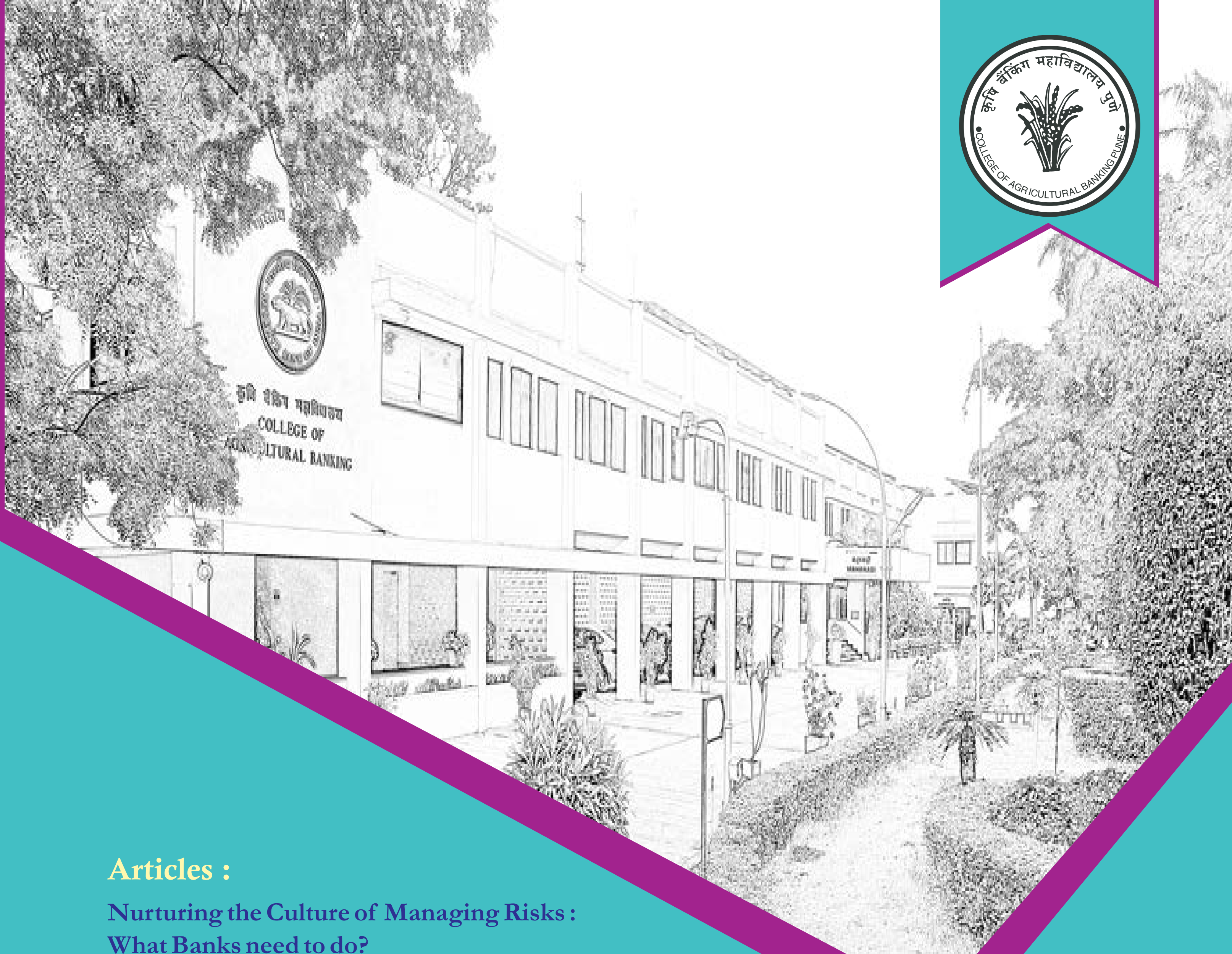

CAB CALLING

Volume 46 | Issue 3 |
July - September 2022

Articles :

Special Feature :

जुलाई – सितंबर 2022 / July - September 2022
Volume 46 Issue 3 / 2022
Regn. No. R.N. -31642/77

