



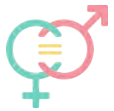
HIGHLIGHTS



Launch of the PFM Reform Strategy 2025–2030, setting a comprehensive roadmap for fiscal discipline, risk management, and improved service delivery.



Internal Audit Committees introduced across government, marking a shift from compliance-based audits to risk-based internal audit practices.



Climate-responsive & gender-responsive budgeting, reflecting evolving national priorities.



Fiscal resilience & risk management, including improved macro-fiscal forecasting, debt management, and reporting of fiscal risks.



Capacity building for line ministries for line ministries to strengthen budget planning, execution, and financial accountability.



Enhanced coordination among FD, OCAg, CGA, and line ministries to improve oversight and internal controls.



PFM Reform Compendium development to document reform milestones and lessons from three decades of financial governance improvements.



Digital transformation & iBAS++ institutionalization like iBAS++, strengthening transparency and financial oversight.



Results-oriented budgeting & service delivery aligning PFM reforms with citizen outcomes and national development goals.



Editorial Notes

The October–December 2025 issue of the SPFMS e-Newsletter reflects a decisive phase in Bangladesh’s public financial management reform journey, shaped not only by new strategies and institutional milestones, but by a deeper commitment to accountability, resilience, and results-oriented governance.

A key highlight of this quarter is the launch of the Public Financial Management Reform Strategy 2025–2030, which sets a clear and forward-looking roadmap for the next stage of reform. Anchored in fiscal sustainability, risk management, and improved service delivery, the strategy signals a deliberate shift away from process-driven compliance toward outcomes that directly affect citizens. Its focus on climate-responsive PFM, gender-responsive budgeting, and sector-specific financial management demonstrates a maturing reform agenda aligned with Bangladesh’s evolving development priorities.

Another important milestone is the formal establishment of the Internal Audit Committee within the Finance Division. This step marks a structural transition from traditional compliance-based auditing to a modern, risk-based internal audit framework consistent with international good practice. By strengthening internal controls, improving coordination with external oversight institutions, and reinforcing professional independence, the committee is expected to play a critical role in safeguarding public resources and strengthening fiscal discipline.

This issue also highlights continued investments in capacity building across line ministries through targeted PFM training programs. These initiatives reinforce a core truth of reform: policies and systems deliver results only when public officials are equipped to apply them in practice. By strengthening skills in budget planning, execution, and audit response, SPFMS continues to bridge policy intent with operational reality.

Finally, the workshop on the draft PFM Reform Compendium reflects a commitment to institutional memory, documenting three decades of reform experience nationally.

Dr. Ziaul Abedin
Additional Secretary (Budget-1) and NPD, SPFMS
Finance Division

Finance Division unveils PFM Strategy 2025–2030



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

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

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

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

The launch was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) and held at the multipurpose hall of the Finance Division. Finance Secretary Dr Md Khairuzzaman Mozumder presided over the event, while Comptroller and Auditor General of Bangladesh Md Nurul Islam and World Bank Division Director for Bangladesh and Bhutan Jean Pesme attended as special

guests. Dr Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, delivered the welcome address, and Suraiya Zannath, Lead Governance Specialist at the World Bank, also spoke on the occasion.

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

Highlighting the role of accountability, Comptroller and



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

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



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

The 2025–2030 framework is structured around 15 reform pillars covering fiscal sustainability, revenue mobilization, public investment management, treasury and debt management,

procurement, internal and external oversight, digital transformation, and capacity building. For the first time, the strategy fully mainstreams climate-smart PFM, gender-responsive budgeting, and sector-specific financial management reforms for health, education, and social protection.

Resilience is a central theme of the strategy. With Bangladesh's tax-to-GDP ratio among the lowest in the region and fiscal exposure increasing through SOE liabilities and contingent risks, the document places strong

emphasis on improved macro-fiscal forecasting, integrated debt management, and transparent reporting of fiscal risks.

The strategy also emphasizes institutionalization and implementation, noting that the success of the next reform phase will depend on sustained political commitment, stronger coordination across agencies, and continued investment in public sector capacity.

As Bangladesh moves toward upper-middle-income status, the new PFM Reform Strategy positions public finance not merely as a technical function, but as a cornerstone of economic governance, equity, and public trust.

PFM Trainings Aim to Improve Budget Planning and Execution in Line Ministries



As part of the government's ongoing Public Financial Management (PFM) reform agenda, a series of two-day training programs on "Public Financial Management: Concepts, Rules and Procedures" were organized for officials of the Ministries of Food, Disaster Management and Relief, and Fisheries and Livestock under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) of the Finance Division, Ministry of

Finance. The trainings were held at the Institute of Public Finance (IPF), Segunbagicha, Dhaka, with the objective of strengthening the capacity of Budget Management Committees (BMCs) and Budget Working Groups (BWGs) in budget formulation, implementation, monitoring, and financial accountability.

The first training was held on 20–21 October 2025 for officials of the Ministry of Food. The inaugural session was

attended by Md. Masudul Hasan, Secretary, Ministry of Food, as the Chief Guest. Bilquis Jahan Rimi, Additional Secretary (Budget and Macroeconomics), Finance Division, and Md. Nazrul Islam, Joint Secretary, Budget-2 Wing, Finance Division, attended as Special Guests, while the session was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS. Muhammad Faruq-Uz-Zaman, Joint Secretary, Finance Division, delivered the welcome address.

The second training took place on 22–23 October 2025 for officials of the Ministry of Disaster Management and Relief. Md. Mostafizur Rahman, Secretary, Ministry of Disaster Management and Relief, attended the inaugural session as the Chief Guest and highlighted the importance of integrating disaster management planning with strong financial systems. Bilquis Jahan Rimi, Additional Secretary (Budget and Macroeconomics), Finance Division, and Md. Nazrul Islam, Joint Secretary, Budget-2 Wing, Finance Division, were present as Special Guests. The session was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, while Muhammad Faruq-Uz-Zaman, Joint Secretary, Finance Division, delivered the welcome speech.

The third training was held from 10–11 December 2025 for officials of the Ministry of Fisheries and Livestock. The inaugural session was attended by Abu Tahir Muhammad Zaber, Secretary, Ministry of Fisheries and Livestock, as the Chief Guest, who emphasized prudent financial management to improve service delivery in the fisheries and livestock sectors. Md. Hasanul Matin, Additional Secretary (Budget and Macroeconomics), Finance Division, and Md. Nazrul Islam, Joint Secretary, Budget-2 Wing, Finance Division, attended as Special Guests. The session was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, and the welcome address was delivered by Muhammad Faruq-Uz-Zaman,



Joint Secretary, Finance Division.

Across the three programs, participants engaged in interactive sessions facilitated by senior officials and experts from the Finance Division, Planning Division, and audit authorities. The sessions covered medium-term economic policies and planning, public financial management concepts and recent developments, the Medium-Term Budget Framework, preparation and upgrading of Ministry Budget Frameworks, Budget Implementation Plans, fund release procedures, re-appropriation rules, and audit objection mitigation, supported by practical exercises, group work, and case-based discussions tailored to sector-specific challenges.

The trainings concluded with feedback and certificate award sessions, reaffirming the government's commitment to strengthening fiscal discipline, transparency, and results-oriented budget management. By equipping officials from key line ministries with practical knowledge and operational tools, the SPFMS program aims to improve budget credibility, enhance coordination, and ensure more efficient and timely use of public resources in support of improved service delivery and national development priorities.

Finance Division Launches Internal Audit Committee to Strengthen Risk-Based Oversight

The Finance Division formally launched its Internal Audit Committee (IAC) on November 2, 2025 at a workshop held at the Finance Division, Bangladesh Secretariat, marking a significant step toward advancing risk-based internal auditing practices across public sector institutions. The initiative is being implemented under the Scheme on Internal Audit and Audit Follow-up of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), supported by the Finance Division.

Dr. Md. Khairuzzaman Mozumder, Secretary of the Finance Division, graced the event as the Chief Guest. Bilquis Jahan Rimi, Additional Secretary (Budget & Macroeconomics), was present as the Special Guest. The session was presided over by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, while Homayra Begum, Additional Secretary, Internal Audit Wing, moderated the workshop. Senior officials from the Finance Division, the Office of the Comptroller and Auditor General (OCAG), the Office of the Controller General of Accounts (CGA), and

representatives of various public finance reform schemes attended the inaugural event.

In his remarks, Dr. Khairuzzaman Mozumder emphasized the government's commitment to strengthening internal governance and financial accountability. He stated that the establishment of Internal Audit Committees is a timely reform measure that will help reduce financial vulnerabilities, ensure transparency in public spending, and reinforce trust in institutional financial systems. "A well-functioning internal audit mechanism is not merely a procedural requirement; it is a safeguard that prevents misuse of resources and promotes responsible financial behavior across all government tiers," he noted.

The introduction of the IAC represents a noteworthy shift from conventional compliance-based auditing to a strategic, risk-based internal audit approach aligned with international best practices. This reform aims to proactively identify risks, improve internal controls, and ensure better oversight of public funds. Senior officials highlighted that these

committees would play a central role in guiding ministries and divisions to adopt a structured and preventive approach to financial management rather than one focused solely on post-event detection.

During a detailed keynote presentation, Md. Rafiqul Islam, Joint Secretary and Program Executive and Coordinator of the scheme, along with Mohammad Rezaul Haque, Joint Secretary of the Internal Audit Wing, outlined the legal framework, operational modalities, and institutional significance of IACs. They explained how the committees will enhance coordination between internal audit units, management, and external oversight bodies such as OCAG and CGA.

