SPFMS e-Newsletter Quarterly

Volum: 3 ◆ Issue: 2

April-June 2026

HIGHLIGHTS

Roadmap for the Next Phase of PFM Reform

Validation of the PFM Action Plan 2026–2031 strengthened institutional ownership and established coordinated priorities for fiscal sustainability, revenue, budgeting, procurement, debt, accounting, audit, digital transformation and citizen engagement and better service delivery.

Digital Pension Services and Financial Systems

The Online Pension Tracking and Management System (OPTMS)was launched to simplify pension applications, enable real-time tracking, reduce office visits and improve transparency, while further advances in iBAS++ strengthened digital public financial management.

More Transparent and Responsive Budgeting

Reviews of the Citizen Budget, Climate Budget Report, Gender Budget Report and Social Protection Report focused on presenting budget information clearly and aligning public expenditure with citizens' needs and national development priorities.

A-Challan Strengthens Digital Revenue Management

A-Challan has been made mandatory for all government receipts from 1 July 2026, enabling real-time transfer of public revenues to the Treasury Single Account. In FY2025–26, the system processed 6.75 crore challans and collected Tk 4,07,225.94 crore, strengthening transparency, cash management and citizen-friendly payment services.

Stronger Revenue, Debt and Budget Management

Consultations and technical workshops advanced non-tax revenue reform, budget implementation planning, macro-fiscal analysis, cash forecasting and debt management to support fiscal discipline, sustainable financing and better budget execution.

Improved Governance, Oversight and Risk Management

Initiatives on state-owned enterprises, public assets, accounting and financial reporting, risk registers and risk-based internal audit strengthened preventive controls, institutional accountability, financial transparency and the responsible use of public resources.

Editorial Notes

This issue of the SPFMS e-Newsletter reflects sustained progress in translating Bangladesh's financial management reform agenda into practical institutional action. Across the Finance Division and relevant stakeholders, the activities reported here demonstrate a commitment to building a transparent, efficient, inclusive and digitally enabled financial management system.

A significant achievement was the validation of the PFM Action Plan 2026-31, which established a comprehensive frakework for advancing reforms in fiscal sustainability, revenue mobilization, budgeting, public investment, procurement, debt, accounting, audit, digital transformation and citizen engagement. The launch of the Online Pension Tracking and Management System further illustrates how technology is being used to reduce delays, simplify procedures and improve services for retiring government employees.

Strong emphasis on better budget preparation and implementation was placed during this quarter. Reviews of the Citizen Budget, Climate Budget Report, Gender Budget Report and Social Protection Report sought to make public expenditure more responsive, understandable and aligned with national priorities. Consultations on non-tax revenue, budget implementation, debt management and macro-fiscal analysis reinforced the importance of fiscal discipline, diversified revenue and evidence-based decision-making was held.

Capacity development remained central focus in the eight schemes. Training on delegated financial powers, project management, internal audit, financial reporting, database performance and workplace support services strengthened skills at technical and operational levels. Initiatives concerning state-owned enterprises, public assets, risk registers and risk-based internal audit advanced accountability and preventive oversight.

Taken together, the achievements presented in this issue show that SPFMS is connecting policy, people, institutions and technology. This integrated approach is helping create a resilient public financial management framework capable of supporting better governance, sound fiscal outcomes and improved service delivery.

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

Online Pension Tracking and Management System strengthens digital pension management and better service delivery

State Minister for Public Administration and Food Md Abdul Bari, MP, has said the Online Pension Tracking and Management System of the government will help remove the long-standing sufferings of pensioners during the pension application and sanction process and will play an important role in ensuring transparency and accountability in public service delivery.

He made the remarks while inaugurating a workshop as the chief guest on the "Online Pension Tracking and Management System (OPTMS)" at the conference hall of the Ministry of Public Administration, Bangladesh Secretariat, Dhaka on 23 June 2026.

The workshop was organized by Scheme on Pension, Fund Management, and Quality and Timeliness of Financial Reporting under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) program of the Finance Division, which has initiated the digitization of the pre-retirement stage of government pension processing through OPTMS to reduce delays, cut office visits and make pension services more transparent.

The state minister said retired government employees often face delays, procedural complexities and unnecessary office visits while processing pension matters. Once OPTMS becomes fully operational, pensioners will be able to track and manage applications digitally, reducing time and harassment. He also raised the issue of pensioners who surrendered 100 percent pension, saying they are not eligible for reinstatement if they die before the 15-year restoration period. He suggested revisiting the policy to ensure fairness for affected families. "If service seekers can receive services online without physically visiting government offices, it becomes a strong tool for reducing corruption," he said.

Chaired by Md. Ehsanul Hoque, Senior Secretary, Ministry of Public Administration, the workshop was also attended by Dr. Md Khairuzzaman Mozumder, Secretary, Finance Division, and S M Rezvi, Controller General of Accounts, as special guests. Dr. Ziaul Abedin, Additional Secretary, Budget-1, and National Program Director, SPFMS, Finance Division, delivered the welcome address. The open discussion session of the workshop was moderated by Md. Hasanul Matin, Additional Secretary, Budget and Law, Finance Division. The keynote presentation was made by Dr. Mahfuza Begum, Program Executive and Coordinator (Deputy Secretary) of the Scheme on Pension, Fund Management, and Quality and Timeliness of Financial Reporting under SPFMS.

Md. Ehsanul Hoque said that there was no comprehensive database of government employees in the past, which made the pension sanction process difficult. He stated that maintaining an updated employee database would significantly simplify the pension approval process.

Dr. Md Khairuzzaman Mozumder said pensioners often become helpless after retirement and OPTMS would boost their confidence by ensuring hassle-free services. He said the system would initially be piloted at the Ministry of Public Administration for regular pension cases of in-service employees. It will later be expanded to the Finance Division, Controller General of Accounts, all ministries, attached departments and field offices.

S M Rezvi pointed out that significant progress has already been made in post-pension management, as pensioners are now receiving fully digital services. The monitoring system for pension management at the Office of the Controller General of Accounts has been strengthened, helping make the service more transparent and accountable.

Dr. Ziaul Abedin highlighted the significant progress made by iBAS++ in areas such as GPF automation, post-pension benefit automation, the Asset Management Module, TA/DA Module, Family Card and Farmer Card databases, and the LPC Module. He expressed optimism that the OPTMS system would further streamline the pre-retirement process and provide better services to employees approaching retirement.

In the keynote presentation, Dr. Mahfuza said OPTMS will allow government employees to submit pension applications online, track the status of their files in real time and complete the pre-pension process without repeated visits to different offices. The system will also pull service records and financial information from iBAS++, reducing manual data entry and processing errors.

PFM Action Plan 2026–31 sets the course of actions for the next phase of PFM reform

The Finance Division has completed a series of validation workshops on the Public Financial Management Action Plan 2026–2031, bringing together senior government officials, public finance experts and representatives of key stakeholders to review reform priorities across major areas of public financial management.

The workshops, titled "Validation Workshop on PFM Action Plan 2026–2031", were organized by the Scheme on PFM Reforms Leadership, Coordination and Monitoring under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) at the conference room of the Finance Division in Dhaka between 15 and 18 June 2026.

The validation process covered major reform pillars of the proposed PFM Action Plan, including fiscal sustainability, revenue mobilization, strategic resource allocation, public investment management, treasury and debt management, state-owned enterprise management, public procurement, internal audit, accounting and financial reporting, accountability and oversight, digital systems transformation, capacity building based on compentency assessment and PFM regulatory framework.

On 15 June, the workshop focused on Pillar 12, PFM Regulatory Framework, Institutionalization and Capacity Building, and Pillar 6, State-Owned Enterprise Management.

Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, attended the event as chief guest, while Dr Ziaul Abedin, Additional Secretary, Budget-1, Finance Division and National Program Director of SPFMS, chaired the session.

Dr Md Fardous Alom, Joint Secretary, Regulation Wing, Finance Division, presented the keynote paper on regulatory framework and institutionalization, while Syed Khaled Bin Hafiz, Director, SOE-7 Section, Finance Division, presented the keynote paper on SOE management.

The discussion stressed stronger legal foundations, clearer institutional mandates, modernized PFM laws and improved oversight of state-owned enterprises and ABs.

On 16 June, the workshop reviewed Pillar 1, Fiscal Sustainability and Resilience, and Pillar 2, Revenue Mobilization with the presence of relevant stakeholders.

Hasan Khaled Foisal, Additional Secretary, TDM and Macroeconomics, Finance Division, attended the event as chief guest, while Dr Ziaul Abedin chaired the session.

Dr Md Rashedur Rahman Sardar, Deputy Secretary, Macroeconomics-1, Finance Division, made the keynote presentation on fiscal sustainability and resilience. Md Moniruzzaman, Director, Central Intelligence Cell, National Board of Revenue, presented the keynote paper on revenue mobilization.

Speakers emphasized stronger macro-fiscal forecasting, improved fiscal risk analysis, evidence-based budget planning, a central revenue data warehouse and better coordination between the National Board of Revenue and the Finance Division.

On 17 June morning, the workshop focused on Pillar 9, Accounting and Financial Reporting, and Pillar 11, Digital Systems Transformation.

S M Rezvi, Controller General of Accounts, attended the workshop as chief guest. Dr Ziaul Abedin was present as special guest, while Md Hasanul Matin chaired the event.

Abul Basher Md Amir Uddin, Joint Secretary, Budget-3 Section, Finance Division, made the keynote presentation on digital systems transformation, focusing on institutionalizing iBAS++ as the government-wide Integrated Financial Management Information System.

Md Mamun-ul-Mannan, Chief Accounts and Finance Officer, Pension and Fund Management, Office of the Controller General of Accounts, presented the keynote paper on accounting and financial reporting. The discussion highlighted timely and reliable fiscal reporting, wider coverage of government accounts, general ledger-based accounting, IPSAS-aligned reporting and stronger digital integration.

Another workshop held on 17 June in the afternoon reviewed Pillar 4, Public Investment Management, and Pillar 7, Public Procurement.

Md Hasanul Matin attended as chief guest, while Dr Ziaul Abedin chaired the session. Md Ibrahim Khalil, Deputy Chief, Programming Division, Planning Commission, presented the keynote paper on public investment management. Md Mosharraf Hossain, Senior System Analyst, Bangladesh Public Procurement Authority, presented the keynote paper on public procurement.

The session stressed stronger project appraisal, better alignment between public investment and fiscal space, climate-sensitive planning, full adoption of electronic government procurement and stronger contract management to reduce project delays and ensure value for money.

On 18 June morning, the workshop focused on Pillar 3, Strategic Resource Allocation, and Pillar 5, Treasury and Debt Management.

Md Hasanul Matin attended the event as chief guest, while Dr Ziaul Abedin chaired the session. Mohammad Zakir Hossain, Deputy Secretary, Budget-1, Finance Division, presented the keynote paper on strategic resource allocation. Mohammad Rashedul Amin, Joint Secretary, Debt Management, Finance Division, presented the draft action plan on treasury and debt management.

The discussion focused on stronger alignment between government priorities and budget planning, establishment of a Single Debt Management Office, automation of national savings instruments, expansion of the Treasury Single Account and improved cash forecasting.

Another workshop on 18 June afternoon reviewed Pillar 8, Internal Audit, and Pillar 10, Accountability, Oversight and Citizen Engagement.

Miajee Md Shaifulla Shobhan, Deputy Comptroller and Auditor General, Accounts and Reports, Office of the Comptroller and Auditor General, attended the event as chief guest, while Dr Ziaul Abedin chaired the session. Mohammad Showkat Ullah, Deputy Secretary, Expenditure Management-4, Finance Division, presented the keynote paper on internal control and internal audit. Pranab Kumar Sarker, Director, Research and Development, Office of the Comptroller and Auditor General, presented the OCAG perspective on accountability and oversight. Md. Faisal Morshed, Deputy Secretary, FOC, Bangladesh Parliament Secretariat, presented the Parliament Secretariat perspective.

The discussion underlined the importance of risk-based internal audit, stronger preventive controls, modern external audit practices, improved follow-up of audit recommendations and greater citizen engagement.

Senior officials, discussants, moderators and rapporteurs from the Finance Division, SPFMS, the Office of the Controller General of Accounts, the Office of the Comptroller and Auditor General, the Planning Commission, the National Board of Revenue, Bangladesh Public Procurement Authority and Bangladesh Parliament Secretariat took part in the discussions.

Speakers said the validation workshops would help refine the proposed PFM Action Plan 2026–2031 and strengthen institutional ownership of the next phase of reforms.

The proposed action plan, aligned with the PFM Reform Strategy 2025–2030, seeks to build a more transparent, automated and accountable public financial management system by linking budget planning, revenue mobilization, debt management, public investment, procurement, accounting, audit and citizen engagement with national development priorities.

Training strengthens capacity for effective Delegation of Financial Powers 2026

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) launched a Training of Trainers (ToT) program on 31 March 2026 to strengthen the effective, consistent and accountable application of the Delegation of Financial Powers 2026 across government institutions.

The training is being organized under the PFM Reforms Leadership, Coordination and Monitoring Scheme of SPFMS and will continue until 10 May 2026 at the SPFMS Training Centre in IEB Bhaban, Ramna, Dhaka. The program comprises 27 batches, with officials from ministries, divisions, departments and other government institutions participating in phases.

The wider training plan covers 648 participants, including 324 branch-level officials and 324 administrative officials from 58 ministries, divisions, departments and institutions. Participants have been selected mainly from operational budget, development budget, planning and related administrative sections so that the revised framework can be applied properly at both decision-making and implementation levels. Speaking as Chief Guest at the inaugural session, Dr. Ziaul Abedin, Additional Secretary, Budget Wing-1, Finance Division, and National Program Director of SPFMS, highlighted the importance of clearly defined financial authority in ensuring timely budget execution, fiscal discipline and institutional accountability. He said that an updated understanding of delegated powers would help officials make decisions more efficiently while maintaining compliance with government rules and procedures.

