

A Little Progress Each Day Adds Up to Big Result

बैंक तथा बित्तिय संस्था सम्बन्धी

- १। बैकिङ्ग अवधारणा र विकास
- २। नेपालमा हालको बैकिङ्ग अवस्था एवं चुनौतीहरू (Banking Development in Nepal, Recent Status and challenges)
- ३। तहगत बैकिङ्ग प्रणाली (क, ख, ग, घ वर्गीकरण)
- ४। ग्राहकमुखी बैकिङ्ग सेवा
- ५। ग्राहक संरक्षण सिद्धान्त (Client Protection Principle)
- ६। ग्राहक पहिचान (Know Your Customers र KYC)
- ७। निक्षेपका प्रकार तथा परिचालन
- ८। कर्जा लगानी र यसका सिद्धान्तहरू
- ९। कर्जा वर्गीकरण (Loan Classification) र कर्जा नोक्सानी व्यवस्था (Loan Loss Provision)
- १०। रेमिटान्स (Remittance)

बैंक तथा वित्तीय संस्था सम्बन्धी

- १। भुक्तानीका साधनहरु
- २। शेयर, डिभेन्चर र ऋणपत्रको जानकारी
- ३। बाणिज्य बैंकको काम, कर्तव्य र अधिकार
- ४। नेपाल राष्ट्र बैंकको काम, कर्तव्य र अधिकार
- ५। नेपालको आर्थिक विकासमा राष्ट्रिय बाणिज्य बैंकको भूमिका (Role of RBB in Economic Development of Nepal)
- ६। बैंक तथा वित्तीय संस्थाहरुको काम, कर्तव्य, अधिकारहरु । (Functions, Duties and Rights of Bank and Financial Institutions)
- ७। बैंक तथा वित्तीय संस्थाले प्रदान गर्ने बैकिङ सेवाहरु (Banking Services) Deposit, Credit, LC, Bank Guarantee, SWIFT, ABBS, Cheque Clearing, Remittance, Foreign Exchange, Mobile Banking, Internet Banking, SWIFT, Draft, ATM, Debit and Credit Card
- ८। वित्तीय साक्षरता, वित्तीय समावेशीकरण (Financial Literacy, Financial Inclusion)
- ९। मुद्रा बजार र पुँजी बजार (Money market and capital market)

- १। कोष व्यवस्थापन
- २। अन्तरशाखा तथा अन्तर बैंक कारोवार
- ३। कोष तथा गैर कोषमा आधारित कारोवार
4. Bank Risks Management Including BASEL II and Related NRB Directives.
5. Unified Directive

B: Banking Products/Services

- **Deposit Accounts and its features**, Factors to be considered while opening account and operating it.
- Agri-Saving Bond, Farmer's Credit Card, Branch Less Banking,, ASBA, Demat, Financial Literacy, Agency Services.

C: Banking Operation:

- Cash Transaction, Importance, Major Focus Areas/Factors to be considered in cash transaction, related risks, Cheque, Voucher, types, Need and Basic Element with Importance
- Interbranch Account Reconciliation and its need and importance, Factors to be considered for Interbranch Account Reconciliation.

D: ADBL Related

- ADBL and Its Establishment, Developmental Stages of ADBL, Nature of Transactions, Vision, Mission and Objectives, Organizational Structure, Current Status, SWOT Analysis, ADBL Employee Bylaws 2062
- Role of ADBL in Nepal

What to Study in Banking

- **Customized Syllabus**

E: Policy and Acts

- Unified Directives
- Establishment, role and objective of NRB, Its function, Prudential Regulation and its Compliance.
- Loan Loss Provision and Corporate Governance related provision in Unified directives.
- NRB Act, BAFIA, Banking Offence and Punishment Act, AML CFT Act.

