Collection Services (NCS) is a centralized system where clients maintain a single concentration account with Standard Chartered for all their countrywide collections.

This service offers the following benefits to it’s customers:

- NCS is designed in such a way that funds collected from all your collection locations into your single concentration account maintained with Standard Chartered Bank. There is no need for multiple local accounts with idle balances, and there is no need to handle multiple, time-consuming reconciliation tasks.
- You can deposit Cash/ cheques (or other instruments) at our branches or our Correspondent Bank branches. We have area coverage of more than 200

locations out of which 19 are our own branches in six major cities: Dhaka, Chittagong, Sylhet, Khulna, Bogra, and Narayanganj.

- NCS ensures increased liquidity for your company by minimizing the transit time of your cheques and other instruments. For locations where local clearing exists, we offer you quick and guaranteed credit of funds; whereas for non-clearing locations we ensure funds are realized in the shortest possible time.
- Alternatively, for outstation locations we can arrange for our courier representative to collect the cheques and other banking instruments (excluding cash) from your offices at pre-agreed times. We have dedicated support at each of the locations we service and they will maintain close contact with your offices.
- NCS provides different types of reports to aid in your Receivables Information Management.

4.1.2. Premium Service Banking (PSB):

This is a Cash Management product that is tailor-made for our high net worth and esteemed corporate customers like IPDC. The product has the following features,

PSB Courier: A daily courier service that collects and deposits all routine transactions (except cash) to and from the customer.

PSB Autofax: Provides the customer with comprehensive statements of all designated accounts in the customers' desired frequency (daily, weekly, etc.). •

PSB Hotline: A single point of contact inside the bank for the PSB customers for all their routine transactional queries.

PSB Inward Remittance Service: The bank proactively provides a fax report of any incoming SWIFT payment messages even before the funds are credited.

PSB Express Payments: For urgent foreign payments, fax messages received against a standard indemnity will be processed.

PSB FX & Money Market Information: Provides a Daily Rate Sheet through E'Mail and Weekly Market Report detailing Foreign Exchange rates; key stock, bond, and interest rate indices; highlights from international financial markets; etc.

PSB Trade Reports:

At Standard Chartered, authority understand how important it is to stay informed of customers trade commitment at all times. Our innovative information service now enables you to get an up-to-date and easy-to-read summary of customer outstanding position for Import, Export, Shipping Guarantee and Import Finance.

Customers get following benefits from SCB's Trade Reports:

- Monitor your outstanding at a glance
- Take control of your bills status and cash flow
- Optimality utilize your trade credit facilities
- Proactively utilize your trade credit facilities
- Control over the expiry dates for import and export letters of credit

Range of SCB's Trade Reports:

Trade reports puts a customer in control of his/her trade outstandings and gives you need to effectively manage your company's trade business. You can choose

the level of reporting that best meets your company needs, and you can change this selection as your business grows. We offer six types of report categories:

- **Trade outstandings report** summarizes all your trade finance outstandings in one report.
- **Export Trade Report** includes the following information:
 - **Export Letters of Credit Report** details unexpired export letters of credit transactions
 - **Export Drawings/Bills Report** details your outstanding export drawings/bills transactions
- **Import Trade Maturity Report** includes the following information:
 - **Import Letters of Credits Report** details your outstanding import letters of credit transactions
 - **Trust Receipts Maturity Report** details your outstanding trust receipts transactions
 - **Acceptance Report details** your outstanding acceptances and their maturities.
- **Guarantee Report** details your outstandings from copy document endorsement for air, sea and road, Bid Bond and performance Bond issuance

4.1.3.CheqWriter:

We are pleased to offer you Standard Chartered's cheque writing software. This CheqWriter computerizes the preparation, maintenance and inventory management of cheques thereby providing fast, accurate and professional cheque preparation and extensive MIS capabilities as well.

The Bank will supply the cheque printing stationary as and when requested by the customer. This is a pre printed A4- size cheque form with two sections separated by perforation. The top part is the counter foil of the cheque that can be used as a

paper record of the transaction and can also evidence the payees receipt. The bottom part is the cheque that contains all regular input fields of a conventional cheque let. ChequeWriter can print an optional “Account Payee Only” marking for crossed cheques on the cheque leaf.

Features of Cheque Write

- Customisation of cheque leaves with customer logos.
- Data storage for a competitive history of all cheque payments.
- Controls against typing errors.
- Robust overall security
- professional counterfoils, which can be used for recording purposes as well as receipts

All reports can be delivered by fax, mail or held for collection. They can be delivered on a daily, weekly, fortnightly or monthly basis or on demand.

Hardware requirements for Cheque writer

Cheque writer can be operated from either a single personal computer or from a network of multiple computers. Hardware requirements for installation of ChequeWriter are:

- 100% IBM compatible personal computer operating under MS Windows and above.
- 486% processor (minimum)
- 16 MB RAM
- 1.44 MB 3.5'' Disk Drive
- Hard Disk drive with 25 MB free space.

Benifits from Cheque Writer:

- Allows you to customise your cheques with company details, logo and counterfoil
- Saves time by automating the cheque preparation
- Maintains a history of all cheque payments and can provide a wide range of information capabilities through various reports
- Has the ability to interface with other applications
- provides full audit trail of all transactions
- Provides full audit trail of all transactions

Security :

Access to Cheque Writer can be parameterized through user IDs and passwords. Users can also be assigned with different access levels to avoid unauthorized use of Cheque Writer

4.1.4.Electronic Banking Services for Windows (EBSW):

Our Electronic Banking Service allows you to initiate transactions and enquire about accounts electronically from anywhere in the world. You can download necessary account information and store in your own PC.

Once you have defined your required reporting data into the system, you can display it on the EBSW work station or print it. the embedded report generator enables you to customise report formats to suit your particular requirements. EBSW also incorporates an “events scheduler” which automatically executes takes for you whenever you choose. Moreover, EBWS offers Data Export / Import capability to/from other widely used Windows-based software (e.g.MS Word, MS Exel, etc.).

Key features of EBSW:

Cash Reporting:

With EBSW clients not only receive access in their accounts throughout the banks network,you also receive informartion about movements in your accounts with

other banks. This is done via the SWIFT multi-bank reporting capability and all banks who are members of SWIFT can be incorporated. The user friendly design of EBSW enables you to view your account details quickly and easily-account balance details, statements, and history etc. are all available at the touch of a button.

Cash Initiation:

Clients receive a full range of domestic and cross-border transaction initiation capabilities through EBSW, including electronic funds transfer as well as paper-based payment options such as drafts. EBSW simplifies the cash input initiation process by providing you with features that improve accuracy and efficiency. These include templates for commonly used transactions; "look-up" tables for frequently used information such as bank, beneficiary and account details; and a "create from previous" capability that allows you to select one of your earlier instructions as a template for your current input.

Trade Initiation:

EBSW provides you with a full range of trade transaction capabilities including L/C application, issue, amendments, funds withdrawals, import collections as a template for your current input.

Security & Control:

When making financial transactions electronically, strict security is of the utmost importance. You need to have the right safeguards in place to prevent unauthorised people from tampering with the system. Standard Chartered's EBSW includes a series of features such as :

- Users Authorisation
- password protection
- Authentication & Tracking transactions through an Audit Trail

All these ensure data integrity and meet client's security needs-all in line with industry recognised standards.

4.1.5. Payment plus:

Payment plus is a user-friendly software which is offered to corporate customers of Standard Chartered to facilitate the payments that they wish to make through its electronic platform, EBSW.

What payment plus essentially does is create a bridge between the customer's own accounts payable system and Standard Chartered's Electronic Banking Services for Windows (EBSW). Typically, the customer has to maintain a separate accounts payable database from which payments are periodically made.

For customers who are already used to the convenience of sending instructions electronically through Standard Chartered's Electronic Banking Services for Windows, typing in the required information into the EBSW templates creates an additional level of work.

This is where Payment plus comes in. By utilising this software the process of typing in all the required information into the EBSW template becomes just a single click of the mouse button. If the accounts payable system is maintained in a simple, pre-determined format (typically an MS-Excel file), then payment plus uploads the information from the file to EBSW.

Thus sending payment instructions to Standard Chartered becomes a one-step process.