Mohammad Azad Chhallal, Additional Secretary, Expenditure Management Wing-1, Finance Division, chaired the inaugural session. Sahana, Additional Secretary, Expenditure Management Wing-2, attended as Special Guest. Earlier, Kawsar Nasrin, Joint Secretary, Expenditure Management Wing, delivered the welcome remarks and outlined the objectives and expected outcomes of the training.

The first day featured four technical sessions covering the operational and development components of the Delegation of Financial Powers 2026. The sessions also addressed the financial powers applicable to public-sector corporations, autonomous bodies, government-owned and joint-venture companies, and expenditure from the Public-Private Partnership Technical Assistance Financing Fund.

The technical sessions were conducted by Kawsar Nasrin, Joint Secretary, and Mohammad Shawkat Ullah, Deputy Secretary, Finance Division. They explained the major changes introduced under the revised framework and provided practical guidance on interpretation, approval procedures, expenditure control and accountability requirements. The afternoon session focused on responsibilities, accountability, implementation challenges and practical solutions. It also included an open discussion, session review and participant evaluation, enabling officials to share field-level experiences and identify common bottlenecks in financial decision-making.

The ToT is designed to create a pool of competent trainers who will subsequently train officials in their respective ministries, divisions and departments. The initiative is expected to promote uniform understanding, reduce procedural delays, streamline expenditure management and improve transparency in the use of public resources. It also supports the government's broader public financial management reform agenda aimed at improving institutional efficiency, accountability and the quality of public service delivery.

Strengthening Government Accounting for Better Financial Reporting

A day-long workshop on the action plan for accounting and financial reporting under the Public Financial Management Reform Strategy 2025–2030 was held in Dhaka on 3 June 2026, with senior government officials and public finance professionals discussing measures to improve the quality, accuracy and timeliness of government financial reports.

The workshop was organized by the Scheme on Improving Pension Management System and Quality and Timeliness of Financial Reporting under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance.

The event took place at the conference room of the Office of the Controller General of Accounts at Hisab Bhaban in Segunbagicha, Dhaka. It focused on the action plan relating to the strategic pillar on accounting and financial reporting under the PFM Reform Strategy 2025–2030.

S M Rezvi, Controller General of Accounts, chaired the workshop, while A H M Shamsur Rahman, Controller General Defence Finance, attended as the chief guest. Dr Md Ferdous Alam, Joint Secretary, Regulations Wing, Finance Division was present as the special guest.

The speakers highlighted the importance of reliable and timely financial information for effective fiscal management, transparency, accountability and evidence-based decision-making. They also stressed the need for stronger coordination among accounting offices, audit directorates, spending agencies and other institutions involved in the preparation, review and use of government financial information.

The technical session began with a keynote presentation by Md Ruhul Kuddus, Senior Consultant for Financial Reporting under the Pension scheme. The presentation covered key areas of the proposed action plan, including improvements in accounting procedures, reconciliation, reporting standards, institutional responsibilities and the timely preparation of financial statements.

A panel discussion was held following the keynote presentation. Tanvir Akter Hossain Khan, Director General of the Local Government and Rural Development Audit Directorate; Mohammad Kabir Hossain, Additional Controller General of Accounts; and Kazi Rashidul Azam, Director of the Civil Audit Directorate, participated as designated discussants.

The discussants shared their professional observations on challenges in the existing accounting and reporting system. The discussion covered the need to improve the consistency of financial data, strengthen reconciliation between accounting and spending units, reduce reporting delays and ensure that financial statements provide a clear picture of government transactions.

Participants from relevant government offices also joined an open discussion and offered recommendations on the implementation of the action plan. They emphasized capacity development, greater use of digital systems, clearly defined institutional responsibilities and regular monitoring of progress.

Md Ruhul Kuddus led the discussion on the causes of outstanding suspense balances, their implications for the accuracy of government accounts and possible measures for timely adjustment and settlement. Suspense accounts are generally used to temporarily record transactions when complete information or the appropriate accounting classification is not immediately available.

The participants observed that long-pending suspense balances may affect the reliability and completeness of financial reports. They stressed the importance of regular reconciliation, proper documentation, prompt identification of transactions and closer coordination among the agencies concerned.

At the concluding session, the rapporteurs presented a summary of the discussions and recommendations made during the workshop. The rapporteur team included Zahirul Islam, Consultant for Financial Reporting, and A M Saiful Islam Pintu, Consultant for Documentation, under the Pension Management and Financial Reporting scheme.

The recommendations from the workshop are expected to contribute to the refinement and implementation of the accounting and financial reporting action plan under the PFM Reform Strategy 2025–2030.

New Scheme advances Integrated Pension and Financial Reporting Reform

A day-long workshop on preparing a new scheme document for strengthening pension management and improving the quality and timeliness of government financial reporting was held in Dhaka on 4 June 2026.

The Improving Pension Management System and Quality and Timeliness of Financial Reporting Scheme organized the workshop under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance.

The event was held at the conference room of the Office of the Controller General of Accounts at Hisab Bhaban in Segunbagicha. Senior officials from government accounting and audit organizations, representatives of the SPFMS program and public financial management professionals attended the workshop.

S M Rezvi, Controller General of Accounts, chaired the event. Md Shariful Islam, Deputy Comptroller and Auditor General (Senior) at the Office of the Comptroller and Auditor General of Bangladesh, attended as the chief guest.

Farmin Maola, Additional Controller General of Accounts for Administration, was present as the special guest. Mohammad Kabir Hossain, Additional Controller General of Accounts for Accounts, moderated the workshop.

Dr Mahfuza Begum, Program Executive and Coordinator of the SPFMS program, delivered the welcome address. She outlined the purpose of the workshop and highlighted the importance of preparing a well-designed scheme document to guide the next phase of reforms in pension management, accounting and financial reporting.

The workshop was arranged to gather technical observations, institutional views and practical recommendations from officials directly involved in government accounts, audit, pension administration and fund management.

Participants reviewed issues that should be incorporated into the proposed scheme document, including its objectives, expected outputs, implementation arrangements, institutional responsibilities, capacity-building requirements and monitoring mechanisms.

The discussions also focused on how the future scheme could build on reforms already undertaken in government financial management and address remaining challenges in pension services and financial reporting.

Zahirul Islam, Chief Accounts and Finance Officer of the Ministry of Cultural Affairs, delivered the keynote presentation. His presentation provided the basis for detailed discussions on the proposed scope and structure of the scheme document.

The technical discussion included observations from Md Mamun-ul-Mannan, Chief Accounts and Finance Officer for Pension and Fund Management at the Office of the Controller General of Accounts; Md Hasan Nazmul Kabir, Director of the Health Audit Directorate; and Md Rezaul Karim, Deputy Controller General of Accounts for Efficiency and Discipline.

The discussants shared their professional views on administrative, accounting and audit-related aspects of the proposed scheme. They emphasized the need for clearly defined activities, measurable results, realistic implementation schedules and effective coordination among the organisations concerned.

The speakers also highlighted the importance of using digital systems to simplify pension-related services, improve the accuracy of financial information and reduce delays in preparing government accounts and reports.

An open discussion provided participants with an opportunity to recommend priority areas for inclusion in the scheme document. They discussed institutional capacity, data quality, system integration, reconciliation, compliance with accounting standards and the timely preparation of financial statements.

Participants observed that a comprehensive scheme document would be essential for ensuring continuity of ongoing reforms and supporting further improvements in transparency, accountability and efficiency in public financial management.

The views and recommendations gathered at the workshop are expected to contribute to finalizing the scheme document and developing a practical framework for the next phase of pension management and financial reporting reforms.

Building workforce capacity for more effective public financial management

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, has launched a five-day training program to enhance the skills, discipline and service quality of outsourced support staff, including office assistants, security guards and cleaning personnel.

The training, titled "Skills Development Training for Outsourced Service Staff", began on Sunday at the SPFMS training room at IEB Bhaban in Ramna, Dhaka. The program is being held in two batches from June 14 to 18, 2026.

A total of 48 participants are attending the training, with 24 in the morning batch and 24 in the afternoon batch. The participants have been drawn from different schemes of SPFMS, including the Coordination Scheme, BACS & iBAS++, BMCs & BWGs, Internal Audit, SOE, Pension and Debt teams.

The morning session was inaugurated by Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, as the chief guest. Md Nazrul Islam, Joint Secretary, Budget-2 Wing, Finance Division, chaired the inaugural session. Tanima Tasmin, Program Executive and Coordinator, SPFMS, delivered the welcome address.

The afternoon session was inaugurated by Ferdous Rowshan Ara, Additional Secretary, Administration and Planning, Finance Division, as the chief guest. Dr Ziaul Abedin, Additional Secretary, Budget-1, and National Program Director of SPFMS, chaired the session. Tanima Tasmin also delivered the welcome address at the afternoon session.

The concluding session of the 1st batch was held on 18 June 2026, with Ferdous Rowshan Ara, Additional Secretary, Admin & Planning, Finance Division, attending as the chief guest. The session was moderated by Tanima Tasmin, Program Executive and Coordinator, SPFMS. Certificates were distributed among the participants by the chief guest.

The concluding session of the 2nd batch was also held on 18 June 2026, with Md. Hasanul Matin, Additional Secretary, Budget & Law, Finance Division, attending as the chief guest. The session was moderated by Tanima Tasmin, Program Executive and Coordinator, SPFMS. Certificates were distributed among the participants by the chief guest.

The training has been designed to improve the professional competence, office discipline and service quality of outsourced staff who provide day-to-day support to SPFMS activities. The major training contents include the Secretariat Instructions 2024, basic file and records management, government attendance rules, outsourcing policy, office discipline, punctuality, official secrecy, office etiquette, ethics, guest reception, dress code, social media use in government offices, and proper support for meetings, training sessions and seminars.

The resource persons for the morning batch include Md Nazrul Islam, Joint Secretary, Budget-2 Wing, Finance Division; Md Rafiqul Islam, Program Executive and Coordinator, Additional Secretary, SPFMS; Dr Abdur Rahim, Program Executive and Coordinator, Additional Secretary, SPFMS; Rownak Jahan, Joint Secretary, Budget-2 Section, Finance Division; Md Enamul Haque, Joint Secretary, Implementation-1 Section, Finance Division; Mohammad Anisuzzaman, Program Executive and Coordinator, Deputy Secretary, SPFMS; Iftekhar Hasan, Implementation Support Consultant, SPFMS; Md Sahed Hasan, Consultant, Finance and Accounts Manager, SPFMS; and Mohammad Raufur Rahman, Junior Consultant, Assistant Office Manager, SPFMS.

For the afternoon batch, the resource persons include Ferdous Rowshan Ara, Additional Secretary, Administration and Planning, Finance Division; Dilruba Shahina, Additional Secretary, Regulation and Implementation, Finance Division; Rukhsana Hasin, ndc, Senior Consultant, SPFMS; Tanima Tasmin, Program Executive and Coordinator (Joint Secretary), SPFMS; Mohammad Faruk-uz-Zaman, Joint Secretary, Budget-1 Section, Finance Division; Dr Mahfuza Begum, Program Executive and Coordinator, (Deputy Secretary), SPFMS; Mohammad Zakir Hossain, Deputy Secretary, Budget-1, Finance Division; Md Firoz Khan, Program Executive and Coordinator (Deputy Secretary), SPFMS; Shyamali Rani Roy, Chief Accounts and Finance Officer, Finance Division; Iftekhar Hasan, Implementation Support Consultant, Coordination Scheme; Mohammad Raufur Rahman, Junior Consultant, Assistant Office Manager, SPFMS; and Tanzia Rahman Chowdhury, Junior Consultant, Executive, Coordination Scheme.

Citizen Budget strengthens transparency and public understanding of fiscal priorities

The Finance Division has completed a series of meetings and workshops to review, revise and finalize the draft Budget Summary 2026-27, including the Citizen Budget, to present national budget information clearly and accessibly to the public.

The activities were 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 initiative aims to improve budget preparation, institutional capacity, transparency and public understanding of fiscal policy.

A preparatory meeting was held on May 30, followed by three workshops on June 3, June 6 and June 7 at the conference room of the Finance Division on the 12th floor of Building 11 at the Bangladesh Secretariat in Dhaka. The consultations enabled officials from different budget wings to examine the draft and offer recommendations before publication.

The June 3 workshop was attended by Md Hasanul Matin, Additional Secretary for Budget and Law at the Finance Division, as chief guest. Md Nazrul Islam, Joint Secretary, Budget Wing-2, and Rownak Jahan, Joint Secretary, Budget Wing -2, attended as special guests. Dr Ziaul Abedin, Additional Secretary, Budget-1, chaired the event.

Muhammad Abul Kasem, Joint Secretary, Budget-7, presented the main paper at the workshop. The program included an open discussion and observations from officials representing different budget wings. Participants examined the draft and proposed changes to its content, wording, structure, visual presentation and sequencing of information.

The second workshop was held on June 6, with Md Hasanul Matin attending as chief guest. Md Nazrul Islam, Joint Secretary, Budget Wing -2, and Urmita Manna, Joint Secretary, Budget-6, were present as special guests, while Dr Ziaul Abedin chaired the session.

Muhammad Abul Kasem again delivered the main presentation. Senior officials reviewed whether the draft adequately explained major fiscal issues, including government revenue, expenditure, deficit financing, sectoral allocations, development priorities and social protection programs. They also discussed how complex financial figures could be presented through simpler language, charts, tables and comparisons to make the document easier to understand.