In the open discussion session, participants underscored the importance of developing standard operating procedures (SOPs), ensuring adequate staffing and technical capacity, and maintaining the operational independence of internal auditors. They also highlighted the need for continuous training, modern audit tools, and improved inter-agency



collaboration to avoid duplication and strengthen the sustainability of ongoing reforms.

The inauguration of the IAC is expected to accelerate the government's ongoing PFM reform agenda, promoting more disciplined expenditure management and enhancing the overall integrity and efficiency of public service delivery.

Later, Dr. Khairuzzaman Mozumder at his office handed over the report on Internal Audit to the members of the Internal Audit Committee of the Finance Division.

SPFMS Hosts Workshop to Review Draft PFM Reform Compendium

A day-long workshop on the Draft Compendium of Public Financial Management (PFM) Reforms in Bangladesh was held 6 December 2026 at Lakeshore Heights, Gulshan, Dhaka, bringing together senior officials, reform practitioners, and consultants engaged in shaping the country's financial governance systems over the past three decades. The workshop was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance.

Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, attended the workshop as the Chief Guest, while Md. Hasanul Matin, Additional Secretary, Budget and Macroeconomics Wing, Finance Division, attended as Special Guest. The workshop was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS. The welcome speech was delivered by Tanima Tasmin, Program Executive and Coordinator, SPFMS.

Dr. Md. Khairuzzaman Mozumder in his speech said, a compendium of this nature offers several important advantages, primarily by providing verified and official data in a consolidated and accessible format. These milestones of different reform initiatives should be included as case studies, ideally presented in boxed to improve clarity and visibility.

He said, although the draft is promising, there remains scope to improve it further. All related initiatives and complementary reform programs should be reflected to ensure the compendium presents a complete picture of



public financial reforms. Institutionalization also remains a critical priority; for example, sustaining and mainstreaming iBAS++ is vital for long-term reform outcomes.

Speaking as Special Guest, Md. Hasanul Matin noted that the draft compendium marks an important step in documenting Bangladesh's Public Financial Management reform history. He emphasized the importance of presenting verified information clearly while capturing the major reform milestones. Appreciating contributors, he expressed confidence that with further refinement, the compendium would become a comprehensive and user-friendly reference for policymakers, researchers, and development partners.

Following the inaugural segment, a technical presentation and review session was conducted by presenters and designated reviewers. The session began with Historical Background of PFM Reforms presented by Mohammad Moniruzzaman, Senior Functional Consultant, iBAS++ Scheme, Finance Division, and reviewed by Muhammad Faruq-Uz-Zaman, Joint

Secretary, Budget-1, Finance Division. The presentation on Committee on Reform in Budgeting and Expenditure Control (CORBEC) was delivered by Md. Ariful Islam, ISC, SPFMS,



and reviewed by Ms. Rownak Jahan, Joint Secretary, Budget-2, Finance Division. The Reform in Budgeting and Expenditure Control (RIBEC) segment was presented by Md. Dalim Sarker, ISC, SPFMS, and reviewed by Md. Nazrul Islam, Joint Secretary, Budget-2, Finance Division. The Bank Reform Committee Report 1999 (Khan Committee) was presented by A.K.M. Rahmat Ali Howlader, Consultant, Coordination Scheme, SPFMS, and reviewed by Shihab Uddin Ahmed, Deputy Secretary, Budget-3, Finance Division.

A presentation on the Financial Management Reform Programme (FMRP) was delivered by Md. Rashedul Islam, Consultant, BACS and iBAS++, SPFMS, and reviewed by Urmi Tamanna, Joint Secretary, Budget-5, Finance Division. The subsequent presentation on the Public Money and Budget Management Act 2009 was led by Nasrin Akther, Senior Functional Consultant, BACS and iBAS++, SPFMS, and reviewed by Md. Tarikul Islam Khan, Joint Secretary, Budget-4, Finance Division. The 1st PFM Reform Strategy (2007–12) and Action Plan was presented by Dr. Sheikh Touhidul Haque, Senior Consultant, Macro Scheme, SPFMS, and reviewed by Dr. Abdur Rahim, PEC, SPFMS.

Further discussions on the Strengthening Public Expenditure Management Program (SPEMP) included presentations on SPEMP-A by Md. Abdul Kader, ISC, SPFMS, reviewed by Muhammad Anisuzzaman, PEC, SPFMS; SPEMP-B by Md. Tajul Islam, PEC, SPFMS, reviewed by Md. Safiul Alam, Deputy Secretary, Budget-16, Finance Division; and SPEMP-C by Samsuddin Munna, ISC, SPFMS, reviewed by Rafiqul Islam, PEC, SPFMS.

After the lunch break, the session resumed with a presentation on the Public Expenditure Management Strengthening Program (PEMSP 2014–2020) by Md. Rashedur Rahman, ISC, SPFMS, reviewed by Abul Basher Md. Amir Uddin, Joint Secretary, Budget-3, Finance Division. The 2nd PFM Reform Strategy and Action Plan (2016–21) was presented by Ashek Md. Joglul Abedin, ISC, SPFMS, and reviewed by Dr. Md. Fardous Alom, Joint Secretary, Regulation Wing, Finance Division. The presentation on SPFMS (2019–2026) was delivered by Iftekhar Hassan, ISC, SPFMS, and reviewed by Nahid Sultana, Deputy Secretary,

Finance Division.

A lively open discussion followed, where participants provided feedback, identified information gaps, and recommended refinements to improve completeness and usability.

The workshop concluded with remarks from the Chairperson, Dr. Ziaul Abedin, who pointed out that two approaches were suggested for structuring the compendium: a positive summary that presents facts as they are, and a normative summary that analyses the content and draws conclusions. He opined that a normative approach is considered more meaningful for this purpose.

Dr. Abedin proposed to add a concluding chapter that outlines reform targets over the years, assesses progress,



identifies gaps, and explains reasons for unmet outcomes. This requires inputs from relevant stakeholders and will help make the document forward-looking rather than just descriptive.

He pointed out that a clear link between reform stages, action plans, and results is very important. The compendium should therefore map planned actions to achievements, demonstrating outputs, results, successes, and lessons learned. He also suggested that the document must remain simple, readable, and accessible so any reader can understand the PFM reform journey.

SPFMS Strengthens Fire Safety Preparedness at IEB through Multi-Agency Initiatives

A series of coordinated fire safety initiatives undertaken by the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has brought renewed attention to the urgent need for fire risk mitigation and institutional preparedness at the Institution of Engineers, Bangladesh (IEB).



The initiatives, carried out in collaboration with the Department of Fire Service and Civil Defense (FSCD) and IEB authorities, unfolded through a structured sequence of assessment, awareness-building, and practical drills during November and December 2025, focusing on government offices housed at the IEB Bhaban in Ramna, Dhaka.

The process began with a high-level coordination meeting on fire safety and risk management held on 17 November 2025 at the SPFMS Office in Dhaka. The meeting brought together senior officials from SPFMS, IEB, Fire Service and Civil Defense, the Public Works Department, and several government agencies operating from the Shahid Engineers Bhaban.

The session was moderated by Tanima Tasmin, Program Executive and Coordinator (Joint Secretary), SPFMS. Md. Nazrul Islam, Logistics Consultant for iBAS++, presented key findings from a fire safety assessment conducted by the Fire Service and Civil Defense. The assessment revealed serious vulnerabilities within the building, including uncontrolled electrical loads, loose and aging wiring, frequent short circuits, inadequate maintenance of air-conditioning systems, blocked emergency exits, insufficient fire extinguishers, and the absence of proper exit signage and emergency lighting. Addressing the meeting, Md. Shahidul Islam Sumon, Station Head of FSCD, warned that negligence in addressing these hazards could result in severe loss of life and property. He emphasized the importance of compliance with fire safety standards and timely implementation of corrective measures. In response, Engr. A. T. M. Tanbir-ul Hasan, Vice-President (Administration and Finance) of IEB, assured participants that necessary steps would be taken promptly to improve fire safety and risk management systems within the building.

Following the assessment, SPFMS organized a large-scale fire safety orientation training on 2 December 2025 at the IEB Council Hall to raise awareness and build preparedness among officials. Nearly 380 officials from various government offices located inside the IEB Bhaban participated in the program, which was conducted in three

separate batches to ensure effective engagement.

The orientation was inaugurated by Dr. Ziaul Abedin, Additional Secretary (Budget-1) of the Finance Division and National Program Director of SPFMS, as the Chief Guest. Professor Dr Engr Md. Sabbir Mostafa Khan, Honorary General Secretary of IEB, attended as the Special Guest, while the session was chaired by Tanima Tasmin.

The program was also addressed by Muhammad Anisuzzaman, Program Executive and Coordinator (Deputy



Secretary), SPFMS, and Md. Saleh Uddin, Deputy Director, FSCD, Dhaka. Technical sessions were conducted by Mohammad Enamul Haque, Zonal Commander, Dhaka, and Md. Shahidul Islam Masum, Station Officer, FSCD.

In his speech, Dr. Ziaul Abedin underscored the need for a structured and institution-specific firefighting and emergency management protocol. He directed the SPFMS team to formulate a comprehensive Firefighting Management Protocol, expressing hope that such a model could be replicated across other government buildings. He stressed that awareness and preparedness at all levels of administration are critical for effective emergency response.

