



Public Financial Management (PFM) Action Plan

Semi Annual Progress Report
July 2024 - December 2024



Finance Division, Ministry of Finance

Public Financial Management (PFM)

Action Plan

Semi-Annual Progress Report

July 2024 – December 2024

March-2025



Scheme on PFM Reforms Leadership, Coordination and Monitoring
Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)
Finance Division, Ministry of Finance

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A. ABBREVIATIONS AND ACRONYMS

AB	Autonomous Body	iBAS++	Integrated Budget and Accounting System
ACPS	Automated Compensation Payment System	ICT	International Competitive Tendering
ADP	Annual Development Plan	IDI	INTOSAI Development Initiatives
AEO	Authorized Economic Operator	IMED	Implementation Monitoring and Evaluation Division
AF	Additional Funding	IPE	Independent Performance Evaluation
AFS	Annual Financial Statements	IPF	Institute of Public Finance
AMMS	Audit Monitoring and Management System	IPEG	Independent Performance Evaluation Guideline
AMS	ADP/RADP Management System	IPSAS	International Public Sector Accounting Standards
APA	Annual Performance Agreement	ISC	Implementation Support Consultant
APAMS	Annual Performance Agreement Management System	ISMS	Information Security Management Services
API	Application Programming Interface	ISO	International Organization of Standards
AWP	Annual Work Plan	IT	Information Technology
BACS	Budget and Accounting Classification System	IVAS	Integrated VAT Administration System
BASIS	Bangladesh Association of Software and Information Services	JICA	Japan International Cooperation Agency
BB	Bangladesh Bank	KPIs	Key Performance Indicators
BBS	Bangladesh Bureau of Statistics	LARMS	Land Acquisition and Requisition Management System
BCC	Bangladesh Computer Council	LGRD	Local Government, Rural Development and Co-operatives
BCG	Budgetary Central Government	LM	Line Ministry
BCS	Bangladesh Civil Service	LTU	Large Taxpayers' Unit
BCM	Business Continuity Management	MAF	Ministry Assessment Format
BDOs	Budget Desk Officers	MBF	Ministry Budget Framework
BETF	Bank-Executed Trust Fund	MC	Monitoring Cell
BGMEA	Bangladesh Garment Manufacturers and Exporters Association	MCBP	Mother and Child Benefit Program
BEPZA	Bangladesh Export Processing Zones Authority	MDA	Ministries, Divisions, Agencies
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association	MEW	Macroeconomic Wing
BIGD	Bangladesh Institute of Governance and Development	MEFWD	Medical Education and Family Welfare Division
BIN	Business Identification Number	MICR	Magnetic Inked Character Reader
BIP	Budget Implementation Plan	MLTRS	Medium and Long-term Revenue Strategy
BMC	Budget Management Committees	MoA	Memorandum of Agreement
BPS	Bangladesh Parliament Secretariat	MoF	Ministry of Finance
BPPA	Bangladesh Public Procurement Authority	MoPA	Ministry of Public Administration
BSW	Bangladesh Single Window	MoWR	Ministry of Water Resources
BWG	Budget Working Group	MRA	Mutual Recognition Agreement
CAFO	Chief Accounts and Finance Officer	MTBF	Medium Term Budgetary Framework
CBA	Cost-Benefit Analysis	MTDS	Medium-Term Debt Strategy
CCA	Controller of Certifying Authority	MTMF	Medium-Term Macroeconomic Framework
CFW	Competency Framework	MTRS	Medium Term Revenue Strategy
CGA	Controller General of Accounts	MYPIP	Multi Year Public Investment Program
CIA	Certified Internal Auditor	NBR	National Board of Revenue

CIC	Central Intelligence Cell	NCGP	National Committee on Government Performance
CIPFA	Chartered Institute of Public Finance and Accountancy	NID	National Identification
CLPIAs	Certificate License Permit Issuing Agencies	NII	Non-Intrusive Inspection
COA	Chart of Accounts	NoA	Notification of Award
CPC	Central Pay Commission	NOC	Network Operation Centre
CPTU	Central Procurement Technical Unit	NPD	National Program Director
CRU	Coordination and Reforms Unit	NSC	National Savings Certificates
CSA	Control Self-Assessment	NSD	National Saving Department
CSC	Civil Service College	NSW	National Single Window
CRU	Coordination and Reforms Unit	NTR	Non-Tax Revenue
CY	Calendar Year	OCAG	Office of the Comptroller and Auditor General
DAFOs	District Accounts and Finance Officers	OSTETM	One Stage Two Envelope Tendering Method
DCAs	Divisional Controller of Accounts	OTP	One Time Password
DCL	Debt and Contingent Liabilities	PAC	Public Accounts Committee
DDO	Drawing and Disbursing Officer	PAM	Privilege Access Management
DDT	Debt Dynamics Tools	PAMS	Project Appraisal Management System
DG	Director General	PC	Planning Commission
DIMAPP	Digitizing Implementation Monitoring and Public Procurement Project	PCA	Post Clearance Audit
DLIs	Disbursement Linked Indicators	PE	Procuring Entity
DLRs	Disbursement Linked Results	PEC	Program Executive Coordinator
DMF	Debt Management Facility	PECT	Program Execution & Coordination Team
DMFAS	Debt Management and Financial Analysis System	PEFA	Public Expenditure & Financial Accountability
DoGA	Directorate of Government Accommodation	PFM	Public Financial Management
DPA	Direct Project Aid	PIM	Public Investment Management
DPE	Directorate of Primary Education	PITs	Program Implementation Teams
DPs	Development Partners	PL	Personal Ledger
DPP	Development Project Proposal	PMIS	Project Management Information System
DPHE	Department of Public Health Engineering	PNR	Passenger Name Record
DSA	Debt Sustainability Analysis	PPP	Public Private Partnership
DSL	Debt Service Liability	PPS	Project Planning System
DRC	Disaster Recovery Center	PSDS	Public Sector Debt Statistics
EBF	Extra Budgetary Fund	PWD	Public Works Department
e-CMS	e-Contract Management System	P&FM	Pension and Fund Management
EFD	Electronic Fiscal Devices	PforR	Program-for-Results
EFT	Electronic Funds Transfer	QA	Quality Assurance
e-GP	e-Government Procurement	RADP	Revised Annual Development Plan
Eol	Expression of Interest	RHD	Roads and Highway Department
EPB	Export Promotion Bureau	RPA	Reimbursable Project Assistance
ePPO	Electronic Pension Payment Order	RTI	Right to Information
e-PROMIS	e- Procurement Management Information System	SAE	Self-Accounting Entity
ERD	Economic Relations Division	SAF	Sector Appraisal Format
ERP	Enterprise Resource Planning	SAP	Systems Applications and Products
ERT	Evaluation Research Teams	SAMP	Special Account Management Portal
EU	European Union	SARTTAC	South Asia Regional Training and Technical Assistance Center
FAAT	Fiscal Accountability and Transparency	SC	Steering Committee
FAMS	Foreign Aid Management System	SDD	System Design Document
FD	Finance Division	SOC	Security Operation Centre
FIMA	Financial Management Academy	SOE	State Owned Enterprise
FPP	Financial Programming and Policies	SOE MC	SOE Monitoring Cell

FRS	Functional Requirement Specification	SPA	Sector Performance Analysis
FSA	Fiscal Sustainability Analysis	SPBMU	Strengthening Public Budget Management Unit
FYP	Five Year Plan	SPEMP	Strengthening Public Expenditure Management Program
G2P	Government to Public	SPFMS	Strengthening Public Financial Management Program to Enable Service Delivery
GCRD	Green Climate Resilient Development	SPIMS	Strengthening Public Investment Management System Project
GDP	Gross Domestic Product	SRS	Single Registry System
GED	General Economic Division	SSP	Sector Strategy Paper
GFMIS	Government Finance Management Information System	TDM	Treasury and Debt Management
GFS	Government Finance Statistics	TFA	Trade Facilitation Agreement
GO	Government Order	TOTP	Time-based One Time Password
GOB	Government of Bangladesh	TO&E	Table of Organization, and Equipment
GPF	General Provident Fund	TRP	Tax Return Preparation System
GTF	Government Tenderer's Forum	VA	Vulnerability Assessment
HFM	Hon'ble Finance Minister	VAT	Value Added Tax
HPM	Hon'ble Prime Minister	VPN	Virtual Private Network
HSD	Health Services Division	WB	The World Bank

B. EXECUTIVE SUMMARY

1. **11th Semi-annual progress report covering the period from July 1, 2024 to December 31, 2024 provides an update on the PFM Action Plan (2024-28) implementation status.** This report has been published based on the PFM Action Plan (2024-2028). This report's purpose is to summarize each component's accomplishments, challenges, and future directions as stated in the PFM Action Plan and annual work plan activities. The key organizations that worked closely on the PFM Action Plan are the Cabinet Division, Planning Commission, Bangladesh Public Procurement Authority (BPPA), National Board of Revenue (NBR), Office of Comptroller and Auditor General (OCAG), and Bangladesh Parliament Secretariat. Also Development Partners (DPs) - the World Bank, Global Affairs Canada, European Union, and Japan International Cooperation Agency (JICA) - provided the necessary support.
2. **The PFM Action Plan progress report is prepared on a semi-annual basis by the Program Execution and Coordination Team (PECT) based on the regular inputs received from the Program Implementation Teams (PITs) for their respective components of the PFM Action Plan.** The PITs revised the Annual Work Plans (AWPs), which detailed the actions that would contribute to the fulfillment of the goals. While planning the activities for the various components, the PIT and PECT considered the PEFA Secretariat's latest PEFA Assessment 2021 report for Bangladesh, with a special emphasis on gender, climate change, and disaster.
3. **A Steering Committee (SC) headed by the Secretary of Finance Division oversees the PFM governance structure, which was developed by the Finance Division to ensure the seamless execution of the SPFMS program.** Presently, Dr. Md. Khairuzzaman Mozumder is the Secretary of the Finance Division since 28 August 2023.
4. **Ms. Bilquis Jahan Rimi undertook charge as the National Program Director (NPD) of SPFMS on 20 October 2024.** As the National Program Director of the SPFMS program, Additional Secretary Budget-1 is responsible for coordinating the smooth implementation of the PFM Action Plan. She is a member of the BCS (Administration) Cadre joined in civil service for more than 26 years.
5. **The 3rd PFM Reform Strategy 2025-30 is in process.** For the formulation of the new reform strategy, a cohesive collaboration among a diverse group of stakeholders including government officials, policy makers, academia and development partners through a series of consultation meetings took place from 02 July 2024 to 15 October 2024. During this period, a total of 31 sessions were conducted addressing various aspects related to the formulation of the Public Financial Management (PFM) Strategy 2025-30.
6. **A macroeconomic dataset covering 52 years (1973–2024) and nearly 194 variables/indicators have been prepared to feed into the model.** Additionally, a web-based data platform has been developed to store and update the data efficiently for MFMod. High-frequency data from relevant ministries, divisions, and stakeholders have been compiled and integrated into this database.
7. **NBR has introduced several rules to align with international best practices,** including the Electronic Seal and Lock Service Rules, 2024, Electronic Payment and Electronic Record Preservation Rules,

2024, Customs Guarantee Rules, 2024, Goods Declaration, Assessment and Re-Assessment Rules, 2024, Authorized Economic Operators Rules, 2024, and Pre-Arrival Processing Rules to streamline the existing procedures and processes.

8. **The 11th issue of the Quarterly Debt Bulletin has been published in December 2024.** It is now available on the Finance Division's website. The 12th issue of the Quarterly Debt Bulletin is in progress. The Medium-Term Debt Strategy (MTDS) and Debt Sustainability Analysis (DSA) are regularly published and available on the Finance Division's website.
9. **15% of BMCs engaged in inter-ministerial peer reviews, with 10(ten) major high-spending ministries/divisions.** Recipient's expenditure on Social Sectors increased to 29% of total actual public expenditure in the fiscal year has been assessed. For FY 2021-22, the expenditure reached to 29.74%.
10. **Programming Division has developed a database "ADP/RADP Management System (AMS)" under the "Strengthening of Development Budget Management Capability of Programming Division through Establishing a New Digital Database System Project."** AMS has established interface/linkage with the data bases of Finance Division (iBAS++). After establishing the interface, Finance Division is receiving ADP/RADP allocation from AMS and Programming Division is receiving cumulative expenditure of the project from iBAS++.
11. **A new sub-module has been developed for the field offices under the Budget Preparation module in iBAS++.** At present, 4,264 field offices including CGA, CGDF, and Primary Education offices up to the district level are using this module for submitting their budget. Moreover, iBAS SAFE, an android mobile-friendly app, has been developed for all Self Drawing Officers (SDOs) to submit pay bill through mobile phones where the app generates time-based One Time Password (OTP) for every 30 seconds. User can use this Time-based One Time Password (TOTP) for all necessary screens in iBAS++.
12. **Central Pension Offices for Civil (CAFO-P&FM), Defence (CCDF-P&FM), Postal (CAFO Postal), T&T (CAFO T&T) and ADG (Finance, East & West) for Bangladesh Railway are operational.** Moreover, a draft Chart of Accounts (COA) Manual providing explanations of economic codes incorporating definitions, examples, exceptions, and legal references has been prepared to facilitate the proper recording of transactions and by this time, this manual has been shared with iBAS++.
13. **Budget, IPE, Non-Financial (Manpower & TO&E) & DCL modules have been identified for SABRE+ database.** Budget module of SABRE+ database has been developed and piloted for 12 SOEs. In addition, integration of BACS (Economic Code) testing with budget data of 12 SOEs/ABs of SABRE+ database for FY 2024-25 has been completed. Budget module of SABRE+ has been hosted to Production Server in iBAS++ infrastructure at BCC Data Center.
14. **The Workshop on Follow-up Findings of Post Procurement Review for FY 2023-24 for SPFMS took place on 2 & 3 December, 2024.** In the workshop, the significances of the Post Procurement Review

emphasizing its role in ensuring transparency, accountability, and alignment with program objectives for 8 schemes were broadly discussed.

15. CAG approved and issued the Strategic plan 2021-25 for OCAG under the consultation of IDI (INTOSAI Development Initiatives) and the Operational plan for the year 2024-25 on 31st July 2024.

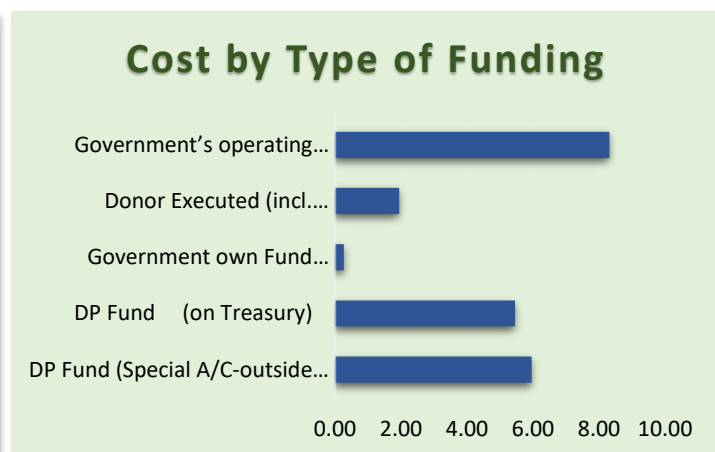
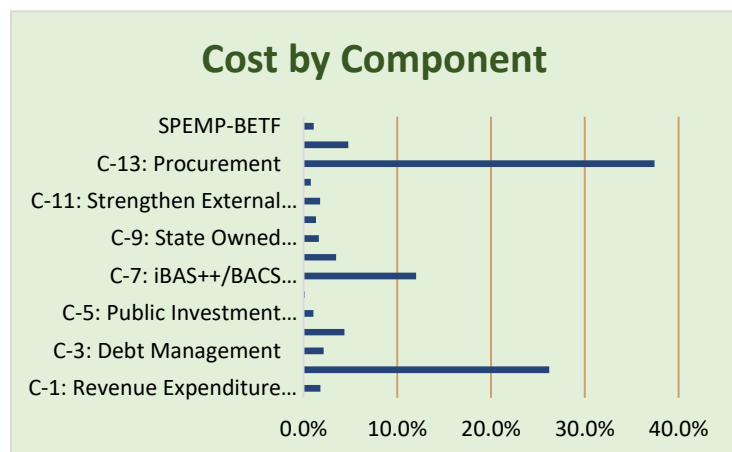
The OCAG has already prepared a draft Communication Strategy with the assistance of the EU Funded TA. Moreover, five (05) officials have successfully qualified as Certified Information System Auditor (CISA).

16. e-GP system is managed and maintained. Service procurement module has been developed in the e-GP System for time-based contract (PS8). One Stage Two Envelope Tendering Method (OSTETM) for International Competitive Tendering (ICT) is developed.

17. M&E Guidelines for SPFMS Program has already been developed and approved by Finance Division on 13 August 2024. Upon the guidance of this SPFMS M&E Guidelines, this M&E report has been prepared for the first time in the field of PFM reforms in Bangladesh. The 1st M&E Report (July 2023- June 2024) has been approved on 16 October 2024 and published in the SPFMS website on 3 November 2024.

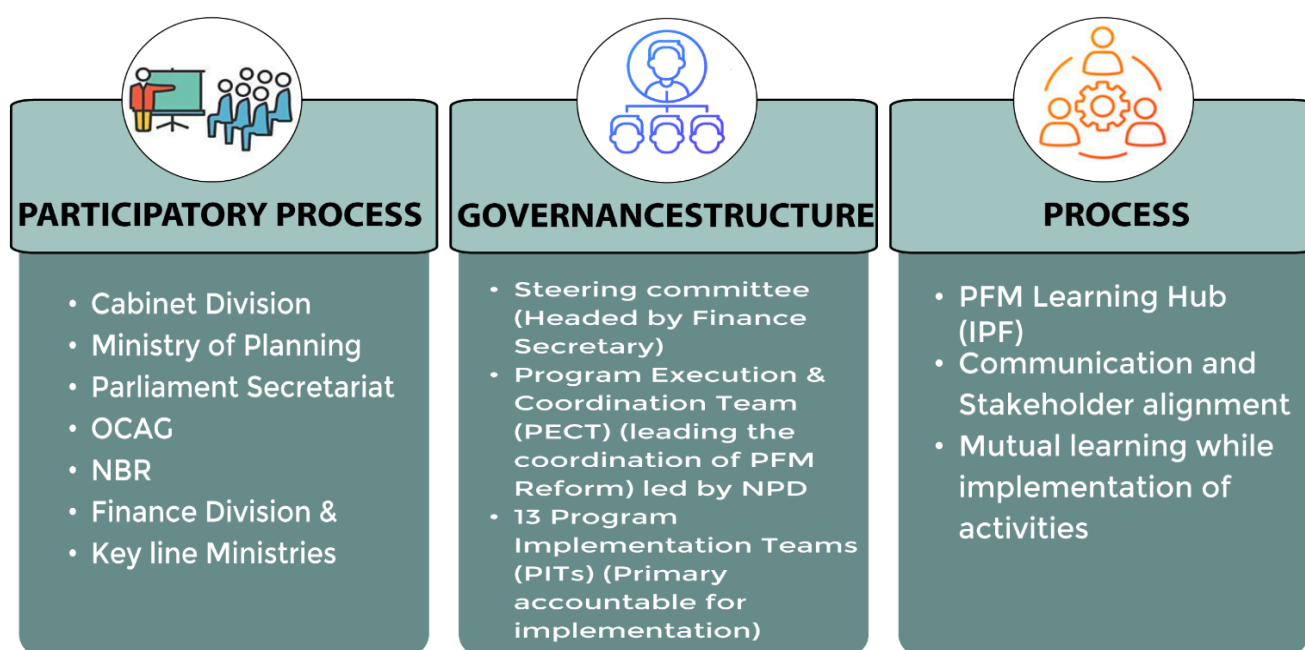
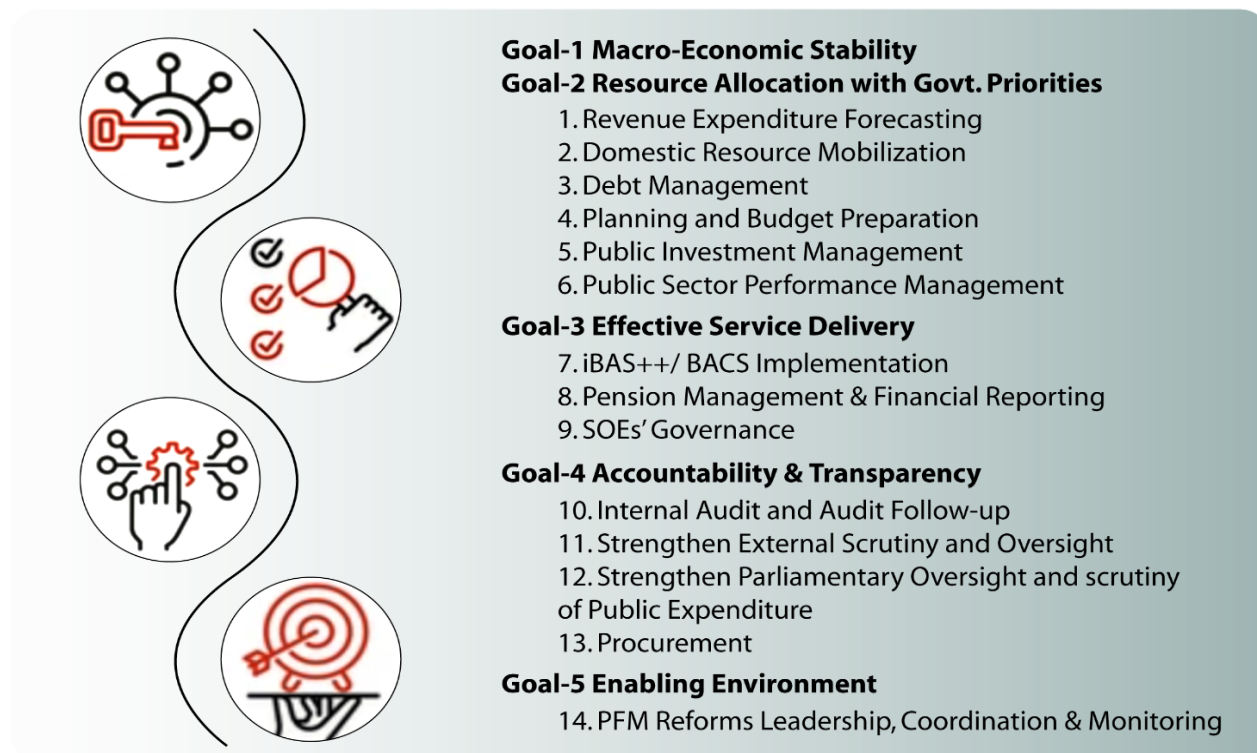
18. The SPFMS Communication Strategy and Communication Plan (January 2023-June 2026) has been approved during the reporting period. SPFMS program has implemented several key communication initiatives in alignment with the approved SPFMS Communication Plan. These efforts have played a crucial role in enhancing public engagement, disseminating information and ensuring transparency.

19. The total cost of the reforms is BDT 184.41 crore (USD 21.95 million) for this reporting period. Of this amount, BDT 50.08 crore (USD 5.96 million) spent on the DP co-financed projects outside the government's single treasury account, while BDT 22.68 crore (USD 0.27 million) spent on DP co-financed on-treasury account. BDT 16.36 crore (USD 1.95 million) equivalent spent by different DPs to support PFM reforms in Bangladesh. The breakdown by recipient is presented in the table below for expenditures from July 2024 to December 2024.



C. SPFMS – AT A GLANCE

PFM ACTION PLAN 2024-28 FOR BETTER PUBLIC FINANCIAL MANAGEMENT IN BANGLADESH



ACHIEVEMENTS

As on 31st December 2024

75%
Entire Procurement under
e-GP

580,614
Online BIN Issued

898,059
Pensioners under EFT



100%
Salary payments of
Government employees
through EFT

30,00,000
Online VAT Filed

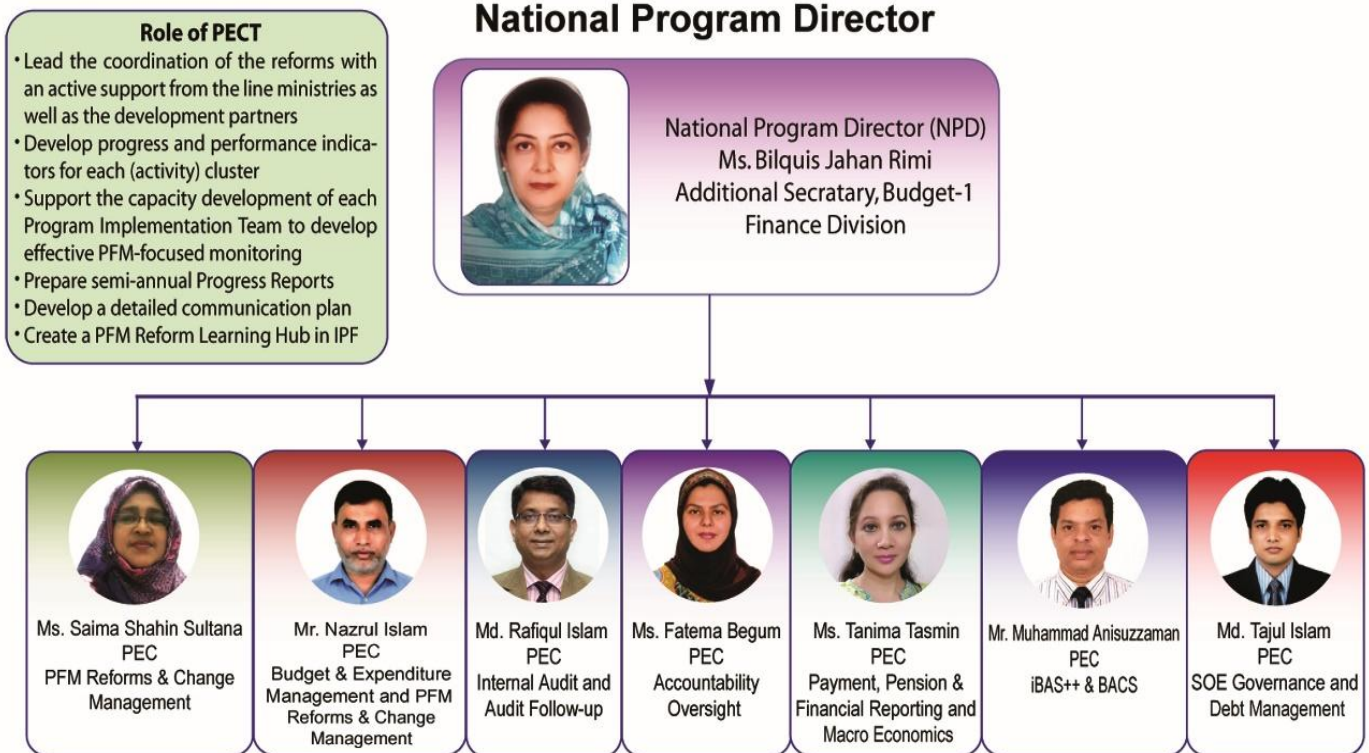
D. THE SPFMS AND ITS GOVERNANCE STRUCTURE

- 20.** The development objective of the Strengthening Public Financial Management (PFM) Program to Enable Service Delivery (SPFMS) - Program-for-Results (PforR) Project for Bangladesh is to improve fiscal forecasting, budget preparation, and execution, financial reporting and transparency to enable better resource availability for service delivery in selected Ministries, Departments, and Agencies. This program was started by a PFM Action Plan (2018-23) which was approved to support effective implementation of the PFM Reform Strategy (2016-21). The Action Plan fulfills the need for an operational document, and as such it is consistent and should be read with the Strategy to get a complete understanding of the PFM reforms in Bangladesh. This PFM Action Plan provides:
- i. The implementation roadmap for those priority actions with clear institutional responsibilities;
 - ii. Cost-benefit analysis of sub-activities; and
 - iii. Results indicators to monitor the successful implementation;
 - iv. Elaboration on the governance structure for reforms and the change management approach.
- 21.** For the smooth implementation of the SPFMS program, the Finance Division has established the PFM governance structure which is led by a Steering Committee (SC) chaired by the Secretary of Finance Division Dr. Md Khairuzzaman Mozumder. He joined as Finance Secretary on 28 August 2023. Dr. Khairuzzaman is an accomplished professional with a 30-year career in various fields combining finance, macroeconomics, international economics, customs, trade facilitation issues, international development, WTO issues, and international trade. As the National Program Director of the SPFMS program, Additional Secretary Budget-1 is responsible for coordinating the smooth implementation of the PFM Action Plan. Recently, Ms. Bilquis Jahan Rimi undertook charge as the National Program Director (NPD) of SPFMS on 20 October 2024. She is a member of the BCS (Admin) Cadre joined in civil service for more than 26 years. She completed her Masters' in Public Policy and Management from Monash University Australia. She was involved in the formulation of a number of policy guidelines such as "Delegation of Financial Power (Revenue)", "Reduction of public expenditure with a view to maximize utilization of resources", "Policy for procuring services through Outsourcing, 2018", "Determination of price ceiling of various vehicles for government offices" and "Review of the rate of Travel Allowance (TA) and Daily Allowance (DA) while going abroad for official purposes".
- 22.** In addition, the Program Execution and Coordination Team (PECT) is established for the implementation of component 14 of the Action Plan dealing with the overall reforms coordination and change management. Seven Project Implementation Teams (PITs) have been established in the Finance Division, while PIT equivalent teams are being set up in six other institutions, i.e., total 13 Program Implementation Teams (PITs) leading the implementation of the respective components of the PFM Action Plan. Hence, Component 14: "PFM reforms Leadership, Coordination, and Monitoring" is in charge of overseeing those thirteen (13) implementation teams. Each of the thirteen teams will be supported by a full-time Implementation Support Consultant (ISC) who will play a crucial role in supporting successful execution of tasks and in facilitating learning. The brief discussion of the SPFMS governance structures are discussed below:

- **Steering Committee:** The Steering Committee headed by the Finance Secretary has representation from Cabinet Division, OCAG, CGA, NBR, Economic Relations Division, and Planning Commission. It oversees the implementation progress, provides policy guidance and ensures an enabling environment for reforms to succeed and sustain, and decides on possible course-corrections based on implementation lessons and suggestions from the PECT.
- **PECT:** PECT is leading the coordination of the PFM reforms. The role of PECT involves leading the coordination of the reforms with active support from the line ministries as well as the development partners, developing progress and performance indicators for each (activity) cluster, supporting the capacity development of each PIT to develop effective PFM-focused monitoring, preparing semi-annual progress reports, developing a detailed communication plan, and creating a PFM Reform Learning Hub in IPF.



Program Executive and Coordinator Team (PECT) led by National Program Director



- **PITs:** In close coordination of PECT, 13 PITs formed in different PFM institutions have the primary accountability of implementing the respective PFM Action Plan components, preparing implementation documentation such as work plans and budget allocation, providing financial oversight on program implementation, and achieving the performance targets.
- **ISCs:** The implementation support consultants have deployed to facilitate PITs active functioning. Preparation of the semi-annual progress reports along with the retreats and regular PFM field inspections are important coordination instruments.

E. OVERVIEW OF PFM ACTION PLAN FINANCES

23. The total cost of the reforms is BDT 184.41 crore (USD 21.95 million) for this reporting period. Of this amount, BDT 50.08 crore (USD 5.96 million) spent on the DP co-financed projects outside the government's single treasury account, while BDT 22.68 crore (USD 0.27 million) spent on DP co-financed on-treasury account. BDT 16.36 crore (USD 1.95 million) equivalent spent by different DPs to support PFM reforms in Bangladesh. BDT 69.84 crore (USD 8.31 million) is the allocation of the Governments' co-financing to DP projects of staffing and other recurrent expenditures directly attributable to the PFM reforms. Finally, BDT 2.27 crore (USD 0.27 million) is the allocation of the Government-own operating costs to various projects to the PFM reforms. In previous reporting time, the total cost of the reforms was 1917.71 crore and the cumulative cost is 2102.13 crores up to this reporting time. The breakdown by recipient is presented in the table below for expenditures from July 2024 to December 2024.

OVERVIEW OF PFM ACTION PLAN FINANCES

amount in lac BDT

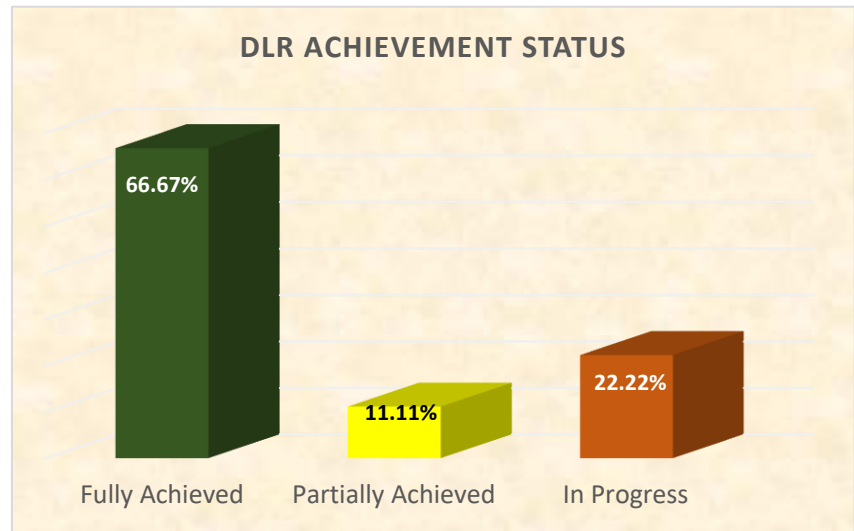
Component Name	DP Fund (Special A/C- outside Treasury)	DP Fund (on Treasury)	Government own Fund Projects	Donor Executed (incl. EU TA)	Governments' operating costs allocation/ Governments' co-financing to DP projects	Total	Total cost from September 2018 to June 2024	Cumulative Costs as of December 2024	Percentage of each Component
1	2	3	4	5	6	7	8	9	10
C-1: Revenue Expenditure and Forecasting		121.66			212.51	334.17	3,438.74	3,772.91	1.79%
C-2: Domestic Resource Mobilization	5008.58		226.79		162.94	5,398.31	49,672.29	55,070.60	26.20%
C-3: Debt Management		114.39			278.68	393.07	4,130.23	4,523.30	2.15%
C-4: Planning and Budget Preparation		258.71			543.10	801.81	8,355.87	9,157.68	4.36%
C-5: Public Investment Management						0.00	2,215.20	2,215.20	1.05%
C-6: Public Sector Performance Management						0.00	266.34	266.34	0.13%
C-7: iBAS++/BACS Implementation		1557.97			363.68	1,921.65	23,290.57	25,212.22	11.99%
C-8: Pension Management		450.35			216.84	667.19	6,662.23	7,329.42	3.49%
C-9: State Owned Enterprises' Governance		292.76			138.06	430.82	3,037.28	3,468.10	1.65%
C-10: Financial Reporting		282.24			141.77	424.01	2,380.66	2,804.67	1.33%
C-11: Strengthen External Scrutiny and Oversight				234.12		234.12	3,526.19	3,760.31	1.79%
C-12: Strengthen Parliamentary Oversight and Scrutiny Public				138.32		138.32	1,500.12	1,638.44	0.78%
C-13: Procurement					4926.55	4,926.55	73,746.07	78,672.62	37.43%
C-14: PFM Reforms Leadership, Co-ordination and Monitoring		1507.95				1,507.95	8,529.29	10,037.24	4.77%
SPEMP-BETF				1263.86		1,263.86	1,020.23	2,284.09	1.09%
Total in lac BDT	5,008.58	4,586.03	226.79	1,636.30	6,984.13	18,441.83	191,771.31	210,213.14	100.0%
Total in mil USD	5.96	5.46	0.27	1.95	8.31	21.95			
Percentage for each source of Fund	27%	25%	1%	9%	38%	100%			

Note:


- "NA" denotes that there is no project under this item
- "NE" denotes that the item has budget allocated, but the expenditure has't started yet
- "NE" No expenditure for that year
- Conversion rate has been considered as BDT 84 for USD 1.

F. ACHIEVEMENTS DURING JULY – DECEMBER 2024

24. Disbursement Linked Results (DLRs) have made significant progress from July 1, 2024 to December 31, 2024. Regarding DLR achievement, the SPFMS program has 10 DLIs (Disbursement Linked Indicators), which contain a total of 45 DLRs (Disbursement Linked Results). During this reporting period, 30 DLRs (66.67%) are entirely completed, 5 DLRs (11.11%) are partially achieved, and 10 (22.22%) DLRs are still in progress.



C-1: REVENUE AND EXPENDITURE FORECASTING

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Macroeconomics Wing, FD	1 & 2	1	

C1: Program Implementation Team (PIT) Members



PEC & ISC



25. Objective

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) is designed to enhance the Finance Division's ability to deliver accurate fiscal forecasts and prepare more effective budgets. Central to the program is developing advanced macroeconomic models that provide reliable revenue and expenditure projections, forming the Medium-Term Macroeconomic Framework (MTMF) foundation. These models improve fiscal discipline and resource allocation, enabling the government to implement sustainable fiscal policies. A key focus is building institutional capacity within the Ministry of Finance (MoF) by training a skilled workforce to manage and sustain these models. Through regular training and technical support, SPFMS creates a self-reliant team capable of guiding fiscal policymaking.

SPFMS also emphasizes enhancing fiscal risk analysis by developing comprehensive risk matrices and conducting scenario analyses to prepare for various economic conditions. This capability is vital for anticipating shocks and maintaining budgetary stability amid domestic and global uncertainties. The program promotes data-driven decision-making by streamlining data collection and integration from key stakeholders like the Bangladesh Bank, Bangladesh Bureau of Statistics (BBS), and the National Board of Revenue (NBR). Efficient data-sharing mechanisms and modern technologies, such as APIs, improve the accuracy and timeliness of forecasts. Additionally, SPFMS adopts best practices from countries like Malaysia and India, customizing and localizing models to address Bangladesh's unique economic challenges. This approach underscores the program's commitment to building a robust and sustainable fiscal forecasting and budget preparation system.

26. Outputs

- A macroeconomic dataset covering 52 years (1973–2024) and nearly 194 variables/indicators have been prepared to feed into the model. Additionally, a web-based data platform has been developed to store and update the data efficiently for MFMod.
- High-frequency data from relevant ministries, divisions, and stakeholders have been compiled and integrated into this database.
- A baseline scenario analysis for the fiscal year 2024–25 is expected to be prepared using MFMod.
- A two-year subscription for 15 EViews software licenses has been purchased. These licensed software copies have already been distributed among Macro officers, and two licenses have been allocated to two senior consultants of the Macro Scheme under the SPFMS program.
- An initiative has also been taken to subscribe to the CEIC Global Database and World Trend Plus, which will help the Macro Wing make more robust medium-term forecasts.
- The Annual Performance Report, aligned with the SPFMS M&E framework for measuring MFMod's output and effectiveness, was submitted in August 2024.
- Nine Annual Fiscal Reports have been revised based on feedback from Macro Economic Wing (MEW) officials and have been finalized for publication on the Finance Division's website.
- The FD Business Newsflash, a WhatsApp-based platform, is actively disseminating key economic and business news collected from leading daily newspapers by scheme officials.
- A delegation of Finance Division officials recently visited the Ministry of Finance, Malaysia and the Ministry of Finance and the Central Bank, Indonesia to gain hands-on experience with the MFMod model.
- A training strategy for FY 2024–25 has been developed and approved by the Program Implementation Team (PIT).
- To support model development, a compendium has been compiled by collecting all previous training and workshop materials related to macroeconomic model development.
- The Program Implementation Team (PIT) has been restructured.

The following training sessions and workshops have been scheduled for July–December 2024.

No	Description	Date
1.	Training Advance MS Excel and D-Nothi for professional	08-12 December 2024
2.	Time Series Analysis	20-24 October. 2024
3.	Econometrics for Decision Making	06-10 October 2024
4.	Training on Financial Programming and Policies (FPP)	27-31 October 2024

27. Challenges

- Reliance on manual processes (e.g., Excel files, pen drives) creates inefficiencies and increases the risk of errors.
- Integration of real-time and high-frequency data sources remains a challenge.
- The model is yet to be fully optimized for local economic dynamics, including the informal sector and regional disparities.

- Coordination issues among multiple stakeholders slow down data-sharing and model validations.
- Lack of expertise in adopting and incorporating now casting models for short-term forecasting.
- Limited adoption of international best practices in macroeconomic modeling.
- Limited adoption of automated data-sharing mechanisms like APIs due to technical and institutional constraints.
- Retaining the acquired knowledge within the MEW is daunting due to the frequent transfer of officials.

28. Mitigations

- Develop a regulatory framework mandating standardized API-based data sharing.
- Invest in capacity-building programs to equip institutions with modern data-sharing tools and forecasting techniques.
- Implement a phased approach to API adoption, starting with critical data sources.
- Establish a dedicated macroeconomic modeling unit within the Ministry of Finance.
- Strengthen local and international research collaborations for continuous model improvement.

29. Projects/schemes Contributing to this Scheme/Component


- The schemes for debt management, iBAS++/BACS implementation, pension management, SOE governance, financial reporting, and PFM reform leadership are vital for enhancing fiscal forecasting, particularly in developing a macroeconomic model.
- Debt Management ensures the accurate tracking of public debt, allowing for informed projections in budgetary forecasting. Implementing iBAS++ and BACS streamlines financial reporting and improves data accuracy, essential for precise forecasting.
- Pension Management supports long-term fiscal stability by forecasting future liabilities. SOE Governance enhances transparency and accountability, which are critical for assessing fiscal risks and ensuring sustainable public finances. Financial Reporting ensures timely and accurate information, integral for developing reliable macroeconomic models.
- Revenue and Expenditure Forecasting provides the foundation for fiscal projections, ensuring evidence-based budgeting. It integrates fiscal forecasts into budgetary frameworks, enhancing resource allocation efficiency, which relates to component 4: Planning and Budget Preparation.
- Almost all schemes collectively create a robust foundation for developing macroeconomic models, enabling more accurate fiscal forecasting, better budgetary allocations, and enhanced decision-making processes, ensuring fiscal stability and effective public financial management.

30. Next Steps

- A medium-term macroeconomic projection using MFMod beginning from FY 2024-25 is planned to be completed before the next Coordination Council Meeting, which is scheduled for the first week of April.
- Periodic coordination meetings will be arranged with data-sharing agencies to ensure effective collaboration.
- The database (MFDB) will continue to be updated with the most recent available data.

- A five-day training session on MFMod will be organized from February 16 to 20, 2025, at the World Bank office in Agargaon.
- The schedule for the Advanced MS Excel training for officers of the Macroeconomics Division will be arranged in March 2025.
- A stakeholder meeting or workshop on MFMod output validation is expected to be organized during March.
- The terms and conditions for subscribing to the CEIC Global database will be negotiated, and the subscription process will be finalized.
- Training sessions on Financial Programming and Policies (FPP) will be arranged which incorporates the debt dynamics tools (DDT).
- Ten policy notes on various macroeconomic issues will be prepared by the end of March 2025. These will be written by a group comprising officers from the Macro Wing and consultants from the Macro Scheme.