The third workshop took place on June 7. Dr Ziaul Abedin attended as chief guest, while Md Robiul Islam, Joint Secretary, Budget-4, and Md Tarikul Islam Khan, Joint Secretary, Budget-5, joined as special guests. Md Nazrul Islam chaired the workshop.

Mohammad Zakir Hossain, Deputy Secretary, Budget-1, presented the main paper at the session. Officials from different budget wings offered recommendations aimed at improving the accuracy, readability, consistency and public relevance of the document. They emphasized the importance of ensuring that all data and explanations remained aligned with the approved national budget for FY2026-27.

Across the workshops, participants focused on simplifying technical budget terminology, improving the presentation of financial data and highlighting issues that directly affect citizens. These included allocations for education, health, agriculture, social protection, infrastructure, employment generation, local government and essential public services.

The consultation process brought together senior officials, technical experts and representatives of relevant budget wings, providing a structured platform for reviewing the Citizen Budget before publication. The discussions reflected the government's commitment to making budget information understandable and useful to citizens.

Officials said the revised document would help citizens better understand the government's revenue plans, spending priorities, development commitments and fiscal policy for FY2026-27. The initiative is also expected to strengthen budget transparency, public awareness, accountability and citizen engagement in the national budget process.

Climate Budgeting advances climate-responsive public expenditure

The Finance Division organized two workshops on climate financing for sustainable development and the Climate Budget Report 2026–27, bringing together government officials, budget specialists and SPFMS personnel to discuss the integration of climate priorities into public financial management.

The workshops, titled "Climate Financing for Sustainable Development: Budget Report 2026–27," were held on 4 June and 6 June 2026 at the Mini Conference Room of the Finance Division in the Bangladesh Secretariat, Dhaka.

The events were organized under the Scheme on Improving the Budget Process through Capacity Development of Budget Management Committees and Budget Working Groups of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The scheme supports institutional capacity, coordination and effective budget preparation across ministries and divisions.

Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, attended the workshops as chief guest. Md Nazrul Islam, Joint Secretary, Budget-2, and Muhammad Abul Kasem, Joint Secretary, Budget-7, Finance Division, were present as special guests. Dr Ziaul Abedin, Additional Secretary, Budget-1, Finance Division, chaired both sessions.

At the workshop held on 4 June, Shamim Banu Shanti, Deputy Secretary, Budget-22, Finance Division, presented the keynote paper. Her presentation focused on climate-related budget planning, financing priorities and the preparation of the Climate Budget Report for the 2026–27 financial year.

The presentation was followed by an open discussion in which participants exchanged views on the structure, scope and presentation of the report. They also discussed how climate-related expenditures could be identified, classified and reflected in the national budget framework.

The designated discussants at the first workshop were Md Tarikul Islam Khan, Joint Secretary, Budget-5; Mohammad Faruq-Uz-Zaman, Joint Secretary, Budget-1; and Chowdhury Ashraful Karim, Deputy Secretary, Budget-4, all from the Finance Division. Faruk Ahmed, Deputy Secretary, Budget-24, and Md Shahin Reza, Deputy Secretary, Budget-5, served as rapporteurs, while Dr Mohammad Jasim Uddin, Deputy Secretary, Budget-21, moderated the proceedings.

At the second workshop on 6 June, Dr Mohammad Jasim Uddin presented the keynote paper. The session reviewed the draft report and considered observations arising from the earlier consultation. The presentation was followed by an open discussion involving officials from budget wings and representatives of the SPFMS Program.

The designated discussants at the second workshop included Md Tarikul Islam Khan, Mohammad Faruq-Uz-Zaman and Mohammad Iqbal Hossain, Deputy Secretary, Budget-23. Faruk Ahmed and Md Sayemur Rashid Khan, Deputy Secretary, Budget-25, acted as rapporteurs, while Shamim Banu Shanti moderated the session.

Participants examined whether the Climate Budget Report adequately captured the government's climate-related priorities, expenditures and policy commitments. They stressed the need for reliable data, consistent reporting formats and clear explanations so that policymakers, development partners and citizens could understand how resources were being used to address climate risks.

The discussions also highlighted the importance of integrating climate considerations into expenditure planning, project selection and sectoral budget preparation. Participants noted that climate-responsive budgeting could support sustainable infrastructure, disaster preparedness, environmental protection, food security, water management and the resilience of vulnerable communities.

The two workshops provided a structured platform for reviewing the report, sharing technical observations and strengthening coordination among officials involved in climate-responsive planning and budgeting.

Officials said the Climate Budget Report 2026–27 would help demonstrate how national budget allocations contribute to sustainable development, climate adaptation and resilience. The initiative is expected to improve transparency, accountability and the effectiveness of public spending on climate-related priorities.

Gender-Responsive budgeting strengthens inclusive public spending

The Finance Division organized two workshops on the Gender Budget Report 2026–27 on June 3 and June 4, bringing together officials, budget specialists and SPFMS personnel to review the draft report, facilitate technical discussion and gather recommendations from those involved in budget preparation and expenditure management.

The workshops were held at the Mini Conference Room on the 11th floor of Building 11 of the Finance Division at the Bangladesh Secretariat in Dhaka. The workshop was 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 initiative forms part of the Finance Division's efforts to strengthen gender-responsive budgeting and improve the quality, clarity and policy relevance of budget documents. It also seeks to ensure that public expenditure decisions consider the different needs and constraints experienced by women and men.

The first workshop was held on June 3, 2026. Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, attended as chief guest. Rownak Jahan, Joint Secretary, Budget-2, and Mohammad Faruk-Uz-Zaman, Joint Secretary, Budget-1, attended as special guests. Dr Ziaul Abedin, Additional Secretary, Budget-1, chaired the workshop.

Kausar Nasrin, Joint Secretary, Expenditure Management-3, presented the keynote paper on the Gender Budget Report 2026–27. Her presentation was followed by an open discussion, during which participants shared observations and recommendations on gender-responsive budgeting, public expenditure and the presentation of gender-related budget information.

The designated discussants were Abul Bashar Muhammad Amir Uddin, Joint Secretary, Budget-3, and Rukhsana Rahman, Joint Secretary, PPP. Md Rajibul Ahsan, Deputy Secretary, Budget-9, moderated the session.

Participants examined whether the draft report demonstrated how budgetary policies and allocations could contribute to gender equality, women's empowerment and inclusive access to public services. They also discussed the importance of presenting gender-related information in an evidence-based and reader-friendly manner.

The second workshop was held on June 4, 2026, at the same venue. Md Hasanul Matin attended as chief guest, while Md Nazrul Islam, Joint Secretary, Budget-2, and Urmi Tamanna, Joint Secretary, Budget-6, were present as special guests. Dr Ziaul Abedin chaired the workshop.

Dr Nadira Sultana, Joint Secretary, Expenditure Management-2, delivered the keynote presentation. It was followed by an open discussion and comments from designated discussants.

The discussants included Rownak Jahan, Joint Secretary, Budget-2; Abul Bashar Muhammad Amir Uddin, Joint Secretary, Budget-3; and Kausar Nasrin, Joint Secretary, Expenditure Management-3. Md Rajibul Ahsan moderated the workshop.

Senior and mid-level officials of the Finance Division, SPFMS Program personnel and professionals attended the two events. The discussions focused on the structure, content and presentation of the report and on ways to better reflect the impact of government policies, programs and expenditure on women and men.

Participants highlighted the need for reliable data, measurable indicators and stronger links between budget allocations and outcomes. They also emphasized examining how public spending affects access to education, healthcare, social protection, employment, skills development and other essential services.

The workshops provided a structured platform for reviewing the draft report, identifying areas for improvement and strengthening coordination among officials responsible for budget preparation and expenditure management.

Officials said the Gender Budget Report 2026–27 would improve transparency and understanding of the government's gender-related priorities. The initiative is also expected to strengthen accountability and reinforce the connection between public expenditure, gender equality and equitable service delivery.

Social Protection Budgeting strengthens focus on outcomes and vulnerable groups

The Finance Division organized two workshops to review the Social Protection Report for the 2026–27 fiscal year, bringing together senior government officials, budget specialists, consultants and technical personnel to discuss the preparation, structure and implementation perspectives of the report.

The workshops were held separately on 4 June and 5 June 2026 at the Mini Conference Room of the Finance Division at the Bangladesh Secretariat in Dhaka. They were organized under the Scheme on "Improving the Budget Process through Capacity Development of Budget Management Committees and Budget Working Groups" of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The initiative formed part of the Finance Division's efforts to improve the quality of budget documentation and strengthen the planning, allocation and monitoring of public resources devoted to social protection programs. The workshops provided officials with an opportunity to examine the draft report, share institutional perspectives and recommend improvements before its finalization.

Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, attended both workshops as chief guest. Dr Ziaul Abedin, Additional Secretary, Budget Wing-1, Finance Division, chaired the two events.

At the first workshop held on 4 June, Md Nazrul Islam, Joint Secretary, Budget Wing -2, and Mahedi Masuduzzaman, Joint Secretary, Government Debt Operations Management Wing, Finance Division, attended as special guests.

Dr Sheikh Towhidul Haque, Senior Consultant of the SPFMS Program, presented the keynote paper. His presentation focused on the proposed structure, coverage and analytical approach of the Social Protection Report for FY2026–27. It was followed by an open discussion involving officials engaged in budget preparation, implementation, expenditure management and social protection-related public spending.

Mohammad Faruq-uz-Zaman, Joint Secretary, Budget-1; Abul Bashar Muhammad Amir Uddin, Joint Secretary, Budget-3; and Mizamia Sharmin, Deputy Secretary, Implementation-3, participated as designated discussants.

Md Rajibul Ahsan, Deputy Secretary, Budget-9, moderated the session. Zakir Hossain, Deputy Secretary, Budget-21, and Md Humayun Kabir, Deputy Secretary, Budget-13, served as rapporteurs and recorded the main observations and recommendations emerging from the discussion.

At the second workshop on 5 June, Md Nazrul Islam, Joint Secretary, Budget Wing-2, and Mohammad Rabiul Islam, Joint Secretary, Budget Wing-4, attended as special guests. Md Rajibul Ahsan, Deputy Secretary, Budget-9, presented the keynote paper.

The designated discussants were Mahedi Masuduzzaman, Joint Secretary, Government Debt Operations Management Wing; Dr Sheikh Towhidul Haque, Senior Consultant of the SPFMS Program; and Abdul Mannan, Deputy Secretary, Budget-8.

Shihab Uddin Ahmad, Deputy Secretary, Budget-2, and Dr M Shan-e-Alam Misty, Senior Assistant Secretary, Expenditure Management Branch-10, acted as rapporteurs. Abul Bashar Muhammad Amir Uddin, Joint Secretary, Budget-3, moderated the program.

Participants reviewed the scope and presentation of the proposed report and discussed how it could clearly explain the government's social protection priorities, expenditure patterns and implementation arrangements. They also emphasized the importance of reliable data, consistent classification and improved coordination among agencies responsible for delivering social protection programs.

The discussions highlighted the need to demonstrate how budgetary allocations support vulnerable and disadvantaged groups, including older persons, persons with disabilities, low-income households, women, children and communities affected by economic or climate-related shocks.

Officials and consultants also discussed the importance of reducing duplication, improving beneficiary targeting and strengthening the connection between budget allocations and measurable outcomes. They noted that a comprehensive and accessible report could help policymakers and citizens better understand the scale, distribution and effectiveness of social protection expenditure.

A-Challan strengthens real-time treasury and revenue management effective from July 1

The government has made A-Challan mandatory for depositing all public revenues and other government receipts from July 1, 2026 to bring every receipt into the Treasury Single Account in real time, end manual challans and strengthen public cash management.

From the beginning of FY2026-27, no ministry, division, department or subordinate office will be allowed to collect or deposit government revenue through any system other than A-Challan. Any separate arrangement now being used for collecting public receipts will have to be discontinued, while funds lying in commercial bank accounts must be transferred to the government's Treasury Single Account through A-Challan by June 30, 2026.

The decision comes at a time when the digital challan platform has recorded strong growth in both value and use, showing that A-Challan has gradually become one of the most important digital tools in public financial management.

According to the fiscal year-wise A-Challan report, Tk 4,07,225.94 crore was collected through the system in FY2025-26, up from Tk 265,708 crore in FY2024-25. This means collections rose by nearly 50 percent, in a single year.

A-Challan recorded strong growth in FY2025-26, processing 6.75 crore challans, up 71.7 percent from 3.93 crore in FY2024-25. Since its modest start with only 17 challans in FY2019-20, the platform has expanded rapidly, handling over 19.03 crore challans and mobilizing more than Tk 10.63 lakh crore in government receipts over seven fiscal years.

The latest performance marks a major turnaround, as both collections and transaction volumes increased together, reflecting wider use across government revenue and service payment channels. Online challans surged 92 percent to 5.36 crore, while online collections rose 54.5 percent to Tk 11,298.12 crore. Over the Counter (OTC) transactions also grew, with collections increasing to Tk 386,397.55 crore during the fiscal year.

The full implementation of A-Challan would help the government know its actual cash position more accurately, reduce idle public money in scattered bank accounts and improve cash management.

Under the manual system, citizens often had to deposit challans at designated branches of selected banks, mainly Bangladesh Bank or Sonali Bank. This caused unnecessary travel, long waiting time and additional costs for service seekers. Manual challans also delayed the transfer of money to the government treasury, created scope for fake challans and made reconciliation of daily and monthly revenue figures difficult for banks and government offices.

A-Challan was introduced to address these problems. The web-based system allows government revenue and service fees to be deposited through counters of all branches of Bangladesh Bank and commercial banks, internet banking, mobile financial services such as bKash, Nagad, Rocket, Upay and Tap, and debit or credit cards.

