



सीएबी कॉलिंग CAB Calling

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कृषि बैंकिंग महाविद्यालय, पुणे की त्रैमासिक पत्रिका

Quarterly Journal of the
College of Agricultural Banking, Pune

Articles

- ★ Financing Receivables of MSME - Initiatives, Challenges & Prospects
- ★ Making Farmer Producer Organizations (FPOs) "Competitive Value Chain Actors" through convergence of multiple value chains in the livestock sector in Uttar Pradesh
- ★ Introduction to the Standardised Measurement Approach (SMA) for Operational Risk

Case Study

- ★ Consumer Grievances - Root Cause Analysis

Special Features

- ★ National Conference of CEOs of Rural Cooperative Banks - February 24-25, 2025
- ★ Seminar for Women Directors of Urban Co-operative Banks (UCBs) - March 06-07, 2025



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CAB Calling Readers' Feedback

Readers are invited to submit their valuable feedback on the journal via email to CABCalling@rbi.org.in.

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मुख्य संपादक की कलम से From the Desk of Editor-in-Chief

प्रिय पाठकगण,

भारत के वित्तीय और कृषि परिदृश्य का निरंतर विकास अपने साथ नए अवसर और नई चुनौतियाँ लेकर आता है। सीएबी कॉलिंग के इस संस्करण में, हम कुछ ऐसे लेख प्रस्तुत कर रहे हैं जो बैंकिंग और वित्तीय पारिस्थितिकी व्यवस्था में नवाचार, संस्थागत दृढ़ीकरण और ग्राहक संरक्षण के अंतर्संबंधों का सामूहिक रूप से परिचय कराते हैं।

“एमएसएमई की प्राप्य राशियों का वित्तपोषण – पहल, चुनौतियाँ और संभावनाएँ” लेख में एमएसएमई की तरलता और प्रतिस्पर्धात्मकता बढ़ाने में प्राप्य राशि वित्तपोषण की महत्वपूर्ण भूमिका पर चर्चा की गई है। यह हालिया नीतिगत उपायों, टीआरडीडीएस जैसी संस्थागत व्यवस्थाओं और सूक्ष्म एवं लघु उद्यमों के बीच इनवॉइस फाइनेंसिंग की पहुँच बढ़ाने में आने वाली चुनौतियों पर प्रकाश डालता है।

दूसरा लेख, “उत्तर प्रदेश में पशुधन क्षेत्र में विभिन्न मूल्य श्रृंखलाओं के अभिसरण के माध्यम से किसान उत्पादक संगठनों (एफपीओ) को ‘प्रतिस्पर्धी मूल्य श्रृंखला कर्ता’ बनाना,” उन नवोन्मेषी मॉडलों की पड़ताल करता है जो पशुधन मूल्य श्रृंखलाओं को व्यापक कृषि-व्यवसाय पारिस्थितिकी प्रणालियों के साथ एकीकृत करते हैं। यह इस बात पर जोर देता है कि इनपुट, प्रसंस्करण और विपणन माध्यमों में अभिसरण कैसे एफपीओ की लचीलापन और लाभप्रदता को बढ़ा सकता है।

तीसरा लेख, “परिचालन जोखिम के लिए मानकीकृत मापन दृष्टिकोण (एसएमए) का परिचय,” संशोधित बेसल III सरंचना का संक्षिप्त और व्यावहारिक रूप से अनुकूल अवलोकन प्रदान करता

Dear Readers

The continuous evolution of India's financial and agricultural landscape brings with it fresh opportunities and new challenges. In this issue of CAB Calling, we present a set of articles that collectively explore the intersections of innovation, institutional strengthening, and customer protection within the banking and financial ecosystem.

The article “Financing Receivables of MSMEs – Initiatives, Challenges & Prospects” discusses the pivotal role of receivable financing in enhancing MSME liquidity and competitiveness. It highlights the recent policy measures, institutional mechanisms such as TReDS, and challenges in scaling up the reach of invoice financing among micro and small enterprises.

