

Validation Workshop Held on Transforming IPF into National PFM Capacity-Building Hub



A significant step toward enhancing Public Financial Management (PFM) capabilities in Bangladesh was taken today as the Finance Division, Ministry of Finance, hosted a high-level validation workshop on the proposed transformation of the Institute of Public Finance (IPF) into a comprehensive PFM Capacity-Building Hub. The event, held on 18 June 2025 at the Finance Division's premises, brought together key policymakers, practitioners, and experts in a spirited exchange of ideas and reform strategies.

Dr. Md. Khairuzzaman Mozumder, Secretary of the Finance Division, graced the occasion as the Chief Guest. In his remarks, he emphasized the government's commitment to building a modern, efficient, and transparent public financial system aligned with international standards and national priorities. Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomics), presided over the session and highlighted the strategic importance of institutional strengthening for achieving sustainable PFM reforms.



The comprehensive roadmap for IPF's transformation was presented by Dr. Mohammad Tareque, former Secretary to the Government of Bangladesh and Director of the Bangladesh Institute of Governance and Management (BIGM), in association with Tasfia Tasneem Ahmed, Associate Professor at BIGM. Their presentation outlined an ambitious yet realistic vision for reforming IPF as a premier center of excellence for PFM training, research, and policy innovation.

The workshop was attended by several prominent figures in Bangladesh’s financial governance ecosystem. Among them were Mohammad Muslim Chowdhury, Chairman of Sonali Bank and former Comptroller and Auditor General (CAG) and Secretary, Finance Division and Md. Mahiuddin Khan, a senior public financial expert. Senior officials representing the Finance Division, IPF, Financial Management Academy (FIMA), Office of the CAG, Economic Relations Division, Internal Resources Division, National Board of Revenue (NBR), and the Planning Division also participated in the interactive discussions.

The strategic roadmap presented during the workshop identifies critical challenges currently facing IPF—including limited autonomy, outdated infrastructure, a shortage of qualified faculty,



and weak research capacity. To overcome these, the roadmap proposes a phased reform approach aimed at institutional modernization, academic excellence, and global alignment.

Key strategies include:

- Reforming governance and legal frameworks to ensure transparency, operational autonomy, and accountability.
- Upgrading infrastructure and digital capabilities to meet modern training and research demands.
- Introducing innovative training programs and research initiatives aligned with global PFM trends.
- Developing international collaborations, alumni networks, and academic partnerships to enhance institutional visibility and relevance.
- Establishing diversified funding mechanisms, including an endowment fund, to ensure long-term sustainability.

The roadmap is structured in three distinct phases:

- Phase 1 (0–2 years): Foundational capacity building and governance reforms.
- Phase 2 (2–5 years): Institutional expansion, faculty development, and strategic partnerships.
- Phase 3 (5–10 years): Positioning IPF as a regional PFM leader, securing global certifications, and achieving financial independence.

With a revised vision, mission, and set of institutional values grounded in transparency, innovation, and inclusivity, the roadmap positions IPF as a forward-looking institution capable of leading national and regional reform agendas in public financial management.

The workshop concluded with an open discussion session, where stakeholders provided valuable feedback and expressed strong support for the implementation of the roadmap. The validation of this roadmap marks a crucial milestone in Bangladesh’s ongoing PFM reform journey and underscores the government’s commitment to capacity development, fiscal accountability, and sustainable development.