

SPFFinance Division unveils PFM Strategy 2025–2030



Dhaka, December 17, 2025: The Finance Division on Wednesday unveiled the 3rd Public Financial Management (PFM) Reform Strategy 2025–2030, signaling a decisive shift in Bangladesh’s fiscal governance by widening the focus toward building institutional strength, clearer outcomes, accountability, and improved service delivery.

Finance Adviser Dr Salehuddin Ahmed formally launched the strategy at a high-profile ceremony attended by secretaries, senior government officials, heads of constitutional bodies, and key development partners. The new framework provides a comprehensive roadmap to strengthen fiscal discipline, manage rising public risks, and ensure better value for money at a time when Bangladesh faces mounting pressure from climate change, global economic volatility, and expanding public expenditure needs.

While launching the PFM Reform Strategy 2025–2030, Finance Adviser Dr Salehuddin Ahmed said, “We are accountable to the general public, and this long-awaited PFM Strategy is about ensuring transparency, accountability, and better quality of public services.”

He called upon officials of the Finance Division, the National Board of Revenue (NBR), the Office of the Comptroller and Auditor General (OCAG), and other relevant actors to accelerate implementation of the strategy, stressing that coordinated action is essential to establish a stronger system of governance and a more transparent public financial system that delivers real benefits to citizens.

The launch was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) and held at the multipurpose hall of the Finance Division. Finance Secretary Dr Md Khairuzzaman Mozumder presided over the event, while Comptroller and Auditor General of Bangladesh Md Nurul Islam and World Bank Division Director for Bangladesh and Bhutan Jean Pesme attended as special guests. Dr Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, delivered the welcome address, and Suraiya Zannath, Lead Governance Specialist at the World Bank, also spoke on the occasion.

In his remarks, Finance Secretary Dr Khairuzzaman Mozumder said, “The PFM Reform Strategy 2025–2030 is the result of sustained and collaborative efforts by many dedicated stakeholders over a long period. I sincerely acknowledge the contributions of officials of the Finance Division, line ministries, constitutional bodies, development partners, and technical experts who worked relentlessly to shape this comprehensive and forward-looking strategy.”

Highlighting the role of accountability, Comptroller and Auditor General Md Nurul Islam said, “the PFM reform journey is fundamentally about attaining fiscal discipline, modernizing financial processes, and strengthening financial governance to deliver more efficient, transparent, and citizen-focused public financial services. I firmly believe that a strong PFM system, supported by a strong and independent audit mechanism, is essential to ensuring the success of the reform agenda.”

World Bank Division Director Jean Pesme said Bangladesh has made notable progress through reforms such as iBAS++ and the digitalization of pension systems, which have strengthened credibility, oversight, and transparency in the use of public resources.

While important gains have been achieved, Bangladesh continues to face challenges related to institutional capacity, fiscal management, and public debt. Addressing these issues alongside strengthening regulatory quality, governance, and corruption control will be essential to sustaining credible projects, effective oversight, and long-term fiscal stability.

The 2025–2030 framework is structured around 15 reform pillars covering fiscal sustainability, revenue mobilization, public investment management, treasury and debt management, procurement, internal and external oversight, digital transformation, and capacity building. For the first time, the strategy fully mainstreams climate-smart PFM, gender-responsive budgeting, and sector-specific financial management reforms for health, education, and social protection.

Resilience is a central theme of the strategy. With Bangladesh’s tax-to-GDP ratio among the lowest in the region and fiscal exposure increasing through SOE liabilities and contingent risks, the document places strong emphasis on improved macro-fiscal forecasting, integrated debt management, and transparent reporting of fiscal risks.