सीएबी कॉलिंग
CAB Calling

कृषि बैंकिंग महाविद्यालय, पुणे की त्रैमासिक पत्रिका
Quarterly Journal of the
College of Agricultural Banking, Pune

कृषि बैंकिंग महाविद्यालय, भारतीय रिज़र्व बैंक
College of Agricultural Banking, Reserve Bank of India
विद्यापीठ मार्ग University Road, **पुणे** Pune - 411 016, **भारत** India
फोन Phone: 91-20-25582303, 25582363
फैक्स Fax : 91-20-25538959
वेबसाइट Website: www.cab.rbi.org.in
ईमेल Email: principalcab@rbi.org.in
CABCalling@rbi.org.in

पाठकों के लिए सूचना

आलेखों में व्यक्त किए गए विचार लेखकों के अपने हैं। इसका उस संस्थान से जिससे वे संबद्ध हैं अथवा भारतीय रिज़र्व बैंक और/या कृषि बैंकिंग महाविद्यालय से कोई संबंध नहीं है।

पत्रिका के लिए आलेख भेजना

जो लेखक इस पत्रिका के लिए अपना आलेख भेजना चाहते हैं वे आलेख की पांडुलिपि हस्ताक्षर के साथ संपादक, कृषि बैंकिंग महाविद्यालय, विद्यापीठ रोड, पुणे 411 016 के नाम भेजें। आलेख की प्रतिलिपि ई–मेल से cabcalling@rbi.org.in के पते पर भेजी जा सकती है।

अप्रकाशित पांडुलिपियां लौटायी नहीं जाएंगी।

अंशदान

ई–मेल – cabcalling@rbi.org.in

डाक से – संपादक, सीएबी कॉलिंग, कृषि बैंकिंग महाविद्यालय, विद्यापीठ मार्ग, पुणे 411 016.

एक प्रति का दर

भारत में –	₹ 50
विदेश में –	US$ 5

वार्षिक अंशदान (वैयक्तिक)

भारत में –	₹ 150
विदेश में –	US$ 20

वार्षिक अंशदान (संस्थाओ के लिए)

भारत में –	₹ 250
विदेश में –	US$ 40

प्रकाशनाधिकार

आलेखों का पुनर्मुद्रण

पूर्व अनुमति लेकर आलेख पुनर्मुद्रित किए जा सकते हैं

सम्पादक को पत्र / पूछताछ

ई–मेल: cabcalling@rbi.org.in

NOTE TO READERS

The views expressed in articles are those of the authors and not necessarily of the institutions they are associated with or that of the Reserve Bank of India and/or the College of Agricultural Banking.

SUBMISSIONS

Prospective authors can submit signed manuscripts to the Editor, CAB Calling, College of Agricultural Banking, University Road, Pune - 411 016. Soft copies can be submitted by e-mail to cabcalling@rbi.org.in

Unpublished manuscripts will not be returned.

Subscription

E-mail: cabcalling@rbi.org.in

Write to: The Editor, CAB Calling, College of Agricultural Banking, University Road, Pune - 411 016.

Rates Per Copy

INDIA	₹50
OTHER COUNTRIES	US$ 5

Rates Per Year (Individuals)

INDIA	₹150
OTHER COUNTRIES	US$ 20

Rates Per Year (Institutions)

INDIA	₹250
OTHER COUNTRIES	US$ 40

Reproduction

Article Reprints

Articles can be reprinted with the prior written permission from the CAB.

Letters To Editor / Enquiries

E-mail : cabcalling@rbi.org.in

CONTENTS

Form IV : Statement about ownership and other particulars concerning 'CAB Calling'

1.	Place of Publication	Pune
2.	Periodicity of Publication	Quarterly
3.	Publisher's Name	V G Sekar
	Nationality	Indian
	Address	Chief General Manager and Principal College of Agricultural Banking Reserve Bank of India, Pune - 411016
4.	Printer's Name	Dhanraj Printers
	Nationality	Indian
	Address	114, Mahatma Phule Peth, Pune 411 042
5.	Names and addresses of Individuals who own the Journal	College of Agricultural Banking Reserve Bank of India, Pune - 411016

I, V G Sekar, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Sd/-
Signature of Publisher

