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Quarterly

SPFMS
Strengthening Public Financial Management Program to Enable Service Delivery

REVENUE AND EXPENDITURE FORECASTING
DEBT MANAGEMENT
PLANNING AND BUDGET PREPARATION
iBAS++
SOE GOVERNANCE
INTERNAL AUDIT
PFM REFORMS LEADERSHIP COORDINATION & MONITORING

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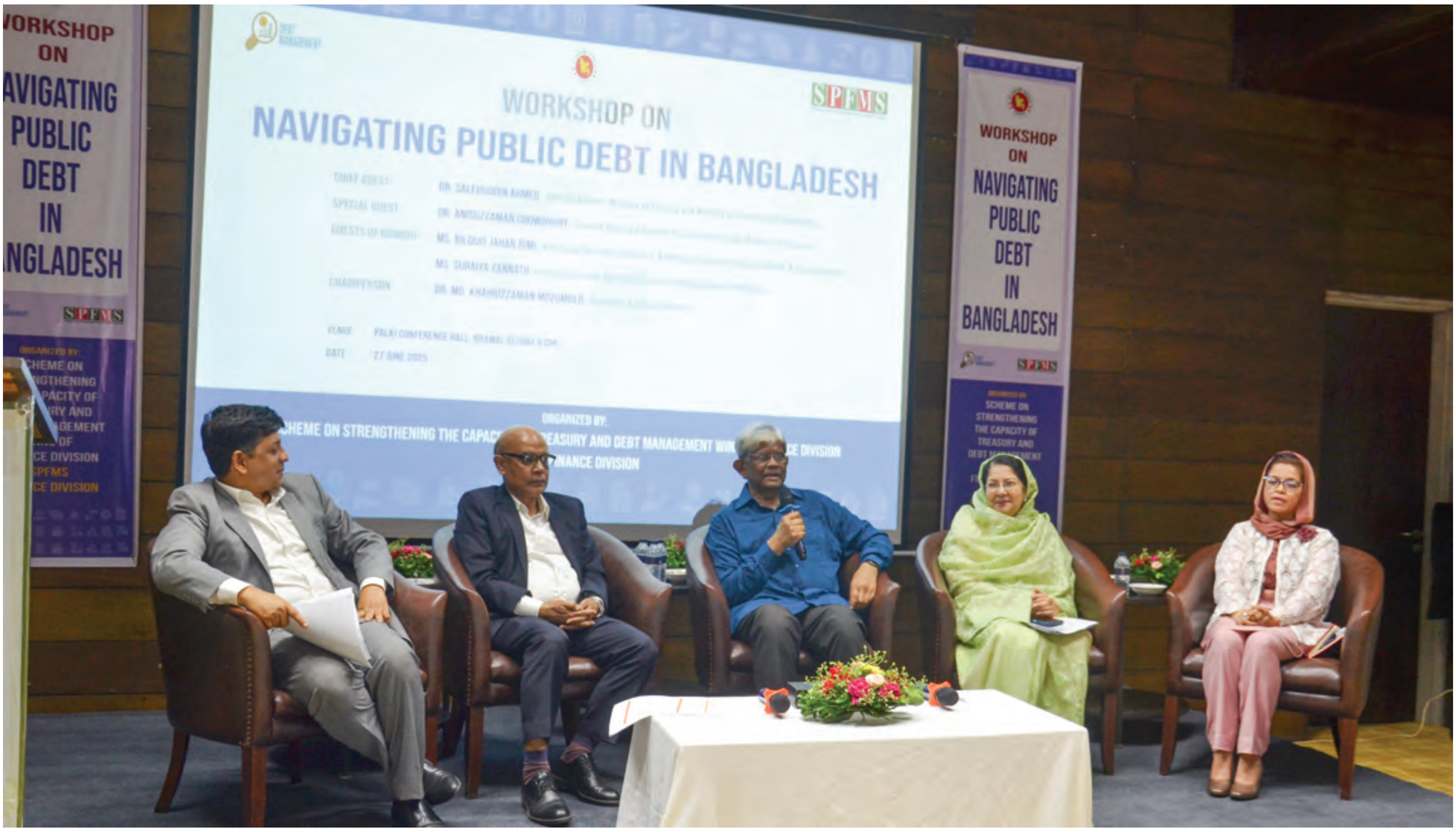
Bangladesh Urged to Adopt Cautious Borrowing and Coordinated Debt Management



Finance Adviser Dr. Salehuddin Ahmed, cautioned against approving unnecessary large-scale projects that could undermine debt sustainability. “Before approving any big project, we must assess whether the demand is justified, whether the project is feasible, and whether it promises long-term benefits,” he noted.

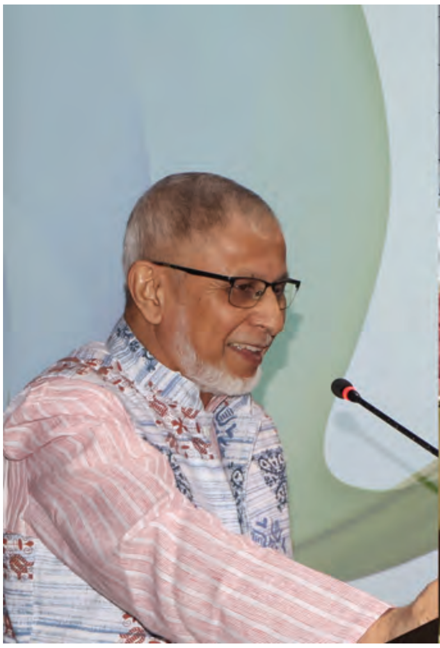
Speaking at a workshop as the Chief Guest titled "Navigating Public Debt in Bangladesh", held on 28 June 2025 he said, “We must now translate our strategies into concrete actions. Debt management is not the government’s responsibility alone — it’s a shared obligation involving the corporate sector, Bangladesh Bank, the bond market, and private actors.” He stressed the importance of a symbiotic relationship among all stakeholders to maintain fiscal stability amid a volatile global financial environment.

Dr. Ahmed also underlined the need for real-time, integrated data systems. “Real-time data and institutional interoperability are critical to managing our debt effectively — and that remains one of our biggest challenges,” he added.

The workshop held at a local hotel in Gazipur on 27 June 2025, was also addressed by Dr. Anisuzzaman Chowdhury, Special Assistant at the Ministry of Finance as the special guest, organized by Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The inaugural session was chaired by Secretary of the Finance Division Dr. Md Khairuzzaman Mozumder. The guests of honor included Bilkis Jahan Rimi, Additional Secretary of the Finance Division and National Program Director of SPFMS, and Suraiya Jannat, Lead Governance Specialist of the World Bank.

Dr. Anisuzzaman Chowdhury in his speech emphasized the need for various ministries and departments to work together to ensure coordination in the government’s debt management efforts. He urged all relevant stakeholders to convene soon to take



effective decisions on the matter.

Dr. Md. Khairuzzaman Mozumder stressed the importance of innovative planning in debt strategies to ensure fiscal sustainability. He said external borrowing opportunities becoming slimmer and focus should now shift to domestic borrowing. He also underscored the need to build a stronger professional base by increasing the number of skilled experts with in-depth knowledge of debt management.

Presentations at the workshop were delivered by Hasan Khaled Foisal, Additional Secretary of the Treasury and Debt Management Wing; Mohd Rashedul Amin, Joint Secretary; Farid Ahmed, Deputy Secretary; and IMF Economist Arindam Roy. Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomics), and Dr. Ziaul Abedin, Additional Secretary (Macroeconomics-1), Finance Division spoke in the workshop as moderators.

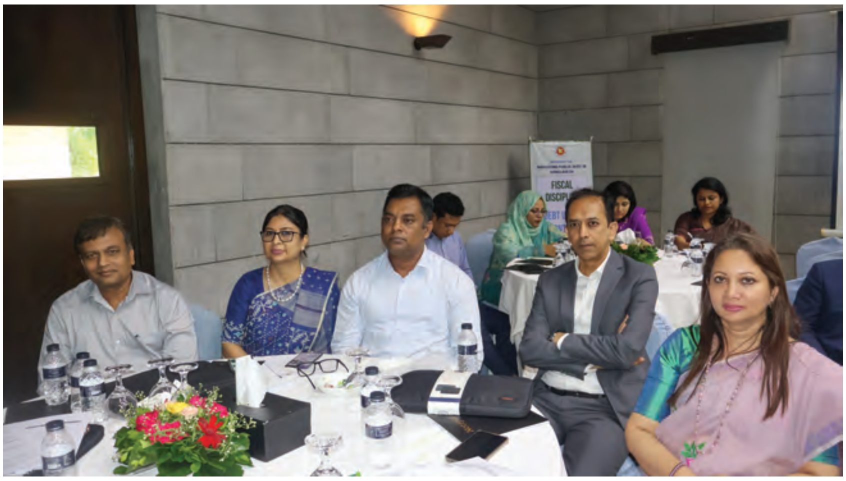
Around 75 officials from the Finance Division, Economic Relations Division, Department National Savings, Bangladesh Bank, and the World Bank participated in the event.

In his presentation, Hasan Khaled Foisal mentioned reforms such as automation of National Savings Certificates, initiation of secondary trading of government securities, issuance of Sukuk bonds, and regular publication of debt reports. Efficiency in debt management is being enhanced through the Public Debt Act, 2022 and the introduction of market-based interest rates. However, he noted that institutional fragmentation and the underdevelopment of the bond market remain significant challenges. Plans are in place to address these through the establishment of a separate Debt Management Office and improved information coordination systems.

Mohammad Rashedul Amin, in his presentation, said the country's debt risk level has been reduced from "high" to "moderate." He emphasized the importance of cautious borrowing, maintaining revenue discipline, and diversifying exports in the face of pressure on export earnings and the rising debt-to-export ratio.

Farid Ahmed, in his presentation, noted that the goal of the 2025 Medium-Term Debt Strategy is to lower interest rates and extend debt maturity. Under this strategy, the government plans to shift from short-term treasury bills to long-term bonds, with over 90% of debt to remain at fixed interest rates to reduce risk.

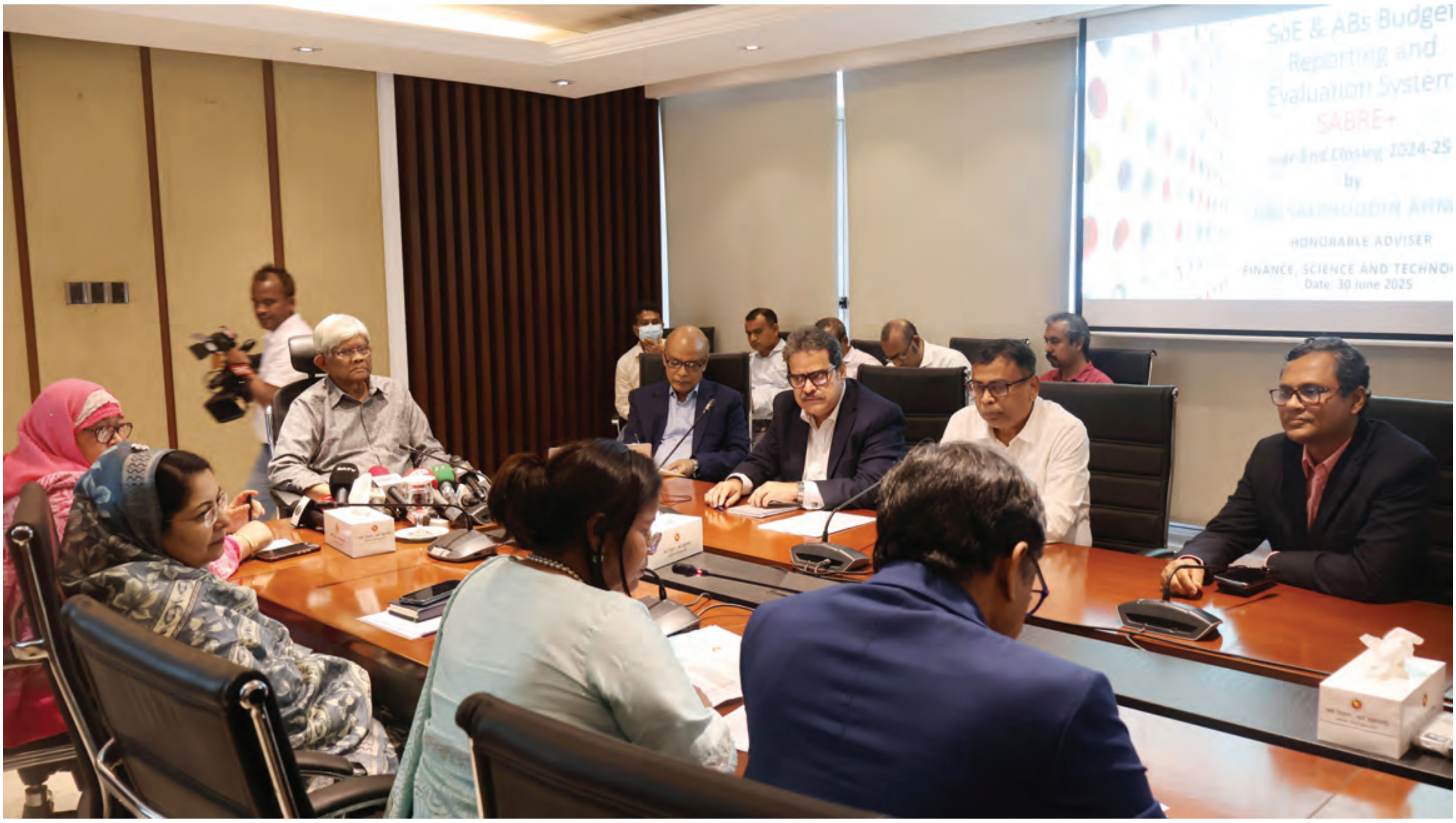
IMF Economist Arindam Roy, in his virtual presentation, said that Bangladesh is advancing strategic debt management reforms to address fiscal and structural challenges, with support from the IMF and World Bank. Due to the depreciation of the Taka, the share of



external debt rose from 37% in FY2023 to 43% in FY2024. Inflation and rising interest rates have significantly increased interest payments.

He also highlighted the need to enhance capacity, conduct training, and promote national ownership to ensure sustainable and effective implementation of debt reforms.

SABRE+ Completes First Year of Transforming Budget Reporting for SoEs



The government has achieved a remarkable milestone in its continuous effort to ensure greater transparency, accountability, and efficiency in the management of public finances. With the successful completion of the first year of the “State-Owned Enterprises (SoE) and Autonomous Bodies (AB) Budget, Reporting and Evaluation Database (SABRE+),” Bangladesh has stepped into a new era of data-driven financial governance.

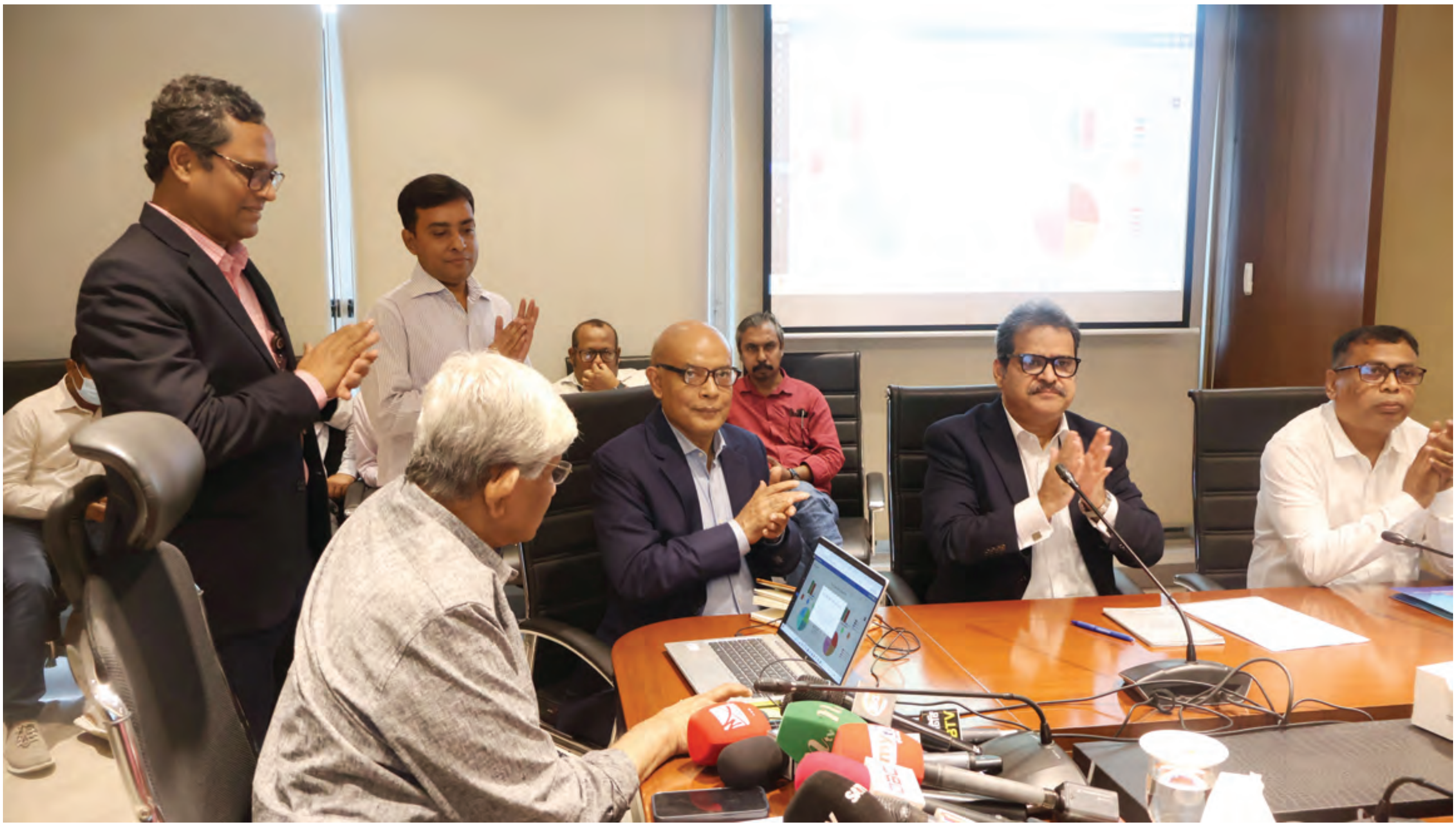
Developed and managed by the Monitoring Cell of the Finance Division, SABRE+ has already been recognized as a game-changer for its role in simplifying budget preparation, improving institutional evaluation, and enhancing fiscal oversight. What was once a heavily paper-based and time-consuming process has now been digitized, enabling real-time monitoring and more reliable financial reporting.