NB Banking

- नेपाल राष्ट्र बैंकको संगठनात्मक स्वरूप, काम, कर्तव्य र अधिकारहरु (NRB-organizational structure, functions, duties and rights)
- Monetary and Fiscal Policies of Nepal
- Financial Sector Reform Program in Nepal
- Management of Commercial banks: Cost Management
- Cheque, Draft and Bill Collection: Definition, Types, Handling and Reconciliation

Monetary Policy 2081-82

Some Important Aspects

- Governor Shree Maha Prasad Adhikari has Published
- Published Date 2081 Shrawan 11
- NRB is publishing Monetary Policy Since 2059/60

Monetary Policy Stance

- Based on the Analysis of the situation, proper and flexible monetary policy will be adopted to increase the economic activities in the economy
- Regulatory provision will be framed to channelize credit towards productive sector and to enhance the quality of credit
- Proper coordination between monetary policy and regulatory function will be ensured so that it will enhance economic stability and ease in Credit Flow

Structure and Objective of Monetary Policy

- नेपाली रुपैयाँको भारतीय रुपैयाँसँगको स्थिर विनिमयदरलाई मौद्रिक नीतिको अंकुशको रुपमा यथावत राखिएको छ ।
- मुद्रास्फीतिलाई ५.० प्रतिशतको हाराहारीमा राख्ने गरी मौद्रिक विस्तारबाट मूल्यमा चाप पर्न नदिने गरी मौद्रिक व्यवस्थापन गरिनेछ ।
- कम्तिमा ७ महिनाको वस्तु तथा सेवा आयात धान्न पुग्ने गरी विदेशी विनिमय सञ्चिति कायम गर्ने मौद्रिक नीतिको लक्ष्य रहेको छ ।
- भारत औसत अन्तर बैंक दरलाई मौद्रिक नीतिको सञ्चालन लक्ष्यको रुपमा यथावत राख्दै स्वचालित र नियममा आधारित खुला बजार कारोबार सञ्चालनमार्फत यसलाई नीतिगत दरकै हाराहारीमा कायम गरिनेछ ।
- आर्थिक वर्ष २०८१/८२ को नेपाल सरकारको बजेटमा अनुमान गरिएबमोजिम ६.० प्रतिशतको आर्थिक वृद्धि हासिल गर्न सहयोग पुग्ने गरी तरलता व्यवस्थापन र कर्जा प्रवाहलाई उत्पादनशील क्षेत्रतर्फ उन्मुख गरिनेछ । आर्थिक वर्ष २०८१/८२ को लागि विस्तृत मुद्राप्रदायको वृद्धिदर १२.० प्रतिशत र निजी क्षेत्रतर्फ जाने कर्जा वृद्धि दर १२.५ प्रतिशतसम्म रहने प्रक्षेपण गरिएको छ ।

Monetary Policy 2081-82

- **Ensure Liquidity and Loan Disbursement to Meet Economic Growth Target:**
 - The Nepal Government has set an economic growth rate target of 6% for this fiscal and the monetary policy is aligned to ensure that there will be enough liquidity and loan disbursement to the private sector to meet the growth target.
- **Limit Inflation at 5%:**
 - This target helps ensure that the economy remains stable by preventing excessive inflation.
- **Extension of Loan Interest Repayment Period for Construction Businesses:**
 - The deadline for repaying the interest on loans for construction businesses has been extended until the end of Mangsir 2081. This extension is intended to provide additional time for construction businesses to manage their financial obligations and improve their economic stability. Most construction businesses have not been able to meet their obligation due to non-payment of their dues by the Government.

Monetary Policy 2081-82

- **Removal of Share Collateral Loan Cap for Institutional Investors:**
 - NRB has lifted the Rs. 20 crore limit on share collateral loans for institutional investors. This change aims to enhance investment flexibility and boost the stock market, benefiting the broader economy. Individual investors will continue to have the cap of Rs. 15 crore in place.
- **Reduced Provisioning Requirement for Banks:**
 - Provisioning for good loans has been reduced from 1.20% to 1.10%. This move is expected to improve bank profitability.
- **Credit Expansion**
 - The Monetary Policy has increased the target for credit expansion to 12.5 percent for the current fiscal year. That target was 11.5 percent in the previous year.
- **Lower Policy Rates**
 - NRB has lowered the policy rates from 5.5 percent to 5 percent, and the upper limit of the interest rate corridor has been set at 6.5 percent from the earlier seven percent, while the lower limit remains the same at 3 percent.