For citizens, the biggest benefit is convenience. A person no longer needs to visit a specific bank branch to deposit government fees. Payments can now be made from a nearby bank branch or through digital channels. Once the payment is completed, the challan receipt is generated instantly and can be used on the same day.

For the government, the benefits are broader. Money deposited through A-Challan is transferred immediately to the Treasury Single Account maintained with Bangladesh Bank. This enables the government to monitor receipts in real time, improves transparency and helps reduce dependence on unnecessary borrowing.

The system also supports automatic reconciliation. After a challan is deposited, payment information is automatically matched among Bangladesh Bank, the relevant accounting office and the concerned government institution. Credit scrolls sent by Bangladesh Bank are auto-uploaded to iBAS++, allowing accounts to be updated without the delays and errors associated with manual reconciliation.

Officials said the A-Challan dashboard gives ministries, departments and accounting offices real-time information on receipts, transaction status and deposit trends. It helps track how much money has been deposited, under which economic code, through which channel and for which public service. The dashboard also helps identify delays, unusual patterns and mismatches quickly.

Another major benefit is verification. The authenticity of a challan can be checked instantly through the challan verification system, reducing the risk of fake payment documents and revenue leakage.

The Finance Division introduced the automated challan system in FY2019-20 as part of broader public financial management reforms. The aim was to ensure real-time deposit of public money, prevent fake challans, improve revenue discipline and give the government a clearer picture of its daily cash balance.

With all government receipts coming through a single digital channel, A-Challan is expected to become a central instrument for faster revenue mobilization, stronger treasury control and better service delivery.

A-Challan: Enables fully digital customs revenue collection

A total of 46 batches of training on the use of the new website and enhanced interface of the Automated Challan, or A-Challan, System in iBAS++ were conducted in Dhaka, Rajshahi and Rangpur between 31 March and 20 May 2026.

The training initiative was undertaken to support the government's efforts to establish an orderly, citizen-friendly, secure, technology-driven and efficient public financial management system. It focused on strengthening the online collection of customs duties, taxes and other government revenues related to Bills of Entry and Bills of Export through the A-Challan System.

The government has taken steps to bring revenue collection at customs houses and land customs stations under the automated platform. The move is aimed at ensuring that customs duties, taxes, fees and other public revenues are deposited directly into the State Treasury through a secure and transparent digital process.

The A-Challan System is expected to reduce dependence on manual procedures, minimize delays, improve accountability and make government revenue payments more convenient for importers, exporters, clearing and forwarding agents, banks and other stakeholders. It will also provide the authorities with faster access to revenue information and help improve monitoring and reconciliation of government receipts.

Md. Abdur Rahman Khan, FCMA, Chairman of the National Board of Revenue, provided verbal instructions to arrange hands-on training for the practical implementation of the initiative. The training covered the procedures for depositing customs duties, taxes and other government revenues directly into the State Treasury through the A-Challan platform.

Following the directive, training was successfully completed for customs officials, clearing and forwarding agents, and bank users from ICD Kamalapur, Pangaon, Dhaka, Chattogram, Mongla and Benapole. Participants from 11 Land Customs Stations under the Customs, Excise and VAT Commissionerate, Sylhet, also received training on the system.

The sessions included practical demonstrations of the new website, the enhanced A-Challan interface, payment procedures, data entry, verification, transaction tracking and troubleshooting. Participants were also familiarized with the roles of customs authorities, banks and system users in ensuring that payments are processed accurately and transferred to the appropriate government accounts.

Officials said the training program made an important contribution to the expansion of automated customs revenue collection. As a result of the initiative, 100 percent of customs duties, taxes and other government revenues at the covered locations are now being collected through the A-Challan System.

As part of the nationwide rollout, the program was later extended to officials of the BACS and iBAS++ Scheme and other relevant stakeholders. The objective was to support the automation and full collection of customs duties, taxes and other government revenues through A-Challan at 12 Land Customs Stations under the Customs, Excise and VAT Commissionerate of Rajshahi and Rangpur.

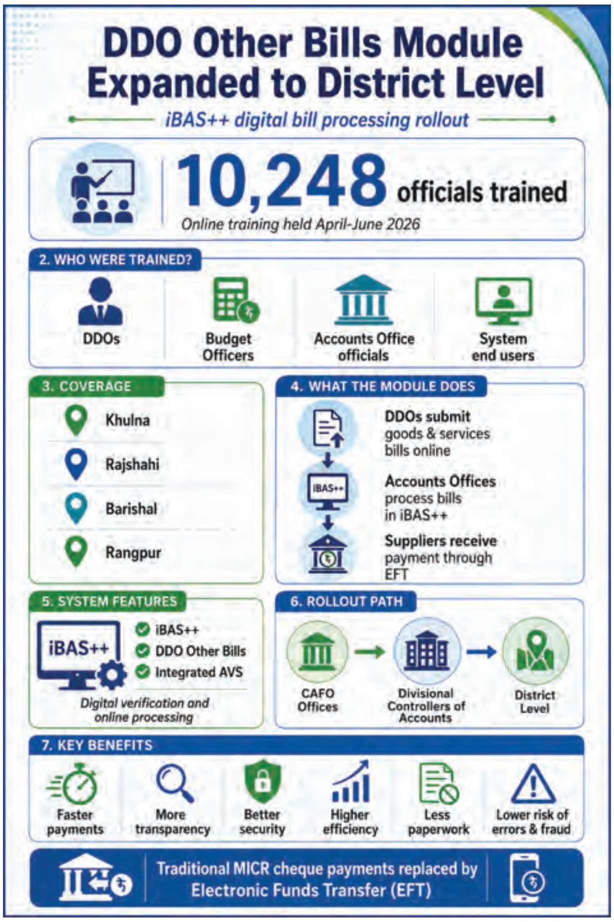
To create a pool of qualified facilitators, a two-day Training of Trainers program was held on 31 March and 1 April 2026. A total of 74 participants received specialized training during the program. After completing the course, the trained facilitators conducted the subsequent training sessions from 5 April to 20 May 2026.

Of the 46 batches, 42 were organized at the SPFMS Program Office in Ramna and the Institute of Public Finance in Segunbagicha, Dhaka. Four additional batches were held at the Customs, Excise and VAT Commissionerate in Rajshahi and Rangpur.

The training brought together officials, trainers and relevant stakeholders involved in customs revenue administration and digital payment processing. It provided participants with the practical knowledge needed to operate the enhanced A-Challan interface and address implementation challenges at the field level.

Debt sustainability analysis strengthens fiscal risk assessment

The government has expanded the DDO (Drawing and Disbursing Officers) Other Bills sub-module of the Integrated Budget and Accounting System, known as iBAS++, to the district level, bringing thousands of Drawing and Disbursing Officers and Accounts Office officials under a fully digital bill-processing and payment system.



The expansion marks towards modernizing public financial management by replacing manual paperwork and traditional cheque-based transactions with online bill submission, electronic processing and direct payment to suppliers through Electronic Funds Transfer.

As part of preparations for the nationwide rollout, a series of online training programs was organized for district-level Drawing and Disbursing Officers, Budget Officers, Accounts Office officials and other system users.

Between April and June 2026, a total of 10,248 officials and finance personnel from Khulna, Rajshahi, Barishal and Rangpur divisions received training on the operation of the DDO Other Bills module and its related digital payment procedures.

The virtual training sessions were designed to provide participants with both technical knowledge and practical skills required to submit, verify, process and settle government bills through iBAS++. The initiative is expected to support the timely and smooth implementation of the module in district-level government offices.

The DDO Other Bills functionality has been introduced under the Budget Execution and Pay and Accounting Module of iBAS++. It is integrated with the Account Verification System, or AVS, which helps verify the authenticity and accuracy of suppliers' bank account information before payments are transferred.

Under the system, Drawing and Disbursing Officers can prepare and submit bills related to the procurement of goods and services electronically. The relevant Accounts Offices then scrutinize and process the bills online through iBAS++, substantially reducing the need for physical documents and repeated movement of files between offices.

Following approval, payments are transferred directly to the bank accounts of suppliers through EFT. The process replaces the traditional Magnetic Ink Character Recognition (MICR), cheque-based payment system that involved manual preparation, signing, delivery, deposit and clearance of cheques.

The DDO Other Bills module was initially introduced at the offices of the Chief Accounts and Finance Officers. After its successful implementation at that level, the system was extended to the offices of the Divisional Controllers of Accounts.

The latest expansion has now brought district-level DDOs and Accounts Offices into the digital payment network, significantly widening the coverage of electronic government transactions across the country.

Officials concerned said the digital system would help reduce the time required for processing bills and improve coordination between spending offices and Accounts Offices. It would also allow users to track the status of bills online, making the payment process more transparent and predictable.

The integration of AVS is expected to reduce payment failures caused by incorrect bank account information, while direct electronic transfers will minimise the risks associated with lost, delayed or fraudulently altered cheques.

The system also creates a reliable digital record of bill submission, verification, approval and payment, strengthening accountability and facilitating monitoring and audit.

By reducing paperwork, manual intervention and physical visits to Accounts Offices, the district-level expansion is expected to lower administrative costs and ease the workload of government officials.

The initiative is part of the government's broader efforts to strengthen financial discipline, improve service delivery and establish a more secure, transparent and efficient public expenditure management system through the increasing use of digital technology.

SOE lending reforms strengthen management of government financial assets

The Finance Division organized a two-day workshop on strengthening lending and on-lending operations to state-owned enterprises and autonomous bodies, with a focus on improving debt service liability recovery, account reconciliation and financial asset management.

The workshop was organized by the scheme on Strengthening the Capacity of Treasury and Debt Management Wing of Finance Division under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), held at the Finance Division's training room in Bangladesh Secretariat, Dhaka on June 3 and June 4, 2026.

The workshop, held on 3 June 2026 was inaugurated by Hasan Khaled Foisal, Additional Secretary (TDM & Macroeconomics), Finance Division as the Chief Guest. Syed Rashedul Hossen, Joint Secretary (NTR, PPP and NSD Wing) and Mahedi Masuduzzaman, Joint Secretary TDM Brunch Finance Division attended the workshop as Special Guests.

On 4 June 2026, Md. Hasanul Matin, Additional Secretary (Budget and Law), Finance Division, attended the workshop as the Chief Guest. Dr. A.K.M. Atiqul Haque, Joint Secretary (Policy Research and Monitoring Branch), Finance Division, and Dr. Md. Fardous Alom, Joint Secretary (Regulation Wing), Finance Division were present as Special Guests.

Mohd. Rashedul Amin, Joint Secretary (Government Debt and Financial Asset Management Wing), Finance Division, chaired the workshop on both days.

The workshop discussed ways to identify discrepancies between the accounts maintained by state-owned, autonomous, semi-autonomous, local government and other entities and the records kept by the Financial Asset Management section of the Finance Division. It also focused on finding the causes of such discrepancies and preparing an integrated action plan for reconciliation and subsequent recovery of determined debt service liability dues.

Officials said effective management of government lending and on-lending operations is essential for reducing fiscal risks, improving the quality of public financial reporting and ensuring timely recovery of public dues from state-owned enterprises and autonomous bodies. They observed that unresolved account mismatches often weaken debt monitoring, delay recovery of DSL dues and create pressure on government fiscal management.

On the first day, officials from the Finance Division, Power Division and major power-sector entities joined the workshop. Participating organizations included Bangladesh Power Development Board, Bangladesh Rural Electrification Board, Electricity Generation Company of Bangladesh PLC, Rural Power Company Limited, North-West Power Generation Company Limited, Northern Electricity Supply PLC, DESCO, Power Grid Bangladesh PLC, DPDC, Coal Power Generation Company Bangladesh, West Zone Power Distribution Company, Ashuganj Power Station Company and B-R Powergen Limited.

The second day brought together officials from the Finance Division, Energy and Mineral Resources Division and major energy-sector entities, including Petrobangla, Bangladesh Petroleum Corporation, Karnaphuli Gas Distribution Company, Titas Gas Transmission and Distribution PLC, Bakhrabad Gas Distribution Company, Maddhapara Granite Mining Company, Barapukuria Coal Mining Company, Paschimanchal Gas Company, BAPEX, RPGCL, Sundarban Gas Company, Sylhet Gas Fields, GTCL, Bangladesh Gas Fields Company and Jalalabad Gas Transmission and Distribution System.

Participants reviewed practical challenges in matching institutional records with the Finance Division's financial asset records. They also discussed the need for better coordination among ministries, divisions and SOEs, regular updating of loan and on-lending information, and a time-bound mechanism for resolving account mismatches.

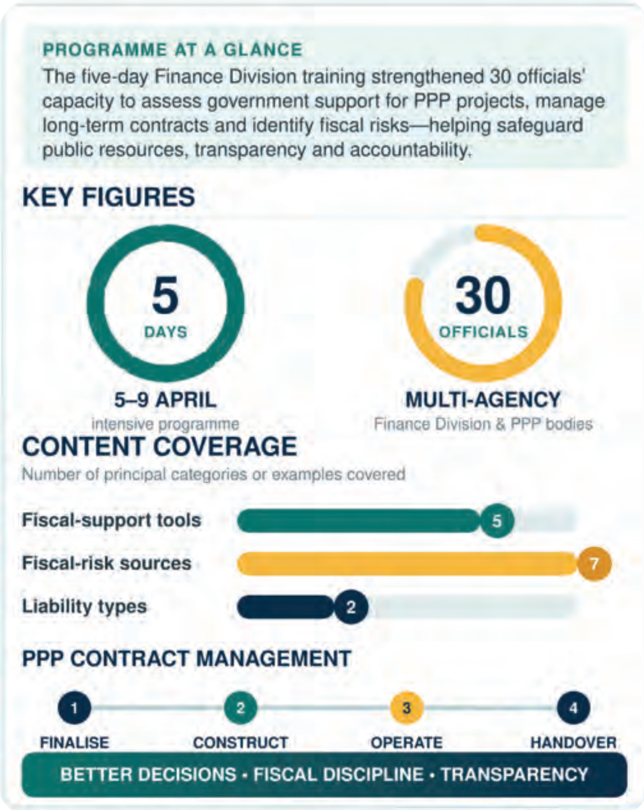
Speakers said a credible database on lending, on-lending, repayment and outstanding liabilities would help the government strengthen fiscal discipline and improve decision-making on future financing to public entities. They also emphasized that stronger monitoring of DSL dues would contribute to better debt sustainability and transparency in public financial management.