On June 30, 2025, Finance Adviser Dr. Salehuddin Ahmed formally announced the successful preparation of the budget for 72 institutions through SABRE+ at his office in the Finance Division. This figure marks a notable jump from the 49 organizations previously handled manually, reflecting the rapid expansion and acceptance of the system within a short span of time.

Speaking at the announcement, Dr. Ahmed underscored the transformative impact of SABRE+ on public financial management. He stated, “SABRE+ has transformed the way we manage the budgets and performance of state-owned enterprises and autonomous bodies. By shifting to a digital platform, we have ensured not only accuracy and efficiency but also transparency and accountability in the use of public resources.” His remarks highlight the government’s determination to leverage technology as a driver of reform in financial governance.

The journey of SABRE+ began in September 2023, when it was introduced on a pilot basis with 12 organizations. The pilot phase provided a testing ground for the system’s capabilities in handling complex financial data, enabling budget preparation, and assessing institutional performance. Building on that foundation, SABRE+ quickly scaled up. In the fiscal year 2024–25 alone, the system facilitated budget preparation for 72 institutions, calculated debt and contingent liabilities for 101 organizations, assessed fiscal risks, and carried out performance evaluations for 20 institutions.

One of SABRE+’s standout features is its seamless Application Programming Interface (API) integration with iBAS++ — the national financial reporting system of Bangladesh. This integration allows for the automatic exchange of financial data, thereby eliminating duplication of work and ensuring real-time monitoring of



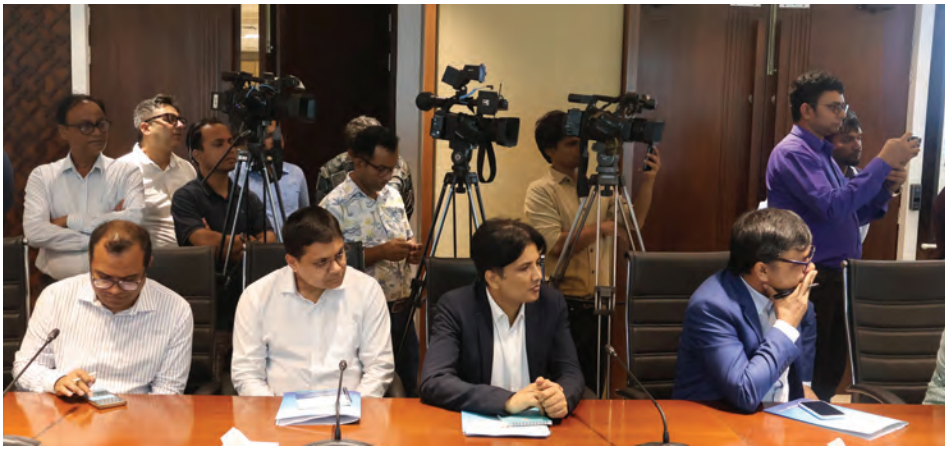
financial flows. As a result, government officials now have access to more consistent, reliable, and timely financial information. This has strengthened the Finance Division's capacity to make informed decisions and improved the credibility of financial reporting.

Officials of the Finance Division have pointed out that SABRE+ goes beyond digitization. It provides a comprehensive digital platform capable of supporting budget preparation, debt tracking, fiscal risk assessment, and performance evaluation. This holistic approach enables policymakers to identify inefficiencies, monitor institutional progress, and introduce necessary reforms where needed.

For decades, transparency and accountability have remained persistent challenges in the management of State-Owned Enterprises and Autonomous Bodies, many of which deal with substantial public resources. The manual system often left room for delays, errors, and weak oversight. SABRE+, by digitizing the entire reporting and monitoring process, is expected to minimize such inefficiencies. Its structured data framework improves governance practices and strengthens public trust by making financial management more transparent and accessible.

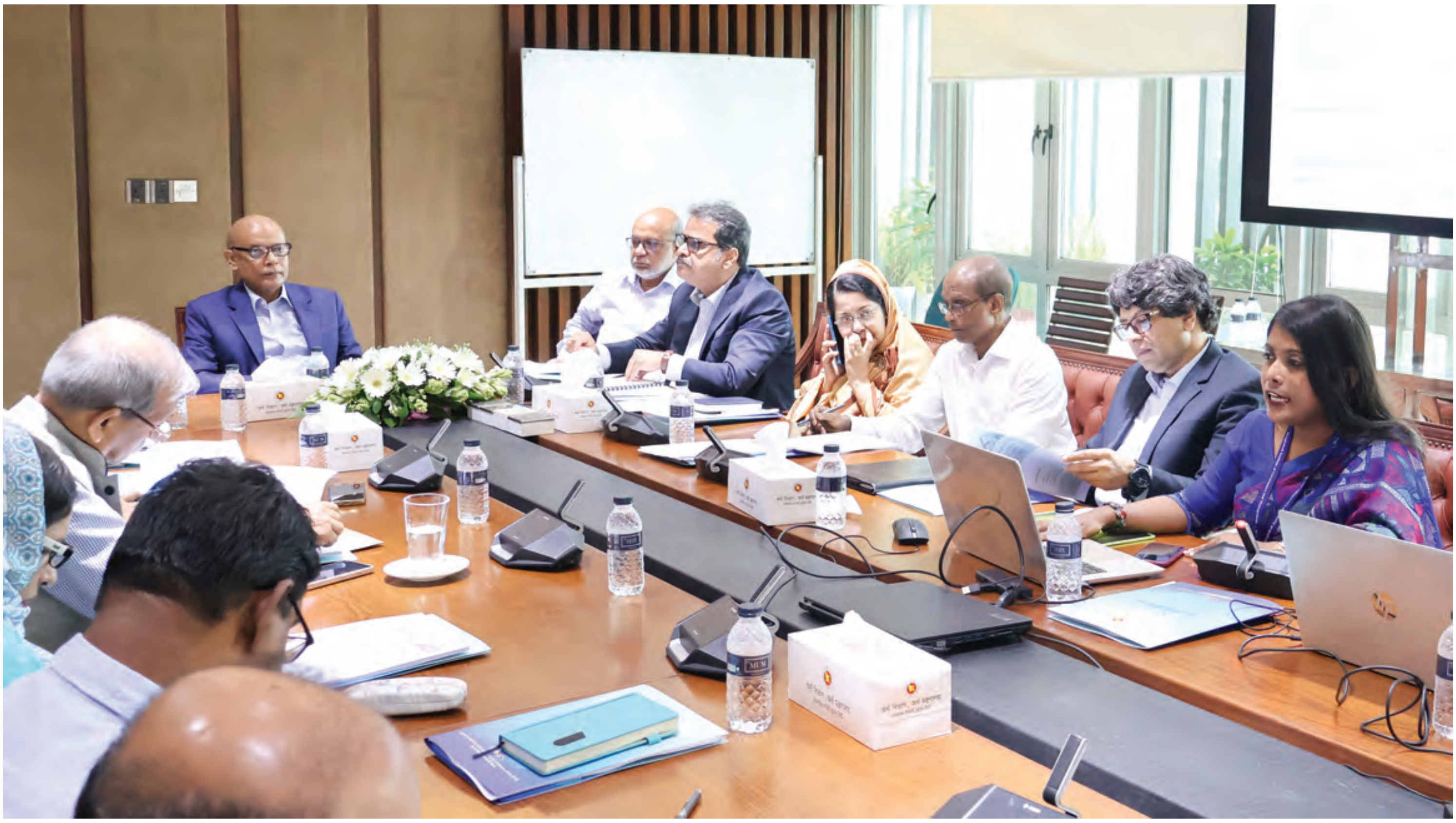
The government aims to expand SABRE+ to cover nearly 400 state-owned and autonomous institutions over the next few years. Once achieved, this expansion will create a unified and comprehensive digital framework for managing the financial activities of major public institutions. Such a framework will not only streamline internal processes but will also contribute significantly to sustainable fiscal discipline and the responsible use of public resources.

The success of SABRE+ also reflects a broader commitment of the government to embrace

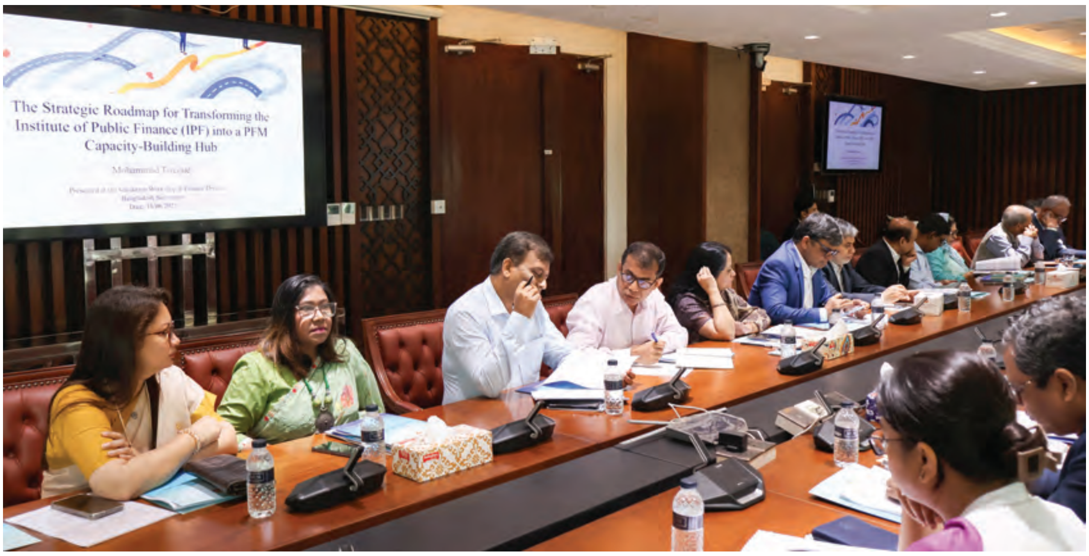


technology-driven reforms. By streamlining budget processes, improving accuracy, and enabling greater accountability, SABRE+ has demonstrated how innovation can reinforce good governance. Experts believe that the system, once expanded nationwide, will strengthen the foundations of fiscal policy, improve financial risk management, and ensure that public funds are used more effectively for the welfare of citizens.

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

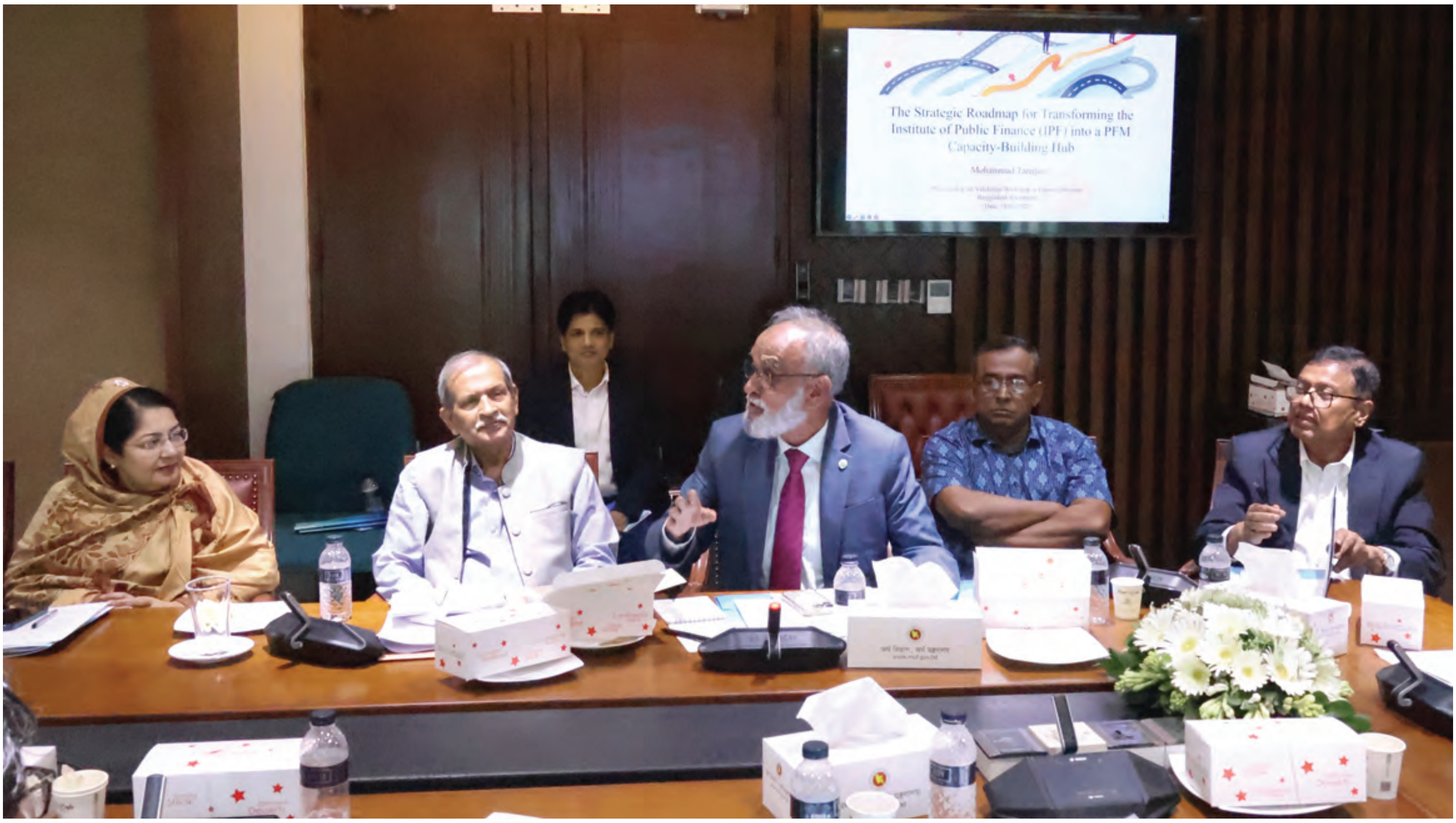


A significant step toward enhancing Public Financial Management (PFM) capabilities in Bangladesh was taken today as the Finance Division, Ministry of Finance, hosted a high-level validation workshop on the proposed transformation of the Institute of Public Finance (IPF) into a comprehensive PFM Capacity-Building 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 Secretay 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.

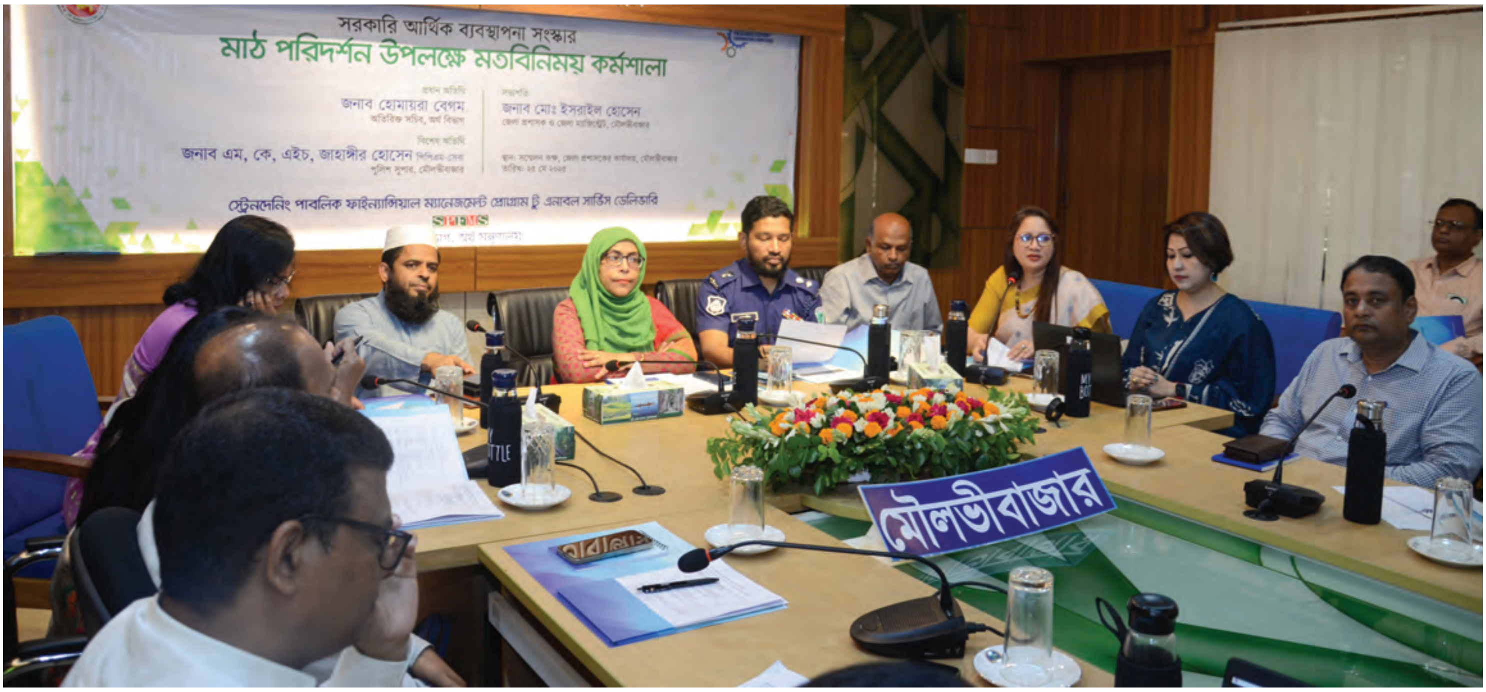
The roadmap is structured in three distinct phases:

- 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.