Date : Sept. 30, 2022

मुख्य संपादक की कलम से

From the Desk of Editor-in-Chief

प्रिय पाठकगण,

इस अंक में हम आपके ज्ञानार्जन को सतत एवं अद्यतन रखने के हमारे प्रयासों के क्रम में कुछ रोचक और विचारोत्तेजक लेख एवं परिशिष्ट प्रस्तुत कर रहे हैं ।

इस अंक का पहला लेख बैंकों में जोखिम प्रबंधन और जोखिम संस्कृति पर केंद्रित है । यह लेख बैंकों में जोखिम प्रबंधन और जोखिम संस्कृति के विभिन्न पहलुओं और बारीकियों को रेखांकित करता है और सुझाव देता है कि बैंक कैसे एक मजबूत जोखिम प्रबंधन ढांचा विकसित करते हुए वांछित जोखिम संस्कृति को त्वरित और प्रभावी तरीके से पोषित और पल्लवित कर सकते हैं ।

इस अंक का दूसरा लेख वित्तीय साक्षरता में लिंग-विभेद की गंभीरता पर प्रकाश डालता है । यह लेख उन कठिनाइयों पर प्रकाश डालता है जिनका सामना महिलाओं को वित्तीय ज्ञान प्राप्त करने में करना पड़ता है । यह लेख भारत में महिलाओं के बीच वित्तीय साक्षरता बढ़ाने के लिए सरकारी प्रयासों और उपायों पर भी ध्यान आकृष्ट करता है ।

बैंकों में कॉर्पोरेट गवर्नेंस के महत्व को ध्यान में रखते हुए, महाविद्यालय ने 22 - 23 सितंबर 2022 को बैंकों के बोर्ड में

Dear Readers,

In this issue, we continue with our endeavours to present some interesting and thought-provoking articles and features to keep you updated on your learning curve.

The first paper of this issue focuses on risk management and risk culture in banks. This paper outlines various facets and nuances of risk management and risk culture in banks and suggests how the banks could evolve a robust risk management framework and nourish and nurture the desired risk culture promptly and effectively.

The second paper of this issue highlights the criticality of the gender gap in financial literacy. This paper examines the difficulties that women face in acquiring financial knowledge and focuses on government interventions and measures for increasing financial literacy amongst women in India.

Considering the importance of Corporate Governance in banks, the college organised a seminar on corporate governance for directors

पदापित निदेशकों के लिए कॉर्पोरेट गवर्नेंस पर एक संगोष्ठी का आयोजन किया । श्री एम राजेश्वर राव, उपगवर्नर, भारतीय रिज़र्व बैंक, ने संगोष्ठी में मुख्य अभिभाषण दिया । इस अंक में हम एक विशेष परिशिष्ट के रूप में इस संगोष्ठी के विचार-विमर्श का सारांश प्रस्तुत कर रहे हैं ।

इस अंक का तीसरा लेख प्राथमिक (शहरी) सहकारी बैंकों (यूसीबी) के वित्तीय प्रदर्शन का उनकी नियामक पूंजी और वित्तीय उत्तोलन के साथ संबंध का विश्लेषण प्रस्तुत करता है । यह इंगित करता है कि इष्टतम उत्तोलन लगभग 10 से 20 की मध्यम सीमा में देखा जाता है, जो यूसीबी को एक स्थिर और अच्छा वित्तीय प्रदर्शन प्राप्त करने में सहायता कर सकता है ।

इस अंक का अंतिम लेख ऑनसाइट पर्यवेक्षी आंकलन के दौरान पहचाने गए गैर-निष्पादक आस्तियों (एनपीए) और घोषित एनपीएके बीच अंतर, जो बैंकों की ऋण पुस्तकों की गुणवत्ता और तुलन पत्र में अघोषित परन्तु निहित जोखिम के बारे में चिंताओं को बढ़ाते हैं, का निवारण करने के लिए भारतीय रिज़र्व बैंक द्वारा किए गए नीतिगत परिवर्तनों पर चर्चा करता है ।

