

Governance, Organisational Development and Communications



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Governance, Organisational Development and Communications

Individuals who work in the Bank are committed to the mandates of maintaining monetary and financial stability that are critical towards achieving sustainable economic growth. The Bank's staff are held accountable by the strong governance and oversight that are exercised by the Board of Directors (the Board). The tone from the top is set by the Board and the Management team with the emphasis on serving with a purpose and with the highest level of professionalism and integrity. Given the impact of the Bank's policies on the economy and the country at large, efforts were devoted to further improve organisational effectiveness. The aim is to ensure that the Bank would be able to deliver results that are good for the nation.

The soundness of the Bank's risk culture and ethical conduct is a priority for the Board and the Management team. Risk management practices are embedded in all our business functions. Vigilance and readiness are traits that are emphasised as the Bank has been entrusted to safeguard monetary and financial stability. Technology-driven controls were adopted to strengthen the security and effectiveness of the Bank's information systems.

To sustain a competent workforce, the Bank gives emphasis to succession planning, talent management and continuously building our capabilities and competencies. These reinforce the effort to retain people of the right talent and calibre. The Bank continuously invests in people to deepen expertise and knowledge on different areas of central banking. In the area of learning and development, the Bank supports more diverse learning methods to cater to different learning styles, including through open online courses.

Where necessary, new organisational structures were designed to facilitate the achievement of our mandates. During the year, focus was on filling

up critical positions in areas that were undergoing transformation, such as information technology services, physical security and facilities management. As the insurance industry will undergo significant transformation over the next decade, the Insurance Development Department was established. The resources for enforcement activities were also expanded in view of the increased complexity and focus on anti-money laundering and countering the financing of terrorism.

In managing the many challenges during 2016, the Bank was active on many fronts. As an institution that serves the public interest, our communication, education and awareness initiatives play key roles. In line with changing global media trends, the Bank leveraged on new communication channels and tried out new approaches. In disseminating policy statements and announcements, there was an expansion beyond the mainstream media with the inclusion of social media.

GOVERNANCE

There were several changes to the composition of the Board. Dr. Zeti Akhtar Aziz completed her term of service as Governor on 30 April 2016 and Muhammad bin Ibrahim was appointed as Governor on 1 May 2016. Shaik Abdul Rasheed bin Abdul Ghaffour was appointed as the Deputy Governor on 16 July 2016 and Nor Shamsiah binti Mohd Yunus completed her tenure as Deputy Governor on 15 November 2016.

High priority is placed on good governance and upholding the right values in our stewardship of monetary and financial stability

The size of the Board decreased from 12 to 11 members. The Board comprises the Governor as Chairman, the

two Deputy Governors and the Secretary-General to the Treasury (as ex-officio), and seven independent non-executive members. All members, except the Deputy Governors, are appointed by His Majesty the Yang di-Pertuan Agong. The Deputy Governors are appointed by the Minister of Finance.

The Board is supported by three committees, which are the Board Governance Committee, Board Audit Committee and Board Risk Committee. All the Board committees consisted exclusively of independent non-executive directors. The Board also deliberated on the appointments and re-appointments of the members of the Bank's

various standing committees, namely the Shariah Advisory Council, Monetary Policy Committee, Financial Stability Executive Committee and Monetary Penalty Review Committee.

Effective oversight by the Board of Directors

Throughout the year, the Board deliberated on issues affecting the outlook for the Malaysian economy. Discussions at the Board meetings covered domestic and international economic and financial developments, the major risk factors as well as short-term and long-term issues facing

Table 5.1

Roles and Responsibilities of the Board of Directors and its Committees			
Board of Directors and Board Committees	Chair	Mandate	Number of meetings in 2016
Board of Directors	Governor	<ul style="list-style-type: none"> Responsible for oversight of the overall policy, administration and business of the Bank Reviews the management, operations and performance of the Bank in delivering its mandates Discusses issues arising from global and domestic economic developments and the financial sector, as well as the Bank's policy initiatives in addressing emerging risks 	12
Board Governance Committee	Tan Sri Dato' Sri Dr. Sulaiman bin Mahbob (Independent Non-Executive Director)	<ul style="list-style-type: none"> Reports to the Board Responsible for overseeing the Bank's governance principles and practices Reviews the Bank's budget and operating plans Recommends to the Board on the appointment and reappointment of members of the Board and other committees of the Bank 	5
Board Audit Committee	Datuk Chin Kwai Yoong (Independent Non-Executive Director)	<ul style="list-style-type: none"> Reports to the Board Responsible for overseeing the integrity of the Bank's accounts and financial statements, and provides assurance of the adequacy of internal controls, governance structures, and compliance with legal and regulatory requirements Reviews and approves revisions to the Bank's audit framework, audit charter and the Bank's internal audit plans Deliberates the internal auditor's findings and actions taken to address the Bank's key risks Reviews the National Audit Department's findings, including any remedial actions to be taken by the Bank 	6
Board Risk Committee	Dato' N. Sadasivan a/l N.N. Pillay (Independent Non-Executive Director)	<ul style="list-style-type: none"> Reports to the Board Responsible for overseeing the Bank's management of financial, operational and reputational risks Reviews and monitors the Bank's management of enterprise-wide risks 	2

Source: Bank Negara Malaysia

the Malaysian economy. The Bank's reserves management strategy was also carefully deliberated to ensure it supports the soundness, liquidity and returns objectives amidst a low-yield environment, financial market volatility and a high degree of economic uncertainty.

The Board continued to be briefed on issues affecting the stability of the financial system and household indebtedness. Issues on the labour market, youth unemployment and over-reliance on migrant workers were deliberated, given their impact on the nation's overall competitiveness and productivity. Towards developing the financial markets, the Board was briefed on important areas to further promote the development of Islamic finance to enhance Malaysia's position as an international Islamic financial centre. The Board's oversight also focused on the digitalisation of payment systems to further facilitate regional integration.

In strengthening organisational resilience, the Board discussed emerging physical and cyber security risks. The emphasis was on the protection of the Bank's resources and data from cyber threats, and ensuring that the Bank operates in a safe and secure environment.

Holistic risk management

The Bank manages risks in an integrated manner through its Enterprise Risk Management (ERM) framework (Table 5.2). The framework gives an integrated view of the risk exposures across the Bank. These exposures fall into four areas: good governance, our policies and related processes, the tools and methodologies we use and the effectiveness of our practices. To ensure it remains relevant and effective, the framework is periodically reviewed, by benchmarking with other central banks within the International Operational Risk Working Group (IORWG) as well as with the ISO standards.

The Bank places utmost priority on risk management to ensure vigilance against both operational and financial risks. The Board, with the support of the Board Risk Committee, sets the tone from the top in terms of the Bank's risk tolerance and risk management standards. It ensures that the Bank has adequate resources, systems and processes to effectively implement the risk management framework.

The Bank's risk governance framework includes the Board, Board Risk Committee, Risk Management Committee and the Reserves Management Committee.

