



Finance Adviser Calls for Inclusive Public Financial Management Reform



Finance Adviser Dr. Salehuddin Ahmed 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 financial services.

institutional capacity and commitment.”

Dr. Ahmed stressed that the upcoming reform strategy should be straightforward, actionable, and tailored to address Bangladesh's unique upcoming challenges.



Speaking as the Chief Guest at the Review Workshop on the 3rd PFM Reform Strategy 2025–2030, Dr. Ahmed focused on the institutions and future plan. He said, “We have good programs and plans, but we must focus on implementation by aligning these with our

The workshop, organized by the Finance Division with support from the World Bank, held at the Dream Square Resort, Gazipur from 28-30 November 2024, aimed to finalize technical notes based on insights gathered from 31 consultation workshops held in recent months.



Senior officials from the Finance Division, other MDAs representatives from the World Bank, and other development partners participated in the event.

Presided over by Dr. Md. Khairuzzaman Mozumder, Secretary, Ministry of Finance, the workshop was addressed by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director, Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, and Suraiya Zannath, Lead Governance Specialist

Public Financial Management (PFM) is pivotal to Bangladesh's vision of achieving fiscal discipline, macroeconomic stability, and sustainable development. It provides a framework for strategic resource allocation across agriculture, industrialization, and services to drive inclusive growth.

As Bangladesh prepares its 3rd PFM Reform Strategy, it is essential to identify gaps in previous reforms and reflect on the effective use of public funds. This



(Financial Management), the World Bank.

Dr. Md. Khairuzzaman Mozumder highlighted the government's achievements in public financial reform. He pointed out how automation in salary disbursement and pension management has enhanced efficiency and transparency.

"For instance, electronic fund transfers now ensure that salaries reach employees on the first day of each month, which used to take 8–9 days earlier. Similarly, the pension management system has been automated, eliminating delays and ensuring life verification. These reforms have expanded into private domains, such as the Government-to-Person (G2P) payment system, which supports corruption-free social safety net programs," said Dr. Mozumder.

requires sequencing reforms into three areas: process reforms for efficiency, structural reforms for modernization, and institutional reforms for strong governance. Adapting global best practices while considering Bangladesh's unique context is key.

The inclusion of a clear action plan within the strategy will ensure cost-effectiveness, clarity, and better implementation. Ownership and commitment to this strategy are crucial, as it represents a shared responsibility to manage public resources equitably and effectively for all citizens.

With unity and determination, Bangladesh can build a robust PFM system that supports a prosperous and sustainable future.

iBAS++ System of Finance Ministry Achieves ISO Certification



The Integrated Budget and Accounting System (iBAS++) scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) under the Finance Division of the Ministry of Finance, has earned the prestigious ISO/IEC 27001:2013 certification in the category of information security management systems.

This certificate, awarded by the global organization Bureau Veritas, recognizes the systematic and comprehensive approach implemented by iBAS++ to secure sensitive information. Bureau Veritas granted the certification after a thorough examination, inspection, and verification process.

In a ceremony held at the SPFMS office in Dhaka on 2 October 2024, the certificate was formally handed over to Finance Adviser Dr. Salehuddin Ahmed by Bureau Veritas' CIF Operation Manager (Bangladesh), Mukut K. Barua. Dr. Salehuddin Ahmed attended the event as the chief guest, while Dr. Md. Khairuzzaman Mazumder, Secretary of the Finance Division, chaired the session. High-ranked officials from the Finance Division and representatives of development partner organizations were also present. National Program Director of SPFMS, Mohammad Saiful Islam, provided an overview of various activities under the SPFMS program.

Addressing the ceremony Dr. Salehuddin Ahmed useful, efficient and pragmatic approach of iBAS++ in managing automated financial services would help ensuring transparency and accountability of the use of

financial resources.

According to the recent evaluation by the certification authority, iBAS++ met all the requirements for obtaining the ISO/IEC 27001:2013 certification for its application, related IT operations, and data processing activities. ISO is a global alliance of national standards bodies, and ISO/IEC 27001 is an international standard that helps organizations protect their information assets. The ISO certification of iBAS++ is considered a significant milestone in securing government budget and expenditure management information, marking a major achievement in the government's information management practices.

Through the iBAS++ system, over 400 financial management reports can be generated to support policy-making, monitoring, auditing, and other activities. iBAS++ interfaces with all major government systems, including the Central Bank's core banking system, the Tax Identification Number (TIN) database, the National ID (NID) database, the electronic Government Procurement (e-GP) system, systems from the Ministry of Public Administration, the Planning Commission, the Bangladesh Employee Welfare Board, birth and death registration, land development tax, the Election Commission, and the National Board of Revenue database. This integration has ensured faster service delivery by the government.