- **Key Focus on the Microfinance Sector:**

- The central bank says the merger and acquisition of microfinance financial institutions is one of its focus areas. To address the current issues in the microfinance sector, NRB is committed to a review of the regulatory framework concerning interest rates and service charges imposed by microfinance institutions. Currently, microfinance is allowed to charge a maximum interest rate of 15 percent on loans. The policy also talks about making provisions to enable microfinance customers, who are unable to repay loans due to unforeseen circumstances, to restructure their loans by paying a specified percentage of the interest.

- **Support for Private Equity and Venture Capital Investments:**

- NRB will not blacklist private equity and venture capital (PEVC) even if their investee companies are black listed. This is aimed to encourage investment and provide more security to the investors because the very nature of PEVC is investing in other companies. And if they become black listed due to one company in their portfolio, this will affect other companies too.

- **Promoting Use of AI in Licensed Institutions:**

- The policy also talks about promoting the use of Artificial Intelligence (AI) in the licensed entities. Not sure what this exactly means but maybe the central bank is talking about integration of AI in various aspects of banking and financial services.

- **Maintain Foreign Exchange Reserves sufficient to cover the importation of goods and services for up to 7 months:**

- By maintaining such reserves, the country can safeguard against fluctuations in foreign exchange rates and unexpected economic disruptions, thereby supporting a stable and resilient economy.

Monetary Policy 2081-82

- **Increase the Limit for Regulatory Retail Portfolio from Rs. 2 Crore to a Maximum of Rs. 2.5 Crore:**
 - The change is intended to provide greater flexibility and capacity for managing retail assets, supporting financial institutions in their operations, and potentially enhancing investment opportunities in the retail sector.
- **Increase in Exchange Facility:**
 - The limit for foreign currency exchange for travel will be increased, and the number of countries for exchange will also be expanded.
- **Facilitation for Cooperative Depositors:**
 - Arrangements will be made to ensure that the depositors with blocked funds in cooperatives will be able to recover up to Rs. 5 lakh.
- **Study on Gold Import and Distribution:**
 - An assessment of the current system for gold import and distribution will be conducted.
- **Agricultural and Startup Loans:**
 - Loans will be provided against agricultural produce, and there will be encouragement for investment in startups.

Monetary Policy 2081-82

Particulars	FY 2080-81	FY 2081-82
Bank Rate	7	6.5%
Policy Rate	5.5	5%
Deposit Collection Rate	3	3%
Cash Reserve Ratio	4	4%
Statutory Liquidity Ratio	12	12%
Pass Loan Provision	1.2	1.1
Regulatory Retail Portfolio	2 Crore	2.5 Crore
Loan Growth Target	11.5	12.5 %

Challenges of Banking Sector

- स्वस्फुर्त सेवाको अभाव: बैंकहरुले हालको समयमा केन्द्रीय बैंकको निर्देशन र परम्परागत सेवा भन्दा अगाडी वढेर, आफैले खोज गरेर सेवा दिने परिपाटि नरहदा बैंकहरुको आशातित बिकास भएको पाईदैन ।
- संस्थागत शूसासनको अभाव: बैंक तथा बित्तिय क्षेत्रमा बिभिन्न प्रकारका कूशासनका घटनाहरु भैरहदा, यसले यस क्षेत्रको बिकास मा नकारात्मक प्रभाव पारेको पाईन्छ ।
- कर्जाको हरितिकरणको समस्या: समस्याग्रस्त कर्जाहरु हरेक वर्ष नबिकरण गरिदा यस्ता कर्जाहरु थुप्रीएका छन जसले बैंक तथा बित्तिय क्षेत्रको जोखिम अझ बढाईरहेको पाईन्छ ।
- बहुबैंकिन सम्बन्धी समस्या समाधान गर्न: हाल ठुला ठुला ब्यापारीक घरानाहरुले एक वा एक भन्दा वढि बैंकहरुवाट ठुलो मात्रामा कर्जा उपभोग गरिरहेको पाईन्छ । यस्ता कर्जा सहबित्तियकरण कर्जावाट प्रवाह गर्नु पर्ने भएता पनि एक भन्दा वढि बैंकवाट बिना सहबित्तियकरण कर्जा प्रवाह हुदा बैंकहरुको जोखिमको मात्रा समेत वढेको पाईन्छ ।
- नियमनकारी निकायको कमजोर सूचना संयन्त्र: कतिपय आशयमा सूचना संयन्त्र छैन भने भएका सूचना संयन्त्र समेत कमजोर प्रकृतिका रहदा समस्या रहेको छ ।