What payment plus means for customers:

- Outsourcing of domestic account payables to the bank
- Integration of EBSW with account payable systems
- Ability to process bulk transactions
- Supports internal transfers, pay orders and demand drafts drawn on other banks

Tangible Benefits you get by using Payments Plus:

- Increased efficiency
- General Control
- Enhanced Security
- Lower all-in-costs.

4.1.6. Internet Banking:

Internet Banking can significantly enhance the Bank's service to you and play pivotal role in the future of your business. SCB's Corporate and Institutional Banking website offers you comprehensive information on your accounts and a number of value-added features.

The only thing clients need is an access to the internet and they will be able to use Internet Banking from anywhere in the world. As an Internet Banking customer, customer will be given a specific user ID and a confidential password. Customer can then view the following information online:

- Cash Account Statement
- Cash Account Balance
- Cash Balance History

Clients can also print all these information as required for your records.

In addition, customers will be able to find a comprehensive range of information about Standard Chartered Bank, its services and worldwide network. A major advantage of Internet Banking is that the user can access this website from any location through an internet connection only.

Security:

To ensure that client's organisation's data cannot be accessed by anyone other than the authorised users, all the reporting information has been secured using Verisign and Secure Sockets Layer (SSL)-which are industry standard security solutions for communication and transaction over the internet.

4.1.7. On- line Banking and Standard Chartered's Network:

What is on-line banking?

At Standard Chartered, customers don't need multiple accounts spread all around Bangladesh. Customers can run their country-wide banking needs out of one single account through nineteen (19) offices of Standard Chartered and Standard Chartered Grindlays.

Standard Chartered can perform Cash deposits and withdrawals, Cheque Deposits, Fund Transfers, make transactional Queries, give Chequebook requisitions, and ask for Account Statements.

4.1.8. OPSPAY:

Standard Chartered is proud to present OPSPAY, a service for our Corporate Customers which offers automated bulk transfer (e.g. salary) from their corporate accounts. This will result in errors and an overall improvement in your salary payment processing.

OPSPAY processes your staff salary payment by downloading your payment instructions from an Excel file. This can be in the form of a Floppy Diskette or if you prefer you can even E-mail the Excel file to us. The service ensures that appropriate narration is provided for all individual account credits (i.e. salary for the month of xxxxx) in account statements.

This service has the following benefits:

Time-efficient: SCB can act on clients instructions on the same working day if the Diskette containing the information reaches our concerned department before 11.00 a.m.

Error-Free:

As the instructions will be downloaded directly from the Floppy Diskette,opsay eliminates manual entries and minimises the possibilities of any errors.

Value-date:

Funds transferred through this service are immediately available at all our branches and can be withdrawn through cheques.

The transfer instruction in an Exel File that should contain the following information:

Full Account No.	Account Name	Salary Amount
-------------------------	---------------------	----------------------

This diskette should be accompanied by a written authorisation, which will be used to validate the softcopy details.

The combined network of Standard Chartered Bank and Grindlays Bank(19 offices and 25 ATM's in 6 cities) and a hundred –year old heritage in Bangladesh places us in a unique position to support your banking needs.SCB's branch network now covers Dhaaka, Narayanganj, Chittagong, Sylhet, Bogra and Khulna,which are linked through on-line banking services enabling you to operate your account from any of our branches or 24-hours ATM's.

SCB's offer includes a vast range of financial products and services complemented by a designed Relationship Manager to manage customers requirements with personalised care.

4.1.9. Cash pick-up & Delivery Services:

Through Cash pick-Up & Delivery Service, Standard Chartered Bank collect from and deliver cash directly to customer's company premises. The whole process is supported by a full logistic setup that is in line with international standards. It is yet another initiative to bring the bank closer to you.

SCB's Cash Pick-up & Delivery Services offer to it's customers:

- Security
- Convenience
- Insurance cover
- Flexible pick-up and delivery times

Customers should choose SCB's Cash pick-Up and Delivery Services for the following reasons:

- SCB can arrange for your cash volumes to be picked up from and delivered to your doorstep so you no longer have to worry about sending someone to the bank.
- Your cash will be picked up and delivered in a sealed container while being fully insured within your specified limit during transit.

- The cash Pick-up & Delivery Service will allow you to deposit cash in your chosen concentration account with Standard Chartered, instead of maintaining multiple accounts for each of your locations thus reducing costs and facilitating reconciliation activities.

Account Services:

In Bangladesh, Standard Chartered customers have access to a 19-branch, 6-city and 25-ATM banking network. Customers can operate their accounts through any of its 11 fully automated offices in Dhaka, 4 offices in Chittagong, and one each in Sylhet, Bogra, Khulna and Narayanganj. In addition there are 25 ATMs at convenient locations throughout the country offering withdrawal and deposit convenience for personal accounts.

At Standard Chartered, we provide a wide range of account services for its corporate customers. SCB's corporate accounts are managed by dedicated account Relationship Managers who maintain regular and close contact with Bank's clients in order to understand their requirements and serve them better.

SCB offer the following types of accounts for its corporate clients:

Current Accounts:

These are checking Taka accounts through which funds can be freely deposited and withdrawn. Corporates typically use them for most of their transactional requirements, which include collections as well as payments. Collections may be in the form of cash, cheques, pay orders/demand drafts and even inward remittances from abroad. Similarly, payments may be in the form of cash, cheques and other available mechanisms.

Short Term Deposits (STD):

These are similar to current accounts in operation except that they do not have checking facilities and they earn interest, which is calculated on a daily balance basis and credited at periodic intervals. The STD account is a useful mechanism to earn interest on idle funds for companies that cannot commit funds for longer periods of time in Fixed/Term Deposits.

Fixed/Term Deposit Accounts:

Fixed deposits are of varying tenors. Current offerings range 3 to 12 months and the interest rates also vary correspondingly. Fixed deposit accounts cannot be used for transactional purpose and interest can only be earned upon the maturity of the deposit.

Savings Accounts:

These accounts are mainly aimed at the individual and are usually offered to corporate employees. However, Corporate provident Fund accounts, Gratuity Funds, etc. can also use such accounts, provided appropriate statutory approvals are in place.

Convertible Accounts:

The Convertible account is a checking current account with balances denominated in taka. Payments or withdrawals from this account can be made in both taka and Foreign currencies; however funds credited or deposited must have a legitimate Foreign Currency source. Convertible account cheques cannot be cleared through the central Bank's Taka Clearinghouse; payments from one convertible account to another convertible account in another bank must be routed through the more time consuming local collection mechanism. Strict Exchange control regulations

govern the opening and operation of Convertible accounts and it is advisable to **discuss** these in detail with the Bank before opening such accounts.

Foreign Currency Accounts:

In addition to the various local currency accounts, there are two types of Foreign **Currency** accounts available:

4.2. Documentation for Account Opening

4.2.1. N.G.O.

- Completed Account opening Form
- Resolution or Extract of Resolution for opening the Account and Authorisation for its operation should be certified as stated in the Articles of Association or by The Chairperson.
- Certified true copy of the Constitution / By-laws / Trust Deed / Memorandum & Articles of Association
- Certificate of Registration from The Ministry of Social Welfare
- Certificate of Registration from N.G.O Bureau (in case of NGOs funded by overseas donor Agencies)
- List of members of the Governing Body or Executive Committee with their address
- Certified copy of Form XII (if registered with R.J.S.C)
- Photographs of Signatories duly attested

N.G.O. (REGISTERED ABROAD)

- Completed Account opening Form

- Resolution or Extract of Resolution for opening the Account and Authorization for its operation should be certified as stated in the Articles of Association / bylaws / Constitution or by The Chairperson.
- Certified true copy of the Constitution / By-laws / Trust Deed / Memorandum & Articles of Association
Copy of 1st six pages of passport of the signatories (in case of foreign nationals)
- Photograph duly attested by the introducer

4.2.2. Limited Liability Company

- Completed Account opening Form
- Resolution or Extract of Resolution for opening the Account and Authorization for its operation should be certified as stated in the Articles of Association or by The Chairperson.
- Certified true copy of Memorandum & Articles of Association of the company
- Certificate of Incorporation
- Valid Trade License
- List of Directors with their address
- Certified copy of Form XII
- The Account certified by the Chairperson
- Photographs of signatories duly attested
- Certificate of Commencement of business (in case of Public Limited company)
- Copy of Certificate of Chief Controller of Insurance (only in case of Insurance Companies)

4.2.3. Project account

- Completed Account opening Form
- Agreement between Bangladesh Government & The Contractor
- Resolution or Extract of Resolution for opening the Account and Authorisation for its operation should be certified as stated in the Articles of Association or by The Chairperson.
- Certified true copy of Memorandum & Articles of Association of the company
- Copy of 1st six pages of passport of the signatories (in case of foreign nationals)
- Photograph duly attested by the introducer

4.2.4. NFCD A/C

(Foreign nationals, Bangladeshi nationals residing abroad or those having dual nationality are eligible to open and maintain NFCD A/C.)