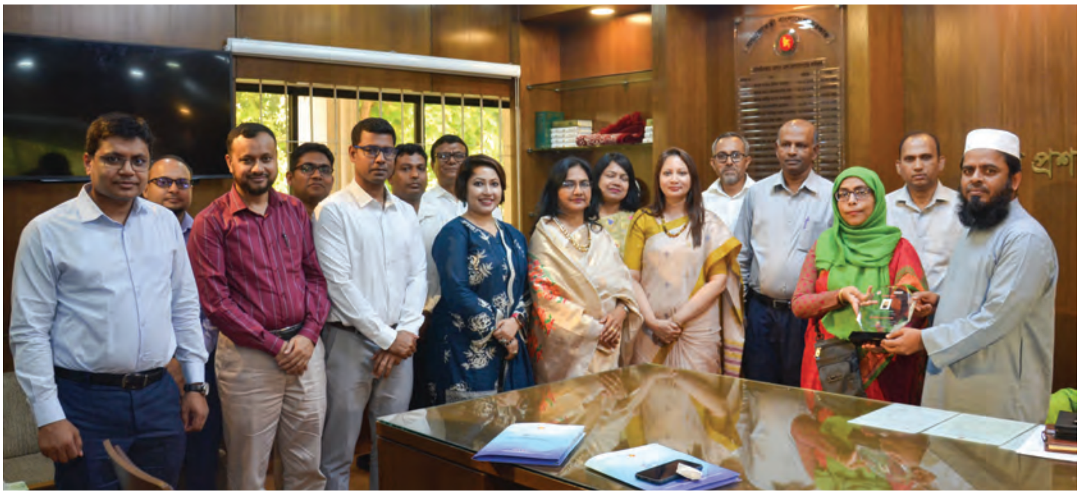
The workshop concluded with an open discussion session, where stakeholders provided valuable feedback and expressed strong support for the implementation of the roadmap. The validation of this roadmap marks a crucial milestone in Bangladesh's ongoing PFM reform journey and underscores the government's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

PFM Field Inspection Conducted in Moulvibazar District and Barlekha Upazila



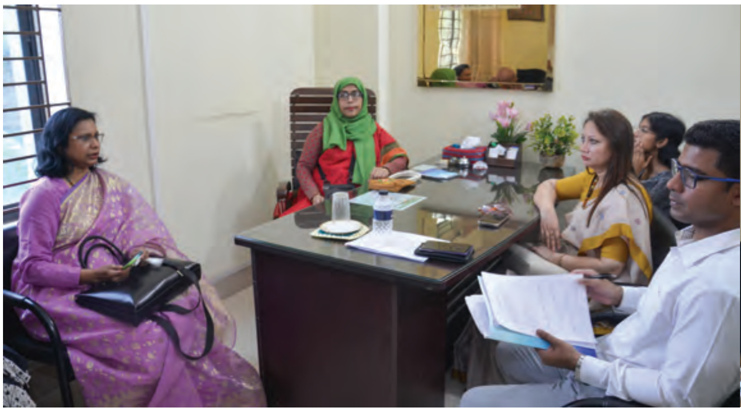
A 22-member Public Financial Management (PFM) Field Inspection Team, led by Homayra Begum, Additional Secretary (State-Owned Enterprise-1), Finance Division, conducted a comprehensive field visit to Moulvibazar District and Barlekha Upazila from May 25 to May 26, 2025. The visit, organized under the 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.

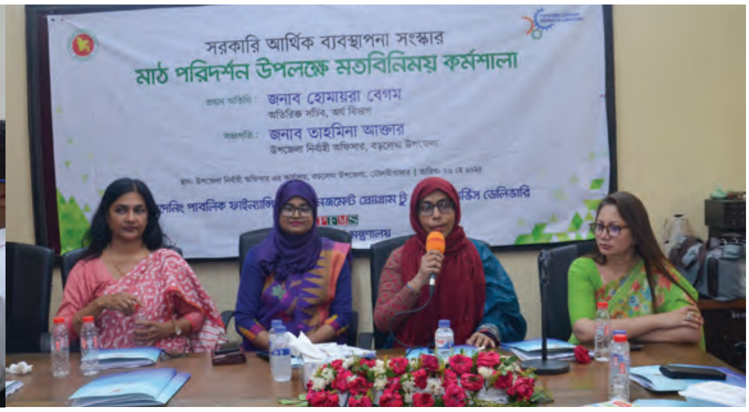
The primary objective of the inspection was to assess the current status of public service delivery, understand operational realities at the grassroots level, and identify systemic challenges that hinder the efficient implementation of financial management reforms. The team sought to gather first-hand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

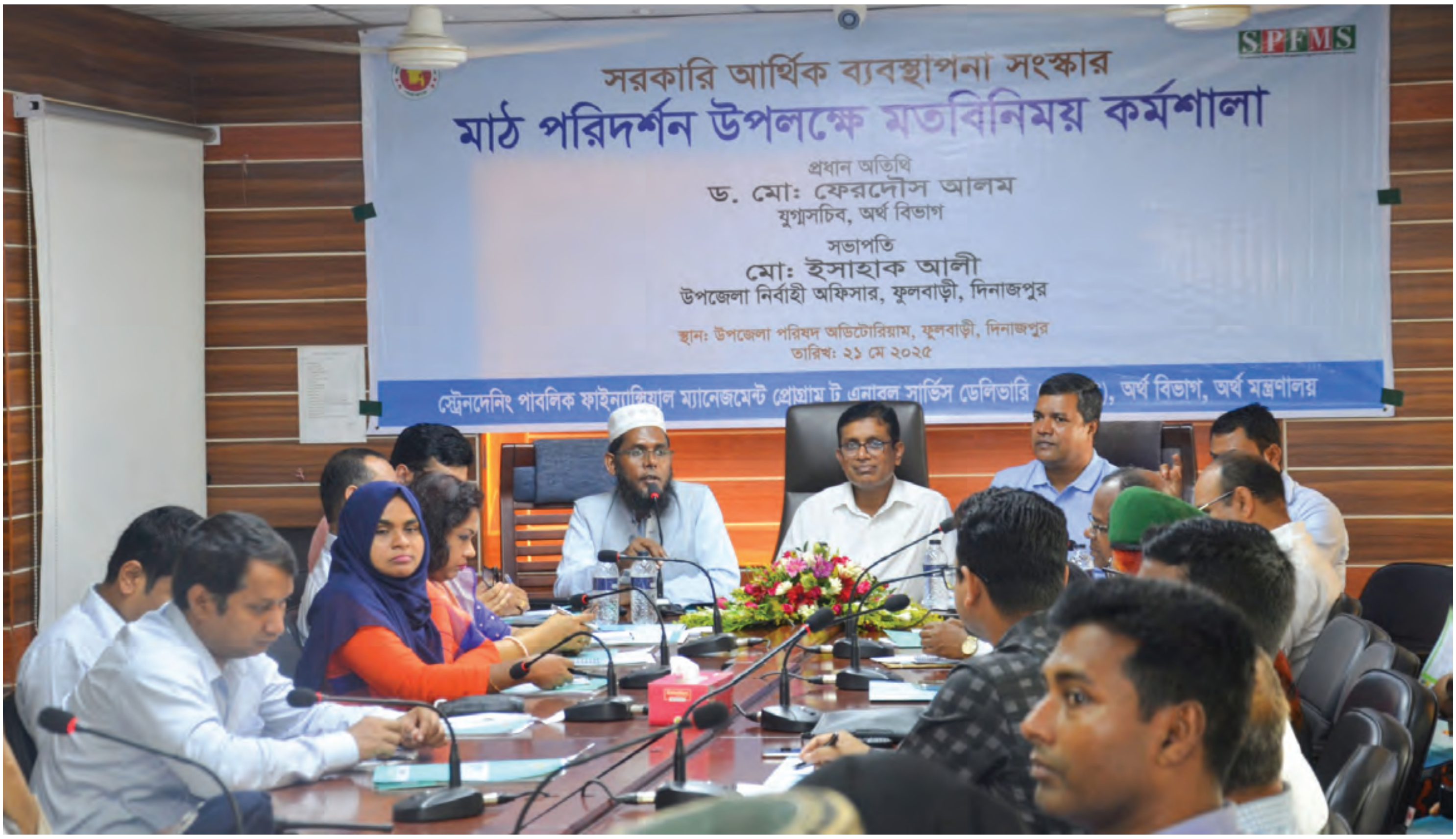
Dr. Mahfuza Begum once again delivered a comprehensive presentation on the reform initiatives, elaborating on the progress made and the road ahead. Keynote discussants included Dilara Begum and Md. Tabibur Rahman, Deputy Secretary (Development-2), Ministry of Primary and Mass Education while Rizwana 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.

PFM Field Inspection Conducted in Dinajpur District and Fulbari Upazila

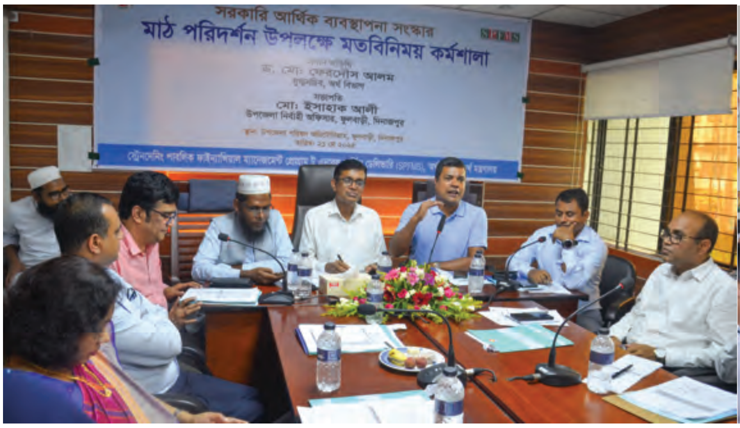


A 22-member Public Financial Management (PFM) Field Inspection Team, headed by Dr. Md. Fardous Alom, Joint Secretary of the Finance Division, carried out a comprehensive field visit to Dinajpur District and Fulbari Upazila from May 20 to May 21, 2025.

This visit was conducted under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) of the Finance Division. The program aims to improve fiscal governance, enhance transparency, and ensure better utilization of public resources for effective service delivery.

The primary objectives of the inspection were- Assessment of Public Service Delivery – Evaluating the efficiency and effectiveness of government services provided at the district and upazila levels; Identification of Challenges – Understanding the difficulties and bottlenecks faced by local institutions in delivering services, including administrative, financial, and technical constraints; Stakeholder Engagement – Interacting with local government officials, service providers, and beneficiaries to gain first-hand insights into existing practices and their outcomes and Monitoring and Accountability – Reviewing how public financial management practices are being implemented and ensuring that government resources are being used properly.

Through this field inspection, the team sought to bridge the gap between policy formulation at the central level and implementation at the grassroots. The findings are expected to contribute to future reforms aimed at strengthening fiscal discipline, promoting transparency,



and enhancing the quality of public services across the country.

Workshop in Dinajpur

As part of the planned activities, a Consultation Workshop on Public Financial Reform was held on May 20, 2025, at the office of the Deputy Commissioner in Dinajpur. Dr. Md. Fardous Alom attended the event as the Chief Guest. The workshop was presided over by Md. Riaj Uddin, Deputy Director of Local Government, Dinajpur, and Dr. Md. Asif Ferdous, Civil Surgeon of Dinajpur attended as the Special Guest.

Dr. Abdur Rahim, Joint Secretary and Program Executive & Coordinator of the scheme Improving the Budget Process through Capacity Development of BMCs and BWGs under SPFMS, delivered a comprehensive presentation on the government's PFM reform initiatives. The session was moderated by Muhammad Ali Prince, Deputy Secretary and Senior Consultant for Training and Capacity Building at SPFMS, Finance Division.

Government officials from various departments in Dinajpur district participated in the workshop. They shared their experiences and challenges in public service delivery. The inspection team addressed these concerns and took notes for future action.

Workshop in Fulbari

On May 21, 2025, a similar Consultation Workshop was held at the office of the Upazila Nirbahi Officer (UNO) in Fulbari Upazila, with Dr. Md. Fardous Alom as Chief Guest. The workshop was chaired by UNO Md. Ishak Ali, with Dr. Md. Moshiur Rahman, Upazila Health and Family Planning Officer, attending as the Special Guest.

Dr. Abdur Rahim once again provided an in-depth presentation on PFM reform initiatives. The session was moderated by Muhammad Ali Prince. Officials from various government departments in Fulbari Upazila attended and actively shared their service delivery experiences and challenges.

Field Visits

To complement the workshops, the 22-member PFM Field Inspection Team was divided into four inspection sub-groups along with one central coordination group. These groups were tasked with conducting in-depth visits to five key government institutions at both the district and upazila levels.

The institutions visited included:

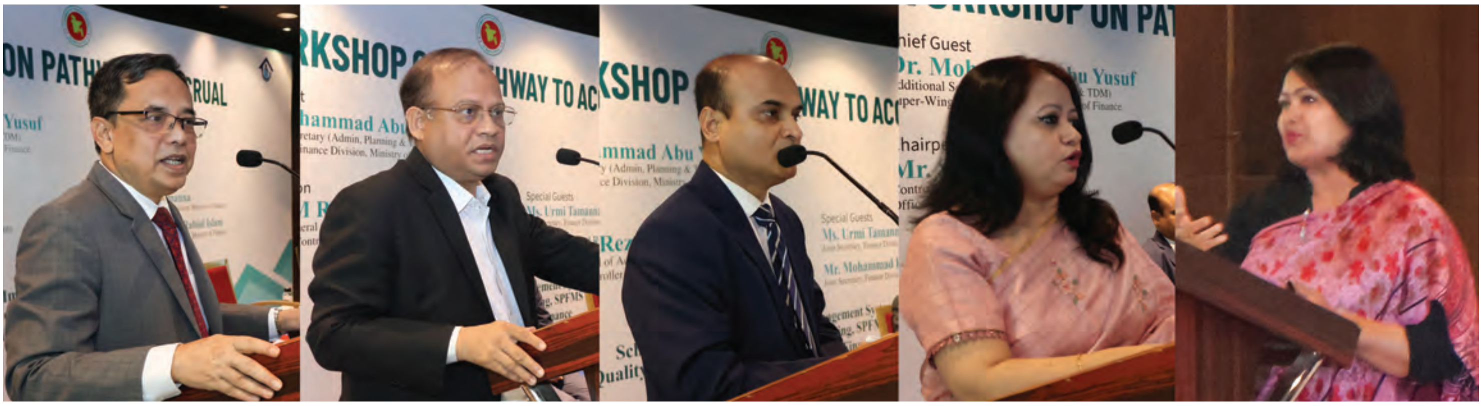
- The Office of Social Welfare
- The Office of Women Affairs
- The Civil Surgeon's Office/Upazila Health Complexes
- The District/Upazila Accounts Office
- Two selected educational institutions (covering both schools and colleges)

During the visits, the inspection teams employed structured questionnaires to systematically collect data. Additionally, they carried out face-to-face interviews with various stakeholders. These included: Beneficiaries of social safety net programs (to assess the effectiveness and accessibility of welfare schemes); Students and teaching staff from schools and colleges (to evaluate educational services and learning environments) and Healthcare providers and

patients at health complexes (to review the availability, quality, and responsiveness of health services)

The feedback gathered from these diverse groups provided valuable insights into how public services are functioning at the grassroots level. The exercise helped the team understand not only the strengths of the current system but also the practical challenges and bottlenecks that citizens face in accessing essential services.

Bangladesh Embarks on Accrual Accounting Journey to Strengthen Public Finance



The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) program of the Finance Division has initiated important discussions on the country's pathway toward accrual-based accounting. While Bangladesh is currently implementing the IPSAS Cash Basis framework, this step is seen as a foundation for future reforms. To assess institutional strengths, identify weaknesses, and understand the challenges ahead, a day-long national workshop titled "Pathway to Accrual" was held on 7 May 2025 at the Hotel InterContinental in Dhaka. The workshop brought together senior policymakers, financial managers, and academics to deliberate on opportunities and outline possible directions for this ambitious reform.

The initiative is being undertaken under the Scheme on Improving Pension Management System and Quality & Timeliness of Financial Reporting of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The workshop was inaugurated by Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM) as the Chief Guest. The event was chaired by S. M. Rezvi, Controller General of Accounts, while Joint Secretary of the Finance Division Mohammad Rabiul Islam and Urmi Tamanna joined as Special Guests. Dr. Mahfuza Begum, Deputy Secretary and Program Executive & Coordinator of SPFMS made welcome speech.

The event brought together more than 50 senior officials from various branches of the Finance Division, offices of the Comptroller and Auditor General (CAG), the Controller General of Accounts (CGA), the Controller General Defence Finance (CGDF), the Additional Director General (Finance) of Bangladesh Railway, and the SPFMS project team.