Finance Adviser Inaugurates Extended SPFMS Office and iBAS++ E-Library



Dr. Salehuddin Ahmed, the Finance Adviser, inaugurated the extended section of the Strengthening Public Financial Management System (SPFMS) office and the newly established e-library of the Integrated Budget and Accounting System (iBAS++) on October 2, 2024.

During his visit, Dr. Ahmed visited the extended office premises and commended the modern and well-organized office arrangements. He expressed satisfaction with the enhanced infrastructure, emphasizing its role in creating a conducive environment for efficient administrative operations.



The inauguration of the iBAS++ e-library marked a significant step forward in knowledge management for public financial management (PFM) professionals. While exploring the e-library, Dr. Ahmed highlighted its importance as a resource hub for policymakers, researchers, and academicians engaged in PFM activities. The library hosts a rich collection of rare and valuable documents related to public financial

management, making it a vital tool for informed decision-making and academic research.

Later, Dr. Salehuddin Ahmed visited other parts of the office, including the iBAS++ server room. His inspection of the server room underscored the importance of maintaining a full-bodied and secure infrastructure to support the operations of the iBAS++ system, which plays a critical role in financial accountability and transparency.

This development reflects a commitment to modernizing public financial management infrastructure and development a culture of research



and collaboration within the sector.

Dr. Md. Khairuzzaman Mazumder, Secretary, Finance Division, Shirajun Noor Chowdhury, Additional Secretary, Finance Division, Mohammad Saiful Islam, Additional Secretary, Budget-1 and NPD, SPFMS, Finance Division were present among other during the occasion.

Youths Advocate for Transparent and People-Centric Financial Reforms



Young leaders have called on the government to adopt people-centered financial strategies, curtail wasteful spending on mega projects disguised as development, and reduce reliance on foreign loans. They emphasized involving youth in financial planning to ensure a more inclusive approach. These insights were shared during the “Thoughts of Young Leadership” discussion held on October 14, 2024, at Hotel InterContinental Dhaka, as part of developing the 3rd Public Financial Management (PFM) Reform Strategy 2025-2030.

Organized by the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) under the Finance Division and supported by the World Bank, the event gathered about 60 young leaders. Dr. Md. Khairuzzaman Mozumder, Secretary of the Finance Division, chaired the session, with special guests including Mohammad Saiful Islam, Secretary of the Energy and Mineral Resources Division, and Md. Rezaul Makhsud Jahedi, Secretary of the Ministry of Youth and Sports.

The World Bank’s Lead Governance Specialist, Suraiya Zannath, delivered a presentation on transitioning from past governance models to future-oriented strategies. Moderated by Bilquis Jahan Rimi, Additional Secretary, Budget-1, Finance division and National Program Director of SPFMS, the event featured perspectives from young voices, including Dhaka University Economics student Sami Mohammad.

Key recommendations included integrating pre-budget discussions into reform strategies, modernizing tax

collection methods, and moving away from traditional year-end approaches to more frequent collection cycles.

Dr. Mozumder highlighted the need to align financial reforms with youth aspirations, addressing challenges collaboratively. Mohammad Saiful Islam stressed the importance of incorporating youth visions to resolve structural financial issues, while Md. Rezaul Makhsud Jahedi announced a skills development project for youths.



The PFM Reform Strategy 2025–2030 is supported by the World Bank, Global Affairs Canada, and the European Union. It is designed to create a sustainable, transparent, and efficient financial system, ensuring robust participation from all stakeholders, particularly the youth. The discussions at this event underscored the importance of innovative approaches and inclusive policymaking in building a strong foundation for the nation’s financial future.

Bangladesh Advances Financial Reporting for Economic Governance



National Board of Revenue (NBR) Chairman Md. Abdur Rahman Khan emphasized the urgent need for a strong Financial Reporting and Regulatory Framework in both public and private sectors to enhance governance, transparency, and accountability in financial management.

Speaking as the Chief Guest at a discussion on "Financial Reporting and Regulatory Framework: Public and Private Sector," he called financial transparency a national duty vital for combating corruption and ensuring prosperity.

The event, held on 5 November 2024 at Radisson Blu Dhaka Water Garden, was organized by the Finance Division, Ministry of Finance, in collaboration with the World Bank. The discussion focused on preparing for the 2025 Report on the Observance of Standards and Codes—Accounting and Auditing (ROSC A&A) using updated indicators.

Highlighting challenges faced by State-Owned Enterprises (SOEs) in adhering to international standards, Mr. Khan stressed the importance of developing academic excellence and skilled professionals to improve financial reporting infrastructure.

Presiding over the session, Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director, SPFMS, emphasized the government's commitment to aligning financial reporting with international standards. This alignment aims to enhance resource management, service delivery, and public trust, fostering economic stability.

Marga Peeters, EU Delegation Project Manager,

highlighted the role of the SOE Monitoring Cell in ensuring compliance with financial reporting standards. She reaffirmed the EU's support for Bangladesh's efforts to establish a mature financial reporting framework aligned with IFRS and ROSC objectives.

