



With the celebration and as Bhutan steps into a new year, BDB as a team remained dedicated to providing exceptional banking services with unwavering dedication to its valued customers and reaching new heights throughout the year and beyond.





LOANS REOPEN ACROSS ALL BDB OFFICES.

On May 13, 2022, the lending facility including bank guarantees was suspended by the Royal Monetary Authority for Bhutan Development Bank Limited (BDBL), Royal Insurance Corporation of Bhutan Limited (RICBL), and National Cottage and Small Industry Development Bank (NCSIDB). The rationale behind suspending the loans was to maintain financial stability as the financial institutions failed to meet the requisite standards issued by the RMA.

BDB's NPL ratio was 9.2 percent as of September 30, 2021, and the bank was directed to maintain the NPL threshold to 7.5 percent by the end of 2022 and 5 percent by 2023. For new loans, the NPL ratio would be at 3 percent by 2023 at all times.

After a loan closure and implementation of a loan moratorium of about 1 year 7 months, the RMA lifted the moratorium on 1st January 2024 which signifies a positive development in BDB's financial health.

During the moratorium period, the bank has taken significant steps to improve its loan portfolio and ensure responsible lending practices.

With the redemption of loans from the date of opening, BDB has been serving the financial needs of its customers continuously offering a wide range of loan products catering to various individual and business requirements.

BDB plays a crucial role in supporting Bhutan's economy by offering various loan products to both the urban and the rural communities through access to capital, contribution to economic growth and development, financial inclusion, supporting entrepreneurship, and increasing the standard of living by enabling investments in agriculture, and development of agricultural activities and housing. Since the opening of the loan moratorium and Prompt Corrective Action (PCA), BDB has sanctioned 1035 loans to both businesses and individuals amounting to Nu.563,608176 in just 2 months for farming, businesses, and agricultural activities from across 35 branch offices.



INTRODUCTION OF COMMUNITY DEVELOPMENT LOAN



Bhutan Development Bank Limited is the key bank providing various loans to meet the diverse needs of customers across the country. Because it served the general public reaching every nook and corner of the country, touching the hearts and minds of the people, it is often referred to as “People’s Bank” by some reflecting its inner core values which are abbreviated and represented by word “PEOPLE”.

To further take the bank’s products and services to the place and people hitherto unreached serve the unserved and provide much-needed choices and options, BDB developed a new loan product named Community Development Loan (CDL) in the latter part of 2023. It is a microloan product supporting a project costing up to Nu. 0.5 million is designed to facilitate the financial inclusion of rural farmers and other sections of the populace, particularly those who are currently unable to get access to credit or have limited opportunity due to the non-availability of the collateral.

The product was approved by the Royal Monetary Authority and launched on 25th November 2023. The launch was graced by the presence of the Acting Finance Secretary, and Board Members with the entire BDB management team. During the launch, both the Acting Finance Secretary and the Chairman emphasized the crucial role played by BDB in the upliftment and empowerment of rural people through access to Credit and mentioned CDL as yet another milestone in the journey of BDB towards social-economic development of the country.



Some of the objectives of CDL are as follows:

- a) Promote and support the establishment of micro projects in the communities;
- b) Fill up the Gaps in accessing financing support in the rural area;
- c) Reduce income equality and support rural development
- d) Improve the livelihood of the communities and
- e) Promote Financial Inclusion of the people,

The Special Dedicated Division under the Credit Department, was created to manage the CSI loan of the erstwhile National CSI bank and has been mandated to administer the operation of CDL.

After the launch of the product, the Division prepared the Standard Operating Procedure (SOP), loan application, and other forms and readied its online loan origination system (LOS) before the end of 2023. The implementation began in mid-January, 2024 after a brief meeting and familiarization of LOS with the focal person of the Branch Offices by the concerned focal person at the Head office. As of now, the Division has two officials manning the CDL registered by the Branch Offices.

Two months into the implementation, the Division has received twenty applications since Nu. 0.67 million has been disbursed for three applicants as a first-phase loan disbursement. The three loan applications are approved and pending disbursement, four are being appraised, and one is under legal documentation. Four applications were closed in the system as the project they requested did not fulfill the requirement or were beyond the scope of the CDL and five were re-sent as they were found submitted without complete documents. The activities applied by the twenty-applicant ranged from weaving, purchase of dairy cows, and poultry, mushroom projects, purchase of power tillers, and establishment of furniture amongst a few others.