Challenges of Banking Sector

- **Development of Pro-active banking industry:** Acting as per the demand of market rather than as per the rules/directives of NRB.
- **Good Corporate Governance:** Insider lending, related party transactions, unethical banking relations, unethical practices etc have created more problems than credit and business risk these days.
- **Ever Greening of Risk Assets:** problem loans are renewed each year, poor practices of cleaning up of the revolving credit facilities. This Creates the maturity mismatch.
- **Controlling Multiple Banking:** big business houses are resorting to the credit facilities from multiple banks against the same collateral especially stock. Lack of consortium mechanism for such kinds of financing.
- **Supervisory Information System:** inexistence / lack of updated data in the information system such as credit information bureau.

Challenges of Banking Sector

- मर्जर र प्राप्तीको सफल कार्यान्वयन
 - ब्यवसायीक संस्कृतिमा फरक
 - अधिकारको बिभाजन
 - कर्मचारी ब्यवस्थापन
 - फरक ब्यवसायीक बिस्तारका रणनिति
 - सूचना तथा तथ्यांक ब्यवस्थापन
 - लेखा र कर सम्बन्धी ब्यवस्थाहरु
 - शाखा कार्यालयको ब्यवस्थापन
- Materializing the Merger and Acquisition
 - Business Culture Differences
 - Power Sharing
 - Employee Management
 - Business Expansion Strategy
 - Data Migration
 - Accounting and Taxation Related Issues
 - Branch Management

Challenges of Banking Sector

- **ग्राहक संतुष्टि र संचालन खर्च:**
 - बैंकहरुको बिचमा अधिक प्रतिस्पर्धा रहेको छ ।
 - ग्राहकहरु आफना आवश्यकताको उच्चतम ढंगबाट परिपूर्ति होस भन्ने चाहान्छन ।
 - ब्यक्तिगत ग्राहकको आवश्यकता पहिचान, आवश्यकता बमोजिमको सेवा डिजाईन र प्रवाहमा अत्यधिक खर्च लाग्ने सम्भावना रहेको छ ।
 - ग्राहकलाई संतुष्ट पार्दै सेवा दिन चुनौतिपूर्ण रहेको छ ।
- **कर्मचारी ब्यवस्थापन:**
 - कर्मचारीहरुमा बिबिधता रहेको छ ।
 - बौद्धिकताको पलायन संगै राम्रा कर्मचारी प्राप्त गर्न कठिन छ ।
 - बैंक तथा बित्तिय क्षेत्रमा भएका बिभिन्न मूद्धाहरुका कारण राम्रा कर्मचारी संचितिमा समस्या रहेको छ ।
 - उपयुक्त पूर्वाधार नभएका क्षेत्रमा शाखा संचालन गर्नु पर्दा कर्मचारीलाई उच्च मनोबलका साथ त्यस्तो शाखामा पठाउन समस्या रहेको छ ।
- **अधिकतम प्रतिस्पर्धा**
 - हाल मानव संसाधन भन्दा पनि प्रविधिलाई आत्मसाथ गर्दा मात्र प्रतिस्पर्धाको सामना गर्न सकिने सम्भावना रहेको छ ।
 - प्रविधिको प्राप्ती, संचालन र मर्मत का लागि अधिक खर्च लाग्ने देखिन्छ ।
 - हालको समयमा बैंकहरुले पनि आफना सेवाको बजारीकरण गर्नु पर्ने देखिन्छ ।
 - नयां नयां अन्वेषण गरेर मात्र दिर्घकाल सम्म बैंकहरु संचालन गर्न सकिन्छ ।

Challenges of Banking Sector

- **Customers Satisfaction:**

- Intense Competition among BFIs
- Customer's Expectations are increasing
- It needs huge cost investment to analyze, identify, design and deliver banking products as per the individual needs
- Hence, delighting customers with customized service array is challenging

- **Workforce management:**

- Diversity in Workforce is increasing
- Problem of Brain Drain hence, scarcity of talented employees
- Problem in Retention of Talents
- local level have less secured infrastructures for banks hence difficult Rural Banking

- **Intense Competition:**

- Say no to man power – say yes to Technology power
- Cost and risk of technology change is ever increasing.
- Marketing of products have become important.
- Innovative banking and product positioning plays vital role.

