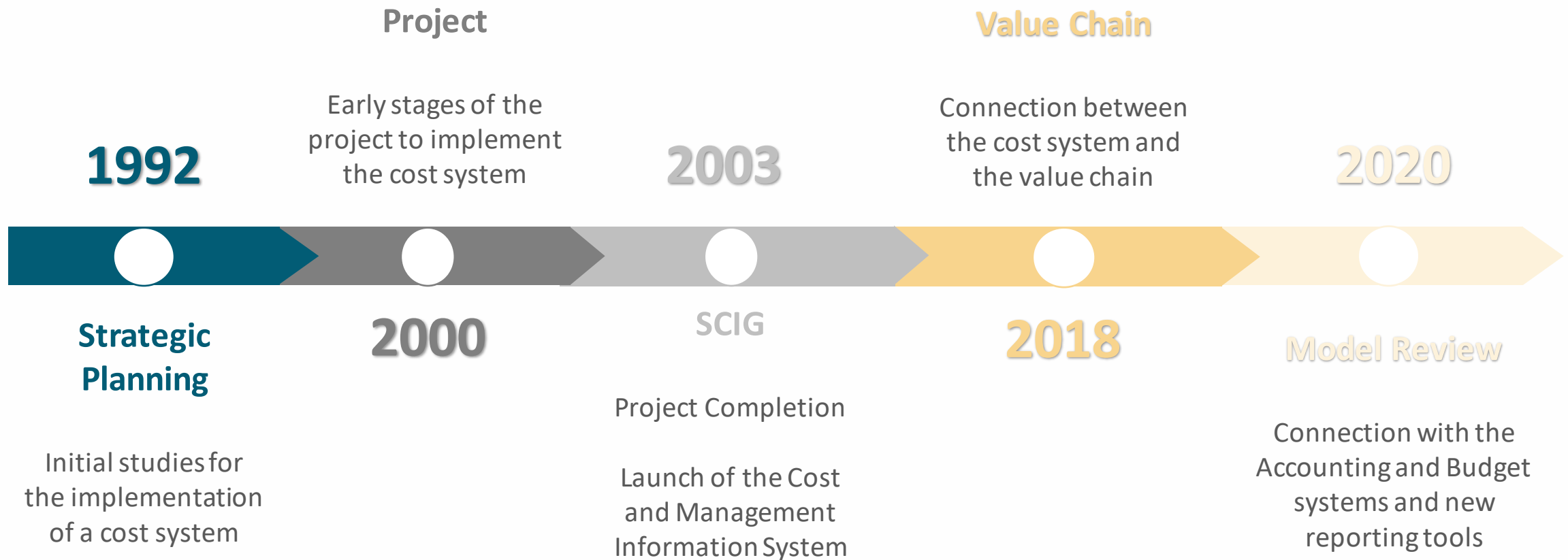# Cost Accounting
The BCB´s Experience

Eduardo Russolo Ferreira
