

SABRE+ System Launched to Enhance Monitoring of SOEs and ABs



"SABRE+ (State-owned Enterprises Autonomous Bodies Budget Reporting and Evaluation System) is not just a digital platform; it is a turning point in ensuring fiscal discipline, transparency, and accountability across our state-owned enterprises and autonomous bodies," said Dr. Salehuddin Ahmed, Adviser to the Ministry of Finance and Science & Technology while inaugurating as the chief guest in a national workshop on the Dissemination of the SABRE+ system and Debt & Contingent Liabilities (DCL) Statement on Monday. The workshop was held on 4 August 2025 at the Finance Division, Bangladesh Secretariat, Dhaka.

He emphasized that good governance in the public sector depends on reliable data, timely evaluations, and technology-driven oversight. "We must establish internal controls to ensure transparent service delivery. SABRE+ enables us to do just that," he added.

The workshop was organized by the Strengthening SOE

Governance Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) and held at the Multipurpose Hall of the Finance Division.

Dr. Md Khairuzzaman Mozumder, Secretary of the Finance Division, presided over the event and echoed the call for integrated financial oversight. He remarked, "SABRE+ will help eliminate inconsistencies during budget preparation requests. We should move toward a system that rewards compliance and performance."

Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM), and Nasrin Sultana, Additional Secretary (Regulation, Implementation, Law & SOE), addressed the workshop as Guests of Honour, emphasizing institutional readiness and legal frameworks for ensuring the effective use of SABRE+.

Bilquis Jahan Rimi, Additional Secretary (Budget-1) and



National Program Director of the SPFMS program, in her Felicitation speech said, "The system provides a unified interface for reporting and analysis. From budgeting to debt management, SABRE+ simplifies complex processes and aligns them with international standards."



In her opening remarks, Ranimma Begum, Additional Secretary and Director General of the Monitoring Cell, noted, "SABRE+ has been developed from the foundation of a 1985 accounting framework, but it now aligns with IFRS and IAS. Already rolled out in 84 organizations, it exemplifies a human-AI partnership for a smarter public financial system."

The workshop brought together over 148 officials from

the Finance Division.

During the technical sessions, Md. Firoz Ahmed, Additional Director General-2 of the Monitoring Cell, presented the core components of the SABRE+ system. He explained that SABRE+ enables comprehensive budget tracking, investment reporting, and risk analysis for fiscal years 2023–24 to 2025–26. Integrated with iBAS++, the platform gathers both financial and non-financial data through modules covering budgeting, debt and contingent liabilities, security, and organizational structure.

Md. Amirul Islam, Additional Director General-1, presented an analysis of debt and contingent liabilities among 101 state entities. He revealed that total liabilities have reached Tk 6,39,782.58 crore, with subsidiary loan agreements accounting for 26%. "Fourteen entities identified as 'very high risk' are holding liabilities worth Tk 1,72,016.94 crore, but have liquid assets of only Tk 2,837.23 crore," he warned. "This mismatch is alarming and calls for urgent policy attention."

He further noted that contingent liabilities, including government guarantees, lawsuits, and statutory dues, now stand at Tk 18,590.74 crore.

The launch of SABRE+ marks a major milestone in Bangladesh's public financial management reform, reflecting the government's commitment to efficient service delivery, reduced fiscal risks, and improved accountability in the management of public resources.

Global Standards Launched for SOE Asset and Lease Management



Finance and Science & Technology Adviser Dr. Salehuddin Ahmed has said that enhancing efficiency in asset management across State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs), which together hold 80 percent of the government's assets, could play a crucial role in reducing the government's contingent liabilities, currently standing at Tk 6.5 lakh crore.

He made the remarks while launching the Policy and Procedures Manual for Property, Plant & Equipment (PPE), the first of its kind in Bangladesh, at a dissemination workshop held on Thursday, 7 August 2025, at the Finance Division. The event was organized under the Scheme on Strengthening SOE Governance under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

"This initiative of maintaining a comprehensive asset register will transform how public assets are managed—by ensuring uniformity, transparency, enhancing efficiency, and reducing financial risks," Dr. Ahmed noted.

Finance Division Secretary Dr. Md. Khairuzzaman Mozumder presided over the workshop, which was also addressed by Nasrin Sultana, Grade-1 (Regulation, Implementation, Law & SOE), and Dr. Mohammad Abu

Yusuf, Additional Secretary (Admin, Planning & TDM), as guests of honour. Rahima Begum, Additional Secretary, SOE-2, delivered the introductory remarks. Joint Secretaries Md. Amirul Islam and Md. Firoz Ahmed made a detailed presentation, while Joint Secretaries Mahedi Masuduzzaman, Abul Basher Md. Amir Uddin, and Mohammad Rezaul Haque participated as key discussants.

In his speech, Dr. Md. Khairuzzaman Mozumder stressed the importance of accurate asset valuation to improve the credit ratings of SOEs and ABs. He urged public entities to maintain updated fixed asset registers to foster greater accountability. The presentation by Md. Amirul Islam and Md. Firoz Ahmed outlined that the new policy serves as a structured guide for managing long-term tangible and





leased assets—covering land, buildings, machinery, as well as intangible assets such as software and intellectual property. It defines classification methods, valuation techniques, and detailed processes for depreciation, disposal, revaluation, and impairment. The policy sets a capitalization threshold so that only assets meeting specific cost and useful-life criteria are recorded, with Finance Division

and legal fees—to be included in asset valuation.

On lease management, the manual aligns with international standards, setting criteria for classifying finance leases and operating leases. Finance leases—covering contracts over 12 months and valued above Tk 500,000—must recognize right-of-use assets and lease liabilities, while operating leases are expensed over their term. The guidelines also address depreciation or amortization methods, discount rate calculations, and maintenance responsibilities for leased assets.

Finance Division officials noted that the manual will strengthen compliance, improve the accuracy of financial reporting, and support more informed decision-making in public sector asset management.



approval required for expensing items over Tk 50,000.

A key feature of the manual is the requirement for an up-to-date Fixed Asset Register, recording purchase date, cost, depreciation rate, identification details, and location. It distinguishes between capitalizing and expensing costs, allowing only directly attributable expenses—such as purchase price, delivery, installation,

By standardizing procedures nationwide, it aims to reduce irregularities, enhance accountability, and ensure optimal utilization of public resources.

The initiative, developed under SPFMS, is expected to significantly improve operational efficiency and bring Bangladesh's public asset management practices in line with global best standards.

Workshop held to Finalize 3rd PFM Reform Strategy 2025–2030



The Finance Division (FD) has finalized the draft of Bangladesh's Third Public Financial Management (PFM) Reform Strategy 2025–2030, charting a new phase of fiscal reforms aimed at building a more integrated, accountable, and governance-driven public finance system to strengthen fiscal discipline and sustainable development.

The Workshop on 3rd PFM Reform Draft Strategy 2025-30 was held on 7 September 2025 at the Multipurpose Hall of the Finance Division, Bangladesh Secretariat, Dhaka as part of the finalization process. The event was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, attended as the Chief Guest, while S. M. Moin Uddin Ahmed, Chief Executive Officer (Secretary) of the Bangladesh Public Procurement Authority (BPPA), and Bilquis Jahan Rimi, Additional Secretary, Finance Division, were present as Special Guests. The session was presided over by Dr. Ziaul Abedin, Additional

Secretary and National Program Director of SPFMS, and the keynote presentation was made by Dr. Navin Bulusu, International PFM Consultant at the Policy Research Institute (PRI).



Senior officials of the Finance Division actively participated in the open discussion, sharing insights and recommendations to refine the draft strategy further.

In his presentation, Dr. Bulusu noted that the new strategy builds upon the earlier reform phases initiated in 2007 and later consolidated under the SPFMS Program. He observed that while earlier reforms brought measurable improvements in procurement



oversight, internal audit, and financial reporting, they also revealed persistent structural challenges. Tools such as the Medium-Term Budgetary Framework (MTBF) and iBAS++ financial management system delivered progress but were hampered by weak enforcement, limited ownership, and fragmented implementation across government agencies.

The workshop discussions highlighted several enduring bottlenecks in the country's fiscal governance

Unlike earlier project-style efforts, the new plan integrates legal, institutional, systemic, and human resource dimensions into a cohesive framework. A major conceptual shift recognizes that recurrent expenditures, such as operations and maintenance, are integral to national development and should be prioritized alongside capital investments. The strategy also underscores the need to mainstream and sustain iBAS++ as core national financial infrastructure rather



architecture. Policy engagement, participants observed, remains limited – with the Cabinet typically afforded only a few days to review budget ceilings and macro-fiscal priorities, compared with weeks of deliberation in many OECD countries. Similarly, the absence of formal fiscal rules on debt and deficit limits, coupled with capacity shortages of trained PFM professionals, continues to constrain reform momentum.

The upcoming 3rd PFM Strategy seeks to bridge these gaps through an institutionalized, outcome-oriented, and governance-anchored approach. A high-level empowered committee will steer implementation and ensure political and administrative ownership. Each reform activity will be tied to measurable outcomes and follow an iterative process of piloting, monitoring, and scaling up.

than a time-bound project.

The Finance Division emphasized that reforms will be institutionalized within line ministries, reducing dependency on external consultants and nurturing a domestic cadre of PFM specialists. Improved integration of fiscal data systems, sectoral costing, and multi-year investment planning will reinforce the evidence base for policymaking.

Officials described the forthcoming 3rd PFM Reform Strategy as a transformative roadmap—signaling Bangladesh's shift from fragmented, donor-driven reform projects toward an institutionalized, law-based, and results-focused PFM framework. By enhancing accountability, strengthening inter-ministerial coordination, and embedding fiscal discipline, the strategy aims to ensure that every public taka is managed transparently and effectively in pursuit of the country's long-term development goals.

SPFMS Studies Flag Exchange-Rate Volatility, Oil-Price Shocks and Policy Lags as Key Risks



Bangladesh's economy has reached a critical crossroads where not only the pace of growth but also the structural stability of the macro-economy is under strain. Two new research papers released on 29 September 2025 identify three major sources of stress that are aggravating this vulnerability: the volatility of the taka's exchange rate, swings in global oil prices and structural sluggishness in implementing monetary and fiscal policies. The findings warn that the country must move swiftly toward rule-based, forward-looking and

Scheme on Improvement of Fiscal Forecasting Through Development of Macroeconometric Model under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division (FD) launched the studies result at a workshop held at the InterContinental Dhaka. Finance Division Secretary Dr. Md. Khairuzzaman Mozumder attended the workshop as the chief guest, with Additional Secretary, Budget & Macroeconomics Bilquis Jahan Rimi and Additional Secretary and National Program



more "smart" policy frameworks if it is to curb future uncertainty and avoid fresh shocks.

The reports call for greater flexibility in the foreign-exchange regime, maintaining foreign-exchange reserves equivalent to at least five months of import payments, preparing in advance for swings in the global oil market and adopting the internationally recognized Taylor Rule as a guide for setting monetary policy.

Director, SPFMS Dr. Ziaul Abedin as special guest. The session was chaired by Additional Secretary, FD Hasan Khaled Foisal.

Dr Mozumder said the core message of the two reports was that the conventional policy framework is no longer enough. He said, "A sound fiscal framework is not merely about balancing the books; it is about building the public's confidence that every taka collected is channeled efficiently and transparently



toward the nation's priorities."

The first study, "Empirical and Theoretical Insights into Bangladesh's Import Demand: A Policy Perspective," was conducted by Dr Asif Iqbal. The second, "Re-casting Monetary Policy under the Taylor Rule," was authored by Dr K M Alamgir Kabir, Roshan Ara Laboni, Syed Mahmud Hasan and Shihab Uddin Ahmed and covered the period from October 2023 to June 2025. Both studies were designed to identify structural weaknesses in the economy and propose realistic policy options to strengthen macro-economic management.