The second article, “Making Farmer Producer Organizations (FPOs) ‘Competitive Value Chain Actors’ through Convergence of Multiple Value Chains in the Livestock Sector in Uttar Pradesh,” examines innovative models that integrate livestock value chains with broader agri-business ecosystems. It underscores how convergence across input, processing, and marketing channels can enhance the resilience and profitability of FPOs.

The third article, “Introduction to the Standardized Measurement Approach (SMA) for Operational Risk,” provides a concise and practitioner friendly overview of the revised Basel III framework. It

है। यह बताता है कि कैसे नया दृष्टिकोण परिचालन जोखिम पूँजी गणना को सरल बनाता है और साथ ही जोखिम प्रबंधन में शासन और डाटा अखंडता को सुदृढ़ करता है।

“उपभोक्ता शिकायतें – मूल कारण विश्लेषण” पर केस स्टडी ग्राहक-केंद्रित बैंकिंग के एक महत्वपूर्ण क्षेत्र पर गहनता से प्रकाश डालती है। यह इस ओर ध्यान आकर्षित करती है कि शिकायतों का व्यवस्थित मूल कारण विश्लेषण कैसे सेवा वितरण में सुधार, अनुपालन संस्कृति को सुदृढ़ और वित्तीय प्रणाली में विश्वास को बढ़ा सकता है। यह केस स्टडी, जहाँ पाठकों के लिए बैंकिंग में उपभोक्ता शिकायत व्यवस्था को समझने में उपयोगी है, वहीं प्रशिक्षण संस्थानों के लिए एक शैक्षणिक उपकरण के रूप में विशेष रूप से उपयोगी होगी। मैं पाठकों को नियमित लेखों के अलावा बैंकिंग के उभरते क्षेत्रों पर ऐसे केस स्टडी, सफलता की कहानियाँ और प्राइमर भविष्य के अंकों में प्रकाशन हेतु प्रेषित करने के लिए अनुरोध करता हूँ।

विशेष फीचर खंड में 24-25 फरवरी 2025 को आयोजित ग्रामीण सहकारी बैंकों के मुख्य कार्यकारी अधिकारियों के राष्ट्रीय सम्मेलन समावेशी विकास के लिए सहकारी ऋण संरचना का लाभ उठाना और 6-7 मार्च 2025 को सीएबी, पुणे में शहरी सहकारी बैंकों (यूसीबी) की महिला निदेशकों के लिए आयोजित सेमिनार की झलकियां प्रस्तुत की गई हैं।

आपकी टिप्पणियों और प्रतिक्रिया का स्वागत है।

—जयकिश

explains how the new approach simplifies operational risk capital computation while reinforcing governance and data integrity in risk management.

The case study on “Consumer Grievances – Root Cause Analysis” delves into an essential area of customer centric banking. It draws attention to how systematic root cause analysis of complaints can improve service delivery, strengthen compliance culture, and enhance trust in the financial system. This case study, while useful for readers to understand consumer grievance mechanisms in banking, would be particularly valuable for training establishments as a pedagogical tool. I encourage readers to submit such case studies, success stories, and primers on emerging areas in banking for publication in future issues, besides regular articles.

The special features section presents glimpses from the National Conference of CEOs of Rural Cooperative Banks on “Leveraging Cooperative Credit Structure for Inclusive Growth” held on February 24–25, 2025, and the Seminar for Women Directors of Urban Cooperative Banks (UCBs) held on March 6–7, 2025, at CAB, Pune.

Looking forward to your suggestions and feedback.

—Jaikish

Financing Receivables of MSME – Initiatives, Challenges & Prospects

Narayan¹

Abstract:

Micro, Small, and Medium Enterprises (MSMEs) are crucial for India's economic growth, contributing significantly to employment, manufacturing, and exports. However, MSMEs struggle to access sufficient credit, exacerbated by delayed payments from buyers, which disrupt their cash flow and operations. Despite initiatives such as the Trade Receivables Discounting System (TReDS) and Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), a significant financing gap persists. TReDS, a digital platform facilitating the financing of trade receivables, has shown promise but faces low participation from buyers and MSMEs. The system allows MSMEs to convert receivables into cash without collateral, but onboarding complexities and limited buyer involvement hinder its full potential.