The workshop concluded with emphasis on preparing a coordinated action plan involving the Finance Division, concerned ministries, divisions and public entities so that reconciled accounts can be used for timely recovery of dues and improved management of government financial assets.

PPP capacity building strengthens fiscal support and risk management

The Finance Division has completed a five-day training program aimed at strengthening officials' capacity to assess government fiscal support, manage contracts and identify contingent liabilities arising from public-private partnership projects.

The program, titled "Government Fiscal Support to PPP Projects: Effectiveness and Challenges," was held from April 5 to 9 at the Training Room of the Finance Division in Bangladesh Secretariat, Dhaka. It was organized under the Strengthening the Capacity of Treasury and Debt Management Wing of Finance Division Scheme of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).



Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management and Macroeconomics, Finance Division, attended the program as chief guest. Dr Ziaul Abedin, Additional Secretary, Budget-1, and National Program Director of SPFMS, and Mohd Rashedul Amin, Joint Secretary, Government Debt and Financial Asset Management Wing, Finance Division, were present as special guests. The program was chaired by Syed Rashedul Hossen, Joint Secretary, NTR, PPP and NSD Wing, Finance Division.

Thirty officials from different wings and branches of the Finance Division and representatives of government agencies involved in PPP projects were nominated for the training. Participants included officials from the PPP Authority, Roads and Highways Department, Bangladesh Bridge Authority, Ministry of Civil Aviation and Tourism, Ministry of Railways, Chattogram Port Authority and Bangladesh Tourism Corporation.

The training covered the effectiveness and challenges of fiscal support instruments provided to PPP projects, including viability gap financing, availability payments, subsidies, minimum revenue guarantees and other government guarantees. Sessions also examined how such commitments may create direct or contingent liabilities for the government and why the associated fiscal risks should be identified, assessed, disclosed and monitored throughout the project cycle.

Mohd Rashedul Amin presented the concepts of contingent liabilities and fiscal risks in PPPs. He explained that a contingent liability is a potential obligation that may become an actual liability depending on a future event. The sessions distinguished explicit liabilities arising from laws or contracts from implicit liabilities created by public expectations or broader economic and social pressures.

The training highlighted major sources of contingent liabilities, including sovereign guarantees, PPP payment guarantees, power purchase agreements, liabilities of state-owned enterprises, lawsuits, bank bailouts and natural disasters. It also discussed the principles of allocating risks to the party best able to influence, manage or absorb them.

ABM Sertajur Rahman, CP3P, Project Management Expert for the Transport Sector at the Asian Development Bank, conducted sessions on PPP contract management. He discussed contract finalization, the responsibilities of contracting authorities and project companies, conditions precedent, performance security, insurance, change management, construction monitoring, operation and maintenance, payment provisions and dispute management.

Speakers stressed that effective contract management should begin early in the PPP process and continue through construction, operation and eventual handover. They said clear allocation of responsibilities, regular performance monitoring, accurate fiscal-risk assessment and timely corrective action are essential for safeguarding public resources while ensuring quality infrastructure and services.

The program is expected to help officials make better-informed decisions on government support to PPP projects and strengthen fiscal discipline, transparency and accountability in managing long-term public commitments across the government.

PFM Action Plan 2026–31: strengthens institutional ownership of reform priorities

The Finance Division has organized two workshops aimed at improving the management of government lending, on-lending operations and trade finance while strengthening the capacity of officials to manage public debt and financial assets more efficiently.

The workshops were held on April 15 and 16 at the Training Room of the Finance Division, organized by the Strengthening the Capacity of Treasury and Debt Management Wing of Finance Division Scheme the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The first workshop, titled "Strategic Application of Documentary Credit in Public Sector Procurement: Enhancing Efficiency in Government Trade Finance," was held on April 15.

Munshi Abdul Ahad, Additional Secretary, Administration and Planning, Finance Division, attended the workshop as chief guest. Dr Ziaul Abedin, Additional Secretary, Budget-1 and National Program Director of SPFMS, and Rahima Begum, Additional Secretary, SOE-1 Wing, Finance Division, attended as special guests. Mohd. Rashedul Amin, Joint Secretary, Government Debt and Financial Asset Management Wing, Finance Division, chaired the workshop.

The session discussed how documentary credit and other recognized trade-finance instruments could be used more strategically in public-sector procurement. Participants examined ways to make government trade transactions more efficient, secure and accountable while reducing financial and operational risks.

The second workshop, titled "Institutional Lending Frameworks: Adopting Private-Sector Best Practices for Government Lending and On-Lending Operations," was held on April 16.

Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, attended the program as chief guest. Dr Ziaul Abedin and Ferdous Rowshan Ara, Additional Secretary, Administration and Coordination Wing, Finance Division, were present as special guests. Mohd. Rashedul Amin chaired the workshop.

Officials from different wings of the Finance Division participated in the two programs. Each workshop was designed for 25 participants. The workshops were intended to promote the strategic application of government loans and ensure their optimum utilization.

During the discussions, officials emphasized the need for a comprehensive institutional framework for assessing borrowers' repayment capacity, finalizing loan agreements, monitoring disbursements and ensuring timely recovery of principal and interest.

A presentation on government lending and on-lending operations was delivered by Mosammat Naznin Sultana of the Treasury and Financial Asset Management Branch of the Finance Division. She said the government provides financing to public-sector organizations for both Annual Development Program and non-ADP projects using funds collected from domestic and external sources.

According to the presentation, the Finance Division has provided loans to around 152 companies, departments and agencies through 1,281 credit lines. The presentation also stressed the importance of regularly reconciling loan, grant and equity records between the Finance Division and borrowing organizations. Such reconciliation helps establish accurate outstanding balances, accelerate loan and dividend recovery and support future lending decisions.

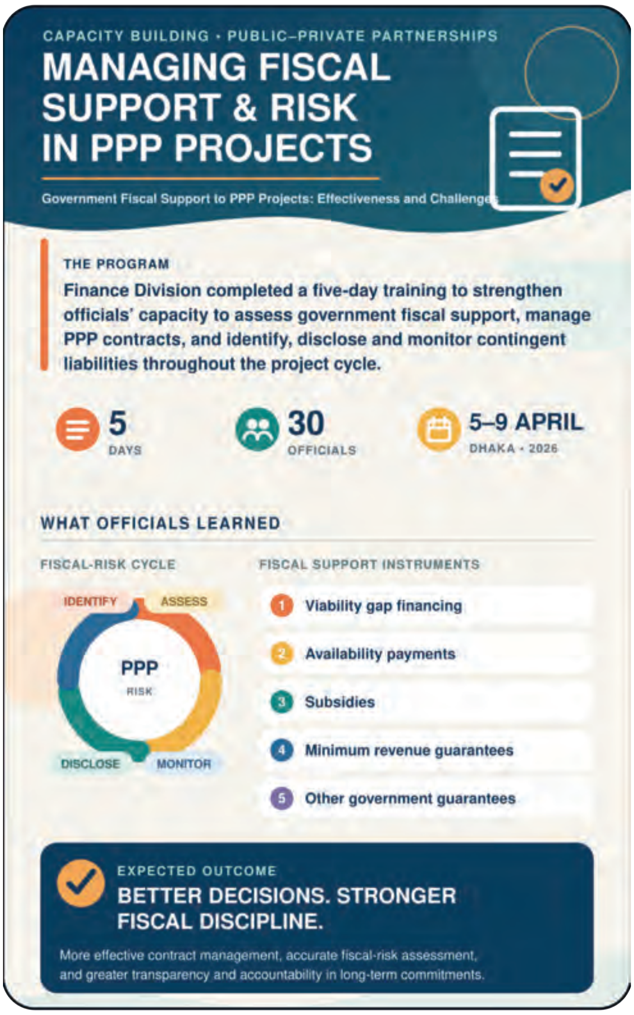
The workshop reviewed the loan position of 13 organizations under the Power Division and discussed challenges such as incomplete loan documentation, delays in repayment, limited coordination among relevant offices and the absence of a fully integrated digital system for government lending.

Participants recommended stronger monitoring, timely execution of loan agreements, verification of payment records and consideration of borrowing costs and repayment capacity before approving new loans. They also discussed possible measures including loan rescheduling for financially distressed organizations and the introduction of penal interest on overdue payments.

Reforms advance efficient trade finance and stronger lending frameworks

The Finance Division organized a workshop on Debt Sustainability Analysis to strengthen officials' technical capacity to assess public debt risks, borrowing requirements and the government's ability to meet its present and future debt obligations.

The workshop was held on 6 April 2026 at the training room of the Finance Division at Bangladesh Secretariat in Dhaka, organized by the Scheme on Strengthening the Capacity of the Treasury and Debt Management Wing under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).



Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management and Macroeconomics, Finance Division, attended the workshop as chief guest. Mohd. Rashedul Amin, Joint Secretary, Government Debt and Financial Asset Management Wing, Finance Division, and Md. Monzorul Hoque, Joint Secretary, Macroeconomics Wing, Finance Division, were present as special guests. Mahedi Masuduzzaman, Joint Secretary, Management of Government Debt Programs Branch, Finance Division, chaired the workshop. Hafiz Ahmed, Deputy Secretary of the Government Debt Management Branch, delivered the keynote presentation. Senior officials from the Finance Division's debt management, macroeconomics, economic policy, external finance and related branches participated in the program.

Speakers at the workshop highlighted the importance of conducting Debt Sustainability Analysis regularly to identify potential fiscal vulnerabilities and support prudent borrowing decisions. They said an effective DSA provides policymakers with a forward-looking assessment of how changes in economic growth, interest rates, exchange rates, government revenue and expenditure may affect the country's debt burden.

They observed that public borrowing remains an important source of financing for development activities. However, borrowing decisions must be based on reliable data, realistic macroeconomic assumptions and careful assessment of repayment capacity. A comprehensive DSA can help the government maintain debt at a manageable level while protecting resources needed for education, healthcare, social protection and infrastructure.

The Treasury and Debt Management scheme is designed to institutionalize the regular preparation of the Medium-Term Debt Strategy, Debt Sustainability Analysis and debt bulletins, while strengthening the Finance Division's overall debt management capacity. Its activities include improving the quality of the Medium-Term Debt Strategy, regularly updating debt analysis and enhancing coordination among the Finance Division, Bangladesh Bank, Economic Relations Division, Bangladesh Bureau of Statistics and the Controller General of Accounts.

The SPFMS program has already supported the preparation and publication of debt-related analytical documents. Its achievements include institutionalizing the dissemination of the Medium-Term Debt Strategy and quarterly debt bulletins, completing a Debt Sustainability Analysis report and improving coordination among government debt management institutions.

Participants discussed the analytical framework, data requirements and major indicators used in DSA, including the debt-to-GDP ratio, debt-service burden, primary balance, borrowing costs and exposure to interest-rate and exchange-rate risks. They also examined how different economic shocks can influence debt projections and fiscal sustainability.

The workshop emphasized the need to develop a permanent pool of skilled officials capable of preparing, reviewing and updating debt sustainability assessments. Speakers said stronger analytical capacity and better institutional coordination would contribute to transparent, efficient and responsible public debt management and help the government meet development financing needs without creating excessive fiscal pressure.

Stronger fiscal reporting supports evidence-based Macroeconomic Management

The Finance Division organized three workshops from 17 to 21 June 2026 to strengthen the preparation, analysis and use of fiscal and macroeconomic reports, with senior officials stressing the need for timely data, realistic forecasting and evidence-based decision-making in public financial management.

The workshops were organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macro-econometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The scheme is being implemented by the Macroeconomics Wing of the Finance Division, Ministry of Finance.

The three events separately focused on the Monthly Report on Fiscal Position, the Year-End Report on Fiscal Position and the Monthly Macro-Fiscal Update. Each workshop included a keynote presentation, question-and-answer session and open discussion involving officials working in fiscal policy, macroeconomic analysis, budgeting and financial management.

The first workshop, titled "Monthly Report on Fiscal Position," was held on 17 June 2026. Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management and Macroeconomics, Finance Division, attended the event as the chief guest and formally inaugurated the workshop. The event was chaired by Md. Monzorul Haque, Joint Secretary, Macroeconomics Wing, Finance Division, who delivered the welcome address. Sabera Tabassum Wahid, Senior Assistant Secretary, Fiscal Policy Section-2, Finance Division, presented the keynote paper.

The discussion focused on the importance of preparing accurate monthly reports on government revenue, expenditure, budget implementation, borrowing and the overall fiscal balance. Participants observed that regular reporting enables policymakers to identify deviations from budgetary targets at an early stage and take corrective measures before fiscal pressures become more difficult to manage.

