

Introduction of PFM Strategy 2025-30 Commenced Promoting Sustainable Growth



State Minister for Finance Waseqa Ayesha Khan MP has emphasized the importance of cooperation among policy planners, academics, and development partners to establish a resilient and effective financial management system for Bangladesh, ensuring its economic stability and supporting sustainable growth.

Launching the process for creating the Public Financial Management Strategy (PFM) for 2025-2030 in Dhaka on 19 May 2024, the State Minister said that “PFM Strategy comes at a critical juncture for Bangladesh, as we navigate through unprecedented challenges and opportunities in the global economic landscape”. “As we confront the far-reaching impacts of the COVID-19 pandemic, it has become increasingly clear that resilient and effective financial management systems are essential for safeguarding our nation's economic stability and fostering sustainable development”, she added.

The State Minister said, “As we embark on this journey towards formulating the PFM strategy, let us remain steadfast in our commitment to excellence, innovation and collaboration. Together, we have opportunity to shape a future where Bangladesh's financial management systems are not only resilient and efficient but also equitable and

inclusive, laying the foundation for sustained prosperity for generation to come.”

The Inaugural Discussion was organized by the Finance Division, Ministry of Finance with support from the World Bank, European Union and Global Affairs Canada.

Presided over by Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, the meeting was attended by Barnard Haven, Acting Country Director for Bangladesh and Bhutan, the World Bank as Special Guest. Shirajun Noor Chowdhury, Additional Secretary, Finance Division made welcome address. Dr. Michal Krejan, Head of Cooperation (HoC), European Union Delegation to Bangladesh, and Sylvia Islam, Senior Development Advisor, Global Affairs Canada also addressed the inaugural discussion. Abu Daiyan Mohammad Ahsanullah, Joint Secretary, Finance Division made a presentation on Pathway to PFM Reform Strategy 2025-2030.

Dr. Md. Khairuzzaman in his speech said enhancing PFM has remained a fundamental aspect of reforms aimed at fostering effective macroeconomic management and promoting good governance. Effective PFM is an essential tool that ties together available resources, delivery of services and achievement of government policy objective.



He however, mentioned that although significant improvement has already been done in PFM reform area in Bangladesh, more coordinated efforts are required from all stakeholders for maximizing the benefits from it.

Barnard Haven in his speech said Bangladesh has made remarkable progress on Public Financial management leveraging new technologies, adding, “I have seen incredible progress on systems like the integrated budget and accounting system, e-procurement and automated payments.”

Heven said, “We hope that this collaborative approach will foster an integrated approach to the next generation PFM reforms in Bangladesh that voids fragmentation. It will align with national development objectives and the Smart Bangladesh Agenda, as Bangladesh prepares to reach its upper middle-income objective”,

Inaugural session was followed by two technical sessions. The 1st session- “Reflection from the Government Key Stakeholders” was addressed by Rehana Parven, Member (Secretary) Planning Commission, Md. Masud Sadiq, Member (Customs, Policy and ICT), National Board of Revenue and Md. Mofidur Rahman, Additional Secretary, Finance Division. This session was moderated by Md. Adbur Rahman Khan, Additional Secretary Finance Division.

The second session “Voices from other Key Stakeholders” was moderated by Suraiya Zannath, Lead Governance Specialist, Financial Management, the World Bank. It was addressed by Mohammad Muslim Chowdhury, former Comptroller and Auditor General, Ramendra Nath Biswas, Director General, Institute of Public Finance and Dr. Monzur Hossain, Research Director, Bangladesh Institute of Development Studies.

Mohammas Saiful Islam, Additional Secretary, Finance Division and National Program Director, Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) made the closing remarks.

The Government of Bangladesh recognizes the critical importance of strengthening its PFM system to effectively manage public resources, foster transparency, ensure accountability, and promote sustainable development. Effective PFM systems drive strong institutions, economic

stability, resource efficiency, and public service excellence.

Over the past four decades, Bangladesh made significant strides in reforming its PFM system, starting with creation of Committee on Reforms in Budget and Expenditure Control (CORBEC) in 1989 followed by several reform initiatives including Reforms in Budgeting and Expenditure Control (RIBEC) Project, Financial Management Reform Project (FMRP), Strengthening Public Expenditure Management Program (SPEMP), Public Expenditure Management Strengthening Program (PEMSP), Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).



Earlier, two robust PFM Reform Strategies were formulated for 2007-12 and 2016-21 to take forward the ongoing agenda of reforms and establish broader ownership of the reform process by government.

Bangladesh now seeks to transform its PFM system into a technology-driven, enhanced performance orientation and efficient public expenditure management system to support improved service delivery and sustainable development. The PFM Reform Strategy 2025-2030 aims to address gaps and outstanding issues of previous PFM reform initiatives; cover broader political mandates- Smart economy, Smart citizens etc. in alignment with PFM functionalities.

Comprehensive Gender Budget Report Crucial for Making Smart Bangladesh



State Minister of Finance Waseqa Ayesha Khan, MP underlined that a comprehensive Gender Budget Report is crucial for Making Smart Bangladesh. Addressing the workshop on Developing Gender Budget Report 2024-25 as the Chief Guest Waseqa Ayesha Khan said, despite the substantial headway in women's development under the leadership of Prime Minister Sheikh Hasina, women in the country are still grappling with challenges such as being bound by religious taboos, limited utilization of information technology, feelings of insecurity, and insufficient workplace amenities. She said the Government is planning to increase the budget to develop the capacity of women.

Addressing the workshop, held at the Finance Division in Dhaka on 15 May 2024, the State Minister said the Government is planning to increase the budget to develop the capacity of women.