To bridge the financing gap, increased awareness, simplified onboarding processes, and transparent fee disclosures are essential. Additionally, integrating platforms like TReDS with existing systems like the Government e-Marketplace (GeM) and fostering participation from large corporate and public sector units are critical to enhancing the effectiveness of these initiatives.

Keywords: MSME, Receivables Financing, TReDS

JEL Classification: G1, G3, P42

1. Background

Micro, Small and Medium Enterprises (MSMEs) play an important role in the economic growth of the country. The sector contributes significantly to employment generation, manufacturing and exports. In other words, we can say that MSMEs are the best vehicle for inclusive growth, job creation, and poverty alleviation. Notwithstanding various policy support measures for MSMEs, access to adequate credit remains elusive for the sector, calling for innovative solutions.² The credit flow to MSME Sector is constrained due to multiple factors. The

challenges that MSMEs face are two-fold. First, they are often credit-starved, and banks often do not have the requisite skills and time to assess their creditworthiness. Second, even if banks extend credit to these entities, monitoring these credit facilities is a challenge.

Apart from challenges in access to finance, MSMEs also face other challenges such as lack of handholding support, inadequate access to latest technology and marketing, low levels of skilled manpower, and inability to improve the competitiveness etc.

¹ General Manager, Consumer Education and Protection Department, RBI, Central Office, Mumbai. The views expressed are those of the author and not of the organization he belongs to. Usual disclaimer applies. Corresponding Email of author: (narayan@rbi.org.in)

² Reserve Bank of India (2015) Report of the Committee on Medium-Term Path to Financial Inclusion

Making Farmer Producer Organizations (FPOs) “Competitive Value Chain Actors” through convergence of multiple value chains in the livestock sector in Uttar Pradesh

Er. Rajesh Yadav¹

The sustainability of Farmer Producer Organizations (FPOs) depends on their ability to function as competitive value chain actors, reducing reliance on downstream intermediaries and capturing higher margins. This paper examines the convergence of agriculture and allied Agri value chains in Uttar Pradesh, focusing on integrating livestock, cereal, and oilseed sectors within FPO clusters. Using case analysis and value chain mapping for paddy, maize, and mustard, the study evaluates aggregation benefits, market margin retention, price spread reduction, and optimal cluster size. Findings reveal that livestock, with a 41.9% annual growth rate and 33% contribution to output value, can serve as a “carrier” sector, creating demand for processed Agri-products and enabling economies of scale. Convergence facilitates vertical integration, diversified product processing, and internal value chain finance, reducing market dependency by up to 65% and lowering economic cluster size requirements. The *Purvanchal* Poultry Producer Company case demonstrates that shared infrastructure such as rice milling, oil extraction, and feed manufacturing leveraging the Agriculture Infrastructure Fund (AIF) and Credit Guarantee Fund strengthens value chain finance opportunities and producer income. The study concludes that multi-value-chain convergence offers a viable pathway for enhancing smallholder viability, competitiveness, and resilience in dynamic Agri-market ecosystems.

Keywords: FPO, Agri Value Chain, Value Chain Financing

JEL Classification: Q13, Q14, Q19

1. Introduction

Diminishing farm profitability due to a gradual reduction in economies of scale and an increasing price spread caused by the fragmentation of the cost of means of production and the inefficiency and ineffectiveness of prevailing agriculture and allied value chains are major challenges to the

sustainability of the agricultural economy. To address this, a new institutional framework was introduced by amending the Indian Companies Act, 1956, and incorporating provisions under the Producer Companies Act, 2003. Since cooperative institutions have existed since 1903 as generic FPOs, this is not an entirely new intervention; however, the

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Introduction to the Standardised Measurement Approach (SMA) for Operational Risk

Abhishek Kumar¹

The Basel Committee on Banking Supervision (“BCBS”) has introduced new approach for the calculation of operational Risk Weighted Asset, replacing the existing approaches, named as The Standardised Measurement Approach (SMA) for operational risk. Subsequently RBI has replaced all existing approaches viz. Basic Indicator Approach (BIA), The Standardised Approach (TSA)/ Alternative Standardised Approach (ASA) and Advanced Measurement Approach (AMA) for measuring Operational Risk Capital charge by the new 'Basel III Standardised Approach'.