The second workshop, titled "Year-End Report on Fiscal Position," was held on 18 June 2026. Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management and Macroeconomics, Finance Division, also attended this event as the chief guest. Md. Monzorul Haque, Joint Secretary, Macroeconomics Wing, chaired the workshop, while Al-Imran Ruhul Islam, Deputy Secretary, Fiscal Policy-1, Finance Division, delivered the keynote presentation. The participants reviewed the role of year-end fiscal reporting in assessing actual performance against budget targets and identifying lessons for future fiscal planning.

The discussion also highlighted key findings of the Year-End Fiscal Report 2024–25 prepared by the Macroeconomics Wing. According to the report, total government revenue reached Tk 3,90,006 crore, registering 5.8 percent year-on-year growth, while total expenditure stood at Tk 6,28,546 crore, an increase of 2.8 percent.

The fiscal deficit was contained at 3.51 percent of GDP, remaining below the medium-term ceiling of 5 percent. However, the revenue-to-GDP ratio stood at only 7.81 percent, indicating continued structural challenges in domestic resource mobilization. Development expenditure utilization declined to 65.5 percent of the revised allocation, while interest payments rose to Tk 1,34,430 crore and accounted for 21.5 percent of total government expenditure.

The third workshop, titled "Monthly Macro-Fiscal Update," was held on 21 June 2026. Dr. Ziaul Abedin, Additional Secretary, Budget-1 Wing, Finance Division, attended as the chief guest and inaugurated the program.

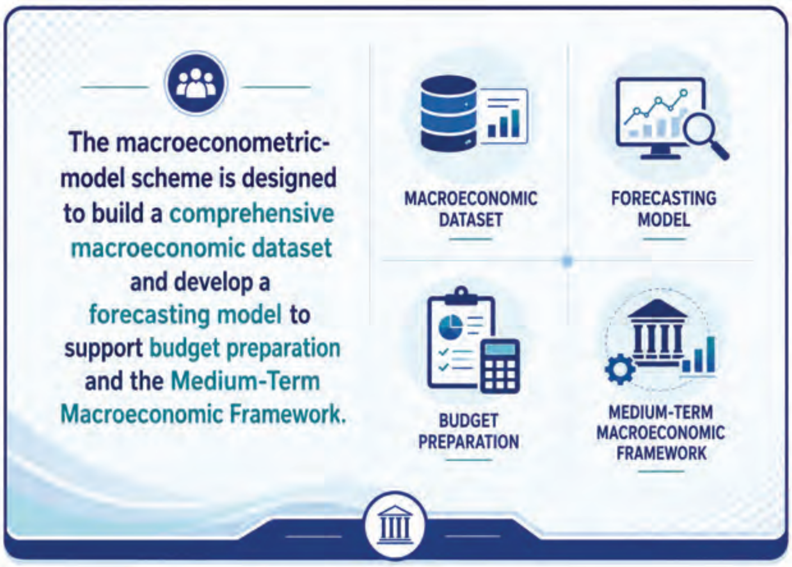
The workshop was chaired by Md. Monzorul Haque, Joint Secretary, Macroeconomics Wing, while Ashraful Alam, Deputy Secretary, Macroeconomics-1, Finance Division, presented the keynote paper.

Participants discussed the need to assess fiscal developments alongside broader macroeconomic indicators, including economic growth, inflation, exports, imports, remittance inflows, exchange rates and external financing conditions. They noted that an integrated macro-fiscal update could help policymakers better understand how economic changes influence revenue collection, expenditure, borrowing, debt and fiscal sustainability.

The workshops underscored the importance of improving data quality, coordination among government agencies and the institutional capacity of officials responsible for fiscal forecasting. Officials also emphasized that stronger analytical tools would support the preparation of the Medium-Term Macroeconomic Policy Statement, Medium-Term Fiscal Framework and the annual national budget.

Aligning expenditure and debt management for greater fiscal discipline

Senior officials of the Finance Division on Wednesday reviewed government expenditure trends, development spending, deficit financing and debt-management priorities at a workshop aimed at strengthening the analytical foundation of Bangladesh's medium-term macroeconomic policy.



The workshop, titled "Government Expenditure and Debt Management," was held on 6 May 2026 at the Finance Division conference room in Dhaka, organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macroeconometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

Dilruba Shaheena, Additional Secretary for Regulation and Implementation, attended the event as chief guest. Md Nazrul Islam, Joint Secretary of the Budget-2 Wing, and Mohd Rashedul Amin, Joint Secretary of the Government Debt and Financial Asset Management Wing, were present as special guests. Md Monzorul Haque, Joint Secretary of the Macroeconomic Wing and head of the Project Implementation Team, chaired the workshop and delivered the welcome remarks. Dr Md Rashedur Rahman Sardar, Deputy Secretary of the Finance Division, moderated the opening session.

The technical session focused on the draft chapter on government expenditure and debt management for the Medium-Term Macroeconomic Policy Statement 2026-27 to 2028-29. The keynote paper was presented by Md Moshiur Rahman Talukdar, Deputy Secretary of the Government Debt and Financial Asset Management Wing; Dr Joynal Abedin, Deputy Secretary of the Macroeconomic Wing; and Syed Mahmud Hasan, Deputy Secretary of the same wing.

The presentation noted that government expenditure fell to an estimated 11.4 percent of gross domestic product in FY2024-25, one of the lowest levels in more than a decade, largely because of compression in development spending. It projected a gradual recovery in the size of government expenditure to 14.3 percent of GDP by FY2028-29, alongside a shift from recurrent spending towards capital expenditure. Capital expenditure, which declined to around 27 percent of total spending in FY2024-25, is targeted to rise to about 45 percent by FY2028-29.

Participants discussed the need to prioritize high-return projects, complete ongoing schemes, protect maintenance expenditure and strengthen project readiness before inclusion in the Annual Development Program. The paper also recommended quarterly monitoring, improved procurement tracking, stronger implementation diagnostics and closer linkage between sectoral allocations and measurable results in transport, education, health, agriculture, energy and local development.

On debt management, the presentation showed that total public debt stood at about 37.6 percent of GDP at the end of FY2023-24, including 21.5 percent domestic debt and 16.1 percent external debt. Although the ratio remained within a manageable range, officials highlighted growing interest costs, exchange-rate risks and rising external debt repayments. The workshop stressed diversified financing, greater use of longer-term treasury bonds, development of the domestic debt market and prudent management of sovereign guarantees and liabilities of state-owned enterprises.

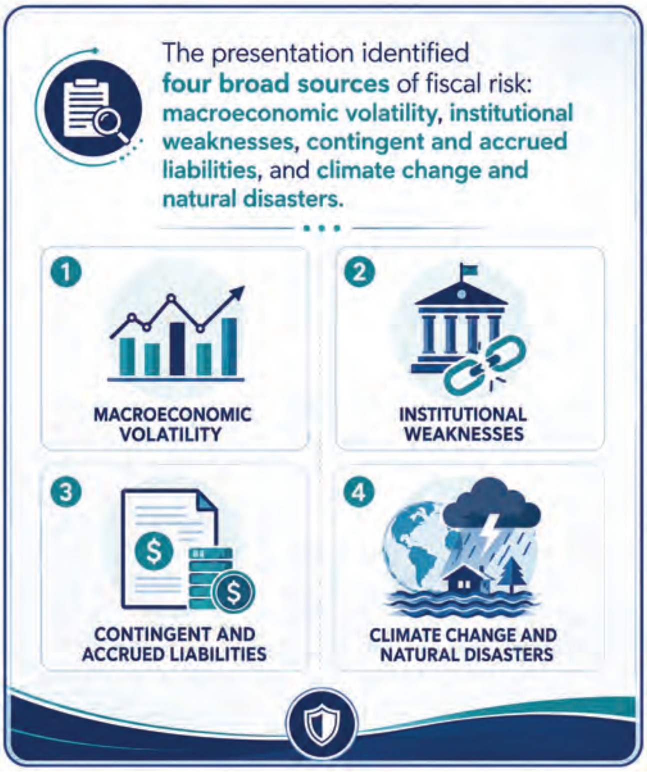
The macroeconometric-model scheme is designed to build a comprehensive macroeconomic dataset and develop a forecasting model to support budget preparation and the Medium-Term Macroeconomic Framework. The scheme has assembled datasets covering the real, monetary, external and fiscal sectors to strengthen revenue and expenditure forecasting.

Joint secretaries Dr A.K.M. Atiqul Haque, Md Abul Basher and Mahedi Masuduzzaman served as discussants. Open discussion allowed participating officials to share observations and recommendations. Ashraful Alam and Sabera Tabassum Wahid presented the rapporteurs' report before the chairperson delivered the concluding remarks.

Fiscal risk management strengthens resilience of public finances

Senior Finance Division officials have underscored the need for systematic identification, assessment and management of fiscal risks to protect Bangladesh's budget, public debt and development priorities from macroeconomic shocks, contingent liabilities and climate-related disasters.

They made the observations at a workshop titled "Fiscal Risks and Way Forward", held on 7 May 2026 at the Finance Division conference room in Dhaka on Thursday. The Macroeconomics Wing organized the event under the Scheme on Improvement of Fiscal Forecasting through Development of Macroeconometric Model of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).



Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management and Macroeconomics, Finance Division, attended the workshop as the chief guest. Mohd Rashedul Amin, Joint Secretary, Government Debt and Financial Asset Management Wing, and Mohammad Sadequr Rahman, Joint Secretary, Review Branch of the Macroeconomics Wing, joined as special guests. Md. Monzorul Haque, Joint Secretary, Macroeconomics Wing chaired the workshop.

Hasan Khaled Foisal in his speech highlighted the importance of incorporating fiscal risk analysis into macroeconomic forecasting, medium-term planning and budget preparation. The speakers stressed that early identification of vulnerabilities would allow the government to take preventive measures instead of responding only after risks materialize.

The keynote paper on the Fiscal Risk Statement and Policy under the Medium-Term Macroeconomic Policy Statement for FY2026–27 to FY2028–29 was jointly presented by Muhammad Anisur Rahman, Joint Secretary, SOE-2 Wing, and Ashraful Alam, Deputy Secretary, Macroeconomics Wing.

The presentation identified four broad sources of fiscal risk: macroeconomic volatility, institutional weaknesses, contingent and accrued liabilities, and climate change and natural disasters. Changes in economic growth, inflation, exchange rates, interest rates, government expenditure, budget deficits and public debt can significantly affect fiscal outcomes.

Officials discussed the use of the Macroeconomic Foundations Tool for economic forecasting and scenario-based stress testing. Other analytical instruments include the State-Owned and Autonomous Bodies Budgeting and Evaluation system, or SABRE+, and the Climate in Macroeconomic Framework. These tools are intended to help policymakers assess how economic shocks may affect revenue, expenditure, inflation, production, external balances, debt and overall economic growth.

The workshop was informed that the liabilities of state-owned enterprises and autonomous bodies represent an important source of fiscal exposure. Data presented at the event showed that the total debt and liabilities of 122 such entities stood at Tk 8,33,216.08 crore in FY2023–24, equivalent to 16.64 percent of GDP. Of the 122 entities assessed, 30 were placed in the high-risk category and 19 in the very-high-risk category.

The discussion also examined risks arising from revenue shortfalls, inflation, energy-price volatility, exchange-rate movements and natural disasters. Participants noted that floods, cyclones and other climate events could reduce agricultural and industrial output, disrupt exports, raise imports and emergency expenditure, and increase pressure on fiscal balances and public debt.

The scheme supporting the workshop aims to develop a comprehensive macroeconomic dataset and a forecasting model suited to Bangladesh. Datasets covering the real, monetary, external and fiscal sectors have been compiled to strengthen revenue and expenditure forecasting and update the Medium-Term Macroeconomic Framework.

Mohammad Rabiul Islam, Dr Mohammad Hossain and Muhammad Abul Kasem participated as discussants. The workshop concluded with recommendations for stronger state-owned enterprise oversight, prudent debt and deficit management, improved revenue mobilization, climate-responsive budgeting and regular fiscal stress testing.

PFM reforms strengthen preparedness for global economic volatility

Senior Finance Division officials on 03 May 2026 underscored the need for prudent, forward-looking and evidence-based macroeconomic policies to help Bangladesh navigate a global economy marked by slower growth, persistent inflation, geopolitical tensions, exchange-rate pressures and volatile energy and commodity prices.

They made the observations at a workshop titled “Navigating through Dynamic Global Landscape,” held at the Finance Division conference room in Dhaka. The event was organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macroeconometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The scheme is implemented by the Macroeconomic Wing of the Finance Division and aims to develop a comprehensive macroeconomic database and a forecasting model suited to Bangladesh’s policy and budget-preparation needs.

Hasan Khaled Foisal, Additional Secretary for Treasury and Debt Management and Macroeconomics, attended as chief guest. Syed Rashedul Hossen, Joint Secretary of the NTR, PPP and NSD Wing, and Anarul Kabir, Joint Secretary of the Fiscal Policy Branch of the Macroeconomic Wing, were present as special guests. Md Monzorul Haque, Joint Secretary of the Macroeconomic Wing chaired the workshop.

In his address, the chief guest highlighted the importance of closely tracking international developments and incorporating external risks into Bangladesh’s medium-term macroeconomic and fiscal planning. The special guests also stressed stronger institutional analysis, realistic forecasting and coordinated policy responses to emerging global challenges.

Hasan Khaled Foisal and Md Yeasir Arafat, Senior Assistant Secretary of the Macroeconomics-3 Branch, presented the keynote paper. The presentation formed part of the preparation of Chapter One of the Medium-Term Macroeconomic Policy Statement for FY2026-27 to FY2028-29. It examined the global growth and inflation outlook, changing trade flows, international financial conditions, exchange-rate movements, energy and commodity markets, and the implications of these developments for Bangladesh.