Presided over by Secretary Finance Division Dr. Md Khairuzzaman Mozumder, the workshop was addressed by Women and Children Affairs Secretary Nazma Mobarek as special Guest. Mohammad Saiful Islam, Additional Secretary, Budget-1, Finance Division, Ministry of Finance and National Program Director of Strengthening Public Financial

Management Program to Enable Service Delivery (SPFMS) made welcome address.

Nazma Mobarek in her speech said that Bangladesh has maintained the top position in terms of female leadership among South Asian countries for the past 9 years. She however, regretted over the high rate of dropouts in services due to the prevalent issue of shouldering the 'care burden' within families.

Dr. Md Khairuzzaman said that the Government intends to extend the Gender Budget Report preparation to all ministries starting next year. At present this report is being prepared covering 44 ministries. The gender budget was prepared earlier on manual basis. The Finance Division recently implemented a gender budget tracking system for the first time using its iBAS++ (Integrated Budget and Accounting System) program. This system allows for the monitoring of allocated budget usage and reporting on specific areas.

A presentation on Gender Budget Report 2024-25 was made by Mahedi Masuduzzaman, Joint Secretary Finance Division where five thematic areas with gender relevance have been identified including women's empowerment and social status enhancement; economic participation and equality, increase women's effective access to public services; education, health and well-being for women's development.

The presentation highlighted the obstacles faced by women in Bangladesh, such as low participation in the labor force, income inequality, workplace difficulties, reproductive health rights, nutritional concerns, early marriages, and harassment.

Single Registry System MIS for Social Protection Schemes



Cabinet Secretary Md. Mahbub Hossain said that the cabinet, under the leadership of Prime Minister Sheikh Hasina, has placed a strong emphasis on social security and has issued directives to guarantee assistance to those truly in need.

Addressing a workshop on Single Registry System (SRS) MIS for Social Protection as the chief guest, he mentioned that the social security portfolio had expanded to Taka 1260.90 billion in the fiscal year 2023-24, with over 60 million individuals benefiting from social protection initiatives in Bangladesh.

The workshop, jointly organized by Cabinet Division and Finance Division with technical support from the European Union-funded project TASSSR, held at Hotel InterContinental Dhaka on 21 May 2024.

Presided over by Finance Secretary Dr. Md. Khairuzzaman Mozumder, the workshop was attended by Md. Mahmudul Hossain Khan, Secretary, Coordination and Reforms, Cabinet Division as special guest. The function was also addressed by Mohammad Saiful Islam, Additional Secretary, Finance Division and National Program Director, Strengthening Public Finance Management to Enable Service Delivery (SPFMS), Mohammad Khaled Hasan, Additional Secretary, Coordination, Cabinet Division among others.

The workshop aimed to introduce the proposed conceptual model of the social protection single registry for Bangladesh and to showcase the single registry system, seek policy-level advice from the policymakers, and identify major obstacles to address.

Dr. Md. Khairuzzaman Mazumdar stated in his address that the conceptual model of the SRS has been turned into a tangible reality. He mentioned that Finance Division is developing the SRS for social security programs for Cabinet Division which is responsible for coordinating the social safety net program in Bangladesh. Currently, the Finance Division is improving the distribution system of beneficiaries through G2P (Government to person), the Secretary said adding, 29 percent of the population is covered by social protection schemes. He mentioned that social protection implementation consists of two main areas: distribution and targeting. Cash programs for social protection are distributed through G2P, covering 93 percent of the beneficiaries. This has led to a decrease in corruption during payment distribution to the recipients.

Mohammad Saiful Islam delivered a presentation outlining the essential characteristics of the SRS, its components, the G2P payment process, the relationship between GRS and SRS, the monitoring and evaluation dashboard, the SSN Portal, reporting capabilities, and other conveniences.

Mohammad Khaled Hasan emphasized the significance of the SRS beneficiary selection, stating that the SRS serves as a medium for MIS to communicate effectively and promote coordination and interoperability between various software and databases. This aids in beneficiary selection, monitoring, and policy-making processes.

PFM Field Inspection in Rangamati district and Kaptai upazila



A 22-member PFM Field Inspection Team led by Rahima Begum, Additional Secretary, Expenditure Management-2, Finance Division visited Rangamati district and Kaptai Upazila in Rangamati district from 1 June to 4 June 2024.

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized the field inspection to share the level of public service delivery and identify the challenges during providing public services.

made a comprehensive presentation on PFM Reform initiatives of the Government. Md. Rafiqul Islam, Program Executive and Coordinator (Joint Secretary), SPFMS, Finance Division moderated the workshop. Officials from different Government offices of Rangamati district attended the workshop. The participants shared their experiences and challenges. The relevant team members responded to the challenges and took notes on it.

On June 3, 2024 a similar Consultation Workshop on Public

Financial Reform was held at the office of the Upazila Nirbahi Officer (UNO) at Kaptai upazila with Rahima Behum as the Chief Guest. Presided over by UNO Mohiuddin, the workshop was attended by Rangamati Hill District Council member Aung Shu Chain Chowdhury, Kaptai Upazila Chairman Mafizul Haque and Kaptai upazila Vice Chairman Mohammad Nasir Uddin as Special Guests. Saima Shahin Sultana made a



As per planned activities, a Consultation Workshop on Public Financial Reform was held on 2 June 2024 at the office of the Deputy Commissioner, Rangamati with Rahima Behum as the Chief Guest. Presided over by Deputy Commissioner, Rangamati Mohammad Mosharraf Hossain Khan, the function was attended by Civil Surgen, Rangamati Dr. Nuyan Khisa as the Special Guest. Saima Shahin Sultana, Program Executive & Coordinator, Scheme on PFM Reforms Leadership, Coordination and Monitoring of SPFMS program

made a comprehensive presentation on PFM Reform initiatives of the Government. Md. Rafiqul Islam, moderated the workshop. Officials from different Government offices of Kaptai upazila attended the workshop and shared their experiences and challenges in providing public services.