The progress on the intake of applications in the last months has been slow and the time taken for processing was also longer than expected.

This was mainly because the branch offices were not familiar with the online ticket registration system and took time to get used to the system.

Secondly, the application was submitted without fulfilling the document needed to support the request which required the application to be recently back thirdly, once the application was registered and tickets generated, the appraising official took time to get back to the proponent to get the required information but the proponent was nor readily available.

With CDL becoming more and more aware of the targeted people and focal both at the branch office and Head office becoming much more familiar with the process and system, the disbursement is expected to pick up from now on reducing the turnaround time and benefiting customers instantly.



SPECIAL FEATURES OF COMMUNITY DEVELOPMENT LOAN



**IT IS A CASHFLOW BASED
LENDING**

A COLLATERAL FREE LOAN

**ONLINE LOAN ORIGINATION
SYSTEM**

**PHASE WISE DISBURSEMENT
BASED ON PROGRESS**



**Contributed
by:**

- Mr. Tashi Tshering
- Credit Officer
- Credit Department

BDB

FOUNDATION DAY: Founding Footprints; Celebrating Our Past, Shaping Our Future

Foundation day, as significant as a birthday for a person, is an occasion for any organization that marks its establishment. It's a day that celebrates its achievement, a day that reflects on the journey and the challenges overcome. BDB's foundation day is not just the 36th-year celebration, it is a celebration of our identity, our values, and the whole community we have built together.



As we celebrate another year of its impactful existence, it is also essential to recognize the significance of the mission and vision outlaid by our founders for what BDB stands for today. It was to remind and recognize the hard work and dedication of everyone who has been a part of BDB. To commemorate that special day, we hosted a series of exciting celebrations:

-  Customer Appreciation
-  Employee Appreciation
-  Lucky Draws





The celebration adds another layer to the rich tapestry of BDB's history, shaping our identity and guiding our paths forward.

At BDB, Foundation Day is not just about looking back; it's also about looking ahead. As the CEO shared, "I am immensely proud of what we have accomplished together, and I have full confidence that the coming year will bring even more milestones, growth, and success for us all. Remember, it's the collective effort, the passion for what we do, and the support we extend to one another that truly sets us apart. Let's continue to foster an environment of innovation, inclusivity, and collaboration that empowers each one of us to shine!" It's a reminder that we are stronger together, bound by a common purpose and shared values. It's about envisioning the future by renewing our dedication to serving clients with excellence, driving innovation, and making an impact on what we serve."







EMPOWERING COMMUNITIES AND EMBRACING RELATIONSHIPS ON 36TH BDBL FOUNDATION DAY AND CUSTOMER DAY AT GASA BRANCH

The 36th BDBL Foundation Day and Customer Day mark a significant milestone in our journey. Founded on January 31st, 1988, Bhutan Development Bank has been a beacon of support for rural farmers, uniquely positioned as the sole bank catering to their needs in the rural areas of Bhutan.



Since its inception, it remained steadfast in its commitment to serving the citizens of Bhutan, providing invaluable assistance, and fostering growth in our communities. As we celebrate its 36th foundation day, it fills us with immense joy and gratitude for the journey we have shared with our valued customers. Hence, it is aptly celebrated as 'Customers' Day'.

To mark this occasion, the Gasa Branch celebrated under the theme "Thank you for banking with us" with our clients and Gasa Thrizin as the Chief Guest. We began the day by lighting a butter lamp and singing the Zhabten of His Majesty the King, paying homage to our beloved monarch.

The highlight of the celebration was the cake-cutting ceremony, symbolizing the unity shared between BDB and the clients. To show our appreciation, we offered our clients a lucky draw with a chance to win cash prizes of Nu. 500. Likewise, for every transaction a customer did, we offered them a lucky draw to win cash prizes ranging from Nu. 100 to Nu. 1,000.

Many were engaged and interested in the lucky draws and were seen leaving the premises with a genuine smile on their faces. Additionally, we also offered BDBL calendar and some fast food to the customers before leaving our office premises.



As a proud member of the BDB team for the past 5 years, I feel deeply honored to be a part of this momentous occasion. As we look forward, we remain dedicated to upholding the values of integrity, excellence, and customer centricity that define us as a development bank in the country.