- Completed Account opening Form
- Copy of 1st six pages of passport
- Photograph duly attested by the introducer
- Copy of work permit / service contract / proof of self employment or business / copy of ID card /
Copy of residence permit.

4.2.5. RFCD A/C

(Person ordinarily resident in Bangladesh may open and maintain RFCD A/C, even foreign nationals who are residing in Bangladesh for more than six months)

- Completed Account opening Form

- Copy of 1st six pages of passport and relevant page with departure & arrival record
- FMJ form (only in case of amount exceeding USD 5,000 or its equivalent)
- Photograph duly attested by the introducer
- Declaration (prescribed format)

4.2.6. Registered partnership

- Completed Account opening Form
- Resolution or Extract of Resolution for opening the Account and Authorization for its operation duly certified by The Managing Partner or as stated in the partnership deed.
- Copy of valid trade license
- Certified copy of partnership deed from RJSC
- List of partners with their present & permanent address
- Photographs of signatories duly attested.

4.2.7. Unregistered partnership

- Completed Account opening Form
- Resolution or Extract of Resolution for opening the Account and Authorization for its
Operation duly certified by The Managing Partner or as stated in the
partnership deed.
- Copy of valid trade license
- Copy of partnership deed certified by the Managing Partner
- List of partners with their present & permanent address
- Photographs of signatories duly attested

4.2.8. Convertible taka account

(Bank may open Convertible Taka Account in the name of: Diplomatic Missions, UN Organizations

International NGOs, Foreign organizations & Consulting firms engaged for specific projects under the Govt. or Semi Govt.agencies & the expatriate employees of the above mentioned missions / organizations who are Resident in Bangladesh.)

Documentation for Diplomatic missions:

- Completed Account opening Form
- Account opening & operating authority from The Ministry of foreign affairs of the respective countries
- Copy of 1st six pages of passport of the individuals
- Duly attested photographs of signatories
- Form QA-22

Documentation for UN organizations:

- Completed Account opening Form
- Account opening & operating authority from there respective Head Quarters
- Copy of 1st six pages of passport of the individuals
- Duly attested photographs of signatories
- Form QA-22

Documentation for NGOs:

- Completed Account opening Form
- Resolution or Extract of Resolution for opening the Account and Authorization for its operation should be certified as stated in the Articles of Association / by laws / Constitution or by The Chairperson.

- Copy of 1st six pages of passport of the individuals
- Duly attested photographs of signatories
- Certified true copy of the Constitution / By-laws / Trust Deed / Memorandum & Articles of Association
- Form QA-22

Documentation for Foreign organizations & consulting firms:

- Completed Account opening Form
- Agreement between Bangladesh Government & The Contractor
- Resolution or Extract of Resolution for opening the Account and Authorisation for its operation should be certified as stated in the Articles of Association or by The Chairperson
- Certified true copy of Memorandum & Articles of Association of the company
- Duly attested photographs of signatories
- Copy of 1st six pages of passport of the individuals
- Form QA-22

Documentation for expatriate employees:

- Completed Account opening Form
- Copy of 1st six pages of passport of individual
- Copy of work permit or certificate from the employer
- Photograph duly attested by the introducer
- Form QA-22

4.2.9. Fc account (foreign nationals)

- Completed Account opening Form
- Copy of 1st six pages of passport and relevant page with more than 6 months visa for staying

In Bangladesh.

- Photograph duly attested by the introducer
- Form QA-22
- Copy of work permit from Ministry of industries (where applicable)

4.2.10. Fc account (Bangladeshi nationals)

- Completed Account opening Form
- Copy of 1st six pages of passport
- Copy of work permit / service contract / proof of self employment or business / copy of ID card / Copy of residence permit.
- Photograph duly attested by the introducer

4.2.11. Escrow account

(An escrow is an agreement between three parties, where the 1st party deposit monies or documents with the 3rd party (escrow agent) as custodian for safekeeping. The escrow agent delivers such monies or documents to the 2nd party upon the performance or fulfillment of some event. Bank can play role as an escrow agent.)

- The written agreement between the first and second parties, stipulating inter alia:
 - Who shall open the escrow account
 - Who shall be the escrow agent (if it is someone else other than the Bank)
 - What shall be deposited with the escrow agent and by whom and when
 - What event has to be fulfilled or performed before the escrow agent effects delivery to the concerned party
- It is preferable that the escrow agent too is a party to this agreement. However, where the Escrow agent is the bank, bank's acceptance of the accounting form itself signifies agreement to act as escrow agent. Where the escrow agent is an

individual, his signature in the account opening form signifies his agreement to his appointment as escrow agent.

- If the concerned parties are companies, board resolution from each approving / sanctioning the terms upon which the escrow account is opened. Memorandum and Articles of Association should be scrutinized to ensure compliance with the internal regulations of the concerned company.
- Duly filled in account opening form

4.2.12. Private non-resident taka account

(The account of individuals, firms or companies resident outside Bangladesh are designated as non-resident A/C. United Nations and its organizations are not treated as non-resident)

Documentation is similar to Personal A/C and or Company A/C

CHAPTER

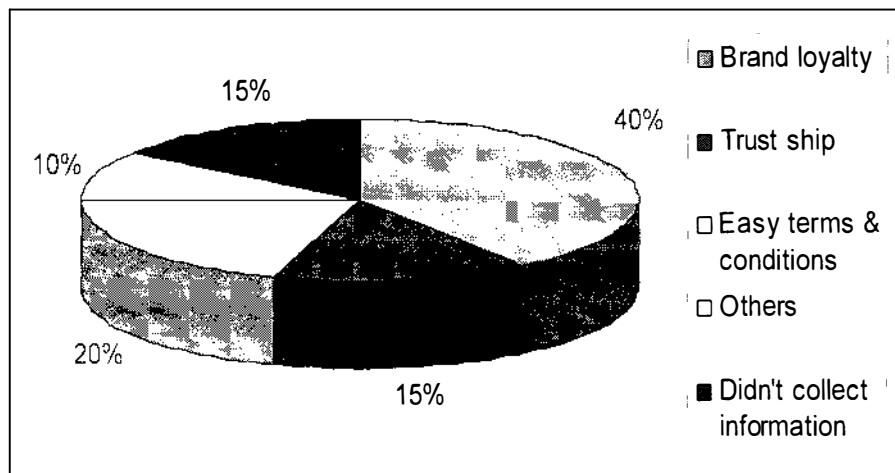
FIVE

**ANALYSIS & FINDINGS
of Questionnaire**

FIGURE-1

Consumer's awareness before choosing SCB.

This question is based on those respondents who collect information from other banks and then open accounts with SCB. 15% respondents did not collect any information before opening accounts with SCB.