The first paper highlights that Bangladesh's economic growth over the past three decades has been powered by heavy import dependence spanning industry, infrastructure and even household consumption. Using annual data from 1993 to 2022, the researcher found that a one-per-cent appreciation of the taka typically raises imports by about 2.7 per cent, showing that the exchange rate has a stronger influence on imports than income growth itself. A one-per-cent rise in real GDP lifts imports by around 1.02 per cent, confirming that higher growth fuels import demand. A one-per-cent increase in global oil prices pushes the long-run import bill up by roughly 0.32 per cent, while a sudden 20-per-cent oil-price spike can swell the nominal import bill by about 19 per cent even without any change in import volume. The study recommends maintaining a market-aligned yet policy-guided exchange-rate regime, securing at least five months' import-cover in reserves, stepping up price-forecasting and hedging to deal with oil-market volatility, expanding domestic production of capital and intermediate goods to reduce import reliance, and speeding up LC processing, customs clearance and port-infrastructure upgrades.

The second paper argues that Bangladesh Bank's policy responses in the post-COVID period were often delayed and less effective, as persistent inflation, output-gap

mismatches and supply-side rigidities complicated the transmission of policy measures. It observes that changes in the policy interest rate take time to feed through to inflation, that a positive output gap does not always fuel price rises and sometimes dampens them in the medium term, that domestic inflation has often stemmed more from market inefficiencies and supply constraints than from simple demand-supply gaps, and that slow supply-chain adjustments and misaligned policy signals have at times undermined public confidence in central-bank decisions.



and predictable monetary-policy framework, pre-emptive action against emerging shocks, improvement of supply-chain efficiency and market competition to ease price pressures, closer coordination between fiscal and monetary policies, stronger data and modelling of output gaps and inflation, and clearer public communication of policy expectations and forecasts.

Both reports conclude that implementing these recommendations would help Bangladesh build stronger buffers against external shocks, rein in inflationary pressures, improve the investment climate and secure more durable long-term growth.

Workshop on SOEs and ABs Reform Strategy Held at Finance Division



A day-long workshop titled “SOEs and ABs Reform Strategy” was held on 1 September, 2025 at the Conference Room of the Monitoring Cell, Finance Division, Bangladesh Secretariat, with the aim of strengthening efficiency, accountability, and fiscal governance of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs).

The workshop was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Component-9: Strengthening of SOEs’ Governance Scheme. Senior government officials, policymakers, and technical experts participated in the event to review ongoing reforms and explore strategic directions for improving the operational and financial performance of SOEs and ABs.

Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, attended the workshop as Chief Guest, while Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (NPD) of SPFMS, was present as Special Guest. Rahima Begum, Additional Secretary and Director General of the Monitoring Cell, presided over the workshop as Chairperson.

Delivering the keynote presentation, Md. Saifullah Panna, Secretary, Chief Adviser’s Office, emphasized the importance of rationalizing the budgets of SOEs and ABs to ensure operational efficiency and fiscal sustainability. He noted that reducing unnecessary expenditure, improving revenue generation and turnover, and ensuring the timely preparation of audited financial statements could significantly ease the government’s fiscal burden. He also highlighted the need to adopt digital budgeting tools, dashboards, and real-time monitoring systems to support

evidence-based decision-making and enhance fiscal oversight.

In his address, Dr. Khairuzzaman Mozumder underscored the vital role of SOEs in delivering essential public services and contributing to national economic and social development. He stressed the need for establishing an overarching legal and policy framework for SOEs and ABs to strengthen governance, improve budget discipline, and ensure transparency and accountability in public resource management.

Ms. Rahima Begum, in her presentation, outlined the key achievements of the SOEs Governance Scheme under SPFMS. She highlighted the implementation of critical reform modules, including Independent Performance Evaluation (IPE), Debt and Contingent Liabilities (DCL), Public Property and Equipment (PPE), and the Performance Information System (PIS). She also introduced SABRE+, a unified digital platform for budgeting, reporting, and performance evaluation, noting that it is currently operational in 72 organizations and represents a major milestone in data-driven fiscal oversight and digital transformation.

During the open discussion session, senior officials shared their insights on strengthening governance, managing fiscal risks, and enhancing institutional accountability within SOEs and ABs. The workshop concluded with closing remarks by Rahima Begum, who reaffirmed the Finance Division’s commitment to institutionalizing reform initiatives to promote transparency, efficiency, and fiscal discipline across state-owned and autonomous entities.

Finance Secretary Calls for Stronger Measures to Boost Non-Tax and Non-NBR Revenue Collection



Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division has called for urgent measures to bridge existing gaps in Non-Tax Revenue (NTR) and Non-NBR revenue collection in order to accelerate fiscal mobilization.

to take proactive initiatives. He also recommended regular orientation workshops for newly appointed officials to enhance institutional capacity.

In his address, Dr. Mozumder emphasized the need to build a comprehensive revenue database and called for stronger inter-ministerial coordination.

The workshop was organized by the scheme on Strengthening the Capacity of the Treasury and Debt Management Wing of the Finance Division under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Reviewing the status of NTR and Non-NBR collection, participants pointed out challenges including discrepancies between targets and actual receipts, difficulties in identifying institutional contributions due to the absence of institution-based codes, and mismatches between institutional and economic codes leading to reporting errors. Limited access to ministry- and division-wise

Speaking as chief guest at a workshop on "Non-Tax and Non-NBR Revenue Collection" held on 18 August 2025 at the Finance Division on 18 August 2025 , Dr. Mozumder urged the Monitoring Wings of the Ministry





collection data through the iBAS++ system was also cited as a major obstacle.

The event was chaired by Dr. Mohammad Abu Yusuf, Additional Secretary (Administration, Planning & TDM) of the Finance Division. The keynote paper was presented by Joint Secretary (NTR) Shahana, with discussants including Joint Secretaries Md. Nazrul Islam (Admin-1 Branch) and Kowser Nasrin (Expenditure Management Branch-1).

Discussions revealed that many ministries and divisions currently set tax rates independently, without consulting the Finance Division. Participants recommended appointing focal persons in each ministry, alongside incentive mechanisms to encourage improved revenue performance.

The workshop presented year-on-year and half-yearly revenue data, including dividend receipts, and analyzed growth patterns as well as declining sectors. Key challenges highlighted were the absence of a central database, complications in updating fees stipulated under existing laws, and technical coding issues impeding proper revenue identification.

To address these shortcomings, the Finance Division has planned several measures: issuing semi-official letters to all ministries, holding nationwide workshops, developing a real-time A-Challan dashboard, and

automating revenue processes in top-earning ministries. Additionally, with support from the Asian Development Bank (ADB), an environment-friendly NTR policy is being drafted, targeted for completion by March 2026.

Global best practices from countries such as China, the Philippines, Singapore, Malaysia, and Italy were shared during the event. Participants observed that Bangladesh could learn from peer economies where non-tax revenues constitute a significant share of government income.



Reaffirming its commitment, the presentation said it remains focused on enhancing efficiency, transparency, and accountability in revenue collection—key elements for strengthening fiscal management and supporting the national budget.

Piloting of EFT-Based GPF Final Payment and Gratuity



A major step toward modernizing pension service delivery was taken on 10 July 2025 with the launch of a dedicated module in iBAS++ to facilitate General Provident Fund (GPF) final payment and gratuity through Electronic Funds Transfer (EFT).

The initiative has been taken by the Improving Pension Management System and Quality & Timeliness of Financial Reporting Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), with the objective of ensuring faster, safer, and hassle-free pension services for retiring government employees.

As part of the piloting phase, four Chief Accounts and Finance Offices (CAFOs) were selected, the Ministry of Health and Family Welfare, Local Government Division, Ministry of Home Affairs, and Ministry of Primary and Mass Education.

The Controller General of Accounts attended the event as the Chief Guest, while the Additional Controller General of Accounts (Administration) was also present. Senior officials from the Office of the Controller General of Accounts, representatives of the participating CAFOs, the Program Executive and Coordinator of the SPFMS Program, and consultants working under the

Pension Scheme joined the inauguration ceremony.

A key highlight of the program was the live demonstration of the newly developed iBAS++ menu. One pensioner from each of the four piloting ministries received their gratuity through EFT during the event, symbolizing the practical rollout of the digital payment system and marking a milestone in the transformation of pension management in Bangladesh.

The new menu will significantly reduce procedural delays that often accompany manual processing of pension benefits. By enabling direct transfer of GPF final payment and gratuity to pensioners' bank accounts, the system is expected to improve transparency, efficiency, and accountability, while minimizing the need for repeated follow-ups and paperwork.

The piloting initiative will be closely monitored before scaling up to other ministries and offices across the country. Once fully implemented, the system is expected to deliver a more pensioner-friendly experience and reinforce the government's broader commitment to digital financial management and public service reform.

Government Prioritizes Peer Review and Budget Implementation Reforms to Strengthen PFM



The government has intensified its efforts to enhance fiscal discipline, strengthen accountability, and improve service delivery through a renewed focus on Inter-Ministerial Peer Review and the Budget Implementation Plan (BIP). These two key components of Public Financial Management (PFM) were the central themes of a day-long workshop held

Finance Division, underscored the government's commitment to responsible and strategic utilization of public resources. He noted that PFM rests on four interconnected stages, planning, budgeting, implementation, and auditing, all vital for ensuring effective service delivery. "The budget is not merely a financial statement; it is a reflection of national



on July 5, 2025, at a hotel in Sreemangal, Moulvibazar. The event was organized by the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. The workshop was attended by senior officials from multiple ministries and divisions.

Inaugural Session

Speaking at the inaugural session, Chief Guest Shirajun Noor Chowdhury, Additional Secretary of the

priorities," he said, adding that stronger Budget Management Committees (BMCs) and Budget Working Groups (BWGs) are essential to institutionalizing fiscal discipline.

To streamline and harmonize budget practices across ministries, the Finance Division issued Terms of Reference in 2021 and Peer Review Guidelines in 2022. Peer reviews now evaluate performance across thematic areas such as budget evaluation, policy



alignment, monitoring, audit compliance, and institutional capacity. These elements are monitored through 25 performance indicators, forming the basis for evidence-based assessments and cross-ministry learning.

The government is also addressing persistent inefficiencies in budget execution, particularly the long-standing "June Syndrome," where a large proportion of the Annual Development Program is traditionally spent in the final month of the fiscal year. To improve predictability and accountability, the Finance Division plans to align the BIP with the Annual Procurement Plan and expand training for budget officials nationwide.

The inaugural session was chaired by Bilquis Jahan Rimi, Additional Secretary, Finance Division, and National Program Director, SPFMS. Md. Hasanul Matin, Additional Secretary, Finance Division; Mohammad Showkat Rashid Chowdhury, Additional Secretary, Ministry of Agriculture; and Md. Shakhwat Hossain, Additional Secretary, Ministry of Primary and Mass Education attended the workshop as special guests. Muhammad Faruq-Uz-Zaman, Joint Secretary, Finance Division, delivered the welcome address at the inaugural session.

In her remarks, Chair of the inaugural session and Additional Secretary Bilquis Jahan Rimi reflected on Bangladesh's PFM reform journey, noting major milestones from CORBEC in the 1990s to the

introduction of the MTBF in 2006 and subsequent development of comprehensive strategies. She emphasized that while the Finance Division designs the national budget, effective implementation depends on the capacity and commitment of line ministries. Strengthening BMCs and BWGs, therefore, remains central to improving budget execution and achieving sustainable service delivery outcomes.

Business Session

The workshop's business sessions provided deeper insights into current reforms. In the first session, moderated by Joint Secretary Muhammad Faruq-Uz-Zaman, Senior Consultant Md. Touhidul Islam presented findings on peer review outcomes. He revealed that standardized performance assessments



using scorecards showed a notable improvement in average ministerial scores, from 2.53 in FY 2022–23 to 3.22 in FY 2023–24. The Bridge Division, Rural Development and Cooperatives Division, and the Ministry of Primary and Mass Education emerged as top performers. Despite progress, challenges such as unresolved audit observations and inconsistent budget reviews remain. Participants emphasized the need for better coordination, stronger incentives, and greater recognition for officials engaged in budget management.