World Bank Lead Governance Specialist Suraiya Zannath presented key findings on challenges such as outdated laws, weak enforcement, and gaps in professional education. She underscored the transformative impact of ROSC A&A reforms, including updated standards, curricula, and the FRC, which have significantly improved



reporting quality, particularly in public services and SOEs.

The open discussion, featuring representatives from government ministries, professional bodies, and development organizations, showcased a shared commitment to fostering transparency in financial governance and equitable growth. These initiatives align with the Sustainable Development Goals, supporting resilient infrastructure and strengthened institutions for sustainable economic growth.

Live Firefighting Drill and Training Emphasize Disaster Readiness at SPFMS Office



A two-day awareness training and firefighting drill on "Awareness Training and Firefighting Drill on Preparedness for Sudden Disasters" was successfully held on November 20-21, 2024, at the SPFMS office located in the Institution of Engineers, Bangladesh (IEB) building in Ramna, Dhaka. The event was organized under the iBAS++ Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division with technical and logistical support from the Department of Fire Service and Civil Defence. This initiative aimed to enhance

Authority (SREDA), the Bangladesh Professional Engineers Registration Board (BPERB), the Board of Accreditation for Engineering & Technical Education (BAETE), the Department of Public Libraries, and B-R Powergen Ltd. Additionally, 25 representatives from the Institution of Engineers, Bangladesh, joined the event.

The first day of the program focused on theoretical training sessions conducted by experts from the Department of Fire Service and Civil Defence. These sessions covered key aspects of fire prevention, safety protocols, and effective disaster preparedness strategies tailored to workplace environments. The participants gained valuable insights into the use of fire extinguishing tools and the steps to mitigate risks in emergency scenarios.



disaster preparedness, strengthen response capabilities, and promote awareness of fire safety measures among participants.

The training brought together a diverse group of participants, including 210 officials, consultants, and staff of the SPFMS program. Representatives from other organizations housed within the IEB building also took part, with three participants from each of the Bangladesh Energy and Power Research Council, the Sustainable and Renewable Energy Development

On the second day, a live firefighting drill was conducted by a 35-member team from the Department of Fire Service and Civil Defence. This drill simulated

real-life emergency situations and provided participants with hands-on experience in evacuation procedures, fire suppression techniques, and coordinated crisis management. All individuals present in the IEB building actively participated in this practical exercise, which reinforced the importance of teamwork and swift decision-making during emergencies.

This initiative was a significant step towards building a culture of safety and readiness within the SPFMS program and its associated entities.

Strategic Vision for Public Financial Management Reforms 2025–2030



Three workshops held in November 2024 at the Finance Division, Ministry of Finance, marked a critical step in finalizing technical notes for the 3rd Public Financial Management (PFM) Strategy 2025–2030. These sessions focused on evaluating past reforms, addressing gaps, and shaping a roadmap for sustainable and inclusive financial management.

Md. Habibur Rahman, Former-Senior Secretary of the Power Division, inaugurated the first workshop on November 19, 2024, emphasizing the importance of aligning reforms with strategic priorities and fostering a pro-reform environment. Discussions highlighted themes such as Budget Planning, Climate Financing, Gender-Responsive PFM, Public Investment

goals and addressing fiscal challenges. Bilquis Jahan Rimi, Additional Secretary (Budget-1), noted the multifaceted roles of the Finance Division beyond budgeting and underscored the ongoing nature of PFM reforms. Presentations focused on governance enablers, fiscal management, debt management, and state-owned enterprises. Feedback emphasized modernizing business processes, strengthening institutional frameworks, and prioritizing actionable reforms.

The third workshop on November 21, 2024, led by financial reformist Mohammad Muslim Chowdhury, called for institutional restructuring, regulatory improvements, and procedural modernization. Mr. Chowdhury advocated for independent debt management, a redefined cash management role, and a detailed strategy incorporating short- and long-term action plans with cutting-edge digitization. He also highlighted the need to address unfulfilled objectives from previous strategies while refining technical notes for greater cohesion and validation.



Management, and Procurement. Key recommendations included expanding the integration of iBAS++, adopting model-based forecasting, and implementing performance-based budgeting. Participants underscored the need for increased investment in education and healthcare and advocated for enhanced transparency and accountability.

On November 20, 2024, the second workshop featured Dr. Mohammad Tareque, Director of BIGM and former Finance Secretary, who stressed defining strategic

Across the workshops, 13 thematic areas were prioritized for the upcoming strategy, including accountability institutions, pension management, and youth aspirations.

The sessions also reflected on achievements such as automation through iBAS++ while identifying areas need for improvement, such as establishing a legal framework for iBAS++ and enhancing its security systems.