Contributed by:

- Ms. Chenchu Lhamo
- Teller
- Gasa Branch Office

THE ADDITION OF 36 NEW MEMBERS TO THE BDB FAMILY



Bhutan Development Bank welcomed 36 young recruits with an appointment ceremony held on 3rd February 2024. This expansion signifies BDB's commitment to serving a wider range of clients and fostering a more inclusive financial landscape in Bhutan. The new members represent diverse individuals eager to leverage BDB's financial products and services. Their inclusion strengthens BDB's position as a leading financial institution supporting Bhutan's economic development. BDB's growth through new members has several positive outcomes in promoting financial inclusion, allowing more people to participate in the formal economy, enduring economic Growth, and contributing to a more robust financial ecosystem to benefit all stakeholders, from individual customers to businesses and the government.



Welcome to the BDB family!



Out of the 36 new members, 2 were accountants placed in Finance Department, 2 System Administrator placed in ICT Department, 3 Banking Assistants placed at Tsirang, Jomotshangkha and Trashiyangtse Branch, a Customer Care Assistant placed at Customer Care Division at Head Office, 16 Credit Assistants placed at Samdrupjongkhar, Mongar, Lhamoizingkha, Bumthang, Tashicholing, Pemagatshel, Punakha, Dagapela, Orong GFO, Drametse GFO, Panbang, Trashiyangtse, Deothang branches and Credit Department.

A Customer Desk Assistant at the Trashigang Branch and 14 tellers placed at Chukha, Tsirang, Gasa, Haa, Trashigang, Phuentsholing, Sarpang, Tashicholing, Nganglam, Gangtey branches and Gyelpozhing, Sakteng and Gomdar GFOs.

INTERNATIONAL WOMEN'S DAY



BDB celebrated International Women's Day on 8th March 2024 by giving away cash prizes of Nu. 5000 each to the two oldest female account holders as an appreciation for being with BDB since the opening of the rural savings account in the year 2000.





“As we celebrate International Women's Day, I wanted to take a moment to reflect on the significance of this day and the profound impact it holds for all of us. International Women's Day is not just a day to acknowledge the achievements of women around the world; it is a reminder of the ongoing journey towards gender equality and empowerment for all. It is a day to recognize the resilience, strength, and contributions of women in every sphere of life, be it at home, in the workplace, or in society at large.

As a female Chief Executive Officer, I am deeply committed to fostering an inclusive and equitable work environment where every individual, regardless of gender, feels valued, respected, and empowered to reach their full potential. Together, we strive to break barriers, challenge stereotypes, and create opportunities for women to thrive and excel in their chosen fields.

On this International Women's Day, let us renew our commitment to supporting and uplifting women in all aspects of their lives. Let us celebrate the progress we have made while acknowledging the work that still lies ahead. And let us continue to advocate for gender equality, not just today, but every day.

I am immensely proud of the talented and diverse team we have, and I am grateful for the contributions of every individual, regardless of gender. Together, we can create a future where every woman and girl has the opportunity to live, learn, and lead without limitations.

“Happy International Women's Day to each and every one of you!”



GLOBAL MONEY WEEK 2024: “PROTECT YOUR MONEY, SECURE YOUR FUTURE”



Global Money Week (GMW) is an annual global awareness campaign celebrated from March 18th to 24th, dedicated to promoting and enhancing financial literacy among young people. The overarching aim of GMW is to ensure that all children and youth have access to high-quality financial education, empowering them to make informed decisions about money matters and enhancing financial resilience and well-being.

IMPORTANT





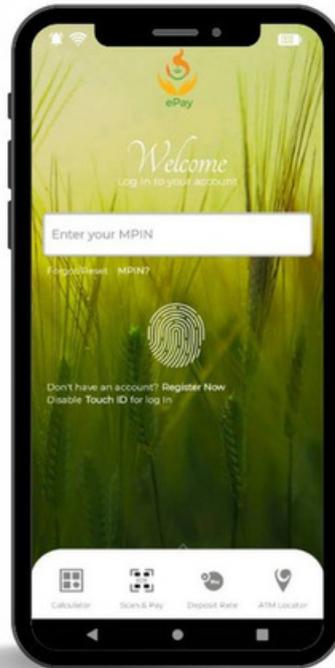
PROTECT YOURSELF FROM SCAMMERS

-  **Never share** OTP numbers with any person including people claiming to be from a bank or telecom company. Banks will never ask for personal details from their clients.
-  **Do not share** your ePay user credentials (User ID, M-pin, T-pin) account details, and personal information over the phone
-  **Be cautious** when receiving calls from unknown numbers to prevent falling into scams
-  **Immediately block** the mobile number of any potential scammers after receiving a suspicious call
-  **Never click** a link shared by potential scammers or unknown sources