Table 5.2

The Bank's Enterprise Risk Management Framework		
Governance	Principle 1:	Governance structure with clearly defined roles and responsibilities over risk management
	Principle 2:	Risk reporting mechanism for effective decision making
Policy & Process	Principle 3:	Clearly defined policies to guide the risk management process
	Principle 4:	Standardised approach for risk identification; assessment & measurement; prioritisation & treatment: monitoring & reporting
Tools & Methodology	Principle 5:	Standardised risk management tools to facilitate the process and implementation of ERM practices
	Principle 6:	Clearly defined standards to formulate and assess risk management strategies and internal controls
Effective Practices	Principle 7:	Sound risk management as part of the corporate culture
	Principle 8:	A mechanism and approach on communication to ensure high standards of transparency to internal and external stakeholders
	Principle 9:	A framework and policy for business continuity management to ensure continuity of operations in times of crisis
	Principle 10:	Effective and timely reporting to enable senior management to monitor the effectiveness of risk management; and to assist the Board in its oversight role

Source: Bank Negara Malaysia

Other committees such as the Operational Risk Management Committee, Financial Risk Management Committee, Crisis Management Team and various policy committees and steering committees also play an important role in ensuring that risk management practices are embedded within business functions, business continuity practices and project management. Those who are responsible for the various business areas are also members of these committees. This is to ensure awareness and escalation of matters that may trigger transversal risks, which can affect several business areas. Their representation ensures that transversal risks are monitored at the enterprise level, rather than in isolation at the department level. The overall governance structure, composition and responsibility of the various committees are explained in Chart 5.1.

Business continuity management ensures that the Bank can sustain its core business functions under any disruptive event, be it a minor or full-scale crisis

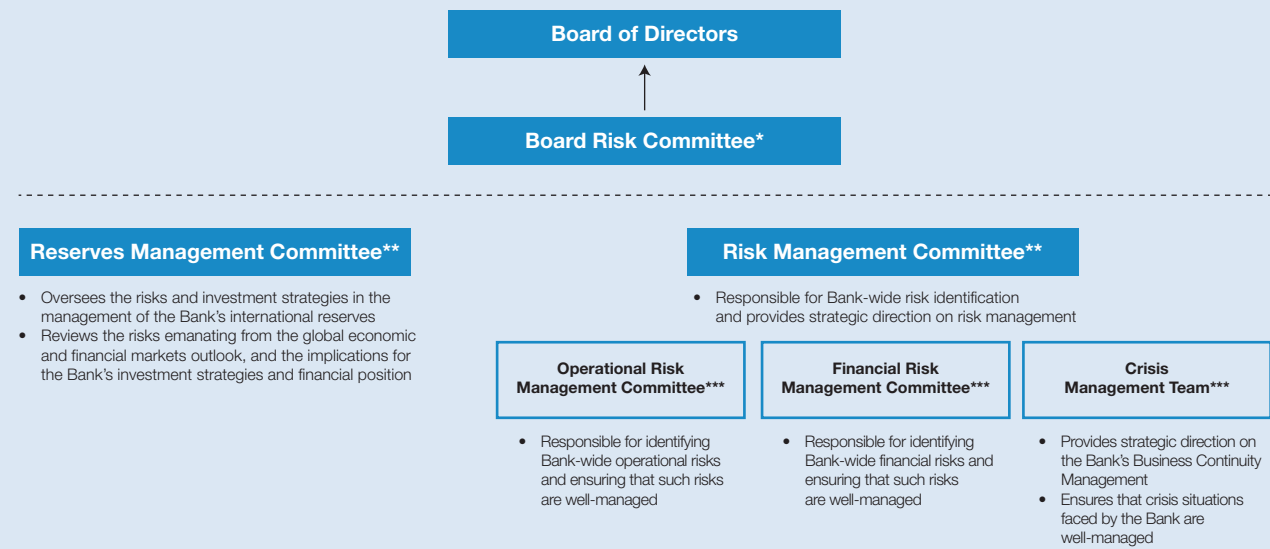
The Bank applies the three lines of defence in its risk management practices. The first line of defence comprises the line departments that are responsible for identifying, mitigating and managing risks within their business areas. The second line of defence is from the Risk Management

Department, which strengthens the Bank’s overall risk management capabilities through the adoption of key risk indicators, incident reporting, risk controls, self-assessments, information security and business continuity management practices. The Internal Audit Department (IAD) provides the third line of defence through its independent assurance of the effectiveness of risk management policies, tools and methodologies.

In 2016, we reviewed our risk appetite and tolerance statements to strengthen the Bank’s risk management capabilities. These statements indicate the amount and type of risk that the Bank is willing to take in meeting its mandates. Key risk indicators (KRIs) were drawn up based on the Bank’s risk appetite and tolerance statements. The exercise of developing the KRIs strengthened the understanding of risk management tools and methodologies, which further enhanced the risk management capabilities at the department level. Building the risk management capabilities across the Bank is an on-going endeavour. The Bank’s corporate culture emphasises that managing risks is a shared responsibility. The Bank undertakes continuous efforts to deepen risk management awareness and understanding among the staff. Much of it is through knowledge sharing and engagement sessions across the Bank, with targeted working level groups and by bringing in relevant external expertise.

Chart 5.1

Structure of the Bank’s Risk Management Governance

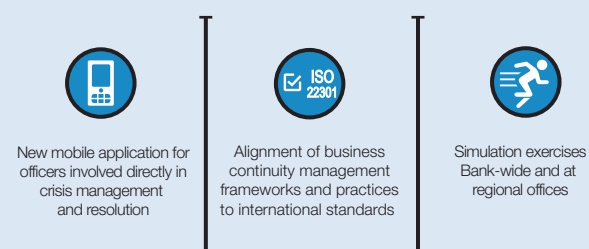


* Chaired by an Independent Non-Executive Director of the Bank
 ** Chaired by the Governor
 *** Chaired by the Deputy Governor

Source: Bank Negara Malaysia

Diagram 5.1

Strengthening Business Continuity Practices in 2016



Source: Bank Negara Malaysia

Strengthening internal controls and assurance

The IAD reports to the Board Audit Committee (BAC) on a quarterly basis. This is to provide the BAC with an independent and objective assessment of the adequacy and effectiveness of the internal controls, risk management measures, governance and processes in the Bank (Diagram 5.2). The review of the audit activities, including the adequacy of audit resources and the performance of the internal audit function were also assessed by the BAC. Rigorous assessments were done on possible risks arising from the significant activities of departments, branches, regional offices and the Bank's related entities. Following this assessment, the identified high risk areas are subjected to an annual audit while all other areas are subjected to audits every three years. The IAD also provides input in the Bank's various management and project committees to ensure adherence to proper internal controls and governance. The IAD provides the Minister of Finance with an independent quarterly report on the Bank's international reserves management activities. This is to assure the Minister that the reserves have been managed in accordance with the established policies and guidelines approved by the Board. In line with the Bank's commitment towards transparency and the quality of audit assurances, auditors from the National Audit Department are invited to attend all BAC meetings.

Internal audits are conducted in conformance with international standards

In strengthening the audit processes, the IAD benchmarks itself against best practices in auditing. The IAD engaged an independent external party

to conduct a quality assurance review of its auditing practices. Based on the review, the IAD's auditing practices were rated as generally conforming to the International Standards for the Professional Practice of Internal Auditing (Standards). This means that the audit charter, policies and processes were judged to meet the highest rating of conformance with the Standards.

An internal competency framework was developed to ensure that our internal auditors have the required skills and knowledge to be effective (Diagram 5.3). This framework was based on the Institute of Internal Auditors' Global Internal Audit Competency Framework and was augmented with the more specific business competencies that were relevant to the Bank.