C-2: DOMESTIC RESOURCE MOBILIZATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
NBR	3 & 4	-	

C2: Program Implementation Team (PIT) Members



PEC & ISC



31. Objective:

Domestic revenue mobilization is the key to smooth operation of the government and steady financing for development. Though Bangladesh has been making continuous progress in reducing the tax gap and increasing tax-to-GDP ratio over the last few years, the ratio still falls behind in regional and sub-regional comparisons. A planned approach for domestic revenue mobilization is necessary for utilizing the full revenue potential of the country. Component 2 of the PFM reform program aims at increasing the tax-to-GDP ratio through an improved taxation strategy (Medium- and Long-Term Revenue Strategy) and building a modern tax administration through undertaking necessary policy reforms, improving business processes, adopting frontier technologies, revisiting PEFA related issues, and enabling digital transformation. The approach planned under Component 2 will enhance voluntary tax compliance, prevent tax base erosion, reduce compliance cost, and improve taxpayers' behavior in tax compliance, improve NBR's PEFA score in the next assessment, and thereby, contribute to better mobilization of domestic revenue.

32. Outcomes:

The new Income Tax Act (Income Tax Act, 2023) has been enacted and implemented with effect from 22 June 2023. This law is the outcome of several years' efforts for enacting income tax laws in Bangla, having relevant provisions to take care of the changes in business models and the advent of digital and virtual economy. Recently, the old Customs Act of 1969 has been abolished and replaced by the new Customs Act of 2023 which came into effect on June 6, 2024. The act was passed in the parliament on November 13, 2023. The new act aims at enhancing facilitation of international trade and embolding revenue collection as

international best practices like Authorized Economic Operator (AEO), Mutual Recognition Agreement (MRA), Risk Management, Post Clearance Audit (PCA), and Non-Intrusive Inspection (NII). It also includes provisions for Advance Ruling, Stakeholder Consultation, National Enquiry Point (NEPI Website, Advance Passenger Information (API), and Passenger Name Record (PNR), in accordance with international agreements, conventions, and the WTO Trade Facilitation Agreement (TFA).

Few years back, VAT and Supplementary Duty Act, 2012 was enforced (in July 2019). VAT is the biggest source of revenue for the NBR followed by income tax and Customs duty. The new VAT and Supplementary Duty Act addresses the complexities and provides a modern streamlined VAT system. The most important change was the introduction of four VAT rates including the existing 15 percent. Apart from the standard VAT rate of 15 percent, three different VAT rates of 10 percent, 7.5 percent, and 5 percent for specific and services have been introduced. Online registration for enlistment became mandatory and as of now the Integrated VAT Automation System (IVAS) has issued a total of 5,16,522 Business Identification Numbers (BINs) to the VAT payers. The Integrated VAT Administration System (IVAS) has also initiated the online returns submission process with the Large Taxpayers' Unit (LTU). From January 2024 to September 2024 a total of 30,00,000 VAT returns have been submitted online.

33. Outputs:

- Both wings of the NBR, Direct and Indirect Taxes, submitted the Medium- and Long-Term Revenue Strategy Report to the NBR for final review and approval. The NBR formed a combined committee consisting of officials from both wings. A retreat program for the unification of the reports of direct tax and indirect tax wing held in November, 2024. The Validation of the two reports of MLTRS completed in January 2025.
- After months of effort, the Indirect Tax Wing prepared a tax-expenditure analysis and submitted it to the NBR.
- NBR organized several capacity-building training sessions and workshops on topics such as Authorized Economic Operators, Risk Management, Trade Policies, etc. with the assistance of development partners including the ADB, WB, and USAID.
- NBR formed a team to prepare the Customs Modernization Strategic Action Plan 2024-2026 with the assistance of the Asian Development Bank. Several capacity-building workshops were held to enhance the officials' ability to prepare the strategic document.
- A new rule for Expedited Shipment (Courier Service Providers) was formulated and enacted on June 6, 2024. The relevant Customs field stations are working to implement this rule, and a simplified declaration for expedited shipment has also been prepared.
- NBR also introduced several rules to align with international best practices, including the Electronic Seal and Lock Service Rules, 2024, Electronic Payment and Electronic Record Preservation Rules, 2024, Customs Guarantee Rules, 2024, Goods Declaration, Assessment and Re-Assessment Rules, 2024, Authorized Economic Operators Rules, 2024, and Pre-Arrival Processing Rules to streamline the existing procedures and processes.
- NBR introduced Public Private Partnership (PPP) to operate & maintain a new Electronic Fiscal Device Management System (EFDMS) to bring more retailers into the VAT net. Under this initiative,

NBR aims at setting up 3(three) lakh Electronic Fiscal Devices (EFDs) at retail and wholesale stores in Dhaka and Chattogram metropolitan area by a third party within five years and expand the numbers after successful completion of the endeavor in other areas of Bangladesh. Around 30,100 EFD and SDC devices have been installed till December 2023.

- NBR simplified the VAT return form for retailers and incorporated it in the EFDs so that the retailers can easily submit the VAT return.
- After careful reviewing PFM sub-activities and key steps, NBR prepared a new work plan based on the latest PEFA assessment with a view to improve NBR PEFA score in the next assessment. The new Annual Work plan has been finalized with the Inclusion of PEFA related sub-activities and key Steps. NBR is forming different teams for preparing plans, strategies and recommending action programs related to the strengthening of the revenue risk management capacity as outlined in PEFA goals.
- A comprehensive tax administration reform has been completed in income tax where several tax new offices, specialized tax units and appeal units have been established. The newly formed units are fully operational from July 2024.

34. Challenges and Mitigations:

The Fourth Industrial Revolution is transforming the economy of Bangladesh as well, and NBR needs to build the capacity to tax in this digital and virtual environment. Introducing a data-driven tax system is the key to combating tax evasion and ensuring better services to taxpayers. Tax administration needs to be digitized. The limited capacity of the NBR in terms of both resources and knowledge is a major challenge in managing digital transformation. IT personnel and coordination shortcomings continue to be a concern. There is a pressing need to consider the issue of sustainability of the IT system. NBR has conducted an in-house study to identify policy and administrative challenges of the taxation of digital and virtual economies. Though the score and the ranking of NBR in the last PEFA assessment have increased from the earlier assessment, the score and ranking are not at the expected level, and there is an urgency from the Government to significantly improve the score in upcoming PEFA assessment 2026. A number of measures will be undertaken to ensure that the tax system of the country can keep pace with digital disruption, changing taxation ecology and thereby mobilize expected level of domestic revenue.

Customs & VAT Wing:

35. Projects/schemes contributing to this component:

- a) **National Single Window (NSW):** GOB approved "The Bangladesh Regional Connectivity Project 1: Implement National Single Window and Customs Modernization Plan 2017-2020" costing BDT 58,539 lac (US\$74.1 million) in July 2017 which has a closing date of 31 December 2026. This project is implemented by the NBR. In line with international standards, including the WTO Trade Facilitation Agreement, the Government of Bangladesh has committed to the implementation of a Bangladesh Single Window (BSW) system and the associated reforms and modernization of Customs and other border management agency requirements. Once fully operational, the system will allow traders to submit all import, export, and transit information required by Customs and other key regulatory agencies via a single

electronic gateway instead of submitting essentially the same information numerous times to different government agencies, many of which still rely heavily on paper-based processing systems.

Progress:

- Soft launching of National Single Window Project will be started in January, 2025.
- All necessary training, workshops and awareness programs given to the relevant stakeholders and offices.
- All necessary Software had already been developed.
- This Project will go live from 28 February, 2025.
- In the meantime, 19 (Nineteen) CLPIA Offices have been using National Single Window Platform.

b) *Bond Management Automation project:* GOB approved "Bond Management Automation Project" of BDT 9,301.98 lac in July 2017 and has a closing date of 31 December 2024. The program is implemented by the NBR. The aim of this project is the automation of customs bond management to bring full transparency in the system and reduce time and cost of doing business. The automation also aims to protect local industries from the uneven competition of business by preventing illegal entry of goods under duty-free access. Besides, the number of cases pending in the courts, this automation is supporting to reduce along with handling and examining the cases with the automated system.

Progress:

- Bond Automation Project was supposed to be terminated in 31st December, 2024. But for the unavoidable circumstances. The duration of project was extended to 28 February, 2025.
- Necessary integration already done with all stakeholders like BGMEA, BKMEA, BEPZA and Bangladesh Bank.
- All modules are operational at present. The process of onboarding all the bonded units is going on.
- The project is expected to be fully operational from 28 February, 2025.

Income Tax Wing:

a) *EU-funded Technical Assistance "Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh" (EUR 10m, 36 months):* The EU PFM program has been in operation since September 2020 with the work plan being formally adopted by NBR in May 2021. The main activities of the program remain focused on (i) integrity (internal control), (ii) revenue risk management, and (iii) organization and planning. During this reporting period, the following progress has been made in the NBR component of the EU PFM TA program:

- The promulgation of the new Income Tax Law 2023 in Bangla language in June necessitated material changes to the return processing and associated systems developed under the EU TA program auspices. These changes and updates were made to permit the tax filing window commencing October 2023 to be managed on systems fully compliant with the new legislation.
- The online return processing system that was introduced under this PFM program showed continued increase in the taxpayer user base. The October to December return filing window saw a dramatic increase in online returns and 1.5 million returns are expected by end January 2025.

- The e-Return service centre that was established in 2021 was re-activated and was staffed by 50 technical tele-operators to provide taxpayer support during the return filing period.
- Software enhancements were made to the Taxpayer Registration System by the TA appointed service provider to make the system compliant with the new 2023 Income Tax Law.
- An advanced Java training course for 08 IT officials of NBR was completed earlier in 2023. This course was aimed at strengthening NBR technical systems capacity and to reduce their dependency on external service providers. As a result, these technical experts were able to commence development of a new system called "Tax Return Preparation System (TRP)" to allow approved Tax Agents to submit tax returns on behalf of taxpayer clients. The system is planned to be operational by next year.
- A transfer pricing benchmarking tool workshop was organized to use the tool. Transfer pricing cell of NBR started using this tool from Q1 of 2024.
- A TAIEX program evaluation and application is underway to have NBR delegates visit a European Union revenue authority who is a current user of the transfer pricing benchmarking system to see the system in actual use within an advanced revenue authority. Slovenia, Hungary and Poland were shortlisted as they use the product concerned.
- Transfer Pricing Training has commenced and will be ramped up to provide introductory training to new tax officers being introduced to transfer pricing as well as advanced transfer pricing benchmarking techniques, specific to the nominated toolset.

b) *Training on Auditing under Income Tax ACT, 2023:* In the Income Tax Act 2023, income tax return audit activities have been introduced in a new way. There are four steps in the audit process after the audit selection phase. In this new system, it is necessary to prepare the "Income tax Return Audit Manual" to conduct the audit activities properly at the field level. Training is needed so that field-level officials can adopt the new audit system. Besides, it is necessary to organize workshop with monitoring officers to ensure transparency and accountability of audit activities. Out of four key steps two has been conducted successfully. Building Officials Capacity through dissemination of Audit system, Workshop on field management system during auditing of them officers will be able to conduct audit activities in a fair and accurate manner. The following plan would apply to the DRM sub tasks-

- Capacity building on new auditing system for the field officers.
- Training on the inspection procedure for the inspectors.
- Views exchange meeting among the monitoring officials.
- Training on audit coordination system among the different field team.
- Seminar for validation and finalization of Income Tax Audit Manual.
- Training on Risk Based Audit Selection for the efficient and professional performance.

c) *Rolling out of Income Tax Act 2023*

The new Income Tax Act was enacted by the parliament in June 2023. The act has brought about changes in many areas like the preparation of tax forms, preparation of tax notices, tax collection from taxpayers/companies, etc. To efficiently implement the act and boost tax collection, the NBR needs to

educate the taxpayers about the new act. The following activities will be considered under the scope of the DRM sub-task:

- Development of a communication strategy.
- Implementation of structured outreach programs.
- Orientation to the officials of the taxes zones.
- Development and dissemination of Information, Education and Communications (IEC) materials. They include digital content like video tutorials on different aspects of the tax act.
- Training for a team of experts to educate the key stakeholders like CFOs, tax lawyers, business chambers and the like.
- Review of business processes in Income Tax Act, 2023.
- Develop compliance risk management system.
- Training on auditing under Income Tax Act, 2023 etc.

d) *Develop compliance risk management system*

It is very important to check the rules that have been introduced in the Income Tax Act, 2023 for filing returns. The following activities will be considered under the scope of the DRM sub-task:


- Training on how to monitor the audited cases being solved in accordance with guidelines formulated by NBR.
- Seminar on the identification of various legal and regulatory obstacles in order to improve voluntary tax compliance.
- Training on acquisition and examination of data concerning revenue risk transaction.

e) *Capacity building for NBR staff to start implementation of MLTRS*

The Income Tax Wing has drafted the MLTRS. The DRM sub-task will start supporting a series of consultative meetings on the section on direct taxes with different stakeholders to validate the MLTRS. The DRM sub-task would have the following plan to support validation and finalization of the MLTRS:

- Consultations for direct taxes.
- Merge the sections on direct taxes.
- Capacity building on priority areas to start implementation of MLTRS.

C-3: DEBT MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Debt Management Wing, Finance Division	5,6 & 7	1	

C3: Program Implementation Team (PIT) Members



PEC & ISC



36. Objective

- To enhance the government's debt management capacity, which will, in turn, strengthen the overall fiscal situation of the country.
- To minimize the borrowing costs subject to keeping risks at an acceptable level and supporting the development and functioning of the domestic debt markets.
- Preparing and publishing Medium-Term Debt Management Strategy (MTDS), Debt Sustainability Analysis (DSA) reports, and Quarterly Debt Bulletins on a regular basis.
- Strengthening the capacity of the Treasury and Debt Management (TDM) Wing to ensure efficient and effective debt management.

37. Outcomes

- Publishing Medium-Term Debt Management Strategy (MTDS) on a regular basis.
- MTDS and DSA frameworks have been prepared, and quarterly debt bulletins are being published regularly.
- Publishing Debt Sustainability Analysis (DSA) report.

38. Outputs

- The 11th issue of the Quarterly Debt Bulletin has been published in December 2024. It is now available on the Finance Division's website. The 12th issue of the Quarterly Debt Bulletin is in progress.

- The Medium-Term Debt Strategy (MTDS) and Debt Sustainability Analysis (DSA) are regularly published and available on the Finance Division's website.
- A strategic framework for inspecting and supporting DSL implementation is being drafted and is targeted for completion by December 2025.
- A training strategy has been prepared, and a dissemination workshop was held in September 2024. And the strategy is underway to be finalized.
- Comprehensive inventory of outstanding debt and government guarantees has been completed.
- Need assessments for skill gaps in relevant agencies have been completed and orientation workshops have been conducted.
- Public Debt Rules, 1946 has been updated partially.
- Debt database enhancements, integrating iBAS++, Bangladesh Bank (BB), National Savings Certificates (NSC), and ERD data, are underway.
- Sukuk guidelines have been drafted.
- Objectives and sessions for the Debt Review Conference have been identified
- A guideline for Non-Tax Revenue (NTR) has been developed and disseminated.
- Operational strategy for MTDS implementation has been developed.
- As of December 31, 2024, under the NSC Online Management System, NSCs worth 448.75 billion Taka have been issued to 5,457,864 NID holders, associated with 7,079,986 registration numbers.
- The following trainings / workshops have been arranged during July-December 2024.

No.	Description	Date
1.	Training on Basics of Debt Management	22-23 December 2024
2.	Workshop on Managing DSL procedures, compliance and best practices for borrowing institution	24 December 2024
3.	Workshop on The Secured Oversight Finance Rate (SOFR) and its implication for borrowing: Different types of SOFR	25 December 2024
4.	Training on MS Office and Management	15-30 December 2024

39. Challenges and mitigation

❖ Challenges

- Updating and integrating the debt database across agencies remain incomplete, limiting the efficiency of data management.
- Scalability and sustainability of NSC Management System.
- Arranging foreign trainings.
- Allocation of adequate level resources.
- Inconsistent collaboration among key stakeholders including FD, BB, ERD, NSD, and BBS.
- Existing debt management rules are not fully aligned with international standards.

❖ Mitigation

- Continuous communication with the data-providing agencies is being conducted for smooth data collection and updating of the debt database.

- The officials of NSC issuing offices are being trained in capacity building for the sustainability of the NSC management system, and this training program will continue throughout the year.
- A foreign training will be arranged with assistance from the BETF.
- The documentation for the NSC management system, NTR database, and Debt Bulletin is currently being worked on.

40. Projects/Schemes contributing to this component


- Scheme on “Strengthening the Capacity of Treasury & Debt management Wing of Finance Division”:** GOB has approved the non-ADP Scheme on “Strengthening the Capacity of Treasury & Debt management Wing of Finance Division” of BDT 3,696 lac (US\$ 4.4 million) in March 2020 and has a closing date of 30 June 2026. The program is implemented by the Treasury and Debt Management Wing of the Finance Division under the WB co-financed SPFMS program. This scheme includes DLR-1.3 under DLI-1 and this DLR is fully achieved.
- IMF:** IMF has supported the capacity-building training sessions on Public Sector Debt Statistics (PSDS), MTDS, DSA, etc.

41. Next steps

- The Quarterly Debt Bulletin, Medium-Term Debt Strategy (MTDS), and Debt Sustainability Analysis (DSA) will be regularly published to ensure public disclosure.
- The Debt Sustainability and Liquidity (DSL) software will be fully operationalized by March 2025.
- Inter-agency training for government stakeholders on PPP is slated for February 2025.
- A seminar will be organized in January 2024 to enhance collaboration between the government and private sectors, aiming at improving infrastructure and public service delivery through private sector engagement.
- 2nd session of the Training on DSA is scheduled for January 2025.
- A national workshop on MTDS for the 2024-2025 period is planned for February/March 2025.
- Completing the Debt Sustainability Analysis is a top priority and will be conducted by March 2025.
- Training on Debt Liability Management will be arranged from March 2025
- Training on ‘MTDS’ and ‘Cash Management’ will be arranged in April 2025
- The Debt Service Liability (DSL) software is expected to become fully operational by June 2025.
- Collaborate with international organizations for technical assistance and advanced training.
- Introduce innovative instruments, such as green and social bonds, to expand domestic debt markets.
- Align debt management rules with international standards and finalize public debt regulations.
- Develop a centralized, automated debt database, updated in real time and accessible across relevant agencies.
- New Features including Self-service: online purchases via ACS, banking, cards, MFS, Automatic client Reports, EFT Expansion for post office savings bank will be included in the existing modules for external/domestic debt management.

- Moreover, System Integration: NID, iBAS++, NBR, Bangladesh Bank, Reconciliation, Commission Accounting, Partial Encashment, Diaspora Bond Handling: Penalty, Death Benefit, Nominee Change, Stop Payment, Tax Certs via Email, Restructuring, Refactoring etc. will be included in the existing modules for external/domestic debt management.
- Finalize and implement new modules for external/domestic debt management on Prize Bond: Issuance, lottery, claims, EFT payments and Postal Life Insurance: Issuance, tracking, claims, payments.
- Simplify and publish debt data through public portals to promote fiscal transparency.
- A strategic framework for the inspection and implementation support of DSL will be drafted by December 2025.

C-4: PLANNING AND BUDGET PREPARATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Budget Wing, FD	8,9 & 10	2,3	

C4: Program Implementation Team (PIT) Members



PEC & ISC



42. Objective:

Financial planning ensures that public expenditures are planned within the expected availability of resources in the medium term. The Budget Management Committees (BMCs), and Budget Working Groups (BWGs) have been set up in Ministries/Divisions/Other Institutions with a view to improving the overall budget preparation and implementation process. BMCs and BWGs play important role in ensuring that the budget is prepared in line with the mission statement and strategic objectives of the Ministry/Division/Other Institution. The BMC is also assigned with the job of budget preparation, implementation and result monitoring to measure performance against the output targets of the Departments/Agencies based on the Key Performance Indicators (KPIs) of the Ministry/Division/Other Institutions set out in the Ministry Budget Framework (MBF). In sum, the BMC and BWG have vital role to ensure maximum value for public money. However, the BMCs and BWGs lack capacity and are not well-resourced to carry out such responsibilities under their wider terms of reference. The BMCs at the ministry level routinely meet to endorse submission of MBF to Finance Division leaving its wider terms of reference. Under this scheme, the capacity of the BMCs and BWGs is being strengthened to ensure better coordination of the operating and development budgets, improve budget alignment with development strategy and gender, social and climate considerations, alignment between financial and non-financial (performance) data, efficient fund release procedure, as well as to establish proper linkages between sectoral plans/strategies and resources and also between input and output /outcomes.

43. Outcomes:

To ensure the timely release and distribution of approved budget to DDOs from the budget holders, a monitoring mechanism has been established via iBAS++. Under this system, the budget release status report can be generated from iBAS++. The report shows the number of DDOs and budget amount released to DDOs at a point in time. A sample of the report is shown in the table-1. The report allows the budget wing to identify the DDOs who have not received budget yet and to take corrective measures to enable improved budget utilization. Timely release & distribution of budget ensure better service delivery as well as expenditure management to ensure aggregate fiscal discipline.

Three foreign trainings under Memorandum of Agreement (MoA) with Civil Service UK were conducted. These are: 1) Leadership and Change Management in Public Sector Organization: Special Focus on Public Financial Management, 2) Macro fiscal policy: Management, Modelling, Risks and 3) Strategic Budget Planning: integrating Policies, Priorities, Resources and Results. Tenure of each of these training was 1 week where 20 officials (in total 60 officials) from Line Ministries predominantly and few officials from FD attended in each of these trainings.

To date, under this program, several successful training sessions have been conducted, including workshops on Public Financial Management: Concepts, Rules, and Procedures; BC-1 Theoretical Training; BC-1 Weekly Feedback Training; Microsoft Excel for Office Management; use of R Workflow to Automate Research Report Writing; Budget preparation and Execution using BACS/iBAS++; Economics for Non-Economists; Introduction to Macro econometrics Methods and Applications, Leadership and Chain Management in Public Sector Organizations with a special focus on PFM; Strategic Budget Planning: Integrating Policies, Resources, and Priorities; Macro fiscal Policy and Risk Management and Peer Review of selected 10 MDAs. These activities are resulted in capacity enhancement of the individuals and impacted on producing better output further.

44. Outputs:

Table 1: Budget Release Status (Fiscal Year 2024-25, Up to December 2024)

(Amount in Thousand)

Type	Activity	Total Active DDO	Approved Budget (2024-25)	Distribution (Authorization) DDO	Budget Released	% DDO Distribution (Cumulative)	% Budget Released (Cumulative)
11	General activity	29376	145439,63,80	28914	129416,57,45	98.43	88.98
12	Special Activity*	0	355387,64,31	(3584) **	112621,11,03	0.00	31.69
13	Support Activity	368	13822,87,13	245	7475,32,80	66.58	54.08
14	Local Government	0	896,43,30	6	412,38,32	0.00	46.00
21	Non-ADP	65	16453,30,52	66	5004,90,72	101.54	30.42
22	ADP	1323 -(0) **	265000,00,01	1115	61551,47,05	84.28	23.23
Total		31132	796999,89,07	30346	316481,77,37	97.48	39.71

Source: iBAS++; Date: 30 January 2025

**DDO of Special Activity and General Activity is the same.

**DDO number in the parenthesis is already included in the DDO number of General Activities

During this reporting period, significant progress was made under the Scheme for Improving the Budget Process through Capacity Development of BMCs and BWGs.

- As per the provision of DLR 2.2, 15% of BMCs engaged in inter-ministerial peer reviews, with 10(ten) major high-spending ministries/divisions, including the Ministry of Primary and Mass Education (MoPME), Secondary and Higher Education Division (SHED), Road Transport and Highways Division (RTHD), Bridges Division, Local Government Division (LGD), Rural Development and Cooperatives Division (RDGD), Ministry of Water Resources (MoWR), Ministry of Agriculture (MoA), Health Services Division (HSD), and Medical Education and Family Welfare Division (MEFWD) have successfully completed their peer reviews. The achievement report of this DLR has already been sent to the World Bank and disbursement process is underway.
- Under DLR 2.3, the Recipient's expenditure on Social Sectors increased to 29% of total actual public expenditure in the fiscal year has been assessed. For FY 2021-22, the expenditure reached to 29.74%. This DLR has been fully achieved and World Bank has confirmed the dollar adjustment associated with this DLR achievement through an official letter dated December 12, 2024.
- DLR 2.4 requires the average performance score of BMCs to improve by at least 25% as evaluated through inter-ministerial Peer Review Process. A comprehensive roadmap has been designed in order to achieve this DLR. This includes a series of workshops and training sessions with the selected 10 (ten) ministries scheduled to commence from January 2025.
- Progress is also underway to achieve DLR 2.5, which aims to increase the recipient's expenditure on Social Sectors to 29.25% of total actual public expenditure.
- A workshop on the Revised Budget has been successfully conducted on December 5, 2024, with the participation of 41 officials, including Budget Desk Officers (BDOs) and senior officials from the Finance Division.
- Training-of-Trainers (ToT) for Budget Circular-1 (BC-1) for FY 2025-26 has been successfully completed, with a participation of 81 officials. The BC-1 training for FY 2025-26 commenced on December 29, 2024, and will be continued up to January 6, 2025. Approximately 1,000 participants from various MDAs will be trained in this process.
- The Government of Bangladesh recognizes the importance of strengthening its PFM system to improve resource management, transparency, and accountability. With the expiration of the 2016-2021 PFM Reform Strategy, a new strategy for 2025-2030 is essential to sustain ongoing reforms and modernize the system by addressing weaknesses and institutionalizing past successes for efficient service delivery and sustainable development. As part of this effort, a comprehensive write-up for covering reforms in Budget Preparation, Budget Execution, and Performance Budgeting, as well as the integration of Climate-Smart PFM and Gender Budgeting to ensure effective resource allocation, climate resilience, and gender equity, was submitted under the supervision of the PIT team.

- Under the SPFMS program, the preparation of the Monitoring and Evaluation (M&E) Framework is in progress. A draft M&E framework for the budget scheme has been developed in consultation with all PIT members.
- The BETF Training plan has been successfully submitted to the World Bank team and related activities are in progress. PIT meetings are being held regularly, and activities within the scheme are ongoing smoothly.
- The BETF Training plan has been successfully submitted to the World Bank team and related activities are in progress. PIT meetings are being held regularly, and activities within the scheme are ongoing smoothly.
- Overall, the series of workshops, meetings, and training sessions conducted in 2024 with a view to fostering collaboration, enhancing knowledge, and addressing critical themes in public financial management and sustainable development.
- In alignment with the extension of the SPFMS program to 2026, a draft Training Action Plan for 2023-2026 has been prepared to update the Training and Capacity Building Strategy for 2026. A Stakeholders consultation workshop with the PDs of World Bank Funded Projects will be held soon and issuance of a circular to enforce the streamlined budget release process is in progress.
- Several PIT meetings were held throughout this quarter, facilitating the smooth progress of subsequent activities in these two quarters.

45. Challenges and mitigations:

As budget distribution, process towards budget holders has been expedited via iBAS++, the DDOs now receiving the budget online (through iBAS++) immediately after the budget is approved in the parliament. However, reportedly, there are still some delays in case of a few departments in the distribution of budget to the field level where some manual intervention is required. Efforts are continuously made to ensure the in-time distribution of budget to the DDOs. International trainings are not conducted as government put restrictions on foreign visits.

Mitigation measures:

- Issuance of directives by FD to selected MDAs to ensure the release of budget/fund by 31 July to field offices (whose budgets are under group office code).
- Arrange awareness building program for the field offices.
- Conduct activation workshops for selected MDAs to expedite the timely release of funds (i.e., by 31st July).
- Foreign training will resume upon withdrawal of restrictions on foreign visits.

46. Projects/schemes contributing to this component of the PFM Action Plan:


- a) ***Scheme on “Improving the Budget Process through Capacity Development of BMCs and BWGs”:*** The SPFMS program has been extended to 2026 and total amount of the Scheme on “Improving the Budget Process through Capacity Development of BMCs and BWGs is now of BDT 114.14 crore (US\$ 13.59 million) with a closing date of 30 June 2026 (Revised). The program is

being implemented by the Budget Wing 1 of the Finance Division under the WB co-financing in SPFMS.

47. Next steps:

- Several workshops will be organized soon with selected 10 Ministries/Divisions to facilitate the Peer Review process. Additionally, a dissemination workshop is planned, preferably outside Dhaka.
- After completing the Peer Review for these 10 Ministries/Divisions, the process will be expanded to cover the remaining ministries.
- A variety of training sessions will be conducted for Line Ministry (LM) and Finance Division (FD) officials to provide a comprehensive learning experience on budget formulation and PFM-related issues.
- Training programs on Gender and Climate Budgeting covering data mining, analysis, and reporting will commence shortly.
- Further enhancements to the budget execution modules in the iBAS++ system will be undertaken to improve the monitoring of fund release timelines for DDOs and project directors, alongside the establishment of a structured monitoring mechanism.
- Additionally, efforts are underway to prepare key budget documents, including the Budget in Brief and Citizen's Budget.
- Several training programs on the budget-making process will be organized outside Dhaka.
- A rigorous three-day training program on PFM: Concept, Rules, and Procedures will be arranged soon, covering all ministries.
- Considerations are being made to hire an international consultant or trainer to provide specialized training on various PFM-related topics, including Budget in Brief and MTBF.

C-5: PUBLIC INVESTMENT MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Planning Ministry	11,12 & 13	-	

C5: Program Implementation Team (PIT) Members



PEC & ISC



48. Objective: The Ministry of Planning (MoP) coordinates the approval of development project proposals through various tools of public investment management, such as, the National Perspective Plan, Five-Year Plan (FYP), sector strategies, and appraisal of individual project proposals. Given competing pressures by interested stakeholders for each project proposal, it is not easy to prioritize and fully fund any critical proposal in the Annual Development Program (ADP). Hence, Component 5 comes into play to improve the efficiency of development budget management and the quality of portfolio performance.

49. Outputs:

- Establishment of Public Investment Management Reform (PIM Reform) wing in the Programming Division of Bangladesh Planning Commission.
- Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) were developed and validated for two pilot sectors (Power and Energy; & Local Government and Rural Development) in 2018. The government issued a circular to use MAF, SAF, Sector Strategy Paper (SSP) and Multi Year Public Investment Programme (MYPIP) in project formulation, assessment and appraisal and approval process of all investment projects for the above mentioned two pilot sectors. In 2023, the government issued another circular to use MAF and SAF for all sectors.
- MYPIP guideline has been issued in May 2024. MYPIP for PE & LGRD sector including Green Climate Resilient Development (GCRD) indicators have been updated and MYPIP for health, Housing and Community Amenities, and Environment, Climate Change and Water Resources sector have been prepared.

- MAF and SAF have been revised aligning with the guidelines 2022 for formulation, processing, approval, and revision of development projects in the public sector.
- The government issued Green Climate Resilient Development (GCRD) guideline on 13 February 2023.
- Demonstration of using MAF and SAF for project assessment and appraisal of new DPPs.
- Project Appraisal Management System (PAMS) is developed for digitalized version (online) of MAF and SAF to support the use of MAF and SAF by Ministries/Divisions and Sector Divisions of Bangladesh Planning Commission. The digitalized system PAMS has been integrated with the Project Processing, Appraisal & Management System (PPS).
- Programming Division has developed a database 'ADP/RADP Management System (AMS)' under the "Strengthening of Development Budget Management Capability of Programming Division through Establishing a New Digital Database System Project." AMS has established interface/linkage with the databases of Finance Division (iBAS++). After establishing the interface, Finance Division is receiving ADP/RADP allocation from AMS and Programming Division is receiving cumulative expenditure of the project from iBAS++. Recently Application Programming Interface (API) has been developed to integrate PPS and AMS. The AMS will also establish interface/linkage with other existing databases, such as, IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS- Foreign Aid Management System).
- Programming Division has developed the MYPIP module in the AMS. Over the course of preparing RADP 2021-22, ADP / RADP 2022-23, ADP/RADP 2023-24 and ADP 2024-25, all MDAs under Local Government and Rural Development (LGRD), Power and Energy (PE) and Health sectors used the MYPIP module in AMS to provide information on resource requirements for individual projects in the budgeting year and two outer years.
- Based on 7th Five Year Plan, SSP for two pilot sectors were first prepared, approved and published in 2018. Based on the 8th Five Year Plan, updated version of SSP for the Local Government and Rural Development (LGRD), and Power & Energy (PE) sector, has been published and circulated. SAP for 4 sectors (Environment and Climate Change, Agriculture, Local Government & Rural Development and General Public Services) have been published and circulated. SAP for more 5 (five) sectors (Health; Religion, Culture and Recreation; Education; Science and Information Technology; and Social Protection) are at the final stage of approval.
- 17 sectors of the ADP have been re-classified to 15 sectors to align ADP with Five Year Plan and budget framework. A gazette has been published regarding the sector re-classification of ADP. Annual Development Program (ADP) for the fiscal year 2021-22 and onward have been prepared on the basis of newly reclassified 15 sectors.
- A Handbook for DPP preparation and a Model Logical Framework for Investment Project have been published and circulated on the Planning Division and the Planning Commission websites.
- Handbook on Cost-Benefit Analysis (CBA) of Public Investment Projects-Applications with Excel models have been developed and circulated. It is available on the Planning Division and the Planning Commission websites.

- Public Investment Management (PIM) Reform Program 2024-28 has been published which lays out a roadmap to achieve future PIM system, including a set of key performance indicators to monitor the outcomes and progresses of PIM reform.
- PIM Guideline has been approved and circulated among stakeholders and it is available on the Planning Division and the Planning Commission websites.
- Conducted training programs on MAF, SAF, CBA and LFA for concerned officers of all Ministry/Division and Sector Divisions of the Planning Commission.
- Sector Performance Analysis (SPA) for PE and LGRD sector have been developed.
- Strategic ADP guideline (guidelines for using Sector Strategy Paper, Sector Action Plan and Multi Year Public Investment Programme tools in the ADP/RADP preparation process) has been published.
- 10 PIM documents: (i) Ministry Assessment Format (MAF) - English Version, (ii) Sector Appraisal Format (SAF) Manual -Bangla Version, (iii) Ministry Assessment Format (MAF) Manual -Bangla Version, (iv) Sector Appraisal Format (SAF) Manual -English Version, (v) Ministry Assessment Format (MAF) Manual -English Version, (vi) Public Investment Management (PIM) Reform Programme (2024-2028), (vii) Strategic ADP Guideline, (viii) Handbook for DPP preparation, (ix) Sector Appraisal Format (SAF) - English Version, (x) Handbook for DPP preparation- Bangla version have been published and circulated among the stakeholders. Training conducted for all budget entities and divisions of the Planning Commission on MAF/ SAF.

50. Challenges and mitigations: To increase the effectiveness of development budget management systems, ADP data management must be upgraded and maintained immediately. To this end, the interface/linkages of ADP/RADP Management System (AMS) with the databases of Finance Division (iBAS++) has been formally established in FY 2021-22. The next crucial steps will be to expand the interface and connections with the Planning Division (PPS-Project, Processing, Appraisal and Management System), IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS-Foreign Aid Management System) databases. Training and capacity building have been carried out for the Planning Commission and Ministries/Divisions officials in order to make sure the interfacing's sustainability. Furthermore, training for concerned officials from all MDAs on AMS is ongoing. As the officials are transferred at a regular interval, so training programs need to be continued round the year. It has been planned to continue the training programs round the year for the newcomers under the upcoming JICA supported Project for supporting Public Investment Reform Program.

51. Projects/schemes contributing to this component:

- JICA-supported Strengthening Public Investment Management System Project (SPIMS):** Programming Division of Bangladesh Planning Commission implemented "Strengthening Public Investment Management System Project (SPIMS)" for BDT 7146.93 Lac (\$ 8.5 million) since 2014 and completed on 30 June 2024. During the first four years, JICA provided technical cooperation to the PIM Reform Wing formed at the Programming Division, Bangladesh Planning Commission. The SPIMS project developed and validated a set of new PIM tools :(i) Ministry Assessment Format


(MAF) and Sector Appraisal Format (SAF) to assess and appraise Development Project Proposals (DPPs); and (ii) Sector Strategy Paper (SSP) and Multi-Year Public Investment Program (MYPIP) to strengthen linkages between Five Year Plan, ADP and MTBF. In June 2018, the Government demonstrated its strong commitment to PIM reform by approving the PIM tools and establishing the PIM Reform Wing within the Programming Division. In addition, the use of the PIM tools is officially incorporated in the revised “Guidelines for Formulation, Processing, Approval and Revision of Development Projects in the Public Sector, 2022”. Moreover, to continue and sustain improvement in the PIM system, PIM Reform wing has prepared “PIM Reform Program 2024-28” with the support of SPIMS, organized training for rolling out MAF/SAF to all sectors, transferred the PIM training programs-developed by SPIMS-to national training institutions for public officials.

52. Next steps: In FY 2024-25, Activities 11, 12 and 13 under Component-5 (PIM) will aim at achieving the following key outcomes to improve PIM: (i) enhancing interface/linkages of AMS with other data bases; (ii) consolidating the use of the PIM tools (MAF/SAF/SSP/MYPIP) in all sectors; (iii) strengthening PIM Reform Wing to ensure sustainability of PIM reform; (iv) Using PIM Tools to other sectors; and (v) Guideline for Evaluation Policy.

- i. Enhancing interface/linkages of AMS with other data bases:** To further increase efficiency in managing the ADP/RADP in annual budget cycle, the Programming Division will:
 - (i) Establish interface/linkages of the AMS system with the other data bases of (Planning Division PPS-Project, Processing, Appraisal and Management System), IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS-Foreign Aid Management System). It is noted that recently AMS established interface/linkages with the PPS and it will be upgraded regularly.
 - (ii) Introduce unique project code in the ADP process.
 - (iii) Continue training activities for officials in all sectors to manage the AMS system, including its MYPIP module and its interface/linkages with the other data bases.
- ii. Consolidating the use of the PIM tools in all sectors:** The Programming Division will undertake the following activities to consolidate the use of the PIM tools in all sectors:
 - (i) Support all sectors to use MAF and SAF through (a) demonstrating how to use MAF/SAF in actual assessment and appraisal process of new DPPs, (b) developing digitalized version (online) of MAF/SAF system (PAMS-Project Appraisal Management System), (c) developing samples and models of Logical Framework Analysis (LFA) and Cost Benefit Analysis (CBA) for some sectors (d) developing web-based tutorial videos to support training program, and (e) providing training for officials on MAF/SAF.
 - (ii) Support all sectors to use SSP, SAP and MYPIP in the budget process through (a) providing technical support for MDAs to use SSP/MYPIP in actual annual budget cycle, (b) providing training for officials on MYPIP module of AMS, and (c) delineating sector boundaries of ADP.
 - (iii) Organize training on digitalized MAF/ SAF (PAMS) to all sectors.

- iii. **Strengthening PIM Reform Wing to ensure sustainability of PIM reform:** To achieve this outcome, the following activities will be undertaken in FY2024-25:
- (i) Update and implementation of PIM Reform Program 2024-2028 to guide and manage PIM reform over the medium-term. The PIM Guidelines provides an overview of legal and regulatory framework for PIM, key PIM functions, and the roles and responsibilities of PIM stakeholders, while PIM Reform Program lays out a roadmap to achieve future PIM system, including a set of key performance indicators to monitor the outcomes and progresses of PIM reform.
 - (ii) Transfer PIM training programs developed by SPIMS to training institutions of the Government to embed PIM training in the national training programs. To facilitate this process, Training of Trainers (ToT) was conducted to enhance a pool of human resources for PIM.
 - (iii) Prepare a rollout strategy of the PIM tools to other sectors.
- iv. **Using PIM Tools to other sectors:** For using PIM tools in other sectors, the following activities will be done:
- (i) Using Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) to other sectors/ministries.
 - (ii) Training on DPP preparation and approval processes by using PPS platform to ensure full compliance of the notification issued by the Planning Division (June 2022) on 'Guidelines on Development Project Formulation, Processing, Approval and Revision in the Public Sector'.
 - (iii) Development of SSP/SAP and MYPIP for all other sectors including GCRD indicators.
 - (iv) Cost-Benefit Analysis modeling in project appraisal and selection.
 - (v) Development of examples of Logical framework for all other sectors.
- v. **Guideline for Evaluation Policy (guideline of IMED):** Evaluation Policy Guideline.
- (i) The Implementation Monitoring and Evaluation Division (IMED) is the key division to the government which monitors and evaluates the ongoing projects and completed projects of ADP/RADP. Considering the importance of having an evaluation policy guideline of the IMED, the Evaluation Policy Guideline is being prepared.

C-6: PUBLIC SECTOR PERFORMANCE MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Cabinet Division	14-17	-	

C6: Program Implementation Team (PIT) Members



PEC & ISC



53. Objective: The objective of the Component-6 of PFM Reform Action Plan is to enhance public sector performance management in Bangladesh. Annual Performance Agreement (APA) is one of the important tools for public sector performance management. APA, developed by the Government of Bangladesh, is a written commitment of works to be done by a ministry/division, directorate, or field-level office for a specific financial year (FY). The purposes of introducing APA were to ensure transparency and accountability in government offices, to enhance organizational efficiency, and to focus more on achieving results rather than processes. All Ministries/Divisions, directorates/agencies, and most of the field level offices (MDA) have come under the APA system. At the Ministry/Division level, APA is signed between the Cabinet Secretary and the Senior Secretary/Secretary of the respective Ministry/Division. In other offices, APA is signed between the head of the subordinate office and head of the higher offices. Work plans of five good governance tools (NIS, GRS, Citizen's Charter, RTI, and E-governance & Innovation) have been integrated into the APA. Therefore, APA has become a tool to evaluate every type of performance activity of a government office. The Coordination and Reforms Unit (CRU) of the Cabinet Division monitors the implementation of APA. The Cabinet Division is implementing Component-6 of the PFM Action plan. The Objective of Component-6 of the PFM Action Plan is to improve the quality of APAs, enhance monitoring, transparency/accountability and develop a system to incentivize MDAs.

54. Outcome:

The expected outcome of Component 6 is to improve the government performance management system by enhancing the capacity of the MDAs.

55. Outputs:

- Arranged APA signing ceremony of ministries/divisions and awarded top 10 best performing ministries/divisions.
- Prepared and published 'APA Overview 2024-25' and disseminated to 52 ministries/divisions.
- Ensured all signed APAs 2024-25 are published in the websites of respective government offices.
- Carried out necessary activities to present a summary of the implementation of the APA to the Advisory Council meeting in light of the government's reform activities.
- Contribute in PFM Strategy 2025-30 stakeholder consultation meeting.
- Development of APAMS 3rd version software has been done.
- Arranged TOT trainings on APAMS software (3rd version) with the participation of APAMS software users from various ministries/divisions.
- Communicated with Civil Service College, UK for arranging exposure visits on performance management.

56. Challenges and mitigations:

- Launching APAMS 3rd version software in time is a challenge because of the technical difficulties suffered by the vendor firm. However, the Cabinet Division is in close contact with the firm to mitigate the challenge of technical difficulties.
- Quality assessment of APA is an area of difficulties, which is posed by lack of data in this regard. The development of 3rd version APAMS will hopefully have positive impact on quality assessment.
- Capacity building for field level offices is another challenge. Cabinet Division is working with different ministry/divisions to arrange training, workshops, exposure visits etc. to enhance the capability and commitment of the concerned officials.


57. Projects/schemes contributing to this component:

No project/scheme under this component is running at this moment. However, a global benchmark exposure visits and study training for strengthening Annual Performance Management (APA) is expected to be arranged under BETF. After a discussion with World Bank representatives, the Cabinet Division communicated with Civil Service College, UK in this regard.