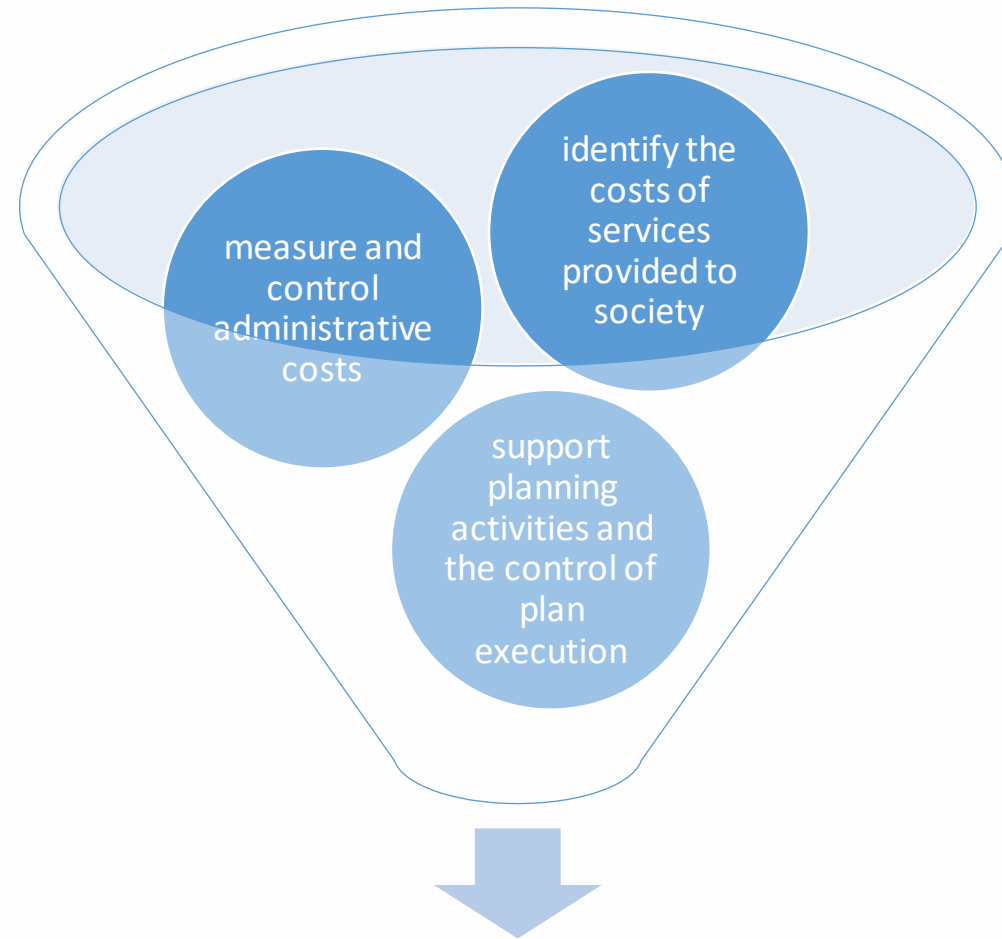
XVII Meeting of Accounting and Budgeting Aspects of Central Banking (CEMLA)