The sequence of initiatives culminated in a hands-on firefighting drill held on 3 December 2025 at the IEB Bhaban. The drill was jointly organized by SPFMS, IEB, and the FSCD, with active participation from officials of SPFMS, IEB, Bangladesh Energy and Power Research Council,

Bangladesh Energy Regulatory Commission (BERC), Sustainable and Renewable Energy Development Authority (SREDA), BAETE, B-R Powergen Limited, the e-Tax Management Unit, and the Sufia Kamal National Library.

Senior officials present at the drill included Jalal Ahmed, Chairman of BERC; Md. Mijanur Rahman, Member (Gas), BERC; Md. Rafiqul Islam and Tanima Tasmin, Program Executive and Coordinators (Joint Secretary), SPFMS; and Kazi Nazmuzzaman, Assistant Director (Dhaka), FSCD. The drill was led by Mohammad Enamul Haque, Zonal Commander, FSCD, Dhaka.

During the exercise, Fire Service personnel demonstrated evacuation procedures, rescue techniques, emergency communication protocols, and the proper use of firefighting equipment. Simulated rescue operations and emergency medical response scenarios further illustrated coordination among responders.



Officials observed that the integrated approach, combining risk assessment, orientation training, and practical drills, has significantly strengthened fire safety awareness and preparedness at one of Dhaka's most important multi-agency government buildings, setting a precedent for similar initiatives across the public sector.

Training on Accounting for Decision Making

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a five-day training program titled Accounting for Decision Making to enhance analytical capacity and promote evidence-based financial decision-making in the public sector.

The training was held from November 30 to December 4, 2025, under the scheme on Improving Pension Management System and Quality and Timeliness of Financial Reporting of the Finance Division. The sessions took place at the SPFMS Training Room at IEB Bhaban in Dhaka.

The inaugural session was attended by Controller General of Accounts S M Rezvi as the chief guest, while Joint Secretary of the Finance Division's Debt Management Branch Mahedi Masuduzzaman was present as special guest. Joint Secretary of the Regulation Wing Dr Md Fardous Alom presided over the session. Program Executive and Coordinator of SPFMS Dr Mahfuza Begum delivered the welcome address.

Officials said the training aimed to strengthen participants' capacity to properly record and interpret financial transactions, analyze standard financial statements, and assess costs and public resource utilization to support informed decision-making. With the expansion of automated government financial systems and the increasing volume of fiscal data, the program sought to address capacity gaps in translating financial information into practical management decisions.



A total of 27 officials from various ministries and government agencies took part in the training, including representatives from the Finance Division, Financial Institutions Division, Economic Relations Division, Internal Resources Division, Energy and Mineral Resources Division, the Office of the Comptroller and Auditor General, the offices of the Controller General of Accounts and Controller General of Defence Finance, the finance wing of Bangladesh Railway, and the SPFMS program.

The training is expected to improve decision-making in areas such as pension management, General Provident Fund administration, project expenditure, government fund management, and preparation of annual financial reports. Officials noted that stronger accounting and financial analysis skills would contribute to greater transparency, efficiency, and timeliness in public financial management.

Workshop Calls for Urgent Clearance of Suspense Accounts

Senior government officials, auditors, and financial experts on Tuesday underscored the urgency of clearing long-standing suspense accounts to improve the accuracy, transparency, and credibility of Bangladesh's public financial reporting.

The observations came at a day-long workshop titled "Clearing Process of Suspense Accounts", held on 4 November 2025 at the conference room of the Office of the Comptroller General of Accounts (CGA) at Segunbagicha in Dhaka. The workshop was organized under the Improving Pension Management System and Quality and Timeliness of Financial Reporting Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

S M Rezvi, Comptroller General of Accounts, attended the program as the Chief Guest. In his address, he said persistent suspense balances distort the government's true financial position and weaken fiscal discipline. He stressed that suspense accounts are meant to be temporary and must be cleared within a defined timeframe through proper classification, reconciliation, and accountability.

Rafiqul Bari Khan, Additional Director General (Finance) of Bangladesh Railway, spoke as the Special Guest, highlighting that delays in voucher submission and weak coordination between field offices and accounting authorities are major contributors to the problem. He called for stronger ownership at the spending unit level.

The session was chaired by Farmin Mawla, Additional Comptroller General of Accounts (Administration), who

emphasized the need for institutionalized quarterly reviews and clearer operational guidelines to prevent the accumulation of suspense balances year after year.



The technical segment featured a keynote presentation by Md Ruhul Quddus, Senior Consultant (Financial Reporting), Improving Pension Management System Scheme, and Md Hasan Nazmul Kabir, Director, Health Audit Directorate. They outlined the nature of suspense and remittance accounts, common causes of unresolved balances, and the fiscal and audit risks associated with prolonged carry-forwards.

Senior officials including Tanvir Akhtar Hossain Khan, Director General, Local Government and Rural Development Audit Directorate; Mohammad Kabir Hossain, Additional Comptroller General of Accounts (Accounts); and Kazi Rashidul Azam, Director, Civil Audit Directorate, took part in the discussion, sharing field-level experiences and practical challenges.

Training on Governmental Fund and Financial Statements

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized a three-day training program titled "Introduction to Governmental Fund and Financial Statement" from December 2 to 4, 2025, aimed at strengthening understanding of public fund management and fund-based accounting practices. The training was held at the SPFMS Program Training Room, Ramna, Dhaka.

Additional Secretary of the Finance Division Munshi Abdul Ahad attended the inaugural session as the chief guest, while Mohammad Rashedul Amin, Joint Secretary of the Treasury and Debt Management Wing, Finance Division, addressed the program as special guest. Comptroller General of Accounts S M Rezvi presided over the opening session. Dr Mahfuza Begum, Program Executive and Coordinator of the SPFMS Program delivered the welcome address.

The first day featured sessions on government fund management from a Bangladesh perspective, fund-based accounting, not-for-profit accounting, and recognition of revenues and expenditures in governmental funds. Tanvir Akhtar Hossain Khan, Director General of the Local Government and Rural Development Audit Directorate, and A K M Anisuzzaman ACMA, Senior Manager (Tax and Advisory Services) of KPMG Bangladesh, conducted key technical sessions. Professor Md Saiful Islam of the Department of Accounting, University of Dhaka, led in-depth discussions on governmental fund statements and fund balances.

On the second day, Professor Md Saiful Islam conducted sessions on accounting for capital projects and debt service, while Professor Md Al Amin of the University of Dhaka discussed insurance funds, mutual funds, hedge fund investments, and pension funds, followed by a session on capital market investment experiences.



The final day focused on practical perspectives of fund collection, investment, and accounting. Niranjan Chandra Debnath FCMA, Managing Director of the Investment Corporation of Bangladesh, shared institutional experiences, while Md Iqbal Hossain ACMA, CFA, Chief Finance Officer of Sonali Bank PLC, discussed central bank-related fund accounting.

Workshop Focuses on Streamlining Fund Release and Reporting Mechanisms

A workshop on Fund Release with Project Directors of the World Bank–Financed Projects was held on 26 October 2025 at the Finance Division of the Ministry of Finance, Bangladesh Secretariat, Dhaka aiming to enhance efficiency, transparency, and accountability in managing reimbursable project aid.

Organized under the scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), the workshop brought together around 55 project directors and their representatives from various World Bank–assisted initiatives.

The event was inaugurated by Bilquis Jahan Rimi, Additional Secretary (Budget and Macroeconomics), Finance Division as the Chief Guest. Md. Hasanul Matin, Additional Secretary (Admin, Planning & TDM), and Md. Nazrul Islam, Joint Secretary (Budget-2 Wing), joined as Special Guests. The session was presided over by Dr. Ziaul Abedin, Additional Secretary (Budget-1 Wing) and National Program Director of SPFMS. Mohammed Atikuzzaman, Senior Financial Management Specialist of the World Bank, also addressed the workshop. The welcome remarks were delivered by Md. Tarikul Islam Khan, Joint Secretary, Finance Division.

During the technical session, Md. Zakir Hossain, Deputy Secretary, Finance Division, presented on Fund Release for World Bank–Funded Projects, while Md. Anwar Hossain,



Senior IT Consultant of BACS and iBAS++, discussed the Fund Release Procedure through iBAS++.

An open discussion followed, moderated by Md. Tarikul Islam Khan, where Md. Hasanul Matin, Md. Nazrul Islam, and Urmi Tamanna, Joint Secretary, participated as panel discussants. Project directors actively engaged in the dialogue, offering practical suggestions to streamline fund management and overcome bottlenecks in project implementation.

A key highlight of the event was a presentation titled “Reimbursable Project Aid (RPA) of the Government of Bangladesh”, which elaborated on the end-to-end process of fund management, budget approval, and expenditure reporting for development projects financed through reimbursable aid. It explained that once the national budget is approved by Parliament, ministries and divisions receive their allocations through the iBAS++ system, ensuring real-time visibility and control over public expenditures.

Workshop on Revised Budget Discussion Strategy

Strengthening Public Financial Management Program to Enable service Delivery (SPFMS) on 9 October 2025 organized a workshop on developing strategies for revised budget discussions, aimed at strengthening institutional preparedness and coordination during budget revision processes.

Titled “Determining Strategies for Revised Budget Discussions”, the workshop was held at the conference room of Finance Division at the Bangladesh Secretariat, Dhaka. The event was organized under the scheme Improving the Budget Process through Capacity Development of Budget Management Committees (BMCs) and Budget Working Groups (BWGs) of the SPFMS, Finance Division.