58. Next steps:

- Reforming APA in light of the interim governments' reform initiatives.

C-7: iBAS++/ BACS IMPLEMENTATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
iBAS++ Project Unit, FD	18-40	4,8	

C7: Program Implementation Team (PIT) Members



PEC & ISC



59. Objective:

- To improve the comprehensiveness and timeliness of in-year budget outturn reports that will enable decision-making by budget controlling offices.
- To strengthen better cash management and enhance fiscal discipline and transparency.

60. Outcomes:

- Informed decision making and achieve better budget execution rate.
- Reduce time in bill processing and increase share of electronic payment.
- Timely preparation of Financial Statements and submission for auditing.
- Improve cash management of the Government and reduce interest expenses.
- Reduce special accounts outside Treasury Single Account (TSA) and strengthen the TSA.
- Auto generated service statement and reduce time for pension approval.
- Make payment on G2P basis for social sector beneficiaries and increase beneficiaries' satisfaction.

61. Outputs: (Cumulative)

- New sub-module has been developed for the field offices under the Budget Preparation module. At present, 4,264 field offices including CGA, CGDF, and Primary Education offices up to the district level are using this module for submitting their budget.
- In Expenditure and Payment module of the iBAS++ system, a functionality named 'DDO Other Bills' has been added through which the DDO will submit all supply-related bills online and the Accounts

Office will process the submitted bills through the system. This system is currently operational in all Chief Accounts and Finance Officer (CAFO) and 7 Divisional Controller of Accounts (DCAs).

- To collect comprehensive and detail information of special bank accounts outside the Treasury Single Account (TSA), a sub-module of iBAS++ has been developed. A time bound work-plan has been undertaken to collect Bank Account information of all BCGs. By this time, the system has received 1,93,285 bank accounts information with 5,313 dormant bank accounts from 87,200 institutions.
- The functionality for the automatic calculation of loan repayments and house loan subsidies for government employees through the banking system has been integrated with the iBAS++ system.
- API with Directorate of Government Accommodation (DoGA) has been completed with the accommodation module in the iBAS++ system.
- For better cash management and strengthening the TSA, Personal Ledger (PL) Account system has been introduced in Autonomous Bodies including their projects in 2019. At present, 136 ABs and 305 projects are using this system.
- The beneficiary allowances under various social safety net programs (old age allowance, widow allowance, honorarium of valiant freedom fighters, maternity allowance, all education stipends, allowances to the backward people) are being delivered directly to beneficiaries' bank or mobile account through G2P. In this regard, Application Programming Interface (API) between Strengthening Public Budget Management Unit (SPBMU) and other MFS (Bkash, Nagad and Rocket) has been established. At present about 3.26 crore beneficiaries under 8 Ministries/Divisions received social benefits through EFT. Implementation of Single Registry System (SRS) has been developed to modernize the selection of beneficiaries under social safety net programs and to improve transparency and management in the selection system.
- In order to make more accurate, appropriate and quickest payment to tenderers/vendors, a secured and automated electronic link has been established between iBAS++ and e-GP System in 2023. Till December 2024, a total of 200 bills (53,55,33,846/- taka) of RHD, PWD & DPHE departments have been processed through e-GP and iBAS++ integration facility.
- iBAS++ module has been rolled out in 31 Foreign Missions and detailed plan has been undertaken to roll out in the rest of the missions.
- All functionalities related to the pay and allowances of the Defense officers and staffs have been incorporated in iBAS++. Defense officials are now getting their pay and allowances through EFT.
- Budget of Bangladesh Railway is being prepared by using new BACS. 117 DDO level offices have been preparing their detail budget by using the budget preparation module of iBAS++ since FY 2022-23. Around 98% employees of Bangladesh Railway are now getting their salary through EFT.
- Pay & allowance, GPF, and Pension of Self Accounting Entities (SAEs) are being provided through iBAS++ module.
- Automated Challan (A-challan) system has been introduced to get real-time deposit of revenue/fees in the government treasury and has been rolled out in 61 scheduled banks. API between 'A Challan' and other systems like BRTA, Ministry of Land, e-Passport, Birth Registration, export-import, Integrated Vendor Accounting System (iVAS), e-return, e-TDS, e-GP, environment system, and

Police clearance have been established. Moreover, Electronic Fiscal Device Management System (EFDMS) has also been introduced to expedite retail VAT collection.

- The integration of the ASYCUDA World system and the A-Challan system is underway. Virtual Private Network (VPN) connectivity with both systems has been established. The mapping of new codes (both organizational and economic) in both systems is nearly complete. Payments have been tested against the ASYCUDA bill of entry for the first leg and found to be successful.
- The Functional Requirement Specification (FRS) and System Requirement Specification (SRS) for the Land Acquisition Payment System through EFT have been successfully developed. Additionally, the API documentation for the Automated Compensation Payment System (ACPS) and its integration with iBAS++ has also been prepared.
- Application Programming Interface (API) has been done with 19 MDAs, for example, NID, ADP Management System, e-GP, e-TDS, e-return, e-passport, birth registration, iVAS, Public Expenditure Management System (PEMS), SPBMU MIS, Government Accommodation System. Moreover, API has also been done with 32 Commercial Banks (AB Bank, Agrani Bank, BDBL, DBBL, BRAC and so on) and 6 MFS (Nagad, BKash, Rocket, Upay, Tap, and Okay Wallet) with the iBAS++ system.
- Organogram sub-module has been developed in 2020 to get accurate information of government's organogram (approved manpower). Approved manpower information from 80% government offices and 95.03% Primary Schools has been collected and entered in the organogram sub-module.
- Online Leave Management System is now fully ready. Piloting has already been completed and the roll out will be started soon.
- A Local Government module is being developed to collect information on income and expenditure of the local government bodies. Initially, the module will be piloted in one City Corporation and four Union Parishads.
- Automation of Debit/Credit scroll with Bangladesh Bank to get real time receipt and expenditure data of the TSA (Treasury Single Account).
- For maintaining the security of iBAS++ system as per the ISO 27001 security & standards, the iBAS++ system has achieved the ISO (International Organization for Standardization) certification on 5th March 2024.
- iBAS++ system is working to mitigate all the gaps identified by the previous assessment. Appropriate actions have been taken to purchase necessary tools {Vulnerability Assessment (VA) tool, PAM & others} for mitigating systematic risk. One Information Security Management System (ISMS) policy & 36 procedures have already been updated and approved by the management.
- The workflow and role matrix for SAE, CGA, and CGDF for the Accounting Module of iBAS++ have been prepared, and the system development is now in progress.
- Disaster Recovery (DR) drill has been conducted successfully on 19 September 2024. Vulnerability Assessment (VA) tool has been deployed for regular assessment.
- Network segregation for robust perimeter security has been implemented. The usage of unlicensed software has been strictly prohibited. Software lists are reviewed on regular basis to prevent potential risks and unwanted consequences.

- Total employees recruited in the iBAS++ scheme are 93 where 56 employees are IT related and remaining 37 employees are functional level.
- A new and more functional website of iBAS++ system has been developed and started from 1st July 2024.
- Annual Budget execution report has been published in the Finance Division official website since FY 2018-19.
- 83,637 government officials have received training on different modules of iBAS++ till December 2024.
- Training of Trainers (ToT) has been provided to 2,217 participants on the Accounting Module, Budget Preparation Module, Budget Execution Module, DDO Other Bill Sub-Module, Payment & Expenditure Module, Stock-take of Bank Account Sub-Module, and Information Security Management System. Also, 159 workshops with 6,731 participants have been conducted on various topics.

62. Outputs: (July-December 2024)

- In Expenditure and Payment Module of the iBAS++ System, a functionality named 'DDO Other Bills' has been added through which the DDO can submit all types of bills (other than Pay and Allowances) online. This system has been implemented in 3 DCAs.
- Integration protocol with all Commercial Banks has been developed to verify Employees' and Suppliers' Bank Account information in iBAS++.
- iBAS SAFE, an android mobile-friendly app, has been developed for all SDOs to submit pay bills through mobile phones where the app generates time-based OTP for every 30 seconds. User can use this TOTP for all necessary screens in iBAS++.
- To clean unnecessary user ID from iBAS++ system One User, One ID, Multiple Roles has been developed and Device registration functionality has been developed for security purpose through which one user can use only two devices at a time. Moreover, Special Account Management Portal (SAMP) and Penalty Module have been developed in iBAS++ system.
- 2,075 bank accounts information has been collected in the stock-take of Bank Accounts Sub-module from 48 institutions.
- 16 necessary features, for example, inclusion of university teachers & officers on lien, equity ratio and repayment schedule have been added to the house loan system of iBAS++.
- For accommodation module in iBAS++ API with Directorate of Government Accommodation (DOGA) has been completed.
- PL account has been implemented in 93 Projects during the period of July-December 2024.
- Social Protection Dashboard has been developed to visualize all social protection programs regarding budget, expenditure, and progress of resource utilization.
- API has been established with different cash programs for receiving beneficiary data for the Single Registry System. For example, API connectivity with the Mother and Child Benefit Program (MCBP) MIS of the Ministry of Women and Children Affairs to check double dipping with one program of the Ministry of Social Welfare and one program of the Ministry of Food.

- During the period of July-December 2024, 10 bills (total 3,01,04,186/- taka) of RHD, PWD & DPHE departments have been processed through e-GP and iBAS++ system.
- VPN connectivity with the ASYCUDA World system and the A-Challan system has been established. Payments have been tested against the ASYCUDA bill of entry for the first leg and found to be successful.
- The FRS and SRS for the Land Acquisition Payment System through EFT have been successfully developed. Additionally, the API documentation for the Automated Compensation Payment System (ACPS) and its integration with iBAS++ has also been prepared.
- The Finance Division submitted the Draft Economic Code Manual to the Office of the Comptroller and Auditor General (CAG) for approval on December 15, 2024. To finalize the Economic Code Manual, the CAG Office formed a 25-members' committee and subsequently established 7 sub-committees.
- Piloting for Public Asset Register has been completed in Finance Division, the Energy and Mineral Resources Division, and its subordinate government offices, as well as the Office of the Comptroller and Auditor General. Moreover, three committees i.e., steering committee, asset registry design committee, and asset management policy committees have been formed to monitor the on-going activities of public asset register.
- Approved manpower information from 4,510 government offices and 3,972 Primary Schools has been collected and entered in the organogram sub-module.
- Service stage functionalities (PRL, Attachment, Deputation, Leave, Service extension, Suspension) have been incorporated in iBAS++ for the employee management.
- In a meeting of Government Finance Statistics Working Group including the Local Government Division and Controller General of Accounts office, a committee has been formed to develop a format for proper accounting of the expenditure of Local Government Institutions in accordance with Government Finance Statistics (GFS). The committee is also developing economic codes for Local Government Institutions in accordance with BACS.
- Appropriate actions have been taken to purchase necessary tools (VA tool, PAM & others) for mitigating systematic risk. One ISMS policy & 36 procedures have already been updated and approved by the management.
- The workflow and role matrix for SAEs, CGA, and CGDF for the Accounting Module of iBAS++ have been prepared, and the system development is now in progress.
- DR drill has been conducted on 19 September 2024 successfully. Vulnerability Assessment tool has been deployed & assessment has been conducted regularly.
- Security Operation Centre (SOC) and Network Operation Centre (NOC) have been implemented for monitoring on regular basis (from 6AM to 12AM).
- New and more functional website of iBAS++ system has been developed and started from 1st July 2024.
- 3,193 government officials have been provided training during this period. 12 Workshops have been conducted on various modules among 693 participants. Training of Trainers (ToT) has been provided to 246 participants on Budget Preparation, Budget Execution and Leave Management Module.

63. Challenges and mitigations:

- The overall security environment of the iBAS++ application has been assessed by following international standards and good practices and several improvements have been agreed. The work is underway to make those improvements. The rollout of the Payment and Expenditure Module for submitting all kinds of bill including vendor bills is a challenge because of providing training and technical support to more than 30,000 officers (implying more than a hundred thousand users). A detailed stock takes of special Bank Accounts outside the TSA is also a challenging task. However, online training, video tutorial, automated support system utilizing artificial intelligence is in active consideration to mitigate the challenges. Time to time new sub-activities is being undertaken and implemented to resolve the problems. Moreover, continuous stakeholders' consultations help to minimize the gaps.
- Another challenge of the iBAS++ system is that the iBAS++ system uses the monolithic architecture, which limits flexibility, scalability, and ease of maintenance, making the shift to a microservices-based architecture a pressing need to enhance modularity and efficiency. Ensuring data security and privacy amidst rising cyber threats, integrating legacy systems, and scaling to accommodate a growing number of users and transactions are significant concerns.

64. Projects/schemes contributing to this component:

The non-ADP scheme on "Improvement of Public Financial Services Delivery through Implementation of BACS and iBAS++" under SPFMS Program is contributing to this component. It was approved in October 2019. The scheme is implemented by the Finance Division.

SPEMP BETF: Sub-task- Budgeting and IFMIS:

Fund from SPEMP BETF supports the implementation, expansion and change management of iBAS++. A workshop was organized to discuss the PwC provided technical assistance to iBAS++ functional gap assessment (including payroll, pension and EFT) and implementation roadmap for a full-fledged IFMIS.


65. Next Steps:

- Rollout of the Expenditure and Payment Module for online bill submission in all DDO offices of all DAFO & UAFOs.
- From 1st January 2025, the Payment through EFT instead of Magnetic Inked Character Reader (MICR) Cheque will be started at 4 CAFOs (Ministry of Home Affairs, Ministry of Health and Family Welfare, Local Government Division and Ministry of Primary and Mass Education) for specific Economic Codes (32, 41 and 42 Group). After gradual rollout, all payment fall under DDO Other Bills will be made payment through EFT.
- Digital signature will be introduced for risky transactions on a priority basis.
- Implementation of EFT in all bills other than pay bill. Fully rollout of device registration for the purpose of eliminating any fraudulence activities by iBAS++ users.
- Piloting the iBAS SAMP (Special Account Management Portal) applicable for RPA through Special Account which would be Umbrella-type functionality so that all such projects' expenditure and accounting treatments can be captured easily.

- All historical data (Loans and advances, Leave, Departmental proceedings, Audit objections) will have been incorporated against every employee in iBAS++.
- Develop an agreed access provisioning, revoking and alteration procedure for all users of iBAS++ i.e., Budget user, accounting user, backend and administrative users and the users with privilege access right, and implement the system across the government.
- Enhancement the data exchange facilities with Bangladesh Bank's system to get the real time TSA data.
- A detailed stock-take of all bank accounts held by all MDAs, ABs and SOEs outside TSA will be completed. Completion of the stock-take of special accounts and Extra Budgetary Funds (EBFs) (including an assessment of the number and amounts held in these accounts and the rationale why these are needed to be kept outside the TSA).
- Completion of data entry of the information of human resources according to approved organograms of all the organizations under budgetary central government.
- Incorporate all services in ACS and full rollout of the same.
- Develop and roll out separate iBAS++ modules for specialized accounting entities (SAEs) and autonomous bodies (AB's).
- Develop and implement system interfaces with other PFM systems
- Automate Service Statement of Govt. employees.
- API with Bangladesh Railway for e-ticketing system will be conducted soon.
- Both teams (the ASYCUDA World system and the A-Challan system) are working together to perform full-cycle testing, and if the results are satisfactory, User Acceptance Testing (UAT) will be conducted. Upon successful completion of the UAT, the ASYCUDA World and A-Challan systems will go live.
- As part of the piloting process, the Office of the Deputy Commissioner, Dhaka, is preparing their system. Once ready, the API integration with iBAS++ will be finalized shortly. Integration between iBAS++ and Land Acquisition and Requisition Management System (LARMS) will be carried out after Ministry of Land completes its full preparation of the system.
- Under the Public Asset Register a circular will be issued from the FD to ensure proper entry of vehicle information by all ministries/divisions/offices/agencies, state-owned enterprises, and projects.
- On successful implementation of Local Government sub module in the City Corporation and Union Parishad, it will be rolled out in the remaining tiers of local government bodies. In the second phase, under this module, Local Fund Deposit Account (a part of the Public Account of the Republic) linked with the Treasury Single Account (TSA) will be created for each of the local government bodies to make payments through EFT from this account.
- Relevant stakeholders' meetings and group exercises with the City Corporations and Union Parishads to develop economic code of the incomes and expenditures of local government institutions in accordance with the BACS will be conducted.
- The manual debit authority sent from Economic Resource Department (ERD) to Bangladesh Bank will now be sent through iBAS++, and the debit scroll will be automatically uploaded to iBAS++.

- Preparation for the first surveillance audit for ISO 27001:2013 certification on January 2025 and transition audit on July-August 2025 will be held.
- The policy & all the procedures for ISMS 27001 will be reviewed.
- Implement the comprehensive solution to ensure data masking, high availability and disaster recovery & data protection to enhance data security for the database.
- Implement security solutions, including Privilege Access Management (PAM), Data Loss Prevention (DLP), and Web Application Firewall (WAF).
- Establishment of a Security Operations Center (SOC) and Network Operations Center (NOC).
- Develop dynamic report management system for user organizations.
- Develop Public finance portal with easily accessible and comprehensible oversight data for the public.
- Provide relevant training to the relevant stakeholders (for example, users, SDOs, DDOs) of the iBAS++ system on budget preparation, budget execution and accounting module.

C-8: PENSION MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Controller General of Accounts, FD	41-44	5 & 8	

C8: Program Implementation Team (PIT) Members



PEC & ISC



66. Objective: The objective of this scheme is to-

- Ensure improved pension service (disaggregated by gender) through facilitation of payments through EFT no later than the pension payment cycle after retirement.
- To improve the comprehensiveness and timeliness of in-year budget outturn reports that will enable decision-making by budget controlling offices and enhance transparency.

67. Outcomes

- Automation of Pension Management System to improve pension service.
- Automation of GPF Fund Management to improve service delivery.
- Submission of Annual Appropriation Accounts and Annual Financial Accounts on time in compliance with the International Accounting Standards.

68. Outputs (Cumulative)

- Central Pension Offices for Civil (CAFO-P&FM), Defence (CCDF-P&FM), Postal (CAFO Postal), T&T (CAFO T&T) and ADG (Finance, East & West) for Bangladesh Railway are operational.
- NID & e-PPO based 'Centralized Pensioner Database' created.
- Around 85% of Pensioners (Civil), 97% of pensioners (CGDF), 35% of Postal and 82% of T&T pensioners are centralized.
- 100% of new pensioners (Civil, CGDF, Railway & BTCL) are paid through EFT.
- Pension payment on the 1st week of every month ensured.

- Mobile app for pensioners' life verification (both android & iOS) is operational.
- System generated benefits calculation, bill entry process for pension services ensured.
- Backlog reduced by 81% out of 744 pension cases in 2020.
- Grievance Redress System (GRS) introduced at 3 levels a) Dedicated Call Centre (960900055); b) Web based GRS- www.cafopfm.gov.bd c) Dedicated Front Desk at Pension & Fund Management Office to address all pension issues.
- EFT Platform for Autonomous Bodies Pensioners has been developed and is functional.
- About 30% of Autonomous bodies pensioners are under EFT coverage.
- iBAS++ System based communication channel has been developed between Central office and field accounting offices.
- Family Pensioner's data entry, entitlement defining process & life verification system has been redesigned according to new government order.
- Automation of GPF Management system for Civil, Defense, Railway, Postal and Forest Department are implemented.
- NID based comprehensive beneficiary database created for GPF Fund Management.
- Digital GPF Account number (10 digits) for each employee ensured.
- Online system for GPF account opening, nominee selection and change, calculation of yearly interest and final payment. Besides, system generated sub ledger and account slip created in the system developed.
- Other than GPF, Personal Ledger Account for the autonomous bodies and police departments have been introduced.
- Automation of GPF final payment through EFT completed.
- GPF final payment mechanism for the railway pensioners done.
- Automation of fund transfer in case of job switch done.
- Training on fund management conducted in Dhaka/ Chattogram/ Rajshahi, CGA, for the CAFOs, Railway/East and FC offices in Chattogram.
- International Public Sector Accounting Standards (IPSAS) compliant format for Finance Account introduced.
- Backlog from FY 2018-19 to FY 21-22 in producing Finance Account (following new classification) eliminated. The Finance Account of FY 22-23 and FY 23-24 has been prepared and submitted within 6 months of the financial year end, complying with the International Public Sector Accounting Standards.
- GFS report backlog from FY 2016-17 to FY 2020-21 (5 years) has been submitted and accepted by IMF and GFS report of FY 2022-23 and FY 2023-24 has been submitted.
- Financial Reports are being generated automatically from iBAS++.
- IPSAS Cash Compliant format for Appropriation Accounts (Civil and Defense) introduced. The format of the Appropriation Account (Bangladesh Post office and Bangladesh Railway) has been submitted to CAG for approval.
- Real time monitoring and timely submission of Annual Financial Statement (AFS) ensured.
- 99 Officials have been passed IPSAS Certification course.

- GFS-COFOG training has been conducted and data have been mapped.
- AFS Procedural manual has been developed.
- Three (3) new annexures have been incorporated in Finance Accounts for better understanding.

69. Outputs (July 2024- December 2024)

Pension

- Leave Automation & System Generated ELPC Issuance format has been developed.
- Four Autonomous Bodies got the necessary training for providing their pension through EFT
- 5 autonomous bodies pensioners are under EFT Coverage now.
- Draft business process has been developed for OPTMS.
- Content of automation and digitalization (Pension Forms, ELPC, Service Statement) has been prepared

GPF

- Automation of GPF final payment through EFT completed.
- GPF final payment mechanism for the railway pensioners done.
- Automation of fund transfer in case of job switch done.
- Training on fund management conducted in Dhaka / Chattogram/ Rajshahi, CGA, for the CAFOs, Railway/East and FC offices in Chattogram.

Year-end Fiscal Reporting

- The Finance Account of FY 2023-2024 has been submitted with improved internal consistency. In addition, three new annexures have been incorporated for better understanding.
- Appropriation Accounts (Defence) has been prepared with necessary notes from FY 2019-20 to 2022-23.
- A committee formed by office of the CAG is reviewing and finalizing the Bangla Version of Appropriation Accounts (Postal) along with Proforma Accounts and Appropriation Accounts (Railway) together with Proforma Accounts.
- COFOG Manual is being prepared.
- Several discrepancies in transaction recording processes of iBAS++ system have been identified and shared with BACS Scheme for checking gaps in the system back end.
- AFS procedural manual is being developed.
- COFOG training provided to 50 participants.
- Training on Appropriation accounts provided to 120 participants.

In-year Fiscal Reporting

- Discussion has been done with accounting circles for automatic month closing system.
- Month-end and year-end procedures reviewed and suggested updates shared with the BACS team and related discussion is going on with CGA office.
- Appropriation Accounts are available in the iBAS++ system in the new format from FY 2018-19 to 2023-24.
- Monitoring reports to examine the accuracy and completeness of Appropriation Accounts are available in IBAS++ Accounting Module.

- Clearance processes for advance/suspense and Remittance accounts reviewed and bottlenecks identified.

Account Code and Chart of Accounts (COA) Manual

- A draft Chart of Accounts (COA) Manual providing explanations of economic codes incorporating definitions, examples, exceptions, and legal references has been prepared to facilitate the proper recording of transactions and by this time, this manual has been shared with iBAS++. Afterwards, iBAS++ has consulted with the stakeholders and printed draft version.

GFS & COFOG

- System Requirement Specifications (SRS) have already been deployed in iBAS++. Now, annually GFS reports are being generated automatically from the reporting tab under accounting module of iBAS++.
- GFS Handbook including Revision Policy has already been finalized by incorporating the suggestions of IMF Advisor.
- Primary GFS Training Course for 40 officials has already been conducted from which 25 officials were selected for Intermediate GFS training course and they got certificate from SARTTAC, IMF. A group of 24 officials got training from IMF SARTTAC on GFS (COFOG).

70. Challenges and mitigations

- The physical presence of pensioners requires once a year for life verification. It was a bottleneck especially when the pensioner could not be present at the Accounts Offices due to illness, living far away/abroad, or other reasons. To mitigate the challenge of the physical presence of the pensioner, face recognition through a mobile application has been implemented.
- Maintaining accurate records of GPF contributions, balances and outstanding advances for all accounting circles became a challenge due to different GPF payment modality in Defense and Railway Departments. To mitigate this challenge, some tailor-made functionality for each circle has been introduced in iBAS++.
- Providing end user new facilities to employees need training for smooth use of iBAS++ menus. In order to mitigate this, dissemination trainings/workshops have been arranged.
- For GPF balance update, subscription entry is made for the months prior to DDO module enrolment in iBAS++.
- In case of inactive NID (for deceased employees), the GPF final payment is not possible to pay. However, the implementation process is in progress.
- For the job switch case, GPF balance transfer to new job is not possible on the front end. Business modality has been developed and implementation process is in progress.
- Generation of Control ledger at Central (CAFO-P&FM) level takes too much time as closing balances of GPF are neither stored at individual level nor Pay-point level. Closing balances are generated by calculating each individual opening balances, subscription/refund, withdrawal, and interest. Redesigning of database storing modality is required.
- ADG (Finance) Railway and CAFO (Postal) need to have ownership over accounting data for consolidation and correction of Appropriation Accounts (Railway & Postal).

- Guaranteed liability information is not generated from iBAS++ automatically as it is not a transaction entry. So, guaranteed liability information needs to be inserted in the Finance Accounts manually with proper permission from CGA. Also approval from CAG may be needed.


71. Projects/schemes contributing to this component:

- a) **Scheme on “Improving Pension Management System and Quality and Timeliness of Financial Reporting”**: The non-ADP scheme on “Improving Pension Management System and Quality and Timeliness of Financial Reporting” under SPFMS Program is contributing to this component. The scheme is implemented by Finance Division, and Office of the Controller General of Accounts is working as PIT.

72. Next steps

- Centralize rest of the Civil & CGDF pensioners in respective central pension offices.
- Automation of pre-retirement phase (ELPC, Service Statement, Leave Accounts, NOCs etc.).
- Introduce e-PPO for the pensioners.
- Develop Online Pensioner Tracking and Monitoring System (OPTMS).
- Prepare Business process to bring Postal pensioners under EFT Coverage.
- Introduce Personal Ledger Account for the Contractors’ Deposit, Land Acquisition and Court deposit in the system.
- Introduce draft GPF user manual into the system.
- GPF final payment mechanism for the railway pensioners.
- Initiate the Contributory Provident Fund (CPF) module in the system for the autonomous bodies.
- GPF payment mechanism to nominees via DDO in case of deactivated NIDs.
- Deduction of GPF subscription and GPF-related refund through the newly developed A-challan system so that all credits to GPF become automatically accounted in the ledger.
- Arranging a workshop for the finalization of the GPF Operation Manual for Pay-Point users.
- Automation of contractors’ security deposit.
- Automation of land acquisition deposit.
- Automation of court deposit.
- Organize Workshop and finalization of GFS Handbook.
- Develop Monthly reports for CGDF and ADG/Finance, Bangladesh Railway.
- Develop procedures for streamlining advance/ suspense accounts.
- Establish efficient month and year end accounts closing processes.
- Develop the business process to collect and reconcile data with ERD, Debt Management Wing, Finance Division and Foreign Missions.
- Rationalization of Monitoring and Management reports of CGDF and ADG (Finance) Railway.
- Develop sub-ledgers for assets and liabilities.
- Update existing Account code for BCG.
- Training and Workshop on newly approved Appropriation and Finance Accounts.
- Generate COFOG Report from iBAS++.
- Develop Draft Business Process for contingent Proforma Accounts of Bangladesh Railway and Post office.
- Develop a format for disclosing guarantee liabilities in the notes of FS.

C-9: STATE OWNED ENTERPRISES' GOVERNANCE

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
SOE Wing & SOE Monitoring Cell, FD	45-49	6 & 7	

C9: Program Implementation Team (PIT) Members



PEC & ISC



73. Objective:

State-Owned Enterprises (SOEs) play an important role in shaping the economic development of the country. The contribution of SOEs to GDP, value addition, employment generation, and revenue earning is very important. SOEs provide important contributions to the major sectors such as power, gas, water, industry, transport and communication, shipping, construction and real estate. The objectives of the scheme are to improve the understanding of appropriate authority about SOEs' debt and their contingent liabilities to ensure transparency, better managed and closely supervised SOEs; and to strengthen the oversight and performance monitoring of SOEs which will ultimately benefit to improve performance, reporting, and public disclosure of the SOEs/ABs.

74. Outcome:

- An Independent Performance Evaluation Guideline (IPEG) to evaluate the performance of SOEs/ABs was approved by the Senior Secretary, Finance Division and GO was issued on 15 March 2021. The IPEG provides comprehensive directives outlining roles, responsibilities, methodologies, and procedural frameworks governing the execution of an Independent Performance Evaluation (IPE) for these entities. Three Evaluation Research Teams (ERT) have been formed to study the performance of SOEs/ABs and suggests recommendation for improvements. An Independent Performance Evaluation Committee (IPEC) composed of 13(thirteen) esteemed members possessing significant expertise in relevant fields has been established. The IPEC is tasked with supervising the IPE process, offering technical guidance to the Evaluation Research Team (ERT), reviewing IPE reports and evaluating assessment scores.

- A procedure to regulate debt and contingent liabilities of SOEs and ABs has been approved by the Senior Secretary, Finance Division, and GO has been issued. This procedure aims to provide a framework for the comprehensive, timely and accurate collation of data and consolidation of information on the debt and contingent liabilities of SOEs/ABs.
- 123, 129 and 93 (as of 30 January 2025) SOEs and ABs published and uploaded their Audited Financial Statements of FY 2021-22, 2022-23 and 2023-24 respectively in their respective websites and FD website.

75. Outputs:

- Debt and contingent liabilities statement of 50 SOEs/ABS for FY 2021-22 has been published by MoF.
- Data from 101 SOEs/ABs about DCL for FY 2022-23 have been received.
- Training programs on DCL statements have been conducted for 101 SOEs/ABs for FY 2022-23.
- Debt and Contingent Liabilities Statement of 101 SOEs/ABS for FY 2022-23 has been published by MoF.
- Budget, IPE, Non-Financial (Manpower & TO&E) & DCL modules have been identified for SABRE+ database.
- Budget module of SABRE+ database has been developed and piloted for 12 SOEs.
- Integration of BACS (Economic Code) testing with budget data of 12 SOEs/ABs of SABRE+ database for FY 2024-25 has been completed.
- Budget module of SABRE+ has been hosted to Production Server in iBAS++ infrastructure at BCC Data Center.
- Aggregated and separate Independent Performance Evaluation (IPE) reports of 10 SOEs/ABs for FY 2021-22 has been prepared, approved and uploaded in the Finance Division's website.
- Officials of 20 SOEs/ABs were trained on procedure of IPE.
- Draft IPE Reports on 20 SOEs/ABs for FY 2022-23 have been prepared.
- Performance Improvement Strategy (PIS) reports on 2(two) SOEs have been approved by the Secretary, Finance Division and uploaded in the website.
- Draft Manual for Property, Plant, Equipment and other assets (PPE) has been prepared.
- 69 workshops and 78 training programs were arranged for the capacity building of SOEs/ABs and Finance Division.

76. Challenges and mitigations:

State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs) often hesitate to submit their financial and non-financial data, with some delaying submissions and others providing incomplete or inaccurate information. Additionally, many are reluctant to conduct timely audits of their annual financial statements. Some SOEs/ABs do not adhere to the prescribed formats when submitting information and in their accounting departments, a sizable portion do not have professional accountants. There are also instances where SOEs/ABs fail to disclose information regarding their Debt and Contingent Liabilities (DCL). Furthermore, selected SOEs/ ABs which underwent Performance Improvement Strategy is slow in implementing the agreed recommendations. Introducing legal requirements could help ensure the

regular publication of audited financial statements for all SOEs/ABs and the timely submission of data.


77. Projects/schemes contributing to this component:

- a) **Scheme on “Strengthening of SOEs’ Governance”:** The non-ADP scheme “Strengthening of SOEs’ Governance” was approved in May 2019 with total funding of BDT 13,356 lakh (USD 15.9 million) and an initial closing date of 30 June 2023. However, in the revised scheme document approved on 08 June 2023, the closing date was extended to 30 June 2026, while the total funding was revised downward to BDT 7,630.21 lakh (USD 9.08 million).
- b) **SPEMP BETF:** No new support has been provided by the BETF during the past six months. However, a legal consultant, appointed under SPEMP-BETF, is currently working on drafting an umbrella act for SOE Governance/Management.

78. Next steps:

- Preparation of aggregated and individual DCL Statements of all SOEs/ABS for FY 2023-24.
- Preparation of aggregated and individual IPE reports for 20 SOEs/ABs for FY 2022-23 and 30 SOEs/ABs for FY 2023-24.
- Arrangement of Reward Ceremony for better performing SOEs/ABs in IPE.
- Preparation of Performance Improvement Strategies for 2(two) more SOEs/ABs.
- Preparation of Property, Plant, Equipment and other assets (PPE) Manual for SOEs/ABs.
- Preparation of integrated, comprehensive database SABRE+ for SOEs and ABs.
- Prepare Budget of 71 SOEs/ABs using SABRE+ system.
- API with iBAS++, BTRC, NID for SABRE+ system.
- ISO 20000 & ISO 27000 Certification of SABRE+ system.
- The SABRE+ database will house IPE and DCL data for SOEs and ABs, with the capability of performing analyses within the project period.
- SOEs and ABs will have the ability to update and manage TO&E data within SABRE+.

C-10: INTERNAL AUDIT AND AUDIT FOLLOW-UP

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Expenditure Management Wing, FD	50	9	

C10: Program Implementation Team (PIT) Members



PEC & ISC



79. Objective: The objectives of the scheme is as follows:

- I. Establishing a modern internal audit function in selected large spending and high-risk prone departments as part of internal controls using risk-based audit methods concentrating on systemic issues and providing independent and objective advice to management; and
- II. Establishing a system for carrying out annual procurement post reviews and follow up of actions recommended for improving procurement and contract management.

80. Outputs:

Under this scheme with a view to achieving the above-mentioned objectives, the following activities are performed during July 2024 to December 2024:

a) Workshop on Post Procurement Review for FY 2023-24 - Inception and Sharing Objectives (1 August 2024):

The workshop on Post Procurement Review is a key activity of the Internal Audit and Audit Follow-up Scheme under the SPFMS Program.

Time and Place: This training-cum-workshop took place on August 1, 2024, in the conference room of the SPFMS program.

Guests and Participants: Mr. Mohammad Saiful Islam, Additional Secretary (Budget-1), Finance Division & NPD, SPFMS Program, attended as Chief Guest, while Ms. Bilquis Jahan Rimi, Additional Secretary, Expenditure Management, Finance Division and Head of PIT, IA Scheme, presided over the workshop. The attendees included Program Executives and Coordinators (PECs) and

consultants involved in the procurement process from all the eight schemes under the SPFMS Program.

Moderation and Discussion: Mr. Md. Rafiqul Islam (Joint Secretary), Program Executive & Coordinator (PEC), delivered the welcome speech and also moderated the workshop. During the workshop, Mr. Md. Nasir Uddin, Senior Consultant (Procurement Specialist) of the IA Scheme, summarized the findings from the Post Procurement Review for FY 2019-20, 2020-21, 2021-22, and 2022-23 of the SPFMS program. He also discussed the objectives, requirements, and schedule for the upcoming Post Procurement Review for FY 2023- 24 of SPFMS Program.



b) Inauguration Ceremony - A month-long training course on 'Basics of Internal Auditing and Preparation of CIA Professional Exams' for Selected Government Officials (18 August 2024):

The National Program Director (NPD) of SPFMS Program and Additional Secretary of Budget-1, Finance Division, Mohammad Saiful Islam inaugurated a 13-day training program on "Fundamentals of Internal Auditing and Preparation for the CIA Professional Exams for Selected Government Officials" which was held on August 18, 2024 at the SPFMS Program office. Addressing the training program, Mohammad Saiful Islam emphasized that internal auditing in government offices is essential for ensuring transparency and accountability in public services. He noted that the training program would enhance the capacity of government officials and added that the trained participants would play a crucial role in promoting internal auditing within their respective offices. Additional Secretary (Expenditure Management-1) and head of the Program Implementation Team (PIT) of IA Scheme, Ms. Bilquis Jahan Rimi presided over the inaugural session as the chairperson. Md. Rafiqul Islam, Program Executive and Coordinator of SPFMS moderated inaugural session as the training coordinator.

Participants of the Training Program: A total number of 15 government officials from five high spending departments and the Finance Division participated in the training program, which has been continued for four weeks. The primary objective of this month-long training program was to equip selected government officials with a thorough understanding of the three core components of the CIA Certification exam: **Essentials of Internal Auditing** (Part 1), **Practice of Internal Auditing** (Part 2), and **Business Knowledge for Internal Auditing** (Part 3). Each session concluded with a model test to reinforce the participants' learning. This instructor-led CIA exam preparation course has been designed to provide the officials with a comprehensive review of the topics covered in Parts 1, 2, and 3 of the CIA examination.

c) Inception and supervision of Internal Audit (IA) Activities conducted by the Directorate of Primary Education (DPE) in the District Primary Education Office, Narsingdi and relevant offices in Raipura Upazila, Narsingdi (21-22 August 2024):

A comprehensive field-level inception and supervision visit was conducted from August 21 to 22 to review and support the Internal Audit activities of the Internal Audit Unit and various auditee offices under the Directorate of Primary Education (DPE) in Narsingdi. The Program Executive and Coordinator (PEC), a member of the Program Implementation Team (PIT), the Internal Audit firm's team leader, and an Internal Audit technical team member made up the field visit team. The primary objectives of this visit were to oversee the ongoing implementation of Internal Audit activities at the field level and to provide hands-on technical assistance to ensure proper execution of Internal Audit activities.

d) IA Execution and Reporting (21 August 2024):

As per Risk-Register and Annual Audit Plan Internal Audit execution of DPE and RHD have been started from 21 August 2024. Now drafting of IA report at RHD is going on and recently DPE has finalized the IA report and this is in a process for approval.

e) Inception and supervision of Internal Audit (IA) Activities conducted by the Directorate of Primary Education (DPE) in the District Primary Education Office, Lakshmipur (03-04 September 2024):

A field-level inception and supervision visit to oversee Internal Audit activities for the Internal Audit Unit and auditees from various offices under the Directorate of Primary Education (DPE) in Lakshmipur was carried out from September 3 to 4, 2024. During the time of visit the team had conducted a seminar on Risk-Based Internal Audit Execution, which was attended by



the members of the Program Implementation Team (PIT), respective Deputy Commissioner (DC), Additional Deputy Commissioner (Education & ICT), member from Internal Audit technical team, District Primary Education Officer (DPEO), and the heads of other relevant auditee offices. This seminar was moderated by PEC, Mr. Rafiqul Islam.

f) Certificate Award Ceremony- A month-long training course on 'Basics of Internal Auditing and Preparation of CIA Professional Exams for Selected Government Officials' (14 September 2024):

A certificate award ceremony took place on 14 September 2024 to recognize the selected government officials for successfully completing a month-long training program.



Guests and Participants: Addressing the closing ceremony on "Basics of Internal Auditing and Preparation of CIA Professional exams" as the Chief Guest the Secretary pointed out that the Scheme on Internal Audit and Audit Follow-up under the SPFMS program is taking a leading role in establishing Internal Audit Units (IAUs) in government offices. Dr. Md. Khairuzzaman Mozumder said, the scheme is being implemented to introduce IAUs in five high-spending departments, with four departments already having established IA units and the fifth one is in progress. Setting up IAUs in government offices is a significant task and for the initiative to be successful on a broader scale, it should be included in the next action plan of the 3rd Public Financial Management Strategy, he added. The event was chaired by Mr. Mohammad Saiful Islam, Additional Secretary of Budget-1 and National Program Director of SPFMS, along with Ms. Bilquis Jahan Rimi, Additional Secretary, Expenditure Management and Head of the Program Implementation Team (PIT) for the Internal Audit and Audit Follow-up Scheme.

Moderation: The event was moderated by Mr. Md. Rafiqul Islam, Joint Secretary of the Internal Audit Scheme and Program Executive & Coordinator (PEC). A total of 15 government officials from five high spending departments and the Finance Division participated in the training program, which was spanned for four weeks.

g) Workshop for review and update the Regulation for availing services through Outsourcing (আউটসোর্সিং প্রক্রিয়ায় সেবা গ্রহণ নীতিমালা, ২০১৮) (05 November 2024):

On November 5, 2024, a workshop was organized to review and update the existing regulation for availing services through Outsourcing. The workshop took place in the conference room of the Finance Division and was organized by the Internal Audit Scheme under SPFMS program.

Guests and Participants: The workshop was chaired by Mr. Hasan Khaled Foisal, Additional Secretary of Expenditure Management and IA Scheme PIT Head, with Mr. Shirajun Noor Chowdhury, Additional Secretary of Budget & Expenditure Management, as the Chief Guest, and Ms. Bilquis Jahan Rimi, Additional Secretary of Expenditure Management, Finance Division & NPD of SPFMS, as the Special Guest. Mr. Md. Rafiqul Islam (Joint Secretary), Program Executive & Coordinator (PEC), facilitated the various sessions and group activities. Approximately 38 participants from different wings of the Finance Division attended and contributed their valuable insights on the

Outsourcing Process Regulation 2018. This outsourcing regulation will be updated based on the feedback received during the workshop.



h) Workshop (2nd Round) for Stakeholder Consultation and Updating the Regulation for availing services through Outsourcing Policy (আউটসোর্সিং প্রক্রিয়ায় সেবা গ্রহণ নীতিমালা, ২০২৪) (18 November 2024):

On November 18, 2024, a stakeholder consultation workshop was organized to review and update the draft regulation for availing services through the Outsourcing Policy 2024. The event took place in the conference room of the Finance Division and was organized by the Internal Audit Scheme under the SPFMS program.

Guests and Participants: The workshop was chaired by Mr. Hasan Khaled Foisal, Additional Secretary of Expenditure Management and PIT Head, with Mr. Shirajun Noor Chowdhury, Additional Secretary of Budget & Expenditure Management, as the Chief Guest. Ms. Bilquis Jahan Rimi, Additional Secretary of Expenditure Management, Finance Division & NPD of SPFMS and Mr. Md. Hasanul Matin, Additional Secretary, Budget-2, Finance Division graced the event as the Special Guests. Approximately 60 officials from various Ministries, Departments and Agencies, along with officials from the Finance Division attended the workshop.

Take away: The participants shared valuable feedback and insights to enhance the draft regulation, ensuing the needs of public service delivery. The recommendations from this workshop will be instrumental in finalizing the Outsourcing Process Regulation 2024, marking significant step toward streamlining outsourcing procedures and fostering greater efficiency in government operation.

i) Workshop on Follow-up Findings of Post Procurement Review for FY 2023-24 (02-03 December 2024):

The Workshop on Post Procurement Review is one of the key activities of Internal Audit and Audit Follow-up Scheme of SPFMS Program. This workshop took place on 2 & 3 December, 2024, in the conference room of the SPFMS program. The attendees included Program Executives and Coordinators (PECs) and consultants involved in the procurement process for various schemes under the SPFMS Program.