The objective of this paper is to explain and analyse this new approach. We start by briefly summarizing the history of operational risk management regulations and challenges with introduction of Operational risk Capital charge by Basel Committee on Banking Supervision. We then conclude by analysing the impact of new frame works on banks globally. Finally, identify some key Challenges, in implementation of the new framework and explore recommendations to overcome the challenges.

Key Words: Operational Risk, BCBS, Standardised Measurement Approach

JEL Classification: G28, G32

1. Introduction: Evolution of Operational Risk Management Principles

“Operational Risk” is defined as the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. The definition includes legal risk but excludes strategic and reputational risk². It is inherent in all banking/ financial products, activities, processes and systems. Operational risk is pervasive, complex and dynamic. Unlike market and credit risk,

which tend to be in specific areas of business, operational risk is inherent in all business processes.

Though operational risk was always present in the banking business, its identification and management came to the fore mainly due to two major developments. Firstly, deregulation and globalization of financial services and secondly increasing use of technology in banking services. Basel Committee on Banking Supervision (BCBS) recognised initially that operational risk has a variety

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Insightful comments and constructive suggestions for modifications in the paper from anonymous reviewers are gratefully acknowledged. Views expressed are personal and do not necessarily represent views of the Reserve Bank of India.

²BCBS: Sound Practices for the Management and Supervision of Operational Risk, February 2003



Consumer Grievances – Root Cause Analysis

Smt. Anita Kumari ¹

Abstract

This case study examines consumer grievances related to unauthorized deductions under the Atal Pension Yojana (APY) scheme, despite customers not opting into the program. The central case revolves around Mr. X, a long-standing customer of Bank ABC, who faced repeated unauthorized deductions from his savings account, leading to complaints to both the bank and the RBI Ombudsman. Despite initial resolutions, the issue recurred, highlighting gaps in grievance redressal mechanisms. Through a structured Root Cause Analysis (RCA) using the "5 Whys" methodology, the study identifies key factors such as system errors, inadequate training, and lack of consent validation. Recommendations include process improvements, staff training, and enhanced consumer communication to build trust and compliance with regulatory mandates.

Keywords: Consumer Grievances, Banking Ombudsman, Root Cause Analysis (RCA)

Pedagogical Objectives

1. Understanding Consumer Grievance Mechanisms:

Explore the role of the Reserve Bank of India (RBI) and Banking Ombudsman Schemes in addressing consumer grievances.

2. Application of Root Cause Analysis (RCA):

Demonstrate the use of structured problem-solving techniques such as the "5 Whys" methodology to uncover underlying causes of recurring issues.

3. Consumer Protection in Financial Services:

Analyse the importance of customer consent, transparent communication, and ethical practices in banking operations.

4. Designing Process Improvements:

Encourage participants to draft recommendations for improving consent validation, staff training, and grievance redressal mechanisms in banks.

5. Critical Thinking and Decision-Making:

Develop analytical skills to assess the impact of operational lapses on consumer trust, regulatory compliance, and bank reputation.

6. Compliance and Regulatory Awareness:

Highlight the implications of regulatory non-compliance and the need for continuous service improvement in the banking sector.

Consumer Grievances – Root Cause Analysis

Introduction

The Reserve Bank of India (RBI) has implemented several measures to enhance customer protection within its regulated entities. In 1995, RBI introduced the Banking Ombudsman Scheme under Section 35A of the Banking Regulation Act as a cost-free Alternate Dispute Redressal (ADR) mechanism for

¹ Smt. Anita Kumari, DGM & Member of Faculty, CAB, Pune. This Case has been written for the purpose of training and classroom discussion. Usual disclaimer applies. Corresponding Email of author: (anitakumari@rbi.org.in)



National Conference of CEOs of Rural Cooperative Banks - February 24–25, 2025

The UN General Assembly has declared the year 2025 as the **International Year of Cooperatives** to be celebrated under the theme "*Cooperatives Build a Better World*". Aligned with the same, College of Agricultural Banking, Reserve Bank of India, Pune organized a National Conference of CEOs of Rural Cooperative Banks on February 24 & 25, 2025 at its campus with the focused theme of "*Leveraging Cooperative Credit Structure for Inclusive Growth*". The participants of the Conference included the CEOs/MDs of StCBs, DCCBs, Academicians, Sector Experts, officers from NABARD and RBI and other key stakeholders.