The theme for the GMW2024 is “Protect your money, secure your future”. The theme underscores the importance of safe money management and encourages individuals to adopt responsible and informed approaches to personal finances. It emphasizes the significance of being aware of potential risks in the financial sector and taking proactive measures to safeguard hard-earned money. Among the potential risks highlighted during GMW 2024 are financial-related scams and frauds, including phishing, money-making schemes, online shopping scams, data privacy risks, and identity theft. By raising awareness about these risks, GMW aims to empower individuals with the knowledge and skills needed to protect themselves from financial fraud.

For Safe Mobile Banking while using BDB ePay



-  Ensure that your smartphone is secured with security patches.
-  Using finger and facial recognition (biometric login) depends on the phone type in place of MPIN.
-  Do not share your ePay user credentials (User ID, M-pin, T-pin) and account details. Change user credentials from time to time.
-  Immediately change your credentials (M-pin, T-pin) if you suspect suspicious transactions.
-  Be cautious of receiving calls from unknown numbers to prevent falling into scams.
-  Freeze your account if you lose your smartphone by contacting your bank through their official website or customer service number.

 Stay updated and stay safe. 

This year, BDB committed to raising awareness among the general public through its extensive branch networks and online platforms, particularly Facebook. The activities included:

Social engagement: through social media posts featuring security tips and guidelines to protect finances from fraud and scams.

ePay Security Measures: BDB also produced Facebook post, focused on ePay security measures, highlighting the importance of safeguarding credentials (User ID, M-Pin, T-Pin) and staying updated about one's account. Caution was also urged regarding the sharing of One-Time Passwords (OTPs) and biometrics, which are susceptible to scams.

With those initiatives, BDB aims to empower young people and every other individual included, with the knowledge and resources necessary to protect their financial assets and secure their future.

GLOBAL MONEY WEEK 2024

18.03.2024
24.03.2024

#globalmoneyweek2024

Protect your money, secure your future





ICT IN-HOUSE TRAINING



To comply with the ICT Annual Performance Compact (APC) for 2024 and also to promote a culture of knowledge sharing among ICT officials, a three-day training session took place from March 13th to March 15th. The ICT department organized the training, with each participant focusing on their respective areas of expertise. Throughout the program, system custodians shared insights on their systems and applications. While I had to miss a few sessions due to prior commitments, other participants maintained full attendance, resulting in an impressive record.

Overall, the training was commendable, showcasing the collective efforts of all involved. It provided valuable insights and served as an opportunity for me, as the General Manager of the ICT department to evaluate each individual's potential within the team. For a beginner, I found my team's performance to be impressive, and I'm confident that everyone gleaned significant knowledge from the three-day program.

During my opening remarks, I emphasized the significance of continuous learning and development, maintaining a positive attitude towards learning, and the crucial aspect of being a team player. It's vital for individuals to step up, show initiative, and work diligently, giving their utmost regardless of the task's size.

The training agendas and schedule were as below:

Days	Division	Topics
Day-1	System & Application Division	User Administration EOD process, Live demo in UAT, SOP Common CBS issues & resolution steps BIRT/GIFT Field receipt Cheques Denomination Issues DMS Raising TOL to Infosys Oracle Database Tape Backup Database health check and house keeping Daily reports and formats Log shipping to DR & table space
Day-2	Network & Infra Division	Cheque Truncation System (CTS) Email – Ms. 0365 Swift Network architecture of DC & DR ISO 27001:2022 Certification journey
Day-3	Delivery Channel Division	ATM – Astra Switch, CMS, Recom ePay – Portal, Customer solution, SMS - OTP Website

Although a formal assessment of the training is pending, all participants unanimously acknowledged its value as a positive beginning. They expressed consensus in favor of continuing the practice of knowledge sharing intermittently in the future. For those interested in reviewing the comprehensive content of the training, all training materials are accessible on the file server (192.168.1.67).