Take away: During this two-day workshop, Mr. Md. Nasir Uddin, Senior Consultant (Procurement Specialist) of the IA Scheme, presented follow-up findings from the Post Procurement Review (PPR) Report for FY 2023-24. The discussions on Day 1 (December 2) focused on findings from

Components 1, 3, 7, and 8, while Day 2 (December 3) addressed findings related to Components 4, 9, 10, and 14.

j) **Seminar on Inception of Internal Audit Execution in RHD (08 December 2024):**



Guests and Participants: A seminar titled "Inception of Internal Audit in RHD" was held on December 8, 2024, in the conference room of the Roads and Highways Department (RHD). The event was organized by the Internal Audit & Audit Follow-up Scheme of the SPFMS Program under the Finance Division. Mr. Syed Moinul Hasan, Chief Engineer of RHD, attended as the Chief Guest, while the seminar was chaired by Mr. Munshi Abdul Ahad, Additional Secretary, Finance Division, and PIT Head of the IA Scheme, SPFMS Program. Mr. A.S.M. Elias Shah, Additional Chief Engineer of the Management Services Wing, RHD, participated as the Special Guest.

Moderation: The session was moderated by Ms. Kowser Nasrin, Joint Secretary of the Expenditure Management Wing, Finance Division, and PIT member of the IA Scheme. The seminar was attended by participants from the Internal Audit Unit (IAU) of RHD, representatives from relevant ministry, PIT members, IA Scheme Tech-Team members, and personnel from the SPFMS Program.

Take away: During the seminar, the keynote presentation was jointly delivered by Mr. Rafiqul Islam, Joint Secretary and PEC of the SPFMS program, and Mr. M. Iqbal Hossain, Team Leader of the IA Tech-Team.

- In his presentation, Mr. Rafiqul Islam covered the basics of Risk-Based Internal Auditing (RBIA), risk registers, audit planning, and the internal audit execution process and procedures for RHD.
- Meanwhile, Mr. Iqbal focused on the relationship and cooperation between auditors and auditees.
- Following the keynote presentation and an open discussion, Mr. Emadul Hassan (CIA), Senior Consultant (IA) of the IA Scheme, and Mr. Mohammad Wahiduzzaman, Executive Engineer and Head of IAU, RHD, discussed the IA execution forms, objectives, and the next steps in the RBIA process at RHD.

k) Seminar on Inception of Internal Audit Execution in RHD, Khulna (24 December 2024):

Guests and Participants: A seminar titled 'Inception of Internal Audit Execution in RHD Khulna'



was held on December 24, 2024, in the conference room of the RHD Zone Office, Khulna. The event was organized by the Internal Audit & Audit Follow-up Scheme of the SPFMS Program under the Finance Division. Mr. Md. Zakir Hossain, Additional Chief Engineer, Khulna Zone, Khulna, RHD, attended as the Chief Guest, while the seminar was chaired by Mr. Mohammed Jahangir Alom, Superintending Engineer, Khulna Circle, RHD. Mr. Ahmed Sharif Shajib, Superintending Engineer, Jashore Circle, RHD and Ms. Taslima Akter, ADC (L.A), Khulna, attended as Special Guest.

Moderation: The session was moderated by Mr. Md. Rafiqul Islam, Joint Secretary and PEC of IA Scheme. The seminar was attended by Officers from different concerned Auditee offices of RHD, IAU Teams; IA Tech-teams of Finance Division; PIT of FD and IA Scheme.

Take away: During the seminar, the keynote presentation was jointly delivered by Mr. Rafiqul Islam, Joint Secretary and PEC of the SPFMS program, and Mr. M. Iqbal Hossain.

- In his presentation, Mr. Rafiqul Islam covered the basics of Risk-Based Internal Auditing (RBIA), risk registers, audit planning, and the internal audit execution process and procedures for RHD.
- Meanwhile, Mr. Iqbal focused on the relationship and cooperation between auditors and auditees.
- Following the keynote presentation and an open discussion session, Mr. Emadul Hassan (CIA), Senior Consultant (IA) of the IA Scheme, and Ms. Shammi Sultana, Executive Engineer and Teams' Coordinator discussed the IA execution forms, objectives, and the next steps in the RBIA process at RHD.

81. Projects/schemes contributing to this component:

Cost of the Scheme on Internal Audit and Audit Follow-up:

The cost for this Scheme on Internal Audit and Audit follow-up is estimated at US\$ 4.94 million. The expenditure is adequately planned to achieve the scheme's objective. Professional services and training together represent 74.68% of the scheme cost estimate which reflects the substance of the reform activities especially establishing a modern internal audit function in the government towards establishing a well-functioning Internal Audit arrangement in Ministries/ divisions/ Agencies.

82. Major Challenges

- Internal audit units face limited independence, hindering effective functioning and transparency in audit practices.
- Lack of sufficient resources, such as qualified staffing, office space etc.
- Insufficient technical expertise in IT-based audit tools and risk management practices among internal auditors.
- Inadequate risk-based auditing practices, limiting internal audits' ability to identify high-risk areas.
- Resistance of different stakeholders to welcome Risk-based internal audit as a change management tool-kit for the Top management.
- Top-down approach (Tone at the top) is needed.
- Frequent Transfers of Skilled IAU members after capacity-building training.
- Inadequate policy support for internal audits, limiting their alignment with overall PFM reforms objectives.
- Barrier of coordination between internal and external auditors.
- Sustainability of IAUs after SPFMS Program.


83. Lesson Learned:

- Internal audit units (IAUs) require greater operational independence to enhance transparency and effectiveness. Strengthening governance structures and policies is essential to ensure IAUs function without undue influence.
- A key lesson is the need for continuous capacity development in audit tools and risk management. Investing in training and certification programs for internal auditors can improve audit quality and risk-based auditing practices.
- Frequent transfers of skilled auditors disrupt institutional knowledge and audit consistency. A permanent setup and organogram for the respective departments can mitigate this challenge. Need to raise as policy issue at the Top of the government to strengthen Good Governance.

84. Next steps:

- Continue support to the 1st Batch of CIA Professional Exam Candidates (15 Officers of concerned MDAs).
- Facilitate CIA Professional Exam Certification for 2nd Batch in next quarter.
- Printing & distribution of customized Charter & Manual by different five MDAs.
- Provide Technical Training to all the members of IAUs & IACs.
- Arrange Seminars/ Conferences with the top officials from MDAs and field level.
- Arrange Retreat Programs (Series of Workshop/ Seminar) for covering all concerned Stakeholders.
- Arrange Workshops/ Seminars at eight Administrative Divisions as per approval.
- Approval of Internal Audit Execution Report for DPE, RHD, PWD, & LGED.
- Digital development activities are going on: User-friendly digital tools, techniques and approaches (Web-portal and Database Software) to facilitate the documentation and quick response of internal audit activities for concerned MDAs as well as for EMW of FD.
- Hands-on Training: IA Execution Process & Procedures based on Charter & Manual for the IAUs is a continuous task.
- Setting up the IAU in the DGHS and deploying HR through capacity-building training/ workshop.
- Resolving Internal Audit recommendations for DPE and RHD.
- Documentations and dissemination the knowledge and experiences.

C-11: STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
OCAG	51-54	-	

C11: Program Implementation Team (PIT) Members



PEC & ISC



85. Objective: For smooth operation of statutory auditing, and to improve the timeliness of the audit report component 11 focuses on strengthening the audit capacity of the office of the CAG to carry out risk-based audits by adopting international standards and best practices align with the county perspective by using the benefit of information technology. Mandated by The Constitution of the People's Republic of Bangladesh, the office of the Comptroller and Auditor General (OCAG) promotes Good Governance, Accountability and Transparency by providing high quality audit reports on the Public Accounts of the Republic and of all courts of law and all authorities and officers of the Government. As the CAG, in the exercise of these functions is not subjected to the direction or control of any other person or authority, it develops confidence amongst public at large and provides independent assurance to the stakeholders viz., the Parliament, the Executive and others that public funds are being used efficiently and for the intended purposes.

86. Outcomes:

- CAG approved and issued the Strategic plan 2021-25 for OCAG under the consultation of IDI (INTOSAI Development Initiatives) and the Operational plan for the year 2024-25 of OCAG approved and issued on 31st July 2024.
- CAG's issued governance framework comprises both, legal framework and operational framework. While the legal framework consists of CAG's mandate and the statutory principles which are binding

for the auditor and the auditee, the operational framework engulfs all auditing standards, instructions/guidance issued with an operational focus in a hierarchical order. Under the leadership of CAG himself has been working to update the existing legal framework to align with the latest international standard, worldwide best practices, and country perspectives. OCAG already promulgated Government Auditing standards of Bangladesh (GASB), Code of Ethics, Quality Control System in OCAG, Compliance Audit Guidelines, Performance Audit Guidelines and Financial Audit Guidelines. Each Audit Directorate under OCAG has already issued their Office Procedure Manuals. Practice Notes, Handbook etc. are under the process of updating. Furthermore, the updating of Account Code Volume 1 to 4 in line with recent reforms and status is under consideration of CAG as a constitution-provided sole mandate. Moreover, OCAG has prepared a training policy for the first time to guide the FIMA in implementing training courses designed and developed in line with the needs of relevant stakeholders with the assistance of EU Supported TA Project.

- To enhance the capability of auditing the IT Systems and coping with the modern digitalized financial management, the full functioning AMMS software is inevitable. OCAG decided to develop AMMS 2.0 the updated version of previous AMMS and FRS, TDD and ToR prepared with the help of World Bank administered TAs appointed consultants. After finalizing all required bidding documents OCAG contracted a reputed Bangladeshi software firm to develop AMMS 2.0. A dedicated team of OCAG is working closely with the firm to develop fully functioning AMMS 2.0 for the smooth operation of auditing and proper monitoring. This system will create an interface to Parliament (PAC) and all responsible parties (auditee's organizations) so that all communication can be done through AMMS 2.0 to avoid the clumsy process of settling audit observations and sound PFM. Finally, AMMS 2.0 is developed and Inaugurated in 23 November of 2022 by CAG. Now all 17 audit directorates are using AMMS 2.0 in all stages of Audit. At present, each audit directorate is providing training to the responsible party on AMMS 2.0.
- With the ample leadership of the Hon'ble Comptroller and Auditor General of Bangladesh, OCAG has already established one stop service centres and help desks across the Audit and Accounts department for ensuring quality and prompt services (Audit, Payments, Pension, GPF etc.) to the citizens of the country. Moreover, increasing the focus of audit, Performance and IT Audits are being given importance. As part of this a Performance and IT Audit Cell has already been formed at the OCAG level. Moreover, an advisory committee is also formed to provide guidance and oversee the performance of the cell as well as the model audit teams.

87. Outputs:

- The OCAG has already prepared a draft Communication Strategy with the assistance of the EU Funded TA. The final tasks of the communication strategy are work in progress.
- A Model Financial Audit on the Finance Accounts FY 2021-2022 of the Budgetary Central Government (BCG) has already been completed by the OCAG with the assistance of the EU Funded TA Team. Moreover, a Model Financial Audit on Microcredit Regulatory Authority FY 2022-2023 has also completed by the OCAG with the assistance of EU TA Team;
- A team of 28 Senior and Mid-level officials completed a 10-day training on IT Audit at SAI Malaysia with the assistance of the EU TA Team;

- Three (03) Model Performance Audit Teams have already completed their execution phase and they are working for the finalization of Audit Inspection Report (AIR) now;
- Three (03) Model IT Audit Teams have already completed their execution phase and they are working for the finalization of Audit Inspection Report (AIR) now;
- The OCAG and all audit directorates are working for the full implementation of AMMS 2.0;
- Five (05) officials have successfully qualified as Certified Information System Auditor (CISA);
- The final tasks of the Accounts Code are work in Progress;
- The final tasks of the Bangla Version of Performance Audit Guidelines are work in progress;
- Continuous Professional Development (CPD) Course of FIMA - 3 courses completed and 69 participants attended the course.

88. Challenges and mitigations: The main challenge faced during this period was the lack of availability of international consultants for sufficient time. Especially due to the absence of Performance Audit and IT Audit experts, some of the activities relating to Performance Audit and IT Audit could not be achieved as per the expectations. Currently there is no international consultants available for all streams of audit. Moreover, to implement AMMS 2.0 and cope with a modern system of auditing in an automated environment OCAG is currently working with the World Bank for an umbrella project namely Strengthening Institutions for Transparency and Accountability (SITA) through ERD and FD.

89. Projects/schemes contributing to this component:


- a. SPEMP BETF- Sub-tasks- Accountability:** Under this initiative the component has already submitted a detailed training proposal for capacity development of the OCAG official in the field of Mega Projects Audit and the SDG Implementation Audit. Moreover, OCAG has also prepared and submitted a concept note based on the work plan approved by the SPFMS Authority. Following the submission of the concept note based on the SPFMS work plan, 15 officials of OCAG are now visiting the SAI Japan for taking first-hand experience on the Public Construction Works Audit. Moreover, the OCAG is also communicating with different SAIs for the implementation of the study visit relating to SDG implementation Audit.
- b. EU-funded Technical Assistance “Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh” (EUR 10m, 60 months):** The EU-funded TAs Financing Agreement was signed in June 2019 the firm and consultant appointed and the implementation of the program started from September 2020 and has a closing date of June 2025. It is to be noted that the project got a no cost extension for one year till June 2025. After the inception period, the assigned consultancy firm and Key Expert prepared and submitted a work plan for the OCAG. The OCAG reviewed and agreed with the work plan and the implementation has been started. With regards to components with OCAG, the main activities focus on: (i) audit planning and methodology, and (ii) professional development and capacity building (particularly through FIMA). Following is the status of the TA by the European Union from July 2024 to December 2024:

- The OCAG has already prepared a draft Communication Strategy with the assistance of the EU Funded TA. The final tasks of the communication strategy are in progress;
- A Model Financial Audit on the Finance Accounts FY 2021-2022 of the Budgetary Central Government (BCG) has already been completed by the OCAG with the assistance of the EU Funded TA Team. Moreover, a Model Financial Audit on Microcredit Regulatory Authority FY 2022-2023 has also been completed by the OCAG with the assistance of EU TA Team;
- A team of 28 Senior and Mid-level officials completed a 10-day training on IT Audit at SAI Malaysia with the assistance of the EU TA Team;
- Three (03) Model Performance Audit Teams have already completed their execution phase and they are working for the finalization of Audit Inspection Report (AIR) now;
- Three (03) Model IT Audit Teams have already completed their execution phase and they are working for the finalization of Audit Inspection Report (AIR) now;
- Five (05) officials are successfully qualified as Certified Information System Auditor (CISA);
- The final tasks of the Accounts Code are in Progress;
- The final tasks of the Bangla Version of Performance Audit Guidelines are in progress.

90. Next steps:

- Development of IT Strategic Plan for OCAG;
- Development of home-grown Data Analytics Tool;
- Updating IT Audit Manual;
- Developing IT Co-Sourcing Strategy;
- Providing training on IT and Performance Audit in abroad;
- Study visits on SDG Implementation Audit in abroad;
- Finalization of Accounts Code;
- Finalization of Communication Strategy;
- Developing Self-Disclosure Policy;
- Developing Handbook on Audit of Works;
- Professional Development of OCAG officials (CIPFA, CISA, IPSAS, MCIPS etc.)
- Proper implementation of the work plan of the EU-funded project to implementation of the PFM action plan;
- Preparing and finalizing the documents relating to the SITA project for the successful implementation of the on-going activities and most importantly this support is needed for thinking about the sustainability issues.

C-12: STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURE

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Public Accounts Committee	55, 56	-	

C12: Program Implementation Team (PIT) Members



PEC & ISC



91. Objectives:

- To uphold accountability, to ensure transparency and to support good governance in the financial sector.
- To support Financial Oversight Committees (FOCs) for better scrutiny by adopting parliamentary best practices.
- To implement the use of MIS to support Financial Oversight Committees.

92. Output

Monthly meetings of the Program Implementation Team (PIT)

The monthly Program Implementation Team (PIT) meetings took place on 11 September 2024 and 15 December 2024. The PIT Head of the Bangladesh Parliament Secretariat chaired these meetings. The attendees included the Program Executive and Coordinator (PEC) of the Finance Division, along with representatives from DT Global and the European Union. The primary focus of these meetings was to review the progress of the Parliament Component activities in accordance with the revised Annual Work Plan.

Restructuring of the PIT Team

Dr. Md. Anwar Ullah, FCMA, has been appointed as the new Secretary for the Bangladesh Parliament Secretariat. Meanwhile, Mr. A.K.M. Benjamin Riazi, the Additional Secretary of Finance and Planning (F&PR) has been appointed as the new head of the Program Implementation Team (PIT). The new appointees have been briefed on the current progress and the upcoming initiatives of the project.

Meeting with the EU Ambassador

Michael Miller, the new Ambassador of the European Union to Bangladesh, made a courtesy call meeting with the Secretary of the Bangladesh Parliament Secretariat on November 26, 2024. The main goal of this meeting was to discuss the operations of the National Parliament, review the progress of the project, and explore future collaboration opportunities to enhance parliamentary functions and reform.

Preparation of Parliament Research Brief

A research brief titled "The Relationship Between the National Parliament and the Academic World: The Role of the Bangladesh Institute of Parliamentary Studies (BIPS)" has been prepared, and approved by the EU. The brief has been submitted to Parliament for feedback and review on January 29, 2025.

Trainers' training for selected officials of the FOCs of the BPS.

A Training of Trainers (ToT) program will be held for BPS officials in the first quarter of 2025, to enhance their knowledge transfer and learning facilitation skills. This is a new activity. A concept note has been prepared and has received approval from the EU.

Capacity Building Training on Research and Computer Literacy for Bangladesh Parliament Secretariat Officials

A new activity, a training program on research and drafting for BPS officials preparing reports for the Public Accounts and Estimates Committees, will be held in the first quarter of 2025. A concept note has been prepared and submitted to the EU for approval.

Developing the FOC part of the CMIS Software

The process of managing meeting requests to meeting minutes has been completed and tested with the support of FOC officials. Some interoperability activities, such as data extraction, between the AMMS and CMIS software have already been finished. During the 14th PIT meeting, Tappware Solutions presented a demonstration of the FOC CMIS. However, there are some linguistic mistakes in the software that need correction. The software team will collaborate with FOC officials to incorporate their feedback. Additionally, the CMIS website needs to be developed further to include more dynamic, interactive features and updated content.

Training on "Committee Management Information System (CMIS) Software"

The training on the "Committee Management Information System (CMIS) Software" is currently being held at the ICT Training Centre, BPS. The training began on December 15, 2024. The following topics will be covered during this 50-day training:

- Software development of FOC CMIS (14 days)
- Software deployment of FOC CMIS (02 days)
- Database design and administration of FOC CMIS (02 days)
- Software quality assurance (02 days)
- Server management, virtualization, and Networking (13 days)

- IT security basics (04 days)
- User training on FOC CMIS (05 days)
- Training on FOC CMIS Administration (02 days)
- User Acceptance Testing of CMIS (06) days

93. Challenges and Mitigations:

Challenges: 12th National Parliament was dissolved in August 2024. Some official documents have been destroyed and IT services are partially damaged due to vandalism. The rebuilding process necessitated a revision of the EU-led program activities for Parliament.

Mitigations: The revision of activities is being conducted based on the following principles:

- Activities involving members of Parliament (MPs) will not be considered.
- Activities involving officials of the Bangladesh Parliament Secretariat will be considered.
- New activities have been added to replace those that were dropped.

94. Projects/Schemes contributing to this component

C 12: Strengthen Parliamentary Oversight and Scrutiny of Public Expenditure:


EU-funded technical assistance "Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh" (EUR 10 m, 36 months): The objective of this program includes supporting the 3(three) Parliamentary Financial Oversight Committees to fulfil their respective mandates. The Financial Agreement was signed in June 2019 and the implementation of the program started in September 2020. With regards to the component with the National Parliament, the agreed main activities will focus on (i) professional development and capacity building, and (ii) information technology. EU appointed a firm named DT Global IDEV Europe to undertake the program.

95. Next steps:

Based on the above mentioned principles, the following activities to be undertaken during the remaining period of the program:

- Trainers' training for selected officials of the BPS;
- Capacity Building Training on Research and Computer Literacy for BPS Officials;
- Issue-Specific Publications;
- IT training for BPS IT staff;
- Refreshment Training On CMIS Software;
- Refreshment Training on content based Training;
- Reviewing the previous Modules.

C-13: PROCUREMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Bangladesh Public Procurement Authority (BPPA)	57-60	-	

C13: Program Implementation Team (PIT) Members



PEC & ISC



96. Objective: Public procurement is a major component comprising 45% of the national budget of Bangladesh. The country is rapidly transforming its public procurement environment by shifting gradually from traditional procurement practices to international standards through digitization of systems. The Public Procurement Act 2006 and Public Procurement Rules 2008 have references for the introduction of e-GP over time in the country (Section 65 of PPA-2006 and Rule 128 of PPR-2008). Digitizing Implementation Monitoring and Public Procurement (DIMAPP) Project for Bangladesh is supporting towards a better procurement management system in Bangladesh especially digitizing and strengthening the capacity of procurement professionals. This component of procurement aims at expanding of the e-GP system that will improve procurement-related governance issues at the local level providing greater transparency with reduced discretionary authority for all sectors' operations in Bangladesh.

97. Outcomes:

The outcomes of this component include:

- Single national electronic government procurement (e-GP) portal is in smooth operation to complete the procurement process in a reasonable shortest possible time.
- Updated disclosable procurement data are disclosed in the e-procurement, CPTU and citizen portal.
- Online procurement system in saving significant time in procurement process is emphasized which is reducing transportation cost significantly. This procurement system is contributing to reduce the carbon footprint.

- Professionalism is increasing among the officials of the procuring entities and agencies due to the capacity development program.
- Site-specific citizen monitoring of public works contract is continuing in 48 sub-districts covering 8 divisions.
- Government Tenderer's Forum (GTF) is formed in all districts and is operational to resolve the procurement related issues at the local level.
- Citizen portal "Sarkari Kroy Batayan" (www.citizen.cptu.gov.bd) is well functioning to disseminate updated procurement and contract management data following the Open Contracting Data Standard (OCDS).

98. Output: The outcomes, mentioned above, have been associated with the measurable outputs.

- DIMAPP Project is extended till December 2025.
- e-GP system is managed and maintained. Service procurement module has been developed in the e-GP System for time-based contract (PS8).
- One Stage Two Envelope Tendering Method (OSTETM) for International Competitive Tendering (ICT) is developed.
- e-GP System is integrated with Document Verification System (DVS) of The Institute of Chartered Accountants of Bangladesh (ICAB) for verification of audited financial statements of the companies in e-GP.
- 44,295 tenders are invited in this reporting period from 01 July to 31 December 2024.
- 1,795 Users are trained on e-GP system. Security Operation Center (SOC) for e-GP cyber security is functioning 24/7 basis.
- One new bank and 151 new branches of the registered banks are connected with e-GP and now 7,342 branches of the 53 registered banks are providing banking services to the e-GP users.
- Integration of A-challan with e-GP is completed and Fees of e-GP 1,84,85,800 taka is transferred to treasury directly through A-challan in the last 6 months.
- More than 65,000 experience certificates are stored in the database from both manual and e-GP contracts.
- 13 individual consultants are appointed to perform procurement post review of 13 Procuring Agencies' procurement.
- 3-week basic procurement management training is provided to 629 government officials.
- Data center is managed and maintained for the smooth operation of the national e-GP system.
- Citizen portal is being maintained.
- Development of enhanced Electronic Project Management Information System (e-PMIS) is completed and access is given to 453 new project directors for managing their projects. 564 users are trained on e-PMIS system. 32 workshops for the project directors are conducted on e-PMIS.

99. Challenges and mitigations: Maintaining cyber security of the e-GP system is a continuous challenge. Bangladesh Public Procurement Authority (BPPA) has limited in-house technical specialists to run its daily activities.


100. Projects/schemes contributing to this component:

Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP): GOB has been implementing DIMAPPP at a cost of BDT 955.12 crore (GOB BDT 26925.57 Lakh and PA BDT 68586.36 Lakh) since 2017 and has an expected closing date on 31 December 2025. Aim of this project is to improve public procurement performance and enhance capacity for implementation monitoring of development programs/projects. The DIMAPPP has following four components that are contributing to this component:

- Component 1: Restructuring CPTU and Policy Reforms
- Component 2: Enhancing Digitization of Public Procurement
- Component 3: Professionalizing Procurement and Citizen Engagement
- Component 4: Digitizing Project Implementation Monitoring

101. Next steps: More Standard Tender Documents (STDs) will be translated to e-STDs for e-GP System. More focus will be given bringing all procurement under the purview of e-GP. As recommended in the Bangladesh Public Procurement Assessment (MAPS) Report, June 2020, new features will be included in the e-GP System to further enhance/modernize Bangladesh public procurement system. Enhanced e-PMIS system is being implemented for better monitoring to the government projects.

C-14: PFM LEADERSHIP, COORDINATION AND MONITORING

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
PECT, IPF & FD	61-64	10	

C14: IPF & PECT



Implementation Support Consultant (ISC)



102. Objective:

PFM reform agenda is aimed at improving the functionality, efficiency, and effectiveness of the PFM systems, introducing changes in PFM systems, processes, and practices, and enabling better coordination among various stakeholders of the PFM systems. Thus, component 14 of the PFM Action Plan spells out all details and requirements to begin its implementation, including the establishment of the PFM governance structure to lead and support the reforms.

103. Outcomes:

A two-tier governance structure comprising of Steering Committee (SC), and Program Execution and Coordination Team (PECT) has been established with a defined ToR. They are supported by 13 Program Implementation Teams (PITs) that are leading the various PFM reform components. All 3 (three) Independent Verification Agencies are on board. The three (3) agencies are PwC, OCAG, and Cabinet Division. Nine (09) field inspections have been successfully completed in Kishorgonj, Natore, Khulna, Bagerhat, Panchagarh, Sylhet, Patuakhali, Chapainawabgonj and Rangamati District. Two PFM stakeholders' retreat have been successfully organized. Moreover, a larger scale validation workshop for Draft PFM Reform Strategy 2025-30 was held on 28- 30 November 2024.

104. **Outputs:**

- 10th PFM Action Plan Progress Report (January 2024- June 2024) has been published on January 2025. The report has been distributed to the stakeholders as well as uploaded in the website.
- The AWP of 14 (fourteen) components of the PFM Action Plan have been included in the Semi-Annual PFM Action Plan progress report.
- 4th Steering Committee was held on 29 August 2024 through Zoom platform chaired by Dr. Md. Khairuzzaman Mozumder, Chairperson of the Steering Committee and Secretary, Finance Division, Ministry of Finance. After a fruitful discussion the following decisions were undertaken in the meeting: (i) necessary actions should be taken for the full achievement of those DLRs, which have been partially achieved, or in progress, (ii) all schemes need to prioritize the area of action and expedite the financial performance, (iii) packages of foreign trainings decided to finalize soon under BETF before the end of their tenure, (iv) for smooth functioning of fiduciary arrangements, the overlapping of the same activities amongst the donors should be avoided, (v) the 3rd PFM Reform Strategy 2025-2030 should be formulated within November 2024 to ensure timely progress of PFM Action Plan, and (vi) the 3rd PFM stakeholder retreat could be arranged on the 3rd quarter of the FY 2024-25.
- M&E Guidelines for SPFMS Program has already been developed and approved by Finance Division on 13 August 2024. Upon the guidance of this SPFMS M&E Guidelines, this M&E report has been prepared for the first time in the field of PFM reforms in Bangladesh. For this, a two days' workshop (18-19 September 2024) was held for 'Transmission the M&E Data into RTT for 8 Components of SPFMS Program'. The 1st M&E Report (July 2023- June 2024) was submitted by the Senior Consultant (M&E) on 30 September 2024. Based on the submission, the 1st M&E Report has been approved on 16 October 2024 and published in the SPFMS website on 3 November 2024.
- Due to the approval of the SPFMS M&E Guidelines, the achievement status report was sent to the World Bank on 11 September 2024. The World Bank disbursed the allocated amount of USD 1 million on 11 October 2024. Also the amount of USD 0.5 million disbursement request has been sent to the World Bank on 9 December 2024 as the 1st M&E Report has been published in the SPFMS website.
- The SPFMS Communication Strategy and Communication Plan (January 2023-June 2026) has been approved during the reporting period. SPFMS program has implemented several key communication initiatives in alignment with the approved SPFMS Communication Plan. These efforts have played a crucial role in enhancing public engagement, disseminating information and ensuring transparency.



- To strengthen digital outreach, the program developed a dedicated Facebook page where event news and photographs of SPFMS activities are being regularly uploaded. Two issues of the SPFMS e-Newsletter were developed during the reporting period. These newsletters covered major events and achievements serving as a vital tool to inform stakeholders about the program's progress. Field visits to Chapainawabganj and Rangamati districts provided an opportunity to document stories of service recipients, offering compelling narratives that highlight the program's impact at the grassroots levels.
- A Check-in-Meeting with PITs was held on 24th October 2024, chaired by Ms. Bilquis Jahan Rimi, NPD, SPFMS. The meeting agenda was to discuss the progress and current status of eight (8) schemes implemented by different wings/ agencies under the Finance Division.
- Consultant (Communication) and Programmer worked together to develop a new website for SPFMS.
- Five (05) Monitoring Committee meetings for SPEMP-BETF were held on 28 August 2024, 09 October 2024, 16 October 2024, 07 November 2024 and 18 December 2024 respectively. During these meetings, 38 capacity development activities under the SPEMP-BETF fund were planned to implement, focusing on Public Financial Management through foreign training, consultancy, and local training. Notably, four foreign training programs have been completed, including one on MFMOD conducted in Malaysia and Indonesia, another on debt management in Indonesia, a training on State-Owned Enterprises (SoE) in South Korea, and Leadership training in AIT, Thailand. Additionally, five consultancy tasks are in process for implementation, such as developing 3rd PFM Reform Strategy 2025-30, formulating M&E framework of SPFMS, drafting an umbrella act for SoEs, updating PFM rules and regulations, and preparing the Multi-Year Public Investment Program (MYPIP) aligned with sectoral strategies. These initiatives aim to enhance PFM capacity and support strategic reforms across key areas.
- The final report of research titled “Long-term financing: A critical assessment of the bond market in Bangladesh and the way forward” conducted by BIBM has already been submitted. Based on the final report a dissemination workshop will be organized soon. BIBM is now working to publish the report and upload it in the peer review journal.
- The research titled “The factors affecting public spending allocative efficiency in Bangladesh: An empirical study on health services” is currently being conducted by BIGM with the inception report already submitted to IPF. IPF has reviewed the report and shared a number of observations with SPFMS. A validation workshop is planned for finalization of methodology of the assignment.
- A total of 112 civil servants (22.55% women participants) have already completed their PFM related courses/certifications. Out of 112 civil servants, 38 have already completed their master's or certification courses related to Public Financial Management (PFM) abroad based on FEEM certifications. The remaining 74 participants completed ‘International Public Sector Accounting Standards (IPSAS)’ course in 4 batches. Currently, 9 participants are pursuing masters in this regard.
- Top 10 participants from each batch of FEEM course are offered scholarships for pursuing Master's degree abroad on the basis of their merit/performance evaluated through a rigorous process of the training program.

- The 3rd PFM Reform Strategy 2025-30 is in process. For the formulation of the new reform strategy, a cohesive collaboration among a diverse group of stakeholders including government officials, policy makers, academia and development partners through a series of consultation meetings took place from 02 July 2024 to 15 October 2024. During this period, a total of 31 sessions were conducted addressing various aspects related to the formulation of the Public Financial Management (PFM) Strategy 2025-30.
- Regarding 3rd PFM Reform Strategy 2025-30, a review workshop (28-30 November 2024) was held aiming to finalize draft strategy based on insights gathered from 31 consultations among diverse groups. In the workshop, the Honorable Finance Advisor Dr. Salehuddin Ahmed was present as the Chief Guest and he emphasized the need for a triangular approach to Public Financial Management (PFM) integrating the efforts of the public sector, private sector and citizens to ensure efficient, transparent and accountable services.



105. **Challenges and mitigations:**

- For any high quality research paper to be published in the international peer-reviewed journal requires due time to publish. However, the researches selected by the IPF are not getting the proper time for this purpose. For this reason, the option to publish the third research topic “The factors affecting public spending allocative efficiency in Bangladesh: An empirical study on health services” in an international peer-reviewed publication has been replaced with a peer-reviewed journal.
- For SPFMS M&E Framework, one important result based indicator for component 14 has been undertaken as “M&E infrastructure established and functional”. The indicator implies that, the target 90% needs to be achieved in case of all components’ result indicators if they are capable of attaining the targets. To bring about the target of this indicator, it requires to pay much attention for all components’ cooperation to achieve the respective components’ targets of the result indicators.
- As the program will be ended on June 2026, the approved SPFMS Communication Plan is hard to implement fully within this short period of time. To ensure timely and effective execution, it is crucial to issue clear instructions from the top management to all eight schemes, emphasizing the prioritization of communication activities outlined in the plan. Initiatives should be taken to accelerate the implementation of planned communication activities. This requires a coordinated effort across all schemes to ensure that the objectives of the SPFMS Communication Plan are met within the available timeframe.

106. Projects/schemes contributing to this component:

Scheme on “PFM Reforms Leadership, Coordination and Monitoring”: The non-ADP scheme on “PFM Reforms Leadership, Coordination and Monitoring” was approved in May 2019 with total funding of BDT 14,000 lac (USD 16.6 million) and has a closing date of 30 June 2023. In the revised scheme document approved on 08 June 2023 has extended a closing date of 30 June 2026. The total funding in the revised document raised to BDT 16,634.20 lac (USD 19.8 million). The program is implemented by the Finance Division under the WB co-financed SPFMS.

107. Next steps:

- To oversee PFM Action Plan implementation and provide policy guidance, Steering Committee meeting need to be held twice in a year as per the Action Plan.
- The 2nd M&E report will be prepared and submitted by September 2025.
- Op-eds and other forms of post-editorial content should be developed and strategically published in prominent newspapers to effectively communicate the achievements and insights of the program. The articles can serve as powerful tools for building awareness and support among stakeholders.
- The 10th IPF Governing Council meeting held on 28 December 2024 decided to offer scholarships to 56 participants, including 30 participants from three batches of FY 2024-25. Among these 56 participants, those from FY 2024-25 must utilize their scholarships by FY 2026-27, in accordance with the one-year deferral policy adopted at the 9th Governing Council meeting. However, the remaining 26 participants must avail their scholarships by FY 2025-26, as they have already utilized the one-year deferral policy. Regarding the 33 backlog participants from the 19th to 27th FEEM batches, the 10th Governing Council meeting rejected their deferral applications and decided not to offer scholarships.
- The IPF has compiled a list of Budget Management Specialist (BMS) course participants eligible for participation in the foreign training program. The list includes 122 eligible participants, which also accounts for 14 participants (7 from each of the 2 remaining BMS batches) from FY 2024-25. The SPFMS is planning to fund the proposed overseas trainings for these BMS participants.
- The research titled ‘State of the Real Economy: A Study on Household Economic Realities and Policy Options Towards Strengthening Economic Democracy’ is under the process of recruiting a consulting firm. The research will be done within May 2025.
- More demand driven foreign trainings need to be arranged on leadership and change management supported by SPEMP- BETF.

G. CHALLENGES

- 108. The absence of specific rules, procedures or directives for forecasting at the Macroeconomic Wing (MEW) makes the sustainable forecasting practice a challenge.** A system of online update of high frequency data will be a must to continue the forecasting practice effectively. Documentation and systematic archive of all training materials, manuals, and software is the key to develop the institutional memory. Once the users are familiarized with the new model, the practice of using simulation technique for decision making is necessary. Recent, revision of export data of last few years also put some challenges.
- 109. Updating and integrating the debt database across agencies in Bangladesh remains a significant challenge, affecting the efficiency of data management.** The lack of a centralized and fully integrated debt management system leads to inefficiencies in tracking, monitoring, and analyzing the country's debt obligations. Several factors contribute to these issues: (i) **Fragmented Data Sources**, (ii) **Outdated Systems and Manual Processes**, (iii) **Lack of Interoperability**, (iv) **Coordination Challenges**, (v) **Data Accuracy and Transparency Issues**, and (vi) **Limited Technical Capacity**.
- 110. Implementing an automated pension system faced multiple challenges, including data integration issues, where ensuring consistent and accurate data across departments proved difficult, leading to potential discrepancies.** Technical hurdles such as system downtime, software bugs, and compatibility problems with existing infrastructure further complicated the process. Additionally, delays or failures in receiving OTPs disrupted pension payment procedures, causing inconvenience for beneficiaries. Resistance to change among employees also posed a challenge, requiring extensive training and change management efforts to ensure smooth adoption of the new system. Moreover, safeguarding sensitive pension data during automation was a critical priority, necessitating robust cybersecurity measures to prevent breaches and ensure data integrity. Addressing these challenges effectively was essential to ensuring a seamless, efficient, and secure pension management system.
- 111. State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs) often hesitate to submit their financial and non-financial data, with some delaying submissions and others providing incomplete or inaccurate information.** Additionally, many are reluctant to conduct timely audits of their annual financial statements. Some SOEs/ABs do not adhere to the prescribed formats when submitting information, and a significant number lack professional accountants in their accounting departments. There are also instances where SOEs/ABs fail to disclose information regarding their Debt and Contingent Liabilities (DCL). Furthermore, selected SOE which underwent Performance Improvement Strategy is slow in implementing the agreed recommendation.
- 112. As the program nears its conclusion, there is a unique and critical opportunity to showcase its achievements and success stories.** This effort would contribute to building support and recognition at all levels. However, it appears that adequate emphasis has not been placed on highlighting these accomplishments. To ensure the program's impact is recognized and appreciated, visibility materials should be created and disseminated as per the approved communication plan.

H. TAKEAWAY FROM THE IMMEDIATE PAST

- 113. The Macroeconomic Model scheme has significantly improved fiscal forecasting by using dynamic macroeconomic model, enabling data-driven decision-making, and fostering institutional capacity within the MEW, Ministry of Finance.** Creating a 52-year macroeconomic dataset and integrating high-frequency data have enhanced projection reliability. Moreover, training programs and international exposure visits have strengthened the expertise of finance officials. The scheme has proposed regulatory frameworks for standardized data sharing, capacity-building initiatives, and establishing a dedicated macroeconomic modelling unit to address these challenges. Future steps include further refining forecasting tools, strengthening research collaborations, and conducting targeted training programs. Continued fiscal risk analysis and stakeholder coordination improvements will be vital for sustaining progress.
- 114. A central database on debt is necessary to ensure data integrations involving ERD, BB, NSD, and CGA, the engagement of the Stakeholders to ensure diversity of views and specialized skills is needed.** Debt Market Development issues need to be considered. As part of the overall strategy for debt management, contingent liability management integration is necessary. The current legal setup often needs an alignment with international best practices, which eventually reflects an amalgamation in accordance with debt management. This deficiency has, in turn, indicated the need for more robust regulatory measures through alignment with international norms. Establish a mechanism for regular law review and update in line with domestic needs and changes in global standards.
- 115. As budget distribution process towards budget holders has been expedited via iBAS++, the DDOs now receiving the budget online (through iBAS++) immediately after the budget is approved.** Fund release process have been made easier to expedite the budget utilization. PFM reform initiatives has improved the Government's service delivery to its citizen.
- 116. Lessons learned from pension scheme implementation highlight key areas for improvement.** Ensuring data quality is critical, as accurate and standardized data forms the foundation for successful automation. Strengthening technical infrastructure, including addressing OTP issues early, prevents operational disruptions. Engaging stakeholders from the outset helps address concerns and ensures smoother adoption of the system. Comprehensive training is essential to equip staff with the necessary skills, reducing resistance to change. Lastly, continuous monitoring allows for the timely identification and resolution of issues, ensuring the long-term effectiveness of the pension management system.
- 117. SOEs/ABs are being trained on how to identify debt and contingent liabilities (DCL) and how to manage the associated fiscal risks.** Additionally, efforts are being made to enhance the capacity of these organizations in risk mitigation. The Monitoring Cell of the Finance Division, in collaboration with the concerned SOEs/ABs, is identifying agreed areas for improvement to help these organizations achieve their objectives. Improvement strategies are being discussed, and specific recommendations

are included in the performance evaluation reports of the relevant SOEs/ABs. Underperforming SOEs/ABs are being identified, along with the reasons for their underperformance, and mutually agreed solutions are being proposed for improvement. Introducing legal requirements could help ensure the regular publication of audited financial statements for all SOEs/ABs and the timely submission of data.

118. As part of ongoing capacity development efforts, the Scheme on Internal Audit and Audit Follow-up is establishing a comprehensive platform for government officials. In this context, the Internal Audit Scheme is facilitating and sponsoring 14 (fourteen) government officials to pursue the Certified Internal Auditor (CIA) certification. This certification is expected to enhance their professional recognition, career advancement, and influence within their respective departments.

119. SPFMS stakeholder's work in strengthening the results focus has helped them understand core M&E concepts and articulate the intermediate outcomes and outcomes their interventions contribute towards. In doing so, a key lesson has been that while their component may only have partial influence over intermediate outcomes and outcomes, it is still necessary to track whether progress is being achieved.