Shri Jaikish, CGM & Principal, CAB, in his welcome address highlighted the role of CAB in Strengthening Rural Cooperative Banks. He underscored CAB's pivotal role in capacity building, policy development, and fostering cross-institutional collaboration. He emphasized the need for rural cooperative banks to enhance financial inclusion, governance reforms, and technological adoption for long-term sustainability. He also highlighted key challenges, including the declining agricultural credit share of cooperatives, HR and governance issues. He further noted that while these reforms are crucial, the success of cooperatives also depends on operational efficiency and commitment, leveraging their grassroots level presence.

Shri Satish Marathe, Central Board Director, RBI inaugurated the Conference. In his keynote address on the "Role of Rural Cooperative Banking in Sustainable and Inclusive Financing", he

emphasised the pivotal role of rural cooperative banks in expanding financial access to underserved areas and underscored the importance of capacity building and governance reforms for their long-term sustainability. He also highlighted the need for technological advancements and digital finance solutions to enhance operational efficiency and outreach. He stressed the importance of adopting innovative business models aligned with the evolving economic landscape in rural areas. He further noted that while the Government's initiative to establish at least one cooperative society in each Gram Panchayat is a practical and impactful step, its successful implementation also depends on commitment and wholehearted implementation.

The conference was structured around three thematic modules, focusing on governance & HR, business models, and technology adoption in rural cooperative banking. Each module comprised technical sessions, panel discussions, and experience-sharing sessions.

The first session of the conference focused on Governance and Human Resource Excellence. During the technical session on the topic, Shri Subrat Kumar Nanda, CGM, Institutional Development Department, NABARD, Head Office, presented the governance challenges in rural cooperative banks and discussed strategies to enhance accountability of Board of Directors and regulatory compliance. It was followed by a panel discussion on the theme, which was moderated by

Seminar for Women Directors of Urban Co-operative Banks (UCBs) - March 06 - 07, 2025

College of Agricultural Banking (CAB), Pune, hosted a Seminar for Women Directors of Urban Co-operative Banks (UCBs) on March 06-07, 2025, to celebrate International Women's Day and current International Year of Cooperatives.

The theme of the Seminar *"Enhancing Women's Participation for Better Governance in Cooperatives"* focused on exploring ways to accelerate inclusion and empowerment of Women Directors on boards of UCBs and building capacity of Women Directors for their effective contribution at the Board level.

The Seminar was inaugurated by Shri Anand Upadhyay, General Manager and Officer-in-Charge (OiC), CAB. In his welcome address, OiC underscored the importance of Women Directors on the Boards of UCBs, particularly for effective corporate governance. He also highlighted the initiatives undertaken by CAB in strengthening corporate governance in UCBs and also informed the delegates about a mission launched by the College for Capacity Building at Board-level in UCBs (MCAB) and the mission for enhancing cyber security posture of UCBs (AVTU).

Smt. Scenta Joy, Chief General Manager, Department of Regulation in her keynote address, outlined the guiding principles of cooperatives and brief history of women's cooperative movement globally and within India. She also discussed the legal and statutory framework for enabling women participation on the Boards of banks, specifically UCBs. The speaker highlighted the qualities specific to Women Directors and discussed broad themes for the Directors to focus upon for effective performance. She also outlined the challenges which the Women Directors face on the Boards of

the UCBs and the ways to overcome them. Analysing the position of Women Directors, she observed that the presence of Women Directors was very low on the Board of top ten UCBs.

The session on *"Accelerating women's inclusion at Workplace"* by Dr Kalpana Sankar, Chairperson, Hand in Hand NGO, touched upon socio economic context and key barriers faced by women in professional setting. She shared global and national perspective on gender sensitive workplace matters.