Five inspection groups along with an overall inspection group were formed to inspect five government offices at district level and upazila level. These team visited the



selected government offices at district and upazila immediately after holding of the consultation workshop. Later, all team members assembled at the accounts office at district and upazila level to consult with accounts officials. The inspection team collected information using set questionnaires. Besides, beneficiaries of social safety net programs of community level, schools, colleges and hospitals were interviewed to have their views about public services.

The coordinator of Group 1: Department of Social Services (District/Upazila) was Md. Rafiqul Islam, Program Executive and Coordinator (Joint Secretary), SPFMS, Finance Division. Members of this team were A.B.M. Sadiqur Rahman, Deputy Secretary, Administration-5 (Administration & Discipline),

Support Consultant (ISC), SPFMS, Finance Division, Dr. Feroz Faruque, PFM Advisor, Global Affairs

Coordinator of Group 3: Education (District & Upazila Level- High School/ College) was Md. Noor-E-Alam, Joint Secretary, Secondary & Higher Education Division. Members of this were Md. Nazrul Islam Majumdar, CAFO, Ministry of Social Welfare, Nazmus Sadat Khan, Economist and Co-TTL, SPFMS, The World Bank, Dhaka Office and Md. Masud Junior Consultant (Executive), SPFMS, Finance Division.

The coordinator of Group 4: Education (District & Upazila Level- Primary School) was Md. Abdus Samad, Implementation Support Consultant (ISC), SPFMS, Finance Division. Members of this group were Md. Akram Ali, Deputy Director, IPF, Sattyajit Roy Das, Senior Assistant Secretary (School-1), Ministry of Primary and Mass Education.

Coordinator of Group 5: Department of Women Affairs (District/Upazila) was Md Abul Kalam Azad, Deputy Secretary, Local Government Division. Members of this group were Tasnim Zebe Bentea Sheikh, Deputy Secretary, Ministry of Women and Children Affairs, Nazrul Islam Consultant, SPFMS, Finance Division and Tanzia Rahman Chowdhury Junior Consultant (Executive),



Ministry of Social Welfare, Dr. Feroz Faruque, PFM Advisor, Global Affairs Canada and Sajon Das, Junior IT Consultant, SPFMS, Finance Division.

Coordinator of Group 2: Health (District/Upazila) was Tushar Kumar Paul, Deputy Secretary, Ministry of Environment, Forest and Climate Change Health (District/Upazila). Members of this committee are M K Hasan Morshed Senior Assistant Secretary, Health Services Division, Ashek Md. Joglul Abedin, Implementation

SPFMS, Finance Division.

The overall group was led by Rahima Begum as the Team Leader & Advisor inspected the activities of all five groups. Members of this committee were Saima Shahin Sultana, Program Executive & Coordinator, SPFMS, Finance Division, A K M Rahmat Ali Howlader, Communication Consultant, SPFMS, Finance Division and Md. Abdur Rahman, Junior Consultant, SPFMS, Finance Division.

PFM Field Inspection in Chapainawabganj district and Shibganj upazila



A 21-member PFM Field Inspection Team led by Dilruba Shaheena, Additional Secretary, Regulation, Finance Division visited Chapainawabganj district and Shibganj Upazila in Chapainawabganj district from 25 May 2024 to 27 May 2024.

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized the field inspection to share the level of public service delivery and identify the challenges during providing public services.

As per planned activities, a Consultation Workshop on Public Financial Reform was held on 26 May 2024 at the office of the DC, Chapainawabganj with Dilruba Shaheena as the Chief Guest. Presided over by Deputy Commissioner, Chapainawabganj district A K M Galib Khan, the function was attended by Deputy Director Local Government, Debendra Nath Urao, Civil Surgeon, Chapainawabganj district Dr. S M Mahmudur Rashid, and Additional Police Super (Admin and Finance), Chapainawabganj Md. Abul Kalam Shaheed as Special Guests. Tanima Tasmin, Program Executive and Coordinator (Joint Secretary), SPFMS, Finance Division made the address of welcome. Shamsuddin Munna, Implementation Support Consultant, SPFMS made a comprehensive presentation on the PFM reform initiatives of the government. The participants shared their experiences and challenges. The relevant team members responded to the

challenges and took notes on it.

On May 27, 2024 a similar Consultation Workshop on Public Financial Reform was held at the office of the Upazila Nirbahi Officer (UNO) at Shibganj upazila with Dilruba Shaheena as the Chief Guest. Presided over by UNO Md. Uzzal Hossain, the workshop was attended by Mayor Shibganj pourashava Sayed Manirul Islam as Special Guest. Ms. Tanima Tasmin, Program Executive and Coordinator (Joint Secretary), SPFMS, Finance Division made the address of welcome. Shamsuddin Munna, Implementation Support Consultant, SPFMS made a comprehensive presentation on the PFM



reform initiatives of the government. Officials from different Government offices of Kaptai upazila attended the workshop and shared their experiences and challenges in providing public services.

Five inspection groups along with an overall inspection group were formed to inspect five government offices at district level and upazila level. These team visited the



selected government offices at district and upazila immediately after holding of the consultation workshop. Later, all team members assembled at the accounts office at district and upazila level to consult with accounts officials. The inspection team collected information using set questionnaires. Besides, beneficiaries of social safety net programs of community level, schools, colleges and hospitals were interviewed to have their views about public services.

