PUBLIC FINANCIAL MANAGEMENT (PFM) ACTION BOOK

SEMI-ANNUAL PROGRESS REPORT

July - December 2025

PFM REFORMS LEADERSHIP COORDINATION & MONITORING

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)
Finance Division, Ministry of Finance

REVENUE AND EXPENDITURE FORECASTING | DEBT MANAGEMENT | PLANNING AND BUDGET PREPARATION | iBAS++ | PENSION & FUND MANAGEMENT | SOE GOVERNANCE | INTERNAL AUDIT

Public Financial Management (PFM) Action Plan

Semi-Annual Progress Report

July 2025 – December 2025

Scheme on PFM Reforms Leadership, Coordination and Monitoring

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)
Finance Division, Ministry of Finance

Table of Contents

A. Abbreviations and Acronyms

AB	Autonomous Body
ADB	Asian Development Bank
ADP	Annual Development Plan
AEO	Authorized Economic Operator
AIT	Asian Institute of Technology
AMMS	Audit Monitoring and Management System
AMS	ADP/RADP Management System
AO	Administrative Officer
APA	Annual Performance Agreement
APAMS	Annual Performance Agreement Management System
API	Application Programming Interface
ASYCUDA	Automated System for Customs Data
AVS	Account Verification System
AWP	Annual Work Plan
BACS	Budget and Accounting Classification System
BB	Bangladesh Bank
BBS	Bangladesh Bureau of Statistics
BC	Budget Circular
BCC	Bangladesh Computer Council
BCP	Business Continuity Plan
BDT	Bangladeshi Taka
BETF	Bank-Executed Trust Fund
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BEPZA	Bangladesh Export Processing Zones Authority
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BIBM	Bangladesh Institute of Bank Management
BIGM	Bangladesh Institute of Governance and Management

BIN	Business Identification Number
BIP	Budget Implementation Plan
BIPS	Bangladesh Institute of Parliamentary Studies
BMC	Budget Management Committees
BMS	Budget Management Specialist
BPATC	Bangladesh Public Administration Training Centre
BPS	Bangladesh Parliament Secretariat
BPPA	Bangladesh Public Procurement Authority
BRTA	Bangladesh Road Transport Authority
BSW	Bangladesh Single Window
BWG	Budget Working Group
CAFO	Chief Accounts and Finance Officer
CBA	Cost-Benefit Analysis
CBS	Core Banking Software
CGA	Controller General of Accounts
CGDF	Controller General Defence Finance
CIA	Certified Internal Auditor
CF	Consolidated Fund
CISA	Certified Information Systems Auditor
CLPIAs	Certificate License Permit Issuing Agencies
CMIS	Committee Management Information System
COFOG	Classification of the Functions of Government
CPTU	Central Procurement Technical Unit
CRU	Coordination and Reforms Unit
DAFOs	District Accounts and Finance Officers
DC	Deputy Commissioner
DCAs	Divisional Controller of Accounts
DCL	Debt and Contingent Liabilities
DDO	Drawing and Disbursing Officer

DDT	Debt Dynamics Tools
DG	Director General
DGHS	Directorate General of Health Services
DIMAPP	Digitizing Implementation Monitoring and Public Procurement Project
DLIs	Disbursement Linked Indicators
DLP	Data Loss Prevention
DLRs	Disbursement Linked Results
DoGA	Directorate of Government Accommodation
DPs	Development Partners
DPHE	Department of Public Health Engineering
DSA	Debt Sustainability Analysis
DR	Disaster Recovery
DRM	Domestic Revenue Mobilization
DRP	Disaster Recovery Plan
DSL	Debt Service Liability
EBF	Extra Budgetary Fund
EFD	Electronic Fiscal Devices
EFT	Electronic Funds Transfer
e-GP	e-Government Procurement
ELPC	Expected Last Pay Certificate
EM	Expenditure Management
ePPO	Electronic Pension Payment Order
e-PMIS	Electronic Project Management Information System
e-TDS	Electronic Tax Deduction at Source
ERD	Economic Relations Division
ERT	Evaluation Research Teams
EU	European Union
FAMS	Foreign Aid Management System
FD	Finance Division
FEEM	Fiscal Economics and Economic Management
FOC	Financial Oversight Committee
FPP	Financial Programming and Policies
FRS	Functional Requirement Specification
FYP	Five Year Plan
G2P	Government to Public

GCRD	Green Climate Resilient Development
GDP	Gross Domestic Product
GEMS	Government Employee Management System
GFMIS	Government Finance Management Information System
GFS	Government Finance Statistics
GO	Government Order
GOB	Government of Bangladesh
GPF	General Provident Fund
GRS	Grievance Redress System
GTF	Government Tenderer's Forum
HR	Human Resources
IAC	Internal Audit Committee
IAU	Internal Audit Unit
iBAS++	Integrated Budget and Accounting System
ICD	
IEC	International Electrotechnical Commission
IMED	Implementation Monitoring and Evaluation Division
IPE	Independent Performance Evaluation
IPF	Institute of Public Finance
IPEC	Independent Performance Evaluation Committee
IPSAS	International Public Sector Accounting Standards
ISC	Implementation Support Consultant
ISMS	Information Security Management Services
ISO	International Organization of Standards
IT	Information Technology
ITSM	Information Technology Service Management
IVAS	Integrated VAT Administration System
JICA	Japan International Cooperation Agency
KPIs	Key Performance Indicators
LARMS	Land Acquisition and Requisition Management System