In his inaugural address, Dr. Abu Yusuf emphasized that accrual-based accounting is essential for ensuring a more accurate reflection of the government's financial obligations and liabilities. He pointed out that such a system would allow the government not only to present a clearer picture of its financial position but also to strengthen decision-making in resource allocation, debt management, and long-term fiscal planning.

The keynote presentation was delivered by Mohammad

Kabir Hossain, Additional Controller General of Accounts, who provided a detailed overview of the rationale, challenges, and roadmap for adopting accrual accounting in Bangladesh. He explained that unlike the traditional cash-based system, which records transactions only when money changes hands, accrual-based accounting captures all government assets, liabilities, revenues, and expenditures at the time they occur. He noted that this system, aligned with international standards such as the International Public Sector Accounting Standards (IPSAS), would significantly enhance transparency, accountability, and efficiency in financial reporting, thereby contributing to improved public service delivery.

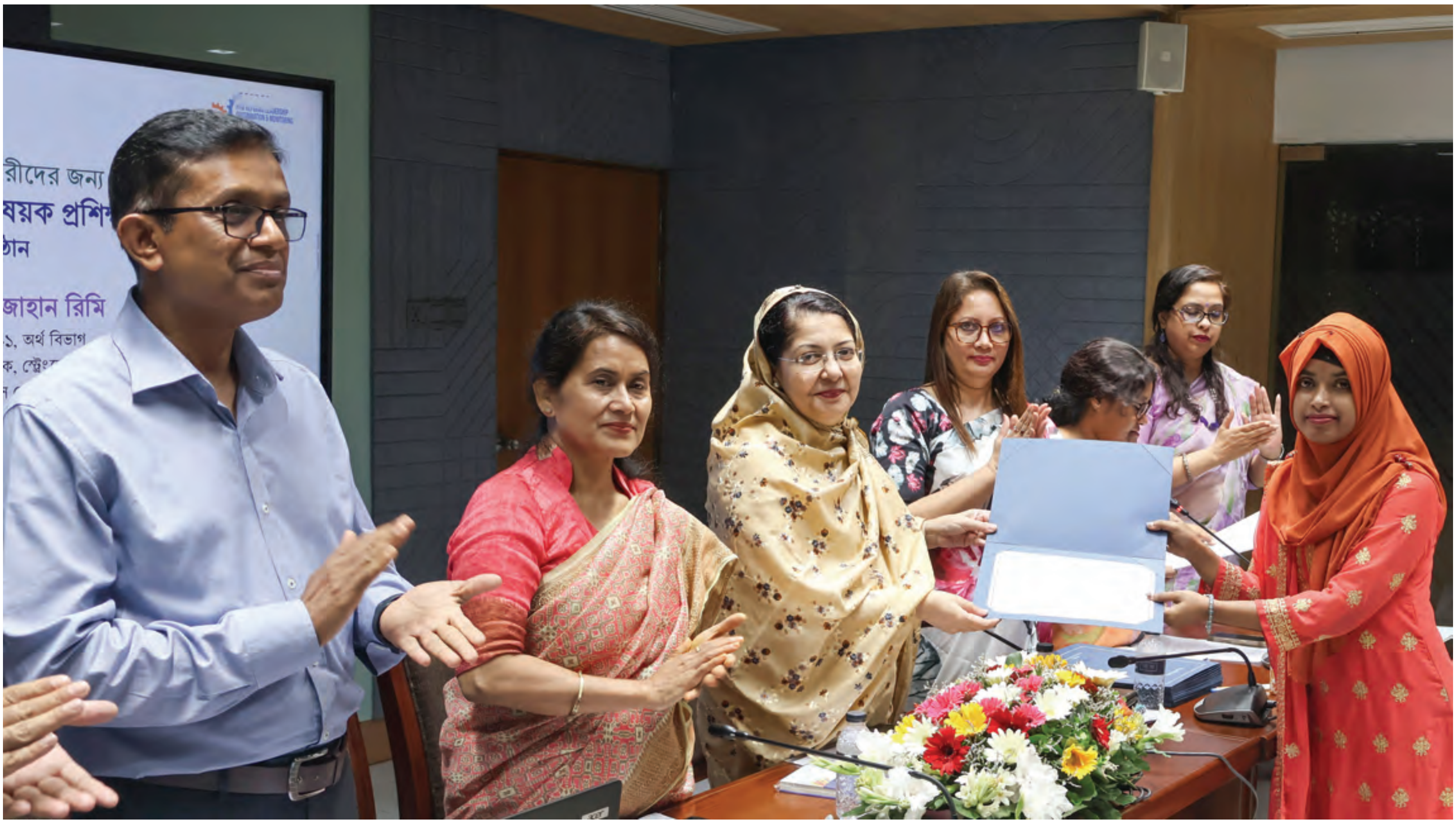
The workshop featured rich discussions by distinguished experts. Md. Rafiqul Islam, Executive Director of the Financial Reporting Council, highlighted the need for phased reforms to ensure a smooth transition. Professor Al-Amin of the University of Dhaka emphasized the importance of incorporating accrual accounting concepts into academic curricula and building the professional capacity of future financial managers. Md. Mamun-Ul-Mannan, Chief Accounts and Finance Officer of Pension and Fund Management, shared international experiences of countries that had undergone similar reforms, noting both the benefits and the challenges of transitioning to accrual-based systems. All the discussants stressed the need for capacity building, institutional preparedness, and strong financial reporting frameworks to support the reform.

Group discussions among participants generated a series of important recommendations. Participants underlined the importance of conducting detailed cost-benefit analyses of the transition process, developing a comprehensive asset register, and upgrading the Integrated Financial Management Information System (IFMIS) to accommodate accrual-based reporting. They also highlighted the practical challenges of asset valuation and called for clear guidelines and methodologies to address them. Training programs for government officials, the establishment of strong legal and institutional frameworks, and the integration of behavioral and institutional tools to strengthen adoption were also strongly recommended. Transparency and intergenerational fairness emerged as guiding principles to ensure that the benefits of the reform are sustained over time.

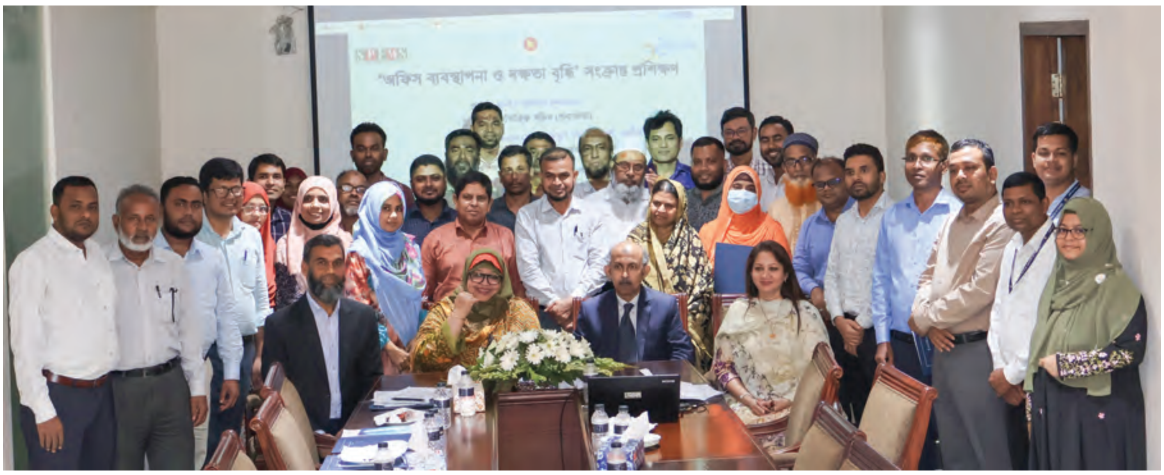
In his closing remarks, S. M. Rezvi, Controller General of Accounts, expressed his optimism about Bangladesh's ability to successfully undertake this transformative reform. He urged all stakeholders to remain committed and coordinated in their efforts, noting that the adoption of accrual-based accounting would ultimately modernize the country's financial management practices and align them with global best standards.

The workshop marked a significant milestone in Bangladesh's public financial management reform agenda. By committing to the adoption of accrual-based accounting, the country is paving the way for stronger fiscal discipline, improved transparency, and better management of public resources. The discussions and recommendations emerging from the event are expected to provide a clear roadmap for moving forward, demonstrating Bangladesh's determination to modernize its financial governance and strengthen the foundations of sustainable development.

Five-Day Training Series to Boost FD Administrative Capacity

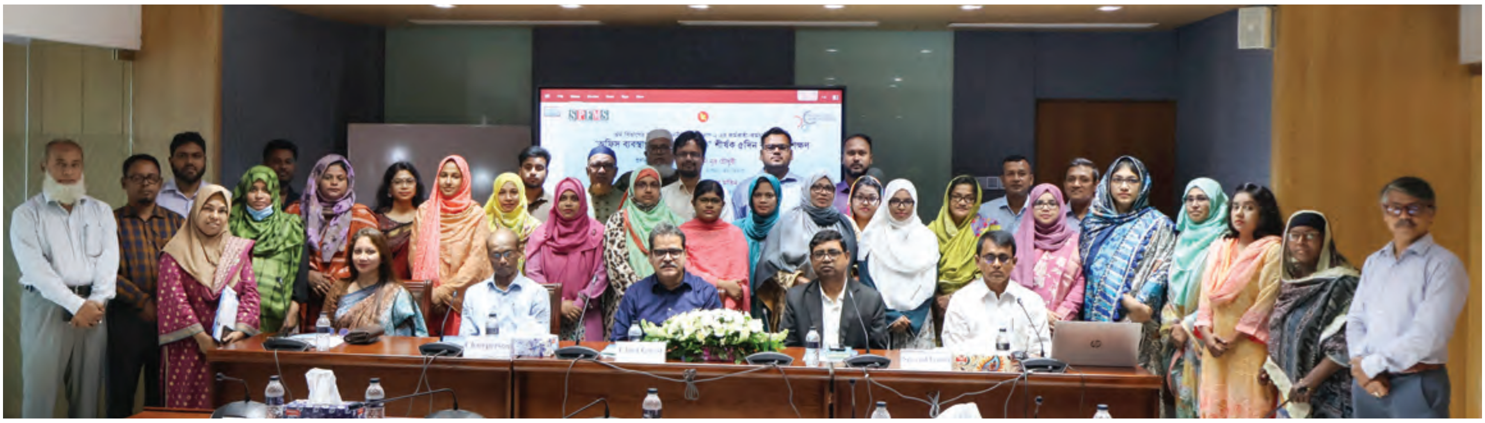


The Finance Division of the Ministry of Finance has successfully organized a series of five-day “Office Management and Skill Development” training programs under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). These initiatives were designed to enhance administrative efficiency, professional skills, and leadership capacity among government officials, with particular emphasis on building institutional strength to support public financial management reforms.

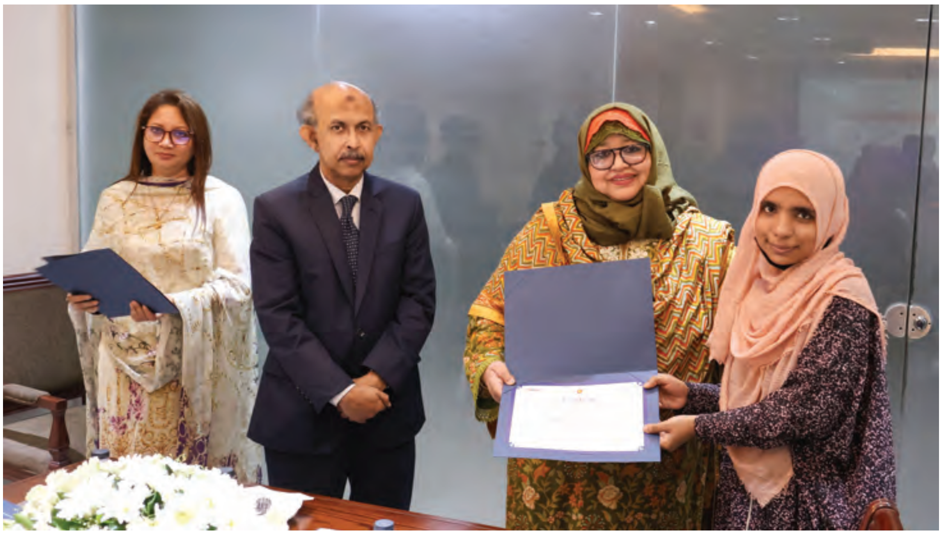


The programs were conducted separately for different wings of the Finance Division, including the Implementation Wing, Macroeconomics Wing, Law Wing, Regulations, State-Owned Enterprises Department, Budget Wing-2, and other sections. In total, more than seventy-five officials took part in the sessions held in May and June 2025. Each program featured a comprehensive curriculum covering topics such as the Secretariat Instructions 2024, the Government Service Act 2018, and the Rules of Business 1996. Participants received training on personnel administration, leave rules, and pay grade determination under the National Pay Scale 2015, along with detailed discussions on provisions for time-scale, selection grade, increments, and special allowances. They also learned the proper methods of preparing and preserving Annual Confidential Reports in accordance with the ACR Guidelines 2023.

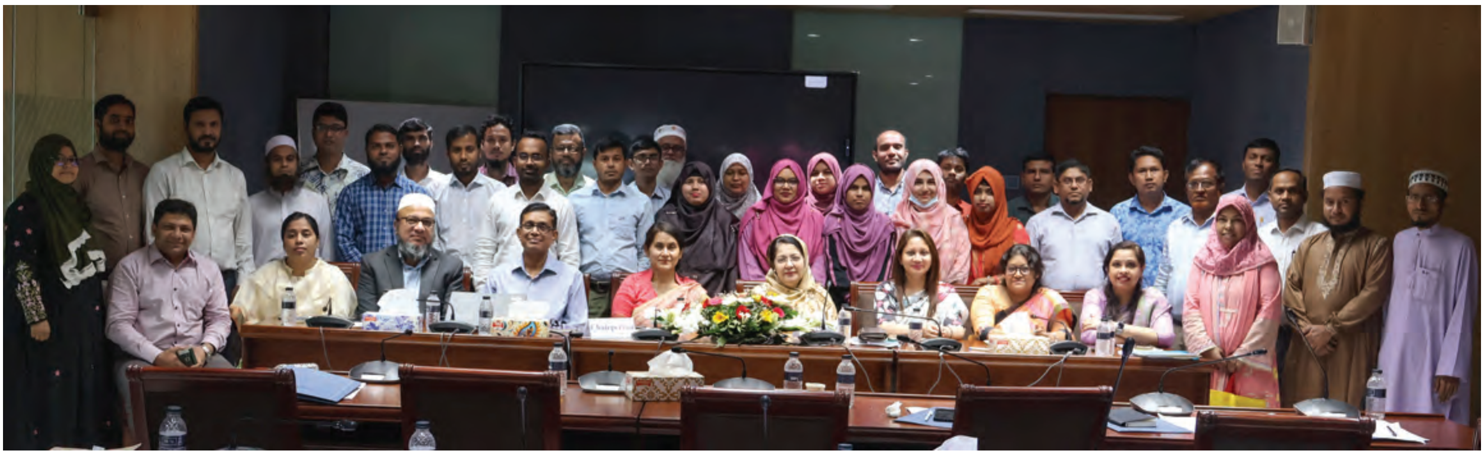
In addition, the courses addressed legal procedures related to appeals, implementation of court verdicts, recruitment rules, and post-retirement benefits. File management practices, including file creation, preservation, destruction, and registrar maintenance,



were thoroughly discussed. A significant focus was placed on digital transformation through extensive training on the government's D-Nothi e-filing system, covering document creation, note preparation, letter drafting, and electronic correspondence. Participants were also introduced to modern ICT tools for official use, including email, messaging, and document sharing, as well as practical sessions on MS Word, Excel, and PowerPoint to strengthen digital competence. The training further emphasized workplace etiquette, professional manners, teamwork, effective communication, and responsible use of social media by government officials.