इन लेखों एवं विशेष परिशिष्ट के अतिरिक्त, इस अंक में नियमित विशेषताएं भी शामिल हैं यथा, जुलाई-सितम्बर 2022 के दौरान रिज़र्व बैंक द्वारा जारी किए गए महत्त्वपूर्ण परिपत्रों का सार और इस अवधि के दौरान महाविद्यालय द्वारा आयोजित प्रशिक्षण कार्यक्रमों से संबंधित कैंपस कैप्सूल ।

हमेशा की तरह आपकी टिप्पणियों और समालोचना का स्वागत है ।

– वी जी सेकर

on the boards of banks during September 22-23, 2022. Shri M Rajeshwar Rao, Deputy Governor, RBI, delivered the keynote address. In this issue, we are presenting a summary of the deliberations of the seminar as a special feature.

This issue's third paper examines the relationship of Primary (Urban) Co-operative Banks' (UCBs) financial performance with their regulatory capital and financial leverage. It indicates that optimal leverage is seen somewhere in the moderate range of 10 to 20, which can help the UCBs to post a stable and good financial performance.

The final paper of this issue discusses the policy changes introduced by the RBI to address the issue of divergences between the disclosed Non-Performing Assets (NPAs) and NPAs identified during onsite supervisory assessments, which raise concerns about the quality of loan books and the undisclosed embedded risk in the balance sheets of such banks.

The issue also contains regular features such as the gist of important regulatory circulars issued by the Reserve Bank of India during July- September 2022 and the campus capsule related to training programmes conducted by the College during this period.

Your comments and feedback are welcome, as always.

- V G Sekar

Nurturing the Culture of Managing Risks : What Banks need to do?

Prem Ranjan Prasad Singh

Risk management and risk culture are ever-evolving phenomena and are of paramount importance for banks. Risk management entails identifying, measuring, and mitigating various risks associated with the core and ancillary businesses and operations of an entity. Risk culture signifies the norms, attitudes and behaviours concerning risk awareness and risk management. This paper outlines various facets and nuances of risk management and risk culture in banks, its evolving contours, emerging newer risks, and suggests how the banks could evolve a robust risk management framework, and nourish and nurture the desired culture by following the best practices and plugging gaps in a prompt and effective way. The focus should be to make these as internalised and imbibed values a part of the institutional subconscious.

JEL Classification : G21, G32

Key Words : Risk Management, Risk Culture, Indian Banks

I. Introduction : Risk Management and Risk Culture - Perfecting the Imperfect

"Organisational culture is a complex phenomenon and we should not rush to measure things until we understand better what we are measuring" - Schein

The success of any entity and the system depends critically on how they take risks. There is no simple recipe that enables a bank or any other institution to measure and manage risks better. An entity, and more so a financial institution, must have the right risk management, right governance, the right incentives, and the right culture. While risk management as a 'framework' or an 'architecture' needs to be sound and robust in the organisation, risk culture becomes part of its 'genes', percolating down to the generations as part of the institutional subconscious.

This paper attempts to outline various facets and nuances of risk management and risk culture, its evolving understanding, the emerging newer risks and how financial institutions could evolve a robust risk management framework, and nourish and nurture the desired culture in the organisation by following the best practices and plugging the existing gaps in an earnest, prompt and effective way. The central idea is that its true spirit flows from top to bottom spontaneously as an internalised and imbibed value rather than something which needs to be imposed upon.

[1] General Manager, Department of Supervision, Reserve Bank of India. He can be reached at prpsingh@rbi.org.in

Insightful comments and constructive suggestions for modifications in the paper from anonymous reviewers are gratefully acknowledged.

The views expressed in the paper are personal and do not necessarily represent the official views of the Reserve Bank of India. The usual disclaimers apply.

Financial Literacy : Key to Financial Inclusion of Women

Nishita Chatradhi

In recent years, financial literacy has emerged as a significant concern as people, in general, lack basic financial knowledge concerning day-to-day money management and long-term savings. In many developed and developing countries, a growing body of empirical research shows a gender gap in financial literacy. In the case of India, with the increasing participation of women in the labour force, there is a greater need to investigate the issue of financial literacy amongst women. This study examines the difficulties that women face in acquiring financial knowledge and focuses on government interventions and measures for increasing financial literacy amongst women in India. It aims to broaden the understanding of the entire scenario of financial literacy concerning women in India.