The paper projected global growth to slow to 3.06 percent in 2026 from 3.44 percent in 2025 before stabilizing at around 3.2 percent over the following years. It noted that advanced economies would continue to grow more slowly than emerging markets and developing economies, while regional performance would remain uneven. Bangladesh’s growth, after moderating in recent years, was projected to recover gradually over the medium term.

Participants were told that global inflation was easing but remained vulnerable to renewed shocks. Bangladesh, however, continued to face comparatively high inflation. The presentation identified energy-price volatility, geopolitical disruptions, supply constraints, climate-related shocks and trade fragmentation as major risks that could increase production costs, widen the trade deficit, weaken the exchange rate and intensify imported inflation.

The workshop also discussed the continued strength of the US dollar, tight global financial conditions and the “higher for longer” interest-rate risk. Particular attention was given to crude oil, liquefied natural gas, rice and fertilizer prices, which remain sensitive to geopolitical events, production decisions and supply disruptions.

Dr A.K.M. Atiqul Haque, Md Tarikul Islam Khan and Urmi Tamanna served as discussants. The session was moderated by Dr Md Rashedur Rahman Sardar. An open discussion followed, while Md Firoz Hasan and Tasnova Rahman presented the rapporteurs’ report. The chairperson concluded the event by emphasizing that continuous assessment of global risks would be essential for sound fiscal management, credible forecasting and resilient economic policymaking.

Economic analysis and revenue reforms support stronger fiscal planning

The Finance Division organized two workshops on May 4 and 5 to review Bangladesh's medium-term economic prospects and identify strategies for strengthening domestic revenue mobilization amid persistent fiscal and macroeconomic challenges.

The workshops were organized by the Scheme on Improvement of Fiscal Forecasting through Development of Macroeconometric Model under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The scheme is being implemented by the Macroeconomic Wing of the Finance Division to strengthen macro-fiscal forecasting and support preparation of the Medium-Term Macroeconomic Framework.

The first workshop, titled "Medium-term Outlook of Bangladesh Economy", was held at the Finance Division conference room on May 4. Dr Ziaul Abedin, Additional Secretary, Budget-1 Wing, and National Program Director of SPFMS attended the event as the chief guest. Dr A.K.M. Atiqul Haque, Joint Secretary of the Policy Research and Monitoring Branch, and Dr Md. Fardous Alom, Joint Secretary of the Regulation Wing, attended as special guests. Muhammad Monzurul Haque, Joint Secretary of the Macroeconomic Wing chaired the workshop.

The keynote presentation outlined the proposed Medium-Term Macroeconomic Policy Statement for fiscal years 2026–27 to 2028–29. It projected a gradual transition from macroeconomic stabilization to an investment-led growth trajectory, supported by stronger industrial and service-sector activities, improved external stability and declining inflation.

According to the presentation, economic growth is expected to recover to around 6.5 percent in FY2026–27 and accelerate further over the following two years. Inflation is projected to decline gradually, while exports, remittances and foreign exchange reserves are expected to improve. However, sustained growth will require higher private investment, job creation, export diversification, financial-sector stability and efficient public investment.

The second workshop, titled "Revenue Outlook and Mobilization Strategy", was held at the same venue on May 5. Md Hasanul Matin, Additional Secretary of the Finance Division, attended as the chief guest. Dr A.K.M. Atiqul Haque and Syed Raselul Hossain, Joint Secretary of the Finance Division, joined as special guests. Muhammad Monzurul Haque chaired the session.

Senior Assistant Secretaries Tasnova Rahman and Sabera Tabassum Wahid presented the keynote paper, highlighting Bangladesh's revenue performance, structural challenges and proposed reform agenda.

The presentation showed that actual revenue collection remained below budgetary targets by an average of 13 to 15 percent during the last five years. Total revenue collection stood at Tk 4,369 billion in FY2024–25, compared with the target of Tk 5,180 billion. The revenue-to-GDP ratio fell to around 7.9 percent, remaining among the lowest in the region.

Tax revenue accounted for nearly 88 percent of total revenue, with the National Board of Revenue collecting the overwhelming share. However, a narrow tax base, limited return filing, tax exemptions, dependence on indirect taxes, a large informal economy and weaknesses in revenue administration continued to constrain mobilization.

The workshop was informed that nearly 62 percent of Taxpayer Identification Number holders did not submit tax returns in FY2024–25. The medium-term strategy therefore emphasized automation, expansion of the tax net, improved compliance, rationalization of exemptions and a gradual shift towards direct taxation.

Revenue is projected to increase from Tk 6.95 trillion in FY2026–27 to Tk 9.25 trillion in FY2028–29, raising the revenue-to-GDP ratio to around 10.7 percent. Participants stressed that stronger revenue mobilization would be essential for financing infrastructure, human capital, social protection and other national development priorities without undermining fiscal sustainability.

World Bank study identifies pathways to stronger SOE performance

A World Bank study has highlighted a major opportunity for Bangladesh to strengthen the financial performance, governance and contribution of state-owned enterprises as the government moves forward with broader public financial management reforms.

The study found that state-owned enterprises remain a major part of Bangladesh's economy and public service delivery system, but their financial performance needs to be improved to reduce pressure on the national budget and create more fiscal space for priority sectors such as health, education and social protection.

The findings were presented at a dissemination workshop on the report titled "Financial Performance and Fiscal Risk of SOEs in Bangladesh", held at Pan Pacific Sonargaon in Dhaka on May 21, 2026. The study was conducted under the Strengthening Public Financial Management Program to Enable Service Delivery, with support from the Policy Research Institute of Bangladesh.

According to the study, non-financial SOEs incurred a combined adjusted loss of Tk 44,100 crore in FY2024, while total net fiscal transfers from the government, including subsidies and development funding, stood at around Tk 88,200 crore, equivalent to 1.7 percent of GDP.

The workshop brought together senior government officials, World Bank experts, researchers and stakeholders to discuss ways to make SOEs more financially sustainable, professionally managed and better aligned with national development goals.

Tanvir Ghani, Special Assistant to the Prime Minister on Investment and Capital Market Affairs, attended the workshop as special guest. Suraiya Zannath, Lead Governance Specialist and SPFMS Team Leader at the World Bank, explained the context and objectives of the study and said the analysis would support evidence-based policy and institutional reform.

Hasan Khaled Foisal, Additional Secretary of the Finance Division, delivered a presentation on the overview of SOEs, debt management and the macro-fiscal scenario. Rahima Begum, Additional Secretary of the Finance Division, made the opening presentation, highlighting the Public Financial Management Reform Strategy 2025-2030 in relation to SOE reform.

Henri Fortin, Lead Public Sector Specialist at the World Bank, discussed international experiences in SOE reform, while Immanuel Frank Steinhilper, Senior Governance Specialist at the World Bank, presented global trends relating to SOEs. Dr Khurshid Alam, Executive Director of the Policy Research Institute, delivered the keynote presentation on the financial performance and fiscal risks of Bangladesh's SOEs. The session was conducted by Mohammad Atikuzzaman, Senior Financial Management Specialist, while Nazmus Sadat Khan, Economist at the World Bank, delivered the closing remarks.

The study identified the energy and power sector as the area where reform could deliver the largest fiscal gains. The Bangladesh Power Development Board recorded losses exceeding Tk 44,400 crore in FY2024, mainly due to high power generation costs, capacity payments to private power producers and electricity tariffs kept below production costs. The report indicated that better investment planning, more transparent contracts, improved cost management and stronger corporate governance could significantly improve the sector's financial sustainability.

It observed that many manufacturing SOEs continue to incur losses despite operating in competitive markets where private firms remain profitable. This suggests that targeted reforms, professional management, clearer commercial mandates and stronger accountability could help improve their performance.

The study also compared Bangladesh's SOE performance with that of regional peers. While Bangladesh's SOEs posted a negative return on assets of 5.2 percent in FY2024, India's SOEs generated a positive return of 9.7 percent and Vietnam's SOEs recorded around 11.9 percent in recent years. The comparison shows that with the right reforms, Bangladesh's SOEs have significant scope to become more productive and financially viable.

According to the study, Bangladesh could potentially mobilize more than Tk 1,20,000 crore in additional fiscal resources if SOEs achieved a 10 percent return on assets and reduced their dependence on subsidies. This potential gain underlines the importance of reforming SOEs as part of the country's broader fiscal management and development agenda.

To support this transition, the report recommended restructuring commercially viable SOEs, introducing independent and professionally managed boards, strengthening financial disclosure requirements, reducing political interference and gradually opening monopoly sectors to competition.

SOE review highlights improved performance and stronger governance priorities

The Finance Division's Independent Performance Evaluation of 30 state-owned enterprises and autonomous bodies has found a strong recovery in net profit in FY2023-24, while highlighting weaknesses in financial sustainability, debt management, accounting compliance, governance and operational efficiency.

The evaluation was conducted under the Scheme on Strengthening of State-owned Enterprises' Governance of the Strengthening Public Financial Management Program to Enable Service Delivery, known as SPFMS. It aims to improve the efficiency, transparency, accountability and performance of SOEs and autonomous bodies through a structured assessment system.

The Finance Division held 12 Independent Performance Evaluation Committee meetings in April 2026 to review and finalize the draft reports. The meetings brought together Finance Division officials, Evaluation Research Team leaders, representatives of ministries and divisions, and experts from Dhaka University, BUET, the Financial Reporting Council and FBCCI.

The committee reviewed scores, verified findings and examined recommendations before finalizing the FY2023-24 reports. The government reconstituted the committee on April 2, 2026, to strengthen oversight and institutional participation.

The Evaluation Research Team assessed the organizations using financial and non-financial indicators weighted according to the nature and mandate of each entity. The assessment followed tools prescribed in the Independent Performance Evaluation Guideline approved by the Finance Division.

The exercise reflects the expansion of the government's SOE monitoring system. Ten entities were evaluated in FY2021-22, another 10 were added in FY2022-23, and the total increased to 30 in FY2023-24. The organizations operate in industry, utilities, transport, communications, construction, commerce and services. Some are commercial enterprises, while others combine business activities with public service responsibilities.

The financial position improved. Aggregate sales and service revenue rose to Tk 2,64,800 crore in FY2023-24 from Tk 2,54,300 crore in the previous year. Operating profit increased to Tk 18,891 crore from Tk 15,318 crore, while net profit after tax climbed to Tk 5,939 crore from Tk 1,639 crore. Net income growth was calculated at 262.45 percent.

However, the improvement was uneven. Twenty-four entities earned a net profit after tax of Tk 16,208 crore, while six incurred losses of Tk 10,269 crore. The loss-making entities were Bangladesh Power Development Board, Power Grid Bangladesh PLC, Khulna WASA, Bangladesh Road Transport Corporation, Dhaka Power Distribution Company and Dhaka WASA. BPDB recorded a net loss of Tk 8,764 crore.

The report raised concerns about debt exposure. Total assets increased by 11.85 percent, but liabilities grew faster, by 14.28 percent. The debt-equity ratio stood at 2.82 times and the debt-to-assets ratio at 0.74 times, indicating reliance on borrowing. Return on assets was 0.90 percent, while return on sales and return on equity were 2.24 percent and 3.45 percent.

Dividend performance remained limited. Sixteen entities paid dividends totaling Tk 919 crore. Together, the organizations paid Tk 6,843 crore in debt service liabilities and Tk 8,106 crore in taxes, although some performers struggled to meet obligations on time.

No organization received the "Excellent" grade. Six were rated "Very Good": Bangladesh Rural Electrification Board, Bangladesh Shipping Corporation, Bangladesh Telecommunication Regulatory Commission, Civil Aviation Authority of Bangladesh, Eastern Refinery Limited and Pashchimanchal Gas Company Limited. Most others were graded "Good", while BRTC and Khulna WASA were rated "Fair".

The report recommends time-bound recovery plans for BPDB, BRTC, Khulna WASA and DPDC. It also calls for financial restructuring of other entities, wider use of digital systems, improved capacity utilization, timely project implementation and compliance with international accounting and financial reporting standards.

The findings underline that better SOE governance is connected to fiscal risk, service delivery, public investment efficiency and economic management. The evaluation gives the government a tool to identify weaknesses, but its value will depend on whether measures are implemented before losses, debt and governance failures place pressure on public finances.

Risk-based Internal Audit advances with stronger institutional risk mapping

The Finance Division has held a validation workshop on the draft risk register prepared to support the execution of risk-based internal audits, marking another step towards strengthening internal control, accountability and effective financial management.

The workshop, titled "Validation Workshop on Draft Risk Register of Finance Division for Risk-Based Internal Audit Execution", was held on 28 June 2026 at the Finance Division conference room in the Bangladesh Secretariat. The workshop was organized by the Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, Ministry of Finance.

Dilruba Shaheena, Additional Secretary, Regulation and Implementation, Finance Division attended the workshop as chief guest. Md Hasanul Matin, Additional Secretary, Budget and Law, Finance Division, chaired the event, while Dr Ziaul Abedin, Additional Secretary, Budget-1 and National Program Director, SPFMS Program joined as special guest.

Wing chiefs from different wings of the Finance Division, officials of the division's Internal Audit Unit, members of the Project Implementation Team and members of the Internal Audit Scheme's technical team took part. Their participation was aimed at ensuring that the proposed risk register reflected the operational realities, responsibilities and potential risks faced by different units of the Finance Division.

At the technical session, Md Rafiqul Islam, Additional Secretary and Program Executive and Coordinator of the SPFMS Program, and Mohammad Iqbal Hossain, Senior Consultant for Internal Audit under the Internal Audit Scheme presented the draft risk identification register prepared for risk-based internal audit execution in the Finance Division.

The presentation explained how the risk register could help identify, assess, prioritize and monitor financial, operational, regulatory and institutional risks. It also highlighted the importance of using identified risks to prepare annual internal audit plans and determine areas requiring greater audit attention.