Ms. Jayshree Vyas, Chairperson, Friends of Women's World Banking India (FWWBI) and MD SEWA Mahila Bank, shared the journey of SEWA Bank and FWBB - I in making financial services accessible to Indian women from low-income groups through loan support, capacity-building and collective action. She also guided the delegates on the role Women Directors can play in empowering Cooperatives.

Shri Hari Prasad Patnaik, GM & MoF, CAB and Shri Murlee Krishna, DGM & MoF, CAB delved into the supervisory and regulatory expectations from the Directors to strengthen the corporate governance. They also presented the significant regulatory updates regarding assurance function, exposure norms, PSL norms and IRAC&P norms. Smt. Nivedita Dwivedi, DGM & MoF, CAB explained the importance of cyber security in an increasingly technologically inter-connected world. She also stressed upon the need to follow the graded cyber security framework which is essential to secure bank's ecosystem from cyber threats.

A discussion on the 'Issues and Challenges faced by Women Directors on the Boards of UCBs' was

Summary of Select Programmes Organised during January - March 2025

Workshop on Empowering Women through Financial Inclusion

The College conducted a Workshop on Empowering Women through Financial Inclusion for officers of banks and RBI during January 06-07, 2025 through online mode. The objectives of the workshop were to deliberate and understand the concepts and recent developments relating to status, of women empowerment in India, role of financial inclusion in women empowerment, and inclusive finance for women farmers and entrepreneurs. The workshop was attended by thirty-nine officers from various banks and RBI.

Management Development Programme for Branch Managers of Urban Co-operative Banks

A four-day in-campus Management Development Programme was conducted by the College during January 06-09, 2025 for Branch Managers of Urban Co-operative Banks. Thirty-two participants had attended the programme. The objectives of the programme were to help the participants gain knowledge and insight into their own personality; to help the participants understand how personality orientation manifests in one's own behavior in relation to others, and to enhance soft-skills such as inter-personal, communication, influencing ability, capacity for conflict resolution, team work, etc., for delivering superior performance.

Programme on Bank Financial Management for UCBs (in collaboration with NAFCUB)

The college conducted in-campus programme in collaboration with NAFCUB on Bank Financial Management for Officers of Urban Cooperative Bank, during January 08-10, 2025. The programme was attended by twenty-six officers from various UCBs. The objectives of the programme were to impart knowledge on the principles and practices of bank financial management, to develop skills for the preparation of financial statements and hone the aptitude for analytical and technical details about financial Statements.

Training of Trainers Programme on Consumer Protection

The College conducted a Training of Trainers Programme on Consumer Protection for trainers of banks during January 13-15, 2025 at CAB Campus. The objectives of the programme were to equip the trainers of banks' training establishments to conduct training programmes in the area of consumer protection for the banks' frontline officers and officers from grievance redressal function. The programme was attended by sixteen officers from various banks.

Programme on Developing Interpersonal & Communication Skills

A four-day in-campus Programme on Developing Interpersonal & Communication Skills was



Gist of Important Circulars: January 2025 – March 2025

Master Direction on Credit Information Reporting

(https://rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=59459)

The Reserve Bank on January 6, 2025 issued the Master Direction – Reserve Bank of India (Credit Information Reporting) Directions, 2025. The Master Direction consolidates the existing instructions on credit information reporting and dissemination, issued to the regulated entities (REs) of the Reserve Bank.

Draft Formats of Financial Statements of Co-operative Banks

(https://rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=59467)

The Reserve Bank on January 7, 2025 released draft formats and instructions for compiling the balance sheet and profit and loss account of the co-operative banks, reflecting updated standards and practices. In terms of Section 29, read with Section 56 of the Banking Regulation Act, 1949, co-operative banks are required to prepare a balance sheet and profit and loss account as on the last working day of the year in the Forms set out in the Third Schedule of the Banking Regulation Act, 1949.