The programs were inaugurated and chaired by senior officials of the Finance Division, including Nasrin Sultana, Additional Secretary, Regulations, Implementation, Law and State-Owned Enterprises Department; Shirajun Noor Chowdhury, Additional Secretary (Budget); Abul Monsur, Additional Secretary (Macroeconomics-2); and Dilruba Shaheena,

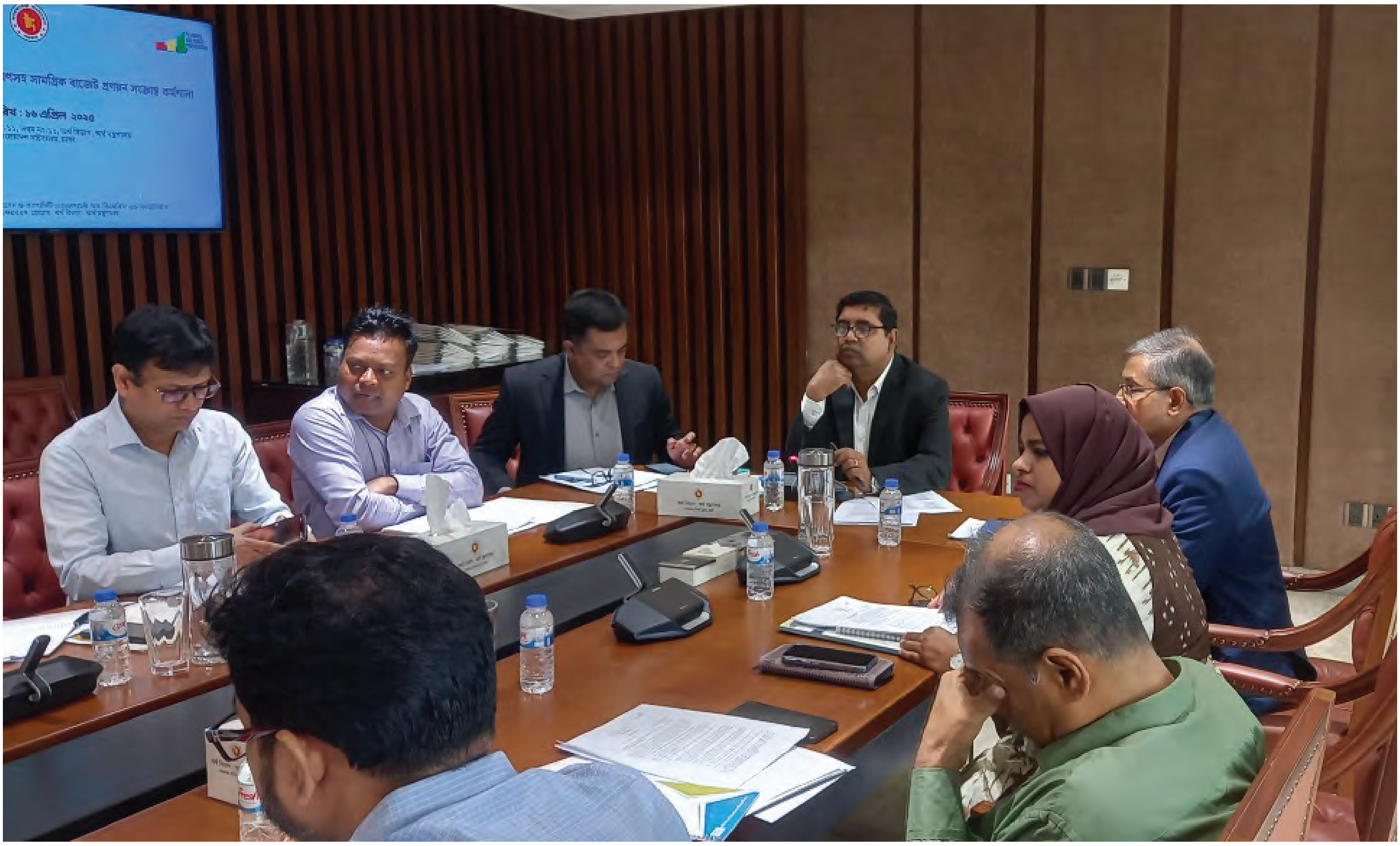


Additional Secretary, Finance Division. Tanima Tasmin, Program Executive Coordinator (Joint Secretary) of SPFMS, delivered welcome remarks at several sessions, stressing the importance of efficiency, leadership, and adaptability in the rapidly evolving administrative environment.

At the closing ceremonies, chief guests underlined the importance of continuous capacity development in ensuring effective public service delivery and maintaining transparency in public financial management. Certificates were distributed to all participants upon successful completion of the programs.

Organizers expressed optimism that the training would significantly enhance the Finance Division's institutional capacity, foster a culture of efficiency and accountability, and contribute to improved policy implementation and service delivery in the public sector.

Budget Formulation and Structure Revision Workshop Highlights Fiscal Priorities



A workshop focusing on the updating of the budget structure and the overall budget formulation process for the fiscal year 2025–26 was held on April 16, 2025, at the Multipurpose Hall of the Finance Division. The workshop was organized by the scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under SPFMS, Finance Division as part of the government's ongoing efforts to ensure a more effective, participatory, and performance-based budgeting system. The workshop brought together officials from 60 ministries, divisions, and commissions under one roof to discuss budget-related strategies and priorities.

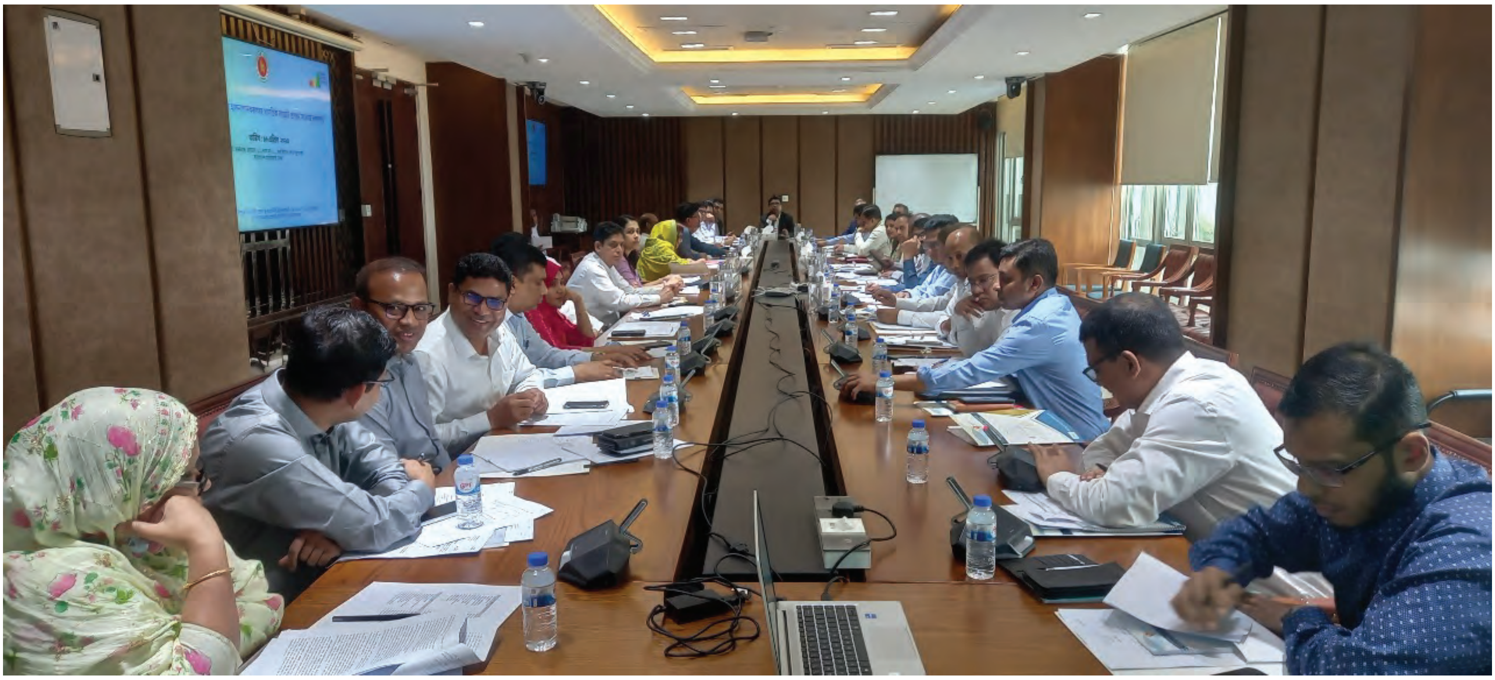
The workshop was aimed at reinforcing fiscal discipline, aligning sectoral priorities with the national development goals, and enhancing the efficiency of public spending. The Ministry of Finance, through the Budget Wing of the Finance Division, coordinated the event as a preparatory initiative before the national budget is placed.

Officials attending the workshop were divided into four thematic groups to ensure in-depth, ministry-specific discussions regarding the revision of the Medium-Term Budget Framework (MTBF) and the proper alignment of resources with policy objectives.

Group A was comprised of representatives from 16 key ministries and divisions, including Ministry of Primary and Mass Education, Financial Institutions Division, Finance Division, Secondary and Higher Education Division, Technical and Madrasa Education Division, Bangladesh Public Service Commission Secretariat, Ministry of Food, Ministry of Disaster Management and Relief, Ministry of Information and Broadcasting, Ministry of Liberation War Affairs, Ministry of Foreign Affairs, Ministry of Social Welfare, Ministry of Women and Children Affairs, Cabinet Division, Anti-Corruption Commission and Ministry of Public Administration.

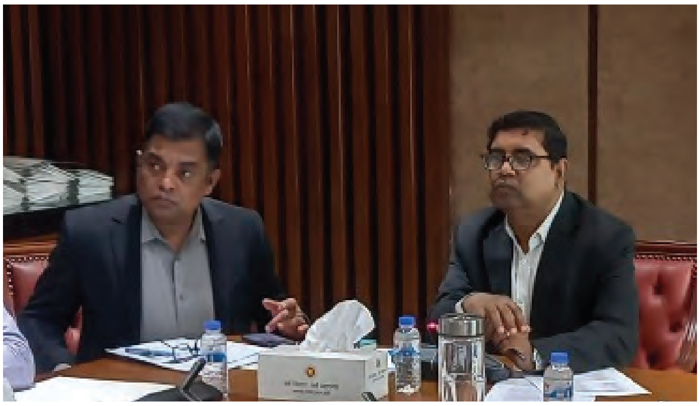
The group focused on aligning social sector spending with outcomes and rationalizing resource allocations for education, food security, disaster resilience, and governance. The discussion was moderated by Bilquis Jahan Rimi, Additional Secretary (Budget-1), along with Muhammad Faruq-Uz-Zaman, Joint Secretary (Budget-1), and Abul Bashar Mohammad Amir Uddin, Joint Secretary (Budget-3) of the Finance Division.

Group B included representatives from 20 ministries and divisions, such as the Office of Office of the President, Health Services Division, Medical Education and Family Welfare Division, Election Commission Secretariat, Ministry of Science and Technology, Office



of the Chief Adviser, Economic Relations Division, Public Security Division, Security Services Division, Ministry of Defense, Armed Forces Division, Internal Resources Division, Parliament Secretariat, Office of the Controller General of Accounts, Law and Justice Division, Legislative and Parliamentary Affair Division, Supreme Court, Ministry of Cultural Affairs, Ministry of Religious Affairs, Ministry of Youth and Sports.

The deliberations centered on improving allocations for public health, strengthening legal and judicial institutions, and ensuring transparency in electoral and defense expenditures. The group was guided by Bilquis Jahan Rimi, Additional Secretary (Budget-1), Rownak Jahan , Joint Secretary (Budget-2), and Mohammad Robiul Islam, Joint Secretary (Budget-7).



Group C consisted of 14 ministries and divisions including Local Government Division, Rural Development and Cooperative Division, Ministry of Commerce, Ministry of Expatriates' Welfare and Overseas Employment, Ministry of Labour and Employment, Ministry of Textiles and Jute, Ministry of Industries, Ministry of Civil Aviation and Tourism, Ministry of Housing and Public Works, Posts and Telecommunications Division, Information and Communication Technology Division, Planning Division, Implementation Monitoring and Evaluation Division and Statistics and Informatics Division

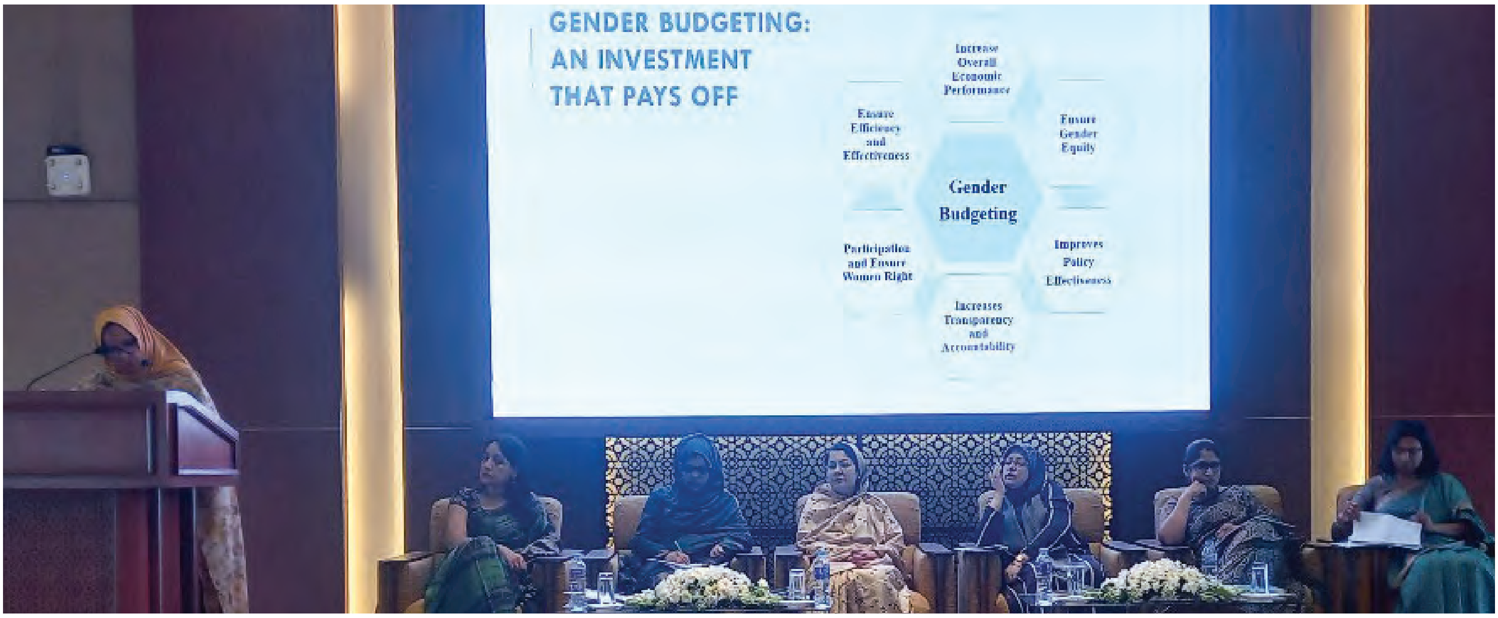
Their discussions focused on fostering economic growth through increased trade facilitation, industrial development, ICT integration, and better monitoring and evaluation of development programs. Md. Hasanul Matin, Additional Secretary (Budget-2), facilitated the discussions alongside Md. Abul Bashar, Joint Secretary (Budget-8), and Md. Tarikul Islam Khan, Joint Secretary (Budget-4).

Group D was composed of 12 ministries and divisions responsible for the infrastructure, agriculture, energy, and environment sectors. These included Power Division, Energy and Mineral Resources Division, Road Transport and Highways Division, Bridges Division, Ministry of Shipping, Ministry of Railways, Ministry of Chattogram Hill Tracts Affairs, Ministry of Land, Ministry of Environment, Forest and Climate Change, Ministry of Water Resources, Ministry of Agriculture and Ministry of Fisheries and Livestock.

This group emphasized investment in renewable energy, sustainable agriculture, and climate-resilient infrastructure. The group's discussion was led by Md. Hasanul Matin, Additional Secretary (Budget-2), with support from Urmi Tamanna, Joint Secretary (Budget-5), and Muhammad Abul Kashem, Joint Secretary (Budget-6).

The workshop provided a vital platform for stakeholders to review existing challenges in public financial management and explore innovative approaches to make the budget more realistic, inclusive, and performance-driven. It also reinforced the Finance Division's commitment to building a culture of accountability and evidence-based decision-making through inter-ministerial coordination.

Gender Budget 2025–26 Aims to Bridge Economic Gaps for Women



A day-long workshop on the "Gender Budget Report 2025–26" was held on May 8, 2025, at the Multipurpose Hall of the Finance Division, aiming to deepen understanding and promote dialogue around gender-responsive budgeting in Bangladesh.

Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under SPFMS, Finance Division organized the workshop. Senior officials, academics, development partners, and representatives from 46 government ministries, divisions, directorates, and agencies participated in the workshop.

The event was inaugurated by Shirajun Noor Chowdhury, Additional Secretary, Budget and Macroeconomics Wing, Finance Division as the Chief Guest. Bilquis Jahan Rimi, Additional Secretary, Budget-1, and National Program Director, Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) chaired the workshop and Dr. Mohammad Abu Yusuf, Additional Secretary (Administration, Planning and TDM), and Md. Hasanul Matin, Additional Secretary (Budget-2), Finance Division attended the event as special guests. The welcome remarks were delivered by

Abul Basher Md. Amir Uddin , Joint Secretary, Finance Division.

The keynote paper was presented by Dr. Nadira Sultana, Joint Secretary. Finance Division and the session was moderated by Mahedi Masuduzzaman, Joint Secretary, Finance Division,

The panel discussion brought together voices from both government and academia. Panelists included Nargis Khanam, Additional Secretary, Ministry of Social Welfare; Syeda Lashna Kabir, Professor, Department of Public Administration , University of Dhaka; Dr. Tania Haque, Professor, Department of Women and Gender Studies, University of Dhaka; Dilara Begum, Joint Secretary, Ministry of Women and Children Affairs; and Sharmin Islam, Gender Team Leader, UNDP Bangladesh.