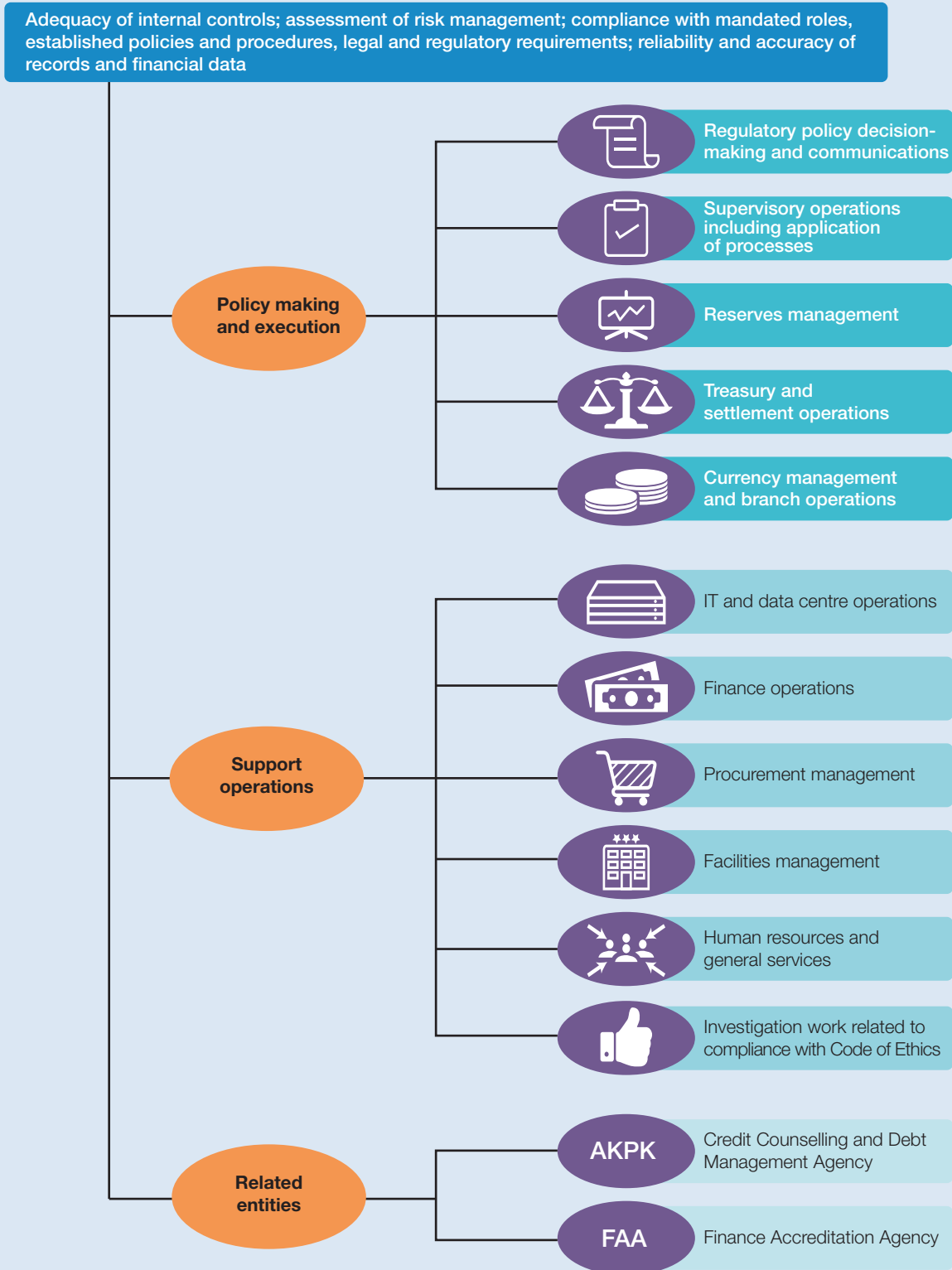
ORGANISATIONAL DEVELOPMENT

Independent external reviews were conducted on the Bank's audit practices, IT services and physical security management. This was to improve effectiveness and detect any blind spots that could pose risks to operations

The Bank's business plan for 2016 was implemented based on the strategies identified for seven focus areas (Diagram 5.4). New initiatives were also introduced to address emerging priorities, such as fostering an enabling environment for financial technology (FinTech) solutions, accelerating the development of the insurance industry and building new capabilities in data analytics. The business plan was also used to measure the Bank's performance. The Board Governance Committee (BGC) and the Board are apprised of the Bank's performance on a regular basis. In assessing our performance, we focus on the impact of our policies for monetary and financial stability. Other key performance metrics include organisational performance such as the adequacy of talent, effective use of financial resources and efficiency of work processes. There is top-down guidance from the Management team, especially on the strategic areas that will meet the mandates and the required investments in the resources to meet the Bank's objectives. These include developing more in-depth expertise in data sciences, improving productivity through increased innovation, financial investments to further transform information technology services and upgrading of the Bank's internal services for facilities and security management.

Diagram 5.2

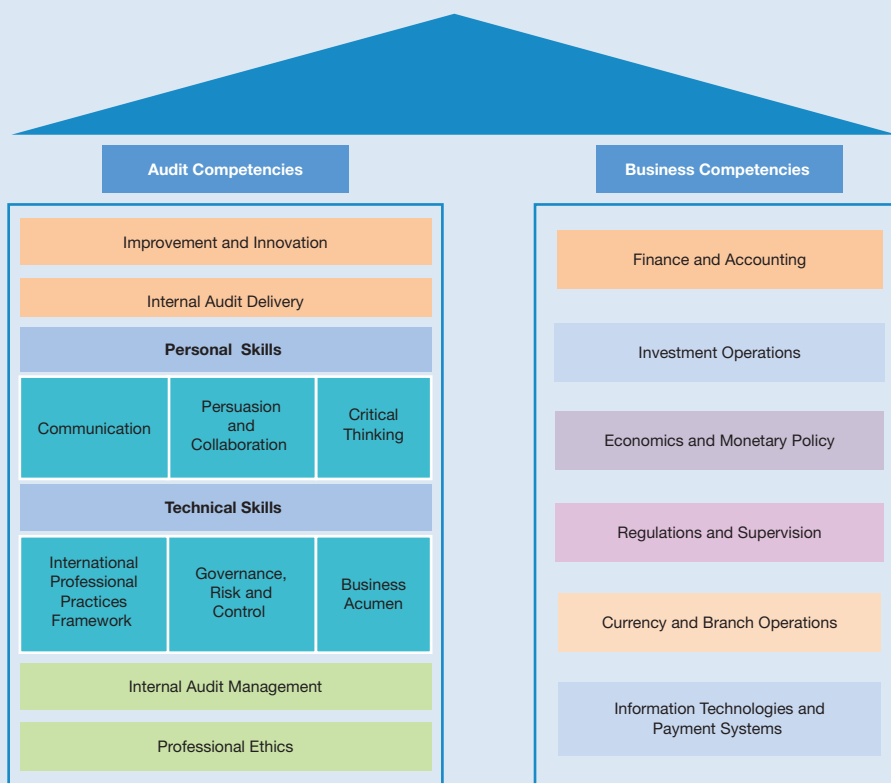
Coverage of Internal Audit in 2016



Source: Bank Negara Malaysia

Diagram 5.3

Internal Audit Competency Framework



Source: The Institute of Internal Auditors and Bank Negara Malaysia

Diagram 5.4

The Business Plan's Seven Focus Areas



Source: Bank Negara Malaysia

Developing people

The continuous renewal of internal capacity and capability is to ensure the Bank is always in a state of readiness to meet new challenges

People are what drive and deliver the central bank's mandates. The Bank strives to attract, retain and develop a pool of high quality talent that can best serve the interest of the nation. In 2016, the Bank brought in further improvements to enhance the succession planning, talent management and talent development.