Contributed by: ▶ Mrs. Peldoan
▶ GM ICT
▶ ICT Department



DRINCHEM AMA (DRATSANG BOX)



The young monk's smile radiates with genuine joy as he eagerly opens his savings box, expressing gratitude for the introduction of the “Dratsang Box” by our Bank back in 2017. The remarkable initiative not only instilled a sense of responsibility for the monks to save every little penny they have but it has also become their source of happiness and gratitude. These diligent young monks appreciate the foresight of the organization in creating a tool that encourages and promotes disciplined saving, ensuring that their hard-earned money is utilized wisely.



They enthusiastically recognize and acknowledge the positive impact of the “Dratsang Box”, which allows them to accumulate funds for future educational pursuits without depending on external support. As they joyfully uncover their savings, the young monks exemplify the fulfillment of a vision that extends beyond the introduction of a simple box—it is a catalyst for self-sufficiency and empowerment.

Their sincere expressions of thanks echo the profound impact our organization has had on their lives, paving the way for a brighter and more independent future.

“KADRINCHEY FOR BANKING WITH US”

Contributed by:

- Ms. Sonam Choki
- Banking
- Paro Branch Office



BDB Reflection Forum

"Peel the Onion in You: A Free Writing Session."

On January 13, 2024, The BDB Educational and Reflection Forum commenced its first forum for the year 2024 with a captivating session titled "Peel the Onion in You: A Free Writing Session," led by Ms. Tshering Peldoen, the Deputy GM of Banking Department. To provide valuable insights and techniques to the BDB employees, Ms. Peldoen steered the audience through an engaging exploration of the practice of free writing.

FREEWWRITING

TSHERING PELDOEN

Drawing inspiration from her son's experience with free writing on the enigmatic character "Herobrine" in the popular game Minecraft, Ms. Peldoen delved into the transformative power of this simple yet profound exercise. She emphasized how free writing can serve as a potent tool for stress reduction and as a means of expressing inner thoughts and emotions.



WHAT IS IT?

- A pre-writing technique: NOT Brainstorming, NOT Clustering, NOT Outlining
- Automatic Writing
- To write NONSTOP for a certain time
- Without worrying about GRAMMER, SPELLING, SYNTAX, or EDITING
- Transfer what's in your brain on PAPER

The session also highlighted the 'power' of free writing which are;

- Increase focus
- Liberation
- Improved well-being
- Generation of new ideas
- As a warm-up exercise and
- Prevention of writer's block



Beyond its stress-relieving benefits, the session aimed to uncover the latent skills, ideas, and talents within every individual. She embarked on providing self a platform to inhibit self-expression through free writing which fosters personal growth and creativity.



“Let us embrace the simplicity of free writing, as we peel away the layers to reveal the creativity within ourselves” As the session concluded, participants left with a newfound appreciation for the power of free writing and a commitment to integrating this valuable practice into their daily lives.

The BDB Educational and Reflection Forum continues to serve as a beacon of learning and personal development, empowering employees to unlock their full potential.





2

"Bank Related Legal Dissemination"



On January 27th, 2024, the BDB Educational and Reflection Forum welcomed Dasho Gyembo Dorji, the new Chief Legal from the Legal Division, as he shed light on legal cases associated with the bank, particularly those linked to BDB. Delving into the intricacies of unresolved cases, he provided valuable insights into the underlying reasons for the lack of legal resolutions.

The primary objective of the session was to create awareness among the participants in their day-to-day actions and decisions, emphasizing the importance of legal compliance and diligence.

The session's key focal points revolved around two critical aspects:

- i) necessity for a robust appraisal,
- ii) proper sequencing of disbursements, coupled with meticulous documentation and adherence to sanctions.

These points were intended to lay a strong foundation for fortifying the bank's position in the event of legal challenges or court appeals.

Furthermore, Dasho Gyembo underscored the significance of accountability procedures within the institution in instances of falsified and mishandled cases. This highlighted the commitment to ensuring accountability and rectifying any lapses during the appraisal procedures.

The session served not only as an enlightening experience for the bank officials attending the session but also as a poignant reminder of the principle "you reap what you sow" underscoring the importance of diligence and ethical conduct in the realm of banking and legal affairs.



Contributed
by: Ms. Pelden Dema
Research Officer
R&D Department



Mindfulness and Banking: Investing Mind for Employee Wellbeing and Performance.