NBFCs in the Upper Layer under Scale Based Regulation

(https://rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=59537)

The Reserve Bank on January 16, 2025 released the list of NBFCs in the Upper Layer under Scale Based Regulation for NBFCs for the year 2024-25. In terms

of the framework, once an NBFC is classified as NBFC-UL, it shall be subject to enhanced regulatory requirement, at least for a period of five years from its classification in the layer, even in case it does not meet the parametric criteria in the subsequent year/s.

Coverage of customers under the nomination facility

(<https://rbi.org.in/Scripts/NotificationUser.aspx?Id=12769&Mode=0>)

The Reserve Bank on January 17, 2025 advised all the supervised entities (SEs) to obtain nominations for all deposit accounts, safe custody articles and safety lockers to avoid inconvenience for the family members of deceased depositors. It has been observed that many deposit accounts lack nominations and banks are required to publicize the benefits of this facility and encourage its use among all existing and new customers. The Customer Service Committee of each bank must periodically review the nomination coverage and report progress on the DAKSH portal starting March 31, 2025.

Guidelines on Settlement of Dues of borrowers by ARCs

(<https://rbi.org.in/Scripts/NotificationUser.aspx?Id=12771&Mode=0>)

The Reserve Bank on January 20, 2025 revised the guidelines on the settlement of dues payable by borrowers of Asset Reconstruction Companies (ARCs). The amended provisions, effective from the date of this circular, are issued under Sections 9 and 12 of the Securitisation and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.

Guidance for Authors

1. Proposals are invited for unpublished and original feature articles, features-in-brief, research papers, and book reviews (either in English or in Hindi), from practitioners, domain experts, bankers, academics, researchers and scholars on relevant topics.
2. The articles/papers submitted should have a strong emphasis on realistic analysis, development of critical perspectives and use of empirical evidence (except for Book Reviews). It should demonstrate fresh thinking, whose practical application has been thought through in clear and jargon-free language. While the topics vary, it should be possible for the ideas presented to be translated into action. For a book review, the purpose should be to give readers an engaging, informative, and critical discussion of the author's work.
3. The article should be accompanied by a summary (100 to 200 words) and it should answer the following questions:
 - a. What is the central message of the article? What are the important, useful, new or counter-intuitive aspects of the idea? Why do readers need to know about it?
 - b. How can the idea be applied in banking policy making today?
 - c. What research is available to support the argument?
 - d. What are the academic, professional sources of work referred to?
 - e. What personal experiences have been drawn upon?
4. Preference will be given to articles having an action-bias, whether by way of reporting a best-practice, innovative use of resources or by way of enhancing functional and/or managerial effectiveness. Authors are encouraged to include specific details, examples and actual photos to increase authenticity and credibility. Also encouraged is the use of illustrations which enhance readers' interest while making a point.
5. All CAB Calling articles are expected to give credit to all direct quotations, paraphrased statements, and borrowed ideas. To improve the flow of the prose, we prefer that attributions are incorporated into the text whenever possible. Please be sure to clearly bring out exactly which ideas, and what language, are yours and which ones are drawn from someone else.
6. It is the responsibility of the author to obtain written permission for a quotation from unpublished material, or for all quotations in excess of 250 words in one extract or 500 words in total, from any work still in copyright.
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9. The CAB reserves the right of use of the published articles for academic purposes, with due acknowledgement of authors' credit.

10. CAB Calling deeply appreciates the time and energy required to prepare an article for our publication, and we are grateful to you for that investment. We are always looking for new and useful ideas that can contribute to human development and the practice of development banking.
11. We wish to assure the authors/contributors that we look into each contribution closely, and, if the idea is compelling, we will do our best to see how best their articles can suit our readers. However, articles which are not published in three successive issues after their submission will normally be treated as not suitable for publication in CAB Calling. The decision regarding whether or not an article will be published rests with the editors.
12. Authors are requested to submit their manuscripts, duly formatted as per guidelines given in the **Annex**, to the office of the Editor. The manuscript must be accompanied by a "Letter of Submission", a sample of which can be found at our website (www.cab.org.in). Advance copies of the articles can be submitted by email to **cabcalling@rbi.org.in**.