The second business session focused on strengthening the BIP as the central tool for operationalizing the national budget. Moderated by Joint Secretary Md. Tarikul Islam Khan, Senior Consultant Shihab Hasan Chowdhury explained that the BIP translates budget priorities into implementable activities with clear timelines and resource allocation. However, he highlighted several gaps, including fragmented circulars, weak alignment with procurement planning, and lack of a standardized costing framework. Key reform proposals included integrating BIP with iBAS++, linking activities with procurement schedules, and improving cash-flow forecasting mechanisms.

Discussants stressed the importance of leadership, capacity-building, and stronger institutional arrangements. They called for foundational training for project directors, incentives for high-performing budget wings, and greater emphasis on risk-based internal auditing. Participants also recommended that BIP should play a central role in the next phase of PFM reforms, given its potential to curb inefficient end-of-year spending and promote a results-based culture in the public sector.

A total of 97 participants representing the Finance Division, Cabinet Division, Ministry of Agriculture, Ministry of Primary and Mass Education, Ministry of Water Resources, Secondary and Higher Education Division, Local Government Division, Roads Division, Bridges Division, Road Transport and Highways Division, Health Services Division, Rural Development and Cooperatives Division, Health Education and Family Welfare Division, and officials from SPFMS attended the workshop.

SPFMS Hosts Review Draft Budget Manual to Enhance Transparency and Efficiency



A workshop on the preparation of a Budget Manual was held 3 September 2025 at the Finance Division (FD) to review and refine the draft version developed under the scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The workshop aimed to improve the overall budget process by gathering expert insights and stakeholder feedback on the draft manual.

The event was attended by senior officials of the Finance Division. Bilquis Jahan Rimi, Additional Secretary of the Budget & Macroeconomics Wing, graced the workshop as Chief Guest. Md. Hasanul Matin, Additional Secretary of Administration, Planning and TDM, joined as Special Guest. The session was presided over by Dr. Ziaul Abedin, Additional Secretary, Budget-1, and National Program Director of SPFMS. Mohd Rashedul Amin, Joint Secretary, FD, delivered the keynote address, while Joint Secretaries Urmia Tamanna (Budget-5) and Rownak Jahan (Budget-2) were discussants.

Three presentations were delivered, covering the

general and special activities of the Budget Desk and the mechanisms of government fund management. Participants actively engaged in the discussions and offered substantive comments to further improve the



draft manual before finalization.

The presentation on the general activities of the Budget Desk outlined its central role in formulating and revising annual and revised budgets for ministries and divisions. The Desk provides expert guidance on economic policies, financial regulations, project financing, and legal matters. It manages a wide range of financial processes including re-appropriation, additional allocations, fund authorizations, and advance releases.



Through the iBAS++ system, the Desk oversees disbursement approvals and generates project and economic codes. It also contributes to development project planning, manpower management, procurement committee support, and ECNEC activities. Additional responsibilities include preparing legal responses in court cases, managing government fund refunds, handling manpower transfers, processing Right to Information requests, and contributing data to official publications that uphold transparency and accountability.

The special activities of the Budget Desk were also



discussed in detail. Budget-1 manages the national budget calendar, revised budget procedures, IMF-related matters, Finance Bill processing, and subsidies. Budget-2 oversees fund release schedules, settlement of expenditure bills, refund processing, and unified budget programs, including unexpected expenditures. Budget-3 coordinates loan agreements, development partner financing, and Public Financial Management reform initiatives. Budget-8 manages the

payment programs for freedom fighters, while Budget-9 handles social safety net programs and prepares gender and social protection reports. Budget-11 is responsible for preparing national budget documents, manpower planning for development projects, and ensuring effective use of foreign aid. Budget-15 deals with major subsidy-related issues, particularly in the energy sector. Together, these branches form a structured and comprehensive approach to fiscal planning and financial oversight.

The presentation on government fund management highlighted several mechanisms through which public funds are allocated and utilized. These include government investments in state-owned enterprises

through paid-up capital, interest-free and interest-bearing loans for official and staff needs, and equity investments in government-owned or mixed-ownership companies. The Export Development Fund (EDF), operated by Bangladesh Bank, was cited as a significant instrument supporting exporters through low-interest dollar loans. Other financial tools include welfare-oriented permanent funds, seed and revolving funds for project initiation and sustainability, and sinking funds for long-term debt servicing. Additionally, ministers' discretionary funds and deferred payment facilities provide the government with financial flexibility in managing expenditures.

The workshop ended with a strong commitment from all participants to finalize a comprehensive, user-friendly, and effective budget manual that enhances the transparency, efficiency, and overall effectiveness of Bangladesh's national budget management process.

Training Workshop on Budget Implementation and Monitoring Held



monitoring budget execution progress was held on 14 September 2025 at the Bangladesh Secretariat, aiming to strengthen results-oriented public financial management and improve fiscal discipline.

The workshop, titled "Budget Implementation Planning and Monitoring of Implementation Progress," was organized by the Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. The event took place at the conference room on the 12th floor of Building-11 of the Secretariat.

Additional Secretary (Budget and Macroeconomics) of the Finance Division Bilquis Jahan Rimi attended the workshop as the Chief Guest, while Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, presided over the session. Md. Nazrul Islam, Joint Secretary (Budget-2 Wing), was present as Special Guest.

Speaking as Chief Guest, Bilquis Jahan Rimi emphasized that effective budget implementation is as critical as budget formulation. She noted that structured implementation planning and systematic monitoring are essential to ensure value for money, timely utilization of public resources, and improved service delivery for citizens. She also stressed the importance of strengthening institutional capacity at line ministries and agencies to achieve better budget outcomes.

In his chair's remarks, Dr. Ziaul Abedin highlighted that Budget Implementation Plans and progress monitoring are integral components of Bangladesh's ongoing public financial management reforms. He underscored the role of digital tools, particularly the iBAS++ system, in enhancing transparency, accountability, and real-time tracking of budget execution.

The technical sessions featured a detailed presentation by Mohammad Zakir Hossain, Deputy Secretary (Budget-1), Finance Division, on the conceptual framework and practical steps involved in preparing Budget Implementation Plans and monitoring execution progress. This was followed by a live demonstration of budget implementation and monitoring functionalities within the iBAS++ system, conducted by Md. Anwar Hossain, Senior IT Consultant.



An open discussion session allowed participants to share experiences, identify challenges, and suggest ways to strengthen coordination and data accuracy in budget implementation. The discussion was moderated by Mohammad Faruk-uz-Zaman, Joint Secretary (Budget-1), Finance Division.

The workshop concluded with the expectation that enhanced capacity and effective use of digital systems will contribute to improved budget credibility, fiscal discipline, and citizen-focused public financial management.

SPFMS Trains Education Ministry Officials on Public Financial Management



The Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division has organized a two-day training workshop on Public Financial Management (PFM): Concepts, Rules, and Procedures for officials of the Ministry of Primary and Mass Education. The event was held on September 10–11 at Bijoy Hall, Biddut Bhaban in Dhaka.

Abu Taher Md Masud Rana, Secretary of the Ministry of Primary and Mass Education inaugurated the training workshop as Chief Guest while Bilquis Jahan Rimi, Additional Secretary (Budget & Macroeconomics), attended as Special Guest. The sessions were chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) & National Project Director, SPFMS, Finance Division.

The training aimed to enhance the capacity of Budget Management Committees (BMCs) and Budget Working Groups (BWGs) in improving the budget process and

financial accountability.

A total of 25 officials of the Primary and Mass Education attended the workshop.



Over the two days, participants received hands-on training on topics including medium-term economic policies, PFM concepts and new developments, budget framework preparation, fund release procedures, project management challenges, audit objection mitigation, and expenditure review. The workshop concluded with a feedback session and certificate distribution.

Finance Division Hosts Workshop to Revise Delegation of Financial Powers



A workshop on revising the Delegation of Financial Powers (DFP) was held on 2 September 2025 at the Finance Division of the Ministry of Finance. The event aimed to review and update the financial authority delegated to ministries, divisions, attached departments, and subordinate offices in line with evolving administrative and operational needs. The workshop was organized by the scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Bilquis Jahan Rimi, Additional Secretary, Budget & Macroeconomics Wing, attended as the Chief Guest, while Dr. Ziaul Abedin, Additional Secretary, Budget-1 and National Program Director of SPFMS, presided over the session. Special Guests included Munshi Abdul Ahad, Additional Secretary, Implementation, Law & SOE; Md. Hasanul Matin, Additional Secretary, Administration, Planning & TDM; and Dilruba Shaheena, Additional Secretary, Expenditure Management, Regulation & Internal Audit.

Presentations were delivered by Muhammad Faruq-uz-Zaman, Joint Secretary, Budget-1, and Kowser Nasrin, Joint Secretary, Expenditure Management. Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell, and Mohammad Rabiul Islam, Joint Secretary, Budget-7, served as key discussants. Senior officials from the Finance Division also participated and provided insights into revising the

existing DFP order.

Discussions centered on updating the DFP framework originally issued on 16 August 2015, which governs both development and non-development financial operations. The document includes provisions on delegation and sub-delegation of financial authority, allocation of funds for unforeseen expenditure, and financial powers related to development project implementation such as contract approvals for civil works, procurement, and consultancy services. It also outlines the authority of statutory bodies implementing self-financed projects and includes provisions related to expenditures under the Public-Private Partnership Technical Assistance Financing (PPP TAF) Fund.

Although some amendments were made after 2015, they were never compiled into a consolidated version, leaving the current framework outdated. To address this, the Finance Division initiated efforts to revise and unify the rules under a new framework titled "Delegation of Financial Powers (Operational and Development) 2025."

For this purpose, a committee was formed on 26 December 2023, comprising senior officials from Expenditure Management, Budget, SOE, Implementation, and Regulation wings, along with representatives from the Monitoring Cell. The committee has held several meetings and discussions, analyzed the current procedures, and recommended comprehensive revisions, including a detailed list of matters requiring submission to the Finance Division.

NBR, OCAG and Parliament Provide Inputs on 3rd Draft PFM Strategy 25-30



As part of the finalization process of the 3rd Public Financial Management (PFM) Reform Strategy 2025–2030, the Finance Division under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a series of separate workshops with three key state institutions—the National Board of Revenue (NBR), the Office of the Comptroller and Auditor General of Bangladesh (OCAG), and the Bangladesh National Parliament.



The first workshop, focusing on Domestic Revenue Mobilization, was held on 15 September 2025 at the Finance Division with Md. Abdur Rahman Khan, FCMA, Secretary, Internal Resources Division and Chairman of NBR, as the Chief Guest. Finance Secretary Dr. Md. Khairuzzaman Mozumder chaired the session, while Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, delivered the introductory remarks and moderated the open discussion.

The second workshop, on External Scrutiny and Oversight, took place on 17 September 2025 at the OCAG conference room. It was presided over by Dr. Ziaul Abedin, with senior officials including Deputy

Comptroller and Auditor General (Accounts and Reports) Mijee Md. Shaifulla Shobhan and Deputy Comptroller and Auditor General (Senior) Md. Shariful Islam attending as Special Guests. The keynote address was presented by Pranab Sarker, CISA, Director (R&D), OCAG.

The final workshop in the series was held on 18 September 2025 at the Bangladesh Parliament Secretariat, focusing on Parliamentary Oversight and Scrutiny of Public Expenditure. Kaniz Moula, Secretary of the Bangladesh Parliament Secretariat, attended as Chief Guest. While Rahima Begum, Additional Secretary, Finance Division chaired the session. The keynote paper was presented by Md. Faisal Morshed, Deputy Secretary of the Financial Oversight Committee, with contributions from senior officials of the Parliament Secretariat and SPFMS.