Bilquis Jahan Rimi, Additional Secretary (Budget and Macroeconomics) of the Finance Division, attended the program as the Chief Guest. In her address, she stressed the need for evidence-based and well-coordinated approaches during revised budget discussions to ensure fiscal discipline and effective resource allocation.

Begum Rownak Jahan, Joint Secretary (Budget-2), and Mohammad Faruk-uz-Zaman, Joint Secretary (Budget-1), attended the workshop as Special Guests. They highlighted the importance of aligning revised budget proposals with macro-fiscal realities and policy priorities while maintaining transparency and accountability in the budget process.



The session was chaired by Md Nazrul Islam, Joint Secretary of the Budget-2 Wing, Finance Division. In his speech, he underlined the role of BMCs and BWGs in facilitating constructive budget discussions and ensuring informed decision-making during budget revisions.

A technical presentation was delivered by Mohammad Zakir Hossain, Deputy Secretary (Budget-1), focusing on practical considerations, analytical frameworks, and coordination mechanisms required for effective revised budget discussions.

The workshop also featured an open discussion session, where participants exchanged views on challenges faced during revised budget formulation and explored ways to improve inter-ministerial coordination.

BC-1 Training Brings 938 Officials Under Results-Based Budget Framework

A series of training programs on Budget Circular-1 (BC-1) brought 938 government officials under a Medium Term Budgeting Framework, marking a significant step in Bangladesh's ongoing public financial management reforms. Conducted from 21 to 29 December 2025 at the Institute of Public Finance (IPF) in Dhaka, the initiative covered 44 batches and drew participants from 61 ministries and divisions.

The training was organized by scheme aimed at improving the budget process by strengthening Budget Management Committees (BMCs) and Budget Working Groups (BWGs) under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division. Senior officials of Finance Division conducted the training sessions.

The sessions focused on budget preparation guidelines that introduce a more structured, transparent and digitally integrated approach to public spending.

The training focused on strengthening medium-term planning. Ministries are required to submit projections for operational and development expenditures for the upcoming fiscal year and the following two years. Preliminary revenue and receipt targets, along with indicative expenditure ceilings, will guide budget formulation and help reinforce fiscal discipline while reducing ad hoc decision-making.

A notable expansion in policy requirements includes the integration of gender and climate considerations into budget



planning. Ministries must demonstrate alignment with national climate strategies and include indicators for green and climate resilient investments. Gender responsive budgeting provisions require agencies to assess how allocations affect women's development and social inclusion, reinforcing inclusive and sustainable growth objectives.

The training was designed to ensure a uniform understanding of procedures and digital tools among budget officers of all ministries. The Budget Circular-1 (BC-1) framework will strengthen fiscal discipline, enhance transparency and help build public trust by ensuring that government spending delivers measurable and sustainable results for citizens.

Five-Day Training on Government Allowances and Pension Management

Strengthening Public Financial management Program to Enable Service Delivery (SPFMS), Finance Division organized a five-day training program on government allowances, pension management, and related financial rules to strengthen institutional capacity and ensure accurate application of regulations across public offices.

The training was held on December 21–24 and December 28, 2025 at the conference room of the Finance Division under the Improving Pension Management System and Quality and Timeliness of Financial Reporting scheme of SPFMS

The inaugural session on December 21 was addressed by Dr Ziaul Abedin, Additional Secretary (Budget-1 Wing) and National Program Director, SPFMS as the Chief Guest. In his remarks, he emphasized the importance of clarity and consistency in applying pension, allowance, and financial rules to ensure transparency, accountability, and timely service delivery.

K M Ali Azam, Joint Secretary (Implementation-1 Wing), Finance Division, attended the opening session as the Special Guest, while Dr Md Ferdous Alam, Joint Secretary (Rules Wing), presided over the session as Chairperson.

The training covered a wide range of topics, including pension and gratuity regulations, allowances under BSR



Part-1, General Financial Rules (GFR), Fundamental and Supplementary Rules, Government Service Act 2018, Secretariat Instructions 2024, GPF and Treasury Rules, leave provisions, and the Universal Pension Management Act and Rules 2023.

Key sessions were conducted by senior officials of the Finance Division, including A FM Fazle Rabbi, Joint Secretary, Rawnak Afroza Suma, Joint Secretary, Mohammad Bariul Karim Khan, Deputy Secretary, Marzina Akter, Deputy Secretary, Mohammad Rashed Hossain Chowdhury, Deputy Secretary, Md Tajul Islam, Deputy Secretary, Mitu Mariam, Deputy Secretary, and Sharifunnasa, Deputy Secretary.

Unified Debt Management Office Proposed to Strengthen Public Debt Governance

A joint International Monetary Fund (IMF) and World Bank technical assistance mission has recommended the establishment of a unified Debt Management Office (DMO) in Bangladesh to strengthen the country's public debt management framework and reduce fiscal and operational risks. The proposal was presented at a workshop titled "Establishing a Debt Management Office", held on 4 November 2025 at Finance Division in Bangladesh Secretariat, Dhaka. The Scheme on Strengthening the Capacity of Treasury and Debt Management Wing of the Finance Division under Strengthening Public Financial Management to Enable Service Delivery (SPFMS) organized the Workshop.

The mission observed that Bangladesh's current debt management functions are fragmented across multiple government agencies, resulting in coordination gaps, inconsistent debt data, and challenges in formulating and executing a comprehensive debt management strategy. It also highlighted the absence of a centralized and audited debt database and the lack of a formal cash flow forecasting mechanism—both considered essential for guiding an informed and cost-effective government borrowing.

Md. Hasanul Matin, Additional Secretary (Administration, Planning & TDM), Finance Division, attended the workshop as the Chief Guest. Special guests included Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, and Mr. Hasan Khaled Foisal, Additional Secretary (Macroeconomics-1), Finance Division. The session was presided over by Mohd Rashedul Amin, Joint Secretary of the Treasury and Debt Management Wing. The IMF-World Bank mission was led by Arindam Roy, Senior Financial Sector Expert, accompanied by Dr. Jens Clausen,



Philip R. D. Anderson, and Per Jonsson. Expert opinion was also made by Md. Monzorul Haque, Joint Secretary (Expenditure Management), Finance Division, and Mr. Abu Daiyan Mohammad Ahsanullah, Joint Secretary, Economic Relations Division.

In its presentation, the mission proposed consolidating all government and government-guaranteed debt functions under the Finance Division, beginning with the restructuring of the Treasury and Debt Management Wing. In the initial phase, the proposed DMO would oversee domestic debt issuance, develop annual borrowing plans, coordinate auction calendars, undertake portfolio risk assessments, and build a unified debt database by integrating existing systems and data repositories.

To ensure professional execution, the mission recommended specialized staffing for the DMO, particularly personnel experienced in capital markets, pricing, settlement operations, and risk management. It noted that such expertise could be sourced from Bangladesh Bank, commercial banks, and the capital market. However, to retain skilled professionals, the government would need to introduce competitive compensation and career development pathways.

Training on Office Management for Staff at Finance Division

A three-week-long training course on Office Management for Staffs spreading from 27 October to 17 November 2025 was held at the Finance Division, aiming to enhance the efficiency, discipline, and digital proficiency of officials engaged in treasury and administrative functions. The program is organized under the scheme on Strengthening the Capacity of Treasury and Debt Management Wing of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The inaugural session was graced by Bilquis Jahan Rimi, Additional Secretary (Budget & Macroeconomics), as Chief Guest. Md. Monzorul Haque, Joint Secretary (Expenditure Management Wing), attended as Special Guest. The session was presided over by Mohd Rashedul Amin, Joint Secretary (TDM), while Md. Firoz Khan, PEC, SPFMS delivered the welcome remarks.

The comprehensive training covers a wide range of modules including Rules of Business, Discipline and Appeal Rules, Government Servant Act 2018, Secretariat Instructions 2024, Conduct Rules, Leave and Attendance Regulations, and Maintenance of Office Registers. Participants will also receive hands-on sessions on D-nothi, MS Word, MS PowerPoint, and MS Excel.



Sahana, Joint Secretary (NTR), Mahedi Masuduzzaman, Joint Secretary (Debt Management), Nazneen Sultana, Joint Secretary (Financial Asset Management), and M.M. Mostafa Jamal Chowdhury, Deputy Secretary (Financial Asset Management-1), are conducting technical sessions throughout the training period.

The initiative is expected to significantly strengthen the institutional capacity of the Finance Division's staff in maintaining transparency, professionalism, and efficiency in public financial management.

SPFMS holds office management training for staff

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a comprehensive training program titled "Training on Office Management for Staff" to strengthen administrative efficiency and professional conduct among government officials.

The 15-day training was conducted under the Scheme on Strengthening the Capacity of Treasury and Debt Management Wing under SPFMS was inaugurated on 1 December 2025 at the Finance Division Training Room.

The inaugural session was attended by Munshi Abdul Ahad, Additional Secretary (Admin, Planning and TDM), Finance Division, as the chief guest. Ferdous Rowshan Ara, Additional Secretary (Admin and Coordination Wing), and Md Nazrul Islam, Joint Secretary (Budget-2 Wing) were present as special guests, while the session was chaired by Mohd Rashedul Amin, Joint Secretary (TDM)

The multi-day training covered a wide range of topics essential for effective office management, including Rules of Business, Secretariat Instructions 2024, discipline and conduct rules, file and record management, government acts and regulations, office etiquette, and digital tools such as D-Nothi, MS Word, Excel, and PowerPoint. Sessions also



focused on project concepts, ADP and PPP formulation, leave rules, attendance regulations, and government service laws

Officials from different wings of the Finance Division participated in the programme. Resource persons included senior officials, joint secretaries, ICT specialists, and SPFMS consultants.