May 7, 2021

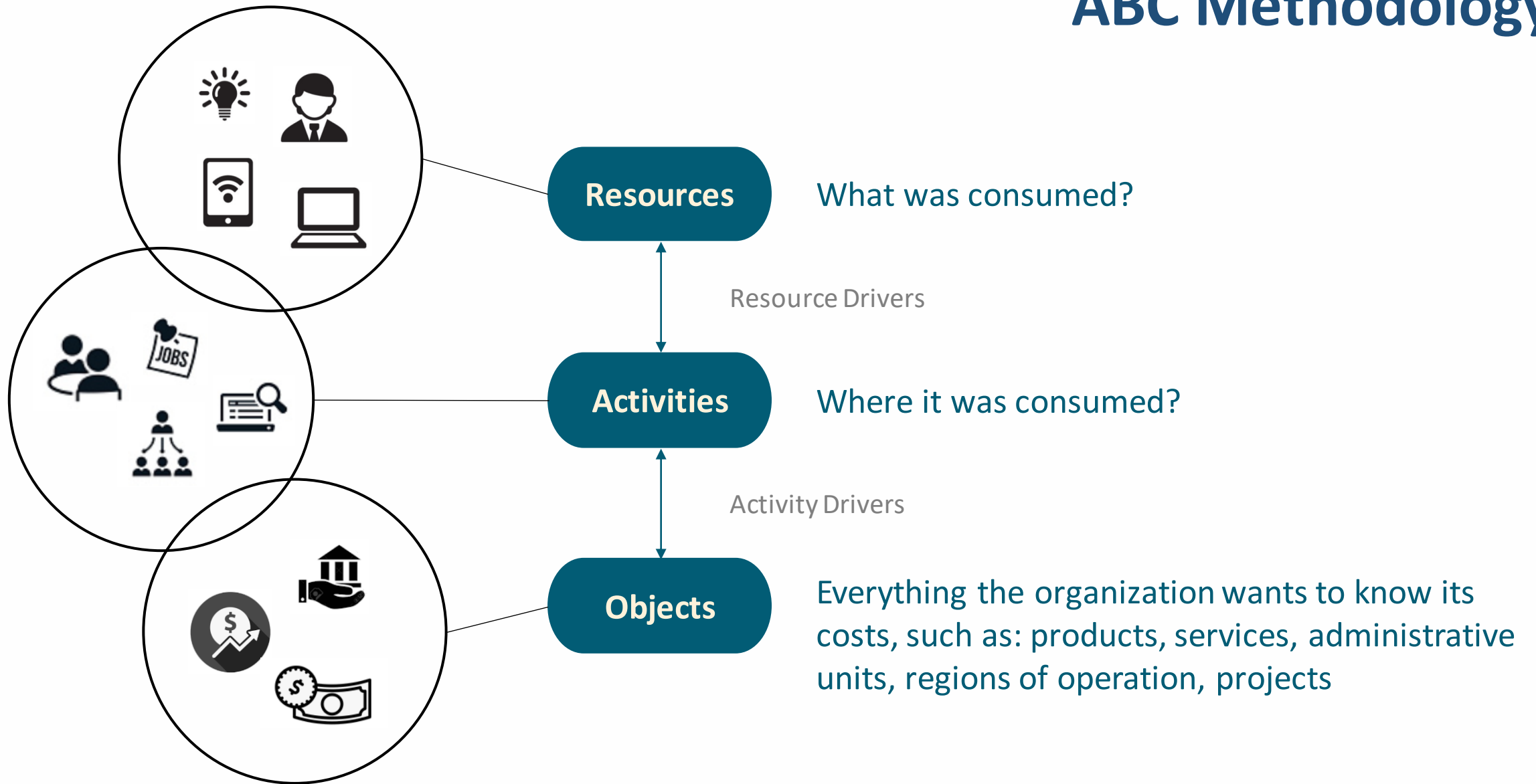**BANCO CENTRAL DO BRASIL**

Timeline

1992

Project

Early stages of the project to implement the cost system

2003

Value Chain

Connection between the cost system and the value chain

2020

Strategic Planning

2000

SCIG

2018

Model Review

Initial studies for the implementation of a cost system

Project Completion

Launch of the Cost and Management Information System

Connection with the Accounting and Budget systems and new reporting tools

BANCO CENTRAL DO BRASIL

ABC Methodology

Resources — What was consumed?

Resource Drivers

Activities — Where it was consumed?

Activity Drivers

Objects — Everything the organization wants to know its costs, such as: products, services, administrative units, regions of operation, projects

ABC Applied on BCB

Resources	Personnel	Contracts	General expenses	Real estate	Furniture, fixtures and equipment	Others

Drivers

	Annotation of hours	Number of staff members by division	Direct allocation	Square meters per unit	Others

Activities

+/- 1300 Activities

Drivers

	Direct allocation	Annotation of hours	Evenly assigned allocation	Others

Objects

Value Chain Products/Processes

Administrative Units, Departments, Divisions

Annotation of hours

Dados do Apontamento		
Dados Servidor		
Servidor:	**WILLIAN RODRIGUES ARAUJO**	
Validade do Apontamento:	1 mês	
Estado:	Sugerido	
Aprovação:	Não-Aprovado	