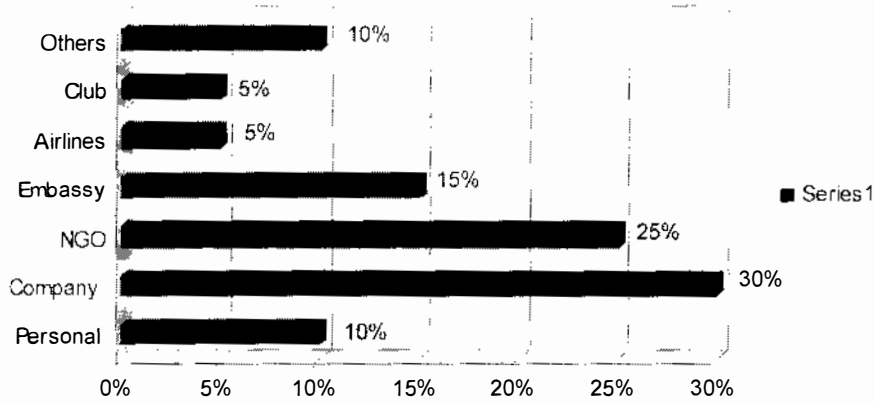


Interpretation:

Collecting information before opening accounts with SCB, measures the clients **being** aware of the competitors offerings. It is apparent that most of respondent, **which** is 85% search the market for information before opening account with **SCB**. 40% clients were search about Brand loyalty, 15% were search about trust **ship**. 20% were search about terms and Conditions and 10% were search about **other** reasons.. Which means that, the offerings of SCB have fascinated them **enough** to purchase the service from SCB.

FIGURE-2

Customer’s classifications according to their nature of accounts, which they maintain with SCB through the help of Cash Management.

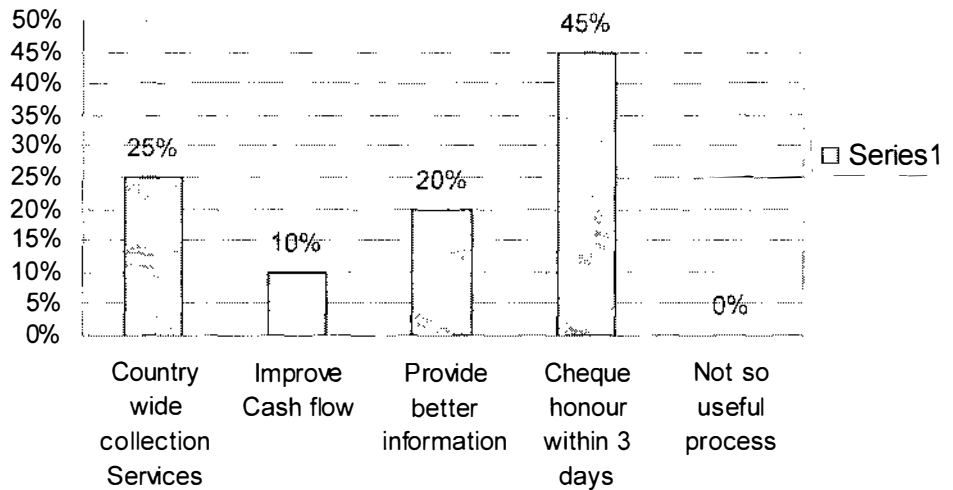


Interpretation:

From the above figure, I have seen that about 60 customers, 10% customers are maintained personal accounts, 30% are company accounts, 25% are NGO’s accounts, 15% are different Embassy’s accounts, 5% are airlines accounts, Club accounts are also 5% and rest 10% are other accounts.

FIGURE-3

Customer's opinion about the National Collection Services- NCS

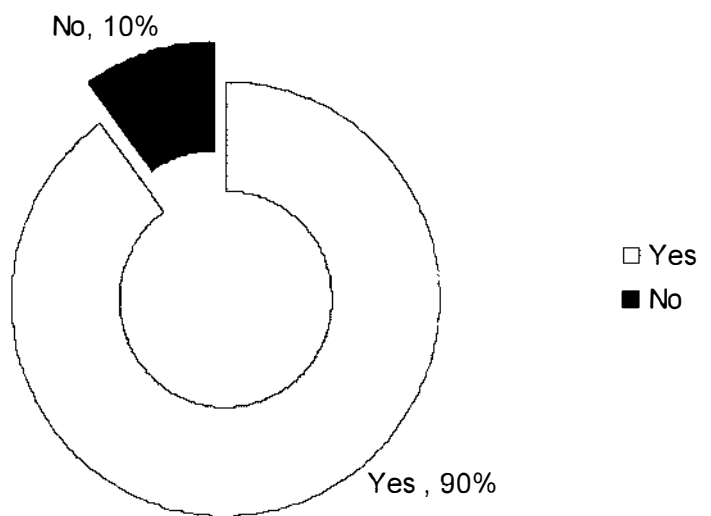


Interpretation:

From the sample survey, it has been found that out of 60 customers, 25% customers like Cash Management's NCS facilities for the causes of country wide collections facilities, 10% customers like for the causes of cash flow facilities, 20% like for the causes of better information, 45% customers like this process for its cheque honor related facilities and nobody said NCS is not useful process

FIGURE-4

Consumer's respondents about Cash Management's Premium Service Banking (PSB)

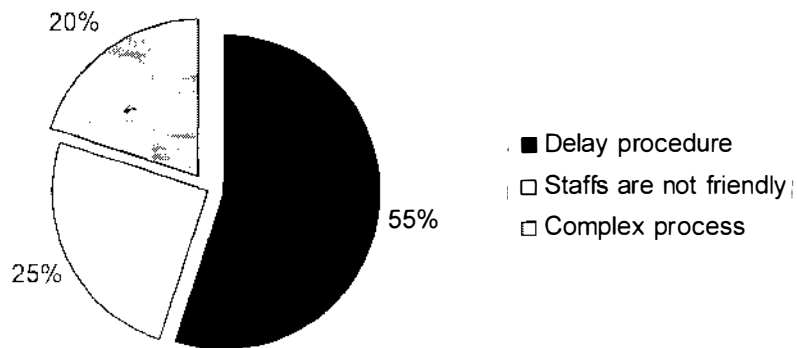


Interpretation:

From the above graph, it has been found that 90% clients are satisfied by the PSB-services and 10% clients are not satisfied by the PSB services.

FIGURE-5

Causes of customers negative response about PSB

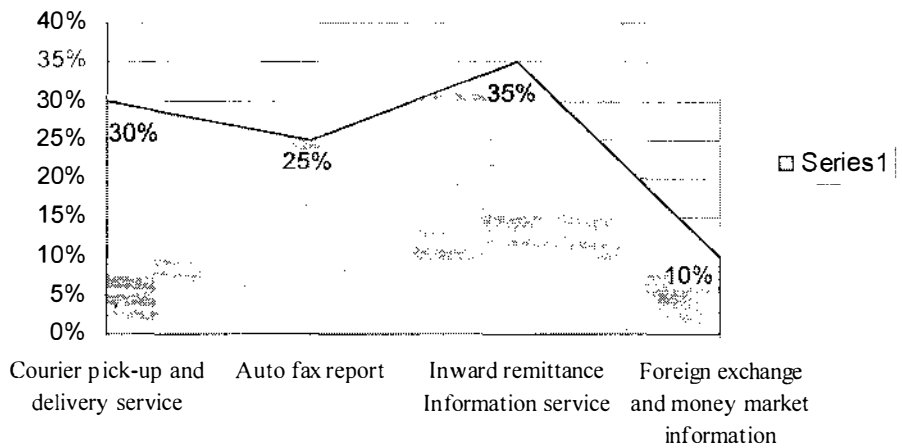


Interpretation:

Out of 60 customers' 7 customers responded that they were not satisfied by the PSB services and out of these seven customers 55% of customers complained that it is a delay process, 25% complained that staffs of PSB are not friendly and the rest 20% complained that it is not so easy to understand the whole procedure.

FIGURE-6

consumer choose Premium Service Banking

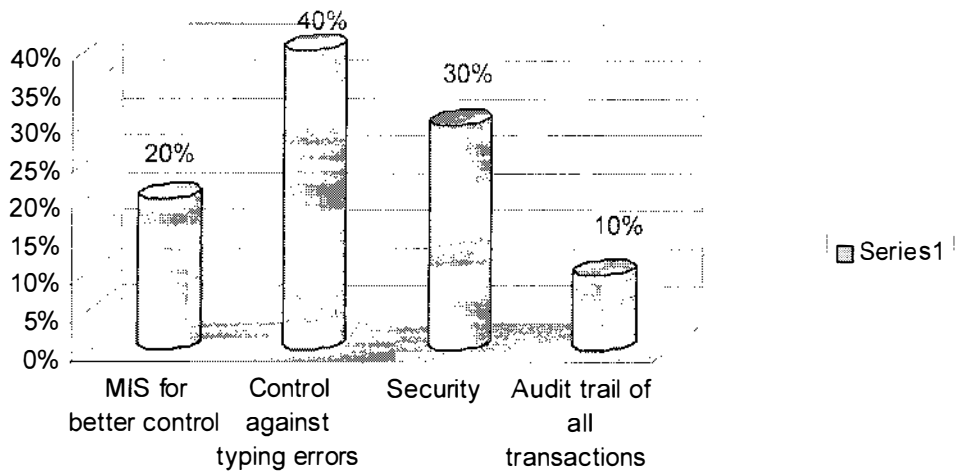


Interpretation:

From the field survey, it has found that out of 60 customers 53 customers are satisfied by the services of PSB. Out of 53 customers, 30% responded that they like PSB for the causes of courier pick-up and delivery services, 25% responded that they like PSB for the causes of auto-fax reports, 35% responded that they like PSB for the causes of Inward remittance information services and rest 10% responded that they like PSB for the causes of foreign exchange and money market information.