I. ANNUAL WORK PLAN

C-1: REVENUE AND EXPENDITURE FORECASTING (MACRO- ECONOMIC WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C1-Activity 1	Replace macroeconomic models with a dynamic macro-econometric model which enables more robust revenue and expenditure forecasting	Identify model requirements (with specific purpose and outputs) in consultation with relevant wings	1.Analytical activities, studies, surveys;	a) Study different types of macroeconomic models for forecasting and identify what is suitable	-	Done				92.8	Model requirement specification approved
				b) Design an outline of the specifications and get them elaborated in consultation with relevant stakeholders and experts.	-	Done					
				c) Finalizing the macroeconomic model requirement after discussing all relevant stakeholders.	-	Done					
		Consult best practices from similar countries and decide on the specific nature and design of the proposed model	1.Analytical activities, studies, surveys;	a) Consult local experts and arrange workshops on macroeconomic models for forecasting	-	Done				301.57	Visited Malaysia & Indonesia from 05-11 November 2024 and documented lessons learned
				b) Participate in courses on macroeconomic modeling or conduct study tours		Done					
		Identify software requirement for the selected model building and application	6. IT systems acquisition	a) Study different types of software requirements for the identified macro econometric model	-	Done				438.93	Report on software requirement submitted and approved by FD
				b) Obtain macro econometric model	-	Done					
				c) Configure FD's Macro econometric data into the macro econometric model		Done					
		Procure identified software - Prepare specification - Complete other mandatory requirement and application configuration	6. IT systems acquisition	a) Procure identified various required statistical packages	-	Done				189.94	
				b) Procurement of EViews software.	-	Done					
		Collect data from BBS, BB and other		a) Data collection and processing		√	√	√	√		
				b) Identifv missing data		√	√	√	√		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsibl e (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Increme ntal cost lac BDT(i)	Results (j)
		stakeholders via API by materializing the signed MoU	1. Analytical activities, studies, surveys	c) If API is not adopted by relevant stakeholders, continue pursuing to achieve this objective	Dr. Md. Rashedur Rahman Sardar	√	√	√	√		
		Transfer data from the existing model set-up.	6. IT systems acquisition	a) Identify data series for the specified macro econometric model b) Compile and validate those data c) Consultant with the World Bank to integrate those data for improved model accuracy and alignment.	Dr. KM Alamgir Kabir	√	√				
		Arrange a number of extensive trainings on Macroeconometric Model organized for transfer of software.	2. Training		Dr. KM Alamgir Kabir						
		Identify possible stakeholders and make data sharing arrangement. - coordinate closely with the data sources agency (BBS, NBR, NSD, TDM wing of FD, CGA, Bangladesh Bank, ERD)	3. Communication and knowledge sharing	a) Create and approve the list of potential stakeholders b) Design the criteria and framework for data sharing arrangement and create a template MoU for stakeholders to sign c) Sign MoU with stakeholders d) Arrange to have regular coordination meetings e) Web interface	Dr. Md. Rashedur Rahman Sardar	Done					Draft MoUs approved by Finance Secretary and signed by respective stakeholders
		Make a work improvement team comprising officials from the MEW, Budget and TDM and capacitate the team to produce a fiscal risk matrix.	8. Execution of reformed PFM process	a) Program Implementation Team Formulation b) Organize capacity-building workshops to train PITs and officials from various government ministries/divisions in preparing and analyzing the fiscal risk matrix.	Mr. Md. Monzorul Haque		√	√			PIT Team Established
		Capacitate the WIT by providing relevant local and foreign training	2. Training	a) Provide relevant training b) Organize workshops	Mr. Md. Monzorul Haque			√	√		
		Develop and implement a capacity building/ change	2. Training	a) Develop ToR for the need assessment of change management for MEW officials b) Hire consultants for change management needs assessment	Dr. Md. Rashedur		√	√	√	2529.27	

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		management plan for the MEW officials		c) Core members of MEW receive local/overseas training on change management	Rahman Sardar		√	√	√		
		Implement a dynamic model and consult with key stakeholders including academics and the private sector on the outcome of the model. - Run the model. - Test on various scenarios - Compare model outcome with prior years' actual to assess the credibility of data, estimates, and forecast the model.	1. Analytical activities, studies, surveys	a) Arrange workshop b) Present output c) Incorporate suggestions from the stakeholders and incorporate those in to the specified model	Dr. Md. Rashedur Rahman Sardar		√	√			
		Use data for an upgraded macroeconomic model for - MTMF - Coordination Council meeting - Budget analysis	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Coordinate with MEW, FD b) Submit model output to MEW for review c) Incorporate their recommendations d) Submit it before PIT Head to take necessary actions.	Dr. Md. Rashedur Rahman Sardar		√				
		The output of the upgraded macro econometric model will be used to prepare Medium-Term Macroeconomic Policy Statement (MTMPS).	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Coordinate with MEW, FD b) Submit model output to MEW for review c) Incorporate their recommendations d) Submit the revised output before PIT Head to take necessary actions (place the output before coordination council for further discussions and other relevant FD budget related committees to incorporate in MTMPS).	Mr. Md. Monzorul Haque		√				
		Writing 10 Policy Notes on priority		a) Form 10 groups for writing policy notes on designated topics		√	√			10.5	

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		issues of Bangladesh Macroeconomic Forecasting	1. Analytical activities, studies, surveys	b) Assigning those topics for doing econometric analysis with economic interpretation and discussion c) Review the policy notes	Dr. KM Alamgir Kabir						
		Publish the Yearly Fiscal Report on the FD website and publish a yearly report on differences between the forecast and actual budget outcomes of the previous financial year (Quarterly/half/ monthly).	3. Communication and knowledge sharing	a) Write yearly fiscal report b) Submit to MEW for review c) Publish to FD website	Dr. KM Alamgir Kabir	√	√	√	√		
		Develop Web-based macroeconomic data module.	6. IT systems acquisition	a) Develop a macro data hub b) Continuously update the data series	Ms. Tasnova Rahman	√	√	√	√		
		Incorporate underlying assumptions explicitly into relevant budget documents placed before the parliament including MTMPS, Budget Speech.	1. Analytical activities, studies, surveys	a) Conduct scenario analysis by running the model b) Get MEW's input for revision c) Submit the output before PIT Head to take necessary actions (place the output before coordination council for further discussions and other relevant FD budget related committees to incorporate in MTMPS).	Dr. KM Alamgir Kabir	√	√	√	√		
		Build capacity to carry out the quantification of risks to revenues and expenditures and other fiscal indicators (Fiscal Risk Matrix)	2. Training	a) Conduct internal research to develop a framework for the quantification of fiscal risks and other fiscal indicators. b) Host capacity-building workshops/ seminars/ conferences on the findings of the need assessment framework c) Core members receive training on risks to revenues and expenditures and other fiscal indicators	Mr. Md. Monzorul Haque	√	√			295.68	Draft framework approved by Finance Secretary; Training module developed
		Ensure collaboration with the ministries/ agencies (such as BB, NBR, EPB, Ministry of Agriculture, Ministry of Industries, Ministry of Environment, Ministry of Forest & Climate Change, etc.)	3. Communication and knowledge sharing	a) Organize consultation meeting/ knowledge sharing workshop.	Mr. Md. Monzorul Haque	√	√			50	Training/ workshop module developed.

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		to set clear roles and responsibilities for fiscal risk analysis									
		Enhance communication with academic/ research institutions	3.Communication and knowledge sharing	a) Organize consultation meeting with the academic/research institution	Mr. Md. Monzorul Haque	√	√				Training/ workshop module developed
				b) Organizing consultation meetings /knowledge sharing workshops/training with private sector or academia/research institutions.				√			
		Assess annual aggregate revenues and expenditure variances	1. Analytical activities, studies, surveys	a) Identify Data gaps	Ms. Tasnova Rahman		√	√			Improved accuracy in revenue and expenditure forecasting, reducing budgetary gaps and enhancing fiscal discipline.
				b) Reconciliation of data from multiple sources			√	√			
				c) Hold extra sessions for analysis of variances.			√	√			
		Strengthening ties with the private sector or academic fiscal research and statistics units	1. Analytical activities, studies, surveys	a) Third-party consultations	Dr. KM Alamgir Kabir			√	√		Increased collaboration on data-driven fiscal policy analysis and evidence-based decision-making.
				b) Agreements for data sharing				√	√		
				c) Prepare joint research products with the private sector stakeholders				√	√		
				d) Establish frameworks for collaboration				√	√		
		Strengthening the capacity of macroeconomic reporting.		a) Capacity building in the areas of reporting	Mr. Md. Monzorul Haque		√	√	√		Enhanced quality and timeliness of macroeconomic reports, improving policy transparency and decision-making.
				b) Data processing enhancement			√	√	√		
				c) Data visualization and reporting.			√	√	√		
				d) Standardize reporting by using templates.			√	√	√		
				a) A broad consultation with several stakeholders.				√	√		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		Update climate fiscal framework to enable climate resilience and environmental management	5. Drafting/revising laws, strategies, regulations, framework, procedures	b) Data gathering on environmental indicators	Dr. Md. Rashedur Rahman Sardar			√	√		Integrated climate-responsive budgeting within the fiscal framework to address environmental risks.
				c) Consult with environmental agencies				√	√		
				d) Sharpen climate-related fiscal projections.				√	√		
		Establish knowledge sharing channel with the private sector and the academic research institutions to enrich economic forecasting capabilities.	3.Communication and knowledge sharing	a) Institutional agreements on participation	Mr. Md. Monzorul Haque, Joint Secretary		√	√	√		
				b) Design an online portal for knowledge sharing.			√	√	√		
				c) Periodic forums and webinars			√	√	√		
		Conduct Action Research for Fiscal Impact Reporting resulted from any proposed changes in revenue and expenditure policy.	1. Analytical activities, studies, surveys	a) Empirical research and policy experimentation	Ms. Tasnova Rahman, Senior Assistant Secretary			√	√		
				b) Analyzing long-term fiscal impacts				√	√		
				c) Engage external experts for validation.				√	√		
		Suggest a set of policy options to mitigate the risks.	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Setting recommendations in the context of national priorities	Dr. Md. Rashedur Rahman Sardar, DS			√	√		
				b) Policy simulation exercises				√	√		
				c) Prepare scenario-based policy recommendation				√	√		
		Prepare a Fiscal Risk Matrix of potential risks and link with contingent liabilities.	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Coordination across Ministries and Agencies	Dr. KM Alamgir Kabir, DS			√	√		A structured framework identifying and categorizing fiscal risks with their corresponding mitigation measures
				b) Develop a risk assessment dashboard				√	√		
				c) Regular updates to refine the risk estimates				√	√		

C-2: DOMESTIC RESOURCE MOBILIZATION (NATIONAL BOARD OF REVENUE):

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' 8. Execution of reformed PFM process

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C2 – Activity 4	Increase tax collection through improved tax administration	Develop "Customs Litigation and Arrear Management System".	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Tender document preparation	Customs Modernization Branch	√					A digital Platform which will give both Customs authority and stakeholders instant access to data and decisions related to customs litigation and arrear. Also give entry, access and utilization of data and decisions to solve litigation and realization of arrears quickly and efficiently.
				b) Tender process.		√	√				
				c) Vendor selection			√				
			6. IT systems acquisition;	d) System development			√				
				e) System User Acceptance Test (UAT)				√			
				f) System Integration				√			
			8. Execution of reformed PFM process	g) Go Live					√		
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	SoP for Risk Management based selectivity criteria for VAT Audit	4. Advocacy;	a) Arrange a comprehensive workshop for preparing the SoP	VAT Policy Branch	√					SoP Draft
			5. Drafting/revising laws, strategies, regulations, framework, procedures	b) Preparing a draft Sop		√					SoP Ready
				c) Finalizing the SoP		√					Audit selection based on SoP.
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	Make a Database for Customs Classification Decisions	8. Execution of reformed PFM process	a) Complete procurement process and select a vendor	Customs Policy Branch & PIT Member	√					A Document Management Platform which will give everyone instant access to classification rulings issued by NBR. This will help all stakeholders to ascertain corresponding HS code of a product and resolve litigation emanated from it.
				b) Organize all classification rulings in a systematic and user-friendly document system where everyone can find files easily.			√				
				c) Develop the online "Document Management Platform"			√	√			
				d) Upload all documents					√		
				e) Make the system accessible to all stakeholders					√		
		Arranging trainings, workshops, awareness programs	3. Communication and knowledge sharing;	f) Take feedback from users and make necessary adjustments if needed					√		Efficient workforce and aware stakeholders.
			2. Training;	a) Training		√	√				
			3. Communication and knowledge sharing;	b) Workshop				√	√		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		regarding the enforcement of new Customs Act for Customs personnel and staff, stakeholders and others									
C2- Activity 4	Increase tax collection through improved tax administration	Training on Auditing Under Income Tax Act, 2023	3. Communication and knowledge sharing;	a) Finalizing and Validating the Audit Manual	Audit wing (Income Tax)	√					Audit Manual
			2. Training;	b) Building Officials Capacity through dissemination of Audit system		√					Officers will be able to conduct audit activities in a fair and accurate manner
				c) Workshop on field management system during auditing		√					
			3. Communication and knowledge sharing;	d) Auditing of Digital economy and e commerce	PTI (Income Tax)		√				
			6. IT systems acquisition;	e) Development of an audit software	Tax Information wing		√				
				f) Digital conversion of Offline Returns	Tax Information wing			√			
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	Comprehensive automation of Income tax	6. IT systems acquisition;	a) eReturn system development for Corporates	Tax information wing			√			Faceless return submission will be ensured. Digital capacity and cyber security will be enhanced. Officers will be skilled in the proper application of the law Feedback and new ideas on revenue strategy.
				b) Mobile App for eReturn submission and services				√			
				c) Upgradation of existing TIN registration platform				√			
				d) Upgradation of Personal eReturn system			√				
			3. Communication and knowledge sharing;	e) Training to the officers for upgraded systems					√		
				f) Training to the stake holders and tax payers					√		
			6. IT systems acquisition;	g) Integration of Chabot to the eReturn system	Tax Information wing			√			
C2- Activity 4	Increase tax collection through improved tax administration	Develop Compliance Risk Management System	3. Communication and knowledge sharing;	a) Establishing standards for revenue risk identification	Audit wing (Income Tax)		√				Officers will get expertise on Risk Base Audit Selection
			2. Training;	b) Collection and analysis of Data from financial report, banks, RJSC, CDBK, Customs, VAT & others			√				
				c) Workshop on legal and regulatory obstacle identification in order to improve voluntary compliance			√				
			6. IT systems acquisition;	d) integration for data with various offices and institutes and organizations through API	Tax Information wing						

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	Capacity building for NBR Staff to starts implementation of MLTRS	5. Drafting/revising laws, strategies, regulations, framework, procedures	a) Workshop for Income tax officials about MLTRS	Kor-5 (Income Tax)	√					feedback on MLTRS
			3. Communication and knowledge sharing;	b) Seminar on tax policy reform needs for MLTRS		√					Recommendation for Revenue Strategy

C-3: DEBT MANAGEMENT (DEBT MANAGEMENT WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' 8. Execution of reformed PFM process

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)		PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
C3- Activity 5	Improve the quality of Medium-term Debt Strategy (MTDS)	Develop an operational strategy to implement the MTDS and conduct training as needed and design a communication platform for multiple agencies involved (e.g., FD, BB, ERD, NSD, CGA).	5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 4. Advocacy	a)	Assess the current MTDS implementation mechanism and identify challenges	Mohd Rashedul Amin	Done				250	The operational strategy for MTDS implementation.
				b)	Study the MTDS template and develop a draft operational strategy addressing challenges and suggesting recommendations.		Done					Annual Plan
				c)	Design and conduct training for relevant stakeholders on the MTDS.		√					A training strategy is under process to be finalized
				d)	Identify the objectives of the multi- agency communication platform and evaluate current incompatibilities.		Done					Identifying areas of improvement
				e)	Recruit IT services and communication consultants to design and create the communication platform.			√				Efficient Communication
				f)	Update Public Debt Rules 1946.		√	√				Public Debt Rules, 2024/5.
				g)	Update and consolidation of BGTB Rules		√	√				
		Hold a Debt Review Summit with all concerned parties to discuss MTDS.	7. Consultations, forums, citizens' participation. 4. Advocacy	a)	Identify objectives of the summit and design sessions accordingly;	Mohd Rashedul Amin	Done				100	Recommendations on Debt Management Strategy and debt Sustainability.
				b)	Hire a think tank or agency to manage the event;		√	√				
				c)	Invite all relevant stakeholders and confirm attendance;		√					
				d)	Organize the Debt Review Conference		√					
		Using the 2024 MTDS as the base, develop a plan and procedure to update the strategy annually to reflect data collected from above agencies.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a)	Study the current MTDS and identify areas of improvement;	Mohd Rashedul Amin	√	√			100	Updated MTDS.
				b)	Conduct an exercise to further develop MTDS implementation operations strategy;		√	√				
				c)	Create a data collection and collation plan and integrate it into the communications platform;		√	√				
				d)	Analyze the data at regular intervals and update MTDS accordingly		√					

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
		Improve the quality of Debt Sustainability Analysis (DSA) Report and publish it periodically	2. Training	a) Assess the debt dynamics and sustainability more accurately	Mst Nazneen Sultana	√	√				DSA Report 2024/25
				b) Design and conduct training for relevant stakeholders on the DSA		√	√				
				c) Collect data for DSA report and publish the report		√	√				
		Implement Liability Management Operations (LMO) by incorporating buyback and exchange mechanisms for T-Bond	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Introducing buyback and exchanges for T-Bond reducing refinancing risk	Mst Nazneen Sultana			√	√		Short term SUKUK
				b) Design and conduct training for relevant stakeholders of LMO operations		√	√				
C3 – Activity 6	Enhance the FD management structure and systems to ensure debt data quality, timeliness, and reliability	Operationalize Debt Database (DMFAS)	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Assess the capacity of implementing unit;	Mohd Rashedul Amin	√				1,200	Debt database established and integrated.
				b) Hire consultants to provide training to FD employees as required;		√					
				c) Customize DMFAS to include the on-lending database.			√				
		Install/develop a debt database in the middle office and make necessary integration with existing debt databases used by different debt management entities, i.e., ERD, BB, NSD, etc.	1. Analytical activities, studies, surveys, 2. Training	a) Provide training to FD and other relevant officials	Mohd Rashedul Amin		√				Development of Debt database software need to be completed
				b) Develop external/ domestic Loan/ debt Management Module			√	√	√		
				c) Develop a Sovereign Guaranteed loan/debt Module					√		
				d) Develop a domestic loan/debt management module			√				
				e) Develop MIS for Debt Strategy				√	√		
				f) Integration with iBAS++, BB, Debt Management System for T. Bill & T. Bond, NSC, and ERD System			√	√	√		
		Assess the capacity and performance of the FD's Treasury and Debt Management Wing	1. Analytical activities, studies, surveys;	a) Conduct an internal evaluation of the FD's Treasury and Debt Management Wing to identify gaps in skills and resources;	Farid Ahmed		√			100	A training strategy is underway to be finalized
				b) Hire external consultants to suggest recommendations based on gaps identified;			√				
				c) Develop training modules and design training sessions for FD's relevant unit according to the needs identified;				√			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type[*] (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
				d) Conduct training sessions for the relevant FD employees				✓	✓		
		a Conduct comprehensive inventory of all outstanding debt, including contingent liabilities and assumed guarantees (for government banks, e.g.)	3. Communication and knowledge sharing	a) Develop TOR for hiring expert consultants; (not required). b) Recruit consultants to catalog relevant information; (not required). c) Create a report on outstanding debt and contingent liability. d) Share with all stakeholders e) Develop excel base database on PPP f) Develop database on contingent liabilities g) DSL software operationalization h) Drafting Inspection Strategy for DSL i) Drafting Equity Guideline '0' draft	Mohd Rashedul Amin	Done				250	
				e) Develop excel base database on PPP			✓				
				f) Develop database on contingent liabilities				✓			
				g) DSL software operationalization			✓	✓			
				h) Drafting Inspection Strategy for DSL				✓			
				i) Drafting Equity Guideline '0' draft			✓				
		Create a database for national savings	1. Analytical activities, studies, surveys,	a) Regular management and maintenance of the NSC database.	Mohd Rashedul Amin	✓	✓	✓		100	
		Developing and updating NSC automated management system	1. Analytical activities, studies, surveys, 2. Training	b) Updating and integration of national savings certificate management c) Automation of post office savings scheme and integration with the concerned system d) Automation of Diaspora Bond and integration with the concerned system e) Ensure full coverage of EFT Payment for-profit and principal f) Integration with NID, iBAS++, NBR, BB & other concerned offices g) Ensuring different limits of purchasing saving scheme h) Establish MIS for the NSC system i) Develop an auto reconciliation system with concerned offices through integration among the systems j) Implement Self Service Module k) Post Office Savings Bank Accounting and EFT implementation	Mohd Rashedul Amin	✓	✓				
				c) Automation of post office savings scheme and integration with the concerned system		✓	✓				
				d) Automation of Diaspora Bond and integration with the concerned system		✓	✓				
				e) Ensure full coverage of EFT Payment for-profit and principal		✓	✓				
				f) Integration with NID, iBAS++, NBR, BB & other concerned offices		✓	✓				
				g) Ensuring different limits of purchasing saving scheme		Done					
				h) Establish MIS for the NSC system		✓	✓				
				i) Develop an auto reconciliation system with concerned offices through integration among the systems		✓	✓				
				j) Implement Self Service Module		✓	✓				
				k) Post Office Savings Bank Accounting and EFT implementation		✓	✓				

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
		Introduce publication of quarterly debt bulletin and annual debt portfolio report	3.Communication and knowledge sharing	a) Collect data for the debt bulletin; b) Create drafts of the bulletin; c) Get approval of the debt bulletin from the Secretary; d) Publish the bulletin e) Collect data for the debt portfolio report and publish the report	Farid Ahmed	√	√	√		100	Two quarterly debt bulletins have already been published and they will continue in the future.
		Put in place and expand TSA which includes Special Accounts and EBFs	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Identify the objectives for setting up TSA. b) Create a TSA plan and establish TSA. c) Collect data about special accounts and EBFs and include them in the TSA. d) Regularly update the TSA.	Mst Nazneen Sultana	√	√			200	Data regarding Special Accounts and EBFs has been collected under the iBAS++ scheme.
		Annually publish updated national debt status through media and GoB website	3.Communication and knowledge sharing	a) Collect data about national debt status through an integrated IT platform b) Create draft reports on national debt status; c) Get approval from Finance Secretary on the final publication; d) Hold a press conference to publish the report to the media and upload the report on the GoB website	Farid Ahmed	√				50	Final publication of the annual national debt status on different media and the GoB website
		FD's Debt Management Wing to convene monthly meetings of heads of other Debt Management Units	3. Communication and knowledge sharing	a) Conduct month meetings of FD and other Debt Mgt unit heads. b) Set standards for data quality and reliability and strategies to measure those. c) Collect and use a sample of the available data and review it for quality and reliability. d) Identify gaps and suggest recommendations.	Mohd Rashedul Amin	√	√			50	Higher quality and reliable data collection available for decision-making
		Develop a web based NTR database	6. IT systems acquisition	a) Create a mechanism for database implementation and management. b) Follow the procurement process and publish EOI	Sahana	√					Defined process and resources for database management EOI published and meeting with vendors

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
				c) Evaluate EOI and select vendor and sign a contract with the vendor		√					Selected vendor with a signed contract
				d) NTR entry and reporting database with equity, dividend and lending management		√	√	√			Develop NTR database
		Policy dialogues, workshops and seminars for awareness building among NTR generating units	3.Communication and Knowledge sharing	a) Invite all relevant stakeholders in NTR generation.	Sahana	√					Involving public and private sector stakeholders developed a NTR guideline
			4. Advocacy	b) Recruit think tanks and event management through a procurement process to organize the program.		√					
				c) Develop and circulate a NTR Guideline		√					
C3 Activity 7	Enhance Non-Tax Revenue (NTR) performance	Revenue innovation incentives	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Study examples of revenue innovation incentives in 3 comparable countries.	Sahana	√	√			200	New incentives are approved and put in place for innovation in revenue generation.
				b) Evaluate alternative methods of generating revenue and identify which are suitable.		√	√				
				c) Design revenue innovation schemes and collect feedback from relevant stakeholders.		√	√				
				d) All key stakeholders agree to implement the incentives and relevant Secretaries approve the schemes.		√	√				
		Capacity building	2. Training	a) Conduct a needs assessment of skills among relevant agencies and stakeholders.	Mohd Rashedul Amin	Done				250	A training strategy is underway to be finalized
			4. Advocacy	b) Establish TOR for hiring consultants/firms to provide training based on the needs identified.		Done					Enhanced skills of relevant implementers of revenue innovation schemes and NTR units.
				c) Publish EOI and hire consultants/firms through the recruitment process to training the relevant units.	Sahana	√					
				d) Organize training and capacity-building sessions to meet the gaps.		√					
				e) Conduct workshop on DSL with the leading Ministries and Divisions.		Done					
				f) Conduct an orientation workshop on PPP for FD officials		√					

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
				g) Capacity Development for IPF Officials on PPP		√					
				h) Interagency training for Govt. Stakeholders on PPP organized and facilitated by IPF		√					
				i) Organize a seminar for fostering strong collaboration between government and private sectors to facilitate efficient infrastructure and public service delivery through private sector.		Done					
				j) Conduct a daylong workshop on DSA involving ERD, BB, TDM, MCRO officials		√					
				k) Arrange a National Workshop on MTDS (2024-2025)		√	√				

C-4: PLANNING AND BUDGET PREPARATION (BUDGET WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C4-Activity 8	Improve the effectiveness of BMC and BWG	<ul style="list-style-type: none"> Assess how the BMC and BWG are functioning and develop a performance improvement program Determining the Baseline Budget and Forward Base Estimate Strengthen the bottom-up budget preparation process through BMC and BWG undertaking inter-ministry peer review exercises to learn and support each other. Line ministries will arrange on the job training for BMCs and BWGs preferably within July to December for each fiscal year and FD will arrange /provide trainings for the BMC and deploy required resource pool. Roll out the peer review process among the selected MDs. Conduct inter-ministerial peer review of selected MDs. Organize consultation meeting with the MDs about the findings of peer review for necessary improvement of budget preparation Publish a Citizens Budget immediately after Budget speech Roll out the peer review process among the selected MDs Strengthen the capacity of FD and line Ministry /Divisions officials through training and workshops. 	1. Analytical activities, studies, surveys, etc.	a) Arranging Training/workshop on Terms of Reference(ToR) of BMCs and BWGs b) Arrange capacity development trainings for the members of BMC/BWG of LM and recommend fine-tuning. c) Conduct training on Public Financial Management of budget officials and determining the Baseline Budget and Forward Base Estimate d) Conduct peer review in selected ministries/divisions using approved performance scorecard and peer review guidelines. e) Use infographics, flowcharts, or visual aids to illustrate key points and processes in peer review f) Provide tangible incentives, such as certificates, awards, or small financial rewards, to reviewers who consistently contribute to the peer review process g) Capacity Development to enhance the process of data analytics, data mining, and analysis for effective reporting in the context of budgetary planning, monitoring, and evaluation.	<ul style="list-style-type: none"> Mr. Muhammad Faruq-Uz-Zaman Mr. Muhammad Abul Kasem Mr. Md. Zakir Hossain Dr. Mst. Sheren Shobnom 	✓	✓	✓			
						✓	✓	✓		-	-
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Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
				h) Arrange capacity development training on Strategic Budgeting: Integrating Policy, Priorities, Resources and Results.			√	√			
				i) Develop and integrate a mapping tool in the iBAS++ for generating data on social sector spending.		√	√	√			
				j) Publish redefined social sector spending calculation and table on the website.			√	√			
				k) Arrange trainings to develop a precise Budget Implementation Plan by reviewing expenditures, preparing procurement plans, and setting pragmatic allocations.		√	√	√			
				l) Conducting meetings to plan a citizens Budget.		√	√				
				m) Organize training/ workshops to strengthen the capacity of FD and line ministry officials.		√	√				
C4-Activity 9	Ensure that performance data is routinely included in the main budget documents.	<ul style="list-style-type: none"> Align data structures for collecting performance management information with those of the new Budget and Accounting Classification (in broad categories) to ensure comparability between the cost of the plans/programs and the outputs/outcomes broadly attributable to those. Use performance targets/indicators in main budget documents to inform budget decisions (including comparisons between previous estimated targets and targets achieved). 	1.Analytical activities, studies, surveys, Training, etc.,	a) Initiatives to develop side tables in iBAS++ to capture KPIs on climate, and gender etc. for Ministries/Divisions. b) Arrange trainings on Performance Budgeting: Measures to Improve Operational Efficiency c) Arrange trainings to develop a precise Budget Implementation Plan by reviewing expenditures, preparing procurement plans, and setting pragmatic allocations.	<ul style="list-style-type: none"> Mr. Muhammad Faruq-Uz-Zaman Mr. Muhammad Abul Kasem Mr. Md. Zakir Hossain Dr. Mst. Sheren Shobnom 	√	√			-	-
						√	√				

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none"> Arrange training for the civil servants on how to weigh the expenditures by ministries, program, and by divisions/districts where possible and the expected results against those expenditures ,and use this information for their budget allocation and prioritization Strengthen the capacity of FD and line Ministry /Divisions officials on citizens' participation in the budget making process. Strengthen the capacity of FD and line Ministry /Divisions officials on climate change issues. Strengthen the capacity of FD and line Ministry /Divisions officials on gender issues. Publish annual climate budget report Publish annual gender budget report Upgrading Budget in brief Updating Budget Documents 		d) Prepare documents (in particular tripartite working papers) during the budget formulation stage incorporating and updating performance targets/KPI e) Gender Budgeting: Data Mining, Analyzing and Reporting f) Climate Budgeting: Data Mining, Analyzing and Reporting g) Train budget /relevant officials of MDAs regarding climate change issues & data mapping / data generating climate financing h) Train budget /relevant officials of MDAs regarding gender issues & data mapping / data generating, gender financing.		√	√	√			
						√	√				
						√	√				
						√	√	√			
						√	√	√			
C4-Activity 10	Efficient budget release	<ul style="list-style-type: none"> Review the current fund release procedures and delegation of financial power in line with the development of Cash Management Policy and Procedure to support timely cash availability for budget execution 	1.Analytical activities, studies, surveys, etc.	a) Roll out the budget preparation module, especially at divisional and district levels. b) Issuance of directives by FD to selected MDAs to ensure the distribution of budget/fund by 31 July to field offices (whose budgets are under group office code). c) Conduct Awareness workshops for selected MDAs to expedite the timely distribution of funds (i.e., by 31st July	<ul style="list-style-type: none"> Mr. Muhammad Faruq-Uz-Zaman Mr.Muhammad Abul Kasem Mr.Md. Zakir Hossain Dr. Mst. Sheren Shobnom 	√	√				
						√	√			-	-
						√	√				
		<ul style="list-style-type: none"> Perform necessary addition/development in iBAS++ budget execution modules to 		a) Set up a monitoring system to track a budget release/distribution status in iBAS++.			√	√		-	-

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		enable monitoring of timeliness of releases to DDOs/project directors and establishing a monitoring mechanism.		b) Train Budget Desk Officers (BDOs) to monitor Budget Implementation Plan (BIP).		√	√				
		<ul style="list-style-type: none"> Effective monitoring of budget execution and timely review and management of outliers Effective monitoring of Budget execution and timely review through proper execution of BIP and APP Preparation of draft BIP after issuing the BC-2 and finalize immediately after the approval of Budget in JULY ensure 80% budget distribution to the DDOs within 31st July of each FY through iBAS++ 		c) Periodic review of budget release status and take necessary steps to ensure DDOs have had their budget released by 31st July.		√	√			-	-
				d) Consultation or training for MDAs who showed sub optimal performance in budget execution i.e., outliers.		√	√	√			

C-5: PUBLIC INVESTMENT MANAGEMENT (PLANNING MINISTRY)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C5-Activity 11	Improve public investment formulation, appraisal, and approval processes	• Use Ministry Assessment Format (MAF)/Sector Appraisal Format (SAF) in all sectors.	2. Training	a) Preparation of training plans & materials.	Mr. Mithun Paul Dip			✓	✓	130.00	<ul style="list-style-type: none"> Training on MAF and SAF have been conducted. MAF and SAF have been revised based on green book 2022 and circulated. ToT on MAF & SAF has been completed.
				b) Conduct training on MAF for Ministry/ Division/Agency.				✓	✓		
				c) Conduct training on SAF for sector Divisions.				✓	✓		
		• Introduce the digital MAF and SAF system (PAMS-Project Appraisal Management System) in all Sectors.	6. IT System acquisition	a) Develop digital MAF and SAF (PAMS)	Mr. Mithun Paul Dip	✓	✓	✓	✓	65.00	Digitalized MAF and SAF System (PAMS-Project Appraisal Management System) has been developed
			3. Communication and knowledge sharing	b) Dissemination of PAMS (digital MAF and SAF)		✓	✓	✓	✓		
			2. Training	c) Conduct training on PAMS					✓		
		• Integration of PAMS (digital MAF & SAF) with PPS (Project Processing, Appraisal and Management System)	6. IT System acquisition	a) Integration with PPS	Mr. Md. Ibrahim Khalil	✓	✓			80.00	Integration of PAMS with PPS is done.
			2. Training	b) Conduct training on PAMS in PPS		✓	✓	✓	✓		
		• Develop and validate the "project concept note".	1. Analytical activities, studies, surveys	a) Preparation of guidelines for "Project concept Note"	Ms. Nusrat Noman			✓	✓	20.00	-
				b) Develop Project concept note				✓	✓		
			3. Communication and knowledge sharing	c) Consultations with stakeholder and Validation				✓	✓		
				d) Dissemination with stakeholders.				✓	✓		
		• Develop a procedure to capture future recurrent cost implications in the revenue budget at the project appraisal stage.	3. Communication and knowledge sharing	a) Examine DPP item 32.1 & 13 through MAF & SAF	Ms. Lasmi Chakma	✓	✓	✓	✓	5.00	Included in DPP item 13 & 32.1 and addressed in MAF & SAF.
			7. Consultations, forums, citizens' participation	b) Consultation with relevant stakeholders and develop framework.				✓	✓		

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		• Review the use of disaster and climate change tools.	2. Training	a) Examine DPP item 25.3, 25.3 (A), 26 Through MAF & SAF	Ms. Nusrat Noman		✓	✓	✓	5.00	Included in DPP item 25.3 (A), 26 Disaster Risk Information Platform (DRIP) Software & Disaster Impact Assessment (DIA) tool developed.
			3.Communication and knowledge sharing	b) Consultation with relevant stakeholders and develop framework.		✓	✓	✓	✓		
		• Review gender analysis during project appraisal.	2. Training	a) Examine DPP item 25.4 through MAF & SAF	Mr. Mithun Paul Dip	✓	✓	✓	✓	15.00	Embedded in DPP item 25.4. The proposed project has been examined whether it is gender sensitive or not.
			3.Communication and knowledge sharing	b) Consultation with relevant stakeholders and develop framework.				✓	✓		
		• Preparation of Handbook for Development Project Proposal (DPP) based on the prescribed templates.	1. Analytical activities, studies, surveys	a) Develop Handbook for DPP preparation	Mr. Md. Ibrahim Khalil	✓	✓			20.00	Handbook for DPP preparation is published.
			3.Communication and knowledge sharing	b) Dissemination with the relevant stakeholders.		✓	✓	✓	✓		
		• Use of Excel model of Cost-Benefit Analysis (CBA) during project formulation and appraisal.	3.Communication and knowledge sharing	a) Dissemination of excel model of CBA	Mr. Mithun Paul Dip	✓	✓	✓	✓	20.00	Excel model of CBA has been developed
		• Use of example Logical Framework for project formulation and appraisal.	3.Communication and knowledge sharing	b) Dissemination of example/Sample Logical Framework	Ms. Lasmi Chakma	✓	✓	✓	✓	20.00	Note for Logical Framework with examples/Samples has been published
		• Roll out Sector Strategy Papers (SSP) /Sector Action Plan (SAP) to some other selected sectors.	1. Analytical activities, studies, surveys;	a) Preparation of Sector Strategy Papers (SSP)/ Sector Action Plan (SAP).	Ms. Nusrat Noman	✓	✓	✓	✓	200.00	<ul style="list-style-type: none"> SSP for PE & LGRD Sector updated and circulated. SAP for Environment, Climate Change and Water Resources; LGRD; General Public Services, and Agriculture Sectors published.
			3. Communication and knowledge sharing	b) Consultation with stakeholders		✓	✓				
				c) Dissemination with relevant stakeholders.		✓	✓	✓	✓		
C5-Activity 12	Strengthen strategic linkages between the ADP, FYP and MTBF	• Roll out Multi Year Public Investment Programme (MYPIP) to some other selected sectors.	1. Analytical activities, studies, surveys	a) Preparation of guidelines for MYPIP.	Mr. Md. Ibrahim Khalil	✓				150.00	<ul style="list-style-type: none"> MYPIP guideline circulated. MYPIP for 5 Sectors
				b) Develop MYPIP		✓	✓	✓	✓		
				c) Consultation with stakeholders		✓	✓	✓	✓		

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			3.Communication and knowledge sharing	d) Dissemination of MYPIP		√	√	√	√		developed. • MYPIP for 3 Sectors drafted.
		• Fixation of Green Climate Resilience Development (GCRD) Indicator and embed with MYPIP module in the AMS	1. Analytical activities, studies, surveys	a) Fixation of GCRD indicators b) Put targets and Results	Mr. Mithun Paul Dip	√	√	√	√	50.00	GCRD guideline has been circulated
			6. IT System acquisition	c) Embed with MYPIP in the AMS			√	√	√		
		• Conduct training program on Multi Year Public Investment Programme (MYPIP).	2. Training	a) Develop training Plans and materials b) Conduct training on MYPIP	Mr. Md. Ibrahim Khalil	√	√	√	√	60.00	-
		• Demonstration of Sector Results Framework (SRF).	1. Analytical activities, studies, surveys	a) Update information of SRF b) Preparation of SPA Report	Ms. Lasmi Chakma	√	√	√	√	35.00	SPA report has been prepared for two sectors.
			3.Communication and knowledge sharing	c) Consultation with Stakeholders d) Demonstration/ distribution		√	√	√	√		
		• Provide training and hands-on support for MDAs to submit FBE information and support sector Divisions to process this Forward Based Estimation (FBE) information sector by sector for the development budget.	1. Analytical activities, studies, surveys	a) Collect information on expenditure of completed projects. b) Analysis and grouping of expenditure trend c) Preparation of expenditure profile sector by sector d) Embed expenditure profile/FBE in the AMS.	Mr. Mithun Paul Dip	√	√	√	√	75.00	Module has been developed in the AMS for 3 sectors.
		• Develop a PIM capacity development plan.	2. Training	a) Communication with organizations work for PIM capacity development.	Ms. Nusrat Noman		√	√	√	100.00	-
			3.Communication and knowledge sharing	b) Preparation of capacity development planned and execution of plan. c) Take part in PIM related training seminar workshop etc.			√	√	√		
		• Update Public Investment Management Guideline (PIMG) and Public Investment Management Reform Program (PIMRP) [if and when necessary]	1. Analytical activities, studies, surveys	a) Preparation of concept note on PIMG & PIMRP b) Update PIMG & PIMRP	Ms. Nusrat Noman				√	75.00	PIM Guideline and PIM Reform Program have been published.
			3.Communication and knowledge sharing	c) Review/consultation with stakeholders					√		
			1. Analytical activities, studies, surveys	d) Finalization of PIMG and PIMRP					√		

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			3.Communication and knowledge sharing	e) Dissemination/circulation							
		• Promote Project Management Professional (PMP) certification.	2. Training	a) Preparation of training plans and materials	Ms. Lasmi Chakma			√	√	50.00	-
			3.Communication and knowledge sharing	b) Conduct training for relevant officials.				√	√		
		• Provide on job training on AMS and MYPIP.	2. Training	a) Preparation of training plans and materials	Mr. Mithun Paul Dip	√	√			20.00	A separate module for MYPIP has been built in the AMS.
			3.Communication and knowledge sharing	b) Conduct training for relevant officials.			√	√	√		
		• Introduce unified project code system.	6. IT System acquisition	a) Develop a general guideline/technique for project coding.	Mr. Md. Ibrahim Khalil		√	√	√	10.00	-
				b) Introduce unified code for projects.			√	√	√		
		• Strengthen PIM wing as the anchor organization for PIM reform.	3.Communication and knowledge sharing	a) Coordination among stakeholders for PIM Reform activities.	Ms. Nusrat Noman	√	√	√	√	50.00	-
				b) Consultation about PIM related policies guideline etc. with stakeholders when necessary		√	√	√	√		
		• Strengthening translation of capital costs into budget estimates.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Preparation of a framework to translate capital cost into recurring budget estimates.	Ms. Nusrat Noman	√	√	√	√	75.00	-
				b) Share and consult the framework with stakeholders			√	√	√		
				c) Implement translating capital costs into budget estimates.			√	√	√		
		• Delineating sector boundaries.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Preparation of concept/note/examples of sector boundary.	Mr. Md. Ibrahim Khalil	√	√	√	√	50.00	Sector reclassification is completed aligning the Classification of the Functions of the Government (COFOG). The final Draft of Sector boundary guideline is prepared and is waiting for approval.
				b) Preparation of draft sector boundaries for all sectors		√	√	√	√		
				c) Review/consultation		√	√	√	√		
			3.Communication and knowledge sharing	d) Dissemination/distribution.				√	√		
		• Analyze and report on PIM performance, including	5.Drafting/revising laws, strategies,	a) Develop a skeleton framework to prepare Annual PIM report.				√	√	45.00	-

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		developing a methodology/tool for assessing compliance with procedures and guidelines for each stage of the project cycle.	regulations, framework, procedures	b) Preparation of Annual PIM report.	Mr. Md. Ibrahim Khalil				√		
		• Translation of PIM guideline and Sector Boundary Guideline in Bangla.	5.Drafting/revising laws, strategies, regulations, framework, procedures 3. Communication and knowledge sharing	a) Translate PIM guideline and Sector Boundary Guideline in Bangla	Mr. Md. Ibrahim Khalil	√	√			25.00	-
				b) Review the Bangla draft of PIM guideline and Sector Boundary Guideline			√	√	√		
				c) Finalize the Bangla draft of PIM guideline and Sector Boundary Guideline					√		
				d) Dissemination of PIM guideline and Sector Boundary Guideline				√	√		
C5- Activity 13	Monitor and improve investment portfolio quality.	• Conduct monitoring of all ongoing projects included in ADP. • Conduct terminal evaluation of all completed projects on the basis of project completion report (PCR). • Conduct in-depth monitoring & impact evaluation of selected important projects. • Collection of project wise data using various monitoring format and preparing quarterly, annually and periodical progress report for NEC, ministries/Division and other concerned.	5.Drafting/revising laws, strategies, regulations, framework, procedures 1. Analytical activities, studies, surveys	a) Inspections of projects for the spot verification of implementation status.	Focal Point, IMED	√	√	√	√	125.00	-
				b) Examine PCR and prepare terminal evaluation report.		√	√	√	√		
				c) Hire consultancy firm for in-depth monitoring & impact evaluation.		√	√	√	√		
				d) Preparation of quarterly, annually and periodical progress report							
		• Dealing with each low-performing projects and prepare report. • Analysis the cause of delay implementation.	1. Analytical activities, studies, surveys 3. Communication and knowledge sharing 2. Training 3. Communication and knowledge sharing	a) Conduct progress review meeting for low performing projects.	Focal Point, IMED	√	√	√	√	20.00	-
				b) Training for project directors.		√	√	√	√		
				c) Involved local public representative to overcome the implementation obstacle.		√	√	√	√		
		• Strengthen project management for critical infrastructure projects		a) Considering the MTBF ceiling while calculating.	Line Ministries	√	√	√	√	10.00	-

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		to control cost and time overruns. • Review LM level public investment planning and cost estimation processes.	1. Analytical activities, studies, surveys	b) Calculating Project Appraisal and cost estimation properly.		√	√	√	√		
		• Improve through capacity building, training, incentives, sanctions and monitoring performances of LMs.	2. Training	a) Prepare training plan including the performance monitoring of LMs.	Focal Point, IMED	√	√	√	√	20.00	-
			3. Communication and knowledge sharing	b) Incentives and sanctions plan to overview the monitoring performance of LMs.		√	√	√	√		
			2. Training	c) Conduct training for the monitoring performance of LMs.		√	√	√	√		
		• Preparation of Project Evaluation Policy guideline.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Prepare draft of the guideline	Focal Point, IMED	√				15.00	Final draft Project Evaluation Policy guideline has been prepared.
			3. Communication and knowledge sharing	b) Consultation/collect comments from the stakeholders			√				
				c) Finalize the guideline				√	√		
				d) Dissemination of the guideline				√	√		

C-6: PUBLIC SECTOR PERFORMANCE MANAGEMENT (CABINET DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C6-Activity 14	Produce high quality APAs with meaningful indicators and targets that are aligned with national priorities	<ul style="list-style-type: none"> Arrange regular trainings for government officials on APA preparation, monitoring and evaluation. Arrange regular consultation workshops with stakeholders/experts for improving quality of APA. APA activities are set as per policy guidance. APA targets are set as per budget allocation. Research conducted on finding ways to improve APA 	1. Analytical activities, studies, surveys 2. Training 3. Communication and knowledge sharing 4. Advocacy 7. Consultations, forums, citizens' participation	a) Arrange training programs and stakeholder discussions (meeting/workshop /seminar) b) Arrange consultation workshop for alignment of APA with policy and budget c) Arrange consultation workshop with national and field level stakeholders. d) Explore funding for Research and conduct research (given arrangement of fund)	Dr. Mohammad Azizul Haque A. S. M. Ferdoush Md. Fauzul Kabir Md Shamimur Rahman	√	√	√	√	40 (GOB)	<ul style="list-style-type: none"> Skill and knowledge of government officials will enhance. Quality of APA will enhance (such as greater alignment with national policies, budget allocation, and good governance initiatives). Knowledge on improving performance management will improve.
C6-Activity 15	Adopt a comprehensive technology-based monitoring and evaluation system.	<ul style="list-style-type: none"> Launch APAMS 3rd version software Train government offices of the use of APAMS (3rd Version) Improve the 3rd Version (if required) 	6. IT Systems acquisition	a) Launch APAMS 3rd version software b) Arrange training programs for government officials on APAMS (3rd Version)	Dr. Mohammad Azizul Haque A. S. M. Ferdoush, Md. Fauzul Kabir, Md Shamimur Rahman, SAS				√	135 (GOB)	<ul style="list-style-type: none"> New version of APAMS software will be developed. Government offices can easily monitor and report progress/performance issues; Evaluation of performance are more logical to all.
C6-Activity 16	Incentivize MDAs based on performance	<ul style="list-style-type: none"> Award best performing ministries/divisions every year. Ensure best performing departments and field level offices are also awarded by respective higher offices. Arrange exchange programs (national/international) for best performing government offices 	3. Communication and knowledge sharing	a) Arrange APA & NIS award giving ceremony for ministries/divisions b) Ensure best performing departments and field level offices are awarded by respective higher authorities c) Explore funding for exchange program and arrange exchange program (if fund is available)	Dr. Mohammad Azizul Haque A. S. M. Ferdoush Md. Fauzul Kabir Md Shamimur Rahman			√		15 (GOB/ External sources)	<ul style="list-style-type: none"> A fair competition among government offices to achieve performance targets will be visible. Performance enhancement, better staff satisfaction and retention of trained and skilled staff. Improved focus of MDAs on service delivery.