The workshops served as a platform for refining technical notes and gathering feedback, reaffirming the Finance Division's dedication to fostering impactful, data-driven reforms that address fiscal challenges, promote transparency, and drive sustainable economic growth.

Government Finance Statistics (GFS) Training for Officials of PFM Sector



A five-day training program on Government Finance Statistics (GFS) was held from October 27 to 31, 2024, at the SPFMS Program office in Dhaka. Organized by Improving Pension Management System and Quality & Timeliness of Financial Reporting scheme, SPFMS, aimed to enhance public financial management, transparency, and accountability.

The training was attended by 30 senior officials from the Finance Division, the Office of the Controller General of Accounts (CGA), and SPFMS.

During the inaugural session, A.H.M. Shamsur Rahman, Additional Controller General of Accounts (Admin), highlighted the importance of technical expertise in government finance. Rahima Begum, Additional Secretary of Debt Management Wing, Finance Division, presided over the session, and Tanima Tasmin, Program Executive and Coordinator at SPFMS, outlined the program's objectives and anticipated outcomes.

Throughout the program, participants engaged in intensive sessions covering the fundamentals of GFS, practical applications, and advanced techniques in financial reporting and fiscal management. The training was designed to provide actionable insights, enabling participants to strengthen fiscal decision-making and support the government's broader public financial reform agenda.

The closing ceremony, held on October 31, featured Chief Guest SM Rezvi, who underscored the

importance of GFS in accurate financial reporting and advancing Bangladesh's public finance systems. He emphasized key achievements such as the adoption of the Budget and Accounting Classification System (BACS) in the FY 2018-19, the timely completion of finance and appropriation accounts since 2022-23, and the development of a customized GFS manual tailored to Bangladesh's needs.

Bilquis Jahan Rimi, Additional Secretary of Budget-1 and National Program Director of SPFMS, reiterated the program's commitment to meeting the International Monetary Fund's (IMF) GFS implementation requirements. She expressed hope that the training would enhance fiscal transparency and accountability while contributing to more efficient service delivery.

Bangladesh has made significant progress in implementing GFS, a fiscal framework developed by the IMF to improve the quality of public financial data and align with global best practices. The submission of overdue GFS data from 2016-17 to 2022-23, supported by the automated iBAS++ system, highlights the country's commitment to improving public financial management.

The GFS training program is a key milestone in advancing fiscal transparency and strengthening alignment with international standards. By equipping senior officials with advanced financial reporting skills, the initiative reinforces the government's efforts to enhance accountability and ensure effective fiscal policy-making.

Bangladesh Achieves Milestones in Public Finance Transparency



The 2nd Government Finance Statistics Working Group (GFSWG) meeting was held on 13 November 2024 at the Finance Division conference room, highlighting Bangladesh's advancements in adopting the International Monetary Fund's (IMF) Government Finance Statistics (GFS) framework. The meeting was presided over by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) program. In her address, Bilquis Jahan Rimi reaffirmed the SPFMS program's commitment to aligning with the IMF's GFS implementation standards. She expressed confidence that the initiative would bolster efficient public service delivery and enhance the quality of financial data essential for informed decision-making.

Representatives from various key institutions, including Bangladesh Bank, the Local Government Division, Economic Relations Division, Bangladesh Bureau of Statistics, Finance Division, Office of the Controller General of Accounts (CGA), and the SPFMS program, actively participated in the discussion.



The meeting underscored Bangladesh's significant progress in implementing GFS, a globally recognized framework aimed at improving the quality of public financial data and fiscal policy-making. Notably, the country has leveraged the iBAS++ system to address long-standing delays in GFS reporting. Using this system, Bangladesh successfully submitted overdue data from fiscal years 2016-17 to 2022-23, aligning with international standards and reinforcing its commitment to transparency in fiscal management.

Training on Econometrics for Enhanced Fiscal Forecasting



A five-day intensive training program on Econometrics for Decision-Making was held from 6 to 10 October 2024. The training, organized under the Improvement of Fiscal Forecasting through the Development of a Macroeconometric Model scheme of the SPFMS program, is being conducted in the conference room of the Macroeconomics Wing of the Finance Division.

This specialized training aims to strengthen the capacity of government officials in fiscal forecasting by equipping them with advanced econometric techniques and insights. The ultimate goal is to support the development of a strong macroeconometric model that enhances fiscal policy formulation and decision-making processes.

The event was inaugurated by Shirajun Noor Chowdhury, Additional Secretary for Budget & Expenditure Management, who emphasized the significance of building expertise in econometrics for accurate and sustainable fiscal forecasting. He highlighted the critical role of evidence-based decision-making in ensuring sound financial management for national development.

Dr. Sheikh Touhidul Haque, Senior Consultant of the scheme, is leading the training sessions. His facilitation focuses on practical applications of econometric principles in forecasting and modeling, with an emphasis on real-world fiscal scenarios.