On 16th March 2024, the BDB Educational and Reflection Forum welcomed the guest speaker Mr. Ugyen Lhendup, faculty in Public Policy, Emotional-Social Intelligence, Leadership, and RBM at RIM.

Mindfulness, the practice of being present and fully engaged in the moment, has gained recognition for its benefits in various aspects of life, including the banking sector. It has become more relevant today in the VUCA-BANI world.



Mr. Ugyen described himself as a believer and advocate of Mindfulness and shared how it navigates individuals and organizations from 7S levels- Survival, Security, Success, to Sustainability and Significance. How Mindfulness can thrive as Blue Ocean Strategy and Skills for Banking and any other organization.

When applied to banking, mindfulness can foster a more focused and attentive mindset among employees, leading to improved decision-making and risk management.

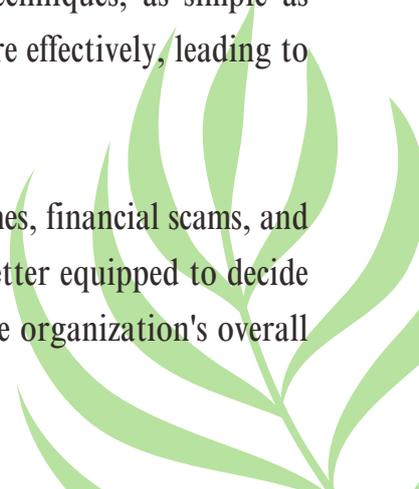


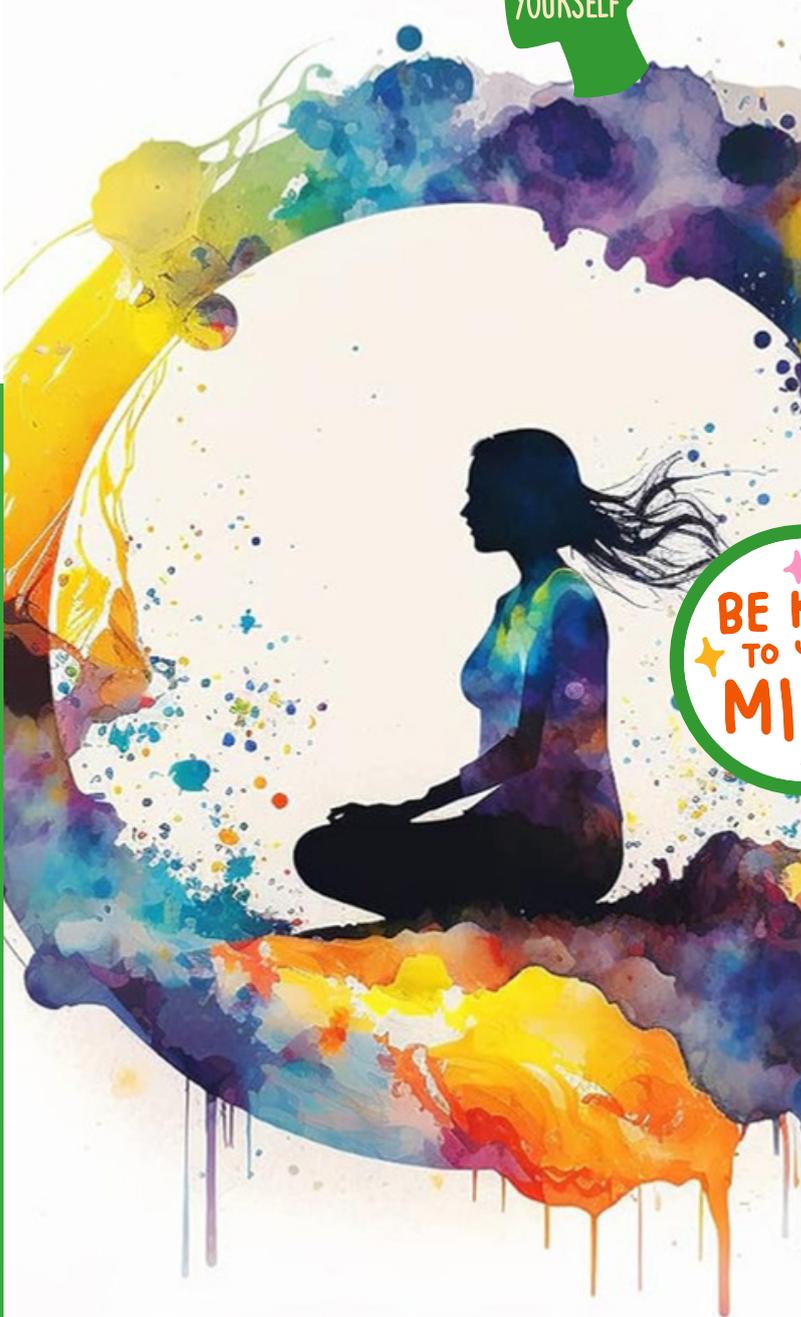
By cultivating mindfulness, banking professionals can better navigate the complexities of the financial industry, enhancing both their well-being and the performance of their institutions. Mr. Ugyen, besides academic literature, shared cases of top Global Banking Institutions adopting and formalizing Mindfulness Programs. Bank of America, HSBC Headquarters, RBS, Barclays, Lloyds, Citibank, the Bank of England, JP Morgan, and Goldman Sachs are among the banks that have, albeit in different ways, made mindfulness available to their employees. Besides, Google, Apple, Microsoft, and Manu adopted and had instituted a formalized mindfulness program for employees as well.