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C6- Activity 17	Ensure greater openness and transparency of the APA process	<ul style="list-style-type: none"> Ensure APA preparation/ monitoring/evaluation through a consultative way Ensure the APAs, quarterly reports and evaluation results are published in the respective websites. 	3.Communication and knowledge sharing	a) Ensure stakeholder participation in process related with APA preparation, monitoring and evaluation	Dr. Mohammad Azizul Haque, A. S. M. Ferdoush	√	√	√	√	20 (GOB)	<ul style="list-style-type: none"> A transparent APA process will be visible Transparency and accountability of government offices will enhance.
			7.Consultations, forums, citizens' participation	b) All APAs, progress reports and evaluation reports are published in the websites of respective government offices	Md. Fauzul Kabir Md Shamimur Rahman	√	√	√	√		

C-7: iBAS++/BACS IMPLEMENTATION (FINANCE DIVISION, iBAS++ PROJECT UNIT)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
C7- Activity 18	Implement new BACS and enhance the use of iBAS++ information for decision-making	<ul style="list-style-type: none"> Arrange capacity-building programs for CoA practitioners and DDOs 	2. Training	a) Prepare a time-bound training plan.	Dr. Abdur Rahim	√	√	√	√		-
				b) Implement training plan				√	√		
				c) Collect feedback from the training provided		√	√	√	√		
		<ul style="list-style-type: none"> Arrange workshop, training, seminars for sensitize the higher authority, stakeholders and users 	7. Consultations, forums, citizens' participation	a) Convene several workshops with stakeholders	Dr. Abdur Rahim		√	√			-
				b) Collect feedback from the workshops			√	√			
		<ul style="list-style-type: none"> 10 iBAS++ reports are developed and made available in iBAS++ system for budget execution decisions 	1. Analytical activities, studies, surveys	a) Prepare report formats	Dr. Abdur Rahim						Done
				b) Make them available in the Budget Execution module							
		<ul style="list-style-type: none"> Formulate report formats to produce all budget documents such as budget in brief, annual financial statement, MTBF by using COFOG 	1. Analytical activities, studies, surveys	a) Prepare Report Formats & Collect feedback through workshops	Dr. Abdur Rahim			√	√		Done**
				b) Use the formats in producing budget documents					√		
		<ul style="list-style-type: none"> Publish detailed budget execution reports on MoF's official website on a quarterly basis within one month of period end 	8. Execution of reformed PFM process	a) Make quarterly budget execution report available in MoF's Website within one month of period end	Dr. Abdur Rahim	√	√	√	√		-
		<ul style="list-style-type: none"> Publish Annual budget execution report and make it available to the public within six months of the fiscal year's end 	8. Execution of reformed PFM process	a) Ensure months close on time	Dr. Abdur Rahim				√		-
				b) Produce system generated Annual Budget execution Report					√		
C7- Activity 19	Improve and add functionalities in iBAS++	<ul style="list-style-type: none"> Prepare iBAS++ improvement plans to improve system functionality and processes 	5. Drafting/revising laws, strategies, regulations, framework, procedures;	a) Identify iBAS++ improvement areas, at a macro level, in the following areas: i. Report generation ii. System robustness iii. System performance	Dr. Abdur Rahim						At Macro level iBAS++ improvement areas have been identified
				b) User-friendliness							
				c) Prepare a time-bound action plan for each of the improvement areas identified.							-
				d) Convene a workshop with stakeholders to discuss and finalize the work plan							-

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		<ul style="list-style-type: none"> Finalize an iBAS++ operating procedures manual consistent with new BACS 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Create first draft of the operating procedures (a comprehensive operating manual for iBAS++ users containing details business rules, procedures, accounting logic and iBAS++ menus, screens and steps) for functionalities including the following: <ol style="list-style-type: none"> Bill preparation and submission for Self-Drawing Officer Bill preparation, submission and accounting DDOs Bill and payment processing Bank reconciliation Correction journals Month closing and accounting. Budget preparation Fund release Re-appropriation Bill and payment processing and accounting for SAEs Bill and payment processing and accounting for projects Bill and payment processing and accounting for foreign missions b) Bill and payment processing and accounting for autonomous bodies c) Stakeholder consultations and identification of the areas of inconsistencies in the manual. d) Finalization of iBAS++ operating procedures.	Dr. Abdur Rahim	✓	✓	✓	✓		Done**
		<ul style="list-style-type: none"> Map manual processes in accounts offices and manual records kept outside iBAS++ 	1.Analytical activities, studies, surveys	a) Prepare a draft report listing all processes and records in accounts offices along with automation status. b) Arrange a workshop to finalize the report with final mapping of areas and processes identified.	Dr. Abdur Rahim						Done
		<ul style="list-style-type: none"> Prepare process flow charts and develop a time-bound process improvement plan 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Prepare a report with process flow charts for the identified processes to automate, along with formats of electronic records b) Develop a time-bound improvement plan c) Arrange a workshop for stakeholder consultation on the draft process flow charts and improvement plan	Dr. Abdur Rahim			✓	✓		-

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				d) Finalization of process flow charts and improvement plan and submission for approval				√	√		
		<ul style="list-style-type: none"> Automate funds release and re-appropriation procedures. Check consistency between government's rules/regulation/circulars and iBAS++ operating procedures 	8. Execution of reformed PFM process	a) Examine consistency between government's rules/regulation/circulars and iBAS++ operating procedures (including autonomous bodies) and prepare a report with the findings b) Recommend changes in iBAS++ operating procedure and issue detailed change request c) Complete iBAS++ development to implement the change requests d) Roll out approved procedures and changed iBAS++ functionalities to autonomous organizations	Dr. Abdur Rahim						Done**
C7- Activity 20	Develop and implement system interfaces with other PFM systems	<ul style="list-style-type: none"> Identify interfaces and prioritize development and hold consultations with key stakeholders 	1. Analytical activities, studies, surveys, etc; 7. Consultations, forums, citizens' participation	a) Prepare a list of GoB systems which can be interfaced with iBAS++, including the following: <ol style="list-style-type: none"> Social protection system, Bangladesh Bank real-time gross settlement system/automated clearing house E-government procurement (e-GP) Personnel Management Information System (PMIS) of MoPA Payroll and pension database, The National Board of Revenue (NBR) 	Mr. Md Tarikul Islam Khan						Done
		<ul style="list-style-type: none"> Develop a time-bound interface implementation plan and submit quarterly progress reports 	5. Drafting/revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process.	a) Prepare a time-bound interface implementation plan b) Consult with stakeholder to finalize the action plan	Mr. Md Tarikul Islam Khan						Done
		<ul style="list-style-type: none"> Interface iBAS++ with NBR to provide a comprehensive picture of revenue receipts of the government 	6. IT systems acquisition	a) Develop an interface in iBAS++ which NBR can use to import data related to revenue receipts of the government. b) Implement the interface through providing access details and training to NBR.	Mr. Md Tarikul Islam Khan						Done

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		<ul style="list-style-type: none"> Ensure live interfacing of iBAS++ with BB's system to capture TSA data 	6. IT systems acquisition	a) Prepare a technical paper on how a live interfacing of iBAS++ can be implemented with BB and SB systems to capture TSA data.	Mr. Md Tarikul Islam Khan			✓	✓		-
				b) Consult with Bangladesh Bank and agree upon a solution and timeline.				✓	✓		
				c) Develop the agreed interface in iBAS++ (implementation in FY 21-22)				✓	✓		
		<ul style="list-style-type: none"> Update and strengthen iBAS++ to have appropriate linkage and interoperability with e-GP system and develop comprehensive training and capacity building program for iBAS++ and e-GP interface 	6. IT systems acquisition	a) Prepare a technical report describing the list of possible information that can be exchanged between iBAS++ and eGP, taking into consideration the introduction of a rate table	Mr. Md Tarikul Islam Khan						Interface has been established, however, implement the interface in all departments is ongoing.
				b) Share the technical report with CPTU, and finalize it							
				c) Prepare a time-bound action plan developing the interface.							
				d) Develop and implement the interface							
		<ul style="list-style-type: none"> Integrate iBAS++ with AMS (ADP/RADP Management System) to exchange project data i.e., DPP, Budget Preparation and Actual Data 	6. IT systems acquisition	a) Prepare a status report on the present-status of development of the ADP system of Planning Commission	Mr. Md Tarikul Islam Khan						Done
				b) Consult with Planning Commission and collect its requirement from iBAS++ API for introducing unified project code							
				c) Develop API for Planning Commission							
C7- Activity 21	Introduce commitment controls for better cash management.	<ul style="list-style-type: none"> Prepare an FRS for Commitment Control Management 	3.Communication and knowledge sharing. 5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Md Tarikul Islam Khan	✓	✓	✓	✓		-
				b) Develop Commitment control policy and approved		✓	✓	✓	✓		
				c) Prepare an FRS for Commitment Control		✓	✓	✓	✓		
				d) Arrange several workshops to validate the FRS		✓	✓	✓	✓		
				e) Update the FRS using the feedback collected from workshops		✓	✓	✓	✓		
		<ul style="list-style-type: none"> Develop a sub-module for Commitment Control 	6. IT systems acquisition	a) Develop a sub-module	Mr. Md Tarikul Islam Khan	✓	✓	✓	✓		-
				b) Pilot the sub-module		✓	✓	✓	✓		
				c) Collect feedback and improve the sub-module		✓	✓	✓	✓		
				d) iBAS++ updated to record commitments as future expenditure obligation		✓	✓	✓	✓		
		<ul style="list-style-type: none"> Roll out the sub-module of Commitment Control 	8. Execution of reformed PFM process	a) Prepare a training plan	Mr. Md Tarikul Islam Khan	✓	✓	✓	✓		-
				b) Implement the training plan		✓	✓	✓	✓		
				c) Collect input in the system from all institutions		✓	✓	✓	✓		

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C7- Activity 22	Extend and implement Electronic Funds Transfer	• Conduct an assessment to identify all transactions (vendor payments, employee direct deposits, pensions, etc.) that could be done via EFT and prepare a sequenced strategy for each and conduct a force field analysis of the involved entities, as to know who will support EFT reform within the organization	1.Analytical activities, studies, surveys	a) Prepare a status report on all the payments made by government and the instruments (EFT, cheque, pay order etc) along with the types and recipients of transactions in order to help stipulate a practicable strategy for implementing EFT.	Mr. Abul Basher Md. Amir Uddin				√		-
				b) Prescribe EFT implementation strategy including necessary safeguards against fraud and corruptions through enhancements in iBAS++ and procedures.					√		
		• Ensure all government payments (including social safety net transfer) directly to the beneficiaries (G2P) to their designated bank account or Mobile bank account, MFS	8. Execution of reformed PFM process	a) Make necessary changes in iBAS++ prescribed in EFT implementation strategy.	Mr. Abul Basher Md. Amir Uddin			√	√	-	
				b) Help make necessary amendments in financial rules and procedures prescribed in EFT implementation strategy				√	√		
				c) Implement EFT in all types of transactions				√	√		
		• Devise a policy note for gradual enhancement of EFT coverage	1.Analytical activities, studies, surveys	a) Analyze the present status of EFT coverage & identify what else need to bring under EFT coverage	Mr. Abul Basher Md. Amir Uddin	√	√	√	√	-	
				b) Devise a draft policy note for gradual enhancement of EFT coverage		√	√	√	√		
				c) Share it through workshops among different stakeholders		√	√	√	√		
				d) Collect feedback and finalize policy note for gradual enhancement of EFT coverage		√	√	√	√		
		• Government payment transactions in respect of Pay & Allowances are made through EFT	1.Analytical activities, studies, surveys 6. IT systems acquisition	a) Identify nature of payment transaction of all government institutions including SAEs	Mr. Abul Basher Md. Amir Uddin					Done	
				b) Analyze the bottlenecks to make payment through EFT and find out solutions							
				c) Prepare an employee database							
				d) Ensure Government payment transactions in respect of Pay & Allowances are made through EFT							
		• Develop computer audit procedures to reduce the risk of fraud	3.Communication and knowledge sharing. 6. IT systems acquisition	a) Arrange knowledge sharing programs to gather experiences from other countries	Mr. Abul Basher Md. Amir Uddin	√	√	√	√	-	
				b) Develop the procedures and finalize it through validation		√	√	√	√		
		• Government payment transactions in respect		a) Identify nature of payment transaction of Pension allowances of all govt institutions including SAEs						Done	

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		Pensions are made through EFT	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process 6. IT systems acquisition	b) Analyze the bottlenecks to make payment through EFT and find out solutions	Mr. Abul Basher Md. Amir Uddin						
				c) Prepare an employee database and pay fixation system							
				d) Ensure Government payment transactions in respect of Pension Allowances are made through EFT							
		• Government payment transactions in respect all Social Safety Net payments are made through EFT	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process 6. IT systems acquisition	a) Identify nature of payment transaction of Social SafetyNet payment of the government	Mr. Abul Basher Md. Amir Uddin			✓	✓		-
				b) Analyze the bottlenecks to make payment through EFT and find out solutions				✓	✓		
				c) Prepare a database of the beneficiaries				✓	✓		
				d) Ensure Government payment transactions in respect all Social Safety Net payments are made through EFT				✓	✓		
	C7- Activity 23 Develop and implement full-fledged Expenditure and Payment module for effective budget execution and ensure transparency.	• Based on the experience of several other countries develop a web- enabled Expenditure and Payment Module for online bill submission	3. Communication and knowledge sharing. 5. Drafting/ revising laws, strategies, regulations, framework, procedures;	a) Prepare a detailed System Requirements Specification (SRS) document for Expenditure and Payment module, including provision of submitting all types of bills paperless, and option for generating all kinds of budget execution and accounting reports from this module.	Mr. Abul Basher Md. Amir Uddin						Done
				b) Arrange knowledge sharing programs to gather experience of several other countries.							
				c) Prepare a System Design Document based on the SRS prepared.							
				d) Develop full-fledged Expenditure and Payment module.							
		• Prepare and implement a progressive roll-out plan for the Expenditure and Payment Module	8. Execution of reformed PFM process	a) Prepare a progressive roll-out plan for the Expenditure and Payment module	Mr. Abul Basher Md. Amir Uddin						Done
				b) Implement Expenditure and Payment module through supporting user creation, master data entry and performing another configuration.							
		• Develop an online orientation training for DDOs to use these Expenditure and Payment module application	8. Execution of reformed PFM process	a) Prepare video training materials for using Expenditure and Payment module.	Mr. Abul Basher Md. Amir Uddin		✓	✓	✓		-
				b) Prepare online interactive training materials with FAQs.			✓	✓	✓		
				a) Provide ToT to competent officials so that they can be the first line of support for DDOs.		✓	✓				-

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		<ul style="list-style-type: none"> Establish a helpline to remotely support the DDOs 	8. Execution of reformed PFM process	b) Create a dedicated Help Desk team for supporting DDOs.	Mr. Abul Basher Md. Amir Uddin	√	√				
		<ul style="list-style-type: none"> DDOs will submit 40% of all bills in respect of Pay & allowances, Pensions, Social Safety Net payments through online 	8. Execution of reformed PFM process	a) Identify all types of bills related to Pay & allowances, Pensions, Social Safety Net payments	Mr. Abul Basher Md. Amir Uddin	√	√				-
				b) Develop process for online bill submission		√	√				
				c) Implement the process		√	√				
		<ul style="list-style-type: none"> Draft a policy paper to allocate fund to service delivery units i.e., Office of the Upazila Women's Affairs Officer under Ministry of Women and Children Affairs and Upazila Social Service office under Ministry of Social Welfare 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Analyze the bottleneck to allocate fund to service delivery units i.e., Office of the Upazila Women's Affairs Officer under Ministry of Women and Children Affairs and Upazila Social Service office under Ministry of Social Welfare	Mr. Abul Basher Md. Amir Uddin						Done
			8. Execution of reformed PFM process	b) Find out solutions to allocate fund to the service delivery units of those two ministries							
				c) Draft a policy paper to allocate fund to service delivery units and collect feedback through workshops							
				d) Finalize the policy paper to allocate fund to service delivery units considering the feedback collected							
		<ul style="list-style-type: none"> Improve process to identify information on resources received by frontline service delivery units of two Ministries- Ministry of Women and Children Affairs and Ministry of Social Welfare 	8. Execution of reformed PFM process	a) Develop system to allocate fund to the service delivery units of those two ministries	Mr. Abul Basher Md. Amir Uddin						Done
				b) Implement the system to allocate fund to the service delivery units of those two ministries							
		<ul style="list-style-type: none"> Formulate reporting format to show resources received by service delivery units of those Ministries 	8. Execution of reformed PFM process	a) Prepare a report format to show resources received by service delivery units of those Ministries.							Done
C7- Activity 24	Develop and roll out new iBAS++ modules for specialized public entities (for SAEs)	<ul style="list-style-type: none"> Develop a plan for developing, testing, and incorporating additional modules in iBAS++ with concerned units 	8. Execution of reformed PFM process	a) Assess the automation status and future requirements for SAEs, taking into consideration of the development already done in iBAS++ for SAEs, and prepare a report.	Mr. Mohammad Kabir Hossain	√	√				-
				b) Based on the assessment report, develop a plan for developing, testing, and incorporating additional modules in iBAS++				√	√		

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		<ul style="list-style-type: none"> To promote iBAS++ as a whole-of-government solution, conduct workshops at IPF on the new PFM enabling environment and the improved management options derived from iBAS++/BACS 	3.Communication and knowledge sharing; 4.Advocacy	a) Knowledge sharing forum/ workshop to promote the iBAS++ and share the lessons learned.	Mr. Mohammad Kabir Hossain						Done
		<ul style="list-style-type: none"> Develop a strategy and timeline for rollout (this may include training needs assessments, temporary parallel procedures) 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Develop a strategy and timeline for rollout (this may include training needs assessments, temporary parallel procedures) b) Consult stakeholders on the rollout strategy and timeline and finalize	Mr. Mohammad Kabir Hossain	√	√				-
						√	√				
C7- Activity 25	Develop a module for Financial and non-financial asset management.	<ul style="list-style-type: none"> Develop a classification system to rate the condition and operational utility of all fixed assets 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Prepare a classification system to rate the condition and operational utility of all fixed assets b) Consult key stakeholder and receive their feedback on the proposed asset condition rating classification, and finalize it	Mr. Md. Tarikul Islam Khan	√	√	√	√		-
		<ul style="list-style-type: none"> Appoint a consultant to review the records and selectively visit high value sites 	8. Execution of reformed PFM process	a) Appoint a consultant to review the records and selectively visit high value sites.	Mr. Md. Tarikul Islam Khan	√	√	√	√		-
		<ul style="list-style-type: none"> Review, compilation of existing rules and formulate new one for financial and non-financial assets monitoring 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Arrange knowledge sharing programs to gather experience of several other countries. b) Review, compilation of existing rules and identify new things to add c) Formulate new Rules for Financial and non-financial asset	Mr. Md. Tarikul Islam Khan		√	√			-
		<ul style="list-style-type: none"> Develop reporting format for major non-financial assets monitoring 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Arrange knowledge sharing programs to gather experience of several other countries. b) Prepare a draft report format for major non-financial assets monitoring c) Arrange workshop to collect feedback on draft report format d) Finalize report format considering feedback	Mr. Md. Tarikul Islam Khan			√			-
		<ul style="list-style-type: none"> Develop reporting format for financial assets monitoring 	5.Drafting/revising laws, strategies, regulations,	a) Arrange knowledge sharing programs to gather experience of several other countries. b) Prepare a draft report format for major financial assets monitoring	Mr. Md. Tarikul Islam Khan			√			-
									√		

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			framework, procedures;	c) Arrange workshop to collect feedback on draft report format					√		
				d) Finalize report format considering feedback					√		
		• Stock-take of non-financial assets	8. Execution of reformed PFM process	a) Prepare a format to stock-take of non-financial asset	Mr. Md. Tarikul Islam Khan	√	√	√	√		-
				b) Develop system to collect info		√	√	√	√		
C7- Activity 26	Configure a centralized pension roll at CGA with EFT/Mobile banking and ID authentication for all pensioners.	• Further review the payroll and pension system and recommend actions to improve the business processes to further enable the CPC	8. Execution of reformed PFM process	a) Review the payroll and pension system to find out weaknesses of existing procedures and system.	Mr. Mohammad Kabir Hossain						Done
				b) Recommend actions to improve validation process.							
		• Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension database and develop training/support systems. Identify any additional interfaces required for linking payroll and pension systems	6. IT systems acquisition	a) Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension database	Mr. Mohammad Kabir Hossain						Done
				b) Prepare System Requirements Specification (SRS) for a sub-module to track and assist quick settlement of pension cases.							
				c) Prepare System Design Document (SDD) for a sub-module to track and assist quick settlement of pension cases.							
				d) iBAS++ development to incorporate the sub-module.							
		• After testing, implement a central pension processing, accounting and payment system linked to iBAS ++.	6. IT systems acquisition	a) Implement a central pension processing, accounting and payment module linked to iBAS ++.	Mr. Mohammad Kabir Hossain						Done
		• Load all pension data and integrate with EFT by FY 2021-2022	6. IT systems acquisition	a) Implement EFT payment for all pensioners by FY 2021-2022.	Mr. Mohammad Kabir Hossain						Done
		• Develop online training modules	2. Training	a) Develop online training modules	Mr. Mohammad Kabir Hossain	√	√				-
		• Develop a comprehensive communication, change management strategy, and implement required program to this effect	2. Training	a) Develop a comprehensive communication, change management strategy, and implement required program to this effect.	Mr. Mohammad Kabir Hossain	√	√	√	√		-
C7- Activity 27	Implement ISMS in iBAS++ and	• Prepare a Risk Management Guideline	5. Drafting/ revising laws, strategies,	a) Identify potential fiduciary risk areas of iBAS++ in terms of procedures, process flow and system security	Dr. Abdur Rahim						Done

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	achieve International accredited Certifications	including all procedures and process flows to mitigate fiduciary risk of the system. Two separate User Authentication and Activity Monitoring Units to be set up, one in FSMU-FD and another one in CGA	regulations, framework, procedures; 6. IT systems acquisition	b) Prepare a Risk Management Guideline including all procedures and process flows to mitigate fiduciary risk of the system							
				c) Prepare ToR and procedure manual for setting-up a unit in CGA for monitoring sensitive transactions.							
				d) Prepare ToR and procedure manual for setting-up a unit in FSMU-FD for user authentication, access and activity monitoring.							
		<ul style="list-style-type: none"> Establish secure data transfer with appropriate encryption protocol by obtaining SSL certificates from the Controller of Certifying Authority 	6. IT systems acquisition	a) Prepare a status report on implementing digital signature from Controller of Certifying Authority (CCA) with special focus on the readiness of CCA, iBAS++ sub-modules where it will be used, proposed mechanism of using it (dongle, OTP etc) and estimated timeline.	Dr. Abdur Rahim						Done
				b) Prepare a time-bound work plan for implementing digital signature							
				c) Implement digital signature in all appropriate sub-modules of iBAS++							
		<ul style="list-style-type: none"> Update Business Continuity Management (BCM) plan annually and undertake periodic disaster recovery tests 	5.Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition	a) Review the existing Business Continuity Management (BCM) and identify the areas requiring changes.	Dr. Abdur Rahim						Done
				b) Discuss with management and update Business Continuity Management (BCM) for 2021-22							
				c) Perform periodic disaster recovery tests as outlined in BCM plan and prepare test report							
		<ul style="list-style-type: none"> Implementation of feedback received from the assessment of iBAS++ system security certification 	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process	a) Feedback Analysis	Dr. Abdur Rahim						Done
				b) Action Planning and Prioritize Improvements							
				c) Execute Action Plans and Track Progress							
		<ul style="list-style-type: none"> Commission a full third-party assessment of iBAS++ to obtain system security certification 	8. Execution of reformed PFM process	d) Verify Effectiveness and document changes	Dr. Abdur Rahim						Done
				a) Select Certification Body, Define Scope, Documentation Review, Engage Internal Stakeholders							
				b) Assessment & Audit, LA Training							
				c) Audit Report, Corrective Action, and Verifications							
				d) Certification Decision, Certification Issuance, Ongoing Maintenance.							

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		<ul style="list-style-type: none"> Prepare security guidelines and related procedures to implement necessary controls for ensuring system security 	5. Drafting/revising laws, strategies, regulations, framework, procedures;	a) Initial Assessment and Scoping, Identify Relevant Controls, Engage Stakeholders, Document Requirements b) Guideline and Procedure Development Mapping with control standards, Document Creation c) Review and Approval d) Implementation and Training	Dr. Abdur Rahim						Done
		<ul style="list-style-type: none"> Conduct a gap analysis, which comprises a comprehensive review of all existing information security arrangements against the requirements of the certification 	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process 5. Drafting/revising laws, strategies, regulations, framework, procedures;	a) Define Objectives, Identify ISO 27001 Requirements, Gather Documentation, Assemble a Team for the assessment. b) Gap Assessment including Review Documentation, Interviews and Surveys, Identify Gaps, Document Findings etc. c) Gap Analysis Report, Prioritize Gaps, Develop an Action Plan d) Remediation and Continuous Improvement, Implement Corrective Actions, Monitoring and Verification, Documentation	Dr. Abdur Rahim						Done
		<ul style="list-style-type: none"> Conduct a risk assessment and define a risk treatment methodology 	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process 5. Drafting/revising laws, strategies, regulations, framework, procedures;	a) Scope Definition, select a Risk Assessment Team, Gather Existing Documentation b) Conduct Risk Assessment including Identify Assets, Identify Threats and Vulnerabilities, Assess Risks, Prioritize Risks c) Formulation of Risk Treatment Methodology with Define Risk Criteria, Select Treatment Options, Develop Treatment Plans, Document the Methodology. d) Implementation, Monitor and Review	Dr. Abdur Rahim						Done**
		<ul style="list-style-type: none"> Implement controls to mitigate risks 	8. Execution of reformed PFM process	a) Control Selection and Planning, Identify Mitigation Measures. b) Execute Implementation Plans, Integrate Controls c) Continuous Monitoring, Control Testing d) Documentation and Review	Dr. Abdur Rahim						Done**
		<ul style="list-style-type: none"> Review and update the necessary documents 	8. Execution of reformed PFM process	a) Identify Relevant Documents, Define Scope, identify which documents require regular review and update b) Review and Gap Analysis of the documents, Scheduled Review and Update, Establish Review Periods c) Revision and Approval	Dr. Abdur Rahim						Done**

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				d) Documentation Management maintaining Version Control, Communication, arrangement of necessary Training and Awareness				√	√		
		• Measure, monitor and review for effectiveness and compliance in addition to identify improvements to existing processes and controls	8. Execution of reformed PFM process	a) Establish Key Performance Indicators (KPIs) b) Regular Audits and Assessments c) Training and Awareness, Continuous Monitoring and Reporting d) Management Reviews and Action Plans	Dr. Abdur Rahim			√	√		Done**
		• Conduct internal audits	8. Execution of reformed PFM process	a) Prepare an Internal Audit team with specific TOR, Train the team b) Prepare and communicate Audit calendar, Audit Schedule, Audit plan. c) Audit Execution. d) Corrective Actions and Follow-Up, Continuous Improvement.	Dr. Abdur Rahim			√	√		Done**
		• Periodic Disaster Recovery Drill to restore iBAS++ from DR site or Manual Back-up	8. Execution of reformed PFM process	a) Plan periodic disaster recovery tests as outlined in BCM b) Prepare Comprehensive DR Drill Procedure c) Perform DR drill as per the plan and procedure d) Prepare report and communicate	Dr. Abdur Rahim			√	√		Done**
C7- Activity 28	Implement Automated Challan (A-Challan) System for real time revenue receipts to strengthen Treasury Single Account (TSA)	• Develop required policies and procedures for implementing A-Challan System	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Review exiting rules and identify bottlenecks to implement Automated Challan (A-Challan) System b) Prepare required policies and procedures for implementing A-Challan System c) Prepare an action plan to implement A-Challan System	Dr. Abdur Rahim						Done
		• Implement Automated Challan (A- Challan) System for better revenue receipt management and cash management and strengthening the Treasury Single Account	5.Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition	a) Prepare FRS to introduce Automated Challan (A- Challan) System b) Develop system for Automated Challan (A-Challan) System c) Pilot the developed system d) Prepare FRS to introduce Automated Challan (A- Challan) System	Dr. Abdur Rahim						Done
		• Include all revenue/receipt items in A-Challan system and make the system available to the public for depositing revenues and fees	1.Analytical activities, studies, surveys	a) Prepare a list of all revenue/receipt items b) Incorporate all revenue/receipt items in the system c) Make the system available to the public for depositing revenues and fees	Dr. Abdur Rahim						Done
				a) Identify other PFM systems to establish API							Done

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		• Integrate A-Challan System with other PFM systems of government	8. Execution of reformed PFM process	b) Design and develop API document to establish API with other systems c) Integrate A-Challan System with other PFM systems of the government	Dr. Abdur Rahim						
		• Integrate A-Challan System with all scheduled local banks for increasing collection points	5.Drafting/revising laws, strategies, regulations, framework, procedures. 6. IT systems acquisition	a) Make aware the stakeholders of the importance of A Challan system b) Design and develop API document. c) Integrate A-Challan System with all scheduled local banks	Dr. Abdur Rahim						Done
		• Integrate A-Challan System with Mobile Financial Services (MFS)	6. IT systems acquisition	a) Arrange stakeholders' consultation with all MFS Organizations b) Design and develop API document. c) Establish interfaces with all MFS	Dr. Abdur Rahim						Done
		• Provide training to all users of A-Challan System	2. Training	a) Prepare a training plan b) Prepare training materials c) Make training materials available at website d) Implement training plan e) Collect feedback from the users f) Update the system according to feedback (If required)	Dr. Abdur Rahim	✓		✓	✓		
		• Develop reporting options for generating and viewing reports from the system	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Develop necessary draft report formats b) Arrange workshop on those draft report formats c) Collect feedback from the workshop and finalize the reports format d) Make the reports available in the system	Dr. Abdur Rahim						Done
		• Implement dedicated Help-Desk services	8. Execution of reformed PFM process	a) Set up a dedicated help desk service b) Review questions and problems c) Prepare FAQ and make it available in the system	Dr. Abdur Rahim	✓	✓	✓	✓		Done**
		• Procure required hardware and software	8. Execution of reformed PFM process	a) Prepare a procurement plan with specification b) Procure related hardware and software	Dr. Abdur Rahim	✓	✓	✓	✓		-
		• Develop monitoring Dashboard for higher Authority to observe real-time deposit to Govt. treasury	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Prepare a design of a Dashboard b) Develop a Dashboard	Dr. Abdur Rahim			✓	✓		-
		• Consult with stakeholders for framing conceptual framework to develop a	5.Drafting/revising laws, strategies, regulations,	a) Arrange several workshops with experts to develop a conceptual framework b) Collect idea from the workshop and prepare a draft framework	Dr. Abdur Rahim						Done
C7- Activity 29	Automation of VAT collection from retailers										

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	and wholesalers by using Electronic Fiscal Device Management System (EFDMS).	system for retail VAT collection	framework, procedures. 6. IT systems acquisition	c) Arrange workshop with experts on draft conceptual framework d) Finalize conceptual framework							
		<ul style="list-style-type: none"> Develop Electronic Fiscal Device Management System (EFDMS) software for VAT collection and monitoring 	7. Consultations, forums, citizens' participation 2. Training	a) Prepare an FRS to develop the software b) Arrange workshop to discuss the FRS with experts and collect feedback c) Finalize FRS using feedback d) Develop software for VAT collection and monitoring							Done
					Dr. Abdur Rahim						
		<ul style="list-style-type: none"> Implement and roll out of the system for VAT collection 	2. Training	a) Prepare a training plan to implement the system b) Prepare training materials and make them available for the users c) Implement training plan and roll out the system for vat collection	Dr. Abdur Rahim			✓	✓		Done**
								✓	✓		
								✓	✓		
		<ul style="list-style-type: none"> Stock-take of all cash and non-cash based social safety net programs and identify cash transfer programs outside of the G2P purview Consultations with relevant stakeholders to analyze the suitability of developing individual MISs vs. platform MIS Security Assessment of all Existing MISs and finding the gaps Design and develop new MISs and update existing ones for Safety Net programs to transfer beneficiaries designated bank accounts Extend the scope of the Single Registry System to include non-cash beneficiaries 	1. Analytical activities, studies, surveys	a) Make a list of all cash and non-cash based social safety net programs and identify cash transfer programs outside of the G2P purview b) Validate the list with concerned Ministries/Divisions c) Finalize the list of all cash and non-cash based social safety net programs	Mr. Abul Basher Md. Amir Uddin	✓	✓	✓	✓		-
						✓	✓	✓	✓		
						✓	✓	✓	✓		
			7. Consultations, forums, citizens' participation	a) Arrange knowledge sharing programs to gather experience of several other countries. b) Develop an idea based on knowledge sharing c) Arrange several workshops to discuss the idea of individual MISs vs. platform MIS d) Sum up all the views of stakeholders	Mr. Abul Basher Md. Amir Uddin						Done**
								✓	✓		
								✓	✓		
			1. Analytical activities, studies, surveys	a) Review the MISs b) Do VAPT test c) Submission of report	Mr. Abul Basher Md. Amir Uddin				✓		Done**
									✓		
									✓		
			1. Analytical activities, studies, surveys	a) Design a new MISs for different programs b) Arrange workshops with all stakeholders and collect feedback c) Finalize the design and develop new MISs	Mr. Abul Basher Md. Amir Uddin			✓	✓		-
								✓	✓		
								✓	✓		
			8. Execution of reformed PFM process	a) Review the non-cash programs b) Include non-cash programs' beneficiaries' information in the Single Registry system	Mr. Abul Basher Md. Amir Uddin	✓	✓	✓	✓		-
						✓	✓	✓	✓		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
		<ul style="list-style-type: none"> Implement Single Registry System by integrating different MISs 	6. IT systems acquisition	a) Integrate individual MISs with Single Registry System gradually	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		-
		<ul style="list-style-type: none"> Integration of SPBMU with Birth and Death Registration System 	6. IT systems acquisition	a) Arrange consultation with stakeholders b) Design and Develop document for API c) Sign MoU d) Accomplish Integration	Mr. Abul Basher Md. Amir Uddin						Done
		<ul style="list-style-type: none"> Maintenance of MISs for uninterrupted social safety net payment to beneficiaries 	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process	a) Review MISs regularly b) Address line Ministries' upgradation request c) Analyze security threats of the MISs d) Resolve the security issues when required	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		-
		<ul style="list-style-type: none"> Procure required hardware and software 	8. Execution of reformed PFM process	a) Prepare a procurement plan with specification b) Procure related hardware and software	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		-
C7- Activity 31	Stock-take of Bank Accounts outside TSA and expand the coverage of TSA.	<ul style="list-style-type: none"> Hold consultations with all stakeholders of special accounts, extra budgetary funds and aided funds 	7. Consultations, forums, citizens' participation	a) Arrange several workshops with stakeholders b) Raise awareness among them to list Bank Account Information of own institutions, projects, EBFs and so on since inception.	Mr. Abul Basher Md. Amir Uddin						Done
		<ul style="list-style-type: none"> Prepare FRS for preparing a database of Bank accounts outside of the TSA 	5. Drafting/ revising laws, strategies, regulations, framework, procedures	a) Analyze types of Bank accounts hold by institutions, projects and EBFs b) Prepare FRS for preparing a database of Bank accounts outside of the TSA c) Validate FRS by experts through workshop and finalize it	Mr. Abul Basher Md. Amir Uddin						Done
		<ul style="list-style-type: none"> Developing a system for collecting Bank Accounts of public sector entities 	6. IT systems acquisition	a) Develop the system for collecting Bank Accounts of public sector entities b) Test the system c) Pilot the system and update it	Mr. Abul Basher Md. Amir Uddin						Done
		<ul style="list-style-type: none"> A stock-take of bank accounts of Budgetary Central Government units including projects 	8. Execution of reformed PFM process	a) Prepare a training plan to train employees of BCG units to provide Bank Account info in the system b) Implement training plan and collect feedback c) Incorporate feedback and improve the system d) Stock-take of bank accounts of Budgetary Central Government units including projects	Mr. Abul Basher Md. Amir Uddin						-
				a) Identify dormant and inactive bank accounts of BCG Units including projects				√	√		-

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		<ul style="list-style-type: none"> The number of dormant/inactive bank accounts, and the bank accounts of closed projects will be determined and reduced by 50% 	5.Drafting/revising laws, strategies, regulations, framework, procedures 8. Execution of reformed PFM process	b) Reduce them gradually	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		
		<ul style="list-style-type: none"> Issuing Government Circular and Sensitize relevant stakeholders 	5.Drafting/revising laws, strategies, regulations, framework, procedures 7. Consultations, forums, citizens' participation	a) Issue a circular to limit opening number of Bank Accounts	Mr. Abul Basher Md. Amir Uddin						Done
		<ul style="list-style-type: none"> Conduct Training Program for GoB officials and Bank Employees 	2. Training	a) Prepare a training plan for employees and bankers b) Implement the training plan and collect feedback c) Incorporate feedback and update the system	Mr. Abul Basher Md. Amir Uddin			√	√		Done**
C7- Activity 32	Implement iBAS++ in Autonomous Bodies for better Cash Management.	<ul style="list-style-type: none"> Implement PL Account in all ABs and projects 	5.Drafting/revising laws, strategies, regulations, framework, procedures. 6. IT systems acquisition	a) Prepare an FRS to introduce PL A/C in ABs including projects	Dr. Abdur Rahim	√	√	√	√		-
				b) Develop the system		√	√	√	√		
				c) Test and pilot the system		√	√	√	√		
				d) Update the system and roll out PL A/C in ABs including projects		√	√	√	√		
		<ul style="list-style-type: none"> Devise reporting format of General Govt. Accounting 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Draft a reporting format of General Govt. Accounting	Dr. Abdur Rahim			√	√		-
				b) Arrange workshop with experts on draft reporting format				√	√		
				c) Incorporate feedback and finalize the reporting format of General Govt. Accounting				√	√		
		<ul style="list-style-type: none"> Develop common reporting format (Financial Statement) for ABs 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Draft a common reporting format (Financial Statement) for ABs.	Dr. Abdur Rahim			√	√		-
				b) Arrange workshop with experts on draft reporting format				√	√		
				c) Incorporate feedback and finalize the common reporting format (Financial Statement) for ABs.				√	√		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
		<ul style="list-style-type: none"> Formulate policy notes to ascertain the possibility of depositing receipts of ABs in PL Accounts/ Conduct a feasibility study of depositing Abs own receipts in PL A/C 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Arrange knowledge sharing programs to gather experience of several other countries. b) Draft a policy note to ascertain the possibility of depositing receipts of ABs in PL Accounts c) Arrange workshop with experts on that draft policy note d) Incorporate feedback and finalize the draft policy note to ascertain the possibility of depositing receipts of ABs in PL Accounts	Dr. Abdur Rahim			√	√		-
C7- Activity 33	Roll out of BACS & iBAS++ in Local Government Institutions.	<ul style="list-style-type: none"> Assess the required coding structure of LGIs and consult with relevant stakeholders for identifying common coding structure for the LGIs 	1.Analytical activities, studies, surveys	a) Identify receipts and expenditure items of LGIs b) Prepare a chart of accounts of those identified items	Dr. Abdur Rahim			√	√		-
		<ul style="list-style-type: none"> Develop common Financial Reporting format for each group of the LGIs i.e., for union, council etc. 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Identify the nature of budgeting and expenditure of each group of the LGIs i.e., for union, council etc. b) Prepare draft financial reporting format for each group of the LGIs i.e., for union, council etc. c) Arrange workshop with experts on those draft financial reporting format and collect feedback d) Incorporate feedback and finalize those draft financial reporting formats	Dr. Abdur Rahim	√	√	√	√		-
		<ul style="list-style-type: none"> Prepare Functional Requirement Specification to develop iBAS++ LGI Sub-module 	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a) Analyze LGIs related Rules, Regulations and the process of Budgeting and expenditure management b) Arrange knowledge sharing programs to gather experience of several other countries. c) Develop a draft FRS to develop iBAS++ LGI Sub-module d) Arrange workshop with experts and finalize the FRS e) Incorporate feedback and finalize the FRS	Dr. Abdur Rahim		√				-
		<ul style="list-style-type: none"> Develop iBAS++ LGI Sub-module 	6. IT systems acquisition	a) Develop iBAS++ LGI Sub-module b) Test the sub-module c) Pilot the module and update it	Dr. Abdur Rahim			√	√		-
		<ul style="list-style-type: none"> Roll out iBAS++ LGI Sub-module and BACS in LGIs 	8. Execution of reformed PFM process	a) Prepare a training Plan to implement iBAS++ LGI Sub-module and BACS in LGIs. b) Prepare training materials c) Implement training plan	Dr. Abdur Rahim			√	√		-
								√	√		
								√	√		
								√	√		
								√	√		
								√	√		
								√	√		