Participants reviewed the proposed risk areas and shared observations on their relevance, clarity and practical application. The workshop included interactive discussions and group work, allowing representatives of different wings to examine the risks linked to their respective functions and recommend revisions.

The participants stressed that an effective risk register should remain a living document and be reviewed periodically in light of changes in policies, systems, responsibilities and the operating environment. They also noted that reliable risk identification would help internal auditors focus limited resources on areas where weaknesses could have the greatest financial or institutional impact.

Speakers said risk-based internal auditing differs from traditional compliance-focused auditing because it gives priority to the most significant risks that may prevent an organization from achieving its objectives. The approach can also support management by drawing early attention to control gaps, inefficiencies and emerging risks.

In their concluding remarks, the chairperson and the chief guest urged the heads of the concerned wings to review the draft risk register and submit their recommendations to the Internal Audit Wing without delay. They said timely feedback from the wings would be essential for finalizing a comprehensive and workable risk register.

They also emphasized that internal audit should not be viewed only as a mechanism for detecting irregularities. Through advisory support, risk assessment and recommendations for improving controls, internal audit can add tangible value to government institutions and contribute to better public service delivery.

The workshop formed part of the Finance Division's efforts under the SPFMS Program to institutionalize modern internal audit practices, strengthen governance and promote efficiency, transparency and accountability in managing public resources.

Risk-Based Internal Audit reform expands across government

The Finance Division has accelerated the introduction of Risk-Based Internal Audit (RBIA), across major government departments through seven seminars and inception programs held between April and May 2026. Organized by the Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), the events brought together senior officials, internal audit teams and representatives of auditee offices to strengthen accountability, improve internal controls and promote modern public-sector auditing.

The series began on 5 April at the conference room of the Public Works Department, Sylhet Zone. The seminar on RBIA execution and the inception of the Internal Audit Unit and auditee offices of PWD Sylhet Zone was chaired by Md Ilias Ahmed, Superintending Engineer, Sylhet PWD Circle. Quazi Wasif Ahmad, Additional Chief Engineer, Sylhet PWD Zone, attended as chief guest, while Mohammad Showkat Ullah, Deputy Secretary of the Finance Division was the special guest.

Rafiqul Islam, then Additional Secretary and Program Executive and Coordinator of SPFMS, delivered the keynote presentation. He discussed the principles of RBIA, audit execution procedures for PWD and preparations for the entry meeting ahead of audit activities in Sylhet. The chief guest and chairperson stressed professional values, ethical

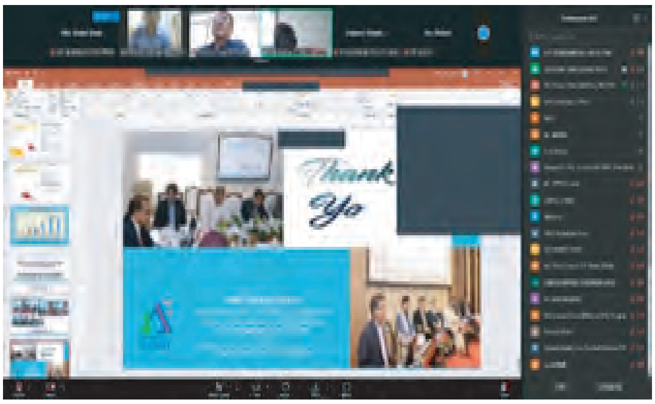
conduct and commitment to institutional change.

A second seminar was held online on 19 April on the inception of the Internal Audit Unit and auditee offices of the Local Government Engineering Department in Barishal Division. Mohammad Azad Sallal, Additional Secretary of the Finance Division and a PIT member of the Internal Audit Scheme, attended as chief guest. Kazi Saiful Kabir, Additional Chief Engineer of LGED, Dhaka, chaired the event.

Rafiqul Islam explained RBIA fundamentals and audit execution procedures for LGED, including preparations for the planned entry meeting in Barishal. Rahamat Kabir, Consultant of the Internal Audit Scheme, explained audit execution forms and related technical issues. Speakers highlighted ethical standards, cooperation and a constructive attitude towards reform.

On 20 April, another online seminar focused on RBIA execution and the inception of internal audit teams and auditee offices of the Directorate of Primary Education in Barishal Division. Mohammad Azad Sallal attended as chief guest, while Raza Md Abdul Hye, Additional Director General of the Directorate of Primary Education, chaired the program.

Rafiqul Islam, Additional Secretary and Program Executive and Coordinator of SPFMS, explained how to conduct a

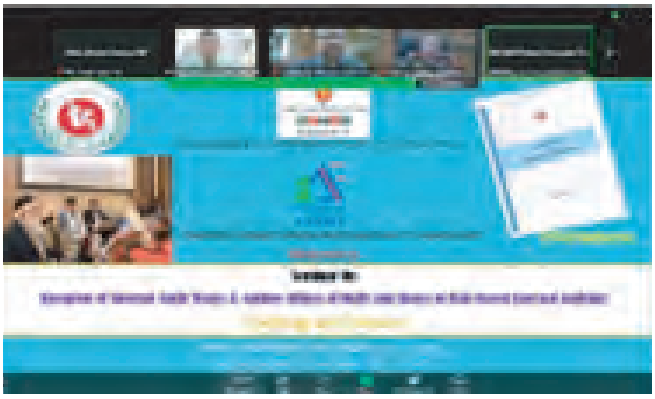


risk-based audit, the relevant execution forms and the entry process for upcoming audit activities. The chief guest and chairperson encouraged officials to uphold professional values and participate actively in the change-management process.

The fourth event was held on 22 April at the Health Services Division conference room in Dhaka. It focused on the inception of the division's Internal Audit Committee and the objectives and fundamentals of RBIA. Health Services Division Secretary Md Quamruzzaman Chowdhury attended as chief guest. Homayra Begum, Additional Secretary,

Finance Division was the special guest. Dr Ziaul Abedin, Additional Secretary, Budget-1 and National Program Director of SPFMS chaired the seminar.

Rafiqul Islam explained the purpose, scope and execution process of RBIA for the Health Services Division and outlined the functions of its Internal Audit Committee. Dr Ziaul Abedin called for stronger coordination between internal and external audit and special efforts to resolve outstanding audit observations. The chief guest emphasized integrity, ethical behavior and institutional enthusiasm.



A fifth seminar was held online on 26 April for the inception of internal audit teams and auditee offices of the Directorate General of Health Services in Chattogram Division. Homayra Begum attended as chief guest, while Dr Md Zafrul Hossain, Director and Head of the DGHS Internal Audit Unit, chaired the program.

Rafiqul Islam discussed RBIA fundamentals, audit procedures for DGHS and the planned entry meeting in Chattogram. Mohammad Iqbal Hossain, Senior Consultant of the Internal Audit Scheme, elaborated on execution forms and related issues. Speakers stressed ethical practices, cooperation and sustained engagement by auditors and auditees.

The next online seminar, held on 27 April, addressed the inception of internal audit teams and auditee offices of the Roads and Highways Department in Chattogram Division. Homayra Begum attended as chief guest, and Md Mohibul Haque, Superintending Engineer and Head of the RHD Internal Audit Unit, chaired the event.

Rafiqul Islam explained RBIA principles, audit execution procedures for RHD and arrangements for the entry meeting in Chattogram Division. Discussions highlighted professional conduct and the willingness required to institutionalize risk-based auditing in government agencies.

The series concluded with an in-person seminar on 18 May at the RHD conference room in Dhaka. The event focused on the inception of the Internal Audit Unit and auditee offices of RHD Dhaka Zone and RBIA execution. Homayra Begum attended as chief guest, A.K.M. Azad Rahman, Additional Chief Engineer of RHD joined as special guest,

and Syed Moinul Hasan, Chief Engineer of RHD chaired the seminar. Participants included officials from the RHD Internal Audit Unit, the Finance Division's Internal Audit Wing, PIT members, technical team members and SPFMS personnel. Rafiqul Islam discussed risk registers, audit planning, execution procedures and cooperation between auditors and auditees. Following an open discussion, the chief guest and chairperson outlined the values and next steps needed to advance RBIA within RHD.

Taken together, the seven events marked an important step in institutionalizing risk-based internal audit across public works, local government engineering, primary education, health and road transport agencies. Through these initiatives, the Finance Division is seeking to replace largely compliance-oriented auditing with a more systematic approach that focuses on institutional risks, the effectiveness of internal controls and the achievement of organizational objectives.

Internal Audit capacity strengthened for better governance and accountability

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a series of specialized training programs to strengthen the professional capacity of internal audit officials and improve transparency, accountability and financial management across government institutions.

The programs, held between April and June 2026, focused on preparing high-quality internal audit reports, following global internal audit standards, implementing internal auditing procedures and developing institutional risk registers. The programs were organized by the Scheme on Internal Audit and Audit Follow-up under SPFMS Program.

The first day-long training on "Preparation and Submission of Internal Audit Reports" was held on April 13, 2026, in two phases at the Directorate General of Health Services in Mohakhali and the Roads and Highways Department in Tejgaon, Dhaka.

The program was designed to strengthen the capacity of officials working in the Internal Audit Units of the Health Services Division and the Road Transport and Highways Division. It focused on enabling officials to prepare standardized, evidence-based and professionally structured internal audit reports and submit them within the stipulated timeframe.

The program was moderated by Md Rafiqul Islam, Program Executive and Coordinator of the Internal Audit and Audit Follow-up Scheme. Kabirul Ezdani Khan, Senior Consultant for Internal Audit, and Mohammed Iqbal Hossain, Senior Consultant for Internal Audit, conducted the technical sessions. They provided participants with practical guidance on internal audit report preparation, documentation, compliance requirements and appropriate submission procedures.

The first phase of the program began at 10:00am at the Directorate General of Health Services, where officials of the Internal Audit Unit under the Health Services Division participated. The second session was held at 2:00pm at the Roads and Highways Department, with the participation of Internal Audit Unit officials under the Road Transport and Highways Division.

During the sessions, the trainers explained how internal audit findings should be presented clearly and objectively, supported by reliable evidence and linked to applicable rules, regulations and institutional procedures. The participants were also introduced to appropriate reporting structures and techniques for developing practical and implementable audit recommendations.

The training emphasized that internal audit reports should not merely identify irregularities or procedural weaknesses. They should also help management understand institutional risks, determine the underlying causes of identified problems and take corrective measures to improve performance.

Participants actively joined the discussions and exercises and gained hands-on knowledge of report structuring, maintenance of audit documentation and compliance with reporting standards. The program also highlighted the importance of effective follow-up mechanisms to ensure that audit observations and recommendations are properly addressed.

A second training session, titled "How to Write an Internal Audit Report", was organized on May 21, 2026, at the conference room of the Local Government Engineering Department headquarters in Agargaon, Dhaka.

Kazi Saiful Kabir, Additional Chief Engineer for Audit at LGED, presided over the session as the chairperson. The event report did not designate any separate chief guest or special guest.

All members of the LGED Audit Unit attended the training. Abdul Kader, Implementation Support Consultant of the Internal Audit Scheme, and Rahamat Kabir, Consultant, were also present.

Kabirul Ezdani Khan and Mohammed Iqbal Hossain conducted the training and shared methodological knowledge, professional experience and practical examples with the participants.

The main objective was to improve the quality of LGED's internal audit reports in accordance with the Global Internal Audit Standards. The sessions covered the essential elements of an audit report, including the background of the audit, scope and objectives, audit criteria, findings, risk implications, management responses and recommendations.

The trainers underscored the importance of maintaining accuracy, clarity, consistency and impartiality in internal audit reporting. They said audit findings should be supported by sufficient and appropriate evidence, while recommendations should be realistic, specific and directed towards addressing the root causes of identified weaknesses.

The participants took part actively in the discussions and raised questions relating to their professional responsibilities and practical challenges. The training was expected to contribute to more consistent audit reporting and stronger accountability within LGED.

The third program was a five-day training on "Basics of Internal Auditing Implementation Procedure and Preparation of Risk Register", inaugurated on June 21, 2026, at the Finance Division in the Bangladesh Secretariat.

Ferdous Rowshan Ara, Additional Secretary for Administration and Planning at the Finance Division, attended the inaugural session as the chief guest. Dr Ziaul Abedin, Additional Secretary for Budget-1, National Program Director of the SPFMS Program presided over the session as the chairperson.

Addressing the program, Ferdous Rowshan Ara emphasized the importance of strengthening the skills of officials working in the Finance Division's Internal Audit Unit. She said effective internal auditing was essential for promoting transparency, accountability and efficiency in public service delivery.

Dr Ziaul Abedin said reform remained a top priority and that effective implementation of internal auditing was a key component in realizing the government's public financial management vision. He stressed that institutionalizing internal audit practices would strengthen governance, improve financial discipline and support better management of public resources.

Md Rafiqul Islam moderated the inaugural session and served as the training coordinator. Ten government officials from the Finance Division participated in the program. Officials of the Internal Audit Wing and members of the Program Implementation Team of the Internal Audit Scheme were also present.

The five-day program aimed to provide participants with a comprehensive understanding of the fundamental components of internal audit implementation. It also focused on the systematic identification, assessment and documentation of institutional risks through the preparation of risk registers.

Risk registers are considered important management tools for identifying events that may prevent an institution from achieving its objectives. They help officials assess the likelihood and potential impact of risks, identify existing controls and determine whether additional mitigation measures are needed.

Taken together, the three programs demonstrate the Finance Division's continuing efforts to institutionalize risk-based internal auditing within government organizations. By developing the professional skills of audit officials, promoting standardized reporting practices and strengthening risk management systems, the initiative is expected to improve governance and accountability across the public sector.

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