JEL Classification : G21, G53

Keywords : Financial Literacy, Financial Inclusion, Gender Gap and Women Empowerment.

I. Introduction

Interconnectedness in financial markets and increasing complexities in financial transactions have increased individuals' responsibility in managing their finances and securing their financial future. Increased thrust on financial inclusion has expanded the reach and depth of banking and financial services. However, financial inclusion and financial literacy are interconnected. While financial inclusion acts on the supply side by providing the financial products and services that people require, financial Literacy acts on the demand side by making people aware of what they can demand (Subbarao, D., 2010). The ability of the people to effectively manage their finances determines the health of the nation's financial system. In recent years, financial literacy has emerged as a significant concern in India. People, in general, need better basic financial knowledge concerning their day-to-day money management and long-term savings.

Financial Literacy is defined as the ability to make sound financial decisions. A financially literate person can make intellectual judgments and meaningful decisions about the use and management of money. Biener, Eling and Schmit (2014) demonstrate the strengthening of the micro-insurance market through improved financial Literacy. Governments worldwide have recognized financial Literacy as a critical life skill and have launched financial education initiatives to assist young people in acquiring it. Lusardi, Michaud, and Mitchell (2011) show that early

[1]Ex-Research Officer, Vaikunth Mehta National Institute of Cooperative Management, Pune. She can be reached at shastri.nishita@gmail.com

Insightful comments and constructive suggestions for modifications in the paper from anonymous reviewers are gratefully acknowledged.

The views expressed in the paper are personal and do not necessarily represent the official views of the Reserve Bank of India. The usual disclaimers apply

Seminar on Corporate Governance for Directors on the Boards of Banks : Creating a Culture of Enterprise - Wide Risk and Compliance Awareness

It is well recognised that sound corporate governance is an essential element in the safe and sound functioning of banks. Deficiencies in corporate governance adversely affect the bank's risk profile. Considering the importance of the subject, an online seminar on Corporate Governance for the Directors on the Boards of Banks was conducted by the college on September 22 - 23, 2022. The theme of the seminar was creating a culture of enterprise-wide risk and compliance awareness. The keynote address in the seminar was delivered by Shri. M. Rajeshwar Rao, Deputy Governor, Reserve Bank of India and it was attended by 45 Board members from the public sector, private sector, small finance and payment banks.

Inaugural Address

The Principal, CAB welcomed participants to the seminar. The Principal highlighted that sound corporate governance is the foundation which provides a basis for creating a structure of accountability and control systems in banks. Corporate governance in any organization needs to ensure that the interests of different stakeholders are managed in an appropriate manner to ensure long-term sustainable performance. This issue of managing the interests of different stakeholders is even more important for banks as they are leveraged financial institutions. Banks deal in financial resources of others which are mostly uncollateralized debt in the form of deposits. Therefore, corporate governance in banks requires placing high importance on the safety and soundness of the bank to ensure the interest of depositors.

The Principal mentioned that the linkage of the banking system with the overall real economy indicates that the banking system dominates the financial system, especially in the context of India. It performs a crucial role in the economy by intermediating funds from savers and depositors to activities that support enterprise and helps drive economic growth. Banks' safety and soundness are, therefore, key to financial stability. The Principal welcomed Shri. M. Rajeshwar Rao, Deputy Governor and thanked him for taking out time from his busy schedule for addressing the participants of the seminar.

Keynote Address by Deputy Governor

Deputy Governor (DG) in his address mentioned that theme of the seminar was quite topical as a robust risk and compliance culture provides a foundation for the long-term performance of a bank. He stressed the

To continue reading please subscribe using this form

Regulatory Capital, Leverage and Financial Performance : Understanding Interrelationships in the case of Primary (Urban) Co-operative Banks

Dr Ashish Srivastava

This paper examines the relationship of financial performance of Primary (Urban) Cooperative Banks' (UCBs) with their regulatory capital as measured by the capital to risk-weighted assets ratio (CRAR) and financial leverage as approximated by their ratio of assets to net worth. It also makes a comparative assessment of the efficacy of using the leverage ratio as a simplified measure of capital adequacy instead of the capital to risk-weighted asset ratio. The analysis, based on a 3-year pooled data sample of 140 well-distributed UCBs, shows that UCBs with higher leverages do gain in terms of their return on equity (ROE) but do not show superior financial performance in terms of gross and net non-performing assets (GNPA, NNPA), net interest margin (NIM), return on assets (ROA) and cost-income ratio (CIR). Unlike the leverage ratio, the regulatory capital ratio (CRAR) does not fit as an explanatory variable for return on equity. The analysis indicates that optimal leverage is seen somewhere in the moderate range of 10 to 20, which can help the UCBs to post a stable and good financial performance.