FIGURE-7

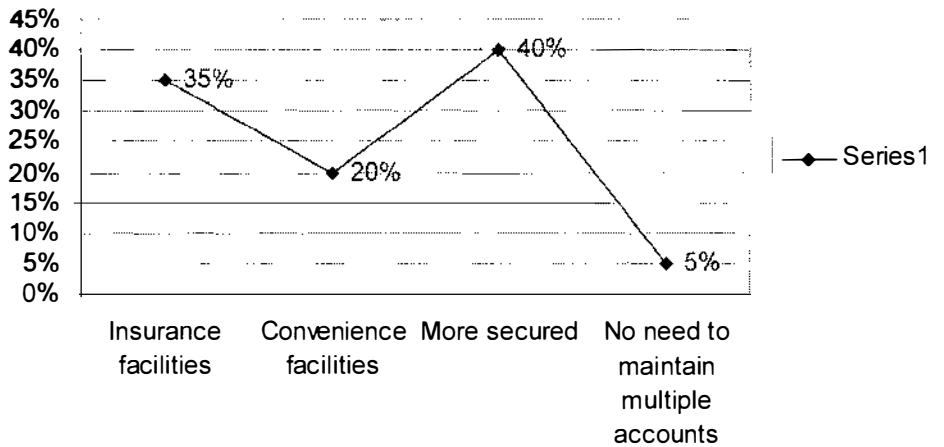
Customers' opinion about the CheqWriter



Interpretation:

From the above graph it has found that out of 60 customers, 20% responded that they get MIS benefits from CheqWriter, 40% responded about control against typing error, 30% responded about security and rest 12% responded about audit trail of all transactions.

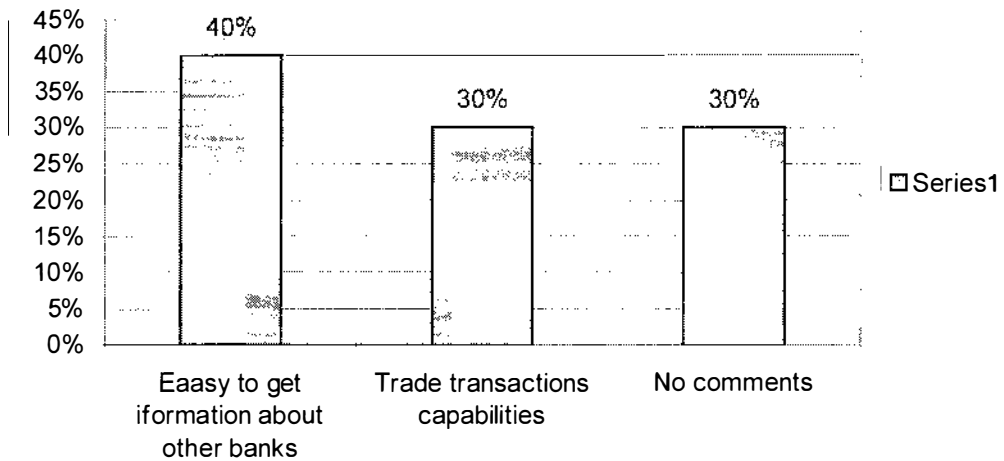
FIGURE-8

Customers' opinion about Cash-pickup & Delivery Services:**Interpretation:**

From the above graph, it is clear that, out of 60 customers, 35% choose Cash Management's Cash pick-up and delivery services for the causes of insurance facilities, 20% choose for the causes of convenience facilities, 40% choose for the causes of security and rest 5% choose for the causes of no need to maintain multiple accounts.

FIGURE-9

**Consumers' opinion about Electronic Banking Services for Windows-
EBSW:**

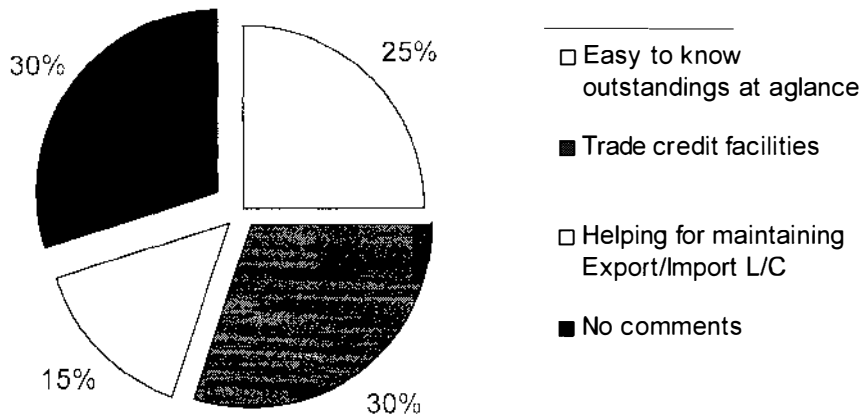


Interpretation:

From the field survey, it has found that out of 60 customers , 40% responded that they like EBSW for the causes of availability of banking information, 30% responded that they like EBSW for the causes of trade transaction capabilities and rest 30% responded that they have no comments about EBSW.

FIGURE-10

Consumers' response about PSB Trade Reports:

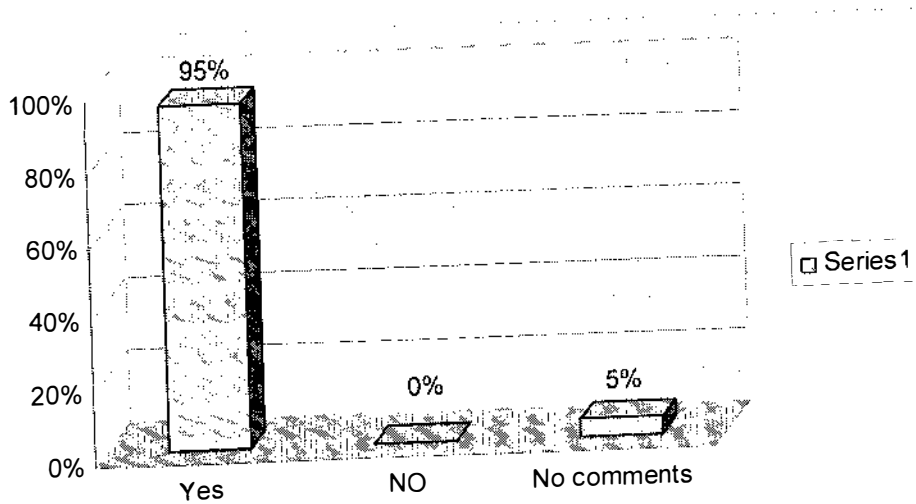


Interpretation:

From the above figure, I have seen that about 60 customers, 25% customers were comment that PSB trade report help them to know about outstandings at a glance, 30% are related with PSB trade report for the causes of trade credit facilities, 15% are related for the causes of L/C facilities and rest 30% have no comments.