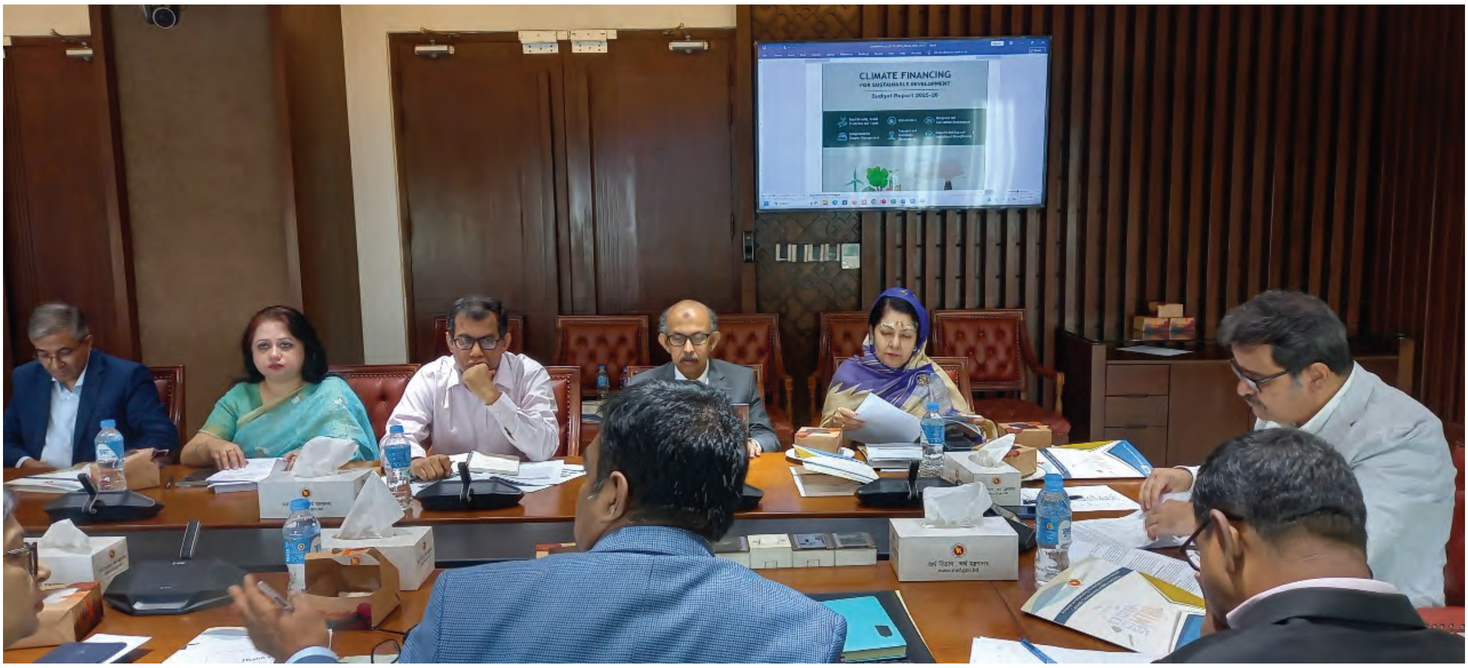
In her presentation, Dr. Nadira Sultana highlighted key features of the Gender Budget 2025–26. While the total allocation has seen a marginal decline compared to the previous fiscal year, the budget introduces several transformative and forward-looking initiatives. Among the most significant is the introduction of a Tk 125 crore special fund aimed at supporting women entrepreneurs—a clear indication of the government's intent to boost women's economic engagement.

One of the most progressive aspects of the budget is the government's official recognition of unpaid household labour performed by women. For the first time, steps will be taken to quantify the contribution of domestic and caregiving responsibilities carried out by women, with plans to eventually integrate this data into national economic indicators such as GDP.

Furthermore, allocations under the sector of economic participation and equality have been slightly increased, reflecting a gradual policy shift towards promoting financial inclusion and empowerment of women. These efforts are expected to contribute meaningfully to the Sustainable Development Goals (SDGs), particularly Goal 5 on gender equality.

Speakers emphasized the importance of effective implementation, cross-ministerial coordination, and increased capacity-building to maximize the impact of gender-responsive budgeting. The workshop concluded with a shared commitment to advancing gender equity through evidence-based fiscal planning and inclusive policy design

Finalizing Climate Financing for Sustainable Development: Budget Report 2025–26



A high-level workshop on the finalization of the “Climate Financing for Sustainable Development: Budget Report 2025–26” was held on 21 May 2025 at the Conference Room of the Finance Division, organized by scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under SPFMS, Finance Division. The workshop was organized as part of the ongoing efforts of the Government of Bangladesh to institutionalize climate financing within the national budgetary framework and to ensure that fiscal strategies are aligned with the country’s long-term development and resilience objectives.

Shirajun Noor Chowdhury, Additional Secretary, Budget and Macroeconomics Wing of the Finance Division, attended the event as the Chief Guest. The session was chaired by Md. Hasanul Matin, Additional Secretary, Budget-2. Among the distinguished participants were Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), as well as Md. Nazmul Huda Siddiqui, ndc, Additional Secretary, Implementation Wing of the Finance Division.

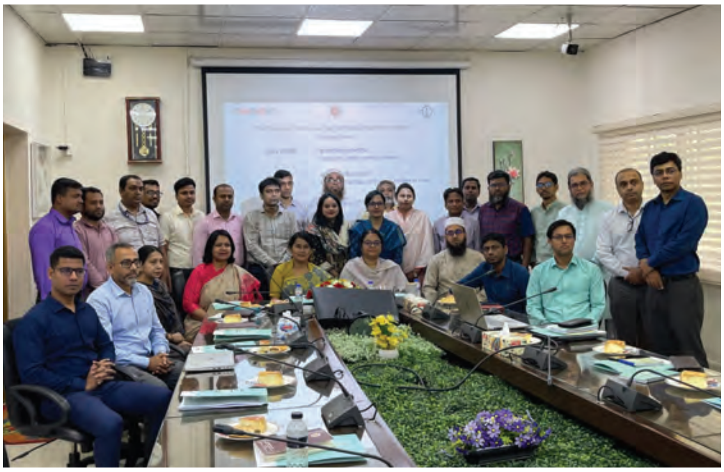
The keynote presentation was delivered by Milia Sharmin, Joint Secretary of the Finance Division, who outlined the key objectives, methodology, and findings of the draft report. Her presentation emphasized the importance of climate-responsive budgeting as a vital mechanism for promoting sustainability and safeguarding vulnerable communities against the adverse effects of climate change. The session was moderated by Muhammad Abul Kasem, Joint Secretary, Finance Division.

Three senior officials of the Finance Division—Mahedi Masuduzzaman, Md. Tarikul Islam Khan, and Muhammad Faruq-Uz-Zaman—served as discussants, providing critical insights and expert recommendations on the proposed report. Senior officials from various wings of the Finance Division also actively participated in the deliberations, sharing valuable feedback and practical suggestions. Following thorough discussions, the workshop reached a consensus on the final draft, and the “Climate Financing for Sustainable Development: Budget Report 2025–26” was formally adopted.

It is worth noting that prior to this finalization workshop, a preparatory workshop was held on 4 May 2025. That session brought together representatives from 25 ministries and divisions, who played a pivotal role in shaping the draft report. Their contributions ensured that the budget report reflects a comprehensive and inclusive perspective, incorporating the cross-sectoral priorities of the government.

The finalized budget report is expected to serve as a guiding document for embedding climate financing into Bangladesh’s fiscal policies. By integrating sustainability and resilience into budgetary planning, the government aims to mobilize resources more effectively and strengthen institutional capacity to respond to climate-related challenges. Ultimately, this initiative underscores Bangladesh’s commitment to pursuing sustainable development while addressing the pressing global issue of climate change.

Training on Gratuity and GPF Final Payment Through EFT held



A two-day specialized training program titled “Gratuity and GPF Final Payment Through EFT” was held from 22April to 23 April 2025 at the Conference Room of the Office of the Controller General of Accounts (CGA), Dhaka aiming to streamline retirement-related financial disbursements through digital means.

A total of 80 officials from Chief Accounts and Finance Offices (CAFOs) under four key ministries—Home Affairs, Health and Family Welfare, Primary and Mass Education, and the Local Government Division—are taking part in this capacity-building initiative.

The inaugural session was graced by Ms. Dilruba Shahina, Additional Secretary of the Finance Division as the Chief Guest. In her remarks, she emphasized the government's commitment to modernizing financial management processes, especially in the public sector. She said, the integration of gratuity and GPF final payments into EFT through iBAS++ is a vital step toward ensuring transparency, accountability, and efficiency.

The session was chaired by Ms. Farmin Mowla, Additional CGA (Administration), who highlighted the practical benefits of the new system and underscored the importance of proper training for a smooth transition.

The training has been designed to acquaint participants with the upcoming Electronic Fund Transfer (EFT) feature for gratuity and General Provident Fund (GPF) final payments, which will soon be integrated into the iBAS++ platform. The training will prepare the participants for a pilot implementation of the feature within their respective offices.

Officials expressed optimism that the digitalization of such financial processes will reduce paperwork, minimize delays, and curb irregularities in fund disbursement to retired government employees.

Following the successful conclusion of the training, the new EFT-based functionality is expected to be piloted in the participating CAFO offices before a nationwide rollout.

CGA Organizes Workshop to Streamline Contractor Deposit Processes

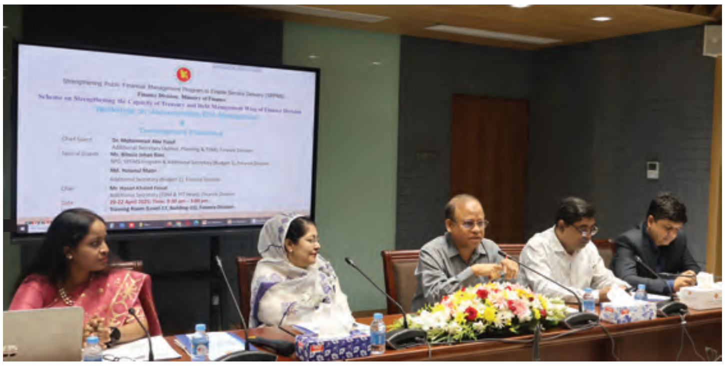
A comprehensive day-long training session was organized at the Conference Room of the Office of the Controller General of Accounts (CGA), focusing on the automation of the Contractor's Security Deposit under the Public Account of the Republic. The program brought together officials from the Local Government Division who are directly involved in managing and implementing various development projects across the country.

The primary aim of the training was to acquaint participants with the ongoing automation initiatives concerning the Contractor’s Security Deposit, an important step toward enhancing efficiency, transparency, and accountability in public financial management. A key highlight of the initiative is the development of a dedicated menu to be integrated into the iBAS++ system, which will enable the digitization and streamlining of processes related to security deposits, reducing manual intervention and improving overall operational efficiency.

The session was formally inaugurated by Mr. A H M Shamsur Rahman, Controller General of Defense Finance, who emphasized the importance of modernizing public financial systems through automation. Dr. Mahfuza Begum also graced the inaugural session as a distinguished guest, highlighting the critical role of technology in ensuring effective financial governance.

Participants engaged in detailed discussions and hands-on demonstrations, gaining practical insights into the automated procedures and learning how the new system will facilitate better tracking, management, and reporting of contractor deposits. The training is expected to play a pivotal role in equipping officials with the skills needed to implement the system effectively and enhance the efficiency of financial management practices within the Local Government Division.

Workshop on Debt Service Liabilities and Development Financing held



A three-day training workshop aimed at enhancing government officials' understanding of Debt Service Liabilities (DSL) management and development financing concluded on Monday at the Finance Division (FD), Ministry of Finance. Organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), the workshop was held in three batches from April 20 to April 22 and targeted officials from various ministries and divisions.

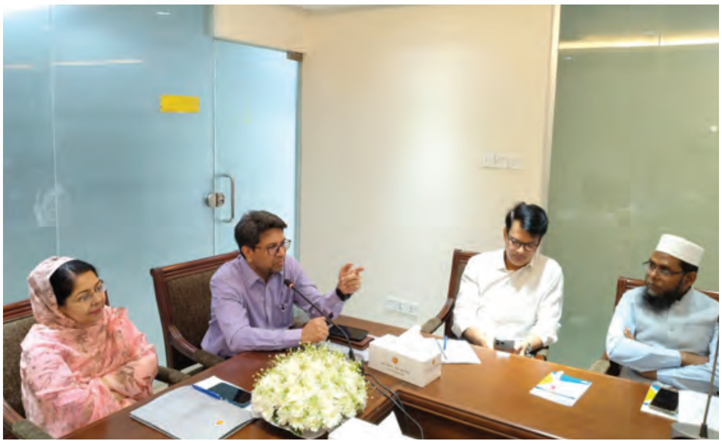
The inaugural session was graced by Dr. Mohammad Abu Yusuf, Additional Secretary of the Finance Division, as Chief Guest, while Hasan Khaled Foisal, Additional Secretary, presided over the event. Bilquis Jahan Rimi, Additional Secretary (Budget-1), and Md. Hasanul Matin, Additional Secretary (Budget-2), attended as special guests.

Senior officials Mohd Rashedul Amin, Joint Secretary of Debt Management, and Mst. Nazneen Sultana, Joint Secretary of Treasury and Debt Management (TDM), participated as key resource persons. Their sessions covered the fundamentals of DSL, fiscal implications of debt servicing, and financing of large-scale development projects.

The workshop emphasized integrating debt service considerations into project planning and execution, encouraging participants to adopt strategic approaches to project design, contract management, and financial planning. Interactive discussions provided clarifications on complex technical issues, enhancing participants' understanding of development financing and DSL management challenges.

A total of 110 officials participated, representing ministries including Finance, Power, Energy and Mineral Resources, Post and Telecommunications, Road Transport and Bridges, Local Government, Shipping, Textiles and Jute, alongside World Bank representatives. Participants appreciated the initiative, highlighting its importance in promoting fiscal responsibility, sustainable borrowing, and sound economic planning.

Two-Day Training Held on Strengthening Procurement Practices



A two-day training program on "The Public Procurement Rules 2008" was held at the Finance Division from April 16 to 17, 2025, under the Scheme on Strengthening of State-Owned Enterprises' Governance of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The event was inaugurated by Shirajun Noor Chowdhury, Additional Secretary (Budget), Finance Division, as Chief Guest, and presided over by Rahima Begum, Director General, Monitoring Cell. Special guests included Homayra Begum, Additional Secretary, State-Owned Enterprise-1, and Md. Amirul Islam, Additional Director General, Monitoring Cell. Md. Tajul Islam, Program Executive and Coordinator of SPFMS, moderated the sessions.

In his remarks, the Chief Guest stressed strict adherence to procurement rules to ensure transparency, accountability, and value-for-money in public expenditure. Rahima Begum highlighted the importance of continuous professional development to strengthen procurement capacity and improve governance in state-owned enterprises.

Sessions were conducted by K M Ali Azam, Joint Secretary, Mohammed Salah Uddin, Deputy Secretary, and Mohammad Nasir Uddin, Senior Consultant, SPFMS. A total of 22 officials from the Finance Division, including senior, mid-level, and junior officers, participated. The training aimed to improve procurement management skills and ensure compliance in public procurement.

The curriculum covered procurement concepts, annual procurement planning, committee roles, requisition procedures, technical specifications, contract management, and evaluation of goods and services. Participants also learned about procurement methods for goods, services, and works, including OTM, LTM, RFQ, QCBS, and ICS.

Participants praised the training and pledged to apply their skills to promote efficient, transparent, and accountable procurement practices.

Workshop on Inter-Operable Organogram Sub-Module Held

A workshop on the Organogram Sub-Module under the iBAS++ system was held on 22 June 2025 at the Finance Division, Ministry of Finance. A total of 256 relivent officials of the Finance Division attended the workshop. The workshop aimed to raise awareness and provide detailed guidance on the use of this innovative government tool for manpower management and administrative efficiency.

Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomy), Finance Division attended the workshop as the Chief Guest. Presided over by Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director, SPFMS, the workshop was also attended by Md. Hasanul Matin, Additional Secretary, Budget-2 and Hasan Khaled Foisal, Additional Secretary, TDM as s Special Guests.

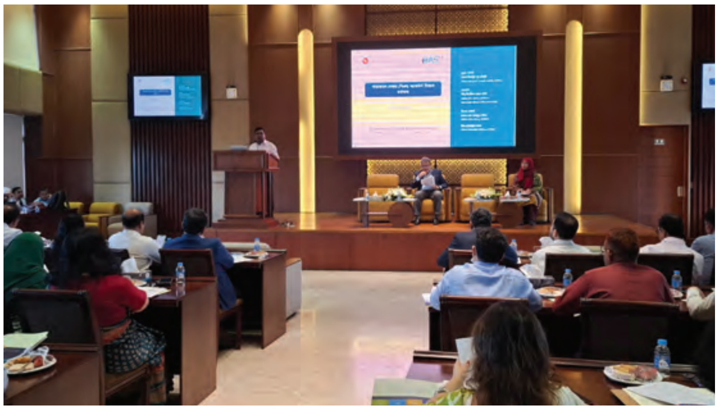
The Organogram Sub-Module is a core component of the iBAS++ Budget Execution module, designed to facilitate the entry, editing, approval, and storage of manpower-related data for ministries, divisions, departments, offices, and agencies. Leveraging this system, government offices can generate accurate, system-driven reports tailored to their operational needs. One of the module's most notable features is its ability to automatically generate organizational charts (organograms) that resembles the existing organograms of Government entities.

Serving as an inter-operable database, the module allows officials from various offices to access and utilize data according to their assigned roles, supporting a wide range of administrative functions and data-driven decision-making processes.

The module has been developed with multiple objectives: maintaining an up-to-date manpower database based on approved structures, facilitating timely HR policy decisions, automating salary and allowance budget preparation, enabling rational manpower planning, enhancing financial transparency and accountability, streamlining staff establishment activities such as postings and promotions, and simplifying pension processing.

The workshop highlighted the module's potential to significantly improve efficiency, transparency in the process of post/organizations creation, abolitionion, vehicle approved and coordination across government institutions.

Workshop on Personal Ledger Accounts Highlights Efficient Cash Management



A workshop on Personal Ledger (PL) Accounts was held on June 17, 2025, at the Secretariat with the participation of around 70 officials. The session focused on strengthening government cash management, reducing interest liabilities, and ensuring more effective utilization of public funds.

Introduced in 2019 under the government treasury system, PL Accounts are designed for autonomous bodies and their projects. The mechanism integrates management of government grants and financial assistance, ensuring transparency, accountability, and efficiency in fund usage.