The workshop was attended by an esteemed group of participants, including Dr. Ziaul Abedin, Head of the PIT (Project Implementation Team), Additional Secretary of the Macroeconomic Wings, PIT members, and officials from various wings of the Finance Division. These participants represent key stakeholders responsible for macroeconomic policy planning and fiscal management within the government.

The training was expected to deliver actionable insights, empowering participants to employ econometric tools effectively for data-driven policy analysis and forecasting, ultimately contributing to the strengthening of the country's financial systems.

Gender Budget - A Key Tool for Gender Equality



Gender Budgeting is a crucial part of Gender-Responsive Public Financial Management (GRPFM), recognized globally as an effective means to promote gender equality. By focusing on equitable resource allocation, GRPFM ensures that public services address diverse needs and tackle gender disparities in budgeting, planning, and expenditure, participants of a consultation on Gender in Public Financial Management (PFM) said.

As part of an ongoing series of consultations aimed at engaging key stakeholders for development of 3rd PFM Reform Strategy 2025-2030, a consultation on Gender in PFM was held 15 October 2024 at the Pan Pacific Sonargaon Hotel Dhaka. The Finance Division, Ministry of Finance, with support from the World Bank is actively progressing on the PFM Reform Strategy 2025-2030. Global Affairs Canada and European Union also supporting this initiative. This strategy, extending over multiple years, aims to strengthen Public Financial Management (PFM) policies, practices, and institutional frameworks, fostering sustainable growth and transparency in governance.

Presided over by Rahima Begum, Additional Secretary, Finance Division, presentation on PFM in Gender was made by Suraiya Zannath, Lead Financial Management Specialist, The World Bank and TTL, SPFMS and Md. Rajibul Islam, Deputy Secretary, Finance Division, while Abul Basher Md. Amir Uddin, Joint Secretary, Budget-3, Finance Division made welcome address and moderated the consultation session. About 40 participants from different ministries and divisions of the government and development partners took part in the consultation.

The participants during sharing their views opined that while gender budgeting supports direct gender equality initiatives, it also examines the broader impact of public policy on gender equality, which in turn drives economic growth. However, implementing gender-responsive PFM faces challenges such as conducting gender impact analyses, creating gender-responsive budget guidelines, and maintaining gender-disaggregated data. Additionally, tracking expenditures, publishing annual gender budget reports, and conducting legislative reviews and audits are essential for transparency and accountability.



They said, to overcome these challenges, strong political commitment and capacity-building efforts are essential. Sensitizing stakeholders, preparing gender-disaggregated data, and embedding gender considerations into financial management are all vital steps toward making gender equality a central part of public finance. By prioritizing gender budgeting, societies move closer to achieving gender equality, empowering all citizens, and fostering more inclusive economic growth.

iBAS++ Hosts Workshop on Information Security Management System (ISMS) in Cox's Bazar



The Integrated Budget and Accounting System (iBAS++) scheme organized a 3-day workshop from 12 to 14 December 2024 at Cox's Bazar on Information Security Management System (ISMS) aimed at strengthening the implementation of ISMS. This workshop, part of a periodic series, was designed to enhance the knowledge of consultants on ISMS policies and practices to ensure the system's continued alignment with international standards.

This initiative comes in the wake of a major achievement by iBAS++, which successfully secured ISO/IEC 27001:2013 certification on March 5, 2024. The certification marks a critical milestone in bolstering the system's security framework, ensuring confidentiality, integrity, and availability of information. The iBAS++ Scheme, SPFMS Program, Finance Division of the Ministry of Finance, plays an integral role in streamlining the nation's financial management. It facilitates the automation of budget management processes, including the disbursement of salaries, allowances, and pensions to government employees through Electronic Fund Transfer (EFT). Given its critical importance, the adherence to ISMS policies is essential to ensure operational integrity and security.

Achieving ISO certification represents a significant advancement in the system's capabilities, aligning iBAS++ with global standards and elevating its capacity to reduce risks, enhance transparency, and build stakeholder confidence. Regular third-party audits are now conducted to maintain compliance and ensure that the security measures remain effective.

The workshop also highlighted the broader context of information security in today's interconnected world. With technology evolving rapidly and cyber threats on the rise, ensuring a secure digital environment has become more critical than ever.

The certification of iBAS++ is a testament to the Government of Bangladesh's commitment to leverage international standards to protect its financial systems and resources. By organizing workshops and maintaining stringent security practices, the Ministry of Finance aims to create a resilient framework that supports the nation's digital transformation while safeguarding public trust.

Workshop Highlights EFT Payment Through DDO Other Bills

A workshop on "EFT Payment through DDO other Bills" was held on December 18, 2024, at the CGA Office in Dhaka, highlighting the transformative role of Electronic Funds Transfer (EFT) in government financial transactions. Using the iBAS++ system, EFT facilitates direct payments to payees' bank accounts, replacing MICR cheques and modernizing public fund management.