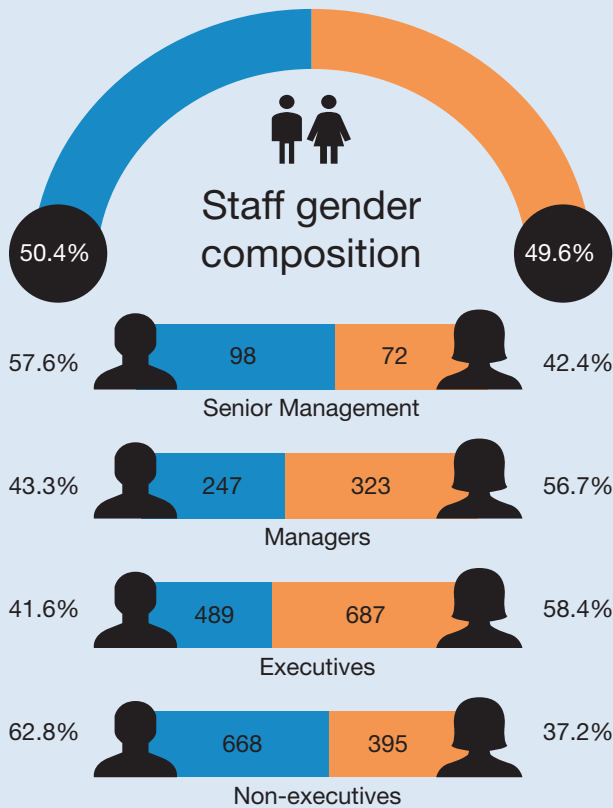
Staff demographics

As at end-2016, the Bank's workforce comprised 2,979 staff, marking an increase of 1.5% from a year earlier. This increase was aimed at strengthening the capacity for critical positions in the information technology and enforcement functions, and to

prepare for the anticipated attrition as staff retire. During the year, the attrition level remained stable at 4% and the gender composition across various levels remained well-balanced (Diagram 5.5).

Diagram 5.5

Gender Composition



Source: Bank Negara Malaysia

Clear and robust succession planning

It is a priority to sustain a healthy succession pool for the Bank’s mission critical positions. In 2016, the Bank streamlined and combined the succession pool (successors to critical positions) and the corporate talent pool (high potential talent). With this integration, there are more targeted development interventions, aimed at preparing more talents to assume more critical roles. The early identification of talent under this unified pool provides adequate time to build the required competencies and address operational risks for critical functions. It also provides developmental opportunities for the Bank’s talent to accelerate their time to become competent in the required areas, especially leadership capabilities, technical skill sets and personal effectiveness.

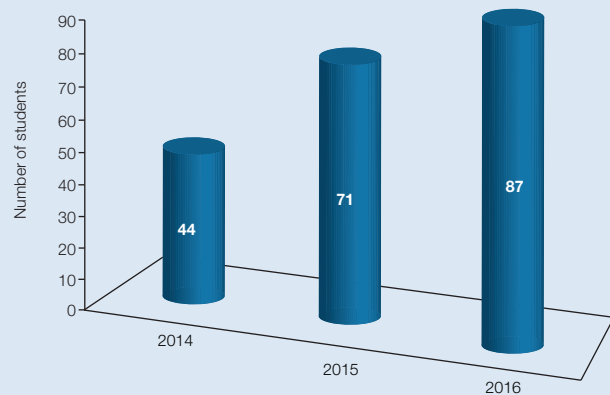
Developing a competent workforce

For the organisation’s workforce to be competent, the necessary technical skill sets for every job level in the Bank were identified. Clarity about the technical competence required for a role would allow more focused talent management and more targeted development efforts. The Bank continued to invest in the development of people. In 2016, the overall training expenditure was 4.5% of total gross salary. The Bank gave priority to strengthening leadership capabilities to ensure that potential leaders are effective in their current roles and are able to transition to assume bigger responsibilities. Customised and structured approaches were adopted in the Leadership Development Programme (LDP). The LDP is a continuous process, involving classrooms, on-the-job training, exposure to new experiences, mentoring and dialogues with senior management.

To accelerate the time to reach competence, a Structured Technical Curriculum (STC) was developed on central banking knowledge in specific areas of work. Apart from the STC, technical programmes and talks were co-created with internal and external experts. Staff whose roles involve regulating and supervising the financial industry were also encouraged to enrol in the Chartered Banker qualifications in order to sharpen their insights on industry issues. The Bank’s commitment to encourage self-directed learning was reflected in the establishment of the new e-library which offers a wide selection of e-books, audio books and Massive Open Online Courses (MOOC).

Chart 5.2

Scholarships Awarded



Source: Bank Negara Malaysia

The Bank continued to award scholarships to high achieving students across the nation. This reflects an enduring commitment to building a robust talent pipeline that is critical to nation building and ensuring future generations of talented and skilled central bankers.

Professionalising our shared services

The consolidation of the Bank's common support services in 2012 under the Centralised Shared Services (CSS) has resulted in improved operational performance and optimisation of resources. The Bank has made efforts to further professionalise support services. This has been achieved through greater leverage on technology to improve service delivery and standards. We have also optimised productivity and intensified the analysis of operational data for more effective decision-making.