Team Leader of the overall group was Dilruba Shaheena, Additional Secretary, Regulation, Finance Division and the Deputy Team Leader was Tanima Tasmin, Program Executive & Coordinator (Joint Secretary), SPFMS, Finance Division. Members of this group was A K M Rahmat Ali Howlader, Communication Consultant, SPFMS, Finance Division and Rakib Hossain, Junior Consultants (Executive), SPFMS,

SPFMS, Finance Division.

Group Coordinator of Group 2: Health was Md. Habibur Rahman, Deputy Secretary, Local Government Division. Members of this group was Sushil Kumar Paul, Senior Assistant Secretary (Budget-1), Health Services Division and Mohammad Rezwanul Islam, Implementation Support Consultant (ISC), SPFMS, Finance Division.

Group Coordinator of Group 3: Education (District Level-High school & Upazila Level-College) was . Leuja-Ul-Zannah, Deputy Secretary (Budget Section), Secondary and Higher Education Division. Members of this group were Tushar Kumar Paul, Deputy Secretary (Budget 2), Ministry of Environment, Forest and Climate Change and Md. Rashedul Islam, Consultant, SPFMS, Finance Division.

Group Coordinator of Group 4: Education (District-College & Upazila Level-Primary school) was Md. Ebadat Hossain, Deputy Secretary, Budget & Audit Wing, Ministry of Primary and Mass Education. Members of this group were Saiful Islam, Deputy Director, Institute of Public Finance Bangladesh (IPF), Dr. Firoz Faruque, PFM Advisor, Global Affairs, Canada and Nazmus Shahadat, Junior Consultant, SPFMS, Finance Division.

Group Coordinator of Group

5: Department of Women Affairs was Sufia Nazim, Joint Secretary, Ministry of Women and Children Affairs. The members of group members were Md. Khademul Karim Iqbal, CAFO, Office of the Chief Accounts and Finance Officer and Rizwana Tabassum, World Bank.



Finance Division

Group Coordinator of Group 1: Department of Social Welfare was Muhammad Mijanur Rahman Miah Senior Assistant Secretary (Social Security Branch), Ministry of Social Welfare and members of this group were Samsuddin Munna, Implementation Support Consultant (ISC), SPFMS, Finance Division, Md. Shahed Hasan, Consultant, SPFMS, Finance Division and Md. Ashiqur Rahman, Junior IT Consultant,

High-level WB team expresses satisfaction over Public Financial Management Reforms



A high level World Bank (WB) team expressed satisfaction over the significant progress in Public Financial Management (PFM) reforms and emphasized on the further expansion of iBAS++ (Integrated Budget and Accounting System) network and strengthening the SOE governance. The meeting was held on 29 April 2024 at the Finance Division, Dhaka.

Expressing interest in working with the government of Bangladesh to develop PFM Reform Strategy, the WB team also underscored the need to implement the new income tax act for domestic resource mobilization and to enhance the capacity development in IT system implementation in Public Financial Management through iBAS++.

The team led by Arturo Herrera Gutierrez, Global Director, Equitable Growth, Financial Institution (EFI), Global Practice (GP) and Governance Development (GD) and Hoon Sahib Soh Practice Manager, Macroeconomics, Trade, Investment, and Public Sector, Governance Global Practice, South Asia Region made the comments during a sharing meeting with Dr. Md. Khairuzzaman Mozumder, Finance Secretary, Ministry of Finance.

During the meeting, Dr. Md. Khairuzzaman Mozumder expressed his satisfaction over significant improvement of the government's Financial Reform initiatives.

He appraised the mission of the ongoing programmes for Governance – Public Sector, Financial Management and Procurement.

Md. Abdur Rahman Khan, Additional Secretary, Shirajun Noor Chowdhury, Additional Secretary, Mohammad Saiful Islam, Additional Secretary and NPD, SPFMS, Abu Daiyan Mohammad Ahsanullah, Joint Secretary were present from the Finance Division and Suraiya Zannath, Lead Government Specialist, the World Bank, Robert Yougu, Senior Public



Sector Specialist and Syed Khaled Ahsan, Senior Public Sector Specialist of the World Bank were present, among others.

Abul Basar Md. Amir Uddin, Senior Consultant (Joint Secretary) and Tanima Tasmin, Program Executive and Coordinator (Joint Secretary) made presentations in the meeting where it was highlighted that 30,000 Drawing and Disbursement Officers of the government are connected in iBAS++ system and they are now managing their activities online.

M&E Guideline is an imperative for a program



Monitoring and Evaluation (M&E) Guideline is an imperative for a program to continue with the pace of activities accurately and the findings would help further expansion of program said Mohammad Saiful Islam, Additional Secretary, Budget-1 and National Program Director of Strengthening Public Financial Program to Enable Service Delivery (SPFMS). Addressing the Validation Workshop on the Draft M&E Guidelines for the SPFMS Program, he called upon the Program Implementation Team (PIT) members to demonstrate their proactive support for the interest of the effective and efficient implementation of program.

Addressing the workshop as the Chief Guest, Abdur Rahman Khan, FCA, Additional Secretary, Admin & TDM, Finance Division said the M&E Guideline should be concise and specific targeting the results of the program and suggested some adjustments to reduce the volume of the guideline.

Dilruba Shaheena, Additional Secretary, Regulations, Finance

Division, addressing the workshop as the Special Guest said, there should be an alignment among five goals of the program, disbursement link result (DLR) and the M&E Guideline. Saima Shahin Sultana, Program Executive and Coordinator, SPFMS made welcome address in the workshop which was also addressed by Suraiya Zannath, Lead Governance Specialist (FM) and Task Team Leader (TTL), SPFMS, World Bank and Rizwana Tabassum, Financial Management Specialist, World Bank.