Investing in mindfulness can significantly contribute to the well-being and performance of banks by promoting a culture of resilience and stress management. In the fast-paced and high-pressure environment of banking, employees often face immense stress and burnout. Mindfulness techniques, as simple as meditation and deep breathing exercises, can help employees cope with stress more effectively, leading to reduced absenteeism and increased productivity.

Interestingly, Mr. Ugyen also shared that Mindfulness had also rescued cybercrimes, financial scams, and phishing. That would mean, a workforce that prioritizes mental well-being is better equipped to decide consciously, handle challenges and adapt to change, ultimately strengthening the organization's overall performance.





BE KIND TO YOUR MIND



Overall, mindfulness offers a powerful tool for enhancing both the individual and collective performance of banks and organizations, positioning them for long-term success in a rapidly evolving VUCA financial and economic landscape.



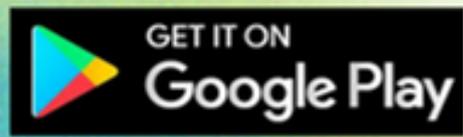
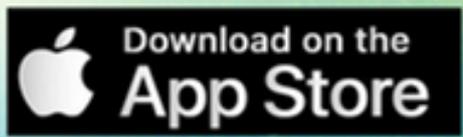
Contributed by:
▶ Mr. Pema Khandu
▶ GM, Admin & HR Dept
▶ Admin & HR Dept



The advertisement features a central graphic with several Nepalese banknotes (2000, 500, 100, 50, 20, 10) fanned out. In the top right corner is the ePay logo, which consists of a stylized flame above the text 'ePay'. Below the banknotes are three smartphones. The leftmost phone shows a user profile page with an A/C No. and a list of menu items: My Profile, Change Credential, Contact Us, Generate NQRC, About Us, Rate Us, Refer And Earn, De-Registration, Transaction Chart, and Transaction Slab. The middle phone shows the login screen with the ePay logo, a 'Welcome' message, a 'Log in to your account' prompt, an 'Enter your MPIN' input field, a 'Forgot/Reset MPIN?' link, a fingerprint icon, and a 'Don't have an account? Register Now' link with a sub-note 'Disable Touch ID for log in'. The rightmost phone shows a dashboard with a greeting 'Good Afternoon, MS. Chandra Lakshmi, PRAJWALA' and a grid of service icons: Fund Transfer, Bill Payment, Savings, Account Closure, Loan Management, Cheque Services, Donation, and a 'Request' button. At the bottom of the dashboard is a 'See Login History' button. A bottom navigation bar on the middle phone includes icons for Calculator, Scan & Pay, Deposit Rate, and ATN Locator.

BDB ePay, your digital wallet.

Download the App Now





BHIM UPI RuPay

NOW ACCEPTED IN BHUTAN

Bhutan Development Bank (BDB) will now accept payments via BHIM UPI and Rupay Apps.

Bhutan Development Bank Ltd.
"Your Development Partner"

Scan to Pay

MERCHANT NAME
Account Number: xxxxxxxxxxxxxx

BHIM UPI RuPay

Brought to you by RMA & BDBL

kadrinchey
for Banking with us





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