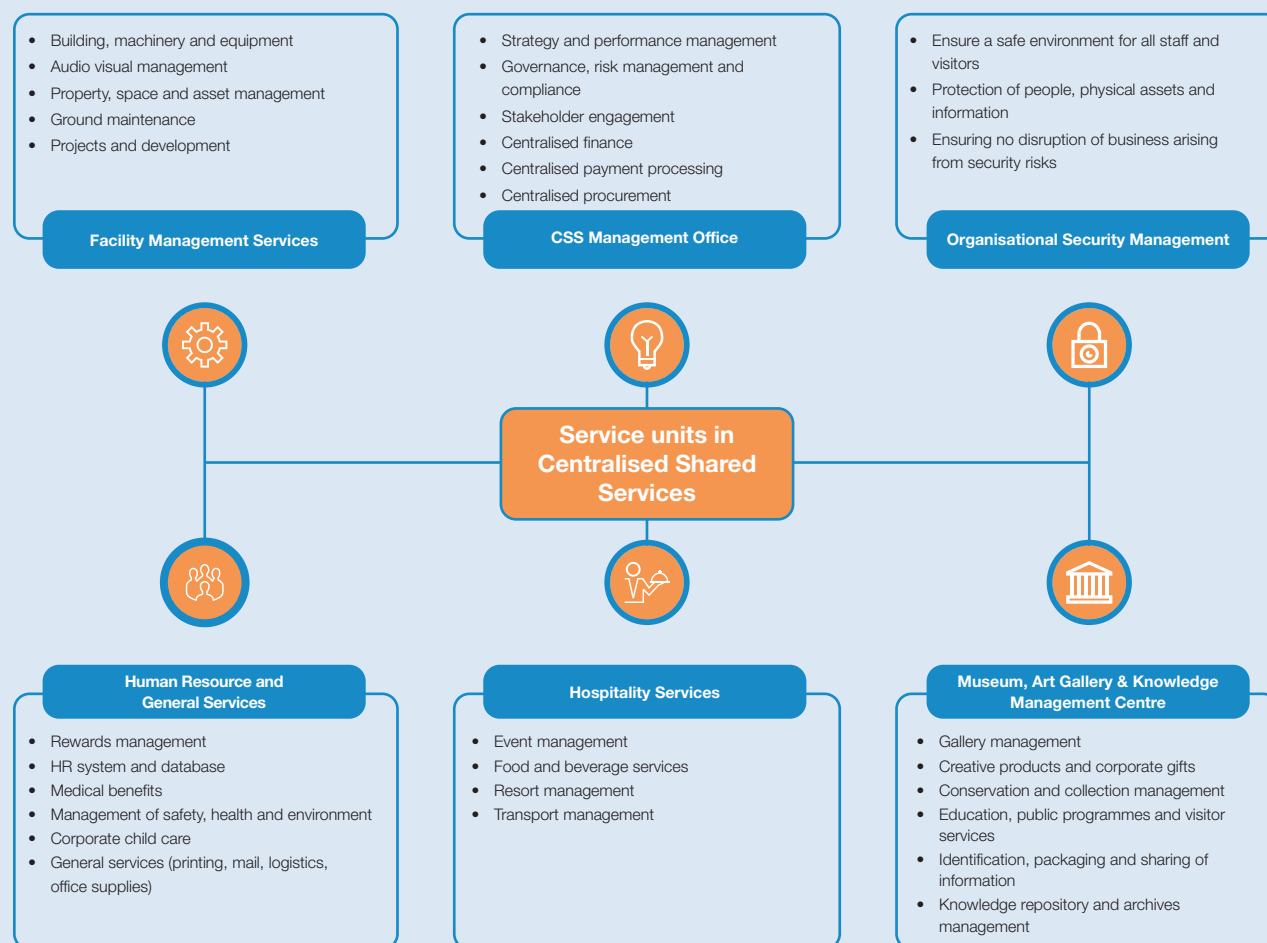
Safety and well-being

The safety and security of people remain an important agenda. An independent review of the Bank's physical security management was conducted to ensure that the Bank has the capabilities to respond to any emerging threats. The review covered all aspects of security management, technology and processes. Several security initiatives were implemented to enhance security at the Bank.

Initiatives were introduced to create a conducive and safe working environment to enhance the well-being of the Bank's staff. Apart from the comprehensive medical benefit scheme in place, pre-emptive health screening was also made available to all staff. A targeted wellness programme was initiated. It focused

Diagram 5.6

The Bank's Centralised Shared Services Sector



Source: Bank Negara Malaysia

on obesity, which included dietary advice for staff who volunteered to participate in the programme. The emergency response capability for medical incidents on the Bank's premises has also been improved.

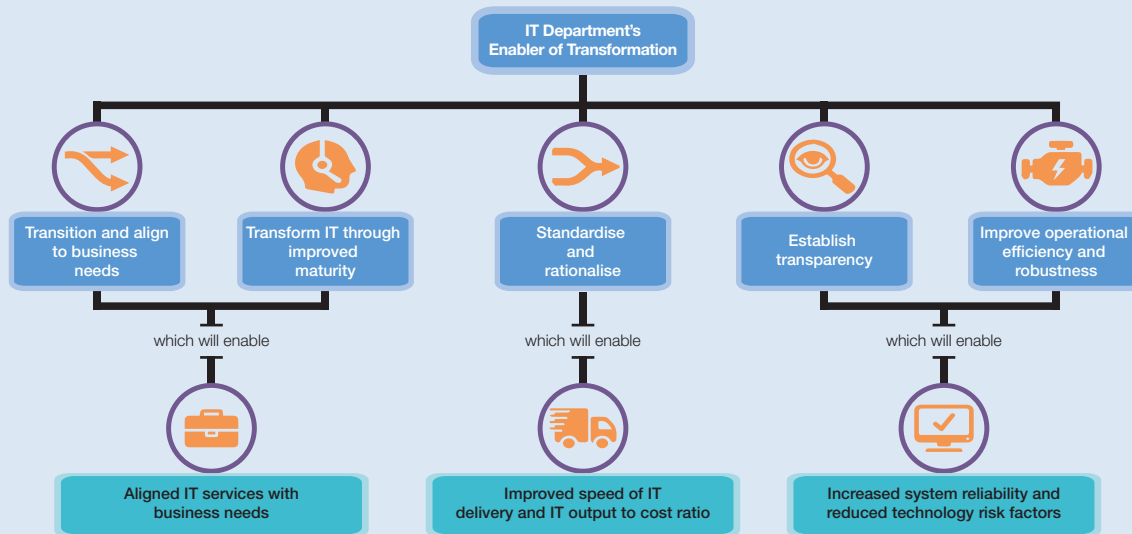
Sustaining ICT resilience

IT transformation to increase resilience against technology risks and cyber threats and enable more efficient ways of working

ICT security is a high priority as a safe, secure and fully operational ICT environment ensures that the Bank can deliver its mandates. The ICT infrastructure, including websites and networks, has remained secure and resilient throughout the year. Resources and data were protected through extensive security controls. Ethical hackers and international penetration testers were engaged to conduct independent vulnerability assessments of our ICT environment. Greater focus was also placed on strengthening the internal IT compliance culture. Regular compliance checks against relevant standards were conducted to ensure that the Bank's ICT practices adhered to the agreed procedures and controls. Further, an independent external review of the Bank's ICT infrastructure was conducted and its findings were used to strengthen ICT security, including new technology to detect and respond to changing threats.

Diagram 5.7

The IT Department's Four-year Transformation Plan

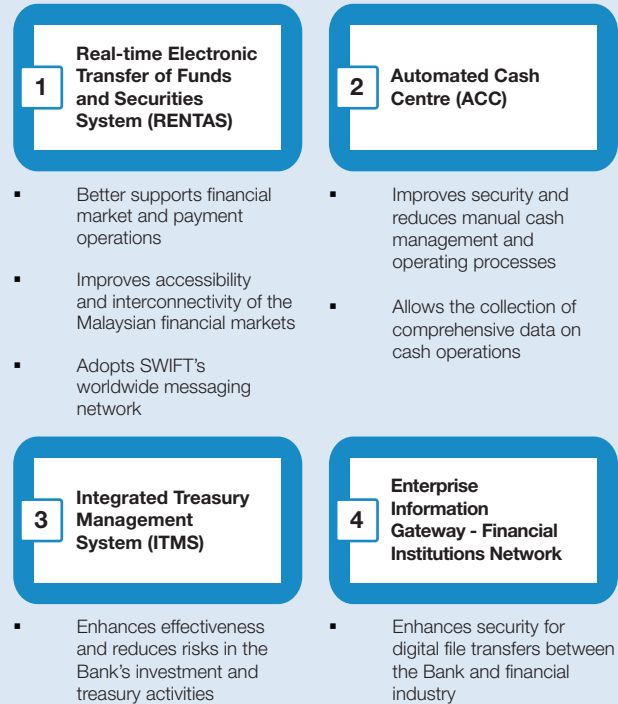


Source: Bank Negara Malaysia

A four-year transformation drive was instituted, which will result in more specialised IT skill sets, new technology platforms and architectures that can better serve the Bank's future needs (Diagram 5.7).