The Workshop was participated by Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomy), Finance Division as the Chief Guest and Md. Hasanul Matin, Additional Secretary, Budget-2, Finance Division as Special Guest. Bilquis Jahan Rimi, Additional Secretary, Budget-1 and national Program Director, SPFMS presided over the event.

As per Article 84 of the Constitution, the government manages two primary funds: the Consolidated Fund (CF), which covers revenues, loans, and repayments; and the Public Account of the Republic (PAR), which includes all other public money. The PL Account acts as a bridge between these funds, enabling controlled and efficient transfers.

Officials highlighted several key impacts of PL Accounts. These include improved control over fund transfers without affecting the Treasury Single Account (TSA) balance, efficient surplus fund utilization to reduce debt servicing costs, and strengthening coordinated debt management. The TSA consolidates all government cash under a unified platform, ensuring payment readiness even with limited reserves.

Additionally, PL Accounts have helped lower government borrowing needs, thereby reducing interest burdens. The electronic fund transfer (EFT)-enabled system ensures secure, timely disbursements while minimizing operational risks.

Participants discussed challenges and opportunities in implementing PL Accounts and stressed their significance in promoting sound fiscal discipline and long-term financial stability for Bangladesh.

Workshop on Public Asset Register to Strengthen Asset Management

A workshop on the Public Asset Register was held on 19 June 2025 at the Secretariat today, highlighting the government's ongoing efforts to enhance transparency, efficiency, and accountability in managing non-financial public assets.

The Finance Division has developed the Public Asset Register, integrated with the iBAS++ system, as part of Activity-25 of the PFM Reform Action Plan (2024–2028), which aims to inventory, value, and register all fixed government assets. The web-based system, accessible at https://asset.finance.gov.bd, enables automated tracking and monitoring of government property.

Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomy), Finance Division attended the workshop as the Chief Guest. Presided over by Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director, SPFMS, the workshop was also Md. Hasanul Matin, Additional Secretary, Budget-2 and Homayra Begum, Additional Secretary, State Owned Enterprise (SOE)-1, Finance Division.

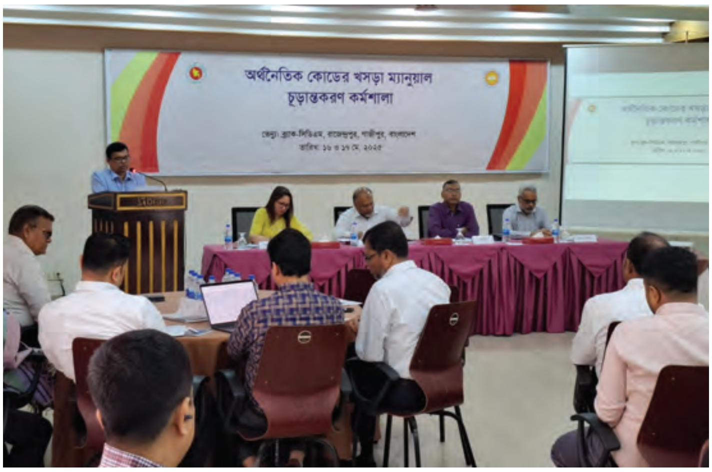
Key objectives of the Public Asset Register include creating an accurate stock of non-financial assets, linking maintenance costs to individual assets, tagging office furniture and equipment to officials to prevent misuse, and managing approved vehicles with allocated fuel limits for cost savings.

In addition to this, the initiative is designed to include climate risk and vulnerability data for new assets, ensuring that the impacts of climate change are reflected in asset management and valuation.

To expedite the implementation, the Finance Division has established three committees: the Steering Committee, the Asset Management Policy Working Group, and the Asset Registry Design Working Group. The system has begun with a motor vehicle module, piloted in key government offices, with plans for full-scale implementation across all ministries.

The workshop discussed the way forward, ongoing challenges, and strategies for effective deployment of the Public Asset Register. Officials emphasized that the initiative will reduce unnecessary government expenditure while promoting better governance and accountability in managing public resources.

Workshop on Finalization of Draft Economic Code Manual Held in Gazipur



A comprehensive two-day workshop on the finalization of the draft Economic Code Manual was successfully held on 16–17 May 2025 at BRAC CDM, Rajendrapur, Gazipur. The program convened senior government officials, policy experts, and consultants with the objective of reviewing, validating, and refining recommendations for the forthcoming manual. The Economic Code Manual is anticipated to serve as a critical reference for financial and budgetary management across all government institutions, providing standardized guidance to enhance operational efficiency and governance.

The workshop was inaugurated by A H M Shamsur Rahman, Controller General of Defence Finance, who attended as the Chief Guest. He was accompanied by Special Guests Miazzi Md. Saifullah Sobhan, Deputy Comptroller and Auditor General (Accounts & Reports), and Tanima Tasmin, PEC and Joint Secretary of the Finance Division. Their presence underscored the importance of the manual in promoting fiscal accountability and institutional transparency.

Participants included representatives from the Finance Division, various ministries, divisions, departments, and consultants involved in the iBAS++ Implementation Scheme. Over the course of two days, attendees engaged in detailed discussions on the draft manual, validating feedback and integrating recommendations submitted earlier by a 32-member committee formed by the Office of the Comptroller and Auditor General (CAG).

The draft manual, originally submitted by the Finance Division to the CAG's office in December 2024, underwent thorough scrutiny during the workshop to ensure alignment with practical financial requirements and governance standards. Officials expressed confidence that the finalized Economic Code Manual would strengthen fiscal discipline, improve transparency, and enhance efficiency in government financial operations, thereby serving as a vital tool for policy implementation and institutional capacity building.

Training on A-Challan System Equips 2,083 Officials for Modern Revenue Management

A comprehensive nationwide training program on the A-Challan System, the government's digital gateway for direct deposit of revenue, was conducted from 24 November 2024 to 15 May 2025. The initiative successfully trained 2,083 participants, reflecting the government's commitment to strengthening efficiency, transparency, and accountability in revenue collection and public financial management.

The A-Challan System has been introduced as a milestone reform in financial governance. It allows taxpayers to deposit revenue directly into the Treasury Single Account (TSA) and instantly generates electronic challans as proof of payment. This marks a sharp departure from the traditional manual system, where Sonali Bank needed three to five days to send deposit reports to Bangladesh Bank and the Controller General of Accounts (CGA). Such delays often caused discrepancies between reporting agencies like the National Board of Revenue (NBR), Bangladesh Bank, and CGA. The new platform eliminates these challenges by enabling real-time tracking and reporting, ensuring immediate availability of information on government cash flow.

The training was delivered through one-day sessions by experienced master trainers. Participants received detailed instructions on operational procedures, principles of government revenue collection, and hands-on demonstrations of the system. To reinforce knowledge, each trainee was required to complete structured exercises at the end of the program.

Officials expect that the training will significantly accelerate the nationwide rollout of the A-Challan System across all commercial bank branches. By equipping bank officers with technical know-how, the initiative is paving the way for a faster, more transparent, and citizen-friendly revenue collection process, ultimately supporting stronger financial discipline and better governance.

Training on Accounting Module in iBAS++ Enhances Capacity of Government Accounts Officials

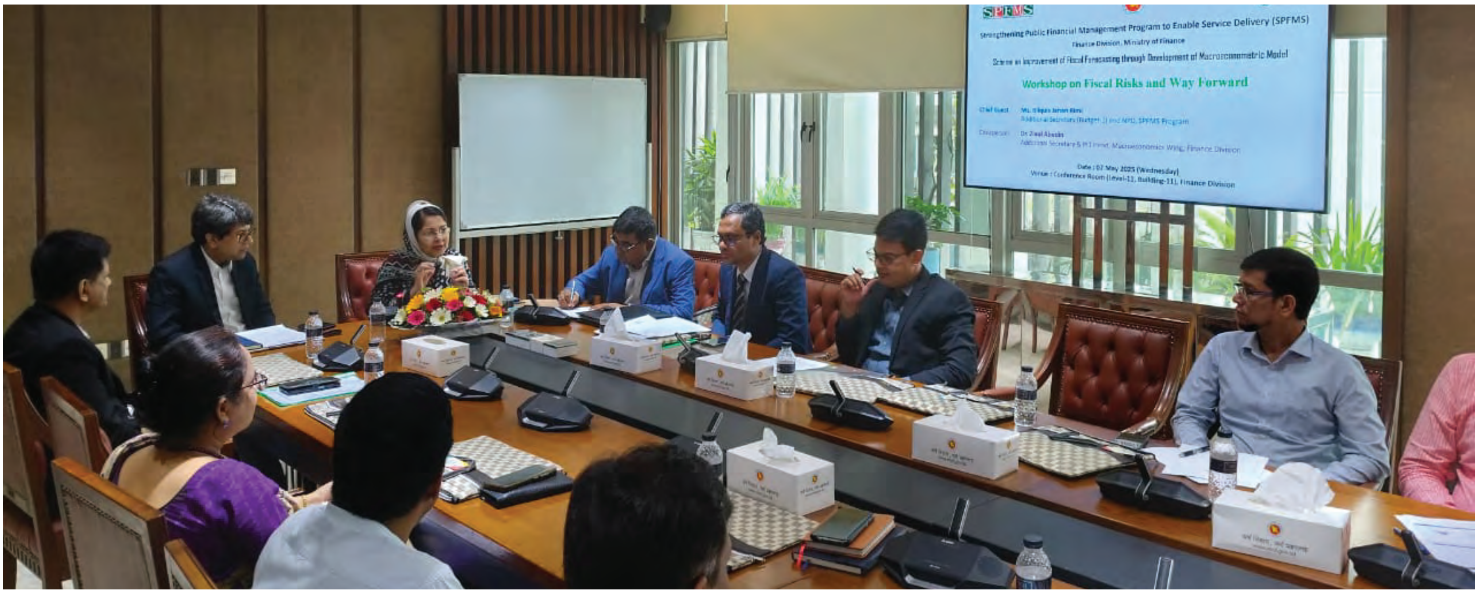
A comprehensive training program on the Accounting Module of iBAS++ was conducted from 6 March to 21 June 2025, aiming to strengthen the capacity of officials engaged in public financial management. The initiative focused on familiarizing participants with IT-enabled processes that streamline government accounting and enhance efficiency in financial operations.

The iBAS++ Accounting Module facilitates the electronic submission of bills, entry of accounting transactions, reconciliation, and the generation of standardized reports in line with Finance Division requirements. While most officer pay bills and some staff pay bills are now submitted electronically, other types of bills still require manual submission. Once submitted, accounts offices review, audit, and verify the bills before approving or returning them through iBAS++. The system automatically checks fund availability before approval, after which payments are made via cheques, Electronic Fund Transfers (EFT), or payment orders. EFT instructions are transmitted securely to Bangladesh Bank, while cheque advices are sent electronically to Bangladesh Bank or Sonali Bank.

Recognizing the need for continuous skill development, particularly due to frequent transfers, recruitment, and system upgrades, a customized training program was designed for personnel of the Controller General of Accounts (CGA). The training combined theoretical lessons with hands-on exercises to ensure practical understanding.

A total of 2,232 officials from both accounts offices and the Controller General of Defence Finance (CGDF) participated in the one-day training sessions. The program is expected to improve the efficiency and sustainability of financial management across civil and defence sectors, paving the way for wider adoption of digital accounting in government operations

Finance Division Organizes Series of Workshops on Fiscal Forecasting, Economic Outlook, and Policy Planning



The Finance Division of the Ministry of Finance organized a series of specialized workshops in May 2025 under the Scheme on Improvement of Fiscal Forecasting through Development of a Macroeconometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The five events, held at the Finance Division's Conference Room, were designed to build institutional capacity in fiscal forecasting, strengthen macroeconomic policy analysis, and promote evidence-based decision-making for sustainable economic growth in Bangladesh.

Navigating through Dynamic Global Landscape (4 May 2025)

The first workshop, titled "Navigating through Dynamic Global Landscape," was held on 4 May 2025. Chief Guest Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM), Super Wing, stressed the importance of proactive fiscal planning to respond to global economic shifts. Special Guests Dilruba Shaheena, Additional Secretary (Regulation), Regulation Wing, and Hasan Khaled Foisal, Additional Secretary (TDM), TDM Wing, highlighted the challenges of aligning fiscal policy with international uncertainties.

The session was chaired by Dr. Ziaul Abedin, Additional Secretary (MEW) and PIT Head, who emphasized the significance of adaptive strategies.

Keynote presentations were delivered by Suhana Islam, Senior Assistant Secretary (Monitoring-3), MEW, and Shihab Uddin Ahmad, Senior Assistant Secretary (Financial Sector Reform Section), MEW. while discussants including Joint Secretaries of the Finance Division Mahedi Masuduzzaman, Syed Rashedul Hossen, and Mohd. Rashedul Amin enriched the dialogue.

Medium-term Outlook of Bangladesh Economy (5 May 2025)

The second workshop, "Medium-term Outlook of Bangladesh Economy," was convened on 5 May 2025. Chief Guest Shirajun Noor Chowdhury, Additional Secretary (Budget), underlined the role of evidence-based macroeconomic analysis in shaping medium-term fiscal and development policies. Special Guests Abul Monsur, Additional Secretary (Economic Adviser), and Rahima Begum, Additional Secretary (SOE-2), shared insights on economic planning and policy priorities.

The session was chaired by Dr. Ziaul Abedin, who reiterated the necessity of accurate fiscal forecasting for effective economic management.

Presentations by Dr. Md. Rashedur Rahman Sardar, Deputy Secretary (Macroeconomic-1), MEW and Ashraful Alam, Senior Assistant Secretary (Macroeconomic-3), MEW were followed by expert comments from K M Ali Azam, Joint Secretary (Admin-2 Branch), Anarul Kabir, Joint Secretary (Fiscal Policy Branch), MEW and Md. Firoz Ahmed, Additional Director General-2 (Joint Secretary), Monitoring Cell.

Government Expenditure and Debt Management (6 May 2025)

On 6 May 2025, the workshop on "Government Expenditure and Debt Management" focused on strengthening fiscal discipline and ensuring debt sustainability. Chief Guest Shirajun Noor Chowdhury, Additional Secretary (Budget), emphasized prudent expenditure management and safeguarding fiscal stability. Special Guests Hasan Khaled Foisal, Additional Secretary (TDM), and Md. Amirul Islam, Joint Secretary (SOE-3 Branch), addressed treasury operations, debt servicing, and the role of state-owned enterprises. The session was chaired by Dr. Ziaul Abedin, who noted the importance of modern forecasting tools for debt sustainability.

Keynote papers were presented by Rowshan Ara Labony, Deputy Secretary (Fiscal Policy-2), MEW and Abdul Mannan, Deputy Secretary (Fiscal Policy-2), MEW with critical reflections from Mohd. Rashedul Amin, Joint Secretary (Debt Management), TDM Wing, Sahana, Joint Secretary (NTR), TDM Wing and Anarul Kabir, Joint Secretary (Fiscal Policy Branch), MEW.

Fiscal Risks and Way Forward (7 May 2025)

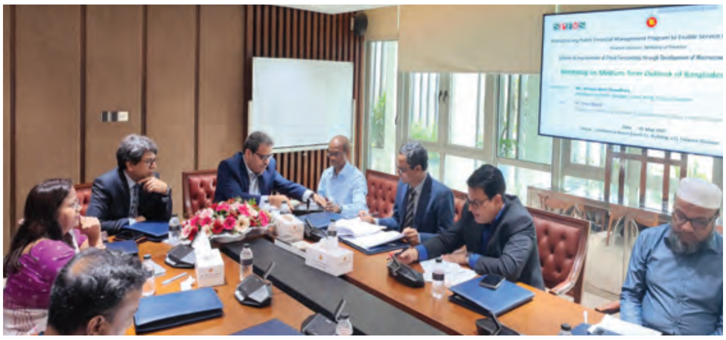
The fourth event, "Fiscal Risks and Way Forward," was organized on 7 May 2025. Chief Guest Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of SPFMS, stressed the importance of forward-looking fiscal risk assessments to ensure budgetary stability. Special Guests Md. Hasanul Matin, Additional Secretary (Budget-2), and Munshi Abdul Ahad, Additional Secretary (Expenditure Management & Internal Audit), underscored the need for strong internal controls and improved oversight. The session was chaired by Dr. Ziaul Abedin, who highlighted fiscal vulnerability identification.

Keynote papers by Dr. K M Alamgir Kabir, Deputy Secretary (Macroeconomic-2), MEW and Asif Iqbal, Deputy Secretary (Monitoring-1), MEW analyzed frameworks for risk monitoring, complemented by discussants Abul Basher Md. Amir Uddin, Joint Secretary (Budget-3 Branch), Anarul Kabir, Joint Secretary (Fiscal Policy Branch), MEW and Md. Firoz Ahmed, Joint Secretary (SOE-4 Branch), SOE Wing.

Revenue Outlook and Mobilization Strategy (12 May 2025)

The series concluded on 12 May 2025 with the workshop on "Revenue Outlook and Mobilization Strategy." Chief Guest Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of SPFMS, emphasized that stronger revenue mobilization is essential for reducing fiscal deficits and financing development priorities. Special Guests Hasan Khaled Foisal, Additional Secretary (TDM), and Sahana, Joint Secretary (NTR), called for widening the tax base, improving compliance, and strengthening non-tax revenue sources. The session was chaired by Dr. Ziaul Abedin, who underscored the importance of modern forecasting models for accurate revenue projections.

Keynote papers were delivered by Syed Mahmud Hasan, Deputy Secretary (Monitoring-2), MEW and Tasnova Rahman, Senior Assistant Secretary (Fiscal Policy-3), MEW while discussants Md. Nazrul Islam, Joint Secretary (Admin-1 Branch), Md. Tarikul Islam Khan, Joint Secretary (Budget-4) and Mohammad Jahirul Quayum, Joint Secretary (Budget Monitoring, Evaluation and Reporting), MEW provided valuable perspectives.