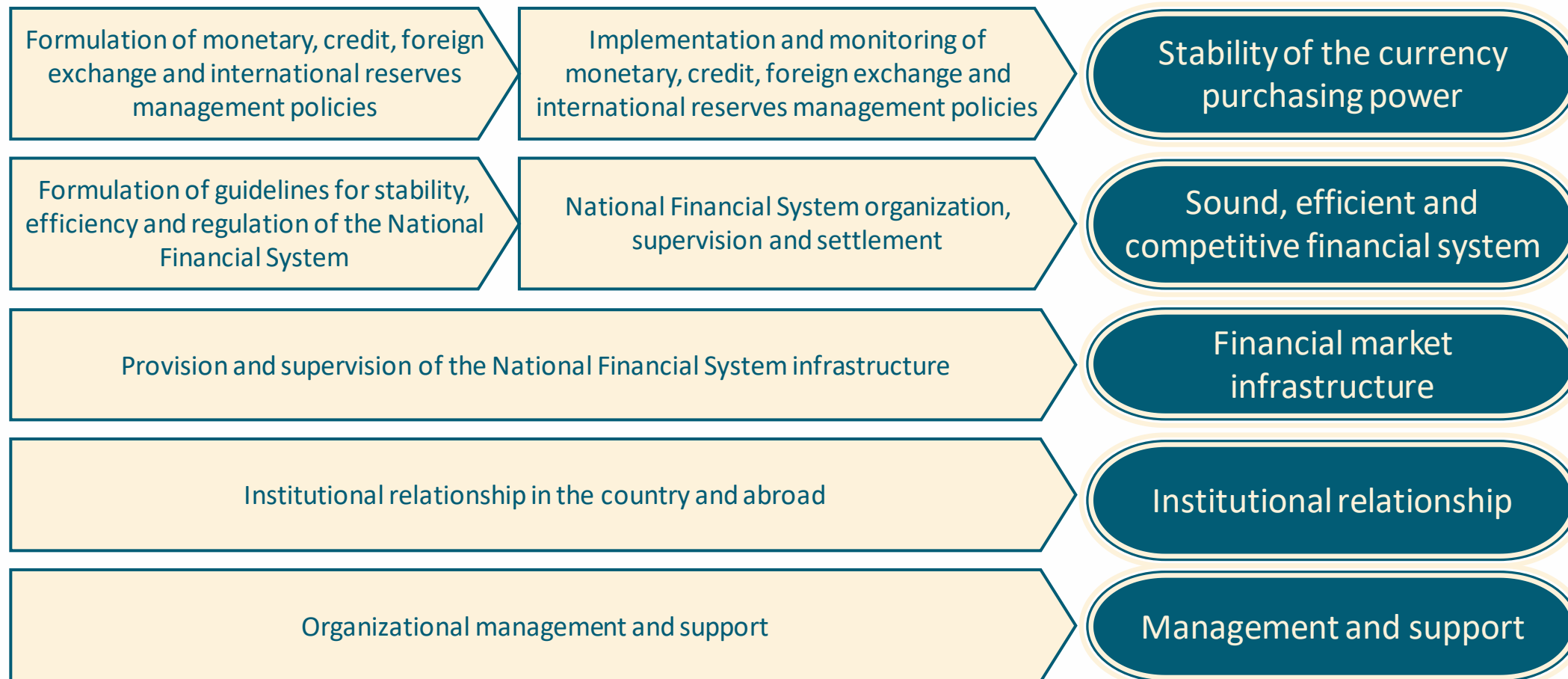| **Apontamento de Servidor para Ação**		
Ação	**Apontamento Mês Anterior**	**Apontamento**
☐ ADBHO_ADBHO - 06.001.012.006-Prestar informações para atendimento das demandas, recomendações ou determinações dos órgãos externos de controle e da auditoria independente no âmbito da unidade	0,0%	0 %
☐ ADBHO_ADBHO - 07.001.004.005-Gerir manuais de procedimentos e rotinas e manuais operacionais no âmbito da unidade	0,0%	0 %
☐ ADBHO_ADBHO - 07.001.005.003-Realizar a gestão local dos processos de trabalho	5,0%	5 %
☐ ADBHO_ADBHO - 07.001.006.001-Gerenciar Sistema de Custos e Informações Gerenciais (SCIG)	15,0%	15 %
☐ ADBHO_ADBHO - 07.001.006.002-Prestar consultoria em gestão de custos	0,0%	0 %
☐ ADBHO_ADBHO - 07.001.006.003-Realizar estudos relacionados aos custos do BCB	0,0%	0 %
☐ ADBHO_ADBHO - 07.004.002.006-Atender demandas e recomendações da Auditoria Interna no âmbito da unidade	10,0%	10 %