Diagram 5.8

New ICT Services for Critical Systems



Source: Bank Negara Malaysia

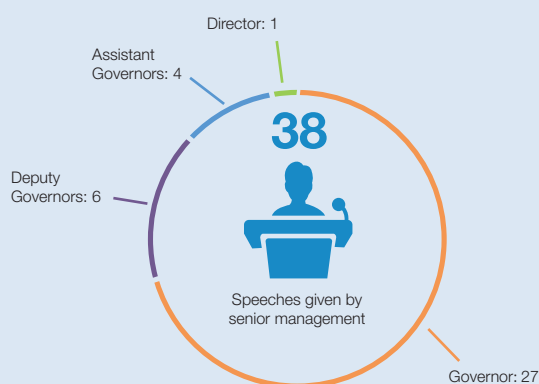
COMMUNICATIONS

Open platforms give us new channels to directly engage with stakeholders

During the year, uncertainties in the external environment were exacerbated by concerns over the impact of the Federal Reserve's interest rate hike, volatile oil prices, Brexit and the slowing PR China's economy. In this environment, the Bank has found it necessary to inform the Malaysian public on a more frequent basis of the impact of these developments on the Malaysian economy and financial system, as well as of its policies. In 2016, the communication channels and practices were strengthened to effectively relay important announcements and developments to the public in a timely manner. For example, in line with shifting global media trends, digital platforms were utilised for better outreach to different groups of stakeholders. Also, embargo times on press releases were reduced to earlier in the day to allow markets more time to assess and understand the implications of various communications.

Diagram 5.9

Communicating Policies



Source: Bank Negara Malaysia

Monetary policy decisions

The Bank announces its monetary policy decisions through the Monetary Policy Statements (MPS) after each Monetary Policy Committee meeting. The Bank issues six MPS a year to provide the public with timely assessments of the latest economic and financial developments, the Overnight Policy Rate (OPR) decisions and rationale for the decisions.

Expanded engagement with industry stakeholders

In progressing towards broader and continuous engagements with market participants, the Bank in 2016 established the Financial Markets Committee (FMC) and the Financial Technology Enabler Group (FTEG). The FMC was established to serve as a more inclusive forum to recommend and advance strategies aimed at fostering the development of Malaysia's financial markets. Comprising representatives from the Bank, financial institutions, corporations and other key stakeholders in the financial markets, the FMC has regularly discussed matters, potential issues and risks in the development of the Malaysian financial market. Meanwhile, the FTEG is responsible for formulating and enhancing regulatory policies to facilitate the adoption of technological innovations in the Malaysian financial services industry. The FTEG is part of the Bank's commitment to support innovations which will improve the quality, efficiency and accessibility of financial services in Malaysia. It also serves as the Bank's dedicated platform on FinTech queries including on regulatory matters related to the adoption of FinTech in the financial services industry.

Engaging stakeholders through online and mobile channels

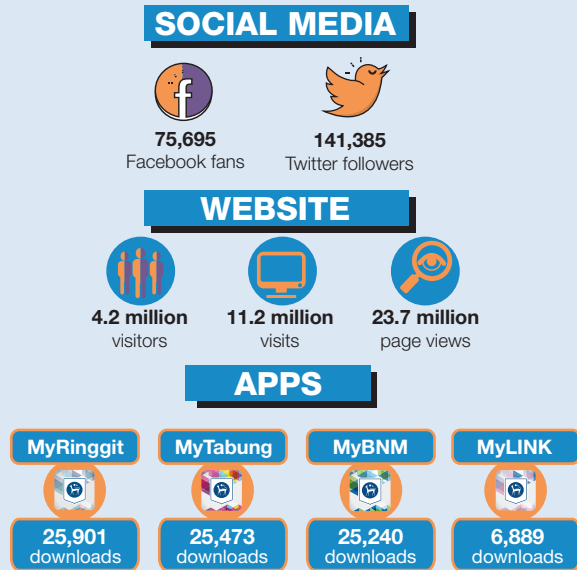
In 2016, the Bank expanded its range of social media tools and channels to better engage with the public. The Bank's revamped website is now more user-friendly with improved browsing experience on mobile devices. The new enhanced live streaming infrastructure introduced during the Bank's hosting of international events allowed for live telecasts on multiple platforms, with broadcasts accessible to event participants. The Bank's staff now have virtual, real time access to the various public events organised by the Bank.

Elevating public awareness through outreach programmes

As the Bank's centralised point of contact with the general public, BNMLINK has facilitated more than three million queries on financial issues and on our latest initiatives and policies. This facilitated a better understanding of the public's needs and this has allowed the Bank to formulate policies and initiatives

Diagram 5.10

Communicating through New Media Channels



Source: Bank Negara Malaysia

that will benefit the public. Since its establishment in 2005, BNMLINK has focused on ensuring that the public's complaints are managed effectively, and ensuring fair treatment and responsible business conduct among the financial service providers (FSPs). There has been good progress in all these objectives. In 2016, the total number of enquiries received by the Bank's advisory services

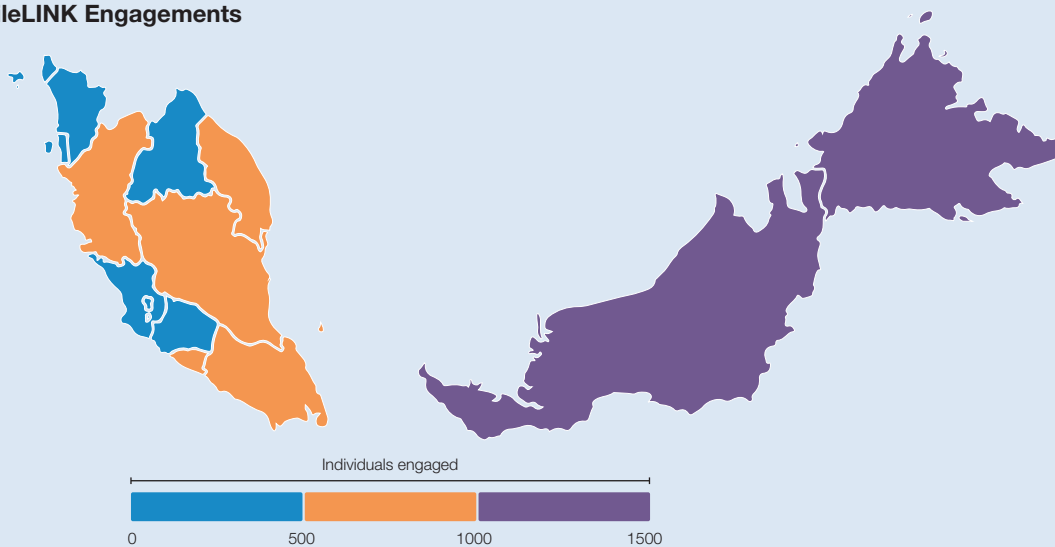
increased by 26% to 613,651 (2015: 488,736). This reflects the enhanced financial literacy levels and increased awareness of consumers on their rights. Complaints against the FSPs lodged with the Bank continued to be on a downward trend. In 2016, the total number of complaints declined by 10% to 6,178 (2015: 6,856). This is due to the Bank's continuous feedback to the FSPs on the areas for improvement, instilling best practices among FSPs, and supervisory actions taken by the Bank based on the complaints received.