Officials said the initiative aims to enhance administrative capacity, improve workplace discipline, and ensure better service delivery through skilled and well-informed staff.

Bangladesh Explores Sukuk Framework in Bahrain Training Visit

A delegation of senior officials from Finance Division and Bangladesh Bank visited Bahrain in December to strengthen cooperation on Islamic finance and explore the operational framework of Sukuk and the Islamic bond market. The visit was organized by Finance Division with support from Strengthening the Capacity of Treasury and Debt Management Wing of Finance Division, SPFMS Program. The Bahrain Institute of Banking and Finance (BIBF) hosted the training reflecting growing interest of Bangladesh in diversifying financing instruments and deepening Shariah-compliant financial mechanisms.

A total of eight officials including joint secretaries of the Finance Division and senior representatives from Bangladesh Bank's Debt Management and Islamic Banking wings took part in the program held from 21 to 25 December in Manama.

The delegation engaged in intensive training sessions and high-level meetings with key Bahraini institutions, including the Central Bank of Bahrain, the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), Al Salam Bank, and the International Islamic Financial Market (IIFM).

Discussions focused on Sukuk operational systems, issuance mechanisms across short, medium and long-term tenors, regulatory frameworks, and the development of a strong Islamic bond market. Bahraini regulators and market leaders shared their experience in structuring sovereign Sukuk, liquidity management tools, and Shariah governance



standards, offering practical insights relevant to Bangladesh's evolving debt management strategy.

Officials said the exposure will help Bangladesh strengthen its capacity to design Sukuk instruments for infrastructure financing and budget support, while ensuring compliance with global Islamic finance standards. The visit also provided an opportunity to examine how central banks integrate Sukuk into monetary operations and manage secondary market liquidity.

The training and meetings are expected to contribute to Bangladesh's ongoing public financial management reforms, particularly in enhancing debt management tools and expanding alternative financing sources. As the country seeks sustainable and diversified funding for development projects, Sukuk is increasingly viewed as a viable instrument aligned with both domestic demand and global Islamic capital markets.

Bangladesh Officials Attend Regional Training on Non-Tax Revenue Management

A delegation of senior officials from the Finance Division participated in an international training program on Non-Tax Revenue (NTR) management aimed at strengthening fiscal sustainability and digital treasury operations, officials said.

The training, titled “Training on Non-Tax Revenue (NTR) Management: A Bangladesh–Philippines–Singapore Knowledge Exchange,” was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) of the Finance Division. The program was held in Malina, Philippines and Singapore held from January 01 to 10 December, 2025.

The 15-member delegation was led by Joint Secretary Sahana of the Finance Division. Other participants included deputy secretaries, senior assistant secretaries, directors, and program executive and coordinator and senior consultants from SPFMS program. The government approved the participation as part of ongoing efforts to enhance non-tax revenue mobilization and improve treasury and debt management capacity

In Philippines, the program focused on the effective use of existing departmental fees and charges, regulatory oversight of non-bank financial flows, auditing of non-tax revenues, and strengthening oversight of state-owned enterprises



(SOEs). The officials also attended sessions on asset monetization, plantation-based revenue, municipal finance, and tourism-based non-tax revenue, with engagements at institutions such as the Ministry of Finance and related organizations.

The Singapore segment of the training provided exposure to advanced practices in digital treasury operations, Government Fiscal Management Information Systems (GFMS), and sustainable public debt management. Sessions were held with key fiscal institutions, including the Comptroller General’s Department, Fiscal Policy Office, State Enterprise Policy Office, Government Lottery Office, and the Expressway Authority of Thailand.

Bangladesh Officials Gain Strategic Insights into GIFMIS, Commitment Control, and Digital Asset Management

Bangladeshi government officials have strengthened their technical and strategic understanding of modern public financial management through two closely linked international training programs held in Indonesia, focusing on integrated financial systems, commitment control, and digital asset management. The programs form part of Bangladesh’s broader efforts to modernize fiscal governance and improve budget discipline, transparency, and accountability under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The first training program, titled “Overall Framework of Government Integrated Financial Management Information System (GIFMIS) and Commitment Control System,” was held from 5 to 10 October 2025 at the University of Indonesia. A total of 19 officials from the Finance Division



and SPFMS participated in the program, which aimed to deepen understanding of integrated financial management systems and strengthen capacity in commitment control and budget execution

During the training, participants reviewed Bangladesh’s progress in public financial management reforms, particularly the implementation of iBAS++, a flagship digital platform that integrates budgeting, accounting, financial

reporting, and cash management. Officials noted that iBAS++ has significantly improved fiscal transparency and control by bringing multiple financial functions under a single system. However, the training also acknowledged that structural and operational gaps remain, particularly in the area of commitment control.

Weak or delayed commitment control mechanisms were identified as a key challenge affecting budget execution in Bangladesh. Such weaknesses often result in overspending, mismatches between commitments and fund releases, and unreliable cash flow forecasts. These issues become especially pronounced during the final quarters of the fiscal year, when spending pressures intensify and fiscal space becomes constrained. International experts leading the sessions emphasized that effective commitment control is critical for ensuring budget credibility, expenditure predictability, and fiscal discipline.

The program exposed participants to international best practices in embedding commitment control within a fully integrated financial management framework. Through comparative case studies and technical discussions, officials explored how commitment ceilings, real-time commitment recording, and system-enforced controls can reduce fiscal risks and improve coordination among spending agencies. The training also addressed broader systemic challenges, including fragmented data environments, limited interoperability among government systems, and shortages of skilled personnel capable of using integrated financial data for policy analysis and decision-making.

Alongside the commitment control program, a second international training initiative focusing on GIFMIS and Asset

Management Systems was also held from 13 to 17 October 2025 at the University of Indonesia. This five-day program brought together 20 officials from the Finance Division and SPFMS and concentrated on strengthening institutional capacity in modern, digital asset management practices

The asset management training placed strong emphasis on the full public asset lifecycle, including planning and budgeting, utilization, valuation, maintenance, and disposal. Participants were introduced to Indonesia's State Asset Management Information System Version 2 (SIMAN V2), a core module of the country's GIFMIS framework. Through system demonstrations and hands-on sessions, Bangladeshi officials gained practical insights into how digital asset management platforms can be integrated with



broader financial management and reporting systems.

Trainers highlighted that Indonesia treats state-owned assets, known as *Barang Milik Negara (BMN)*, as strategic public resources rather than static inventory items. Effective asset management, they noted, plays a critical role in supporting service delivery, improving maintenance planning, and enhancing the economic value of public assets. The program demonstrated how real-time asset data contributes to transparency, strengthens internal controls, and supports evidence-based decision-making.

A significant theme of the asset management training was the contribution of systematic asset utilization to fiscal sustainability. Structured and transparent asset utilization mechanisms can generate non-tax revenue, creating additional fiscal space for development spending without increasing the tax burden. The training also underscored the



importance of integrating asset data with financial reporting systems to improve the accuracy and reliability of central government financial statements, strengthen audit outcomes, and reduce inconsistencies in public accounts.

Bangladeshi participants described the exposure to Indonesia's GIFMIS, commitment control practices, and digital asset management systems as highly relevant to the country's ongoing reforms. Under SPFMS, Bangladesh is seeking to evolve iBAS++ from a transaction-processing tool into a more comprehensive decision-support platform. Lessons from the Indonesian experience are expected to inform future reform initiatives.

Finance officials trained on ethical hacking and cloud security in Malaysia

A five-day international training program on Ethical Hacking and Cloud Security was held from November 10 to 14, 2025, at University Putra Malaysia, aimed at strengthening cybersecurity capacity within Bangladesh's public financial management ecosystem.

A total of 20 officials from the Finance Division and the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) Program Office participated in the training, which focused on equipping government professionals with practical skills to identify, analyze, and mitigate cyber threats in both traditional and cloud-based digital environments.



Officials said the training was designed to address the growing cybersecurity risks associated with increased digitization of government financial systems and the expanding use of cloud platforms. As public sector operations become more data-driven and interconnected, safeguarding sensitive financial and administrative information has become a strategic priority.

The program introduced participants to core ethical hacking techniques, including vulnerability assessment, penetration testing, and security auditing. Through these modules, participants gained insight into how cyber attackers operate, allowing them to better anticipate, detect, and prevent potential security breaches within government systems.

In addition to ethical hacking, the training placed strong emphasis on cloud security. Participants were familiarized with secure cloud architecture, access and identity management, data protection mechanisms, and risk

mitigation strategies across widely used platforms such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud. Practical guidance was provided on securing cloud-hosted applications and managing security risks in hybrid and multi-cloud environments.

A key feature of the program was its hands-on approach. Through simulations and practical exercises, participants applied theoretical knowledge to real-world scenarios, enabling them to strengthen organizational security frameworks and improve incident response capabilities.

According to organizers, the training aimed to build a foundational understanding of common cybersecurity threats, enhance skills in identifying system weaknesses, and enable officials to implement effective security controls. It also sought to strengthen institutional capacity by developing a pool of informed and skilled IT and finance professionals capable of protecting critical digital assets.