FIGURE-11

Consumers' response about On-line banking and SCB's Network:

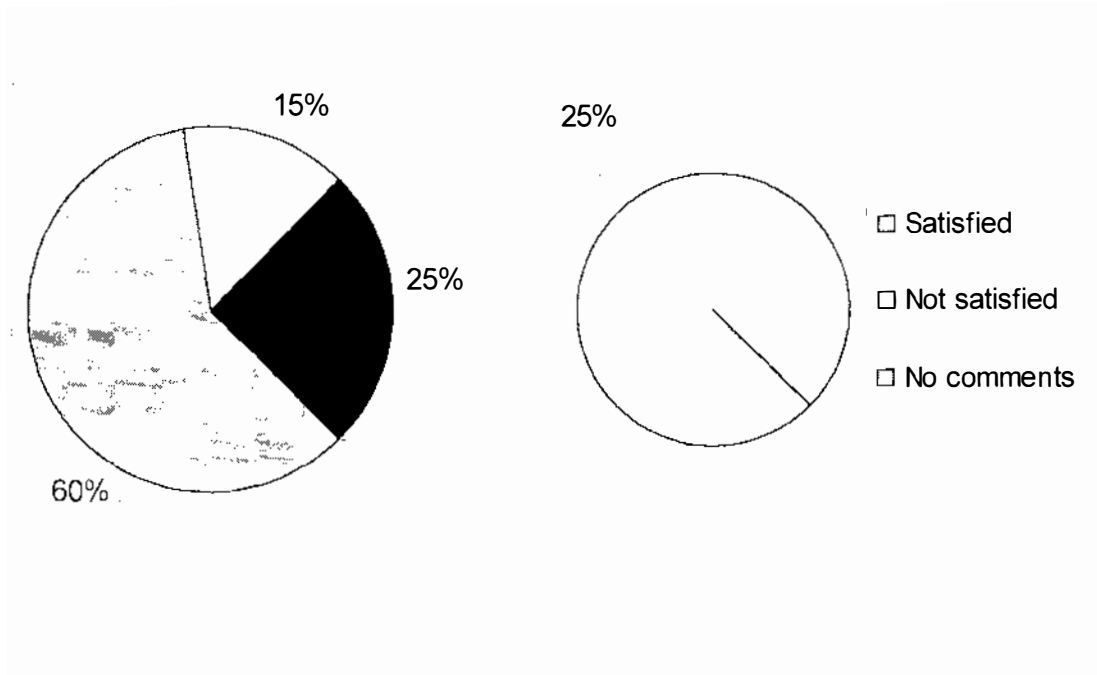


Interpretation:

By the above graph, it is found that out of 60 customers 95% percent responded that, they are satisfied by the services of on-line banking and SCB's network, nobody responded negatively and 5% have no comments about on-line banking and SCB's network.

FIGURE-12

Customers' response about – OPSPAY:

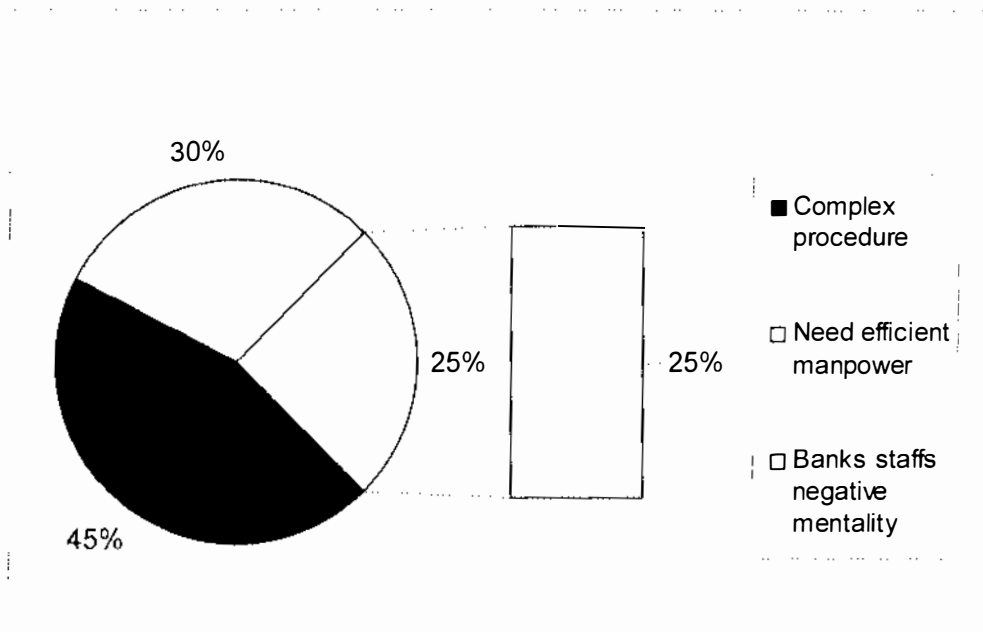


Interpretation:

From the above figure, I have seen that about 60 customers, 60% customers were comment that they are satisfied by OPSPY, 15% are not satisfied and rest 15% have no comments.

FIGURE-13

Why Customers response negatively towards OPSPY:

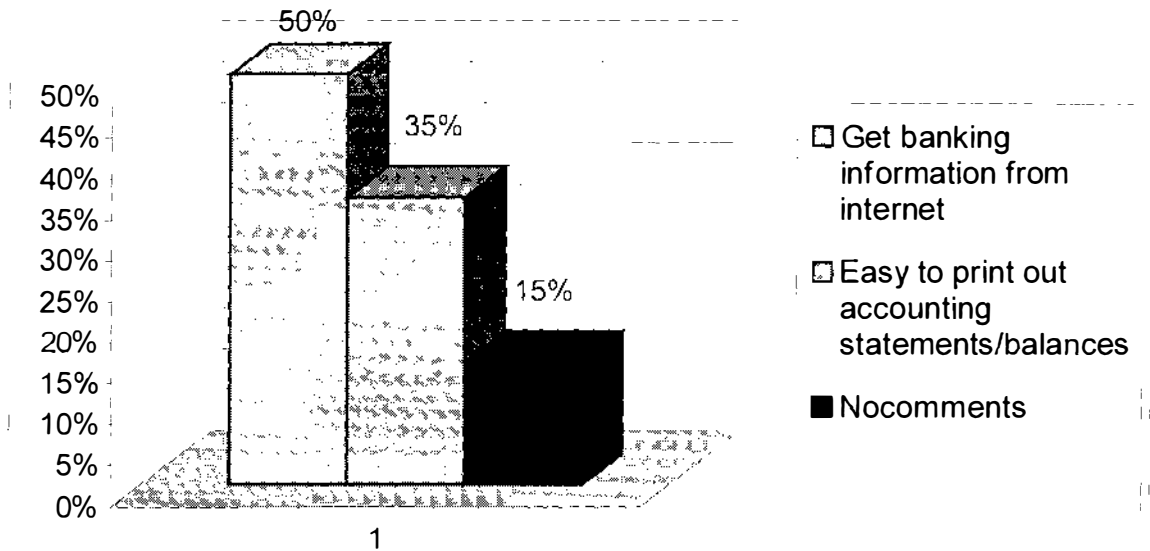


Interpretation:

From the sample survey, it has been found that out of 60 customers, 9 customers responded that they are not satisfied by the services of OPSAY. Out of this 9 customers 45% responded that it's a complex procedure, 30% responded that for maintaining and related with OPSPY it needs efficient manpower, 25% responded that bank's staffs are not so helpful in maintaining OPSPY.

FIGURE-14

Consumers' opinion about Internet Banking:

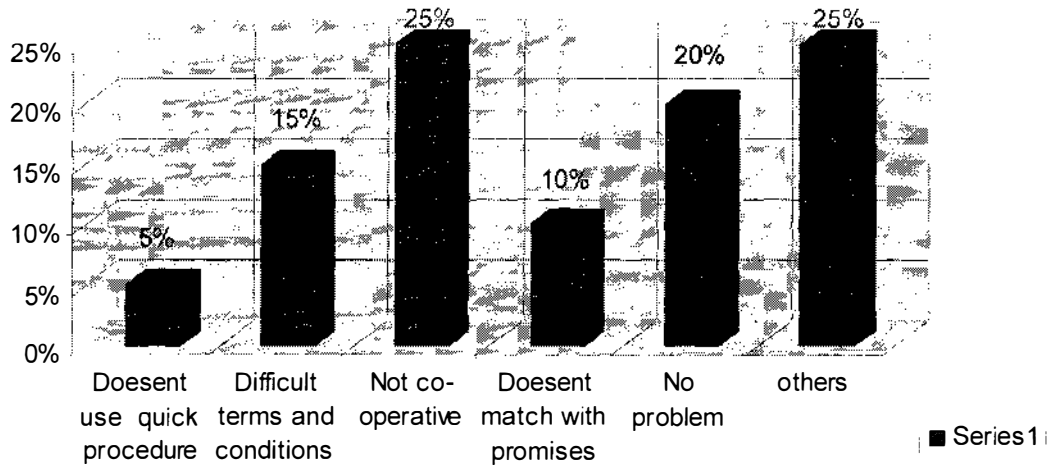


Interpretation:

From the field survey, it has found that out of 60 customers 50% responded that they like internet banking for the causes of availability of banking information through nternet,35% responded that they like internet banking for the causes of availability of statements/balances of accounts and 15% consumers have no comments.