Enriching economic intelligence through regional economic surveillance

The dispersion and geographical concentration of Malaysia's economic activity has become wider and further accentuated through the creation of regional economic growth corridors. This has necessitated the expansion of the Bank's economic surveillance at the regional levels. The aim was for closer and deeper monitoring of the economic pulse, identifying emerging trends and providing a sense on the degree of structural changes occurring within regional economies. Since the start of the expansion in 2011, the number of industrial engagements nationwide has grown from 80 in 2011 to 891 in 2016. The direct and frequent engagements by the Bank's Economic Liaison Officers (ELOs) have enabled timely analysis of economic and financial conditions for effective policy decisions and allowed the Bank to communicate and obtain feedback on policy issues.

Diagram 5.11

2016 MobileLINK Engagements



Source: Bank Negara Malaysia

Increasing international engagements

Regional and international collaborations were continuously expanded where, technical cooperation was extended to 711 officials from 83 countries in various areas of central banking, including monetary policy, financial stability and organisational development. As part of our commitment under ASEAN's financial integration, the Bank also focused on financial inclusion capacity building, where we also collaborated with the Alliance for Financial Inclusion and the World Bank. To meet the high demand for training in Islamic finance, the Bank collaborated with other regulatory agencies, financial institutions, professionals and Islamic finance training institutions. The Bank also partnered with several Multilateral Development Institutions such as the Asian Development Bank (ADB) and the Statistical, Economic and Social Research and Training Centre for Islamic Countries (SESRIC) to enable officers from low income countries to participate in capacity building programmes organised by the Bank.

Centre for learning and thought leadership

Collaboration between central banks is critical for sharing knowledge in the many areas of central banking, developing a holistic understanding of the changing global economic and financial environment and advancing joint efforts to promote regional economic and financial stability. The Bank's Sasana Kijang has become a centre for activities related to such collaboration and advancing knowledge relevant to central banking. Notable events include the launch of the World Bank Group Global Knowledge and Research Hub, the Wharton Global Forum, the SEACEN Conference in honour of a past governor who was instrumental in deepening regional central banking cooperation, the Responsible Finance Summit, and meetings in collaboration with the Bank for International Settlements (BIS). Apart from being the permanent headquarters of the Alliance for Financial Inclusion (AFI) and the World Bank Group Global Knowledge and Research Hub, Sasana

Table 5.3

Outreach and Engagement Initiatives		
Communication targets	Collaborative partners and channels	Outcome
Increase awareness on various financing and assistance schemes available to SMEs/Micro Entrepreneurs	<ul style="list-style-type: none"> Events organised by ministries, key government agencies and financial institutions Social media channels 	<ul style="list-style-type: none"> Benefitted 24,820 SMEs Successfully disseminated 168,690 information brochures on various BNM funds with reasonable financing rates
"Train-the-Trainers" programmes to provide advisory services on SME financing	<ul style="list-style-type: none"> SME Corporation Malaysia The Association of Islamic Banking Institutions Malaysia (AIBIM) The Association of Banks in Malaysia (ABM) The Association of Development Finance Institutions of Malaysia (ADFIM) 	<ul style="list-style-type: none"> Strengthened the knowledge and financial capability of 6,000 SMEs Equipped 15,725 employees from various domestic and foreign based financial institutions to provide advisory services to SMEs
Small Debt Resolution Scheme for viable SMEs with impaired financing	<ul style="list-style-type: none"> Print media Radio and TV interviews 	<ul style="list-style-type: none"> Increased awareness for financially distressed SMEs to seek assistance
Enhancing financial knowledge and literacy of rural communities	<ul style="list-style-type: none"> MobileLINK coach and counter services Consumer associations and government agencies 	<ul style="list-style-type: none"> Benefitted 8,000 people from 82 sub-districts with average take-up rate of 11% of financial products and services offered Created awareness on affordable financial products like insurance and takaful coverage
Awareness programme for persons with disabilities, towards creating a more inclusive financial system	<ul style="list-style-type: none"> Department of Social Welfare 	<ul style="list-style-type: none"> Attracted 456 participants from various FSPs, associations for persons with disabilities, and consumer associations Introduction of the "cash test card" – a credit card sized plastic card with Braille markings denoting different denominations intended to help the visually impaired in identifying ringgit bank notes and coins
Increase awareness and acceptance of local currency settlement to support bilateral trade	<ul style="list-style-type: none"> Joint conference with the Bank of Thailand 	<ul style="list-style-type: none"> Benefitted 360 entities from the private sector, business chambers, government agencies and financial institutions

Source: Bank Negara Malaysia

Kijang also functions as the interim campus for the Asia School of Business (ASB), a collaborative effort with the Massachusetts Institute of Technology, Cambridge, USA.

Diagram 5.12



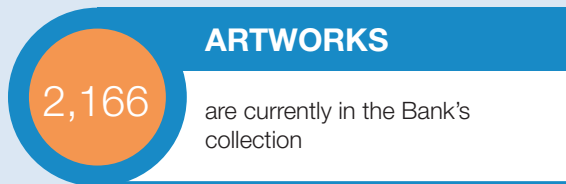
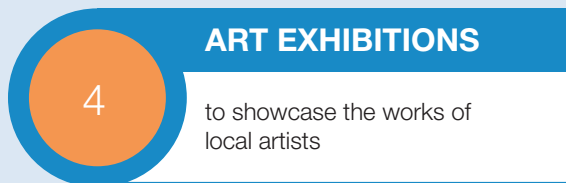
Source: Bank Negara Malaysia

The Museum and Art Gallery

The Bank has sustained its patronage of the arts by exhibiting the works of local artists and young talent at the Museum and Art Gallery (Museum). The Museum was established initially for the Bank to engage the public through the arts. The role of the Museum has evolved and it now provides the public with information on the importance of economics, Islamic finance and financial education. In 2016, the Bank organised art exhibitions showcasing prestigious artists from all over the world as well as programmes for the public, including those aimed at educating children and students. Among the exhibitions showcased at the Museum were ‘Terengganu: Selaut Kasih, Sepantai Sayang’, ‘Works on Paper: Art Inside the Wallet’ and ‘Kembara Pelangi Menuju Janji’.