Currently, EFT payments are restricted to specific economic codes, with limits set at Taka 5 lakh for the 32 group, Taka 10 lakh for the 41 group, and Taka 15 lakh for the 42 group. By March 2025, all economic codes will be integrated into the EFT system, streamlining the process.

Key benefits include faster transactions, reduce paperwork, lower costs, enhance security, and real-time monitoring, minimizing fraud and errors. The system provides a clear audit trail, 24/7 availability, and supports automatic payments, fostering transparency and efficiency.

This initiative underscores the government's commitment to digital transformation, ensuring secure, efficient, and transparent financial operations for stakeholders.

Extensive Training on Budget Preparation Begins Nationwide



A nationwide training program on government budget preparation, organized under the iBAS++ (Integrated Budget and Accounting System) initiative, began on December 29, 2024. Scheduled to run until January 20, 2025, the program targets 8,722 government officers and staff involved in budget preparation across various regions of Bangladesh.

The program is divided into 242 batches, with sessions held in divisional cities to ensure accessibility for participants from all parts of the country. The training structure comprises two key components: theoretical instruction and hands-on practical sessions. The theoretical segment introduces participants to the fundamental principles, policies, and guidelines of budget preparation, enabling them to understand the intricacies of public financial management. In the practical segment, participants apply their knowledge directly within the iBAS++ platform, simulating real-world budget preparation scenarios. By the end of the program, attendees are expected to confidently prepare budgets for their respective offices using the system.

Sessions are led by a team of experienced budget officers from the Finance Division and expert consultants from iBAS++, offering participants in-depth insights into the technical and operational aspects of budgeting. This dual approach ensures that government personnel are well-equipped to handle financial responsibilities effectively and accurately.

This initiative reflects the government's commitment to enhancing fiscal discipline, streamlining financial processes, and improving transparency in public sector expenditures. By leveraging technology and building the capacity of its personnel, the program aims to strengthen governance and ensure efficient resource management, contributing to better service delivery and accountability across the nation.

TOT on SABRE+ Boosts Fiscal Governance for SOEs



A two-day Training of Trainers (TOT) on the SABRE+ System for State-Owned Enterprises (SOEs) and Autonomous Bodies was held from 4 to 5 November 2024 the Monitoring Cell of the Finance Division, Bangladesh Secretariat. The program was designed to equip trainers with advanced skills in budget management, financial reporting, and evaluation. Organized by the Finance Division's Monitoring Cell and SOE Governance Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), the TOT has gathered finance and IT professionals aiming to bolster fiscal governance within public enterprises.

Dilruba Shaheena, Additional Secretary, Regulation, Finance Division attended the inaugural session as the Chief Guest. Presided over by Nasrin Sultana, Director General (Additional Secretary), Monitoring Cell, the session was also addressed by Md. Amirul Islam Additional Director General-1 (Joint Secretary), Monitoring Cell.

The sessions, which run daily from 9:30 a.m. to 4:15 p.m., discussed a detailed curriculum that includes financial oversight, accountability practices, and data security. Key speakers include Mr. Md. Firoz Ahmed, Additional Director General-2 (Joint Secretary), and Mr. Kazi Zillur Rahman, Senior IT Consultant, both of whom bring specialized expertise to guide the participants. Mr. Ahmed's sessions focus on critical elements of financial oversight, emphasizing the importance of accountability in SOEs and autonomous bodies. Meanwhile, Mr. Rahman's technical sessions delve into system integration and data security, offering hands-on guidance for trainers responsible for implementing the SABRE+ platform across various government entities.

The SABRE+ System, a strategic digital tool, is integral to enhancing governance, improving transparency, and supporting SOEs in aligning financial planning with performance objectives. This initiative reflects the government's commitment to strengthening public financial management and fostering sustainable service delivery, a priority in Bangladesh's path toward economic resilience and accountability.

ToT of BC-1 for Coming Budget 2025-26



A Training of Trainers (ToT) program was held on December 26 for Budget Desk officials of Finance Division to prepare them as trainers who can effectively guide LM officials for coming (2025-26) budget preparation. Under MTBF (Medium Term Budgetary Framework), every year budget preparation process formally begins with Budget Circular-1. Basic guidelines and expenditure envelop are commenced on that circular. Dissemination of that guidelines properly and capacity building of budget officials of LMs is significant for effective and timely budget preparation. The objective of that ToT is to build a pool of skilled trainers at Finance Division capable of