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				d) Bring all LGIs under this sub-module gradually							
C7-Activity 34	Roll out of iBAS++ Foreign Mission Sub-module	• Prepare an FRS for iBAS++ Foreign Mission Sub-module	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Analyze foreign mission related Rules, Regulations and the process of Budgeting, expenditure and accounting process.	Mr. Md. Tarikul Islam Khan						Done
				b) Develop a draft FRS to develop iBAS++ LGI Sub-module							
				c) Arrange workshop with experts and finalize the FRS							
		• Develop iBAS++ Foreign Mission Sub-module	6. IT systems acquisition	a) Develop iBAS++ Foreign Mission Sub-module.	Mr. Md. Tarikul Islam Khan						Done
				b) Test the sub-module							
				c) Pilot the module and update it							
		• Develop time bound roll out plan to implement iBAS++ Foreign Mission Sub-module	8. Execution of reformed PFM process	a) Prepare a time bound roll out plan to implement iBAS++ Foreign Mission Sub-module	Mr. Md. Tarikul Islam Khan	√	√	√	√		-
		• Arrange Capacity building program for the employee working in Foreign Missions	2.Training 8. Execution of reformed PFM process	a) Prepare a training Plan to implement iBAS++ Foreign Mission Sub-module	Mr. Md. Tarikul Islam Khan		√	√	√		-
				b) Prepare training materials			√	√	√		
				c) Implement training plan			√	√	√		
				d) Bring all Foreign Missions under this sub-module gradually			√	√	√		
C7-Activity 35	Develop an Organogram database.	• Develop a system for an Organogram database	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a) Consult with stakeholders to develop data collection procedure	Mr. Abul Basher Md. Amir Uddin						Done
				b) Prepare an FRS for the database							
				c) Develop the architecture of the interoperable Organogram sub-module.							
				d) Develop the system, test and pilot it							
				e) Update the system							
		• Collect and input organogram data in the system	1.Analytical activities, studies, surveys	a) Arrange workshop with different Ministries/Divisions	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		-
				b) Identify the problems they are facing to provide information							
				c) Find out solution, Collect organogram from all Ministries/Divisions and Departments.		√	√	√	√		
				d) Input collected data in the system		√	√	√	√		
		• Verify the entered data by the relevant stake holders	7. Consultations, forums, citizens' participation	a) Send the entered data to the concerned institutions and validate the information	Mr. Abul Basher Md. Amir Uddin	√	√	√	√		-
				b) Finalize the Database		√	√	√	√		
C7-Activity 36	Roll out iBAS++ budget	• Develop system to bring all field level offices under	5.Drafting/revising laws, strategies,	a) Prepare an FRS to add functionalities in iBAS++ Budget preparation Sub-module to incorporate field level offices							Done

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	preparation module in field level Offices	Budget Preparation Sub-module of iBAS++	regulations, framework, procedures 6. IT systems acquisition	b) Add functionalities in iBAS++ Budget preparation Sub-module to incorporate field level offices c) Test, pilot the system and update it	Mr. Abul Basher Md. Amir Uddin						
		• Implement the system to bring all field level offices under Budget Preparation Sub-module of iBAS++	2. Training 8. Execution of reformed PFM process	a) Make a plan to cover all field level offices to bring under Budget Preparation Sub-module of iBAS++ b) Roll out Budget preparation module to all govt. hospitals. c) Roll out Budget preparation module to all Primary Education Offices d) Roll out Budget preparation module to all field level offices under Ministry of Public Administration e) Roll out Budget preparation module to all Divisional level offices (Zone, Circle level offices etc.) f) Roll out Budget preparation module to all District level offices. g) Roll out Budget preparation module to all Upazila level offices h) Roll out Budget preparation module to other offices	Mr. Abul Basher Md. Amir Uddin						Done
		• Develop comprehensive training and capacity building program for field level offices to bring them under Budget Preparation Sub-module of iBAS++	2. Training 8. Execution of reformed PFM process	a) Develop a comprehensive training plan b) Prepare training materials and make them available in iBAS++ system c) Implement training plan d) Collect feedback from participants and update the system	Mr. Abul Basher Md. Amir Uddin						Done
	C7- Activity 37	• Requirement analysis to prepare automatic service statement needed for pension approval	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Identify all steps are needed to get pension approval b) Review all rules and procedures related to those steps c) Prepare a guideline to automate those steps	Mr. Mohammad Kabir Hossain						Done
						√	√	√	√		
						√	√	√	√		
		• Automation of employees' Leave management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a) Prepare an FRS to automate employees' Leave management b) Arrange workshop with experts to share the FRS and collect feedback c) Finalize the FRS and develop the system and pilot it. d) Update the system and roll out it	Mr. Mohammad Kabir Hossain						Done
				a) Prepare an FRS to automate employees' Loans and Advances Management							Done

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		• Automation of Loans and Advances Management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	b) Arrange workshop with experts to share the FRS and collect feedback	Mr. Mohammad Kabir Hossain						
				c) Finalize the FRS and develop the system and pilot it.							
				d) Update the system and roll out it							
		• Automation of employees' Departmental proceeding management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a) Prepare an FRS to automate employees' Departmental proceeding management	Mr. Mohammad Kabir Hossain	√	√	√	√		-
				b) Arrange workshop with experts to share the FRS and collect feedback		√	√	√	√		
				c) Finalize the FRS and develop the system and pilot it.		√	√	√	√		
				d) Update the system and roll out it							
		• Automation of employees' Audit observation Management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a) Prepare an FRS to automate employees' Audit observation Management	Mr. Mohammad Kabir Hossain	√	√	√	√		-
				b) Arrange workshop with experts to share the FRS and collect feedback		√	√	√	√		
				c) Finalize the FRS and develop the system and pilot it.		√	√	√	√		
				d) Update the system and roll out it		√	√	√	√		
		• System generated NOC for employees" govt. accommodation	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a) Prepare an FRS to produce System generated NOC for employees" govt. accommodation	Mr. Mohammad Kabir Hossain	√	√				-
				b) Arrange workshop with experts to share the FRS and collect feedback		√	√				
				c) Finalize the FRS and develop the system and pilot it.				√	√		
				d) Update the system and roll out it				√	√		
C7- Activity 38	Develop and roll out sub-module for State Owned Enterprises (SOEs)	• Develop a general report format of SOEs Budgeting, Expenditure and Accounting process	1.Analytical activities, studies, surveys	a) Arrange several workshops with SOEs to understand their nature of Budgeting, Expenditure and Accounting process	Mr. Md. Tarikul Islam Khan						Done
				b) Identify and categorized different types of SOEs Budgeting, Expenditure and Accounting process							
				c) Prepare a general report format of SOEs Budgeting, Expenditure and Accounting process							
				d) Arrange workshop with experts and finalize the format							
		• Incorporate the format in the iBAS++ system	6. IT systems acquisition	a) Develop the system to implement the format	Mr. Md. Tarikul Islam Khan						Incorporating additional

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				b) Pilot the system and update it							economic codes required for capturing SOEs financial transaction.
		<ul style="list-style-type: none"> Integrate the SOE system of SOE Scheme with iBAS++ system 	5.Drafting/revising laws, strategies, regulations, framework, procedures; 1.Analytical activities, studies, surveys6. IT systems acquisition	a) Design and develop API document to establish API with other systems b) Integrate the SOE system of SOE Scheme with iBAS++ system	Mr. Md. Tarikul Islam Khan						Done
C7- Activity 39	Develop and roll out sub-module for Project Accounting	<ul style="list-style-type: none"> Develop a Project Accounting Sub-module 	5.Drafting/revising laws, strategies, regulations, framework, procedures; 1.Analytical activities, studies, surveys 6. IT systems acquisition. 1. Analytical activities, studies, surveys	a) Analyze present Project Accounting process that causes delay in month close b) Arrange consultation with project experts to solve the problems c) Prepare an FRS for Project Accounting Sub-module d) Arrange workshop with experts to finalize the FRS. e) Develop and test the system for Project Accounting f) Pilot the system and update it	Mr. Abul Basher Md. Amir Uddin						Done**
		<ul style="list-style-type: none"> Roll out the Project Accounting Sub-module 	2. Training	a) Make a training plan to roll-out the Project accounting Sub-module b) Implement the training plan and collect feedback about the system c) Update the system considering feedback	Mr. Abul Basher Md. Amir Uddin			✓	✓		-
C7- Activity 40	Develop Food Accounts Adjustment Sub-module	<ul style="list-style-type: none"> Develop a Food Accounts Adjustment Sub-module 	5.Drafting/revising laws, strategies, regulations, framework, procedures. 1.Analytical activities, studies, surveys 6. IT systems acquisition	a) Analyze present food accounts adjustment process that causes delay in month close b) Arrange stakeholders' consultation to solve the problems c) Prepare an FRS for Food Accounts Adjustment Sub-module. d) Arrange workshop with experts to finalize the FRS e) Develop and test the system for food accounts adjustment f) Pilot the system and update it	Mr. Mohammad Kabir Hossain		✓				Done**
							✓				
								✓			
									✓		
										✓	
									✓		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY25	Q4 FY 25	Q1 FY 26	Q2 FY26	Incremental cost lac BDT (i)	Results (j)
		<ul style="list-style-type: none"> Roll out the Food Accounts Adjustment Sub-module 	2. Training	a) Make a training plan to roll-out the Food Accounts Adjustment Sub-module b) Implement the training plan and collect feedback about the system c) Update the system considering feedback	Mr. Mohammad Kabir Hossain	√	√	√	√		-

C-8: PENSION MANAGEMENT & FINANCIAL REPORTING (CONTROLLER GENERAL OF ACCOUNTS)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremen- tal cost lac BDT(i)	Results (j)	
C8- Activity 41	Create a well- functioning CPFO (Central pension & Fund Office) and resolve backlog of pension cases	<ul style="list-style-type: none">Establish Accounting Circle-wise (Civil, Defence, Railway, Postal and T&T) centralized pension roll with EFT payment capabilityCreate and equip well-functioning Central Pension Roll with EFT Capability for Autonomous Bodies' Pensioner (26 autonomous bodies)	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Create 3 more (Railway, Postal and T&T) centralized pension roll/office	Addl CGA (Accts) & CAFO (P&FM)	Done					<ul style="list-style-type: none">The Centralized Pension Office is established and functional.All pensioners of the republic are under EFT coverage	
				b) Bring pensioners of Postal Department and BTCL under EFT coverage		√	√	√				
				c) Centralize all circle pensioners to concerned Central Pension Office (CPFOs)		√	√	√	√			
				d) Design and implement EFT payment process for 26 autonomous bodies' pensioners		√	√	√				
		<ul style="list-style-type: none">Establish procedures and guidelines and apply the necessary resources to address the considerable backlog of pension payments.	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Arrange workshops for Operational Manual.	CAFO (P&FM)	√	√			170	<ul style="list-style-type: none">The number of cases of delayed pension payments is reduced by 50%.Guideline and procedures will be available for the stakeholdersBacklog of sanction and payment process of gratuity of new pension is reduced and timeliness of payment is ensured	
				b) Finalization of Draft Pension Manual (Operational Manual for Pay-Points) after post workshop working group consultation		√	√					
				c) Arrange workshops of the Manual for Executive				√	√			
				d) Finalization of Draft Pension Manual (Manual for Executive) after post workshop working group consultation				√	√			
				e) Arrange Workshop for awareness building in line with Pension Simplification Order to address Pension Backlog Cases.		√	√	√	√			
				f) Arrange workshops/seminars to finalize functional/business process of Online Pension Tracking and Monitoring System (OPTMS) and to make it functional		√	√	√	√			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none"> Develop a centralized, common shared web-based personnel and pension data base consisting of key dates that will trigger actions under iBAS++. 	6. IT systems acquisition	a) Develop common shared Payroll and Pension Database to trigger some required information such as Length of Service, Nominee Info, Bank Info etc., Leave Automation, ELPC Issuance online etc. are needed to enrich Pension Database along with introducing Online Pension Tracking & Monitoring System (OPTMS) b) Develop an integrated mechanism between Payroll and Pension Module to deactivate an employee automatically after entering in Pension. c) Develop a data capturing mechanism using Biometric device(s) linked with NID Database for streamlining pensioner database and to generate e-PPO for pensioner. d) To ease life verification process and update pensioner database with recent photograph, develop an image capturing mechanism using webcam.	Addl CGA (Accts)	√	√			150	<ul style="list-style-type: none"> A centralized, common shared web-based personnel and pension database under iBAS++. Streamline pension database & digitalize pension sanction and verification process.
		<ul style="list-style-type: none"> Review pending cases with the concerned line ministries through the divisional and district officials and prepare monthly progress reports (to be submitted to FD) to help ministries proactively clear their backlog of cases. 	4. Advocacy	a) Establish a baseline by comparing the employee and pensioners' databases and looking for employees that despite reaching retirement age in last four years do not appear in the pensioners' database. Thus, the number of delayed pension cases will be calculated. b) A joint survey has been completed with CAFO-P&FM to establish a reliable baseline of pension backlog consisting of representative sampling. Report will be produced to disseminate the findings to the concerned stakeholders.	CAFO (P&FM)		Done			200	<ul style="list-style-type: none"> List of pending pension cases prepared. Bottleneck and stages will be identified to create backlog
						√	√	√			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremen- tal cost lac BDT(i)	Results (j)
				c) System generated monitoring tool will be incorporated in Pension Module to identify the backlog cases.		Done					
				d) Finalize an inference about bottleneck of backlog pension from the survey and disseminate the knowledge to stakeholders.		√	√	√	√		
		• Develop a comprehensive communication and change management strategy and implement required program to this effect.	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Suggestions for revising existing provisions of Rules and Regulations to conform with changing scenario.	Addl CGA (Accts)	√	√	√	√	100	Change management strategy implemented for this Scheme.
				b) Training / awareness program for the Executive Departments		√	√	√	√		
				c) A Communication Strategy Paper/Handbook will be prepared.		√	√	√	√		
		• Conduct seminars and use all available communication means to raise pensioners' awareness of their obligations and rights.	4. Advocacy	a) Awareness campaign/ Workshops/ Seminars/ Webinar for the pensioners.	Addl CGA (Accts)	√	√	√	√		Creating Awareness
				b) Arrange a Pension week to deliver one stop service.		Done					
				c) Conduct a Pensioner Satisfaction Survey.		√	√				
		• Develop Online Pension Tracking and Monitoring System (OPTMS).	6. IT systems acquisition	a) Define the details business process and requirements along with dependencies and crosscutting issues to develop OPTMS with payroll database and other stakeholders (NOC issuing authority, Audit Clearance etc.) to implement the OPTMS	CAFO (P&FM)	√	√				Pension Preparation, Sanction & Payment Process will be automated and timeliness of processing, approval & payment will be ensured
				b) Digitalization of all documents (ELPC, Leave Statement, NOCs, Service Statements etc.) to introduce OPTMS		√	√	√			
				c) Develop the Platform connecting with Pensioners, Payroll database, Sanction authority, NOCs issuing authority and payment authority		√	√	√			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremen tal cost lac BDT(i)	Results (j)
				d) Develop and introduce Pensioner tracking and monitoring system (OPTMS) as a toll to streamline pension preparation, sanction and payment process which will reduce the backlog and ensure the timeliness of gratuity payment.		√	√	√			
				e) Identify the delayed cases and create monthly, periodic, yearly management reports of backlog pensioners and make effective link with concerned Ministry, FD and CPFOs website				√	√		
		• Simplify Pensioners' Authentication and Verification Process.	6. IT systems acquisition	a) Develop a "Face detection App for pensioners' Life Verification".	CAFO (P&FM)	Done					The service at pensioners' doorstep to simplify verification process available.
				b) Introduce Face Detection Based Life Verification App for Autonomous Bodies' pensioner		√	√	√			
				c) Develop business process of Bio Matrix Verification Process.		√	√	√			
				d) Design the system to verify in iBAS++ validating from NID database.		Done					
		• Provide Pension Card (ePPO) to all pensioners	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Create content of digital PPO & D-half.	CAFO (P&FM)	Done					System generated PPO & D-half produced.
				b) Produce System generated digitated PPO & D-half.			√	√			
				c) Disseminated the ePPO to Pensioners.			√	√	√		
		• Establish a grievance redress mechanism within the jurisdiction of CAFO (P&FM) and for other accounting circles CPFOs with defined policy and procedure including system-based complaint handling disposal system.	4. Advocacy	a) Determine service deliverables and parameter to establish GRS and make it functional for CPFOs.	CAFO (P&FM)	Done					Pensioner will get service following the standards

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none">Establish a separate women's counter at the CAFO (P&FM) & all CPFOs	4. Advocacy	a) Separate women counter will be established in each CPFOs	CAFO (P&FM)	Done					Gender Equity established
		<ul style="list-style-type: none">Develop Nominee information capturing process in Pension database	6. IT systems acquisition	a) Develop mechanism in iBAS++ system to incorporate Nominee information during pensioner master data entry	CAFO (P&FM)	Done					
				b) Develop the system to disburse family pension based on declared nominee information in pensioner master data		√	√	√			
C8- Activity 42	Maintain accurate records of GPF contributions, balances and outstanding loans and advances.	<ul style="list-style-type: none">Determine the iBAS++ system requirements to set up a subsidiary ledger for GPF payments, linked to the budget execution modules, and enable centralized processing of GP Fund transactions and recording of balances.	6. IT systems acquisition	a) GPF Module will be implemented for CGDF and ADG (Finance), Bangladesh Railway.	CAFO (P&FM)	Done				200	l) Out of 82 missions abroad, the GPF module has been implemented for 30 missions so far. GPF module implementation is underway for 10 missions. The GPF module has not been implemented for 42 missions, as iBAS++ was not rolled out for those missions.
				b) Draft of GPF Operation Manual for Pay-point user		√					
				c) Arranging workshop for finalization of GPF Operation Manual for Pay-point user.		√					
				d) BGB Personnel GPF Opening Balance Entry and Approval is under process		Done					
				e) Develop mechanism for GPF Subsidiary Ledger Debit in case of deceased employee.		Done					
				f) Linking iBAS++ generated GPF Accounts Slip and Sub-ledger with CAFO (Pension and Fund Management) Website.		Done					
				g) GPF final payment online authority request and approval.		Done					
				h) GPF final payment mechanism for the railway pensioners.		Done					
				i) GPF final payment mechanism in case of deactivated NID		√					
				j) Advance payment mechanism in case of loan taking from GPF for house construction purpose.			√				
				k) Suggestions for revising existing provisions of GPF Rules and Regulations (GPF Rules 1979) conforming to changing scenario.				√			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
				l) GPF Module will be implemented for Forest, Postal Department and Bangladesh Missions abroad.		Done					
				m) Introduce CPF (Contributory Provident Fund) for the employees working under autonomous bodies							
				n) Provide user-end GPF Services by improving online facilities for employees including Lien and Deputation.		√					
				o) Develop GPF Data Quality Improvement Mechanism.					√		
				p) p) Maintain accurate records of PAR balances (Contractor's deposit, Land acquisition register) other than GPF.		√	√	√	√		
				q) q) Automation of fund (GPF balance) transfer in case of job switch case.		Done					
		• Produce an annual report on the status of the GPF, indicating summaries of transactions (advances, loans, terminal payments, deposits).	6. IT systems acquisition	a) Develop business process for ensuring audit trail of individual balances and balances included in annual report.	CAFO (P&FM)			√		100	
				b) Develop a Comprehensive GPF Status Report.		Done					
				c) Develop a pay-pointwise yearly report for the calculated profit amount.		Done					
				d) Develop a comprehensive GPF Advance Information Report that reflects the number of total and current installments.		Done					
				e) Develop a final payment eligibility report.				√			
				f) Creation of PL Account for Police in iBAS++ System		Done					
				g) Develop GPF Application Trackers on a weekly basis					√		
				h) Develop employee query management mechanism for GPF				√			
				a) Develop the relevant business process.		Done					

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		<ul style="list-style-type: none">Identify and implement the policies and procedures for individuals to retain their balances after leaving public service on a temporary basis	6. IT systems acquisition	b) Design the system to retain the balances.	Addl CGA (Accts)	√	√				
		<ul style="list-style-type: none">Create and equip well-functioning 3 more Central Fund Offices (Defence, Railway and Postal)	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Understanding the other Central Fund Offices Business process regarding fund management.	CAFO (P&FM)	Done					Central fund offices for the civil and defense accounting circles already created. Discussion held with Railway accounting circle in this regard. They proposed that the existing fund office of the railway is enough to act as a central fund office. Discussion is underway regarding the creation of a fund office for the postal department.
				b) Develop the system to establish other CAFOs.		Done					
				c) Capture the balances in the system.		Done					
		<ul style="list-style-type: none">Maintain accurate records of GPF contributions, balances, and outstanding advances for Defence, Railway and Postal Department in iBAS++.	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Define the business demand to capture the balance.	CAFO (P&FM)	Done					
				b) Design the system with exceptionalities to capture the balances.					√		
				c) Approve and verify the accurate records of GPF contributions, balances, and outstanding advances for Defence, Railway and Postal Department in iBAS++		Done					
		<ul style="list-style-type: none">Provide a direct payment mechanism to nominees in case of deceased employee.	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Develop the business process	CAFO (P&FM)	Done					
				b) Develop the system to pay the nominee					√		
						a) Identify the other PAR		Done			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none"> Maintain accurate records of Public Account of the Republic (PAR) balances other than GPF 	5. Drafting/ revising laws, strategies, regulations, framework, procedures;	b) Develop a detailed business process c) Develop the system to entry the PAR balances d) To develop training materials e) Organize ToT.	Addl CGA (Accts)	√	√	√	√		
						√	√	√	√		
						Done					
Activity 43	Improve the quality and timeliness of Government-wide in-year fiscal reporting	<ul style="list-style-type: none"> Assess utility of monthly reporting; improve templates and fiscal reporting processes of CGA, CGDF & ADG/Finance, Bangladesh Railway hold consultations with LMs and SAEs accordingly. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Rationalization of Monitoring and Management reports of CGDF and ADG (Finance) Railway. b) Accounting logic to be reviewed as required for civil, defense and railway accounts. c) Month and year-end procedures of iBAS++ reviewed and redesigned.	Addl CGA (Accts), FA&CO (East) and JCGDF	√				50	Management and monitoring reports developed as per user requirements Accounting logic reviewed. Month and year end procedures will ensure timely generation of accounts from iBAS++.
		<ul style="list-style-type: none"> Examine and develop/update business processes to collect data from the central bank and other entities including SAEs and EBFs. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop the business process to collect and reconcile data with ERD, Debt Management wing FD and Foreign Mission.	DCGA (Acnts)	√	√			100	In progress Accounts (Foreign Missions) will be fully automated and ministry accounts will be generated from the iBAS++ system. Identifying gaps in generation of Proforma accounts from iBAS++.
		<ul style="list-style-type: none"> Develop Business Process and format for proper disclosure of external assistance [Grant, DPA, RPA, RPA (Special Account)] and produce periodic reports directly from iBAS++ 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Prepare Control and Individual (donor-wise) ledger for external assistance including [Grant, DPA, RPA, RPA (Special Account)], Goods and Services and Other Assistance.	Add CGA (Accounts)	√	√			20	Timely capture of DPA/RPA (Special Accounts) will lead to timely preparation of monthly and fiscal accounts from iBAS++.

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		<ul style="list-style-type: none"> Update business process for timely clearance of advance/ suspense, remittance (exchange & settlement) accounts including exchange and settlement accounts. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop procedures for streamlining advance/ suspense accounts.	Addl CGA (Accts)	√	√	√	√	80	It will ensure the accuracy of Financial Reports.
		<ul style="list-style-type: none"> Update business process for General Ledger (GL) based Transaction Recording process in iBAS++ System. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop sub-ledgers for assets and liabilities.	Add CGA (Acnts)	√	√	√	√	50	New GL accounts, Control Ledgers and Subsidiary Ledgers are being developed. Accounts and reports will be developed from ledgers, not the general journal tables of iBAS++.
		<ul style="list-style-type: none"> Develop business process for effective reconciliation among Budget Preparation Module, Budget Execution Module, Accounting Module (including sub-modules) of iBAS++. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop a business procedure for reconciliation among different modules of iBAS++. b) Discuss the Business Procedure with the stakeholders. c) Finalize the business procedure and share it with iBAS++ to implement.	ADCGA (Accounts) and iBAS++	√	√			15	Ensure effective reconciliation process among the different Module of iBAS++.
		<ul style="list-style-type: none"> Update business process for establishment of efficient monthly accounts closing processes. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Confirm the business process of monthly accounts closing processes with CGA, CGDF, ADG (Finance) Bangladesh Railway.	Add CGA (Acnts)	√				30	It will help completion of financial reports timely.
		<ul style="list-style-type: none"> Update business process for monthly reconciliation of accounts and develop reconciliation reporting format of related PL ledger with ERD, DMW and BB. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop a business process on Effective reconciliation process of external resources balance and domestic borrowing. b) Finalize the business process and share it with iBAS++ to implement.	ADCGA (Account), BB, iBAS++ and ERD	√	√	√	√	20	Ensure the accuracy of balances of financial liabilities.

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C-8 Activity 44	Improve the quality and timeliness of Government-wide year-end fiscal reporting	<ul style="list-style-type: none"> Adopt and implement Financial Reporting under the Cash Basis of Accounting (the Cash Basis IPSAS). 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop and Finalize IPSAS Complaint Reporting Format and installing approved format in iBAS++ System on the basis of findings of GAP analysis report.	Add CGA Accnts	Done					Financial reporting under IPSAS implemented.
				b) Develop a format for disclosing guarantee liabilities in the notes of FS				√	√		
				c) Discuss and share the draft format with related stakeholders					√		
		<ul style="list-style-type: none"> Update Account Code, Procedures Manual and Design and issue new reporting format. 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Business procedure and Templet Design for the Appropriation Account (Railway) has been developed and mapping and data population is ongoing by the assigned IT personnel.	Add CGA (Accnts)	Done				120	Accounting Policy and procedures manual updated.
				b) Business procedure and Templet Design for Appropriation Account of Postal.		Done					
				c) Proforma accounts of Railway, Defence and Postal has been developed.		Done					
				d) Mapping and data population of Proforma accounts of Railway, Defense and Postal is ongoing.		√	√				
				e) Update existing Account code for BCG.		Ongoing. Will be completed by OCAG					
				f) Develop draft Accounting Procedure Manual.				√	√		
		<ul style="list-style-type: none"> Train CGA and OCAG staff on IPSAS compliance. 	2. Training	a) To launch the IPSAS Certification Training by the capacity of the officials who got IPSAS Certification.	Add CGA (Admin)	Done				75	100 officials already got IPSAS Certification.
				b) Sit for professional IPSAS certification Course in a Regular Basis.		Done					
				c) Training and Workshop on newly approved Appropriation and Finance Accounts		Done					
		<ul style="list-style-type: none"> Establish clear responsibilities within the CGA office to produce timely annual financial statements (AFS). 	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Establishing draft TOR and role defining.	ADCGA (Accounts)	√	√	√	√	25	Ensuring timely producing of Financial Reports
				b) Develop a monitoring setup, discussion, and implementation.		√	√	√	√		

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		• Update business process for efficient year-end accounts closing processes.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Finalize business procedure of year-end account closing process with CGA, CGDF, ADG (Finance) Bangladesh Railway.	Add CGA (Acnts), DCGA	Done				30	It will ensure the timely presentation of Financial Reporting.
		b) Implement the year-end procedure in the system with the help of iBAS++ program.	Done								
		• Timely submission of Government-wide other committed financial reporting mainly GFS, COFOG for ensuring accountability and transparency.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Generate COFOG Report from iBAS++	Add CGA (Acnts), DCGA		√			15	It will ensure the acceptance of the financial reports internationally.
		b) Develop COFOG Manual	√								
		c) Organize advance (Analysis and decision making) GFS training course with the help of SARTTAC	Done								
		d) Organize Workshop and Finalization of GFS Handbook.	√								
		• Map among Old COA1 (13 Digits) and New COA2 (56 Digits) with GFS Chart of Accounts.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Establishing Mapping and reconfirm with the IMF Expert.	GFS Core Team	Done				15	Ensure effective mapping between GFS Code and BACS Code.
		• Develop Chart-of-Accounts (CoA) Manual.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) Develop a draft manual of Chart-of-Accounts (CoA) incorporating economic code, definition, and related explanation.	ADCGA (Accounts), iBAS++ and GFS Core team.	Done				10	Developed Chart of Accounts (CoA) Manual.
		b) Share the Draft Manual with iBAS++	Done								
		c) Discuss the manual with related stakeholder by iBAS++.	Done								
		• Develop Procedural Handbook for AFS (Annual Financial Statement).	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) To develop a draft procedural manual on AFS.	ADCGA Accounts	√				10	It will strengthen institutional arrangements to generate AFS.
		b) Discuss the draft procedural Manual with related stakeholders.	√								
		c) Finalize the procedural Manual.	√								
		• Develop business process for generating Proforma accounts for Bangladesh Railway and Bangladesh Post Office and CGDF.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a) To Develop Draft Business Process for Proforma Accounts of BR, CGDF and Post office.	ADCGA (Accounts), CAFO (Postal) and FA&CO (East)	√				15	It will strengthen institutional arrangements to generate Proforma accounts.
		b) Discuss the draft business process with related stakeholders.	√								
		c) Finalize the business process.	√	√							
				2. Training	a) To identify the need assessment		Done				

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		<ul style="list-style-type: none"> Provide training on GFS and COFOG to officials of CAG, Finance Division, CGA, CGDF and ADG Finance (Railway) 		b) To develop training materials c) Organize ToT.	GFS Core team	√	√			50	It will help to achieve understanding on COFOG and GFS.

C- 9: STRENGTHENING OF SOES' GOVERNANCE (SOE WING & MONITORING CELL, FD)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

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C-9 Activity -45	Strengthen accountability and transparency of SOEs through improved reporting and public disclosure	Consult with Line Ministries/ Divisions on activities of SOEs and ABs	3.Communication and knowledge sharing	a) Arrange meeting/ training/workshop with Line Ministries/Divisions and SOEs & ABs on AFS and other report	Md. Amirul Islam	√	√	√	√	-	-
				b) Organize SOE conference with stakeholders for qualified AFS	Md. Amirul Islam		√		√		
		Ensure data collection and quality control of financial and non-financial information of SOEs and ABs	1. Analytical activities, studies, surveys	a) Study and review the existing data collection method and quality control measures.	Md. Firoz Ahmed	Done				-	-
				b) Identify challenges and gaps of the current data collection and quality control method.	Ms. Nasrin Sultana	Done					
				c) c. Finalize the system of timely collection of financial and non-financial data and ensure quality control.	Md. Firoz Ahmed	√	√	√	√		
		Ensure regular publication of Audited Financial Statements of all SOEs within six months of the end of the fiscal year	3. Communication and knowledge sharing	a) Update the comprehensive list of SOEs/ABs.	Md. Firoz Ahmed			√	√	-	-
				b) Issuing letter to the LMs/Divisions and SOEs urging them to have their financial statements prepared according to accounting standard and publishing audited financial reports regularly	Md. Firoz Ahmed Amirul Islam	√					
				c) Conduct meetings with LM and SOEs to find solutions to non-publication and or delayed financial statements and audit reports for some SOEs.	Md. Firoz Ahmed Amirul Islam	√	√	√	√		
				d) Ensure preparation of Audited Financial Statements and publish on the website of SOEs and Finance Division.	Ibrahim Khalil Ariful Islam			√	√		
		Design and develop a comprehensive database portal for SOEs and ABs with financial and non-financial information	6. IT systems acquisition	Has been merged with sub-activity 47.2						-	Report of Audited financial statements available to policy makers.

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		<ul style="list-style-type: none">Launch database portal for SOEs and ABs with financial and non-financial information	6. IT systems acquisition	Has been merged with sub-activity 47.2						300	-	
		<ul style="list-style-type: none">Prepare a list of SOEs those published Annual Financial Statement maintaining standards and timeliness	3.Communication and knowledge sharing	<div>a) Review/ analyze the uploaded AFS regarding maintaining the standard and timeliness</div> <div>b) Arrange trainings/workshop with stakeholders regarding maintaining the standard and timeliness</div> <div>c) Prepare and publish a list of SOEs those have published audited financial statements maintaining standards and timeliness</div> <div>d) Issue letter of appreciation for publishing audited financial statements accordingly</div>	<div>Md. Ibrahim Khalil</div> <div>Md. Sohrab Hossain</div> <div>Md. Sohrab Hossain</div> <div>Md. Sohrab Hossain</div>		<div></div> <div>√</div> <div></div> <div>√</div>	<div></div> <div>√</div> <div>√</div> <div></div>	<div></div> <div></div> <div></div> <div></div>	-	-	
C9- Activity 46	Inform appropriate authority on fiscal risks and contingent liability	<ul style="list-style-type: none">Adopt policies and procedures to identify and assess the potential fiscal risk and contingent liabilities arising primarily from guarantees issued to various public-sector entities, their debts/liabilities, and other assumed obligations especially if these SOEs are identified as non-performing and/or high fiscal-risk	5.Drafting/revising laws, strategies, regulations, framework, procedures	<div>a) Conduct a study to find out the potential fiscal risk and contingent liabilities arising from SOEs.</div> <div>b) Develop policy and procedure to regulate debt and contingent liabilities.</div> <div>c) Arrange virtual workshops to share and collect feedback from stakeholders.</div> <div>d) Get final approval of Debt and Contingent Liabilities Policy and Procedure to identify and assess the potential fiscal risk and contingent liabilities arising from their debts/liabilities, guarantees, non-performance and other Public Service Obligations.</div> <div>e) Update DCL procedure</div>	<div>Done</div> <div>Done</div> <div>Done</div> <div>Done</div> <div>Md. Firoz Ahmed M. H Abbasi</div>						-	-
		<ul style="list-style-type: none">Review and update oversight arrangement on SOEs and ABs to	3.Communication and knowledge sharing	a) Arrange training programs on Procedure to Regulate Debt and Contingent Liabilities of SOEs and ABs	Md. Amirul Islam Md Sohrab Hossain	√	√	√	√	400	-	

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		build awareness about fiscal risk and its consequence		b) Arrange awareness building meetings/workshops with senior management of SOEs on oversight arrangements of SOEs to build awareness.	Syed Khaled Bin Hafiz Md. Ibrahim Khalil Md Sohrab Hossain	√	√				
		<ul style="list-style-type: none"> Pilot the preparation of annual SOEs fiscal risk, debt and contingent liability statements for submission to the appropriate authority with 10 SOEs. 	8.Execution of reformed PFM process	a) Orientation of the SOE officials about the format of collecting data on debt and contingent liability b) Collect data on debt and contingent liabilities in the designed format c) Prepare pilot report on debt and contingent liabilities of the selected SOEs d) Arrange training/ workshop on pilot report e) Submit report to the appropriate authority	Done Done Done Done Done					-	-
		<ul style="list-style-type: none"> Roll-out the preparation of annual SOE fiscal risks, debt and contingent liability statement for SOEs and ABs and submit to the appropriate authority 	8.Execution of reformed PFM process	a) Collect and entry of DCL data of SOEs /ABs b) Analyze the data and prepare DCL statement c) Arrange workshop for stakeholder consultation d) Get approval from the appropriate authority	Md. Firoz Ahmed Md. Mahbubul Morshed Mohammad Sohrab Hossain Md. Firoz Ahmed Md. Mahbubul Morshed Mohammad Sohrab Hossain Md. Firoz Ahmed Md. Mahbubul Morshed Mohammad Sohrab Hossain	√				-	-
							√				
							√				

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C9- Activity 47	Strengthening oversight and performance monitoring of SOEs	<ul style="list-style-type: none"> Capacity building of Monitoring Cell, SOE Wing, Line Ministries/ Division and SOEs & ABs to focus on the performance of SOEs and ABs for monitoring and management 	2.Training	a) Identify the training program	Ms. Nasrin Sultana		√			400	-
				b) Arrange local training program/ workshop on SOE performance monitoring and management for Monitoring Cell and SOE Wing officials.	Ms. Nasrin Sultana Syed Khaled Bin Hafiz		√	√	√		
				c) Arrange foreign training program on SOE performance monitoring and management for Monitoring Cell and SOE Wing officials.	Ms. Nasrin Sultana Syed Khaled Bin Hafiz		√	√	√		
		<ul style="list-style-type: none"> Develop a database for SOEs and ABs with financial and non-financial information integrated with manpower, TO&E, budget, debt and contingent liabilities, performance evaluation and other required information, and launch database. 	6. IT systems acquisition	a) Work with iBAS++ team to develop the web-based database	Md. Firoz Ahmed	√	√	√	√	-	Comprehensive database of SOEs developed
				b) Identify and approve the modules for database	Md. Firoz Ahmed	Done					
				c) Prepare Functional Requirement Specification (FRS) of DCL of SOEs and ABs.	Md. Firoz Ahmed			√	√		
				d) Prepare FRS of IPE of SOEs and ABs.	Syed Khaled Bin Hafiz	√	√				
				e) Prepare FRS of Budget Management of SOEs and ABs	Md. Ibrahim Khalil	Done					
				f) Prepare FRS of existing TO&E (Manpower, Table of Organization, and Equipment) of SOEs and ABs.	Mohammad Sohrab Hossain			√	√		
				g) Arrange stakeholders' consultation workshop on DCL FRS of SOEs and ABs	Md. Firoz Ahmed		√				
				h) Arrange stakeholders' consultation workshop on IPE FRS of SOEs and ABs	Md. Sadekur Rahman		√				
				i) Updating BACS with Code Classification of SOEs and ABs	Md. Firoz Ahmed		√	√	√		
				j) Arrange consultation workshop with iBAS++ on SOEs and ABs' Database FRS and BACS code	Md. Firoz Ahmed		√	√	√		
				k) Arrange stakeholders' consultation workshop on TO&E (Manpower, Table of Organization and Equipment) FRS of SOEs and ABs	Md. Tajul Islam			√	√		
				l) Develop a database for SOEs and ABs with financial and non-financial information	Md. Tajul Islam	√	√	√	√		
				m) installation and configuration Server for SOE Database	Md. Firoz Ahmed	Done					

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
				n) Piloting Budget modules	Md. Firoz Ahmed	√					
				o) Training on Budget modules	Md. Firoz Ahmed	√	√	√	√		
				p) Rollout budget module	Md. Firoz Ahmed	√	√	√	√		
		• Develop and implement API (Application Programming Interface) on SOEs and ABs database with iBAS++	6. IT systems acquisition	a) Prepare Functional Requirements Specification (FRS) to identify API integration points/ require data sharing.	Md. Firoz Ahmed Syed Khaled Bin Hafiz Md. Ibrahim Khalil Mohammad Sohrab Hossain	√					
				b) Prepare Software Requirements Specification (SRS)	Md. Firoz Ahmed Syed Khaled Bin Hafiz Md. Ibrahim Khalil Mohammad Sohrab Hossain	√					
				c) Prepare a Memorandum of Understanding (MoU) and sign with iBAS++.	Md. Firoz Ahmed Syed Khaled Bin Hafiz Md. Ibrahim Khalil Mohammad Sohrab Hossain	√	√			-	-
				d) Develop API and test integration	Md. Firoz Ahmed Syed Khaled Bin Hafiz Md. Ibrahim Khalil Mohammad Sohrab Hossain		√				
				e) Implement API with iBAS++.	Md. Firoz Ahmed Syed Khaled Bin Hafiz		√				

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
					Md. Ibrahim Khalil Mohammad Sohrab Hossain						
		<ul style="list-style-type: none"> Review the existing Laws, Rules and Regulations applicable to SOEs and ABs to suggest recommendations. 	1.Analytical activities, studies, surveys	a) Review the existing laws, rules and regulations of SOEs and ABs b) Categorize SOEs and ABs by nature and functions c) Arrange workshops with stakeholders regarding findings from existing Acts, Rules and Regulations d) Prepare and submit recommendations on the basis of findings of the study.	Md. Rabiul Islam Md. Rabiul Islam Md. Rabiul Islam Md. Ibrahim Khalil Md. Rabiul Islam Md. Ibrahim Khalil		√	√	√	150	SOEs' rules and regulations reviewed for improving SOEs legal framework
		<ul style="list-style-type: none"> Enhance capacity of Line Ministries /Divisions, SOEs and ABs to improve the performance of SOEs and ABs 	2.Training	Has been merged with sub-activity 47.1						-	-
		<ul style="list-style-type: none"> Commission independent performance evaluations of SOEs and ABs each year to validate their performance according to the information provided by SOEs and ABs. 	8.Execution of reformed PFM process (such as functioning of BMC or carrying out performance valuation of SOEs	a) Selection of another 10 (Ten) SOEs/ABs to conduct IPE for FY 2022-23 b) Arrange Training on IPE Process for the stakeholders of selected SOEs/ABs for 2022-23 c) Prepare inception report for the selected SOEs/ABs d) Collect data & documents to prepare draft IPE reports for the selected SOEs/ABs e) Prepares IPE draft reports f) Collect feedback on draft IPE reports g) Finalizes the final IPE reports to h) Select 10 more SOEs/ABs to conduct IPE for next fiscal year (FY 2023-24)	Done Done Done Md. Rabiul Islam Ms. Nasrin Sultana Sadekur Rahman Ms. Nasrin Sultana Ms. Nasrin Sultana		√	√	√	1800	SOE Performance Evaluation reports published
		<ul style="list-style-type: none"> Reward better performance of 	8. Execution of reformed PFM process (such as	a) Identify the better performing SOEs and ABs for reward based on IPE report	Md. Amirul Islam	Done				-	-

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		SOEs and ABs based on IPE result	functioning of BMC or carrying out performance evaluation of SOEs)	b) Publish the better performing SOEs and ABs IPE report on FD website	Md. Amirul Islam	Done					
				c) Arrange award ceremony	Md. Amirul Islam			√			
C9-Activity 48	Develop a policy and procedures manual for property, plant, equipment and other assets that enables to ensure the quality of management and accounting procedure of SOEs and ABs	Review the existing asset management and accounting procedure of SOEs and ABs	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Review existing management system of property, plant, equipment and other assets	Md. Firoz Ahmed		√	√	√	-	-
				b) Collect information on existing property, plant, equipment and other assets	Md. Firoz Ahmed		√	√	√		
				c) Identify the gap of existing system of property, plant, equipment and other assets	Md. Firoz Ahmed			√	√		
		Compilation of circular related to Assets including Property, Plant and Equipment	1.Analytical activities, studies, surveys	a) Collect existing circular, order, rules related to Assets (Property, Plant and Equipment)	Mr. Md. Hasanul Matin		√	√	√	-	-
				b) Review existing circular, order, rules of related to Assets (Property, Plant and Equipment)	Mr.Md. Rabiul Islam		√	√	√		
				c) Compile existing circular, order, rules of related to Assets (Property, Plant and Equipment)	Mr. Md. Rabiul Islam Md. Ibrahim Khalil Md. Sohrab Hossain				√		
		Develop a Manual for Property, Plant, Equipment (PPE) and other assets of SOEs and ABs in order to ensure the quality of accounting procedure.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Develop a policy, procedure Manual for Property, Plant, Equipment (PPE) and other assets of SOEs and ABs	Mr. Rabiul islam		√	√	√	-	-
				b) Arrange stakeholder's consultation workshop	Mr. Rabiul islam		√	√	√		
				c) Finalize the procedure from the authority	Md. Ibrahim Khalil				√		
				d) Get approval of the Policy, procedure, manual	Mr. Rabiul Islam Md. Ibrahim Khalil				√		
		Roll-out the preparation of statements of assets of 10 SOEs following the PPE manual.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Consult with line Ministries/Divisions for sensitization to roll out this manual	Mr. Rabiul Islam					-	-
				b) Arrange meeting with the concerned SOE/AB to meet their need	Mr. Rabiul Islam						
				c) Prepare draft to roll out this manual	Mr. Md. Tajul Islam						