JEL Classification - G21, G28

Key Words - Co-operative Banks, Leverage, Assets, Capital, Financial Performance.

I. INTRODUCTION

The financial performance of banks depends on several factors, which include both the broad macroeconomic factors and the bank's capital structure, asset size, operational efficiency and managerial effectiveness. The Modigliani and Miller theory postulates that debt financing helps in the improvement of financial performance up to optimal leverage, subject to certain considerations (Myers, 1984). Tan (2016) finds a positive impact of capital on bank profitability on account of higher credit worthiness, prudent lending, etc. because of a greater stake of owners, availability of a higher cushion in absorbing the risk losses and somewhat lower borrowing cost. The adequacy and quality of capital maintained by banks provide a cushion from unexpected losses and therefore, act as an important safeguard for the depositors. Banks as highly geared institutions pose a significant systemic risk while performing financial intermediation between the various economic agents operating in a financial system. Therefore, banking regulations attempt to make

[1] *Deputy General Manager & Member of Faculty, College of Agricultural Banking, Reserve Bank of India. He can be reached at : ashishsrivastava@rbi.org.in*

Insightful comments and constructive suggestions for modifications in the paper from anonymous reviewers are gratefully acknowledged.

The views expressed in the paper are personal and do not necessarily represent the official views of the Reserve Bank of India. The usual disclaimers apply.

Asset Quality Divergences in Scheduled Commercial Banks : Concerns and Remedial Measures

Anmol Chopra, Anirban Bhattacharya, Susheel Raina

Instances of significant divergences between the disclosed Non-Performing Assets (NPAs) and NPAs identified during risk-based onsite supervisory assessments raise serious concerns about the quality of loan books and the undisclosed embedded risk in the balance sheets of such banks. This not only impacts the market perception but also weakens customer confidence. Reserve Bank of India (RBI) has taken various steps to address the issue of divergences and as a result, the overall health and the stability of the Indian banking system have improved. This paper briefly discusses the policy changes introduced by the RBI to address the core issue of divergences. These include disclosures in case of large divergence, formation of CRILC, automation of NPA identification, sharper off-site supervision system and periodic meeting with statutory auditors.

JEL Classification : G21, E58, G28, M48

Keywords : Asset Quality, Divergence, NPA Automation, CRILC, Financial Stability.

I. INTRODUCTION

Asset quality of banks is not only of prime importance for their financial position, but it also has macroeconomic significance and linkages. It reflects on the quality of the loan portfolio and the effectiveness of credit administration. Besides the quality of assets as a point in time measure, volatility in asset quality and larger divergences are a cause of supervisory concern and negatively impact the bank's share prices (Manda & Aruna, 2018). After witnessing deterioration for some time, the asset quality of India's scheduled commercial banks has improved gradually, with the gross non-performing assets (GNPA) ratio declining from 7.4 per cent in March 2021 to a six-year low of 5.9 per cent in March 2022. The net non-performing assets (NNPA) ratio also fell by 0.7 per cent during 2021-22 to 1.7 per cent at the year-end. The slippage ratio, indicating new accretions to NPAs as a share of standard advances at the beginning of the period, declined

1. *Susheel Raina is a General Manager; Anmol Chopra and Anirban Bhattacharya are Assistant General Managers in the Reserve Bank of India. E-mails to authors may be sent at - susheelraina@rbi.o rg.in; anmolc@rbi.org.in; and anirbanbhattacharya@rbi.org.in.*

   Insightful comments and constructive suggestions for modifications in the paper from anonymous reviewers are gratefully acknowledged.

   The views expressed in the paper are personal and do not necessarily represent the official views of the Reserve Bank of India. The usual disclaimers apply.