Participants across all three workshops provided substantive comments and recommendations for improving the draft PFM Reform Strategy 2025–30. The respective institutions will now incorporate these suggestions into a refined version before forwarding it to the SPFMS, Finance Division, for finalization.

Digitizes National Savings Schemes for Better Service and Transparency



A workshop on Automation of national Savings Scheme shared the tremendous development of the National Savings Schemes (NSS) Online Management System, marking a major step toward digitizing public financial services.

This integrated platform system developed under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division ensures transparent, efficient, and client-friendly management of savings schemes administered by the National Savings Directorate (NSD).

The workshop, held on 6 August 2025 at the Finance Division, was presided over by Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management (TDM) and participated by relevant senior officials of the Finance Division. Md. Hafizul Islam, Senior IT Consultant and Muhammad Mizanur Rahman, Senior Consultant, SPFMS made presentations in the workshop.

The presentations highlighted that the system automates all core functions, including the sale and management of Sanchayapatra, post office savings, and diaspora bonds. Since July 2019, transactions of major savings instruments have gradually moved online. From January 2025, profit rates on National Savings Certificates (NSCs) are now market-based, linked to government Treasury bond rates. A slab-based

profit system introduced earlier ensures fairer returns, especially for small investors. Auto-renewal of investments has also been introduced to reduce manual hassles.

The system enables clients to receive profits and principal directly to their bank accounts through EFT. NID-based verification, TIN checks, and OTP confirmations enhance security and accuracy. These reforms have reduced client time, cost, and visits, while eliminating manual reimbursement complications.

Crucially, the platform enforces complex reforms—such as integrated investment ceilings, automated TDS, and PSR compliance—without manual intervention. The government has already saved around BDT 25,000 crore in interest costs over five years due to improved management.

Future developments include self-registration, prize bond and postal life insurance modules, partial withdrawal options, and real-time validations. With strong technical infrastructure and expanded support systems, the NSS Online Management System sets a new benchmark in fiscal governance and public service delivery.

This initiative strengthens public trust, promotes financial inclusion, and brings long-term savings management into the digital era.

Five-Day Advanced Excel Training Strengthens Data-Analysis Skills of Treasury & Debt Wing



The Scheme on Strengthening the Capacity of Treasury and Debt Management (TDM) Wing under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) of the Finance Division has successfully concluded a five-day intensive training course on "Advanced Excel", aimed at sharpening the data-analysis skills of 25 officials from the TDM Wing.

The training, held from 21 to 25 September 2025 in Dhaka, was inaugurated by Md Hasanul Matin, Additional Secretary (Admin & Planning, TDM Wing) as the chief guest. Dr Ziaul Abedin, Additional Secretary (Budget-1) & National Program Director of SPFMS, and Hasan Khaled Foisal, Additional Secretary (Macroeconomics-1 Wing), attended as special guests. The opening session was chaired by Mohd Rashedul Amin, Joint Secretary (TDM Wing), with Md Firoz Khan, Program Executive and Coordinator (PEC), SPFMS, delivering the welcome remarks.

The closing ceremony on 25 September 2025 was graced by Bilquis Jahan Rimi, Additional Secretary (Budget & Macroeconomics) as chief guest. Dr Ziaul Abedin and Ferdous Rowshan Ara, Additional Secretary (Admin & Coordination), attended as special guests. The session was once again chaired by Mohd Rashedul

Amin, Joint Secretary (TDM Wing). Certificates were awarded to all trainees.

The technical sessions were facilitated by Md Monir Hossain, FCCA, CEO of Ecosoft Technology Ltd., and were tailored to meet the needs of government financial data managers. The curriculum included Excel work-structure and data types; date-and-time functions; conditional and common formatting; charts; data validation; name-range management; pivot tables; debt-reporting dashboards; macros; advanced reporting tools; and an introduction to AI-powered Excel features.

Participants highlighted the hands-on exercises on pivot tables, lookup functions, advanced data-validation techniques, and debt-reporting dashboards as particularly useful in enhancing their ability to analyze large datasets and improve reporting accuracy for public-sector fiscal operations.

Concluding the event, the Treasury & Debt Management Wing emphasized that such capacity-building initiatives under SPFMS play a pivotal role in modernizing fiscal data systems and supporting evidence-based decision-making for better financial governance in Bangladesh.

Orientation Training for New Consultants of TDM scheme



A five-day orientation training program for newly appointed consultants of the Scheme on Strengthening the Capacity of Treasury and Debt Management (TDM), under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division was held from July 20 to 24, 2025.

The training was inaugurated by Dr. Mohammad Abu Yusuf, Additional Secretary (Administration, Planning and TDM), as the chief guest. The opening session was chaired by Hasan Khaled Foisal, Additional Secretary

Over the next four days, the consultants will receive intensive, hands-on training on core public financial management areas, including the Debt Management System, the operational framework of the TDM Scheme, and ongoing automation initiatives. Special emphasis will be placed on the digitalization of National Savings Certificate (NSC) systems, covering Diaspora Bonds and Postal Savings Bank operations, which are critical to modernizing public debt instruments and expanding citizen access.



(TDM), Finance Division. Md. Firoz Khan, Program Executive and Coordinator of SPFMS, delivered the welcome address, outlining the objectives and expected outcomes of the orientation program.

On the inaugural day, participants undertook a pre-course evaluation designed to assess their baseline understanding of public financial management systems. This was followed by technical briefings on the SPFMS program and an overview of the National Treasury Receipt (NTR) system, which plays a key role in strengthening government revenue collection and reporting mechanisms.

The sessions are being conducted by senior officials and technical experts, including Muhammad Mizanur Rahman, Md. Hafizul Islam, and Nazneen Sultana. The training features interactive discussions and practical insights aimed at deepening participants' understanding of financial governance frameworks and digital reforms currently underway.

The course is directed by Md. Firoz Khan, Deputy Secretary and Project Executive Committee (PEC) member of the TDM Scheme, with coordination support from Md. Ariful Islam, Implementation Support Consultant (ISC), SPFMS.

SPFMS Strengthens Financial Reporting Through Appropriation Accounts Training



A series of specialized training programs on appropriation accounts were conducted during August and September 2025 to strengthen public financial reporting and compliance across key government entities. The trainings were organized by the Scheme on Improving Pension Management System and Quality & Timeliness of Financial Reporting under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) with the aim of improving accuracy, consistency, and transparency in government accounts.

The training initiative began with a two-day course on Appropriation Accounts (Railway) and Commercial Accounts, held from August 26 to 28. The program brought together 25 participants from various ministries and divisions, focusing on updated formats, revised structures, and evolving reporting requirements. The sessions addressed practical challenges faced by accounting officers and emphasized correct classification and disclosure of financial transactions.

To expand access beyond Dhaka, a follow-up one-day training on the same subject was held on September 21 in Rajshahi. A total of 35 participants from the Ministry of Railway, Finance Division, Office of the Comptroller and Auditor General (OCAG), ADG (Finance) Railway, and the Controller General of Accounts (CGA) took part. Participants welcomed the opportunity to receive hands-on guidance locally and noted that the interactive

discussions helped clarify sector-specific reporting issues.

A one-day training on Appropriation Accounts (Civil) was conducted on September 17 at the SPFMS office conference room for 25 officials from the Finance Division, OCAG, and CGA. The session provided a concise yet comprehensive overview of civil appropriation accounts, highlighting sector-specific challenges and compliance requirements. Participants reported that the targeted format made the training highly practical and directly applicable to their daily responsibilities.

The following day, September 18, another one-day program covered Appropriation Accounts (Postal) and Pro-forma Accounts. Attended by 25 participants from the Finance Division, OCAG, CAFO (Postal), CAFO (T&T), and CGA, the training focused on distinct procedural and reporting rules governing postal services and pro-forma accounting. Participants praised the specialized nature of the session, noting that expert insights helped demystify complex regulations.

Across all sessions, feedback was consistently positive. Participants described the trainings as timely, relevant, and effective, underscoring their value in strengthening financial discipline and ensuring uniform reporting standards across government institutions.

MS Excel Training Enhances Financial Reporting Capacity



A series of five-day MS Excel training programs were conducted during August and September at the Computer Lab of the Finance Division to strengthen officials' data management and financial reporting skills. The trainings were organized by the Scheme on Improving Pension Management System and Quality & Timeliness of Financial Reporting under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The capacity-building initiative aimed to equip government officials with practical, job-oriented Excel skills to support evidence-based decision-making, automation, and efficient financial reporting. Three separate training batches were arranged to address varying competency levels among participants from the Regulations, Implementation, and Law wings of the Finance Division.

The first five-day training, held from August 10 to 14, was attended by 25 officials of Grade 9 and above. This advanced-level course focused on sophisticated Excel functions, data analysis techniques, and automation tools designed to improve productivity and accuracy in official work. Participants explored complex formulas, advanced data handling, and workflow optimization relevant to public financial management tasks.

Following the success of the first batch, a second five-day training was conducted from August 17 to 21

for 20 officials of Grade 10 and below. This session emphasized building a strong foundation in intermediate and advanced Excel skills. The curriculum covered data validation, conditional formatting, lookup functions, and structured data management, helping participants transition from basic spreadsheet use to more analytical applications.

A third five-day training was organized from September 21 to 25 for 24 officials of Grade 10 and below, responding to growing demand for advanced digital skills. This session delved deeper into complex data models, macro-based automation, and dashboard development, with the objective of transforming participants into confident and efficient Excel users capable of handling complex data challenges.

Across all three batches, participants expressed strong satisfaction with the hands-on training approach, practical exercises, and real-life problem-solving focus. Many noted that the skills acquired were directly applicable to their daily responsibilities, particularly in financial analysis, reporting, and data-driven decision-making.

The Excel training series is expected to contribute significantly to improving efficiency, accuracy, and timeliness in financial reporting within the Finance Division, reinforcing the broader objectives of public financial management reform under SPFMS.

Office Management and MS Word Training for Finance Ministry Staff



A five-day training program on Office Management and MS Word was held from September 14 to 18 to strengthen administrative efficiency within the Ministry of Finance.

Organized by the Scheme on Improving Pension Management System and Quality and Timeliness of Financial Reporting under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), the training brought together 31 office assistants from the different wings of the Finance Division, Ministry of Finance. The sessions were conducted at the Conference Room (Level-14) of the Finance Division.

The program was designed to enhance both technical and procedural skills required for modern office administration. A strong emphasis was placed on intermediate and advanced use of MS Word to ensure faster, more accurate, and professional document preparation in government offices. Participants received hands-on training on document creation, advanced formatting, template design, and mail merge, enabling them to manage official correspondence and records more efficiently.

Beyond software skills, the training also focused on core office management practices in line with the Secretariat Manual. Sessions covered rules, regulations, official manners, and standard operating procedures followed in government offices. This

combination of technical proficiency and procedural clarity aimed to improve compliance, consistency, and overall work quality in day-to-day administrative functions.

Officials involved in organizing the program said the initiative was part of a broader effort under SPFMS to modernize public financial management by strengthening human capacity at all operational levels. Well-trained support staff, they noted, play a critical role in ensuring timely documentation, accurate record-keeping, and smooth administrative processes across ministries and divisions.

Participant feedback was overwhelmingly positive. Many trainees said the course was highly practical and directly relevant to their daily responsibilities. Several noted that the newly acquired MS Word skills would significantly reduce the time and effort required to prepare official files, letters, reports, and other documents. Others highlighted the usefulness of learning standardized formats and office rules, which they said would help minimize errors and improve coordination within their offices.

The training concluded with a shared commitment from participants to apply the new skills in their respective workplaces, contributing to improved efficiency, professionalism, and service delivery within the Ministry of Finance.