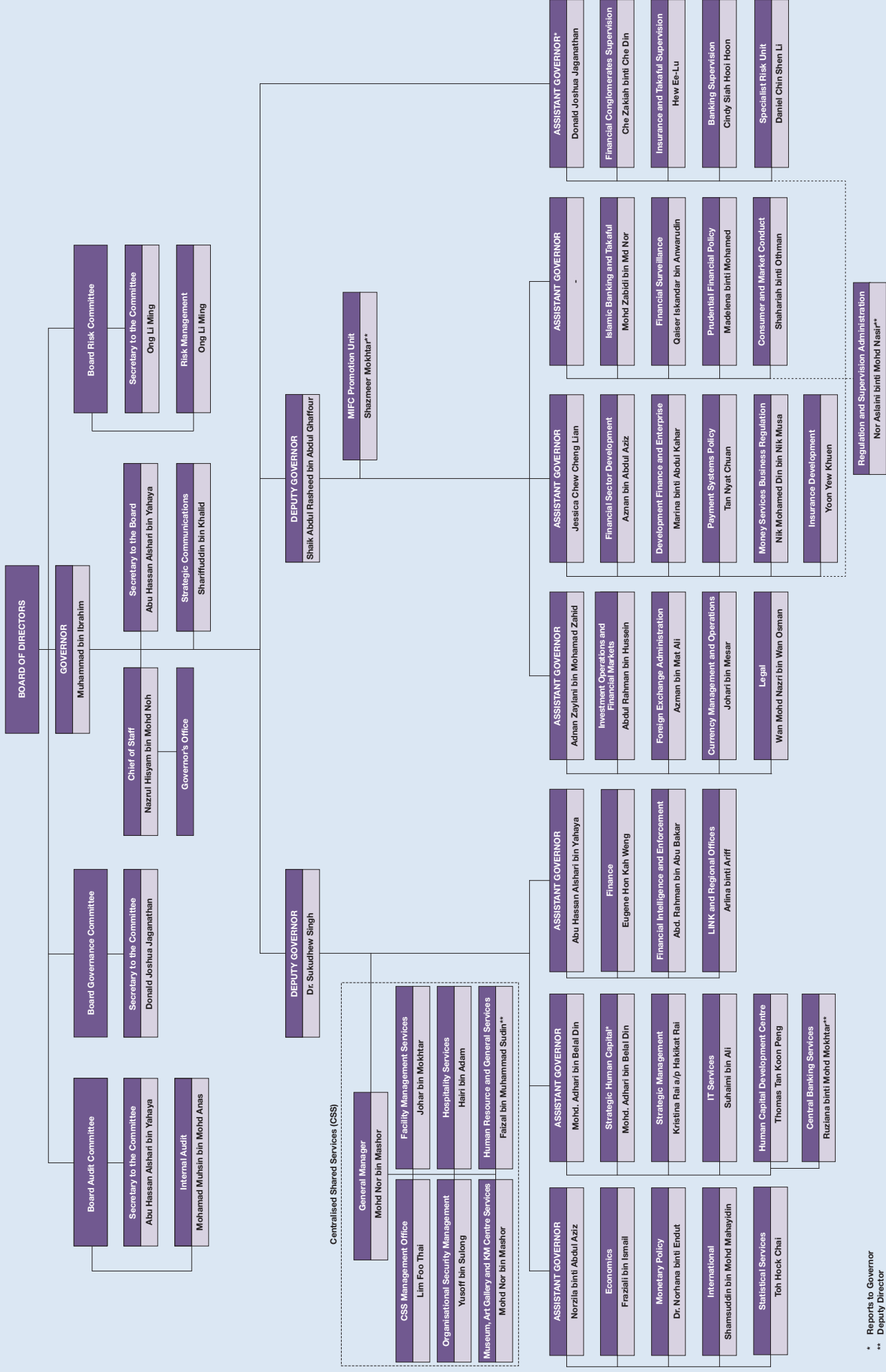
Diagram 5.13

The Museum’s Activities and Visitors in 2016



Source: Bank Negara Malaysia

BANK NEGARA MALAYSIA Organisation Structure



* Reports to Governor
** Deputy Director

Governor	Muhammad bin Ibrahim
Deputy Governor Deputy Governor	Dr. Sukudhew Singh Shaik Abdul Rasheed bin Abdul Ghaffour
Secretary to the Board	Abu Hassan Alshari bin Yahaya
Assistant Governor Assistant Governor Assistant Governor Assistant Governor Assistant Governor	Norzila binti Abdul Aziz Jessica Chew Cheng Lian Donald Joshua Jaganathan Abu Hassan Alshari bin Yahaya Mohd. Adhari bin Belal Din Adnan Zaylani bin Mohamad Zahid
Chief of Staff (Governor's Office)	Nazrul Hisyam bin Mohd Noh
Director Strategic Communications Internal Audit Risk Management	Shariffuddin bin Khalid Mohamad Muhsin bin Mohd Anas Ong Li Ming
<i>Economics</i> Economics Monetary Policy International Statistical Services	Fraziali bin Ismail Dr. Norhana binti Endut Shamsuddin bin Mohd Mahayidin Toh Hock Chai
<i>Regulation</i> Financial Sector Development Islamic Banking and Takaful Financial Surveillance Prudential Financial Policy Development Finance and Enterprise Payment Systems Policy Consumer and Market Conduct Money Services Business Regulation Insurance Development	Aznan bin Abdul Aziz Mohd Zabidi bin Md Nor Qaiser Iskandar bin Anwarudin Madelena binti Mohamed Marina binti Abdul Kahar Tan Nyat Chuan Shahariah binti Othman Nik Mohamed Din bin Nik Musa Yoon Yew Khuen
<i>Supervision</i> Financial Conglomerates Supervision Insurance and Takaful Supervision Banking Supervision Specialist Risk Unit Regulation and Supervision Administration Financial Intelligence and Enforcement	Che Zakiah binti Che Din Hew Ee-Lu Cindy Siah Hooi Hoon Daniel Chin Shen Li Nor Aslaini binti Mohd Nasir* Abd. Rahman bin Abu Bakar
<i>Investment and Operations</i> Investment Operations and Financial Markets Foreign Exchange Administration Currency Management and Operations	Abdul Rahman bin Hussein Azman bin Mat Ali Johari bin Mesar
<i>Organisational Development</i> Strategic Human Capital Strategic Management Finance Legal IT Services Human Capital Development Centre Central Banking Services	Mohd. Adhari bin Belal Din Kristina Rai a/p Hakikat Rai Eugene Hon Kah Weng Wan Mohd Nazri bin Wan Osman Suhaimi bin Ali Thomas Tan Koon Peng Ruziana binti Mohd Mokhtar*
LINK and Regional Offices MIFC Promotion Unit	Arlina binti Ariff Shazmeer Mokhtar*
<i>Centralised Shared Services (CSS)</i> General Manager CSS Management Office Facility Management Services Hospitality Services Organisational Security Management Department Museum, Art Gallery and KM Centre Services Human Resource and General Services	Mohd Nor bin Mashor Lim Foo Thai Johar bin Mokhtar Hairi bin Adam Yusoff bin Sulong Mohd Nor bin Mashor Faizal bin Muhammad Sudin*
<i>Chief Representative</i> Beijing Representative Office London Representative Office New York Representative Office	Albert See Choon Kwang* Raja Syamsul Anwar bin Raja Mohammed Affandi* Harris bin Hassan**
<i>Regional Office Head</i> Johor Bahru Pulau Pinang Kuching Kota Kinabalu	Raman A/L Krishnan* Mohd Daud bin Dahar* Rosnani binti Mahamad Zain* Zambre bin Ismail*
<i>Branch Manager</i> Kuala Terengganu	Yusoff bin Yahaya**

* Deputy Director

** Manager