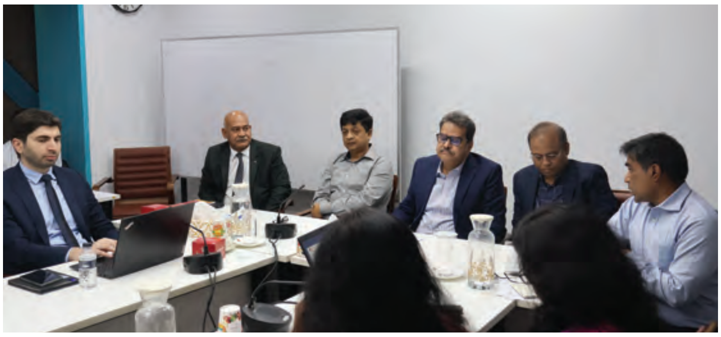


Building Capacity for Fiscal Policy and Development

Across the five workshops, Md. Monzorul Haque, Joint Secretary (Macroeconomics Policy Analysis & Forecasting), served as moderator, ensuring engaging discussions and knowledge sharing. Rapporteurs at each session presented summaries of the proceedings, capturing key recommendations for policy integration.

Collectively, these workshops fostered dialogue among policymakers, finance officials, and experts, enhancing the Finance Division's institutional capacity to manage fiscal risks, forecast economic trends, mobilize revenues, and ensure sustainable public financial management in Bangladesh.

2-Day Training Workshop on Cash Management and Treasury Single Account (TSA) Held in Dhaka



A two-day training workshop on "Cash Management and Treasury Single Account (TSA)" was held on April 25 and 28, 2025, at the SPFMS Office Conference Room in Dhaka. The event was organized under the Scheme on Strengthening the Capacity of the Treasury and Debt Management Wing of the Finance Division of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Hasan Khaled Foisal, Additional Secretary (TDM Wing), Finance Division, attended the inaugural session as Chief Guest. The sessions were chaired by Mohd Rashedul Amin, Joint Secretary, Debt Management, while Md. Monzorul Haque, Joint Secretary, Macroeconomic Policy Analysis and Forecasting, joined as Special Guest.

The closing session held on April 28, 2025 was attended by Shirajun Noor Chowdhury, Additional Secretary (Budget and Macroeconomics), as the Chief Guest. Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM) and Hasan Khaled Foisal, Additional Secretary (TDM Wing) attended as Special Guests. Mohd Rashedul Amin, Joint Secretary, Debt Management presided over the closing session.

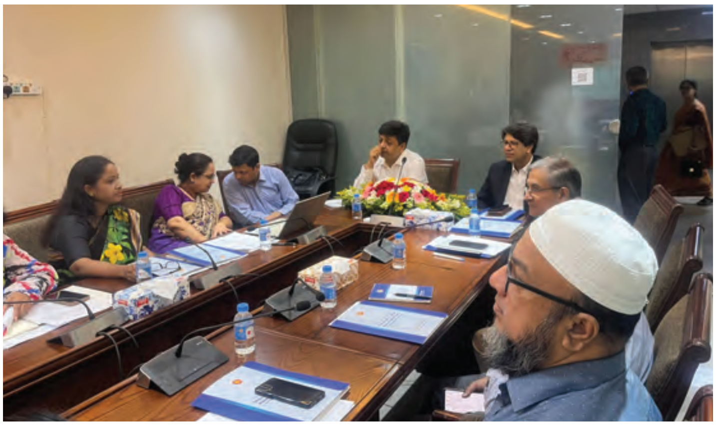
Two IMF experts, Naresh Jha and Davits Gamkrelidze, conducted technical sessions covering the fundamentals of cash management, global best practices including Georgia's successful model, and the key objectives, features, and benefits of establishing a TSA.

Speakers stressed that effective cash management is crucial for Bangladesh, where mismatches often occur between revenue inflows and government expenditure needs. They underlined that pooling all government resources into a TSA would help ensure timely payments, reduce reliance on unnecessary borrowing, improve fiscal discipline, and minimize idle funds kept in scattered bank accounts.

In the Bangladesh context, the introduction of a TSA is expected to strengthen the Ministry of Finance's control over cash balances, reduce government banking costs, and enhance transparency in budget execution. Officials were also briefed on the importance of accurate short-term cash forecasting, modernizing payment systems through Real Time Gross Settlement (RTGS), and ensuring closer coordination between the Treasury, debt managers, and Bangladesh Bank.

Relevant officials of the Finance Division participated in the workshop.

Workshop on PPP Projects Underscores Opportunities and Challenges for Bangladesh's Growth



The Finance Division organized a workshop on 7 May 2025 in Dhaka on "Overview of Public-Private Partnership (PPP) Projects" to highlight the role of PPPs in driving Bangladesh's infrastructure and development. Senior officials, policymakers, and experts attended the session to share insights on PPP opportunities and challenges.

Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM), was the Chief Guest, while the workshop was chaired by Hasan Khaled Foisal, Additional Secretary (TDM). The welcome address was delivered by Dr. Ziaul Abedin, Additional Secretary (Macroeconomics Wing).

Keynote presentations were made by Dr. Najmus Sayadat, Member (Finance) and Joint Secretary of the Bangladesh Rural Electrification Board. He discussed PPP Basics, Procurement, Financing, and Contract Management, explaining different models—user-pays, government-pays, and mixed-pays—and the five phases of PPP implementation: identification, preparation, transaction, implementation, and transfer.

Discussants included Md. Abul Basher, Joint Secretary (Budget-8), and Syed Rashedul Hossain, Joint Secretary (PPP Branch). They emphasized innovation, sound procurement, and strong management in PPP execution.

Speakers noted that Bangladesh has developed a comprehensive PPP framework, including the PPP Act, procurement guidelines, VGF and PPPTAF rules, and G2G PPP policy. Critical sectors for PPP investment include energy, transport, healthcare, education, and water.

Despite progress, challenges persist such as project delays, weak ownership, complex approvals, capacity gaps, and financing hurdles. To overcome these, experts recommended in-house capacity development, establishing PPP cells in ministries, and ensuring better governance.

The workshop concluded that PPPs are not merely financing instruments but strategic partnerships for sustainable, inclusive, and climate-resilient growth.

Two-Day Orientation Training Strengthens Internal Audit Capacity

A comprehensive Orientation Training for newly onboarded Consultants and concerned Officers of the Internal Audit (IA) Scheme was successfully held on 22-23 April 2024 at the Conference Room of SPFMS, Dhaka. Organized under the Scheme on Internal Audit & Audit Follow-Up of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, the program aimed to enhance participants' understanding of risk-based internal audit processes and strengthen capacity for effective public sector governance.

The inaugural session of the two-day program was attended by Bilquis Jahan Rimi, Additional Secretary (Budget 1) and National Program Director (NPD) of SPFMS, as Chief Guest. Rahima Begum, Additional Secretary, Expenditure Management Wing, Finance Division presided over the meeting. Participants included newly onboarded IA Scheme Consultants and officers from the Internal Audit and Expenditure Management Wings of the Finance Division, as well as representatives from DGHS, DPE, LGED, PWD, and RHD.

The training sessions were conducted by Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of the IA Scheme, together with Senior Consultants of the Internal Audit team. The first day focused on orientation and fundamentals of the IA Scheme, including the Internal Audit Charter, principles, standards, and code of ethics, as well as audit strategy, planning, risk assessment, and audit execution procedures. Additionally, a session was conducted on the development of an IA web portal and database software to support efficient audit operations.

On the second day, participants delved into advanced aspects of internal audit, including reporting and follow-up procedures, documentation, quality assurance, relevant process forms and appendices, and group exercises simulating real audit scenarios. The training also included detailed instructions on the Post Procurement Review Report and Checklist, ensuring that participants were well-equipped to implement rigorous audit practices in line with international standards.

The Chief Guest and Chairperson emphasized the critical importance of ethical conduct, adherence to internal audit standards, and proactive engagement in driving change management within public sector institutions. Participants left the program with enhanced knowledge, practical skills, and a reinforced commitment to promoting transparency, accountability, and service delivery efficiency across government agencies.

The workshop represents a significant step in the SPFMS initiative to institutionalize risk-based internal audit (RBIA) practices, ensuring that public funds are effectively managed and audit processes are robust and credible

Workshop on Internal Audit Execution Held at DGHS

A workshop titled “Inception of IAU of DGHS & IA Scheme Technical Team and Workshop on Basics of Internal Audit (IA) Execution” was organized on 28 April 2025 at the Conference Room of the Directorate General of Health Services (DGHS), Mohakhali, under the Scheme on Internal Audit & Audit Follow-Up of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance. The program focused on introducing the Internal Audit Unit (IAU) at DGHS and strengthening officials’ understanding of risk-based internal audit practices.

Bilquis Jahan Rimi, Additional Secretary (Budget 1), Finance Division, and National Program Director (NPD) of SPFMS attended as Chief Guest. The workshop was chaired by Prof. Dr. Md. Abu Jafor, Director General of DGHS. Rahima Begum, Additional Secretary, Finance Division, along with Mr. Rizwanur Rahman, ADG (Administration), DGHS, attended as Special Guests.

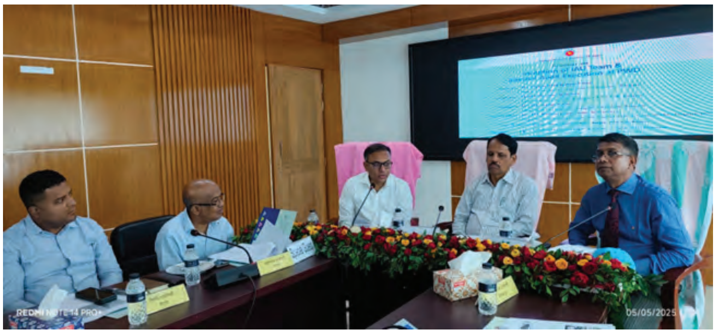
The keynote presentation was jointly delivered by Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of SPFMS, and M. Iqbal Hossain, CIA, CISA, Senior Consultant of the IA Scheme. Rafiqul Islam highlighted the fundamentals of Risk-Based Internal Auditing (RBIA), emphasizing audit planning, execution procedures, and auditor–auditee cooperation in the health sector context. Iqbal Hossain elaborated on the Draft Inception Workplan for internal audit execution at DGHS, along with planned capacity-building initiatives for the IAU team.

Following the presentations, DGHS officials were divided into groups to review and analyze the draft workplan. Their findings were later shared in group presentations, fostering interactive discussion and practical engagement. The session concluded with the final work plan by which Model Charter & Manual will be reviewed & revised; Risk Register will be prepared & Annual Internal Audit Plan will be chalked out.

In their remarks, the Chief Guest underscored the importance of values, adherence to the code of ethics, and proactive participation in this change management approach within the public sector. They emphasized that effective internal audits are essential for ensuring transparency, accountability, and efficient use of public resources in the health sector.

The workshop marked a significant step toward institutionalizing structured internal audit practices at DGHS, aligning with the government’s vision of strengthening financial management and improving service delivery.

Seminar Highlights Inception of IAU Team and Internal Audit Execution at Rangpur PWD Zone



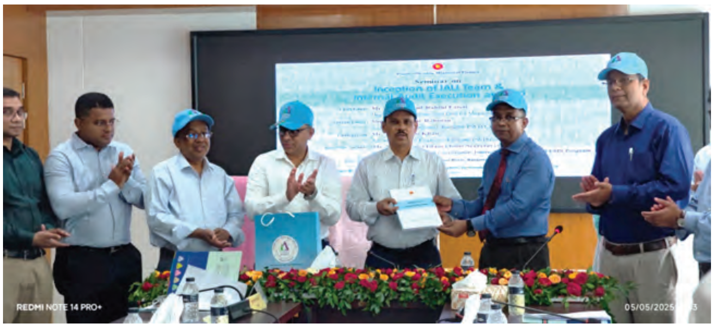
A seminar titled “Inception of IAU Team & Internal Audit Execution at PWD, Rangpur Zone” was successfully held on 5 May 2025 at the Conference Room of Rangpur PWD Zone. The event was organized by the Internal Audit and Audit Follow-Up Scheme under SPFMS, Finance Division. The seminar aimed to share & disseminate the risk-based internal audit practices within the Public Works Department (PWD).

Md. Nasim Khan, Additional Chief Engineer, Rangpur PWD Zone, presided over the seminar as Chairperson. The program was graced by Muhammad Rabiul Faisal, Deputy Commissioner and District Magistrate of Rangpur, as Chief Guest, and Sheikh Mizanur Rahman, Superintendent Engineer, Rangpur PWD Circle, as Special Guest. Officers of the PWD, the Human Resource team of the IAU, and the IA Scheme technical team members under SPFMS participated in the seminar.

The keynote presentation was delivered by Md. Rafiqul Islam, Joint Secretary and PEC of the Internal Audit Scheme under SPFMS. His address emphasized key principles of Risk-Based Internal Audit (RBIA), including audit fundamentals, planning procedures, and promoting effective cooperation between auditors and auditees.

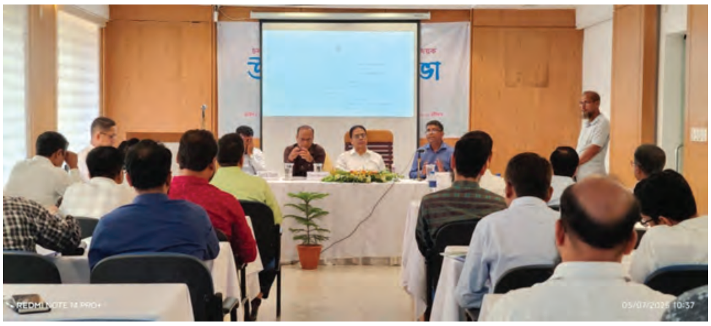
Following the keynote, Inual Haque, Internal Audit Consultant, presented a detailed session on internal audit objectives, execution procedures, and relevant forms from the IA Manual. Santana Sheik, Executive Engineer and Team Leader of the IAU-PWD team, then elaborated on the RBIA process specifically within the PWD framework.

During the seminar, the Chief Guest and Chairperson highlighted the importance of values, code of ethics, and enthusiasm in driving change management within the public sector. They encouraged PWD officials to adopt a proactive and collaborative approach in executing internal audits to strengthen transparency, accountability, and service delivery.

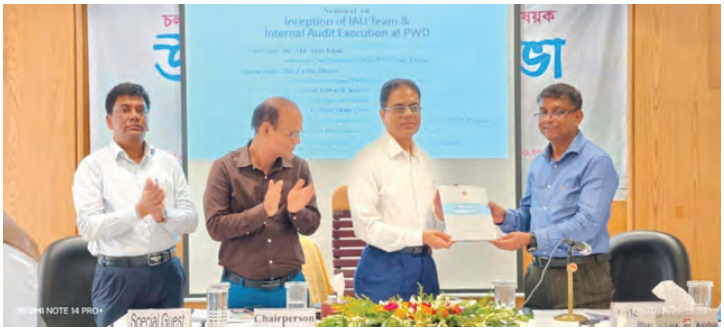


The seminar concluded with participants engaging in interactive discussions on practical audit challenges, further reinforcing the program's commitment to enhancing internal audit capacity in the public sector.

Seminar Marks Launch of IAU Team and Internal Audit Execution at Khulna PWD Zone

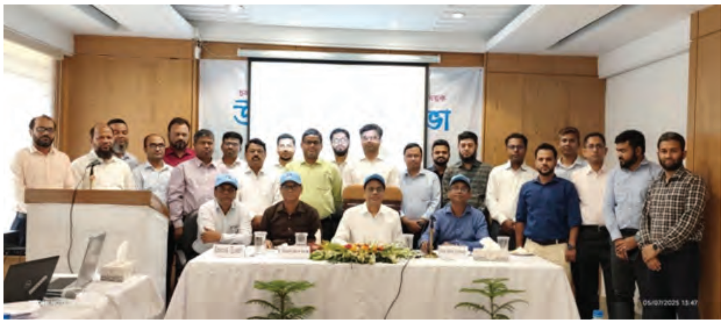


A seminar titled "Inception of IAU Team & Internal Audit Execution at PWD, Khulna Zone" was successfully held on 7 May 2025 at the Conference Room of Khulna PWD Zone. The program was organized by the Internal Audit and Audit Follow-Up Scheme, SPFMS, Finance Division, aiming to execute the Risk based internal audit process within the Public Works Department (PWD).



The seminar was presided over by Ahmed Anwarul Nazrul, Superintendent Engineer, Khulna Circle, as Chairperson. The program was graced by Md. Abul Khair, Additional Chief Engineer, Khulna PWD Zone, as Chief Guest, and Md. Fazlul Haque, Superintendent Engineer, PWD Jashore Circle, as Special Guest. Officers from PWD, the IAU team, and IA Scheme technical team under SPFMS attended the seminar.

The keynote presentation was delivered by Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator of the Internal Audit Scheme under SPFMS. His address emphasized the fundamentals of Risk-Based Internal Audit (RBIA), audit planning and procedures, and fostering effective cooperation between auditors and auditees.



Following the keynote, Inual Haque, Internal Audit Consultant, presented execution procedures, and relevant forms interactively.

During the seminar, the Chief Guest and Chairperson highlighted the significance of internal audit, its ethical framework, limitations, and the enthusiasm necessary to implement this change management initiative in the public sector. The seminar concluded with interactive discussions aimed at promoting proactive and effective internal audit practices to enhance accountability and service delivery within PWD.

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