Rukshana Hasin ndc, Senior Consultant, SPFMS made a comprehensive presentation on the M&E Guideline. Program Implementation Support Coordinator Saima Shahin Sultana, Md. Nazrul Islam, Md. Rafiqul Islam, Tanimas Tasmin, Dr. Manwar Hossein Malla, Md. Tajul Islam and Senior Consultant Abul Basher Md. Amir Uddin took part in the discussion to finalize the guideline.

SPFMS Communication Strategy and Plan Finalization Workshop



SPFMS Communication Strategy and Communication Plan finalization workshop was held on 21 May 2021 at SPFMS office in Dhaka with Mohammad Saiful Islam, Additional Secretary, Budget-1, Finance Division and National Program Director, SPFMS Program in the chair. Md. Hasanul Matin, Additional Secretary, Budget-2, Finance Division attended the meeting as the chief guest while Bilquis Jahan Rimi, Additional Secretary, Expenditure Management, Finance Division attended the meeting as the special guest. The Meeting was also attended by Suraiya Zannath, Lead

Governance Specialist, World Bank and TTL, SPFMS. Members of Program Implementation Team (PIT), SPFMS, Program Executive and Coordinators, SPFMS, Senior Consultants, SPFMS among others.

The participants of the meeting reviewed the Communication Strategy and Communication Plan and gave comments and suggestions. Based on the comments and suggestions from the meeting, the strategy has been revised and will be presented in a future meeting.

Workshop on 'Risk-Register & Internal Audit Plan



A workshop on 'Risk-Register & Internal Audit Plan (Team & Audit Universe) for Risk Based Internal Audit Execution' was held on 2 April 2024 at the SPFMS Program office in Dhaka, organized by Internal Audit & Audit Follow-up Scheme of Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Mohammad Saiful Islam, Additional Secretary (Budget-1), Finance Division and NPD of SPFMS Program attended the workshop as the Chief Guest. The workshop was chaired by Mohammad Azad Sallal, Joint Secretary, Finance Division & PIT Member, IA Scheme.

Md. Rafiqul Islam, Joint Secretary and PEC, IA Scheme moderated the session. Later, the NPD handed over computer sets to representatives of DPE and RHD.

Participants from the Internal Audit Unit (IAU) of Department of Primary Education (DPE), Roads and Highways Department (RHD), Local Government Engineering Department (LGED); representatives from concerned Ministries and Departments; PIT members, including IA Scheme Tech-Team members; and representatives from SPFMS attended the workshop.

Inception of IAU of PWD & IA Scheme Technical Team

The "Scheme on Internal Audit & Audit follow up" under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) organized an inception ceremony and daylong workshop on Inception of IAU of PWD & IA Scheme Technical Team and Workshop on Basic of Internal Audit (IA) Execution. It was held in the Conference Room of PWD office (Purto Bhaban), presided over by Mohammad Shafiqul Islam, Addl. Chief Engineer, PWD, MoHPW. During the workshop Mohammad Azad Sallal, Joint Secretary (EMW), Finance Division, PIT Member, IA Scheme, SPFMS Program was present as Special Guest. Representative from IA Firm (S.F.Ahmed & Co), Shayema Akter, FCA, Senior Director along with the technical team participated in this inception ceremony and workshop. All the Sr. Consultants/ Consultants of Internal Audit Scheme actively engaged in the various sessions of this workshop. The workshop was moderated by Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of Internal Audit and Audit Follow-up Scheme.

Workshop on Post Procurement Review

Workshop on Post Procurement Review is an important ongoing task for Scheme on Internal Audit and Audit Follow-up which is part of Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) program. The aforementioned workshop was conducted on April 30, 2024, at the Conference room of SPFMS program. The workshop was led by Mohammad Manzarul Mannan, Additional Secretary, Admin & Coordination, Finance Division, with Rahima Begum, Additional Secretary, Expenditure Management-2, Finance Division, as the Special Guest.

The workshop was chaired by Bilquis Jahan Rimi, Additional Secretary, Expenditure Management, Finance Division and Head of PIT, IA Scheme. The attendees of the workshop included Program Executive and Coordinators (PECs), DDOs of all schemes and consultants who are involved in the procurement process under various Schemes of SPFMS Program. During the workshop, Md. Nasir Uddin, the Senior Consultant (Procurement Specialist) of IA Scheme, presented the unique findings of Post Procurement Review from FY 2019-20 to 2022-23 of SPFMS program. During the workshop Md. Rafiqul Islam (Joint Secretary), Program Executive & Coordinator (PEC), moderated the various sessions and group work. Following Nasir's presentations, participants were engaged in an open discussion and group exercises.

Workshop on 'Certified Internal Auditor (CIA)' Exam



A workshop covering the process of inviting candidates, selection criteria, training, and guidelines for completing the 'Certified Internal Auditor (CIA)' Exam was held on May 5, 2024, in the meeting room of the Finance Division.

The workshop was organized by Internal Audit & Audit Follow-up Scheme of SPFMS Program. Mohammad Saiful Islam, Additional Secretary (Budget-1), Finance Division and NPD of the SPFMS Program, attended the workshop as the Chief Guest. Bilquis Jahan Rimi, Additional Secretary (Expenditure Management Wing), Finance Division and PIT Head, chaired the workshop and Md. Rafiqul Islam, Joint Secretary and PEC of the IA Scheme, moderated various sessions during the workshop. Representative from five large high spending Ministries/ Departments; Officials from Ministry of Public Administration & Finance Division; representatives from IIAB, and relevant personnel from Internal Audit and Audit Follow-up Scheme attended the workshop.