BANCO CENTRAL DO BRASIL
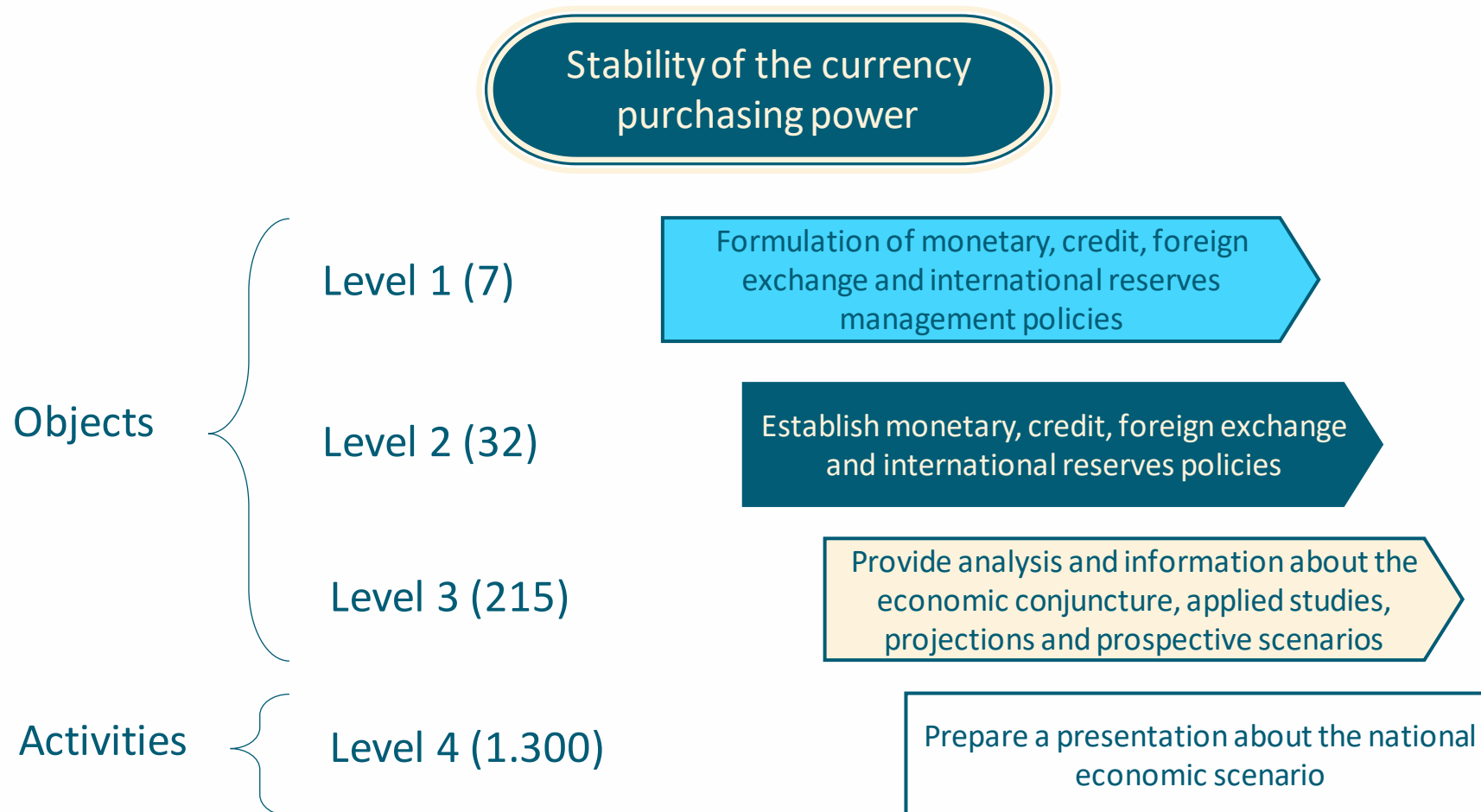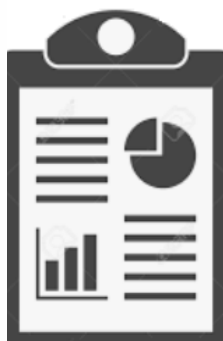
Value Chain