Training held on Organogram Sub-Module for iBAS++

A training program on the Inter-Operable Database Organogram Sub-Module, jointly developed by the Budget and Accounting Computerization System (BACS) and the iBAS++ Scheme, was held from October 28 to November 19, 2025, as part of ongoing efforts to strengthen public financial management.

Officials said the Organogram Sub-Module has been designed to develop a standardized and inter-operable database of government offices, with an initial focus on budgetary central government entities. The initiative aims to establish a reliable institutional and manpower framework to support automated financial management systems.

The training familiarized participants with the objectives and operational use of the sub-module, which will serve as a centralized and authoritative repository of organizational structures and manpower data of government offices. Emphasis was placed on ensuring consistency and accuracy of manpower-related information across ministries, divisions, and departments.



According to officials, the Organogram Sub-Module will support evidence-based and timely decision-making by policymakers and administrators by enabling comparative analysis across organizations, grades, and functional units. It is also expected to strengthen the budget formulation and approval process, particularly in areas related to salaries, allowances, and pension expenditures.

The system will facilitate automation of pay, allowances, and pension management, while also contributing to improved human resource planning, deployment, and management within the public sector.

Advanced Economic Resilience Training in Türkiye for Finance Division Officials

A group of 15 senior officials from the Finance Division recently completed an international executive training program in Türkiye aimed at strengthening Bangladesh's capacity to manage macroeconomic shocks and enhance fiscal forecasting through modern analytical tools and global policy practices. The training formed part of the government's broader effort to modernize public financial management and develop a more evidence-based approach to economic planning.



The five-day course, titled "Strengthening Economic Resilience: Strategy and Tools for Macroeconomics," was held at Istanbul University from December 8 to 12, 2025. It was organized under the scheme "Improvement of Fiscal Forecasting through Development of Macro Econometric Model" of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) implemented by the Finance Division.

The delegation consisted of joint secretaries, deputy secretaries, and senior assistant secretaries from the Finance Division, along with the Program Executive and Coordinator and several senior consultants associated with SPFMS. The team was led by Dr A K M Atiqul Haque, Joint Secretary of the Finance Division. Most of the participating officials are directly involved in macroeconomic policy formulation, national budget preparation, debt management, and the implementation of public financial management reforms.

Participants attended lectures, analytical sessions, and

policy discussions led by academic experts and practitioners. These sessions were complemented by regional case studies and technical visits, allowing participants to connect theoretical frameworks with practical policy applications.

Participants received hands-on exposure to econometric models such as Vector Auto Regression (VAR) and Dynamic Stochastic General Equilibrium (DSGE) models, which are widely used for policy simulation, economic shock analysis, and scenario planning.

Participants examined the potential use of financial tools such as sukuk for infrastructure financing, waqf for social welfare initiatives, and risk-sharing mechanisms including musharaka and mudaraba.

In addition to classroom sessions, the officials participated in technical field visits to observe Türkiye's institutional practices related to industrial clusters, innovation ecosystems, and urban economic resilience.

Online Training on DDO Other Bills Enhances EFT-Based Payment Efficiency

Two batches of an online training program on the "DDO Other Bills" functionality under the Electronic Fund Transfer (EFT) system were held from December 22 to December 23, 2025, with the participation of 752 officials from various government offices across the country. The training aimed to strengthen officials' practical understanding of processing DDO Other Bills through the Integrated Budget and Accounting System (iBAS++) in a fully digital and transparent manner.

Officials said the program was designed to support the government's ongoing efforts to modernize public financial management and ensure timely, accurate, and accountable payments. The sessions provided a comprehensive overview of how DDO Other Bills are initiated, reviewed, approved, and finally paid to beneficiaries through EFT, eliminating manual intervention and reducing processing delays.

During the training, the complete workflow of DDO Other Bills within iBAS++ was explained in detail, with special emphasis

on the clearly defined roles of different users at each stage. Participants were guided through the responsibilities of the Entry User, the Drawing and Disbursing Officer (DDO), and the Accounts Office to ensure a shared and consistent understanding of the system.

The Entry User module focused on the preparation phase of the bills. Participants were shown how to correctly input recipient details, prepare bills in the system, and submit them for approval. Trainers highlighted the importance of accurate data entry to avoid rejection or delays during subsequent stages of processing.

The responsibilities of the DDO were explained with a focus on verification and accountability. Officials learned how DDOs are required to scrutinize submitted bills, check compliance with financial rules, and approve or authorize them within iBAS++ before forwarding them to the Accounts Office. This step was described as critical to maintaining financial discipline and preventing errors.

SPFMS conducts three procurement trainings to support implementation of PPR 2025

Three five-day training programs on Public Procurement Management under PPR 2025 were organized in December 2025 to enhance the capacity of government officials in implementing the newly introduced Public Procurement Rules (PPR) 2025.

The trainings were held from December 7 to 11; December 14 to 21 and from December 22 to 29, 2025, at the Conference Room (Level-11) of the Finance Division in Dhaka. The programs were organized under the scheme on Strengthening of SOE Governance of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) and were attended by officials from different wings and branches of the Finance Division and other government offices involved in public procurement.

The training sessions focused on the transition from the previous Public Procurement Rules 2008 to the newly enacted PPR 2025, highlighting major legal and operational reforms. Key areas covered included the mandatory adoption of 100 per cent electronic Government Procurement (e-GP), disclosure of beneficial ownership, removal of the price cap in national works procurement, and the formal introduction of Sustainable Public Procurement (SPP).

Participants also received detailed orientation on procurement planning and budgeting, revised procurement methods, preparation of technical specifications and tender documents, evaluation and award procedures, ethical



standards, grievance redress mechanisms, and risk management. Practical exercises were conducted on tender documentation, evaluation techniques, and digital contract administration using the e-GP platform and the e-Contract Management System (E-CMS).

The sessions were facilitated by senior government officials and nationally recognized procurement experts, including Md Saimur Rashid Khan, Deputy Secretary of the Finance Division; Sukesh Kumar Sarker, former Director General (Secretary) of the National Academy for Planning and Development (NAPD); Md Shoheler Rahman Chowdhury, former Director General (Additional Secretary) of the Central Procurement Technical Unit (CPTU); and Mohammed Salah Uddin, Senior Procurement Specialist (Deputy Secretary) of the a2i Program. Additional resource persons from the Finance Division, Bangladesh Public Procurement Authority, NAPD, and a2i Program also contributed to the sessions.

Workshops review debt and contingent liability reporting

The Finance Division organized a series of three workshops in Dhaka on December 4, 7 and 8, 2025 to review and strengthen the reporting of debt and contingent liabilities by State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs).

Held at the Conference Room of the Monitoring Cell, Finance Division, the workshops were titled "Feedback on Debt and Contingent Liabilities (DCL) Statements from State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs)" and were organized under the Strengthening of SOE Governance scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The December 4 workshop was attended by Hasan Khaled Faisal, Additional Secretary (Macroeconomics-1), Finance Division, as chief guest. In his remarks, he emphasized that accurate and timely reporting of debt and contingent liabilities is essential for understanding the government's overall fiscal exposure and ensuring prudent macroeconomic management.

All three workshops were chaired by Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell, Finance Division. In her addresses, she stressed the importance of reliable and comprehensive DCL statements to strengthen fiscal transparency, enhance oversight of public entities, and support evidence-based fiscal decision-making.

Muhammad Anisur Rahman, Additional Director General



(Joint Secretary), Monitoring Cell, Finance Division, presented institutional feedback based on a review of submitted DCL statements, while Md. Amirul Islam, Additional Director General (Joint Secretary), delivered a keynote presentation during the December 7 session.

Technical guidance on improving the accuracy, structure, and internal verification of DCL reports was provided by Mehedi Hayat Abbasi, Senior Consultant (SOE), SPFMS. The workshops also featured open discussion sessions where representatives from various SOEs and ABs shared practical challenges related to data compilation, coordination with line ministries, and capacity constraints. Observations from the discussions were provided by Mohammad Sohrab Hossain and Ibrahim Khalil, Directors (SOE-2), Finance Division.

Officials said the series of workshops would help improve the reliability of DCL statements and strengthen the government's fiscal risk management framework.

Workshop reviews performance evaluation of SOEs, ABs

A day-long workshop titled “Workshop on Evaluation Findings, Observed Shortcomings and Scope for Improvement in the Independent Performance Evaluation of SOEs and ABs” was held on October 6, 2025 at the Conference Room on Level-11 of the Finance Division, Ministry of Finance.

The workshop was organised under the scheme on Strengthening of SOE Governance of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), focusing on strengthening governance of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs).

Nasima Parvin, Additional Secretary (SOE-1 Wing) of the Finance Division, attended the event as the chief guest, while Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell, Finance Division, presided over the workshop.

The keynote session focused on evaluation findings, observed shortcomings and areas for improvement in the existing Independent Performance Evaluation framework. Md Amirul Islam, Additional Director General-1 (Joint Secretary) of the Monitoring Cell, delivered the first keynote presentation, followed by a second session presented by K M



Ali Azam, Additional Director General-2 (Joint Secretary), Monitoring Cell.

Participants from various ministries, divisions and public sector organisations actively took part in an open discussion session, sharing practical challenges and recommendations related to performance indicators, data quality, reporting gaps and follow-up mechanisms.