FIGURE-15

Types of problems faced while maintaining relationship with Cash Management:

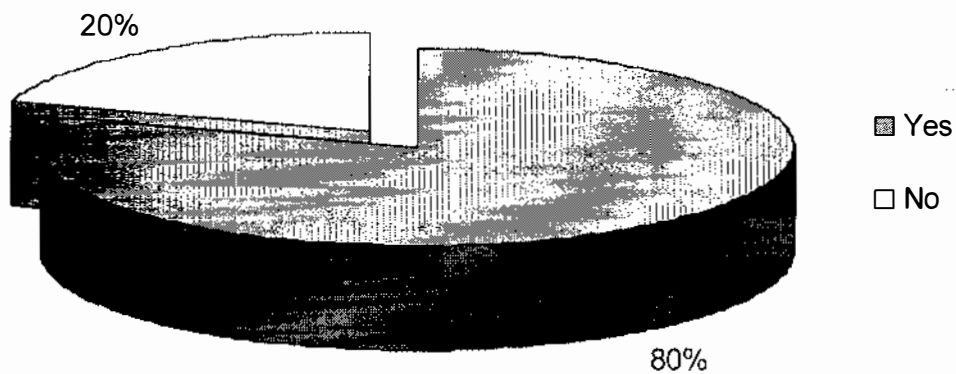


Interpretation:

Culturally we are a nation who always finds problems with everything. If they were given more option, they would mention more problems that they haven't really go through. However according to our survey the major problem was in not co-operative, which is 25% of the total sample. Another major problem was the difficult terms and conditions. Customers expect faster, convenient and prompt service from SCB's Cash Management. 5% nitpick that Cash Management doesn't use prompt and convenient procedure. 10% complain that all contract doesn't match with promises. 20% responded that they have no problems, and rest 25% customers have miscellaneous problems.

FIGURE-15

Clients' response about the over all services of Cash Management department of Standard Chartered Bank Bangladesh.

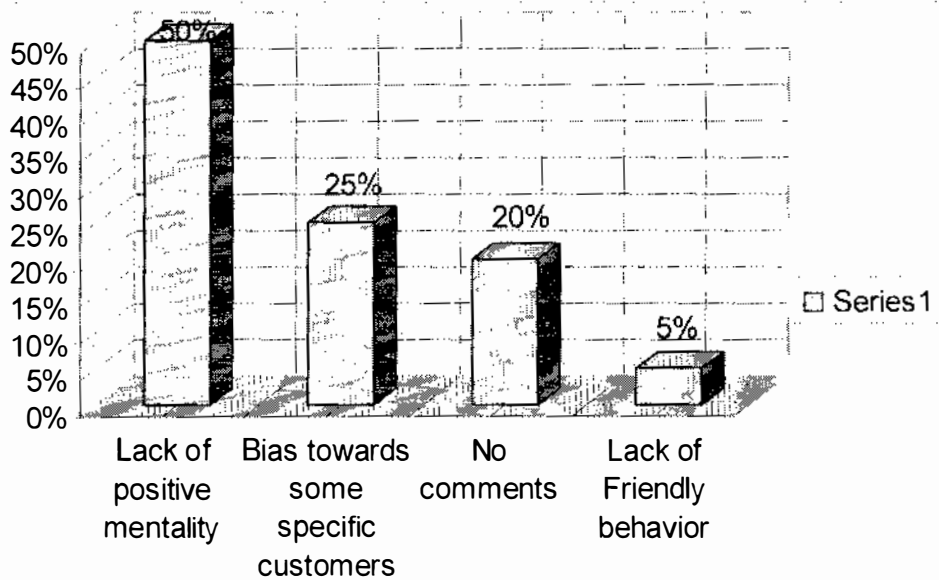


Interpretation:

From the above Figure it is found that about the behavior of Cash Management Staffs, 80 percent responded that the staffs behavior with clients are very good and they are satisfied for their behavior, but 20% customers are not satisfied towards the behavior of Cash Management staffs.

FIGURE-16

Reasons for not satisfying with the behavior of Cash Management Staffs



Interpretation:

From the field survey, it has found that out of 60 customers 12 customers responded that they are not satisfied with the behavior of cash management staffs. However about 12 customers 50% customers complained that cash management staffs mentality are not so good, 25% responded that staffs are biased towards some specific customers, 5% responded that staffs are not friendly and rest 5% have no comments.

CHAPTER
SIX

**PROBLEMS
CONCLUSION
&
RECOMMENDATIONS**

Conclusion

Standard Chartered is an international banking group focusing activities on Asia, the Middle East and increasingly Latin America. SCB combine their regional expertise with their network of over 500 offices in more than 52 countries to ensure that wherever in the world you do business, customers can expect the same high level of quality service. Standard Chartered's objectives are to provide innovative products supported by quality delivery systems and excellent customer service. SCB's aim to be the leading supplier of Asian cash management services to the world-wide market price and a major player internationally.

Standard Chartered provides both corporate and institutional customers with a comprehensive range of cash management services, including both local and cross border payments, collections, information management, account services and liquidity management. Main functions of cash management is to collect deposit from various sources and to open customers account and to provide different services with the help of it's products.

"Cash Management products" policies and techniques used at present no doubt is comparable to international standards. Management and others related to Standard Chartered Bank are trying to formulate new services and products. They are very quick in giving decisions.

The bank introduces a large range of products to the customers through it's cash **m**anagement department and provides smooth services to them. So, operation and **s**atisfaction of the customer is now in satisfactory level.

How ever, it is clear from the study that SCB's Cash Management Division provide very good services to it's customers, yet there exists some problems but if the division works with more sincerely then it would be more better for the bank.

Thus by providing these various services through its Cash Management Divisions the Standard Chartered bank is playing a vital role in the banking system as well as the economy of Bangladesh.

Problems

- They did not reduce their complex and rigid rules and regulations.
- They did not provide more information about their products to the customers.
- They did not avoid nepotism and favoritism.
- There is a lack of relationship with the clearing house.
- They did not improve their products.
- They did not monitored their activities properly.

Recommendations

- It is necessary to appoint sufficient and efficient manpower.
- Cash management section should reduce its complex and rigid rules and regulations.
- They should provide more information about their products to the customers.
- They should avoid nepotism and favoritism.
- They should improve relationship with the clearing house, e.g. with Bangladesh Bank.
- As a separate division, cash management should improve more innovative products.
- The overall activities of cash management should be monitored frequently.



