

## PFM Field Inspection Conducted in Moulvibazar District and Barlekha Upazila



A 22-member Public Financial Management (PFM) Field Inspection Team, led by Homayra Begum, Additional Secretary (State-Owned Enterprise-1), Finance Division, conducted a comprehensive field visit to Moulvibazar District and Barlekha Upazila from May 25 to May 26, 2025. The visit, organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) of the Finance Division, aimed to advance fiscal reforms and improve service delivery mechanisms at both local and national levels.

The primary objective of the inspection was to assess the current status of public service delivery, understand operational realities at the grassroots level, and identify systemic challenges that hinder the efficient implementation of financial management reforms. The team sought to gather first-hand information, engage with stakeholders, and recommend pragmatic solutions to bridge service delivery gaps.

As part of the visit, a Consultation Workshop on Public Financial Reform was held on May 25, 2025, at the office of the Deputy Commissioner, Moulvibazar. The event was attended by Homayra Begum as the Chief Guest.



The workshop was chaired by Md. Israil Hossain, Deputy Commissioner and District Magistrate of Moulvibazar, while M. K. H. Zahangir Hossain, Superintendent of Police, Moulvibazar, was present as the Special Guest. Tanima Tasmin, Program Executive and Coordinator (Joint Secretary), SPFMS, welcomed the participants and introduced the session's objectives.

Dr. Mahfuza Begum, Program Executive and Coordinator (Deputy Secretary) of SPFMS, delivered a detailed and insightful presentation outlining the goals, strategies, and current achievements of the government's ongoing public financial management reform agenda. She emphasized the importance of transparency, efficiency, and accountability in fiscal operations and highlighted how these reforms are directly linked to improved service delivery.

Key discussants at the workshop included Mohammad Abul Hashem, Director (Joint Secretary), Institute of Public Finance (IPF) and Dilara Begum, Joint Secretary (Budget and Audit), Ministry of Women and Children

Affairs. Rizwana Tabassum, Governance Specialist spoke on behalf of the World Bank. Their contributions enriched the discussion by drawing connections between national policy and local-level implementation. Officials from various government departments and agencies in Moulvibazar District also participated in the workshop, sharing their practical experiences and highlighting obstacles they face in delivering public services. The inspection team paid close attention to these insights and documented key points for policy follow-up and future action.

On the following day, May 26, 2025, a similar workshop was held at the office of the Upazila Nirbahi Officer (UNO) in Barlekha Upazila. Once again, Homayra Begum attended as the Chief Guest, and the session was chaired by Tahmina Akter, UNO of Barlekha. The workshop began with an introductory address by Tanima Tasmin, who reiterated the goals of the SPFMS program.



Dr. Mahfuza Begum once again delivered a comprehensive presentation on the reform initiatives, elaborating on the progress made and the road ahead. Keynote discussants included Dilara Begum and Md. Tabibur Rahman, Deputy Secretary (Development-2), Ministry of Primary and Mass Education while Rizwana Tabassum, Governance Specialist spoke on behalf of the World Bank. Government officials based in Barlekha Upazila actively participated in the session, sharing their observations on the challenges they face in implementing service delivery reforms and financial management protocols.

To complement the insights gathered during the workshops, the inspection team was divided into five sub-groups and one coordination group. These teams conducted field visits to five key government institutions,

including the Offices of Social Welfare, Women Affairs, the Civil Surgeon or Upazila Health Complex, the Accounts Office, and two educational institutions selected from both district and upazila levels. These visits were conducted using structured



questionnaires to ensure consistency and depth in data collection. Team members also conducted direct interviews with service recipients, including beneficiaries of social safety net programs, students, teachers, healthcare staff, and administrators. Observations were carefully documented for later analysis, and feedback from service users highlighted both areas requiring immediate improvement and good practices that could be replicated elsewhere.

The field inspection in Moulvibazar and Barlekha served as a vital platform for understanding the on-the-ground realities of public service delivery within the framework of ongoing PFM reforms. The insights and findings from this mission will be integrated into future planning and monitoring frameworks, ensuring that reforms remain evidence-based and people-centered.