We thank you again for your interest.

Annex: Guidelines for Formatting

Before submitting the manuscript of the articles, authors are requested to follow the guidelines given below:

1. Please attach a short abstract of 100 to 200 words. The abstract should not contain any undefined abbreviations or unspecified references.
2. Title of the article should be as precise as possible.
3. The first page of the manuscript should also contain at least two classification codes according to the Journal of Economic Literature Classification.
4. Particulars of the authors should be given in the footnote before the usual disclaimer on the first page. Symbol * should be used for providing this footnote.
5. Papers, referred to external referees, should acknowledge comments provided by anonymous referees.
6. All subsequent footnotes, if any, should be numbered consecutively. Footnotes should be precise to the extent possible.
7. Manuscripts should be 1.5 spaced, with 1" margins on paper of A4 or letter size.
8. All pages should be numbered consecutively. Roman numerals should be used while ordering the Sections (e.g., Section II). Sections numbers and its title should be centrally aligned.
9. Figures and tables should be numbered consecutively (e.g., Figure 1, Figure 2, Table 1, Table 2, etc.). Figures should be submitted in excel files along with the manuscript. In case of Tables, data source should be clearly mentioned, wherever required.
10. Appendix Tables/Figures, if any, should be given before the list of references.
11. Empirical results should be properly tabulated.
12. References within the text should be cited as illustrated at (a) below.
13. References should appear at the end and should be listed in alphabetical order by author's name.
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Illustrations:

- a. "Several recent papers have sought to directly analyse the impact of an increase in import openness or competitive pressures on inflation in an empirical framework, by employing reduced-form equations and/or industry-level data [Gamber and Hung (2001); Kamin et al (2004); Pain et al (2006); and Chen et al (2007)]."
- b. Mishkin, Frederic S. 2006. "How Big a Problem is Too Big to Fail? A Review of Gary Stern and Ron Feldman's Too Big to Fail: The Hazards of Bank Bailouts." *Journal of Economic Literature*, 44(4): 988–1004.
- c. Ausubel, Lawrence M. 1997. "An Efficient Ascending-Bid Auction for Multiple Objects." University of Maryland Faculty Working Paper 97–06.
- d. Rieskamp, Jörg, Jerome R. Busemeyer, and Barbara A. Mellers 2006. "Extending the Bounds of Rationality: Evidence and Theories of Preferential Choice." *Journal of Economic Literature*, 44(3): 631–661.
- e. Nordhaus, William D. 1994. *Managing the Global Commons: The Economics of Climate Change*. Cambridge, MA: MIT Press.
- f. Arrow, K.J. et al. 1995. "Intertemporal equity, discounting, and economic efficiency." In *Climate Change 1995: Economic and Social Dimensions of Climate Change*, Contribution of Working Group III to the Second Assessment Report of the Intergovernmental Panel on Climate Change, eds., Bruce J., Lee H., Haites E. Cambridge, UK: Cambridge University Press, 125–44.

(Please furnish the author/lead author's address and contact details and e-mail here)

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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। अकैडमिक वर्ष 2021 से महाविद्यालय द्वारा चार फोकस एरिया (4C) यथा कॉर्पोरेट गवर्नेन्स, साइबर सुरक्षा, उपभोक्ता संरक्षण 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 प्रोफेशनलों का क्षमता वर्धन किया जा सके।

महाविद्यालय द्वारा FAO, APRACA, CICTAB, UNDP और राष्ट्रमंडल सचिवालय जैसी अंतर्राष्ट्रीय एजेंसियों के सहयोग से कार्यक्रम और अनुसंधान सम्मेलन भी आयोजित किए जाते हैं। इसी के साथ महाविद्यालय द्वारा राष्ट्रीय और अंतर्राष्ट्रीय संस्थानों के लिए उनकी आवश्यकतानुसार कस्टमाइज्ड प्रशिक्षण कार्यक्रम भी आयोजित किए जाते हैं।

वर्ष 2015 से एमएसएमई वित्त पोषण के क्षेत्र में विशेषीकृत नैमकेब 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 स्टेकहोल्डर्स 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.



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