Seminar on Risk-Based Internal Audit Execution in DPE



A daylong Seminar on Risk-Based Internal Audit Execution in DPE was held on May 09, 2024, in the conference room of DPE. The seminar was organized by Internal Audit & Audit Follow-up Scheme of SPFMS Program. Shah Rezwan Hayat, Director General of Directorate of Primary Education (DPE), attended the workshop as the Chief Guest. Bilquis Jahan Rimi, Additional Secretary (Expenditure Management Wing), Finance Division and PIT Head, chaired the workshop and Md. Rafiqul Islam, Joint Secretary and PEC of the IA Scheme, moderated various sessions during the seminar. Officers of MoPME and Finance Division; members of DPE IAU including officers from different concerned offices of DPE and Technical team of IA Scheme attended the seminar.

Workshop to Finalize Policy for Engaging Workers on a Daily Basis

Finance Division has hosted a pivotal workshop aimed to finalize the "Policy for Engaging Workers on a Daily Basis for Government Work - 2024". The workshop brings together key stakeholders from various Ministries, Divisions, Departments, Directorates, Offices, and Agencies to collaboratively refine and finalize the comprehensive policy framework for engaging workers on a daily basis for Government work. The workshop was chaired by Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, Ministry of Finance.

Participants included officials from various MDAs, including the Ministry of Public Administration; Local Government Division; Ministry of Agriculture; Medical Education and Family Welfare Division; Technical and Madrasah Education Division; Ministry of Fisheries and Livestock; Rural Development and Co-operatives Division; Health Services Division; Secondary and Higher Education Division; Legislative and Parliamentary Affairs Division; along with relevant officers from the Finance Division. The workshop was arranged by Internal Audit and Audit Follow-up Scheme of SPFMS program.

Workshop on Risk-Based Internal Audit Execution in RHD



A day-long workshop on Risk-Based Internal Audit Execution in RHD was held on May 28, 2024, in the conference room of RHD. The seminar was organized by Internal Audit & Audit Follow-up Scheme of SPFMS Program. Syed Moinul Hasan, Chief Engineer of Roads and Highways Department (RHD), attended the seminar as the Chief Guest. Rahima Begum, Additional Secretary of Finance Division chaired the seminar and Md. Rafiqul Islam, Joint Secretary and PEC of the IA Scheme, moderated various sessions. Top Management & members of RHD IAU (Internal Audit Unit) including officers from different concerned offices of RHD and IA Technical team members of IA Scheme attended this workshop.

Workshop on draft Risk-Identification Register for RBIA in PWD



A day-long workshop on draft Risk-Identification Register for RBIA Execution at PWD was held on June 24, 2024, in the conference room of PWD. This workshop was organized by Internal Audit & Audit Follow-up Scheme of SPFMS Program. The chief guest of the workshop was Mohammad Saiful Islam, Addl. Secretary (Budget) and NPD, SPFMS, Finance Division and special guest was Bilkis Jahan Rimi, Addl Secretary (EMW) & Head of PIT, IA Scheme, SPFMS, Finance Division. The workshop was chaired by Mohammad Shamim Akhter, Chief Engineer, PWD. During the workshop officers of IAU-PWD, IA scheme Tech-team members, SPFMS, Finance Division, MoHPW and representatives from World Bank were present.

Training Workshop on Verification of Draft Manual of Economic Code



Thirty-six batches of training workshops were conducted for 446 participants on the Verification of Draft Manual of Economic Code. The workshops took place from 12 March to 2 April 2024, organized by the iBAS++ scheme under the SPFMS Program.

The Budget and Accounting Classification System (BACS) provides a logical framework for classifying government financial transactions, ensuring revenues and expenditures are easily recorded, reported, and analyzed. A classification system is crucial for transparent and accountable Public Financial Management (PFM). Without a consistent classification system, analyzing and reporting on demand is nearly impossible for efficient PFM.

With the approval of His Excellency the President, the new Budget and Accounting Classification System (BACS) was implemented as determined by the Comptroller and Auditor

General of Bangladesh, starting from the financial year 2018-19. Article 21 of Accounts Code volume 1 addresses this classification system, and the BACS is included as annexure-I in Accounts Code volume 1.

Volume III of annexure-I in Accounts Code volume 1 deals with the segments of Fund, Economic, Mode of Financing, Locations, Authorization, COFOG, and Budget Sector. An important aspect of the new BACS is the explanation of economic codes. This is crucial, as it will ensure that budget allocation and spending are aligned with their intended purposes, promoting transparency, accountability, and discipline in public expenditures.

A draft manual on the description of economic codes has been prepared in accordance with existing laws, rules, and regulations, and it will be an essential part of annexure-I in Accounts Code volume 1.

Training on DDO and Other Bills

Training on DDO and Other Bill was organized for 27 officials to develop their capacity as the master trainer. Later, they provided training to 569 officials in 25 batches held between 18 May 2 June 2024.

DDO Other Bills is a component of iBAS++. The Government of Bangladesh has given top priority to promoting digital payments in order to expand digital payment services to all sectors of the country.

This electronic billing system involves the online transmission of bills and receipt of payments. It serves as a paperless alternative to traditional billing methods, providing details on payment deadlines and terms.

The integration of DDO Other Bills within an accounting system has the potential to produce several favorable results.



The desirable outcomes of e-Bill in an accounting module include time and cost savings, faster payment cycles, improved accuracy, enhanced customer satisfaction, better record-keeping, improved communication, integration with accounting systems, and environmental sustainability.

Workshop on Social Security Activities Report 2024-25



Workshop on Social Security Activities Report 2024-25 was held in three batches between 2 May and 7 May 2024 with 157 participants from different line ministries.

The purpose of this workshop was to develop the capacity of assigned officials of different line ministries to develop Social Security Activities Report in an organized and comprehensive manner.