BC-1 (Budget Circular-1) Training



Every year budget preparation process formally starts with Budget Circular-1. Basic guidelines for budget preparation are stated on that circular. In order to disseminate that instructions properly and capacity building of budget officials of LMs for coming budget preparation, a series training program has been conducted after budget circular-1 every year. It is very important for effective and timely budget preparation. The BC-1 training for FY 2025-26 commenced on December 29, 2024, and will continue until January 6, 2025, with approximately 1,000 participants from



disseminating knowledge on preparation of budget to LM officials. Basic contents of the ToT include update and upgrade process of MBF, resource distribution, activating BMCs and BWGs, assistance of LMs etc. Through expert-led discussions and hands-on exercises, participants gained a deep understanding of BC-1's application in budget formulation and execution, enabling them to train MDAs officials with accuracy and confidence. All Budget Desk Officers of Finance Division along with the relevant additional secretaries, joint secretaries were present there. Mr. Shirajun Noor Chowdhury, Additional Secretary, Budget and Expenditure Management, was the chief guest and Mr. Md. Hasanul Matin, Additional Secretary Budget 2 was the special guest on the occasion. Ms Bilquis Jahan Rimi, Additional Secretary Budget 1 and National Program Director of SPFMS chaired that program.



various MDAs. The training focused on the BC-1 instructions on budget formulation, updating MBF and KPI/output indicators links, budget estimation instruction for 2025-26, estimation for development projects etc. By equipping officials with the necessary knowledge and skills, the training aimed to smooth budget formulation in coming fiscal year.

Stakeholder Consultation Workshop held Finalizing Draft Outsourcing Regulation 2024



A stakeholder consultation workshop was held on 18 November 2024 in the Conference Room of the Finance Division to review and revise the draft Outsourcing Process Regulation 2024. The event was organized by the Internal Audit Scheme under the Strengthening Public Financial Management to Enable Service Delivery (SPFMS) program.



The workshop was chaired by Mr. Hasan Khaled Foisal, Additional Secretary of Expenditure Management Wing and the PIT Head. Mr. Shirajun Noor Chowdhury, Additional Secretary of Budget & Expenditure Management, was present as the Chief Guest. Special Guests included Ms. Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director (NPD) of SPFMS, and Mr. Md. Hasanul Matin, Additional Secretary, Budget-2, Finance Division.

The event saw active participation from approximately 60 officials representing various Ministries, Departments, and Agencies, along with officials from the Finance Division. The participants shared valuable feedback and insights to enhance the draft regulation, ensuring it meets the evolving needs of public service delivery.

The recommendations from this workshop will be instrumental in finalizing the Outsourcing Process Regulation 2024, marking a significant step toward

streamlining outsourcing procedures and fostering greater efficiency in government operations.

Earlier, a similar workshop was held on 5 November 2024 in the same venue aimed at reviewing and updating the existing Outsourcing Process Regulation 2018.

The workshop was chaired by Mr. Hasan Khaled Foisal, Additional Secretary of Expenditure Management and PIT Head. Mr. Shirajun Noor Chowdhury, Additional Secretary of Budget & Expenditure Management, graced the occasion as the Chief Guest, while Ms. Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director (NPD) of SPFMS, attended as the Special Guest.

Mr. Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC), facilitated the workshop, guiding participants through various sessions and group activities designed to gather feedback and suggestions.

The workshop brought together approximately 38 participants from different wings of the Finance Division. Their collective insights and recommendations will serve as a foundation for updating the 2018 outsourcing regulation, ensuring it aligns with current needs and practices.



Seminar on "Inception of Internal Audit in RHD HQ" Introduce Risk-Based Internal Auditing Execution



A seminar on "Inception of Internal Audit in RHD" was held on 8 December 2024 in the conference room of the Roads and Highways Department (RHD) in Dhaka. Organized by the Internal Audit & Audit Follow-up Scheme of the SPFMS Program under the Finance Division, the event marked a significant step in introducing Risk-Based Internal Auditing (RBIA) at RHD.

The seminar was graced by Mr. Syed Moinul Hasan, Chief Engineer of RHD, as the Chief Guest, and chaired by Mr. Munshi Abdul Ahad, Additional Secretary, Finance Division, and PIT Head of the IA Scheme, SPFMS Program. Special Guest Mr. A.S.M. Elias Shah, Additional Chief Engineer of the Management Services Wing, RHD, also attended the event. Ms. Kawser Nasrin, Joint Secretary of the Expenditure Management Wing, Finance Division, and PIT member of the IA Scheme, moderated the session.

Participants included representatives from the Internal Audit Unit (IAU) of RHD, relevant ministries, PIT members, IA Scheme Tech-Team members, and personnel from the SPFMS Program.

The keynote presentation was jointly delivered by Mr. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of the SPFMS Program, and Mr. M. Iqbal Hossain, Team Leader of the IA Tech-Team. Mr. Rafiqul Islam elaborated on the fundamentals of RBIA, including risk registers, audit planning, and internal audit execution tailored for RHD. Mr. Iqbal Hossain emphasized the critical relationship and collaboration between auditors and auditees.