SPFMS Launches New Website to Boost Transparency and Service Delivery



The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has launched its newly redesigned website on 12 August 2025, marking an important step toward strengthening transparency, accessibility, and efficiency in public financial management.

The launching ceremony was held at the SPFMS Program Office in Ramna, Dhaka. Bilquis Jahan Rimi, Additional Secretary (Budget-1) of the Finance Division and National Program Director of SPFMS, attended the event as the Chief Guest. She formally inaugurated the website and later toured its key sections, appreciating the progress made while emphasizing the need for continuous updating and improvement to meet the evolving demands of public financial governance.

The new website has been designed as a comprehensive digital platform to provide timely, reliable, and user-friendly information on SPFMS activities, reforms, and achievements. It presents a clear overview of the program's background, objectives, governance structure, and reform components, allowing stakeholders to better understand the scope and direction of ongoing public financial management initiatives.

One of the major strengths of the website is its

structured presentation of SPFMS schemes and reform areas, including budget process improvement, treasury and debt management, internal audit and audit follow-up, pension management, and digital financial systems such as iBAS++. Dedicated sections highlight training activities, workshops, publications, and news updates, reflecting the program's strong focus on capacity development and knowledge sharing across government institutions.



The website also serves as an important transparency tool by making key documents, reports, and program updates easily accessible to policymakers, development partners, researchers, media professionals, and the general public. By centralizing information in one digital space, SPFMS aims to reduce information gaps and promote informed engagement with public financial reforms.

SPFMS launches three-day PPR training for macroeconomic officials



A three-day training program on the Public Procurement Act (PPA) 2006 and Public Procurement Rules (PPR) 2008 for officials working under the macro-economic reform agenda in Finance division as part of efforts to strengthen transparency, efficiency and compliance in public spending.

The training, held from August 17 to 19 at the Finance Division was organized under the Scheme on Improvement of Fiscal Forecasting through Development of a Macroeconometric Model of Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The program aims to enhance procurement capacity among government officials engaged in fiscal forecasting, policy analysis and macro-economic management

Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Project Director of SPFMS, attended the event as chief guest, while Anarul Kabir, Joint Secretary of the Fiscal Policy Branch, attended as special guest. The session was chaired by Dr Ziaul Abedin, Additional Secretary of the Macroeconomic Wing.

Delivering technical sessions throughout the three days was Sohelur Rahman, Additional Secretary (Grade-1) and former Chief Executive Officer of the Bangladesh Public Procurement Authority (BPPA). The training began with an overview of the PPA 2006 and PPR 2008, followed by in-depth discussions on procurement of goods, works and services in line with prevailing legal and regulatory frameworks.

According to the detailed schedule, the program covered procurement planning, procedural compliance, evaluation processes and risk mitigation across goods, works and service procurement. Separate sessions have been designed to allow participants to engage with real-life procurement scenarios, clarify regulatory ambiguities and strengthen practical understanding of procurement rules



Officials said the training is expected to improve procurement governance and ensure better value for money in macro-economic projects, particularly those linked to fiscal forecasting and evidence-based policymaking. Strengthening procurement knowledge among macro-economic officials is seen as a critical step toward sustaining public financial management reforms and improving accountability in the use of public resources.

Five-Day Training on Macroeconomics and EViews to Strengthen Fiscal Forecasting



A five-day training program titled "Introduction to Macroeconomics: Methods and Application with EViews", organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macro Econometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division was held from 24-28 August 2025 at the Finance Division in Dhaka.

Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Project Director of SPFMS attended the session as the Chief Guest and inaugurated the training program. Presided over by Md. Monzorul Haque, Joint Secretary, Expenditure Management & Macroeconomics Wing, Finance Division the function was also attended by Anarul Kabir, Joint Secretary, Fiscal Policy Branch as Special Guest. The welcome address was delivered by Dr. Mahfuza Begum, Program Executive & Coordinator (Deputy Secretary) of the Macro Econometric Model Scheme, SPFMS.

Dr. Ziaul Abedin, in his speech, emphasized that "This training will provide participants with the opportunity to rigorously test their assumptions by ensuring the most effective utilization of the EViews software. Moreover, mastering the software's capabilities will enable participants to assess whether the results of their tests are reliable and robust, thereby enhancing the credibility and accuracy of their analyses."

The training, scheduled from August 24 to 28, is designed to introduce the relevant officials to econometric methods and their practical applications using EViews. Led by Shubhasish Barua, Associate Professor at the University of Dhaka, course aimed to equip participants—regardless of prior economics or

data analysis experience—with skills to analyze macroeconomic data and forecast variables effectively.

The training was structured in three components: econometrics for cross-section data, macroeconomics for stationary time series, and nonstationary time series. Participants began with descriptive statistics, correlation analysis, and simple two-variable regression, progressing to multiple regression models, hypothesis testing, and post-estimation statistics using EViews and Excel.

The second phase focused on time-series techniques, covering autocorrelation, lags, autoregressive models, vector autoregression, and GDP growth forecasting. The final component addressed nonstationary time series, including stochastic processes, unit roots, stationarity testing, spurious regression, cointegration, and the Error Correction Mechanism.

By integrating hands-on EViews exercises with conceptual understanding, the program provided participants with practical proficiency for macroeconomic research and forecasting. Key references included works by Enders, Gujarati & Porter, Hamilton, and Stock & Watson, ensuring a robust theoretical foundation alongside practical applications.

Through this initiative, the Finance Division aims to strengthen fiscal forecasting and evidence-based policy formulation, ensuring effective financial planning and improved service delivery across government sectors. The program will conclude on August 28 with a closing ceremony attended by senior officials of the Finance Division.

Excel Training for Empowering Officials with Data Skills



A five-day comprehensive training program on Advanced Microsoft Excel commenced on 15 July 2025 at the Finance Division's Training Room in Dhaka organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macro Econometric Model under SPFMS. The program aims to enhance participants' skills in data management and analysis for improved efficiency in public financial management.

The training was inaugurated by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery as the Chief Guest. The opening session was presided over by Dr. Ziaul Abedin, Additional Secretary (Macroeconomics-1), and attended by Hasan Khaled Foisal, Additional Secretary (Expenditure Management Wing), and Homayra Begum, Additional Secretary (State-Owned Enterprise-1), as Special Guests.

Bilquis Jahan Rimi in her speech said, "If we share our knowledge with one another, the outcomes of our work will improve significantly. It is important to remember that sharing specialized knowledge and skills with others does not diminish one's own expertise. We have made substantial technical progress, and there is no alternative to training if we are to keep pace with the changing times."

A total of 26 participants, including senior officials of the Finance Division, are attending the training. Palash Biswas is conducting the sessions, which are scheduled from July 15 to 17 and will resume from July 21 to 22, 2025.

On the first day, participants reviewed intermediate Excel functions and learned techniques for cell formatting and data cleaning, including custom formats, removing duplicates, text-to-columns, flash fill, and

importing data from various sources.

The second day focused on Conditional Formatting and Data Validation, where participants practiced identifying duplicate values, applying formatting rules, creating heat maps and icon sets, and using custom formulas to highlight rows dynamically.

The third day emphasized advanced data validation and structured references. Key areas included creating dropdown lists, using named ranges for dependent validations, and applying custom validation rules within tables.

On the fourth day, participants explored essential Excel functions such as IF conditions, nested IFs with AND/OR logic, and advanced lookup formulas like XLOOKUP. They also worked with text and date functions including TEXTJOIN, TRIM, DATEDIF, and NETWORKDAYS.



Development. The session covered data preparation, pivot table creation and refresh, calculated fields, slicers, timelines, pivot charts, and concluded with a practical dashboard-building exercise.

This training was designed to equip professionals with advanced Excel skills, enabling them to boost productivity and support data-driven decision-making in their respective roles.

SPFMS Launches Week-Long MS Office Training to Boost Administrative Efficiency



In a move to enhance digital literacy and improve administrative efficiency, a five-day training program on Microsoft Office applications was organized by the Scheme on PFM Reforms Leadership, Coordination and Monitoring under SPFMS. The training was inaugurated on 1 September 2025 at the Finance Division's Computer Lab. The purpose of this training was to strengthen the operational capacity of officials and staff from the Administration and Coordination Wing through hands-on instruction in MS Word, MS Excel, and MS PowerPoint.

Md. Hasanul Matin, Additional Secretary (Admin, Planning, and TDM), inaugurated the program as the Chief Guest. The session was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS.

Ferdous Rowshan Ara, Additional Secretary (Administration and Coordination), attended as the Special Guest. Also present were Tanim Tasmin, Program Executive and Coordinator of the SPFMS Coordination Scheme; Syed Rashedul Hossen, Joint Secretary (Admin-1) and Training Course Director; and Md. Nashim Ahamed, Senior Assistant Secretary (Training Section), who served as Course Coordinator and conducted the inaugural session.

The training is part of a broader reform initiative under the PFM scheme, which seeks to modernize internal processes for more efficient public service delivery.

Over five days, participants will receive practical training in key MS Office applications. The first two days focus on MS Word, covering essential and advanced skills such as text editing, formatting, mail merge, table design, and file management. These sessions are led by Md. Abdus Salam Shah, Senior



System Analyst; Md. Tofazzal Hossain, System Analyst; Mohammad Abul Bashar, Assistant Programmer; and Pollab Kumar Roy, Programmer — all from the Finance Division's IT unit.

Subsequent sessions will focus on MS Excel, with instruction provided by Md. Zakir Hossain, Deputy Secretary (Budget-1). Topics include spreadsheet navigation, data entry, formatting techniques, conditional formatting, and chart creation.

The training underscores the Finance Division's commitment to building a digitally capable workforce in support of efficient and transparent public financial management.

Five-Day Training on Accounting and Financial Statement Analysis



The Monitoring Cell of the Finance Division organized a five-day training program titled “Accounting Basics and Understanding Financial Statements (UFS)” from August 17 to 21, 2025, at the Mini Conference Room of the Finance Division, Bangladesh Secretariat. The training was conducted under the State-Owned Enterprises (SOEs) Governance Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The program aimed to enhance financial literacy, analytical skills, and reporting capacity of government officials involved in overseeing State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs). Through interactive lectures, case studies, and group exercises, participants were introduced to core accounting concepts and tools essential for sound financial oversight.

Additional Secretary (Budget-1) and National Program Director (SPFMS), Dr. Ziaul Abedin, inaugurated the training as the chief guest, while Director General (Additional Secretary) of the Monitoring Cell, Rahima Begum, chaired the sessions.

The training featured a panel of experienced resource persons, including accounting professionals, senior government officials, and SPFMS consultants. Key topics covered during the sessions included accounting fundamentals, double-entry bookkeeping, accrual and cash-based accounting, preparation and analysis of financial statements, interpretation of audit reports, financial ratio analysis, and assessment of fiscal risks associated with SOEs. Participants were also introduced to International Financial Reporting Standards (IFRS) and governance issues related to loans, equity, and sovereign guarantees.

A total of 113 officers of the Finance Division participated in the training across four batches, reflecting the government's continued commitment to strengthening transparency, accountability, and evidence-based financial decision-making under the ongoing PFM reform agenda.

Training on Fixed Assets Register Preparation under PPE Manual



A two-day training program titled “Preparation of Fixed Assets Register as per PPE Manual” was held on September 22 and 23, 2025, at the Bangladesh Secretariat. The program was conducted under the State-Owned Enterprises (SOEs) Governance Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), with the aim of strengthening public sector asset management practices.

The training sought to enhance the capacity of officials from State-Owned Enterprises (SOEs), Autonomous Bodies (ABs), and government divisions in maintaining accurate, transparent, and standardized fixed asset registers in line with the Property, Plant and Equipment (PPE) Manual.

Director General (Additional Secretary), Monitoring Cell, Finance Division, Rahima Begum presided over the sessions and highlighted the importance of proper asset documentation and compliance with PPE guidelines to improve financial reporting, accountability, and governance in public institutions.