• बित्तिय साक्षरता:

- बैंक तथा बित्तिय संस्था सम्बन्धी पूर्वाधारको बिकासमा भएको सूस्तताका कारण बित्तिय साक्षरताको अवस्था कमजोर छ ।
- बित्तिय साक्षरतामा भएको कमजोरीका कारण अझै पनि अनौपचारिक बित्तिय क्षेत्रको वाहुल्यता रहेको छ ।
- बैंक तथा बित्तिय संस्थाहरुलाई बित्तिय साक्षरता अभिवृद्धि गर्दै आफ्ना सेवा हरु बिस्तार गर्नु चुनौतिपूर्ण रहेको छ ।

• नियमनकारी आवश्यकताहरु:

- बैंक तथा बित्तिय क्षेत्रमा बढ्दो जोखिमका कारण र सम्पत्तिशुद्धिकरण सम्बन्धी नियम र प्रावधानका कारण नियमनकारी आवश्यकता बढ्दो छ ।
- नियमनकारी आवश्यकता पूरा गर्दै आफ्ना सेवा बिस्तार गर्न बैंकहरुलाई चुनौति थपिदै गैरहेको छ ।

• विश्वव्यापी सेवा:

- आजको समयमा एक देशमा मात्र सिमित रही बैंक तथा बित्तिय संस्थाले सेवा प्रवाह गर्ने सोच राख्नु सान्दर्भिक रहदैन ।
- अन्तराष्ट्रिय सिमा सम्म गएर सेवा प्रवाह गर्न अधिक लगानी गर्नु पर्ने र अनुसन्धानमा पनि ध्यान दिनु पर्ने देखिन्छ ।
- आजको समयमा विश्वव्यापीकरणका कारण उच्चतम प्रविधि सहित विदेशि बैंक तथा बित्तिय संस्थाहरु ले सेवा दिईरहदा प्रतिस्पर्धा समेत बढ्दो छ ।

Challenges of Banking Sector

- **Financial inclusion:**

- Due to the lack of proper development in infrastructure, security, and industrial development, many of the rural market today is beyond the reach of the formal banking system.
- Thus, reaching to these market is still a challenge for the banks and financial institutions.

- **Regulatory pressure:**

- Regulatory requirements continue to increase, and banks need to spend a large part of their discretionary budget to handle complaints, and on building systems and processes to keep up with the escalating requirements.
- AML/ CFT Related requirements are increasing

- **Global Banking:**

- It is practically and fundamentally impossible for any nation to exclude itself from world economy.
- Foreign large banks are posing threat to the small national banks.

• प्रबिधिको व्यवस्थापन:

- प्रबिधिको विकास र बिस्तारको रफतार एकदमै अधिक रहेको छ ।
- यसरी प्रबिधिमा भएको परिवर्तन ले बैंक तथा बित्तिय संस्थामा समेत प्रभाव पार्दछ ।
- बैंक तथा बित्तिय संस्थाले प्रबिधिलाई अपनाउनू पर्ने वाध्यता एकातिर छ भने प्रबिधिको लगानी र जोखिम अर्को सोचनिय बिषयको रुपमा रहेको छ ।
- त्यस्तै गरि प्रबिधिमा परिवर्तन भै रहंदा, परिवर्तित प्रबिधि भित्राउन पर्ने आवश्यकताले अभ्र चूनौति थपेको छ ।

• बजारको अनुसासन र बित्तिय पारदर्शिता:

- बैंक तथा बित्तिय संस्थाहरु आफना लगानीकर्ता तर्फ अलि बढी जवाफदेयी हुनू पर्ने देखिन्छ ।
- बैंक तथा बित्तिय संस्थाहरु सूचना तथा तथ्यांकको पारदर्शिता कायम गर्दछन भने कतिपय अवस्थामा सूचनाको गोपनियता समेत कायम गर्नु पर्दछ ।
- यसरी सूचनाको पारदर्शिता र गोपनियता बिच संतूलन कायम गर्न चुनौतिपुर्ण रहेको छ
- यसका अतिरिक्त कर्जा ग्राहकहरुले बैंकहरुलाई प्रदान गर्ने सूचना हरु कत्तिका तथ्यपरक छन भन्ने अर्को बिषय रहेको छ ।
- यस्तो अवस्थामा बैंक तथा बित्तिय संस्थाको संचालन चुनौतिले घेरिएको छ ।