Macro Processes (Level 1)

Macro Products

| Formulation of monetary, credit, foreign exchange and international reserves management policies | Implementation and monitoring of monetary, credit, foreign exchange and international reserves management policies | Stability of the currency purchasing power |

| Formulation of guidelines for stability, efficiency and regulation of the National Financial System | National Financial System organization, supervision and settlement | Sound, efficient and competitive financial system |

| Provision and supervision of the National Financial System infrastructure | Financial market infrastructure |

| Institutional relationship in the country and abroad | Institutional relationship |

| Organizational management and support | Management and support |

BANCO CENTRAL DO BRASIL

Value Chain Report

BANCO CENTRAL DO BRASIL

|	2019 Cost (R$1)	2019 FTE	2020 Cost (R$1)	2020 FTE	2021* Cost (R$1)	2021* FTE
Total Costs	4.677.774.030	3.447	4.880.870.812	3.357	642.816.897	3.182
Stability of the currency purchasing power	128.505.965	251	136.754.800	253	23.466.158	260
Sound, efficient and competitive financial system	379.226.688	795	402.150.694	798	70.085.547	814
Financial market infrastructure	633.873.670	176	332.658.308	143	29.638.585	168
Institutional relationship	229.732.839	312	204.771.912	288	27.842.320	292
Management and support	935.812.625	1.605	893.091.445	1.522	133.250.715	1.547
Organizational management and support	935.812.625	1.605	893.091.445	1.522	133.250.715	1.547
Manage assets and supporting services	218.816.406	319	204.594.244	295	25.521.451	299
Manage purchases and contracts	138.408.261	175	142.586.307	181	16.615.528	189
07.008.001.004 Manage contracts	89.275.475	105	90.626.530	111	10.276.739	117
07.008.001.002 Perform purchases and contracts	21.100.641	42	20.025.746	37	3.172.496	37