Following the keynote, Mr. Emadul Hassan, Senior Consultant (IA) of the IA Scheme, and Mr. Mohammad Wahiduzzaman, Executive Engineer and Head of IAU, RHD, discussed the objectives of IA execution forms and outlined the next steps in implementing RBIA at RHD.

The seminar fostered an engaging dialogue among participants and provided a strategic framework to enhance internal audit processes at RHD, furthering transparency and accountability within the department.

Consultation Workshop on the Annual Procurement Plan (APP) FY 2024-25 for Review and Roll-out

A Consultation Workshop was conducted in the SPFMS program office to review and revise the annual procurement plans for all schemes. During the workshop necessary adjustments to address procurement delays, re-tendering, and other unforeseen changes or constraints, in compliance with Section 11 of the 'PPA-2006', and Rules 16 of the 'PPR-2008' were discussed in details.

During the session, the Senior Consultant (Procurement Specialist) of the IA Scheme discussed key procurement-related issues and provided essential guidance and support for updating the annual procurement plans of all schemes. The Workshop was attended by officials and consultants involved in procurement across the respective schemes of the SPFMS Program.

The Program Executive & Coordinator (PEC) and Joint Secretary, Mr. Md. Rafiqul Islam presided over the Workshop. He mentioned, "we review the annual procurement plan of SPFMS program on quarterly basis. We practice this though a quarterly consultation workshop (for example: 1st week of October, January and April in every FY)." The APP in relation with the respective scheme's budget are carefully reviewed, any changes or weaknesses identified in the APP are addressed through consultation and then we continue to roll-out the APP in accordance with demand and requisition of the office by taking approval of the competent authority.

Seminar on ‘Inception of Internal Audit Execution in RHD Khulna Zone’ Introduce Risk-Based Internal Auditing



A seminar titled ‘Inception of Internal Audit Execution in RHD Khulna’ was held on 24 December 2024, at the conference room of the Roads and Highways Department (RHD) Zone Office in Khulna. The event, aimed at introducing and enhancing Risk-Based Internal Auditing (RBIA) processes, 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, RHD, attended as the Chief Guest, while Mr. Mohammed Jahangir Alom, Superintending Engineer, Khulna Circle, RHD, chaired the seminar. Special Guests included Mr. Ahmed Sharif Shajib, Superintending Engineer, Jashore Circle, RHD, and Ms. Taslima Akter, Additional Deputy Commissioner (Land Acquisition), Khulna. The session was moderated by Mr. Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of the IA Scheme.

The seminar saw active participation from officers of various RHD Auditee offices, members of the Internal Audit Unit (IAU) teams, IA Tech-teams from the Finance Division, and personnel from the SPFMS Program.

Keynote presentations were jointly delivered by Mr. Md. Rafiqul Islam and Mr. M. Iqbal Hossain, Team Leader of the IA Tech-Team. Mr. Rafiqul Islam detailed the fundamentals of RBIA, including the development of risk registers, audit planning, and internal audit execution processes for RHD. Mr. Iqbal Hossain emphasized the importance of fostering a cooperative relationship between auditors and auditees for effective internal audit execution.

The open discussion session that followed featured insights from Mr. Emadul Hassan, Senior Consultant (IA) of the IA Scheme, and Ms. Shammi Sultana, Executive Engineer and Teams’ Coordinator. They elaborated on the objectives of IA execution forms and outlined the subsequent steps in the RBIA process tailored for RHD operations in Khulna.

Workshop on Post Procurement Review Highlights Transparency and Accountability

A two-day workshop on Post Procurement Review (PPR), a crucial activity under the Internal Audit and Audit Follow-up Scheme of the SPFMS Program, was held on December 2–3, 2024. The workshop took place in the SPFMS program’s conference room and brought together Program Executives and Coordinators (PECs) and consultants involved in procurement across various schemes under the program.

The workshop was inaugurated with a welcome address by Mr. Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC), who also served as the moderator. In his address, he underscored the importance of the Post Procurement Review in upholding transparency, accountability, and alignment with the SPFMS program’s objectives.

Mr. Md. Nasir Uddin, Senior Consultant (Procurement Specialist) of the IA Scheme, presented the follow-up findings from the Post Procurement Review Report for the fiscal year 2023-24. The discussions were divided into two segments:

- Day 1 (December 2): Findings from Components 1, 3, 7, and 8.
- Day 2 (December 3): Findings from Components 4, 9, 10, and 14.

Participants actively engaged in discussion, providing valuable feedback to refine the review process. The inputs collected by Mr. Md. Nasir Uddin and his team will serve as a roadmap for improving future PPR reports and enhancing the overall efficiency and effectiveness of procurement activities.

This workshop demonstrated the SPFMS program’s commitment to fostering a culture of accountability and continuous improvement in public procurement processes.

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