APPENDIXES

Appendix-One

Questionnaire For the Respondents/Customers

1. Name of the Customer / Organization.

2. Address

3. Why are you maintained accounts with SCB

- To get better services
- Good trust ship than other banks
- SCB always maintained good liquidity
- None of these

4. Is SCB provide better interest on your deposits?

- Yes
- No

5. How promptly provide services by SCB, s cash Management?

- Without consuming more time
- Without any bureaucratizing complexity

7. What types of benefits are received by you from NCS?

- Cheque honors within very short period of time
- Receive better information
- Improve Cash flow

8. Is NCS always fulfill your Expectations?

- Yes
- No

9. Why are you Choose SCB's Internet Banking?

- To get cash account statements
- To get cash account balances
- World wide net work
- All of these

10. Level of security to ensure your company's confidential data from internet banking

- Fully secured
- Not fully secured
- Totally un-secured

11. Are you get better benefits from “Opspay” product?

- Yes
- No

12. Why are you interested to invest your idle money at the SCB rather than other banks?

13. How Relationship Manager (RM) of Cash Management help you ?

14. Is it possible by “Opspy” to provide you better services than normal banking activities in case of salary transfer?

- Yes
- No

15. Is it very necessary for Cash Management to continue payments plus system?

- Yes
- No

16. If no why?

- Costly
- Complex procedure
- Not realistic procedure
- Above all

17. Are you satisfied the premium services banking services?

- Yes
- No

18. If no why?

- Time consuming
- Staffs are not co-operative
- Both are the reasons

19. Are you satisfied with the services of CheqWriter?

- Yes
- No

20. If no why?

- Not so secured
- Need more Knowledge
- Both are the reason

21. Do you get extra ordinary facilities from Cash Management's Cash Pick-up & Delivery Services?

- Yes
- No
- No need

22. How would you rate Cash Management products service to you?

- Excellent
- Good
- Satisfied
- Unsatisfied
- poor

23. Are you satisfied with your expectation?

- Yes
- No

24. To whom do you complain?

- Relationship Manager of Cash Management
- Other Departments officials

25. How quickly are your problems / complains against accounts resolved by Cash Management?

- Very frequently
- Within one week
- Within two weeks
- Less frequently

26. Is your expected requirement fulfilled through SCB's Cash Management?

- Yes
- No

If no, what percentage is fulfilled?

Appendix-2

**Standard Chartered Bank
Bangladesh Branches (Domestic Books)
Balance Sheet as at 31st December 2000 & 1999**

<u>Property & Assets</u> in Tk.	<u>2000 in Tk</u>	<u>1999</u>
Cash in hand (including Foreign Currencies)	224192557	511201388
Balances with Bangladesh Bank (including Foreign Currencies)	206633700	1255577431
Deposits with other banks and financial institution	722215310	723678
Money at call and Short notice	395000000	-----
Investments- at Cost	2012299077	2875807653
Loans and Advances:		
Loans, Cash Credit, overdraft etc.	9310610279	7355809544
Bills Discounted and purchased	693611972	973522791
	<hr/>	<hr/>
	10004222251	8329332335
Premises and other Fixed assets	8458506	4111007
Other assets	1513551923	591758362
Non-Banking Assets Acquiring in satisfaction of claims	-----	-----
	<hr/>	<hr/>
Total property and assets	16086573324	13568511854
	<hr/>	<hr/>
Liabilities and Capital		
Liabilities:		
Loans taken from other banks, Financial institution and agents	2000000000	-----
Term deposit from Standard Chartered Grindlays Bank	50000000	-----
Deposits and other accounts:		
Fixed deposit	3093440445	5295598969
Current deposits and other accounts	4549829187	3422277590
Savings bank deposit	3426916790	2490399038
Bills payable	75593287	211382437
Other Liabilities	1674064167	1089961928
	<hr/>	<hr/>
Total Liabilities:	14869843876	12509619963
Capital:		
Capital	675000000	675000000
Retained earnings brought forward from P/L a/c	541729448	383891891
	<hr/>	<hr/>
Total liabilities & Capital	16086573324	13568511854
	<hr/>	<hr/>

**Standard Chartered Bank
Bangladesh Branches (Domestic Books)
Profit and loss account for the year ended 31st December 2000 & 2001.**

Items	2000 in Tk	1999 in Tk
Interest income	1216851674	1073573281
Interest paid on deposit and borrowings	595744412	670066274
Net interest income	621107262	403507007
Income from investment	189507676	236640223
Commission, exchange and brokerage	618608591	474098190
Other operating income	1138824	975802
Total operating income	1430362353	1115221222
Salaries and allowances	143125184	150396810
Rent, taxes, insurance, lighting etc.	27319715	24736179
Legal expenses	2773242	1030074
Postage, stamp, telegram and telephone	35483821	37255596
Auditors fee	129700	129700
Printing, stationery and advertisement	26040350	24980075
Chief executive officers salary	2275383	3775223
Depreciation and Repairs of Banks fixed assets	18743656	15964766
Other expenses	148781384	102407952
Total operating expenses	404672435	360676375
Profit before provision	1025689918	754544847
Provision for loan loss:		
General provision	16500000	-----
Specific provision	21649179	110315220
Bad debts written off without provision	2306370	-----
Recovery of Bad debts Previously written off	-----	(3567185)
	40455549	106748035
	985234369	647796812
Profit before tax		
Provision for tax	471700000	292100000
Net profit for the year after tax	513534369	355696812

**Standard Chartered Bank
Bangladesh Branches (Domestic Books)
Balance Sheet as at 31st December 2002 & 2001**

<u>Property & Assets</u>	<u>2002 (in Tk)</u>	<u>2001 (in Tk.)</u>
Cash:		
Cash in hand (including Foreign Currencies)	176134793	250386868
With Bangladesh Bank (including Foreign Currencies)	<u>3239540642</u>	<u>805190019</u>
	3415675435	1055576887
Balance with other banks and financial institutions:		
In Bangladesh	13512107	3684660
Out side Bangladesh	<u>1814329</u>	<u>1288154</u>
	15326436	4972814
Money at call and short notice:	-----	80000000
Investment:		
Government	4621224638	1920723639
Others	<u>6000000</u>	<u>6000000</u>
	4627224638	1926723639
Loans and advances:		
Loans, cash credits, overdrafts, etc.	2 8510459507	15082914261
Bills discounted and purchased	<u>1017490489</u>	<u>648165062</u>
	29527949996	15731079323
Fixed assets	383280167	187955323
Other assets	3510866390	2262021933
Non banking assets	-----	-- --
	<u>41480323062</u>	<u>21968329919</u>
Total Assets	<u>41480323062</u>	<u>21968329919</u>

Liabilities & Capital

	<u>2002 in TK</u>	<u>2001 in Tk</u>
Borrowing from other banks and financial institution	3420000000	1890000000
Deposits and other accounts:		
Current and other accounts, etc	12368339619	556333690
Savings deposits	9218437455	4099416906
Term deposit	10590983660	6457962790
Bills payable	<u>392759827</u>	<u>224199695</u>
	2570520561	1344915781
Other liabilities	<u>3003410486</u>	<u>2415796756</u>
Total liabilities	<u>38993931047</u>	<u>20650712537</u>
Capital/Shareholders equity:		
Fund deposited with Bangladesh Bank	830519447	675000000
Other reserve	9119648	8997142
Profit and loss account	<u>1646752920</u>	<u>633620240</u>
Total Share holders equity	<u>2486392015</u>	<u>1317617382</u>
Total liabilities and shareholders equity	<u>41480323062</u>	<u>21968329919</u>

Standard Chartered Bank

Bangladesh Branches (Domestic Books)

Profit & Loss account

For the year ended 31st December 2002 & 2001

<u>Items</u>	<u>2002 in Tk</u>	<u>2001 in Tk</u>
Interest income	2724530654	1479585817
Interest paid on deposit and borrowings	1070908143	520726402
Net interest income	1653622511	958859415
Income from investment	213796609	132141040
Commission, exchange and brokerage	1491466919	798961187
Other operating income	310000	1185559
Total operating income	3359196039	1891147201
Salaries and allowances	447687517	209557979
Rent, taxes, insurance, lighting etc.	42672204	28278204
Legal expenses	4842506	3002102
Postage, stamp, telegram and telephone	53419116	40788710
Auditors fee	396000	250000
Printing, stationery and advertisement	103631406	42562924
Chief executive officers salary	-----	-----
Repair maintainanve & dep.	142703883	65753566
Other expenses	241286359	175776530
Total operating expenses	1036638991	565970015
Profit before provision	2322557048	1325177186
Provision for loans and advances	94020368	122280220
Profit before tax	2228536680	1202896966
Provision for tax		
Current tax	1250000000	586600000
Deffered tax	(34596000)	-----
	215404000	5866000000
Net profit for the year after tax	1013132680	616296966

Appendix- Three

Acronyms used in the report

PCB	Private Commercial Bank
FCB	Foreign Commercial Bank
FSRP	Financial Sector Reform Project
MANCOM	Management Committee
RFCD	Resident Foreign Currency Deposit
NFCD	Non-Resident Foreign Currency Deposit
NCS	National Collection Services
EBSW	Electronic Banking Services for Windpes

Appendix -Four

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