BANCO CENTRAL DO BRASIL
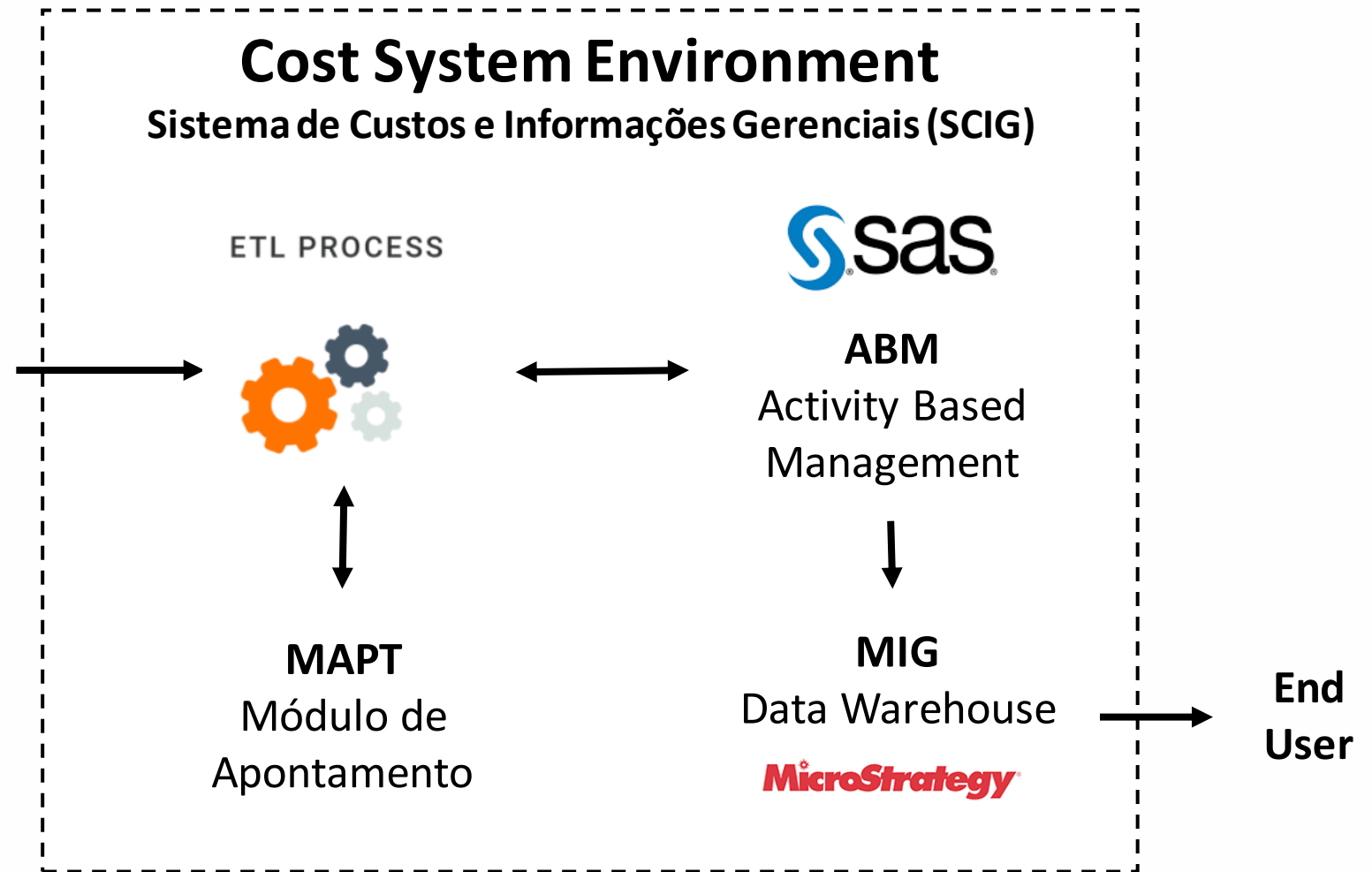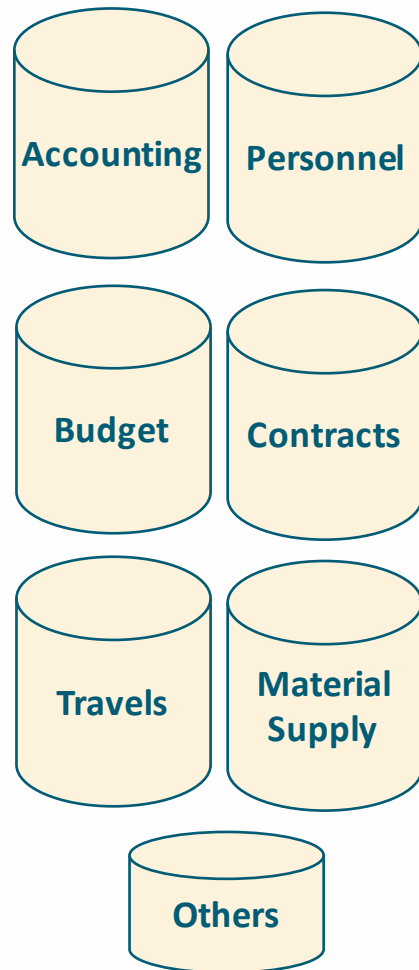
The system allows to:

- Identify the costs of all activities and processes required to

    provide services to society;

- Measure the resources used by each administrative units,

    departments and divisions;

- Measure project costs;

- Compare the costs of activities over time;

- Measure the cost of services provided to third parties,

    supporting the collection of administration fees.