Challenges of Banking Sector

- तरलता र मूनाफा बिचको संतूलन:
 - अधिक तरलताले निक्षेप फिर्ता गर्न सहजता ल्याउँछ ।
 - मूनाफामूखि रहनका लागि अधिक लगानी गर्नु पर्ने देखिन्छ ।
 - तसर्थ तरलता र मूनाफा बिच संतूलन कायम गर्नु चुनौतिपूर्ण रहेको छ ।

Challenges of Banking Sector

- **Managing Technology:**

- The speed of technological advancement has stringent impact on the banking system as new technology today becomes absolute tomorrow.
- Early adopters of technology acquire significant competitive advantages. Managing technology is therefore, a key challenge for the Nepalese Banking Sector.

- **Market Discipline and Transparency:**

- Banks are expected to be more responsive and accountable to the investors.
- Banks have to disclose in their Balance sheets and information on the maturity profiles of assets and liabilities, movements in NPAs, capital.
- On the other hand, banks need to maintain secrecy of information as well

- **Liquidity – Profitability Tradeoff Management**

- Liquidity – Ease in returning deposit but can not earn
- Profitability – calls for more investment
- Maintaining Liquidity reduces profitability and increasing profitability means it may lead to risk of bank run.

Challenges of Banking Sector

अन्य चुनौतिहरू:

- बैंक तथा वित्तीय संस्थामा कर्मचारीहरूको विकास
- ग्राहक चेतना तथा संतुष्टि
- मोबाइल बैंक जस्ता सेवाका लागि साभ्ना प्रविधिको अभाव
- देशका सबै क्षेत्रमा इन्टरनेटको पहुच नहूदा इन्टरनेट बैंकिन को विकासमा समस्या
- मानव संसाधनको उचित ब्यवस्थापनमा समस्या
- जानाजान कर्जा नतिर्ने संस्कृति
- कर्जा असूलिमा चुनौति
- कर्जाको दूरुपयोगको नियन्त्रणमा चुनौति

Other Challenges:

- Development of skill of bank personnel
- Customer awareness and satisfaction
- Lack of common technology standard for mobile banking
- Lack of availability of internet facility to extend internet banking
- Manpower planning
- Intentional loan default
- Challenge in recovery of loan
- Controlling diversion of funds.

Challenges of Banking Sector

अन्य चुनौतिहरू:

- प्रविधिसंग सम्बन्धीत जोखिमको व्यवस्थापन
- कोभिड १९ को महामारी पश्चात आफ्ना सम्पतिको गुणस्तर कायम गर्नु
- नियमनकारी निकायद्वारा नितिमा बारम्बार परिवर्तन गर्नु
- दिर्घकालिन लगानीका क्षेत्रमा लगानी गर्न श्रोतको व्यवस्थापन
- AML/CFT संग सम्बन्धीत मुद्दाहरू
- दूर्गम क्षेत्रमा व्यवसाय बिस्तार गर्नु

Other Challenges:

- IT Risk Management
- Maintaining Post Covid Asset Quality
- Frequent Policy Fluctuations by NRB
- Resources Management for Long term infrastructure lending
- AML/CFT Related Issues
- Business Expansion in Rural Areas

Challenges of Banking Sector

- **Compliance**
 - **Liquidity Management**
 - **Frequent Banking Frauds**
 - **Technological Security and Risk Management**
 - **Effective HR Management and Retention of Talent**
 - **Knowledge Management**
- परिपालको स्थिती
 - तरलता व्यवस्थापन
 - बढ्दो बित्तिय अपराधहरु
 - प्राबिधिको प्रयोग र सूरक्षा सम्बन्धी जोखिम
 - मानव संशाधनको उचित व्यवस्थापन र क्षमतावान कर्मचारीको संचिति
 - ज्ञान व्यवस्थापन

Strive for Progress, Not Perfection.
Hunger for Perfection Kills the Capacity to Progress.

THANK YOU