In the opinion-sharing segment, discussants including Mohammad Rezaul Haque, Joint Secretary (SOE-1 Branch), Md Firoz Hasan, Deputy Secretary, and Syed Khaled Bin Hafiz, Director of the Monitoring Cell, emphasised the need for standardised evaluation methodologies, stronger coordination among agencies and capacity building for concerned officials. The workshop concluded with closing remarks by Rahima Begum.

Workshop held on SOE classification under GFS framework

A day-long workshop on the classification of State-Owned Enterprises (SOEs) in line with the Government Finance Statistics (GFS) Manual was held on November 19, 2025, at the Conference Room of the Finance Division, Ministry of Finance.

The workshop was organised by the scheme on Strengthening of SOE Governance of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division to strengthen institutional understanding of SOE classification as per international GFS standards, particularly the distinction between market producers and non-market producers

Nasima Parvin, Additional Secretary (SOE-1 Wing), Finance Division, attended the programme as the chief guest. Rahima Begum, Director General (Additional Secretary), Monitoring Cell, Finance Division, chaired the workshop.

The technical sessions featured keynote presentations by Eduard Moskalenko, Government Finance Statistics and Public Sector Debt Adviser of the International Monetary Fund (IMF). His presentations focused on evaluation findings, observed shortcomings, and areas for improvement in the independent performance evaluation of SOEs and



autonomous bodies, with particular reference to GFS-based classification practices.

The programme included two technical sessions, followed by an open discussion. Officials from the Finance Division, Monitoring Cell, and other relevant government offices participated in the workshop. The event was moderated by Md Mahabubul Murshed, Director (Deputy Secretary), Monitoring Cell, Finance Division.

The workshop concluded with closing remarks by the chairperson, reiterating the need for continued capacity building and coordinated efforts to strengthen SOE oversight and fiscal reporting in line with international best practices.

Training sharpens officials' skills in accounting and financial analysis

A five-day training program on Accounting Basics and Understanding Financial Statements was held from November 16 to 20, 2025, at the Finance Division in Dhaka, aimed at strengthening financial literacy and analytical capacity among government officials engaged in financial management and oversight responsibilities.

The program was organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) as part of its broader initiative to improve governance, transparency, and financial oversight of State-Owned Enterprises (SOEs). Officials from the Finance Division, along with representatives from various ministries, divisions, and public sector entities involved in budgeting, financial supervision, and monitoring of SOEs, participated in the training.

The inaugural session was attended by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Project Director of SPFMS, as the chief guest. The session was presided over by Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell, Finance Division.

The training program was designed to cover fundamental accounting concepts, including the principles of accounting, the accounting cycle, and the differences between accrual-based and cash-based accounting systems. Participants were also introduced to the preparation and



interpretation of key financial statements such as balance sheets, income statements, and cash flow statements. In addition, the course provided an overview of internationally recognized accounting standards, including the International Financial Reporting Standards (IFRS), highlighting their relevance in ensuring transparency and comparability in financial reporting.

Advanced sessions focused on practical financial analysis and risk assessment. These included ratio analysis, interpretation of audit reports and audit opinions, understanding contingent liabilities and off-balance sheet items, sovereign guarantees, dividend policies of state-owned enterprises, and assessing financial risks associated with SOEs and autonomous bodies.

SPFMS held office management training for SOE officials

The scheme on Strengthening of SOE Governance of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) held a comprehensive training programme on office management and administrative practices for officials of state-owned enterprises (SOEs) and autonomous bodies, aimed at strengthening institutional efficiency and governance.

The ten-day training programme on "Office Management and Related Administrative Functions" (Batch-01) was conducted from December 4 to December 18, 2025, at the conference room of the Administration and Coordination Wing (Level-15) of the Ministry of Finance, Dhaka.

The inaugural session on December 4 was attended by Ferdous Rown Ara, Additional Secretary of the Administration and Coordination Wing, as chief guest. Rahima Begum, Director (additional secretary) of the Monitoring Cell, Finance Division, presided over the opening session.

A total of 18 officials from different state-owned enterprises and autonomous institutions participated in the programme.

The programme covered a wide range of practical and regulatory issues, including the Secretariat Instructions-2024, office and record management, e-file and d-note processing, ACR writing and preservation, government service rules, leave



rules, pension and gratuity management, treasury rules, and financial regulations.

The sessions also focused on cyber security, responsible use of social media by government officials, manner and etiquette in public service, governance frameworks of SOEs, disciplinary rules, outsourcing policies, labour regulations, wage and allowance structures, and the use of digital tools such as MS Word, Excel, PowerPoint, email, and internet applications in official work.

Senior officials from different wings of the Finance Division and subject-matter specialists conducted the sessions. Each training day concluded with learning assessments to evaluate participants' understanding.

SPFMS Post-Procurement Review Reveals Declining Trend in Irregularities

Procurement compliance within the different schemes under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has shown notable progress, according to the Post-Procurement Review for fiscal year 2024–25. The review, carried out by the Scheme on Internal Audit and Audit Follow-up of the SPFMS, Finance Division, revealed a significant reduction in procedural deviations, reflecting improved internal control, documentation, and adherence to public procurement rules.



The validation workshop on the review was held on 27 October 2025 at the Finance Division, Bangladesh Secretariat. Hodayra Begum, Additional Secretary (Internal Audit Wing), attended as the Chief Guest, while Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (NPD) of SPFMS, presided over the session. Program Executives and Coordinators, Implementation Support Consultants, and other relevant Consultants of SPFMS also participated. The workshop began with an introductory speech by Md. Rafiqul Islam, Program Executive Coordinator of the Internal Audit and Audit Follow-up Scheme.

A detailed presentation was delivered by Mohammad Nasir Uddin, Senior Consultant (Procurement), SPFMS, highlighting the findings of the latest review. Participants shared feedback on the report and provided suggestions for its finalization.

In his presentation, Nasir Uddin explained that the review covered all 252 procurement contracts implemented under eight SPFMS schemes during FY 2024–25, amounting to Tk 78 crore. This represented the entire procurement expenditure of the program for the year, ensuring a comprehensive assessment of compliance. The reviewers noted that the SPFMS

continues to strengthen its procurement governance framework in alignment with the Public Procurement Act 2006 and the recently amended Public Procurement Rules 2025.

The review found that most deviations were administrative in nature—such as minor lapses in file management, occasional delays in approval, or incomplete online publication of procurement documents—and none involved financial irregularities or deliberate non-compliance. These were categorized as low-risk or unintentional errors. Compared to the earlier years of SPFMS implementation, the number of such findings has consistently declined even

as the number of procurements reviewed increased, demonstrating that internal audit mechanisms are functioning effectively.

One major contributor to this improvement has been the extensive capacity-building initiatives undertaken by the Internal Audit Scheme. Specialized training sessions were held for junior consultants and officials on procurement processes, annual procurement planning, and the updated provisions of PPR 2025. A structured checklist and standard documentation format were introduced to improve record-keeping, while annual procurement plans are now being reviewed quarterly and published online to promote transparency.

The Post-Procurement Review also observed strengthened segregation of duties, improved contract management, and strict adherence to approval procedures across all procurements. The internal audit function has served as an effective early-warning mechanism, helping to prevent compliance issues from escalating into external audit observations. Consequently, external audit findings related to SPFMS procurements have remained at zero level in recent years.

The report recommends that the Internal Audit Committee continue systematic follow-ups to ensure that at least 25 percent of earlier audit observations are resolved each year, consistent with Disbursement-Linked Result (DLR) 9.4 of the SPFMS program. It further emphasizes the need for ongoing refresher training on procurement rules, digital tracking of procurement progress, and enhanced accountability for procurement committees.

The report affirms that the SPFMS's procurement practices have evolved toward a culture of compliance, efficiency, and good governance. With a steady decline in audit findings and sustained transparency in contract management, the SPFMS's procurement now stands as a model of institutional learning and integrity in public sector financial management.

SPFMS Holds Six Seminars to Strengthen Risk-Based Internal Audit Practices

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a series of six seminars and workshops across different government divisions in December 2025 to strengthen institutional capacity on Risk-Based Internal Auditing (RBIA) and internal audit governance. The programs were arranged under the "Scheme on Internal Audit & Audit Follow-Up" and brought together senior officials, internal audit teams, and auditee offices from key public sector institutions.



The following day, on 8 December 2025, a similar seminar for the Roads and Highways Department (RHD), Mymensingh Division was organized at the RHD Conference Room,

The first seminar was held on 30 November 2025 at the Conference Room of the Directorate General of Health Services (DGHS), Mohakhali, Dhaka. The session focused on the inception of the Internal Audit Unit (IAU) of DGHS and auditee offices of the Dhaka Division. The event was presided over by Prof. Dr. Md. Abu Zafar, Director General of DGHS. Homayra Begum, Additional Secretary (Internal Audit Wing), Finance Division attended as Chief Guest, while Prof. Dr. Khair Ahmed Choudhury, Additional Director General (Admin), DGHS, was present as Special Guest.



The second seminar took place on 4 December 2025 at the Conference Room of the Local Government Engineering Department (LGED), Agargaon, Dhaka. Presided over by Kazi Golam Mostafa, Additional Chief Engineer (IWRM), LGED, the seminar was attended by Homayra Begum as Chief Guest. Md. Belal Hossain, Additional Chief Engineer and Head of IAU, LGED, joined as Special Guest. The discussions emphasized RBIA execution procedures tailored to LGED operations.