Shirajun Noor Chowdhury, Additional Secretary, Budget & Expenditure Management, Finance Division, Ministry of Finance participated the workshop as the chief guest. He emphasized on implementation of the National Social Security Strategy (NSSS) of Bangladesh 2015. Every year finance division prepares the social protection budget and reports. The existing social protection report should comply with the National Social Security Strategy.

Mohammad Saiful Islam, Additional Secretary, Finance Division and National Program Director, Strengthening Public Finance Management to Enable Service Delivery

Program (SPFMSP) made a presentation on the Single Registry System of Social Protection. He also mentioned that the social protection program's operation code and economic code should be identified to align with the iBAS++ System. Besides, lifecycle and thematic cluster reports will be separately identified for social protection reporting. The Single Registry System will make it easier to monitor and evaluate social protection programs.

The Finance Division issued a circular to all line ministries to prepare a complete report covering all activities related to social activities.

Training on Online Leave Audit Register

iBAS++ has created a new online leave audit register to streamline the leave management process for government employees, eliminating the need for the time-consuming traditional system. A sub-module has been developed.



A total of 31 batches training programs for relevant system users of the new online leave audit register was held between 30 April and 6 June 2024. Throughout this training period, 739 government officials underwent training on the procedures for processing leave requests online. The purpose of this module is to streamline the leave management process. The procedure involves submitting leave requests online, obtaining approval for leave, and maintaining leave records by the accounting department in real-time. System generated leave certificate and dynamic leave account will be prepared through iBAS++.

Workshop on Leveraging ISO 27001 Certification for PFM Reform



A workshop on iBAS++ and the Path to Excellence: Leveraging ISO 27001 for PFM Reform was held on 27 April 2024 at Fortis Downtown Resort to create awareness about ISO, its roadmap and preparedness for ISO certification.

Md. Hasanul Matin, Additional Secretary, Budget-2, Finance Division and PIT Head, BACS & iBAS++ participated the workshop the chief guest.

The in-depth discussion was held in the workshop around the actions and the process through which iBAS++ obtained the certificate and the strategy on how to utilize ISO 27001 for Public Financial Management (PFM) reform in iBAS++. iBAS has consistently adhered to the standards and ensures that all consultants are well-informed about them on a regular basis.

It was an eventful workshop. There were different types of brainstorming and discussion session and also recreational games.

Workshops on different aspects of draft Medium Term Macroeconomic Policy Statement (MTMPS) 2024-25 to 2026-27



'Improvement of Fiscal Forecasting through Development of Macroeconometric Model Scheme of Strengthening Public Financial Management Program through Enabling Service Delivery (SPFMS)', Finance Division has organized a series of workshops on different aspects of draft Medium Term Macroeconomic Policy Statement (MTMPS) 2024-25 to 2026-27. The events took place at the Finance Division. The workshops were presided over by Mofidur Rahman, Additional Secretary, Treasury and Debt Management Wing and moderated by Dr. Ziaul Abedin, Additional Secretary, Macroeconomic Wing.

'Navigating through Dynamic Global Landscape'

The first workshop on 'Navigating through Dynamic Global Landscape' was held on 16 April 2024 at the Finance Division. Sulekha Rani Basu, Additional Secretary (Regulation, Implementation & SOE), Finance Division was present as the Chief Guest. Dr. Rashedur Rahman Sarder, Deputy Secretary presented on first chapter of MTMPS. The participants of the workshop discussed various aspects of improving the quality of MTMPS considering Public Expenditure and Financial Accountability (PEFA) framework and other related surveys and reports. The guests and participants were emphasized to include important element including the impact of global economic conditions, international events, and their short-term and long-term implications on the economy of Bangladesh, as well as proposed potential measures to address them in the publication. The discussants were suggested to restrict the statistics within the trading partners and the commodities that are relevant for us. Moreover, some

requested to make the table and graph more readers friendly. The chief guest in her speech remarks that "the government is working towards achieving three main macroeconomic goals, including - sustainable economic growth, keeping commodity prices stable, and ensuring employment. To achieve these goals there is no alternative to formulating a coherent medium-term macroeconomic policy framework (MTMPS)", she added.

'Domestic Macroeconomic Trend and Medium-Term Outlook'

The second workshop on 'Domestic Macroeconomic Trend and Medium-Term Outlook' was held on 17 April 2024 where Shirajun Noor Chowdhury, Additional Secretary, Finance Division was present in the event. The presenter of the workshop, Tawhid Ilahi started with the presentation of the second chapter of the MTMPS which is dealing with the Domestic Macroeconomic Trends and Medium-Term Outlook. This chapter incorporates the assumptions relating to the sectoral estimates under the Medium-Term Macroeconomic Framework (MTMF), along with an indication and explanation of the divergence between previous years' budget estimates and actual outturns. Tawhid elaborated on the Real sector and Fiscal sector. Then Suhana elaborated Monetary Sector and External Sector in detail. By taking part in the last conversation, Shirajun Noor Chowdhury, Addition secretary expressed the view that selected macroeconomic indicators can be compared with the targets of the mid-term review of the 8th Five Plan.



Furthermore, he suggested presenting the deviation against both the original budget and the revised budget. He emphasized the need for strategic planning in resource allocation.

‘Revenue Outlook and Mobilization Strategy’

The third workshop on ‘Revenue Outlook and Mobilization Strategy’ was held on 18 April 2024 where Md. Abdur Rahman Khan FCMA, Additional Secretary (Admin and TDM), Finance Division (Now the Secretary, Financial Institutions Division) was present as Chief Guest. Abul Monsur, Additional Secretary, Bilquis Jahan Rimi, Additional Secretary (Expenditure Management) and Mohammad Jahirul Quayum, Joint Secretary, Budget Monitoring, Evaluation and Reporting, Finance Division were present as discussants. The participants in the workshop expressed different views about revenue mobilization. These include the use of local administration in cases where NBR is unable to collect taxes due to lack of manpower; raising corporate taxes; monitoring the profit share of state-owned enterprises; bringing local administrations under the iBAS++ system; increase allocation for human resource development; enhancing law enforcement and monitoring activities to prevent tax evasion and formulating tax policies.