The program covered two key modules—an overview of the PPE Manual and preparation of the Statement of Fixed Assets. Participants received practical guidance on asset classification, recording, valuation, verification, reconciliation, and reporting formats. Interactive discussions also addressed common challenges faced by SOEs and ABs in managing fixed assets effectively.

The first batch included representatives from energy and power sector entities such as Petrobangla subsidiaries, North-West Power Generation Company Limited, NESCO, Eastern Refinery Limited, and LP Gas Limited, along with officials from relevant ministries. The second batch comprised participants from telecommunications, shipping, aviation, tourism, and industrial sector organizations, including regulatory bodies and state-owned companies.

A total of 31 officials attended the training over the two days, reaffirming the Finance Division's commitment to strengthening financial governance and asset management.

SPFMS Organizes ToT on DCL Data Entry into SABRE+ System

The Monitoring Cell of the Finance Division organized a day-long Training of Trainers (ToT) program on Debt and Contingent Liabilities (DCL) Data Entry into the SABRE+ System at the Bangladesh Secretariat, held on 10 July 2025. The initiative aimed to strengthen institutional capacity within the Finance Division so that trained officers can effectively guide officials of State-owned Enterprises (SoEs), Autonomous Bodies (ABs), and Line Ministries (LMs) on accurate DCL data entry and reporting through the digital platform.

A total of 20 officers from different wings of the Finance Division participated in the program. The inaugural session was addressed by senior officials, including Amirul Islam, Additional Director General-1 (Joint Secretary), Monitoring Cell; Homayra Begum, Additional Secretary (SOE-1); and Nasrin Sultana, Additional Secretary (Regulation, Implementation, Law & SOE). Director General (Additional Secretary), Monitoring Cell, Rahima Begum presided over the session and emphasized the importance of reliable data management for effective monitoring and fiscal oversight of SoEs and ABs.



The technical sessions included detailed presentations and live demonstrations on SABRE+ system functionalities, focusing on DCL data entry, verification, and reporting procedures. Firoz Ahmed, Additional Director General-2 (Joint Secretary), conducted sessions on the conceptual and operational framework of DCL data. Mehedi Hayat Abbasi, Senior Consultant, SPFMS, and Kazi Zillur Rahman, Senior IT Consultant, SPFMS, facilitated sessions on data validation and digital reporting tools.

The program concluded with closing remarks highlighting the critical role of accurate DCL reporting in strengthening fiscal transparency, accountability, and public financial management reforms.

Training on Regulating Debt and Contingent Liabilities of SOEs and ABs

The Monitoring Cell of the Finance Division, Ministry of Finance, organized a series of capacity-building training programs on regulating the Debt and Contingent Liabilities (DCL) of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs) and data entry into the SABRE+ system at the Bangladesh Secretariat.



Held in multiple batches between 17 July and 11 August 2025, the day-long trainings aimed to strengthen the technical capacity of officials of SOEs and ABs in managing, reporting, and digitally recording debt and contingent liabilities in line with modern public financial management practices. The sessions combined lectures, system demonstrations, and hands-on exercises on DCL concepts and SABRE+ operations.

Rahima Begum, Director General (Additional Secretary), Monitoring Cell, chaired all the sessions and underscored the importance of accurate and timely debt reporting to ensure fiscal discipline and transparency in SOE operations.

Senior Finance Division officials, including Bilquis Jahan Rimi, Ms. Nasrin Sultana, Dr. Mohammad Abu Yusuf, and Ferdous Rowshan Ara, addressed different batches, reiterating the government's commitment to strengthening financial governance through digital reforms under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The training covered theoretical and practical aspects of DCL reporting and SABRE+ data entry and was attended by officials from major SOEs, including Petrobangla, BAPEX, GTCL, and BIDC. The initiative reaffirmed the Finance Division's focus on improving financial oversight and accountability of SOEs.

Workshop on Evaluation of SOEs and ABs' Performance

A day-long workshop on the findings and improvement scope of independent performance evaluations of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs) was held at the Finance Division, Bangladesh Secretariat, on 6 October 2025.

Titled “Evaluation Findings, Observed Shortcomings and Scope for Improvement in the Independent Performance Evaluation of SOEs and ABs,” the workshop was organized by Strengthening of SOEs’ Governance Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The event aimed to identify gaps, share insights, and enhance the effectiveness of existing performance evaluation mechanisms.

Nasima Parvin, Additional Secretary (SOE-1 Wing), Finance Division, attended the inaugural session as Chief Guest, while Rahima Begum, Director General (Additional Secretary), Monitoring Cell, presided over the workshop. In her remarks, Parvin emphasized the need for strong evaluation systems to ensure efficiency, accountability, and transparency in SOE and AB management, stressing alignment with national development priorities and fiscal discipline.



Keynote presentations were delivered by Md. Amirul Islam, ADG-1, and K. M. Ali Azam, ADG-2, Monitoring Cell, who shared findings from the latest independent evaluations and highlighted observed shortcomings and methodological challenges.

Senior officials from the Finance Division participated as discussants, while representatives from ministries, SOEs, and ABs engaged in open discussions on governance reforms and performance-linked budgeting. The workshop concluded with reaffirmation of the Finance Division’s commitment to strengthening SOE governance and performance management.

Training on Preparation of Fixed Assets Register



A two-day training program on “Preparation of Fixed Assets Register as per PPE Manual” was held at the Bangladesh Secretariat on September 22–23, organized by the Monitoring Cell of the Finance Division, Ministry of Finance.

The training was conducted under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) with the objective of strengthening the capacity of officials from State-Owned Enterprises (SOEs), Autonomous Bodies (ABs), and relevant ministries and divisions in preparing and maintaining fixed assets registers in compliance with the Public Property and Equipment (PPE) Manual.

Officials from a wide range of public sector institutions participated in the programme, including the Bangladesh Energy Regulatory Commission, North-West Power Generation Company Ltd, Jalalabad Gas Transmission & Distribution Company Ltd, Eastern Refinery Ltd, LP Gas Ltd, Bangladesh Telecommunication Regulatory Commission, Teletalk Bangladesh Ltd, Bangladesh Satellite Company Ltd, Bangladesh Shipping Corporation, and Bangladesh Services Ltd (Hotel Ruposhi Bangla). Representatives from several ministries, including the Ministries of Industries, Shipping, and Civil Aviation and Tourism, also attended.

The sessions covered an overview of the PPE Manual, preparation of statements of fixed assets, and standardized procedures for asset classification, valuation, and reporting, with a focus on improving consistency and accuracy in public asset management.

Ms. Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell, presided over both days of the training. In her closing remarks, she underscored the importance of proper asset recording for enhancing financial transparency, accountability, and effective decision-making within public sector entities.

The programme concluded with an open discussion, allowing participants to share institutional experiences and provide recommendations for effective implementation of the PPE Manual across SOEs and ABs.

Week-long Training on Independent Performance Evaluation

A week-long series of training sessions on “Independent Performance Evaluation (IPE) Process and Database for Selected State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs)” was held at the Bangladesh Secretariat from September 7–11, organized by the Monitoring Cell of the Finance Division, Ministry of Finance.

The training was conducted under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) with the objective of strengthening the capacity of officials responsible for implementing, reporting, and monitoring the IPE system through the SABRE+ database.



Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, inaugurated the training and also attended the concluding session as the Chief Guest on the final day. Throughout the program, Rahima Begum, Director General (Additional Secretary), Monitoring Cell, presided over the sessions as Chairperson, emphasizing the importance of institutionalizing IPE to enhance performance monitoring, fiscal discipline, and accountability of SOEs and ABs.

Munshi Abdul Ahad, Additional Secretary, Nasima Parvin, Additional Secretary, Md. Hasanul Matin, Additional Secretary, Md. Amirul Islam, Joint Secretary and K. M. Ali Azam, Joint Secretary participated in various sessions as guests and resource persons.

Key topics covered included the IPE framework and institutional arrangements, evaluation methodology and outcomes, and practical training on data entry in the SABRE+ IPE module. The sessions were facilitated by Md. Yusuf, Mahmudul Mannan Toy, and Kazi Zillur Rahman.

In her closing remarks, Rahima Begum urged participants to apply the acquired knowledge and digital tools to ensure transparent, efficient, and evidence-based performance assessment of public sector enterprises.

Training on TO&E Module of SABRE+ System



A day-long training program on the Table of Organization and Equipment (TO&E) Module of the SABRE+ System was held on 14 September 2025 at the Conference Room of the Monitoring Cell, Finance Division, Bangladesh Secretariat. The training was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) to strengthen the digital capacity of government officials in managing organizational and personnel data through the SABRE+ System.

Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (NPD) of SPFMS, attended the program as the Chief Guest, while Rahima Begum, Director General (Additional Secretary), Monitoring Cell, presided over the session. Md. Amirul Islam, ADG-1 (Joint Secretary), and K. M. Ali Azam, ADG-2 (Joint Secretary), Monitoring Cell, were present as Special Guests.

The training focused on the overview and practical functionalities of the TO&E module, highlighting digital management of organizational structures, sanctioned posts, grades, vacancies, and employee records. Participants also received hands-on guidance on data entry procedures, pay and allowance management, and integration of personnel information into the SABRE+ system for real-time use.

Rahima Begum and Kazi Zillur Rahman, Senior IT Consultant, conducted the core sessions, while technical demonstrations were delivered by Md. Sohrab Hossain, Financial Analyst, and Mohammad Sohel Sarif Talukder, IT Consultant.

The program was moderated by Md. Firoz Hasan, Director (Deputy Secretary), and coordinated by Md. Ibrahim Khalil, Financial Analyst.

Government Introduces Real-Time Customs Duty Payment Through a-Chalan System

The government has introduced a real-time mechanism for the direct payment of customs duties and taxes to the state treasury through the a-Chalan system, a major reform aimed at improving efficiency, transparency, and fiscal discipline in Bangladesh's customs and revenue administration.

The initiative, undertaken by the Internal Resources Division in collaboration with the National Board of Revenue (NBR), came into effect at the beginning of the new fiscal year. Under the new arrangement, importers, exporters and their authorized clearing and forwarding (C&F) agents can now pay import- and export-related customs duties online, directly to the government treasury, at any time and from any location.

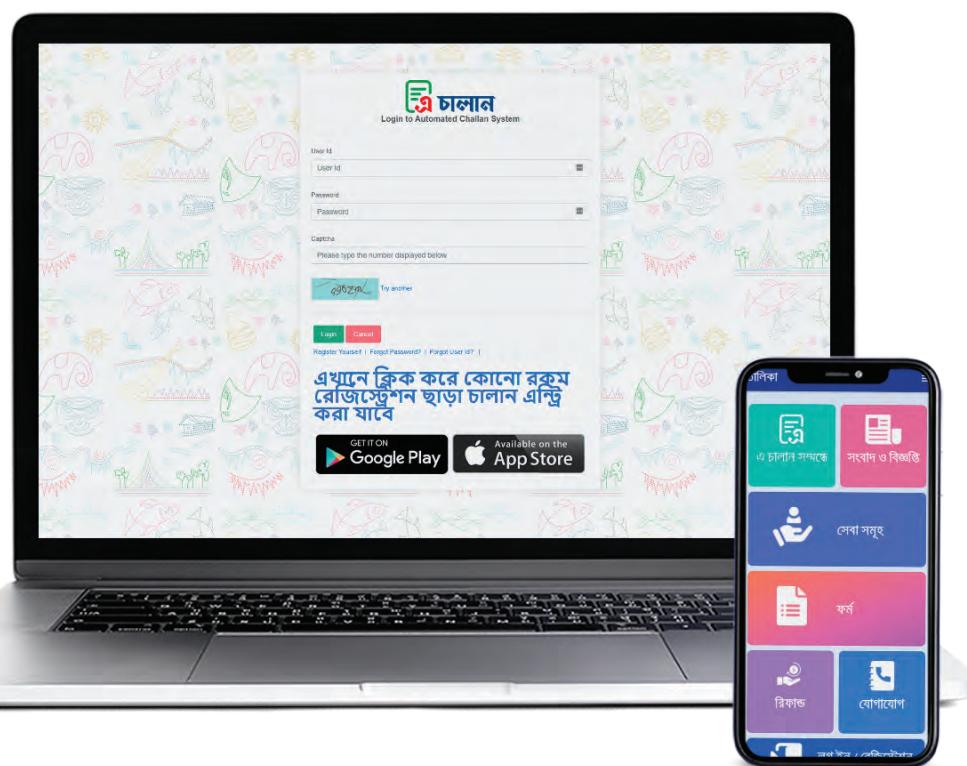
The reform has been made possible through the successful integration of the NBR's ASYCUDA World customs management system with the Finance Division's iBAS++-based a-Chalan platform. Through this integration, customs duties and taxes are transferred instantly from taxpayers' bank accounts, using either online or offline payment methods, straight into the government treasury, marking a departure from the previous delayed settlement process.