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C9-Activity 49	Assess underperforming SOE/ABs and propose Performance Improvement Strategy for under-performing SOEs	Identify and listing under-performing SOEs and ABs	1, Analytical activities, studies, surveys	a) Identified the under-performing SOEs and ABs	Md. Firoz Ahmed Md Sohrab Hossain			√		200	Criteria to help classify risks developed
				b) Find out the root causes of under performance of the selected underperforming SOEs and ABs.	Md. Firoz Ahmed Md Sohrab Hossain			√			
				c) Prepare a list of least performing SOEs and ABs for Performance Improvement Strategy (PIS)	Ms. Nasrin Sultana		√	√	√		
		Develop performance Improvement Strategy for under-performing SOEs and ABs based on IPE	1. Analytical activities, studies, surveys	a) Review the audited financial statements and other financial and non- financial information/documents of selected SOEs	Md Firoz Ahmed Syed Khaled Bin Hafiz	Done				-	-
				b) Conduct physical inspection of the selected SOEs and ABs	Md. Rabiul Islam	√	√				
				c) Collect data and information of selected underperforming SOEs	Md Firoz Ahmed Syed Khaled Bin Hafiz	√	√				
				d) Prepare draft Performance Improvement Strategy for under-performing SOEs	Md Firoz Ahmed Syed Khaled Bin Hafiz	√	√				
		Prepare performance Improvement Strategy for at least two under-performing SOEs and ABs each year	1. Analytical activities, studies, surveys	a) Collect feedback from stakeholders on draft PIS	Md Firoz Ahmed	√				-	-
				b) Arrange validation workshop	Syed Khaled Bin Hafiz	√					
				c) Finalize the performance Improvement of strategy PIS	Syed Khaled Bin Hafiz		√				
				d) Get approval the performance Improvement of strategy	Md. Rabiul Islam		√				

C-10: FINANCIAL REPORTING (INTERNAL AUDIT AND AUDIT FOLLOW UP) (EXPENDITURE MANAGEMENT WING, FD)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizen participation; 8. Execution of reformed PFM process.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (g)	Results (h)
C10: Activity 50	Institute a modern Internal Audit function in the government	<ul style="list-style-type: none"> Conduct detailed IA study on selected 5 departments and Study on internal audit options for execution <ul style="list-style-type: none"> Establish Internal audit cell or unit in Finance Division to formulate IA policy, guidance notes, training manual and module. Designate existing human resources in expenditure management wing of Finance Division. 	1. Analytical activities, studies, surveys	a) Conduct a study on present situation of Internal Audit by the IA Consultants on selected 5 departments (LGED, RHD, PWD, DGHS & DPE)	Done					140	Detailed Study report on Internal Audit functions is prepared and Internal Audit execution of the 5 MDAs will be completed by the Consulting Firm.
				b) Conduct a study, prepare and finalize the report on Internal Audit options.	Done						
				c) Arrange workshop to collect feedback from stakeholders.	Done						
				d) Conduct Post Procurement Review and arrange capacity-building training/ workshop of the SPFMS program for FY 2019-20 and FY 2020-21.	Done						
				e) Arrange validation workshop to finalize and approval of Post Procurement Review Report of the SPFMS program for FY 2019-20 and FY 2020-21.	Done						
				f) Trainings (local, foreign) /seminars/ workshops/KEVs for the officials of concerned MDAs.	Head of PIT	√	√	√	√		
				g) Prepare and finalize the Standard Operating Procedure (SOP) and Strategic Implementation Plan (SIP) on Internal Audit process and procedure.	Done						
				h) Establish Internal audit unit in Finance Division	Done						
				i) Appoint required manpower in IAU of FD	Head of PIT	√					
				j) Prepare operating guidelines (ToR) for the IAU/ IAC of FD & other MDAs	Head of PIT and members of PIT	√	√				
		<ul style="list-style-type: none"> Implement the already developed strategy for strengthening internal audit and issue the Internal Audit Charter & Manual 	5. Drafting/ revising laws, strategies, regulations, framework, procedures	a) Prepare the draft Internal Audit Charter and Risk-based Audit Manual	Done					290	
				b) Arrange validation workshops on Internal Audit Charter and Risk-based Audit Manual to collect feedback from stakeholders.	Done						
				c) Arrange Seminar for PAOs on Internal Audit Charter and Risk-based Audit Manual.	Done						

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (g)	Results (h)
				d) Finalize the Internal Audit Charter & Risk Based Audit Manual.	Done						The model IA charter & RBA Manual have been issued and now is in the process of printing. Post Procurement Review Reports of FY 2019-20 and 2020-21 which are already been approved will be sent to CPTU
				e) Internal Audit Charter and manual approved by the Senior Secretary of the Finance Division.	Done						
				f) Conduct Post Procurement Review and arrange capacity-building training/ workshop of the SPFMS program for FY 2022-23 & 2023-24 for follow-up report.	Head of PIT and Mr. Mohammad Showkat Ullah	√	√				
				g) Issue the IA Charter and RBA Manual to establish IAU & IAC.	Head of PIT and members of PIT	√	√				
		<ul style="list-style-type: none"> Conduct awareness/sensitization of Principal Accounting Officers (PAO) on the relevance of Internal Audit that will support PAOs in meeting their duties and responsibilities under Section 19 of the Public Moneys and Budget Management Act 2009 (PMBM Act 2009) 	3. Communication and knowledge sharing; 4. Advocacy	a) Conduct awareness/sensitization of Principal Accounting Officers (PAO) through seminar/ workshop.	Mr. Munshi Abdul Ahad Ms. Kowser Nasrin	√	√	√	√		Awareness/ sensitization of Principal Accounting Officers (PAO)
		<ul style="list-style-type: none"> Develop a comprehensive program for building capacity to use the internal audit Charter & manual. 	2. Training 5. Drafting/ revising laws, strategies, regulations, framework, procedures	a) Draft, review and finalize ToR for hiring consulting firm for execution of Internal Audit along with IAU of concerned departments. b) Publish EOI to hire consulting firm and ensure onboard at the concerned departments to execute internal audit and to conduct capacity building training. c) Draft, review and finalize Guidelines (ToR) for CIA professional certification to strengthen concerned IAUs and FD as technical support to the MDAs and selected steps.	Done Done Done					200	Comprehensive program on capacity building on internal audit manuals developed

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (g)	Results (h)
				d) Arrange meeting/ workshop/ seminar for IAU and relevant officials to execute IA comprehensively.	DPE & LGED: Mr. Mohammad Azad Sallal RHD: Ms. Kawser Nasrin DGHS: Mr. Mohammad Golam Kabir PWD: Mr. Mohammad Showkat Ullah	√	√	√	√		
				e) Validation workshop with the stakeholders of concerned IAU on customization of Charter & Manual and Risks Analysis Register prepared by the Sr. Consultants (IA).	Do	√	√				
				f) Finalize the identified risks, RBIA plan & Audit Universe through capacity building on Internal Audit Execution to IAUs of concerned five departments.	DO	√	√				
				g) Capacity-building of FD officials especially to Expenditure Management Wing on Internal Audit, Procurement and related issues.	Head of PIT and Mr. Mohammad Azad Sallal	√	√	√			
				h) Arrange workshop/ Seminar for updating the Delegation of Financial Power & other regulations related with Internal Audit	Head of PIT and Mr. Mohammad Azad Sallal	√	√	√			
		• Establish and conduct training for Internal Audit Committees	3. Communication and knowledge sharing; 4. Advocacy	a) Arrange meeting/ workshop/ seminar for IAC & Concerned officials to disseminate the job & responsibility.	Head of PIT and Mr. Mohammad Showkat Ullah	√	√				Training for the IAC have been completed
		• Introduce modern internal audit tools and techniques; adoption of internal audit standard in IA manual.	6. IT systems acquisition	a) Develop user-friendly tools, techniques and approaches to facilitate the conduct of internal audit activities	Head of PIT and members of PIT	√	√				
				b) Develop IA Web portal, Database Software & Apps to interfacing IA function with iBAS++, e-GP, other IT platform and to manage Expenditure Management Wing activities.	Head of PIT and members of PIT	√	√				

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (g)	Results (h)
		<ul style="list-style-type: none"> • Prepare Risk-Based Audit (RBA) plans concentrating on systemic issues to meet the Committee on Sponsoring Organizations (COSO) Enterprise Risk Management objectives by ensuring: <ul style="list-style-type: none"> – Conformity to the Government's strategy; – Effectiveness and efficiency of operations; – Reliability of financial reporting; and – Compliance with applicable laws and regulations 	8. Execution of reformed PFM process	a) Identify departments wise top risks associated with internal control process of each selected department b) Identify and assess process-wise risks, mitigation plan for concerned departments c) Draft risk-based Internal Audit Annual Plan for individual department based on identified risks d) Arrange stakeholders' consultation workshop e) Finalize the Risk-based Audit Plan	DPE & LGED: Mr. Mohammad Azad Sallal RHD: Ms. Kawser Nasrin DGHS: Mr. Mohammad Golam Kabir PWD: Mr. Mohammad Showkat Ullah Do Do Head of PIT Concerned Head of IAU and members of PIT	√				230	Risk-Based Audit (RBA) plans deployed
		<ul style="list-style-type: none"> • Engage Internal Auditors amongst the existing human resources. 	7. Consultations, forums, citizen participation; 8. Execution of reformed PFM process	a) Provide Logistic support to IAU of selected departments b) Provide technical support (experienced Internal Auditors' team for risk-based internal audit execution and capacity building comprehensive training) to Internal Audit Unit of selected Departments. c) Provide rewards and incentives for attached/appointed IAUs team of selected Departments. d) Select 2 Departments for Internal Audit Execution and prepare reports in accordance with the Model Charter and RBA Manual.	Head of PIT and Mr. Mohammad Golam Kabir Ms. Kowser Nasrin Mr. Mohammad Showkat Ullah Mr. Munshi Abdul Ahad Mr. Mohammad Azad Sallal DPE: Mr. Mohammad Azad Sallal RHD: Ms. Kawser Nasrin	√	√	√	√	250	Internal Auditors for selected departments are successfully engaged

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Incremental cost lac BDT (g)	Results (h)
				e) Execution of Internal Audit in remaining concerned 3 departments and prepare reports in accordance with the Model Charter and RBIA Manual.	LGED: Mr. Mohammad Azad Sallal DGHS: Mr. Mohammad Golam Kabir PWD: Mr. Mohammad Showkat Ullah	√	√	√			
		• Provide Sponsorship to selected staff to study for the certified Internal Auditor (CIA) Program of the Institute of Internal Auditors	2. Training	a) Provide Sponsorship to selected staff to study for the certified Internal Auditor (CIA) Program	Head of PIT and members of PIT	√	√	√	√		Increased number of qualified and certified internal auditors in public sector
				b) Monitor Progress of the selected candidates	Head of PIT and members of PIT	√	√	√	√		
		• Reward pilot ministries that have undergone risk-based internal audit and those who issue timely internal audit reports	4. Advocacy	a) Reward pilot ministries that have undergone risk-based internal audit	Head of PIT		√	√	√		

C-11 STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT (OFFICE OF THE COMPTROLLER AND AUDITOR GENERAL)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
C11-Activity 51	Rolling Out ISSAI Compliant entity wide audit	• Implement the ISSAI implementation strategies developed by OCAG.	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Updating Accounts code	Mr. Shahzahan Siraz			✓		50	Updated Accounts Code
		• Conduct SAI PMF self-assessment by OCAG staff and conduct Peer reviews by developed SAI to evaluate the status of ISSAI roll out.	1.Analytical activities, studies, surveys	a) Conduct SAI PMF self-assessment.	Mr. Pranab Sarker			✓	✓	100	SAI PMF assessment Peer Review Report
				b) Conduct Peer reviews by developed SAI to evaluate the performance of SAI.				✓	✓		
		• Prepare and implement quality control process/ policy for ISSAI compliant entity wide audit.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Prepare Quality assurance review Format/Practice Notes/Handbook.	Mr. Pranab Sarker			✓	✓	50	Quality Assurance Review Format and ToR of AQAC and R&D Wing.
				b) Prepare the ToR for Audit Quality and Assurance Cell (AQAC).				✓	✓		
				c) Developing ToR for Research and Development Wing				✓	✓		
		• Prepare handbooks for conducting ISSAI compliant different types of audits (CA, PA, FA) in line with the ISSAI compliant manuals already developed by previous reform initiative.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Prepare Practice Notes/Handbook for Audit of Works	Mr. Pranab Sarker			✓	✓	20	Practice Notes/Hand book Developed
				b) Translate PA Guidelines into standard Bangla.	Mr. Pranab Sarker			✓			Bangla Version of PA Guidelines
		• Conduct a good number of quality assurance reviews by experts (Both local and international).	1.Analytical activities, studies, surveys	a) Conduct a good number of quality assurance reviews under the direct supervision of both national and international consultant.	Mr. Pranab Sarker			✓	✓	50	Audit QA Report
		• Create avenues for citizen participation to deepen OCAG's commitment towards citizen engagement	7.Consultations, forums, citizens' participation	a) Arrange workshops, seminar ensuring full participation of auditee institutions and civil society organizations.	Mr. Shahzahan Siraz			✓	✓	20	Awareness and Good relationship with Auditee.
				b) Conduct special audit on IT Audit, Environmental audit, Climate Performance audit, social audit, SOE audit, SDGs Audit, and some issue-based audit.	Mr. Pranab Sarker			✓	✓	100	Special Audit report.
				c) Updating Communication Strategy.	Mr. Pranab Sarker					20	Fully Achieved

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
				d) Developing Self-disclosure Policy.	Mr. Shahzahan Siraz			√	√	30	Self-disclosure Policy.
C11-Activity 52	Improve timeliness and disclosure of audit reports and strengthen citizen engagement	<ul style="list-style-type: none"> Make all recent audit reports public on website in a user friendly, standardized, and accessible format, and upload annually, and improve timeliness of audit reports and make them publicly available. 	7. Consultations, forums, citizens' participation	Publish audit reports in OCAG website after submitting to the Hon'ble President.	Mr. Pranab Sarker			√	√	20	Disclosure of audit reports.
			4.Advocacy	a) Develop strategies for improving awareness and timely responsiveness of auditees to implement PAC recommendations.	Ms. Ayesha Khanam			√	√	20	Improve Timeliness
		<ul style="list-style-type: none"> Review and improve the strategy paper for improved timely responses to recommendations from the PAC. 	5.Drafting/revising laws, strategies, regulations, framework, procedures	b) Design follow-up report format to track the implementations progress of PAC recommendations.	Ms. Ayesha Khanam			√	√	20	Follow-up Report Format
			7. Consultations, forums, citizens' participation	a) Prepare follow up report on previous PAC recommendations to assess how well the executives comply with recommendations.	Ms. Ayesha Khanam			√	√	20	Follow-up Report
				b) Develop strategies to receive and monitor complaints for noncompliance and misuse of public money for improvement as well as promote citizen participation.	Mr. Shahzahan Siraz			√	√	20	Strengthen citizen engagement
C11-Activity 53	Strengthen organizational and professional capacity of OCAG	<ul style="list-style-type: none"> Review the needs assessment of the reorganization. 	1.Analytical activities, studies, surveys	a) Coordinate with the comprehensive PFM capacity needs assessment carried out under component 14.	Mr. Shahzahan Siraz			√	√	20	New Re-structuring plan.
		<ul style="list-style-type: none"> Prepare an action plan and budget for a performance improvement program. 	5.Drafting/revising laws, strategies, regulations, framework, procedures	a) Prepare an action plan and budget for a performance improvement program for newly recruited Auditors and upcoming AAGs and Apprentice Super.	Mr. Pranab Sarker			√	√	10	Action plan and budget.
		<ul style="list-style-type: none"> Develop a staffing plan. 	8.Execution of reformed PFM process	a) Implement the newly adopted Human Resource (HR) policy for OCAG staffs.	Mr. Shahzahan Siraz			√	√	20	Implement HR Policy.
				b) Implementation of Human Resource software for OCAG.				√	√	20	Partially Achieved

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none"> Establish capacity building program for OCAG staff. 	2.Training	a) Undertake on-the-job, knowledge exchange with other SAs training for the staff in the fields of social, environment, IT and Financial audit.	Mr. Pranab Sarker			✓	✓	50	Capacity Development.
				b) Training for all staffs under OCAG including accounting circles on Audit planning, Report writing, Procurement and other related areas of auditing.	Mr. Pranab Sarker			✓	✓	100	Capacity Development
		<ul style="list-style-type: none"> Conduct an institutional assessment and capacity building program, inclusive of rewards for completion of training programs. 	2.Training	a) Develop a 10 days IT Audit training program for 25 of different level officials.	Mr. S M Rezvi	✓	✓			150	Completed
		<ul style="list-style-type: none"> Capacity Development of OCAG to enhance their knowledge and skills in conducting Mega-Projects Audit and SDG Implementation Audit 	2.Study Visits	a) Organized a 10-day Study Visit in Japan for 15 Mid and Senior Level Officials of OCAG on Mega-Projects Audit.	Mr. Pranab Sarker			✓		50	Capacity Development
				b) Organized a 10-day Study Visit in abroad and Twinning with other SAs for 15 Mid and Senior Level Officials of OCAG on SDG Implementation Audit.	Mr. Pranab Sarker			✓	✓	100	Capacity Development
		<ul style="list-style-type: none"> Develop and implement a change management strategy to include coaching of OCAG senior officials. 	2.Training	a) Develop and implement a change management strategy including overseas training of OCAG senior officials.	Ms. Ayesha Khanam			✓	✓	100	Capacity Development
		<ul style="list-style-type: none"> Support OCAG's ongoing professional accreditation program of CIPFA and other appropriate programs. 	2.Training	a) Support OCAG's ongoing professional accreditation program of IPSAS Certification, CIPFA, CISA and other appropriate programs.	Mr. Pranab Sarker			✓	✓	500	Professional Accreditation (5 officials have successfully Qualified for CISA)
		<ul style="list-style-type: none"> The FIMA, in conjunction with OCAG, will design and implement a training and accreditation program based on international standards. 	2.Training	a) Strengthen the capacity of FIMA to implement audit training courses by establish e-Learning facilities.	Ms. Ayesha Khanam			✓	✓	100	E-learning facilities
		<ul style="list-style-type: none"> Strengthen FIMA to enable professionalization of the auditors 	2.Training	a) Design and implement training program on audit AMMS 2.0, iBAS++, BACS and other CAATs software.	Mr. Pranab Sarker			✓	✓	100	Capacity Development

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
				b) Undertake national and international training program for the newly recruited Auditors.	Ms. Ayesha Khanam			√	√	100	
C 11-Activity 54	Upgrade and sustain IT infrastructure of OCAG and AMMS 2.0 Software	<ul style="list-style-type: none"> Restore the functioning of the AMMS 2.0, communicate its purpose and benefits to audit directorates and ensure its sustainable application in the audit process. 	6.IT systems acquisition	a) Implement AMMS 2.0 in audit directorates in entire audit process.	Ms. Ayesha Khanam			√	√	50	Full functional AMMS 2.0. (Partially Achieved)
				b) Provide interface and arrange training program for all Ministries, Divisions, Agencies etc. (Responsible Parties) for using AMMS 2.0.	Ms. Ayesha Khanam			√	√	200	Full Functional RP Module
				c) Provide necessary training to all officials and staffs of Audit Directorates and Audited entities.	Mr. Shahzahan Siraz			√	√	200	Capacity Development
				d) Enhance professional competence to Audit in IT environment especially IT system based financial management such as IBAS++, e-GP system, e-Mutation System and Motor Vehicle Registration and Management System etc.	Mr. Pranab Sarker			√	√	200	Capacity Development
		<ul style="list-style-type: none"> Assess and implement the potential linkages between iBAS++ and AMMS 2.0. 	8.Execution of reformed PFM process	a) Assess and implement the potential linkage between iBAS++ and AMMS 2.0 as well as other financial software like e-GP, DAMFAS, FABA, ASICUDA and Central Bank Software.	Mr. Pranab Sarker			√	√	50	Potential linkages among iBAS++, e-GP and AMMS 2.0.
				b) Provide interface and arrange training program for all Ministries, Divisions, Agencies etc. (Responsible Parties) for using AMMS 2.0.	Mr. Pranab Sarker			√	√	20	
		<ul style="list-style-type: none"> Develop and implement options to facilitate computer-based audits. 	6.IT systems acquisition	a) Develop DATA analysis tool and conducting training for the core group to prepare Audit Plan.	Mr. Shahzahan Siraz			√	√	200	Home Grown software
				b) Updating IT Audit Manual				√	√	50	Updated IT Audit Manual
				c) Development of IT Strategic Plan for OCAG				√	√	25	IT Strategic Plan

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT(i)	Results (j)
		<ul style="list-style-type: none"> Upgrade and sustain IT infrastructure of OCAG and audit management and monitoring system 	6.IT systems acquisition	a) Upgrade and sustain IT infrastructure (hardware & software) of OCAG; b) Establish networking among all offices under OCAG. c) Update existing data centre of OCAG and establish a backup data centre or DRS at FIMA or National data centre.	Mr. Shahzahan Siraz Mr. Shahzahan Siraz Mr. Shahzahan Siraz			√	√	100	Strengthen IT Environments of OCAG.
								√	√	100	
								√	√	100	

C-12: STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURE (FINANCIAL OVERSIGHT COMMITTEES)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
C12-Activity 55	Support Timely Legislative Scrutiny	• Content-based training for the trainers (ToT) of the BPS	2. Training	a) Content-based training (ToT) to be arranged for the officials of the BPS who are engaged in conducting various training inside and outside the BPS (1 training)	• PIT Head • PIT Members • Director (L & R)	√	√	√	√		Enhanced the capacity of selected BPS officials to deliver effective training.
		• Training on Research and Drafting for BPS Officials	2. Training	a) Content-based training sessions aimed at improving the computer literacy of BPS officials. This initiative will feature a content-based training programme focusing on the essentials of research and drafting for officials of the BPS who are involved in creating various reports for the Public Accounts Committee and the Estimates Committee.	• PIT Head • PIT Members • Director (L & R)	√	√	√	√		Improved the digital literacy of BPS officials.
		• Capacity Building on Research	2. Training	a) Refreshment training titled: "Capacity Building on Research Fundamentals of Drafting in Research"				√	√		
		• Provide content-based training to the relevant committee secretariat staff to work out the agenda for the committee meetings as they do not have sufficient exposure to deal with the issues.	2. Training	Two content-based training for the BPS officials- a) "Fundamentals of Accounting and Auditing for FOC related Activities: Content Based Training for the Officers" (part 4)	• PIT Head • PIT Members				√	√	Trainers trained.
			2. Training	b) "Fundamentals of Accounting and Auditing for FOC related Activities: Content Based Training for the Officers" (part -1,2,3) Reviewing the modules							

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
		<ul style="list-style-type: none">Improved media management and arrangement of detailed press releases through arrangement of trainings for the officials of the Public Relations wing of BPS	2. Training	a) Arrangement of training sessions for the officials of the Public Relations wing of the BPS for improved media management and better press releases. The training, titled "Ensuring Accountability through Strengthening the Public Relations of Bangladesh Parliament: Training for Officials," for PR wing and FOC wing.	<ul style="list-style-type: none">PIT HeadPIT Members			√			Related officials are trained
C12- Activity 56	Strengthen the MIS and improve its use for Parliamentary purpose	<ul style="list-style-type: none">IT training on CMIS Software for BPS Officials	2. Training	a) Provide specialized IT training for the staff of the Bangladesh Parliament Secretariat (BPS). The goal is to enhance the technical skills of these officials, enabling them to efficiently manage and operate the digital tools and systems crucial for their daily tasks.	<ul style="list-style-type: none">PIT HeadPIT Members						Strengthened the IT proficiency of BPS staff
			2. Training	Refreshment Training will be arranged a) Software development & deployment of FOC CMIS b) Database administration & Software quality assurance c) Server virtualization, and networking & IT security basics d) User training on FOC CMIS & Training on FOC CMIS administration		√	√	√	√		

C-13: PROCUREMENT

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q2 FY 25	Q3 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
C13 - Activity 57	Restructuring CPTU and Policy Reforms	Update the existing procurement legislations /rules and procurement documents and guidelines <ul style="list-style-type: none"> Updating Public Procurement Act, 2006; Updating Public Procurement Rules, 2008; Updating e-GP guidelines 2011; Updating Standard Tender Documents Developing or updating e-STDs Formation of a disposal policy Formation of a sustainable procurement policy 	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Drafting of amendment of PPA-2006, PPR-2008, STDs, e-GP guidelines.	CPTU Officials	√	√	√	√	Cost incurred for activity 57: Part of BDT: 1,519.15	Updated Legislation.
				b) Reviewing the drafts of the above;	Other Min/Div officials	√	√	√	√		
				c) Obtaining approval from the concerned authorities;	Approving Authority	√	√	√	√		
				d) Communicating with legislative division concerning the changes;	Mr. Mirza Ashfaqur Rahman Mr. Md. Mahfuzar Rahman		√	√	√		
				e) Finalization of the changes and promulgation.	Mr. Mirza Ashfaqur Rahman Mr. Md. Mahfuzar Rahman		√	√	√		
		Restructure CPTU into an Authority <ul style="list-style-type: none"> Drafting the BPPA Act; Consequential Change of PPA-2006 and PPR 2008; Obtaining Approval from the Secretaries Committee and Legislative Division Establishing a unit or team to assist the procuring Entities for climate responsive procurement 	8.Execution of reformed PFM process	a) Drafting BPPA Act;						Part of activity 57	
				b) Reviewing draft BPPA Act;							
				c) Obtaining approval from the concerned authorities;							
				d) Communicating with legislative division concerning the changes;							
				e) Finalization of the changes and promulgation.							
C13 - Activity 58	Enhancing Digitization of Public Procurement	Continue with enhanced capacity data Center Maintenance of Data Centre both main and mirror situated in BCC and CPTU for smooth operation of e-GP and e-PMIS system;	6. IT systems acquisition	a) Day to day operations and maintenance;	Mr. Mirza Ashfaqur Rahman	√	√	√	√	Cost incurred for activity 58: Part of BDT: 26,152.50	Operation and Maintenance of Data Centre in both places continues.
				b) Supervision of both data center;	Mr. Md. Aknur Rahman	√	√	√	√		
				c) Capacity assessment and enhancement	Mr. Md. Mosharraf Hussain	√	√	√	√		

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		Technological Change of e-GP system • Convert the system from monolithic to micro service	1. Analytical activities 5. Revising Procedure 6. IT System Acquisition	a) Identification of micro services	Mr. Mirza Ashfaqur Rahman					Part of activity 58	
				b) Development of micro services	Mr. Md. Aknur Rahman	√	√	√	√		
				c) Implementation of Micro services	Mr. Md. Mosharraf Hussain e-GP O&M firm Dev	√	√	√	√		
		Enhancement of e-GP system security • Establishment of Security Operation Center (SOC)	6. IT System Acquisition	a) Procurement of SOC equipment	Mr. Mirza Ashfaqur Rahman					Part of activity 58	
				b) Implementation of SOC	Mr. Md. Nasimur Rahman Sharif						
				c) Maintenance of SOC	Mr. Md. Mosharraf Hussain e-GP O&M firm Dev		√	√	√		
		Addition of new Module in e-GP system • Finalization of e-contract management System(e-CMS); • Implementation of e-CMS; • Piloting e-CMS; • Training on e-CMS for PE's and Tenderer's.	5.Drafting/revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process	a) Meeting with Stakeholders	Mr. Mirza Ashfaqur Rahman	√	√	√	√	Part of activity 58	e-CMS use in contract implementation
				b) Select more organization for piloting	Mr. Md. Aknur Rahman	√	√	√	√		
				c) conduct training for PE's	Mr. Md. Nasimur Rahman Sharif	√	√	√	√		
				d) Conduct training for Tenderer's	Mr. Md. Mosharraf Hussain	√	√	√	√		
		Addition of new Module in e-GP system • Develop an on-line Tenderers' Data Base (TDB); • Implementation of TDB; • Select organization for data entry; • Insert data in TDB's system; • Taken up awareness program on TDB's	5.Drafting/revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process 4.Advocacy	a) Meeting with Stakeholders (PE's and Tenderer's)	Mr. Mirza Ashfaqur Rahman	√	√	√	√	Part of activity 58	TDB's use in tender evaluation process.
				b) Select organization for data entry;	Mr. Md. Aknur Rahman	√	√	√	√		
				c) Taken awareness program (meeting, Advertisement in newspaper, workshop etc. on TDB's)	Mr. Md. Nasimur Rahman Sharif Mr. Md. Mosharraf Hussain	√	√	√	√		
		Inclusion and Update of e-STD's in e-GP system	5.Drafting/revising laws, strategies, regulations,	a) Find out changes in legislation;	Mr. Mirza Ashfaqur Rahman	√				Part of activity 58	e-STD's use in tender process in e-GP system procurement.
				b) Insert changes in e-STD's			√	√	√		

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		<ul style="list-style-type: none">Updates major e-STD's based on changes of legislation;Publish e-STD's in e-GP platform;Follow up activities.	framework, procedures;	c) Meeting with stakeholders on updated e-STD's (basically targeted agencies);	Mr. Md. Aknur Rahman Mr. Md. Nasimur Rahman Sharif Mr. Md. Mosharraf Hussain				√		
		Integration of e-GP with other systems Integrate iBAS++ with e-CMS <ul style="list-style-type: none">Review iBAS++;Review e-GP System;Verify inter- operability possible or not;if yes, develop integrated system.	5.Drafting/revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process	a) Meeting with Finance Division and PFM project including developer firm b) Verify comparably between iBAS++ and e-GP system; c) Developed integrated system; d) time to time review; e) Taken feedback from stakeholders	Mr. Mirza Ashfaqur Rahman Mr. Md. Aknur Rahman Mr. Md. Nasimur Rahman Sharif Mr. Md. Mosharraf Hussain					Part of activity 58	Integration completed between e-GP and iBAS++.
		Integration of e-GP and iBAS++ for payment of fees through Automated Challan (A-Challan)	5.Drafting/revising laws, strategies, regulations, framework, procedures; 8.Execution of reformed PFM process	a) Meeting with Finance Division and PFM project including developer firm b) Study for integration options c) Develop APIs for integration d) Testing of APIs e) Deployment in the live server f) Monitoring Progress	Mr. Mirza Ashfaqur Rahman Mr. Md. Aknur Rahman Mr. Md. Mosharraf Hussain Technical teams of iBAS and e-GP					Part of activity 58	
		Provide training to PE's, tenderer's and other Stakeholders <ul style="list-style-type: none">Review training plan with selected training provider firm;Send training calendar to PE's and tenderer'sSelect no. of trainees	2. Training	a) Meeting with training provider firm; b) Collect Trainee list from PE's; c) Collect trainee list from tenderers d) Start training; e) Feedback from trainees about training quality;	Mr. Md. Aknur Rahman Mr. Md. Nasimur Rahman Sharif	√	√	√	√	Part of activity 58	Users will be able to use e-GP system
		Inclusion of new Agencies in e-GP system Bring more offices under e-GP	8. Execution of reformed PFM process	a) Send letter to Agencies b) Collect information from Agencies c) Provide access in e-GP d) Provide training to the users	Mr. Md. Aknur Rahman Md. Mosharraf Hussain Mr. Md. Mahfuzar Rahman	√	√	√	√	Part of activity 58	Implementation of e-GP in all PEs.
	Professionalize procurement and		4. Advocacy	a) Meeting regularly the officials;		√	√	√	√		Smooth functions of the

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C13 - Activity 59	citizen engagement	Assess procurement management of SPSOs, IMED and CPTU		b) Obtaining status report from them;	Mr. Md. Nasimur Rahman Sharif	√	√	√	√	Cost incurred for activity 59: Part of BDT: 5,126.27	procurement management of SPSOs, IMED and CPTU
				c) Taking necessary steps on correcting the deviations, if any.	Mr. Md. Mahfuzar Rahman	√	√	√	√		
		Capacity development of Procurement Agencies	3. Communication and knowledge sharing	a) Communicate with organizations where cells yet to be formed;						Part of activity 59	TOR finalized and shared with the SPSOs for implementation.
		• Creating procurement cells in organizations;		b) Revise the cells where necessary;							
		• Reorganize the cells in the organizations where key procurement official changes;		c) Obtain the final TOR from the consultant and share with all SPSOs and World Bank;							
		• Finalization of TOR for the cells.									
		Capacity development of procurement officials	2. Training	a) Request the SPSOs to send the procurement officials in the 3-week training programme;	Mr. Md. Aknur Rahman National trainers	√	√	√	√	Part of activity 59	Procurement officials are trained
		• Provide 3-week training to officials;		b) Training them with highest effort in order to ensure their up-gradation;		√	√	√	√		
		• Provide short training to officials;	2. Training	a) Collect nomination of the procurement officials for basic training.		√	√	√	√		
				b) Provide training to the procurement officials		√	√	√	√		
		• CIPS' procurement program for procurement officials.	2. Training	a) Sign contract with CIPS							Accredited Procurement professionals
				b) Select participant for CIPS program							
				c) Provide training to the participants							
		Strengthen citizen engagement through developing a communication strategy/program per region on the procurement practice of the country									
		Enhancement of citizen portal and Mobile app	3. Communication and knowledge sharing	a) Landscape analysis and software requirement for the portal;	Mr. Mirza Ashfaqur Rahman Mr. Md. Nasimur Rahman Sharif Mr. Md. Mahfuzar Rahman					Part of activity 59	Citizen's portal fully functional Mobile app upgraded
		• Finalize landscape analysis and software requirement specification for citizen portal;		b) Operationalize the citizen's portal;							
				c) Steps to continue the upgrade the mobile app of the CPTU;		√	√	√	√		

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		<ul style="list-style-type: none"> Operationalize citizen portal; Upgrade CPTU's mobile app; Develop content management framework (bilingual –Bangla and English) 		d) Develop content management in two languages.		√	√	√	√		Content Management framework developed
13 - Activity 60	Digitize project implementation monitoring of IMED	Enhancing Project Management Information System <ul style="list-style-type: none"> Develop and expand the current project management information system (PMIS) to collect and monitor real time physical implementation data and financial data. Integrate PMIS with the e-GP system including contract implementation 	6. IT systems acquisition	a) Invitation of REoI for selection of SI Firm	Mr. Mirza Ashfaqur Rahman					Cost incurred for activity 60: Part of BDT: 4,064.32	Enhanced and exhaustive PMIS with Required features Integrated system for Project Monitoring.
				b) Short listing of Firms	Mr. Md. Aknur Rahman.						
				c) Issuance of RFP to the short-listed firms	Mr. Md. Aknur Rahman.						
				d) Negotiation to be conducted;	Mr. Md. Mosharraf Hussain						
				e) Contract signing.	Mr. Md. Mosharraf Hussain						
				f) Finalization of SRS\	Mr. Md. Mosharraf Hussain						
				g) System Designing	Mr. Md. Mosharraf Hussain						
				h) e-PMIS System Development	Mr. Md. Mosharraf Hussain						
				i) e-PMIS Piloting	CPTU & IMED officials and other agencies	√	√				
				j) e-PMIS System Implementation	CPTU & IMED officials and other agencies	√	√	√	√		
				k) Integration of e-PMIS with e-GP System	CPTU & IMED officials and other agencies	√	√	√	√		
				l) Integrated system implementation	CPTU & IMED officials and other agencies	√	√	√	√		
		Capacity Development of project Professional Training project officials Conduct workshop for the PDs	2. Training	a) Selection of participants	Mr. Mirza Ashfaqur Rahman	√	√	√	√	Part of activity 60	
				b) Provide Training to the participants	Mr. Md. Aknur Rahman.	√	√	√	√		

C-14: PFM REFORMS LEADERSHIP, COORDINATION AND MONITORING (BUDGET WING/PROGRAM EXECUTION AND COORDINATION TEAM)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
C14-Activity 61	Ensure governance/ leadership structure to lead and support PFM reforms is effectively operating and the Steering Committee (SC) provides strategic directions.	• Conduct Steering Committee (SC) meetings at least twice every year.	3.Communication and knowledge sharing	a) Organize two SC meetings in a year	All PECs		√		√		
				b) Prepare the working paper of the SC meetings			√		√		
				c) Prepare and issue the meeting minutes			√		√		
				d) Follow up the decisions of SC			√	√	√		
		• Continue support to the Steering Committee and Program Implementation Teams (PITs) by PECT.	3.Communication and knowledge sharing	a) PECT support continues to SC and PITs	All PECs	√	√	√	√		
				b) Organize PIT check-in meetings to oversee the implementation progress		√	√	√	√		
				c) PECT meetings identified resolution to implementation challenges and lessons learned		√	√	√	√		
				d) Organize PFM Action Plan Stakeholders retreat				√			
		• Activate PFM Reform Learning Hub in IPF by providing logistic and technical support to IPF's human resource and capacity-building initiatives	8. Execution of reformed PFM process	a) Finalize a high-level roadmap for IPF, the reform learning hub	Syed Rashedul Hossen			√	√		
				b) Prepare an action plan for implementation				√	√		
				c) Automation of Training Management of IPF with technical support from the program			√	√	√		
				d) Inauguration of IPF's new website							Done
				e) Set up a modern library with e-library facilities in IPF				√	√		
		• IPF to bring together government experts and lead in organizing a series of semi-annual Learning Activities (LA) to identify and share (local) implementation lessons between ministries and agencies.	7. Consultations, forums, citizens' participation;	a) Arrange knowledge-sharing workshops on lessons learned from field inspections.	Syed Rashedul Hossen			√	√		
				b) Arrange follow-up workshops/seminars based on training feedback.				√	√		
C-14-Activity 62	Establish a comprehensive monitoring and evaluation framework for the PFM reforms	• Develop an effective PFM-focused Monitoring and Evaluation (M&E) guidelines including result- based indicators and reporting template	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a) Identify "SMART" performance indicators in consultation with PITs of each component	All PECs						Done
				b) Finalization of M&E indicators matrix for SPFMS in consultation with the stakeholders							Done
				c) Finalization of reporting template in consultation with the stakeholders							Done

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
		in consultation with the stakeholders.	8. Execution of reformed PFM process	d) Prepare and finalize M&E guideline in consultation with stakeholders	All PECs						Done
		• Prepare M&E report and publish in the SPFMS website on annual basis.		a) Conduct workshop with PITs and other stakeholders for orientation of M&E reporting template		√					Done
				b) Nominate the focal person from each component to collect the M&E data		√					Done
				c) Collect the M&E data from the PIT focal point		√					
				d) Review the collected data and cross check with the PITs to ensure quality, accuracy and reliability		√					
				e) Compile and finalize the annual M&E report of FY 2023-24 & 2024-25 and publish in the SPFMS website.		√	√				The report of FY 2023-24 has already published.
		• PECT to prepare semi-annual Progress Reports based on inputs from implementing agencies.	3.Communication and knowledge sharing	a) Prepare Annual work plan (AWP)	All PECs	√		√			
				b) Collect updated data/ information from PITs		√		√			
				c) Prepare report based on collected information		√		√			
				d) Submit the semi-annual progress report to the Steering Committee		√		√			
				e) Publish and disseminate the approved report		√		√			
C14-Activity 63	Lead and implement a comprehensive change management program (with both the governance bodies as well as with implementation teams/ multi-tasking agencies and or clusters).	• Arrange regular field inspections with the representation from different MDAs;	8. Execution of reformed PFM process	a) Conduct field inspections with the representation from different MDAs and DPs	• All PECs • IPF		√	√	√		
		✓ The findings and feedbacks from the beneficiaries and service providers of the field inspections are widely disseminated for necessary actions.		b) Prepare the report and distribute to the relevant MDAs			√	√	√		
		✓ Systematic learning and sharing of good reform practices.		c) Arrange foreign knowledge sharing programs/ training on "Strategic Human Resource Management, Business Leadership and Change Management"			√	√	√		
		✓ Carry out knowledge events and institutionalize mechanisms for knowledge sharing.		d) Arrange dissemination workshop on lessons learned from the previous field visits					√	√	
		• Capacity building and training for selected	8. Execution of reformed PFM process	a) Prepare of Competency Framework for Public Financial Management Professionals in Bangladesh, a	All PECs			√	√		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
		change agents (including carrying out a Training Needs Assessment (TNA) and a PFM staff capacity development approach centered in IPF (include coaching, peer learning, induction training, on-job training, among others)		Training Needs Analysis and a Code of Conduct for PFM professionals.	Syed Rashedul Hossen						
				b) Share the draft report with relevant stakeholders.					√		
				c) Arrange stakeholders' consultation workshop.					√		
				d) Finalize the report on Competency Framework & Training Need Assessment (TNA).					√		
				e) Arrange capacity development programs based on the TNA.					√		
				f) Identify and implement PFM-related Courses/certifications for civil servants			√	√	√		
		• Develop Communication Strategy/ Guideline for communication and stakeholder engagement.	7. Consultations, forums, citizens' participation;	a) Prepare draft communication strategy and communication plan for SPFMS	All PECs						Done
				b) Consultation workshop with PITs for finalizing the communication strategy and communication plan for SPFMS							Done
				c) Approve the communication strategy and communication plan for SPFMS by competent authority							Done
				d) Implement the approved communication strategy as per the approved plan		√	√	√	√		
				e) Update informative and robust SPFMS website		√	√	√	√		
		• Strengthening Adaptive leadership skills and Implementation Coaching ✓ Identify constraints and obstacles to successful implementation of defined PFM changes and Implementation workshops to discuss technical and adaptive challenges and solutions.	3. Communication and knowledge sharing	a) Conduct orientation training for ISCs	All PECs		√				
				b) Active engagement of ISCs for successful implementation of activities by PITs		√	√	√	√		
				c) Conduct quarterly meeting among ISCs to discuss the learning to promote the cross-fertilization of ideas.		√	√	√	√		
C14- Activity 64	Commission Studies and Evaluations	• Conduct research by IPF based on the PFM reform agenda and disseminate the outcome among stakeholders.	1. Analytical activities, studies, surveys	a) Conduct research on 'The impact of fiscal stimulus on the economy during COVID-19 Bangladesh Perspective'	Syed Rashedul Hossen						Done
				b) Conduct research on 'Long-term financing: A critical assessment of the bond market in Bangladesh and the way forward'		√					
				c) Conduct research on 'The factors affecting public spending allocative		√	√				

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY 25	Q4 FY 25	Q1 FY 26	Q2 FY 26	Incremental cost lac BDT (i)	Results (j)
				efficiency in Bangladesh: An empirical study on health service							
				d) Conduct research on 'State of the Real Economy: A Study on Household Economic Realities and Policy Options Towards Strengthening Economic Democracy'		√	√				
		• Follow up the low score PIs (as per PEFA 2021) with the lead agencies.	1.Analytical activities, studies, surveys	a) Provide support to PITs to take actions how to transform low-scoring performance indicators into high-scoring.	All PECs	√	√	√	√		
				b) Provide support to PITs to lead the process of revision of their current activities in line with low scoring PEFA indicators.		√	√	√	√		
				c) Provide support to central coordination committee lead by FD to monitor the progress against PEFA indicators.		√	√	√	√		
		• Carry out PEFA self-assessments every 2 years.	1.Analytical activities, studies, surveys	a) Coordinate PEFA self-assessment with relevant stakeholders.	All PECs				√		
				b) Provide support in preparation of self-assessment report with the core group lead by FD.					√		
				c) Disseminate the final PEFA self-assessment report with relevant stakeholders.					√		
		• Working closely with IPF to identify specific performance deficiencies which need to be addressed through updating the training modules.	3.Communication and knowledge sharing	a) Update training modules	All PECs	√	√	√			
				b) Arrange seminars to disseminate the experience of implementation of PFM reforms.	Syed Rashedul Hossen				√		1st PFM reform summit held.
		• Conduct Final Evaluation after completion of the program.	1.Analytical activities, studies, surveys	a) Communicate with the PITs to collect information for the report.	All PECs						
				b) Prepare draft report of the final evaluation							
				c) Share the report with PITs to finalize it.							
				d) Incorporating the feedback finalize the evaluation.							



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