‘Government Expenditure and Debt Management’

The fourth workshop on ‘Government Expenditure and Debt Management’ was held on 21 April 2024 where Manzarul Mannan, Additional Secretary, Finance Division was present as Chief Guest.



Mannan commented that “ensuring quality expenditure is necessary for proper implementation of the government's budget. At the beginning of the year many ministries formulate budget plans which in many cases do not correspond to reality. As a result, many ministries cannot spend a measurable amount of the budget. The government is implementing the Public Financial Management (PFM) Reform program to remove such bottlenecks. Government Expenditure and Debt Management is one of the topics organized for developing a workable document on Medium Term Macroeconomic Policy Statement (MTMPS). A total of 30 officials from various branches of the Finance Division participated in the workshop.

‘Fiscal Risks and Way Forward’

The fifth and last workshop on ‘Fiscal Risks and Way Forward’ was held on 22 April 2024 where Shirajun Noor Chowdhury, Additional Secretary (Budget & Expenditure Management), Finance Division was present as Chief Guest. Chowdhury stressed the importance of conducting a series of consultations to complete the document and recommend using the data and information from reliable sources like the International Monetary Fund (IMF) or World Bank.



Homayra Begum, Additional Secretary (State Owned Enterprise-SOE), Md. Firoz Ahmed, Additional Director General-2 (Joint Secretary), Finance Division, and Monir Hossain Chowdhury, Joint Secretary (Admin), Finance Division were present as discussants. Dr. K M Alamgir Kabir, Deputy Secretary for Macroeconomic-2, and Asif Iqbal, Deputy Secretary for Monitoring-1, the Finance Division were present on the chapter related to fiscal risk and the tools and procedure to manage fiscal risks effectively. Relevant officials of the Finance Division participated in the workshop.

Workshop on “Classification of Functions of Government (CoFoG) Mapping”



Improving Pension Management System and Quality and Timeliness of Financial Reporting Scheme under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) organized a series of training workshop on “Classification of Functions of Government (CoFoG) Mapping” in April and May 2024 at the SPFMS program office in Dhaka.

Representatives from the Finance Division, Financial Management Academy (FIMA), Chief Financial Officers (CFOs), along with officials from Controller General of Accounts (CGA) and SPFMS attended the workshops.



In the training session, Mohammad Saiful Islam, Additional Secretary (Budget-1) & National Program Director, SPFMS Program made a presentation on CoFoG Mapping mentioning the purpose of the training and the future plans to align the COFOG with budget planning. Tanima Tasmin, Program Executive & Coordinator (PEC), SPFMS Program, delivered her welcoming address. Abul Basher Md. Amir Uddin provided an overview of the progress and planning for CoFoG Mapping implementation. He further discussed the issues that were identified in previous workshops and provided insights on potential solutions.

The training workshops were also facilitated by Tanveer Akhter Hossain Khan, Director General of the Civil Audit Directorate, Zahirul Islam and Md. Rukan Uddin, consultants, Pension Scheme among others.

The first batch of the workshop on CoFoG Mapping was held from 20-21 April 2024, followed by second batch from 26-28 April, 2024, third batch from 4-5 May 2024, fourth Batch 7-9 May, 2024 and fifth batch from 15-16 May 2024.

Training on IPSAS Certification Examination

The 14-week training program on International Public Sector Accounting Standards (IPSAS) from January to April 2024 has concluded. The training sessions took place every Friday and Sunday throughout the 14-week period. Pension Management and Financial Reporting Scheme, SPFMS program arranged the training program for 50 officials from Finance Division, OCAG, CGA and SPFMS program on IPSAS (International Public Sector Accounting Standard) certification course in two batches.

The training program was inaugurated on 12 January 2024 with Abul Kalam Azad, Controller General of Accounts as the Chief Guest. Presided over by Mohammad Saiful Islam, Additional Secretary and NPD, SPFMS program, Tanima Tasmin, PEC, Pension Scheme made address of welcome.

Abul Kalam Azad in his speech said the IPSAS training would help the participants understand the importance the IPSAS accrual basis of accounting. Mohammad Saiful Islam expected the participants will work for the smooth transition of IPSAS cash to IPSAS accrual basis of accounting.

The training was a continuation of the previous four batches of IPSAS training. The purpose of the training is to train the participants to prepare for the IPSAS examination. So far, 70 participants has got the IPSAS certifications.

Presentation on Training Strategy of Budget Scheme



Improving the Budget Process through Capacity Development of BMC and BWGs Scheme of SPFMS made a presentation on Training Strategy at the SPFMS office in Dhaka on 4 April 2024. Md. Samiul Masud, Senior Consultant, Training and Capacity Building delivered a presentation to the Program Executive and Coordinators (PECs), as well as Senior Consultants and Implementation Support Consultants (ISCs) of SPFMS.

Improving the Budget Process through Capacity Development of BMC and BWGs Scheme developed the

Training Strategy to improve the capacity of Budget Management Committees (BMCs) and Budget Working Groups (BWGs) in managing public resources efficiently and effectively. Goals, objectives, scope of works and implementation process of the Training Strategy were shared in the presentation. The objective of organizing the presentation session was to initiate developing training strategy by other schemes of the SPFMS.

PECs, Senior Consultants and ISCs of SPFMS attended the presentation sessions.

Snapshot of the "Monthly Progress Report & Work Plan" of SOE Scheme held on 25 June 2025



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