2. *Manda, Vijaya Kittu & Polisetty, Aruna. (2018). Asset Quality & Risk Management Practices - An Analysis on Yes Bank. SSRN Electronic Journal. 10.2139/ssrn.3510944.*

3. *Chapter II, Financial Stability Report (June 2022), Reserve Bank of India.*

‘सीएबी कॉलिंग : अंशदान फार्म’

अंशदाता सं. (केवल कार्यालय के उपयोग के लिए)

संपादक
‘सीएबी कॉलिंग’
कृषि बैंकिंग महाविद्यालय
भारतीय रिज़र्व बैंक
पुणे - 411016

यदि अंशदाता कार्यक्रम के सहभागी हैं तो कार्यक्रम का नाम		
अंशदान दर	एक वर्ष	दो वर्ष
व्यक्तिगत सदस्य (भारत में)	₹ 150	₹ 300
व्यक्तिगत सदस्य (विदेश में)	US$ 20	US$ 35
संस्थागत सदस्य (भारत में)	₹ 250	₹ 400
संस्थागत सदस्य (विदेश में)	US$ 40	US$ 70

महोदय,

मैं/हम एक/दो* वर्ष के लिए ‘सीएबी कॉलिंग’ की सदस्यता का नवीकरण करना/ग्राहक बनना चाहता हूँ / चाहते हैं।

भारतीय रिज़र्व बैंक के पक्ष में आहरित और मुंबई में देय दिनांक ____________________ का ₹ __________ का मांग ड्राफ्ट सं. ____________________ संलग्न है।

या

मैंने दिनांक__________ को, ₹__________ का NEFT किया है जिसकी UTR संख्या __________ है।

कृपया निम्नलिखित तिमाही से ‘सीएबी कॉलिंग’ के अंक मुझे / हमें भेजें

नाम (स्पष्ट अक्षरों में) श्री/श्रीमती/कुमारी____________________

पता (स्पष्ट अक्षरों में)____________________

केंद्र____________________ पिन कोड__________

टेलीफोन नं. (कार्यालय)____________________ (निवास)__________

फैक्स नं. ____________________ एसटीडी कोड__________

ई-मेल पता ____________________

अंशदाता सं. (यदि कोई हो तो) ____________________

दिनांक:__________ 20 __________

(हस्ताक्षर)

*जो लागू नहीं है उसे काट दें।

NEFT Details for Payment:

Name of the Account: Bank’s Publications
Account Number: 8024129
Name of Bank: RBI;
IFSC Code: RBIS0PUPA01 (0 means Zero)
Type of Account: Current
Name of Branch: CAB, Pune

CAB CALLING - SUBSCRIPTION FORM

SUBSCRIBER NO. (For office use only)

The Editor
"CAB CALLING"
College of Agricultural Banking
Reserve Bank of India
PUNE 411016

To be filled if subscriber is a participant **Name of the programme**		
Subscription Rates	One Year	Two Year
Individual Members (India)	₹ 150	₹ 300
Individual Members (Abroad)	US$ 20	US$ 35
Institutional Members (India)	₹ 250	₹ 400
Institutional Members (Abroad)	US$ 40	US$ 70

Dear Sir

I/We wish to subscribe / renew subscription* to "CAB CALLING" for one /two* years.

A Demand Draft bearing no.____________ for an amount of ₹____________ dated__________ drawn in favour of "RESERVE BANK OF INDIA", payable at Mumbai, is enclosed.

OR

I have made an NEFT transaction for an amount of ₹__________with UTR number __________ dated________

Please send my /our copy of "CAB Calling" starting from the quarter:

NAME (IN CAPITALS) ____________________

ADDRESS (IN CAPITALS) ____________________

CITY ____________________ PIN ____________________

TEL NO. (OFF) ____________________ TEL NO. (RESI) ____________________

FAX NO. ____________________ STD CODE____________________

EMAIL ADDRESS____________________

SUBSCRIBER NO. (IF ANY)____________________

DATE:____________________

(SIGNATURE)

*Strike off whichever is not applicable

NEFT Details for Payment:

Name of the Account: Bank's Publications
Account Number: 8024129
Name of Bank: RBI;
IFSC Code: RBIS0PUPA01 (0 means Zero)

Type of Account: Current
Name of Branch: CAB, Pune

Regn No. R.N.-31642/77

College of Agricultural Banking

वित्तीय क्षेत्र में क्षमता निर्माण एवं विकास

भारतीय रिजर्व बैंक द्वारा वर्ष 1969 में ग्रामीण एवं सहकारी बैंकिंग में प्रशिक्षण इनपुट प्रदान करने के लिए कृषि महाविद्यालय (सीएबी) की स्थापना की गयी। इसके बाद, भारतीय वित्तीय क्षेत्र की बदलती आवश्यकताओं को ध्यान में रखे हुए, महाविद्यालय द्वारा कृषि बैंकिंग, एमएसई वित्त पोषण, वित्तीय समावेशन और साक्षरता, मानव संसाधन और नेतृत्व आदि जैसे अन्य क्षेत्रों में प्रशिक्षण प्रदान करने के लिए अपने दायरे का विस्तार किया गया। अॅकॅडॅमिक वर्ष 2021 से महाविद्यालय द्वारा चार फोकस एरिया (4C) यथा कॉर्पोरेट गव्हर्नेन्स, साइबर सुरक्षा, ग्राहक सेवा और अनुपालन प्रबंधन पर अधिक ध्यान दिया गया है ताकि वित्तीय प्रणाली में मजबूती प्रदान करने और सेवा मानकों में वृद्धि करने के लिए बैंकों तथा फाइनेंशियल प्रोफेशनलो का क्षमता वर्धन किया जा सके।

महाविद्यालय द्वारा FAO, APRACA, CICTAB, UNDP और राष्ट्रमंडल सचिवालय जैसी अंतर्राष्ट्रीय एजेन्सियों के सहयोग से कार्यक्रम और अनुसंधान सम्मेलन भी आयोजित किए जाते है। इसी के साथ महाविद्यालय द्वारा राष्ट्रीय और अंतर्राष्ट्रीय संस्थानो के लिए उनकी आवश्यकतानुसार कस्टमाईज प्रशिक्षण कार्यक्रम भी आयोजित किए जाते है।

वर्ष 2015 से एमएसएमई वित्त पोषण के क्षेत्र में विशेषीकृत नैमकैब कार्यशालाएं आयोजित करने के लिए नोडल संस्थान के रूप में नामित किए जाने के साथ ही वर्ष 2021 में मिशन 'अवतु' के अंतर्गत साइबर सुरक्षा पर सहकारी बैंकों के विभिन्न स्टेकहोल्डरों के प्रशिक्षण प्रदान करने के लिए महाविद्यालय को 'नोडल संस्थान' के रूप में नामित किया गया है।

Building & Enhancing Capabilities in the Financial Sector

Reserve Bank of India established the College of Agricultural Banking (CAB) in 1969 to provide training inputs in Rural and Cooperative Banking. Subsequently, recognizing the changing needs of the Indian financial sector, the College expanded its scope to provide training in other areas like agricultural banking, MSME financing, Financial Inclusion & Literacy, Human Resources & Leadership, etc. From the Academic Year 2021, the College has enhanced thrust on four focus areas (4Cs), namely Corporate Governance, Cyber Security, Consumer Protection and Compliance Management, to build capacity amongst the bankers and financial professionals to enhance the robustness and service standards in the financial system.

The college also conducts programmes and research conferences in collaboration with international agencies like FAO, APRACA, CICTAB, UNDP and the Commonwealth Secretariat. The College further conducts customized training programmes for institutions, both national and international, as per their specific requirements.

The college has been nominated as the 'Nodal Institution' for imparting training to various stakeholders of UCBs on cyber security under the Mission 'AVTU' in 2021, apart from being nominated as the Nodal Institution to impart specialised NAMCABs workshops in the area of MSME financing, since 2015.

College of Agricultural Banking
www.cab.rbi.org.in

Published for the College of Agricultural Banking, by Shri. V. G. Sekar at CAB Campus, Reserve Bank of India, University Road, Pune and printed by him at Dhanraj Printers, 114, Mahatma Phule Peth, Pune.