BANCO CENTRAL
DO BRASIL
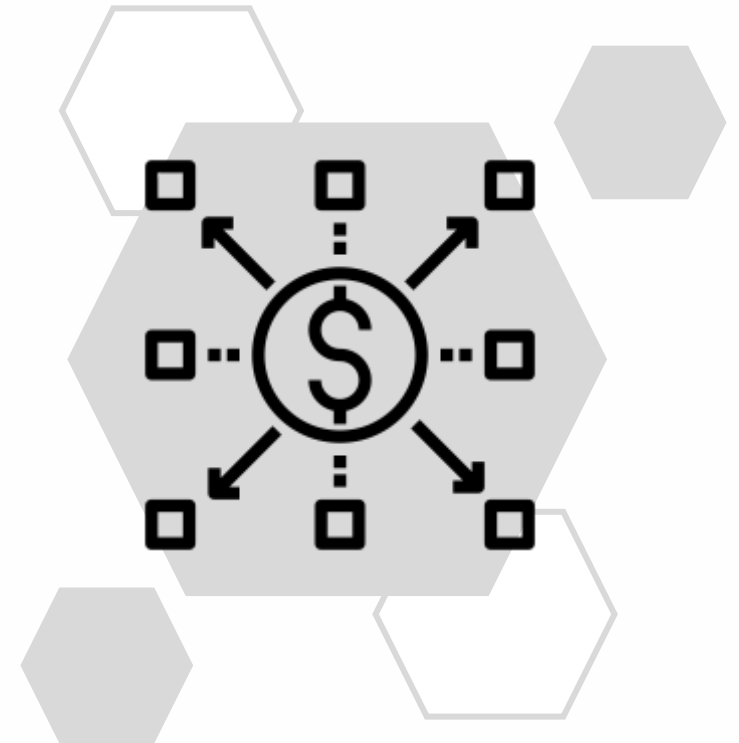
Practical Uses
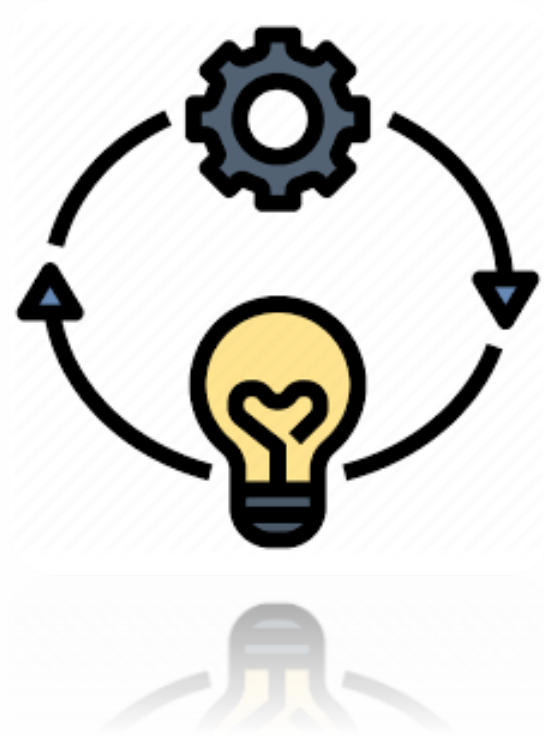
- Studies about workforce allocation and processes automation;

- Studies about mobility and selection processes;

- Pricing of services provided to third parties;

- Regional or unit cost analysis.

Chalenges and Developments

Create an interconnected information environment that includes cost, accounting, budgeting, personnel and finance systems

Improve communication and reporting tools to encourage full use of cost information in the decision-making process

Thank you!

Eduardo Russolo Ferreira
Deputy Head of Department
Accounting, Budget and Financial Department