Under the earlier system, customs duties paid through the Real Time Gross Settlement (RTGS) mechanism were credited to the government treasury after a time lag, often causing delays in revenue availability and affecting timely cargo clearance. With the introduction of the a-Chalan system, payments are now deposited instantly, allowing the government to access revenue without delay while enabling faster release of imported goods.

The system allows round-the-clock (24/7) payments using internet banking, debit and credit cards, as well as mobile financial services such as bKash, Rocket, Nagad, Upay, mCash and FastPay. In addition, importers and exporters can pay customs duties at the counters of any scheduled bank, covering more than

11,700 bank branches nationwide.

Following the successful system integration, extensive training programs were conducted on July 1–2, 2025, for importers, exporters, C&F agents and customs



officials under Chattogram Custom House. The system formally went live on July 3, 2025, through Sonali Bank and other scheduled banks. On the first day of operation, customs duties exceeding Tk 13 crore were deposited against 75 bills of entry directly into the government treasury.

The a-Chalan system was initially piloted at ICD Kamalapur on April 23, 2025, and subsequently extended to Pangaon Custom House. Chattogram Custom House became the third station to adopt the system on July 3, 2025. From July 7, 2025, the government plans to roll out the system across Dhaka Custom House and all remaining customs stations nationwide.

Officials said the reform would ensure greater transparency in revenue collection, simplify payment procedures, expedite cargo clearance and further strengthen the country's public financial management framework.

Overseas Training on Treasury Single Account Held in Sri Lanka



An overseas training program on the implementation of the Treasury Single Account (TSA) with zero-balance accounts and an integrated treasury cash management system was held in Sri Lanka from September 22 to 26, 2025, with the participation of Bangladeshi government officials working in public financial management.

The five-day program, hosted at the University of Colombo, focused on practical and policy-level aspects of implementing a modern TSA framework within a Government Integrated Financial Management Information System (GIFMIS). The training aimed to strengthen participants' understanding of how TSA-linked cash management reforms can improve fiscal discipline, transparency, and efficiency in the management of public resources.

In the field of public financial management (PFM), the adoption of strong and integrated financial systems is widely regarded as a cornerstone of effective governance. Sri Lanka's experience in implementing a Treasury Single Account with zero-balance accounts, supported by a centralized treasury cash management system, was presented during the training as a working model of sound fiscal oversight. Resource persons explained how the system enables better control over government cash balances, reduces idle funds, and improves real-time visibility of public expenditures.

The program also highlighted how coordinated cash forecasting, automated payment processes, and centralized bank account structures have helped Sri Lanka optimize resource allocation and strengthen accountability. Participants were introduced to operational workflows, legal frameworks, and institutional arrangements that underpin the TSA system, along with lessons learned during its phased implementation.

By contrast, Bangladesh's existing PFM framework continues to face several challenges, particularly in relation to the rollout and effective utilization of the iBAS++ scheme. Officials involved in the training noted that limitations in real-time data integration, fragmented cash management practices, and gaps in financial oversight have constrained the system's full potential. These issues can lead to inefficiencies in cash utilization and weaken overall fiscal discipline.

Against this backdrop, the overseas training was designed to bridge knowledge and practice gaps by exposing Bangladeshi officials to a functioning TSA environment. Through technical sessions, case studies, and discussions with Sri Lankan experts, participants examined how TSA reforms were sequenced and aligned with broader GIFMIS objectives. Institutional visits provided hands-on exposure to treasury operations, banking interfaces, and cash management tools used by the host country.

The collaboration with Sri Lankan institutions offered a valuable platform for peer learning and professional exchange. Participants reported that direct interaction with system implementers helped clarify how similar reforms could be contextualized for Bangladesh, taking into account local legal, institutional, and technological realities.

Officials believe the training will contribute to ongoing efforts by the Ministry of Finance to modernize public financial management systems. The knowledge and insights gained are expected to support future reforms aimed at enhancing transparency, efficiency, and accountability in Bangladesh's treasury operations, ultimately strengthening governance and improving public service delivery.

Customs Revenue Collection Fully Digitized Through A-Challan System



Bangladesh has taken a decisive step toward modernizing its customs revenue management with the full rollout of the A-Challan system, bringing all customs duty, tax, and charge collections under a fully digital platform. As part of this transformation, a total of 11 batches of day-long workshops were conducted at customs stations across the country between July 1 and November 3, 2025, marking a major milestone in the digitalization of customs operations.

The workshops were organized under an initiative aimed at establishing a disciplined, people-friendly, secure, and technology-driven revenue collection mechanism for Bills of Entry and Bills of Export. Through the A-Challan system, all payments related to customs clearance are now processed online, replacing traditional manual payment methods that were often time-consuming and prone to error.

Training sessions were held at key customs locations, including Custom House ICD Kamalapur, Pangaon, Dhaka, Chattogram, Mongla, and Benapole, alongside the Customs, Excise and VAT Commissionerate in Sylhet. Officials from 11 land customs stations also participated in the programs. In addition, representatives of clearing and forwarding (C&F) agents and officials from partner banks involved in customs revenue collection were included to ensure system-wide readiness and coordination.

A total of 375 participants attended the workshops held at different locations. The sessions focused on the

operational procedures of the A-Challan platform, its core system functionalities, and compliance requirements necessary for smooth implementation. Participants received detailed briefings on real-time transaction processing, automated reconciliation, and built-in transparency features designed to minimize discrepancies and enhance accountability in revenue collection.

Officials also highlighted the system's safeguards, which are intended to reduce manual intervention, prevent errors, and strengthen audit trails. By integrating banks, customs offices, and users into a single digital workflow, the A-Challan system enables faster processing of payments and improved monitoring of government revenues.

Following the completion of the training programs, authorities confirmed that 100 percent of customs duties, taxes, and other related charges are now being collected through the A-Challan system. The shift is expected to significantly reduce clearance time, improve revenue tracking, and reinforce financial governance within the customs administration.

The full implementation of the A-Challan system is widely seen as a boost to ease of doing business, offering greater predictability and transparency for traders. It also aligns with the government's broader agenda to modernize public financial management and expand the use of digital solutions across revenue-generating agencies.

Stakeholders' Workshop Reviews Internal Audit Practices of DGHS and LGED



A two-day Stakeholders' Consultation Workshop aimed at strengthening internal audit and audit follow-up mechanisms in key public sector institutions concluded on 6 September 2025 in Cox's Bazar, underscoring the government's renewed focus on transparency, accountability, and improved service delivery.

The workshop critically reviewed existing internal audit practices of the Directorate General of Health Services (DGHS) and the Local Government Engineering Department (LGED), identifying gaps and opportunities for reform in line with international good practices.



Held from 5 to 6 September at a local hotel in Cox's Bazar, the event was organized by Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. The initiative forms part of broader efforts to modernize public financial management systems and strengthen internal control frameworks across government institutions.

The workshop was attended by Dr. Md. Abu Zafar, Director General of DGHS as Chief Guest, while Bilquis Jahan Rimi, Additional Secretary, Finance Division, chaired the sessions. Among the Special Guests were Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS; Md. Anwar Hossain, Chief Engineer of LGED; and Munshi Abdul

Ahad, Additional Secretary of the Finance Division. The welcome address was delivered by Nasima Parvin, Additional Secretary and Head of the PIT, while Mohammad Atiquzzaman, Senior Financial Management Specialist of the World Bank, spoke on the importance of effective internal audit systems in strengthening fiscal discipline.

Technical presentations by Mohammad Azad Sallal, Joint Secretary, Finance Division and Md. Rafiqul Islam, Joint Secretary and Program Executive and Coordinator, SPFMS emphasized the need for



independent Internal Audit Units (IAUs), standardized organograms, adequate staffing, and clear reporting lines to senior management.

Officials from DGHS and LGED shared their ongoing initiatives, constraints, and future plans for internal audit capacity development, including training needs and audit follow-up mechanisms.

The workshop concluded with a consensus that strong internal audit functions are critical to improving financial governance, minimizing risks, and enhancing accountability. Participants stressed that strengthening internal audit and audit follow-up, particularly in the health and infrastructure sectors, will contribute significantly to better public service delivery and more efficient use of public resources.

Training on CIA professional Exams Stressed for Strengthening risk-based Internal Audit



Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of SPFMS, Finance Division, emphasized the urgent need for more Certified Internal Auditors (CIA) in government service to ensure “value for money” and to strengthen good governance in public financial management.

Speaking as the Chief Guest at the inauguration of a six-day refresher training titled “Preparation of CIA Professional Exams of Internal Auditing for Selected Government Offices” held at the SPFMS Conference Room on 14 August 2025, she said that the government is moving towards institutionalizing the internal audit system, where CIAs will play a vital role.

The training was organized under the Scheme on Internal Audit and Audit Follow-up of SPFMS, Finance Division. The session was moderated by Md. Rafiqul Islam, Program Executive & Coordinator (Joint Secretary), SPFMS program.

A total of 15 officials from various ministries and departments—including the Finance Division, Local Government Division, Ministry of Agriculture, Ministry of Science and Technology, Comptroller and Auditor General of Bangladesh, Public Works Department, Directorate of Roads and Highways, Directorate General of Health and Bureau of Health Education—are participating in the program.

The six-day refresher course provides a comprehensive orientation to the CIA exam syllabus,

with special emphasis on changes introduced after May 2025. It covers all three parts of the examination, including updated content, problem-solving exercises, and model tests designed to improve time management and exam-taking strategies.

Interactive lectures, mock assessments, and Q&A



sessions are being conducted by CIA expert resource persons, offering participants both theoretical and practical insights. The program also includes guidance on online registration for the CIA exams.

Organizers expect the training to significantly enhance participants' preparedness and confidence, enabling them to play a stronger role in establishing an institutionalized 'organizational risk based internal audit' culture in government offices. The scheme hope, this initiative will be continued in future activities too.

Bangladesh Officials Study UK's IA System to Reform Public Sector Practices



In a major step towards modernizing financial oversight in the public sector, a delegation of Bangladeshi government officials participated in a training program titled “Internal Audit Reforms and Practices in the UK Public Sector” held at the UK Civil Service College from May 13 to 16, 2025. The initiative was designed to support internal audit reform efforts in Bangladesh by learning from best practices in the United Kingdom.

To disseminate the learnings from this visit, a Feedback Seminar was organized on July 7, 2025. The event was chaired by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The seminar was attended by key stakeholders including Suraiya Jannath, Lead Governance Specialist at the World Bank; Md. Rafiqul Islam, Dr. Abdur Rahim, and Tania Tasmin, all Joint Secretaries and Program Executives under SPFMS and Rizwana Tabassum, Governance Specialist, World Bank, among others. Kowser Nasrin, Joint Secretary, Finance Division and a member of the SPFMS Program Implementation Team made a comprehensive presentation in the seminar. Participants also included officials from the Road Transport and Highways Division, Local Government Division, Health Services Division, Ministry of Housing and Public Works, Ministry of Primary and Mass Education, and five other high-spending government departments.