Mymensingh. Md. Shawkat Ali, Additional Chief Engineer, RHD Mymensingh Zone, presided over the event. Mohammad Showkat Ullah, Deputy Secretary, Finance Division attended as Chief Guest, with Asaduzzaman, Additional District Magistrate, Mymensingh, and Mohammad Wahiduz-

On 7 December 2025, a seminar on the inception of internal audit teams and auditee offices of the Public Works Department (PWD), Mymensingh Division was held at the PWD Conference Room, Mymensingh. The program was chaired by Shafiqul Islam, Superintending Engineer, Mymensingh Circle. Md. Saifur Rahman, Deputy Commissioner and District Magistrate, Mymensingh, attended as Chief Guest, while Mohammad Showkat Ullah, Deputy Secretary, Finance Division was present as Special Guest.



zaman, Superintending Engineer and Head of IAU, RHD, joining as Special Guests.

Another important workshop was held on 10 December 2025

at the Conference Room of the Road Transport and Highways Division (RTHD), Dhaka, focusing on the inception of the Internal Audit Committee (IAC) of RTHD. The session was presided over by Mohammed Ziaul Haque, Additional Secretary (Secretary-in-Charge), RTHD. Dr. Ziaul Abedin, Additional Secretary (Budget-1), Finance Division and National Project Director of SPFMS, attended as Chief Guest, while Homayra Begum was present as Special Guest.



The final seminar took place on 24 December 2025 at the Conference Room of the Local Government Division (LGD), Bangladesh Secretariat, Dhaka, marking the inception of the IAC of LGD. The workshop was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1), Finance Division and NPD, SPFMS. Md. Rezaul Maksud Jahedi, Secretary, Local Government Division, attended as Chief Guest, while Ms. Homayra Begum joined as Special Guest.

Across all six seminars, the core technical sessions were anchored by detailed presentations on the principles and practical application of Risk-Based Internal Auditing (RBIA) within government institutions. The keynote presentations were delivered by Mr. Rafiqul Islam, Joint Secretary and Program Executive and Coordinator (PEC), SPFMS, who provided a comprehensive overview of the SPFMS reform agenda and its linkage with strengthening internal audit systems across Ministries, Divisions, and Departments.



In his presentations, Mr. Rafiqul Islam explained the conceptual foundation of RBIA, emphasizing its shift from traditional, compliance-driven audits to a more forward looking, risk-focused approach. He outlined how RBIA enables audit resources to be prioritized based on institutional risk exposure, operational vulnerabilities, and financial materiality, thereby supporting better governance, accountability, and value for money in public expenditure. He also highlighted the role of Internal Audit Units (IAUs) and Internal Audit Committees (IACs) as key institutional mechanisms for embedding risk awareness and internal control culture within public entities.

The presentations further detailed the internal audit execution process, including planning, risk assessment, audit fieldwork, reporting, and follow-up. Special emphasis was placed on entry meetings for upcoming internal audit engagements, clarification of roles and responsibilities of auditee offices, and the importance of cooperation between management and audit teams. Institution-specific examples

were discussed to demonstrate how RBIA methodologies would be applied in organizations such as DGHS, LGED, PWD, RHD, RTHD, and the Local Government Division.

Supporting technical sessions were conducted by senior consultants of the Internal Audit Scheme, who elaborated on audit execution tools, standard forms, and reporting templates used in RBIA. These sessions addressed common challenges faced during audit execution, documentation requirements, and practical issues related to risk identifica-

tion, control evaluation, and audit evidence collection. Participants were also briefed on audit follow-up mechanisms and the need for timely resolution of audit observations to strengthen institutional performance.

The discussion sessions were highly interactive, with participants raising questions on audit scope, risk prioritization, coordination between internal and external audits, and management ownership of audit findings. Senior officials and presiding chairs underscored the importance of ethics, professional integrity, and objectivity in internal audit functions. They also noted that RBIA should be viewed as a change management process rather than a fault-finding exercise, aimed at improving systems, reducing risks, and supporting informed decision-making.

Overall, the presentations and discussions reinforced a shared understanding that effective internal auditing is essential for enhancing transparency, strengthening internal controls, and ensuring sustainable public financial management reforms under the SPFMS program.

SPFMS Holds Three Inception Workshops on Risk-Based Internal Auditing

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) organized three separate inception workshops on the establishment of Internal Audit Units (IAUs) and the implementation of Risk-Based Internal Auditing (RBIA) across different government entities, aiming to strengthen the quality of internal audit practices and promote greater transparency, accountability, and ethical standards in public sector



financial management. These workshops formed part of the broader reform initiatives under SPFMS designed to modernize public financial oversight mechanisms and enhance institutional capacity within government organizations.

The first workshop, titled "Inception of IAU & Auditee Offices of DPE Chattogram Division & Workshop on Risk-Based Internal Audit Execution," was held on 5 October 2025 at the Conference Room of the Deputy Director of the Directorate of Primary Education (DPE) in Chattogram. The program was presided over by Raza Md. Abdul Hye, Additional Director General (Revenue) and Head of the Internal Audit Unit of DPE. Mohammad Azad Sallal, Joint Secretary of the Finance Division, attended the event as the Chief Guest. The workshop brought together officials from the Internal Audit Unit, auditee offices, and field-level administrative units of the Directorate of Primary



Education, providing them with an opportunity to gain a clearer understanding of RBIA principles and the operational framework for internal audit implementation.

The second inception workshop focused on the Roads and Highways Department (RHD), Sylhet Zone, and was organized on 17 November 2025 at the Conference Room of the RHD Office in Sylhet. The session was chaired by Abu Sayeed Md. Nazmul Huda, Additional Chief Engineer of the Sylhet Zone. Homayra Begum, Additional Secretary of the Finance Division, attended the workshop as the Chief Guest. Ahsan Uddin Ahmed, Superintendent Engineer of the Sylhet and Moulvibazar Circle of RHD, participated as the Special Guest. The workshop gathered officials responsible for

financial management, project implementation, and internal oversight within the Roads and Highways Department, with a focus on strengthening risk-sensitive audit practices in infrastructure-related government operations.

The third workshop, titled "Inception of IAU & Auditee Offices of DPE Rajshahi Division & Workshop on Risk-Based Internal Audit Execution," was held on 23 November 2025 at the Conference Room of the Directorate of Primary Education in Rajshahi. The program was presided over by Md. Sanullah, Deputy Director of the DPE Rajshahi Division. Mohammad

Azad Sallal, Joint Secretary of the Finance Division, attended as the Chief Guest, while Md. Zobaer Hosain, Additional Deputy Commissioner of Rajshahi, participated as the Special Guest. Officials from both the Internal Audit Unit and auditee offices attended the session, reflecting a coordinated effort to institutionalize risk-based internal auditing practices across the education administration structure.

Across all three workshops, the keynote presentation was delivered by Rafiqul Islam, Joint Secretary and Program Executive and Coordinator (PEC) of SPFMS. His presentation provided an overview of the objectives and reform agenda of the SPFMS program, highlighting its role in strengthening

public financial management systems in Bangladesh. He explained the core concepts of Risk-Based Internal Auditing and emphasized the shift from traditional compliance-based auditing toward a more analytical and risk-oriented approach. According to him, RBIA enables government organizations to identify high-risk areas, prioritize audit resources, and strengthen internal controls in a systematic and structured manner.

Rafiqul Islam also described the RBIA cycle in detail, including risk identification, risk assessment, audit planning, field-level audit execution, reporting, and follow-up monitoring. He emphasized that effective internal auditing requires not only technical knowledge but also clear communication and collaboration between auditors and auditee offices. In this context, he highlighted the importance of the entry meeting as a critical step in the audit process. Entry meetings help clarify audit objectives, scope, and expectations at the outset, thereby fostering mutual understanding and reducing potential misunderstandings during the audit process.

Another important component of the presentation focused on the use of standardized internal audit execution forms. These forms, developed under the SPFMS program, aim to ensure consistency, transparency, and documentation quality in audit activities across different ministries, divisions, and field offices.

In addition to the keynote presentation, Abdus Samad, Senior Consultant (Internal Audit) of SPFMS, delivered a detailed technical session on the practical implementation of Risk-Based Internal Auditing. His presentation outlined step-by-step procedures for conducting RBIA in government institutions. Abdus Samad also discussed several common

challenges faced by internal auditors.

To address these challenges, he shared practical strategies for improving audit effectiveness, such as strengthening record-keeping practices, enhancing communication between audit teams and auditee offices, and adopting standardized reporting formats. His session also emphasized the importance of maintaining professional integrity and adhering to internationally recognized audit principles and ethical standards.



The discussion sessions that followed the presentations were highly interactive and participatory. Participants from Internal Audit Units and auditee offices actively engaged in question-and-answer sessions, raising practical concerns related to audit scope, documentation requirements, ethical responsibilities, and the limitations of RBIA within complex administrative environments.

Speakers and resource persons responded to the queries by emphasizing that RBIA should not be viewed merely as a compliance exercise but as a strategic management tool that supports better governance and decision-making. They stressed that the success of risk-based internal auditing depends largely on the professionalism, integrity, and technical competence of auditors. Continuous training, institutional support, and a strong commitment to ethical standards were identified as key factors for ensuring the sustainability of internal audit reforms.

Published by

Scheme on PFM Reform Leadership, Coordination & Monitoring
Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance
IEB Bhaban (4th Floor), Ramna, Dhaka-1000. www.spfms.gov.bd