In her remarks, Bilquis Jahan Rimi underscored the progress made in institutionalizing internal audit units within major government entities. She noted that such units have already been established in five key departments, marking a significant step toward strengthening transparency and accountability in public financial management.

Speaking at the seminar, Suraiya Jannath stressed the need for high-level policy direction to institutionalize internal audit practices across ministries and divisions. She pointed out that internal audit plays a critical role in building donor confidence and serves as an assurance mechanism for development partners. However, she warned that incidents of corruption could discourage external funding for development projects.

In a detailed presentation, Kowser Nasrin explained that the objective of the UK training program was to learn from the country's advanced internal audit systems and assess how similar approaches could be adapted in Bangladesh. She said participants gained practical knowledge about the UK's structured, advisory-focused internal audit framework.

Through visits to various British government departments and interactions with the Chartered Institute of Public Finance and Accountancy (CIPFA), the delegation explored audit strategies, governance models, and digital audit tools. Despite initial challenges, such as dealing with technical terminology and adapting to a paperless environment, the participants actively engaged in the sessions.

They learned about the UK's “Audit Universe” concept, risk-based audit planning, and the centralized service model of the Government Internal Audit Agency (GIAA), which stresses professional development, digital transformation, and the “three lines of defense” approach to risk management.

The presentation also highlighted the importance of oversight mechanisms such as Audit and Risk Committees and departmental boards, which play vital roles in ensuring accountability and performance. Discussions emphasized aligning audit strategies with organizational goals and defining a clear risk appetite.

SPFMS Seminar Highlights Risk-Based Internal Audit for Primary Education



A seminar on the “Inception of Internal Audit Unit (IAU) and Auditee Offices of the Directorate of Primary Education (DPE), Dhaka Division on Internal Audit Execution” was held on 21 September 2025 at the Conference Room of the Directorate of Primary Education (DPE) in Mirpur-2, Dhaka, aiming to strengthen internal audit practices and enhance accountability in the primary education sector.

The seminar was organized under the Scheme on Internal Audit and Audit Follow-up of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), implemented by the Finance Division, Ministry of Finance

Director General of the Directorate of Primary Education, Abu Noor Md. Shamsuzzaman, attended the event as the Chief Guest. Homayra Begum, Additional Secretary (Internal Audit Wing), Finance Division, was present as the Special Guest, while the session was chaired by Nasima Parvin, Additional Secretary and Project Implementation Team (PIT) Head of the Internal Audit and Audit Follow-up Scheme under SPFMS.

Delivering the keynote presentation Rafiqul Islam, Joint Secretary and Program Executive and Coordinator (PEC), SPFMS, outlined the core objectives of the SPFMS program with particular emphasis on Risk-Based Internal Auditing (RBIA). He explained the principles, execution processes, and procedural steps of internal audit implementation tailored for the Directorate of Primary Education. The

presentation also covered preparatory activities, including entry meetings for upcoming internal audit execution in two selected districts.

A technical session was conducted by Abdus Samad, Senior Consultant (Internal Audit), SPFMS, who elaborated on practical methodologies of conducting RBIA. He discussed internal audit execution forms, documentation requirements, and common implementation challenges faced by auditee offices. The session was moderated by Raza Md. Abdul Hye, Additional Director General (Revenue) and Head of the Internal Audit Unit (IAU) of DPE.

Officials from auditee offices of the DPE Dhaka



Division, members of the Internal Audit Unit, technical teams, Project Implementation Team of the Finance Division, and representatives of the SPFMS Internal Audit Scheme participated in the seminar, reflecting broad institutional engagement in strengthening public financial management reforms.

Workshop Held on Draft Risk Register for Risk-Based Internal Audit at DGHS



A day-long workshop on the Draft Risk Register for Risk-Based Internal Audit Execution of the Directorate General of Health Services (DGHS) was held on 22 July 2025 at the DGHS Conference Room in Mohakhali, Dhaka, aiming to strengthen internal audit practices and improve governance in the health sector. The workshop was jointly organized by the Directorate General of Health Services (DGHS) and the Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. Bilquis Jahan Rimi, Additional Secretary (Budget-1), Finance Division, and National Program Director (NPD) of SPFMS, attended the event as the Chief Guest. In her remarks, she emphasized the importance of adopting a risk-based internal audit framework to ensure better accountability, transparency, and efficient utilization of public resources, particularly in critical service delivery sectors such as health. The workshop was chaired by Prof. Dr. Md. Abu Jafor, Director General (Health), DGHS, while Nasima Parvin, Additional Secretary, Internal Audit Wing of the Finance Division attended as the Special Guest. Both highlighted the need for institutionalizing risk assessment mechanisms to support evidence-based audit planning and decision-making.

Md. Rafiqul Islam, Joint Secretary and Project Execution and Coordinator (PEC), SPFMS moderated

the session. Participants included officials from the Internal Audit Unit (IAU) of DGHS, directors and representatives from various DGHS units, members of the Internal Audit Scheme Project Implementation Team (PIT), SPFMS technical team members, and officials from the Internal Audit Wing of the Finance Division. During the technical session, Hossain M. Iqbal (CIA), Lead Consultant from the Internal Audit Firm, delivered a detailed presentation on the Draft Risk Identification Register prepared for DGHS. The draft register was subsequently reviewed, validated, and refined through interactive discussions and group work, allowing participants to identify key operational, financial, and



governance risks relevant to the health sector. The workshop marked an important step toward strengthening risk-based internal audit execution at DGHS and aligning internal audit practices with international standards under Bangladesh's ongoing public financial management reform agenda.

IA Committee of MoPME Inaugurated and Workshop on Risk-Based Internal Auditing



The Internal Audit Committee (IAC) of the Ministry of Primary and Mass Education (MoPME) was formally inaugurated on 9 September 2025 alongside a workshop on the objectives and basics of Risk-Based Internal Auditing (RBIA), marking a significant step toward strengthening internal financial governance in the primary and mass education sector.

The workshop, titled “Inception of Internal Audit Committee (IAC) of MoPME and Workshop on Objectives & Basic of Risk-Based Internal Auditing,” was held at the conference room of the Ministry of Primary and Mass Education at the Bangladesh Secretariat. The event was organized under the Scheme on Internal Audit and Audit Follow-Up of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)

Abu Taher Md Masud Rana, Secretary of the Ministry of Primary and Mass Education, attended the program as the Chief Guest. Nasima Parvin, Additional Secretary, Finance Division, was present as the Special Guest. The session was chaired by Mr. Md. Giasuddin Ahmed, retired Additional Secretary and Chairperson of the Internal Audit Committee of MoPME.

In his address, the Chief Guest underscored the importance of establishing a strong internal audit mechanism to ensure accountability, transparency, and efficient use of public resources in the education sector. He emphasized that risk-based internal auditing is a modern change-management approach that can help ministries proactively identify weaknesses, improve controls, and enhance service delivery outcomes.

The keynote presentation was delivered by Rafiqul Islam, Joint Secretary and Program Executive and Coordinator (PEC), SPFMS program. He provided an overview of the SPFMS reform initiatives and elaborated on the fundamentals of Risk-Based Internal Auditing, the internal audit execution process, and procedural aspects relevant to the Directorate of Primary Education (DPE).

Officials from MoPME, the Finance Division, the Internal Audit Unit of the Directorate of Primary Education, and the SPFMS Internal Audit Scheme participated in the workshop.

Seminar on Internal Audit Execution Held at LGED Chattogram

A seminar marking the inception of internal audit execution at the Local Government Engineering Department (LGED), Chattogram, was held on 24 August 2025 at the conference room of the LGED Chattogram Divisional Office. The event was organized under the Internal Audit and Audit Follow-up Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

Mohammad Azad Sallal, Joint Secretary, Finance Division attended the seminar as the Chief Guest, while Kazi Golam Mustafa, Additional Chief Engineer (ACE) of LGED Chattogram Division, presided over the session. Officials from various LGED auditee offices, Internal Audit Unit (IAU) teams, and technical teams from the Finance Division and SPFMS Program participated in the seminar.



Delivering the keynote presentation, Rafiqul Islam, Joint Secretary and Project Execution and Coordinator (PEC), SPFMS, highlighted the fundamentals of Risk-Based Internal Auditing (RBIA). His presentation focused on the preparation and use of risk registers, audit planning, and the overall internal audit execution process tailored for LGED operations. He emphasized the importance of cooperation and constructive engagement between auditors and auditees to ensure effective audit outcomes.

Following the keynote session, Consultant Rahmat Kabir from the Internal Audit Scheme and Md. Akbor Ali, Executive Engineer and member of the LGED Internal Audit Unit, provided a detailed explanation of internal audit execution forms, objectives, and the subsequent steps involved in implementing RBIA in LGED.

The seminar aimed to enhance institutional readiness for systematic internal audit practices, strengthen accountability mechanisms, and contribute to improved financial governance within LGED as part of the broader public financial management reform agenda.

Internal Audit Execution Launched at LGED Khulna



The execution of internal audit activities at the Local Government Engineering Department (LGED) formally began with the holding of a seminar titled “Inception of Internal Audit Execution at LGED” at the LGED Khulna Divisional Office, held on 1 July 2025. The event marked an important milestone in strengthening internal control, transparency, and accountability.

The seminar was organized by the Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. Senior officials from LGED, the Finance Division, and internal audit teams participated in the program.

Md. Golam Mostafa, Additional Chief Engineer (ACE) of LGED Khulna Division, attended the seminar as the chief guest. The session was chaired by Mohammad Azad Sallal, Joint Secretary of the Finance Division. Officers from concerned LGED auditee offices, Internal Audit Unit (IAU) teams, technical teams of the Finance Division, and representatives of the Internal Audit Scheme were present.

Delivering the keynote presentation, Rafiqul Islam, Joint Secretary and Project Executive Committee (PEC) member of the SPFMS program, highlighted the fundamentals of Risk-Based Internal Auditing (RBIA). His presentation covered key aspects such as risk identification, preparation of risk registers, audit planning, and internal audit execution procedures tailored for LGED.

Following the keynote presentation, Rahmat Kabir, Consultant of the Internal Audit Scheme, and Md. Siddiqur Rahman, Executive Engineer and Team Leader of IAU Team A of LGED, provided detailed explanations on internal audit execution forms, audit objectives, and subsequent steps involved in the RBIA process.

Internal Audit Execution Launched at LGED, Sylhet

The formal inception of internal audit execution at the Local Government Engineering Department (LGED) was marked through a seminar held on 10 July 2025 at the Sylhet Divisional Office of LGED, aiming to strengthen accountability, transparency, and risk management in public service delivery.

The seminar, titled “Inception of Internal Audit Execution at LGED”, was organized by Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

Mohammad Azad Sallal, Joint Secretary, Finance Division, attended the event as the Chief Guest, while Abu Zafar Md. Taufique Hasan, Additional Chief Engineer of LGED Sylhet Division, presided over the seminar. Officers from various auditee offices of LGED, members of Internal Audit Units (IAU), and technical teams from both LGED and the Finance Division participated in the session.

The keynote presentation was delivered by Rafiqul Islam, Joint Secretary and Program Executive and Coordinator (PEC), SPFMS. His presentation focused on the fundamentals of Risk-Based Internal Auditing (RBIA), including risk registers, audit planning, and structured audit execution processes tailored for LGED operations.



Further elaborations on internal audit execution forms, audit objectives, and subsequent procedural steps under the RBIA framework were provided by Rahmat Kabir, Consultant of the Internal Audit Scheme, and Narayan Chandra Sarkar, Executive Engineer of LGED and a member of the Internal Audit Unit.

Speakers emphasized that the introduction of a structured internal audit mechanism would enhance financial discipline, improve governance, and ensure more efficient utilization of public resources within LGED.

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