LC	Letter of Credit
LFA	Logical Framework Analysis
LG	Local Government
LGED	Local Government Engineering Department
LGIs	Local Government Institutions
LGRD	Local Government, Rural Development and Co-operatives
LM	Line Ministry
LTU	Large Taxpayers' Unit
MAF	Ministry Assessment Format
MAPS	Methodology for Assessing Procurement Systems
MBF	Ministry Budget Framework
MCBP	Mother and Child Benefit Program
MDAs	Ministries, Divisions, Agencies
MEW	Macroeconomic Wing
MFS	Mobile Financial Services
MICR	Magnetic Inked Character Reader
MIS	Management Information System
MLTRS	Medium and Long-term Revenue Strategy
MoA	Memorandum of Agreement
MoF	Ministry of Finance
MoP	Ministry of Planning
MoPA	Ministry of Public Administration
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MPs	Member of Parliament
MRA	Mutual Recognition Agreement
MTBF	Medium Term Budgetary Framework
MTDS	Medium-Term Debt Strategy
MTMF	Medium-Term Macroeconomic Framework
MTMPS	Medium-Term Macroeconomic Policy Statement
MTRS	Medium Term Revenue Strategy
MYPIP	Multi Year Public Investment Program
NAP	National Adaptation Plan
NBR	National Board of Revenue
NCGP	National Committee on Government Performance

NDC	Nationally Determined Contribution
NID	National Identification
NIS	National Integrity Strategy
NoA	Notification of Award
NPD	National Program Director
NSC	National Savings Certificates
NSD	National Saving Department
NSW	National Single Window
NTR	Non-Tax Revenue
OCAG	Office of the Comptroller and Auditor General
OCDS	Open Contracting Data Standard
OPTMS	Online Pension Tracking & Monitoring System
OTP	One Time Password
PAM	Privilege Access Management
PAMS	Project Appraisal Management System
PAR	Public Account of the Republic
PC	Planning Commission/ Personal Computer
PCC	Program Coordination Committee
PCA	Post Clearance Audit
PIS	Performance Improvement Strategies
PSDS	Public Sector Debt Statistics
PE	Procuring Entity/ Power and Energy
PEC	Program Executive Coordinator
PECT	Program Execution & Coordination Team
PEFA	Public Expenditure & Financial Accountability
PFM	Public Financial Management
PIEP	Primary Education Improvement Project
PIM	Public Investment Management
PITs	Program Implementation Teams
PL	Personal Ledger
PMIS	Project Management Information System
PNR	Passenger Name Record
PPA	Public Procurement Act
PPE	Property, Plant, Equipment

PPP	Public Private Partnership
PPR	Public Procurement Rules
PPRC	Power and Participation Research Center
PPS	Project Planning System
P&FM	Pension and Fund Management
PRL	Post Retirement Leave
PSDS	Public Sector Debt Statistics
PO	Personal Officer
PT	Penetration Testing
PWD	Public Works Department
P&FM	Pension and Fund Management
PforR	Program-for-Results
RADP	Revised Annual Development Plan
RBIA	Risk-Based Internal Auditing
RHD	Roads and Highway Department
RPA	Reimbursable Project Assistance
RTI	Right to Information
SABRE	State-owned Enterprises Autonomous Bodies Budget and Reporting Evaluation System
SAF	Sector Appraisal Format
SAFE	Secured, Authentic, Faster, Easier
SAP	Sector Action Plan
SAMP	Special Account Management Portal
SC	Steering Committee
SDOs	Self-Drawing Officers
SIEM	Security Information and Event Management
SOE	State Owned Enterprise
SOE MC	SOE Monitoring Cell

SPA	Sector Performance Analysis
SPBMU	Strengthening Public Budget Management Unit
SPEMP	Strengthening Public Expenditure Management Program
SPFMS	Strengthening Public Financial Management Program to Enable Service Delivery
SPIMS	Strengthening Public Investment Management System Project
SQT	Software Quality Testing
SRS	Single Registry System
SSP	Sector Strategy Paper
STDs	Standard Tender Documents
TAC	Technical Advisory Committee
TDM	Treasury and Debt Management
TDS	Tax Deduction at Source
TFA	Trade Facilitation Agreement
ToT	Training of Trainers
TOTP	Time-based One Time Password
TO&E	Table of Organization, and Equipment
TSA	Treasury Single Account
T&T	Telephone & Telegraph
UNO	Upazila Nirbahi Officer
USD	United States Dollar
USAID	United States Agency for International Development
VA	Vulnerability Assessment
VAT	Value Added Tax
WB	The World Bank

B. Executive Summary

The Thirteenth Semi-Annual Progress Report presents an update on the implementation status of the Public Financial Management (PFM) Action Plan 2024–2028 for the period from 1 July to 31 December 2025. This progress report is prepared on a semi-annual basis by the Program Execution and Coordination Team (PECT), drawing on regular input submitted by the Program Implementation Teams (PITs) for their respective components. The PITs have revised the Annual Work Plans (AWPs) to specify actions aligned with the achievement of the overarching objectives of the PFM Action Plan.

The report presents an overview of key achievements, challenges, and progress achieved across the reform pillars defined in the PFM framework. It further provides updates on activities scheduled for the reporting period, identifies areas requiring additional attention, and evaluates the overall direction of the reform agenda against established targets and timelines. Key institutions that collaborated closely in the formulation and implementation of the Public Financial Management (PFM) Action Plan include the Cabinet Division, the Planning Commission, BPPA, NBR, OCAG, and the Bangladesh Parliament Secretariat. Moreover, Development Partners (DPs), including the World Bank, Global Affairs Canada, the European Union, and JICA, provided critical support throughout the process.

A two-tier governance structure has been established, consisting of a Steering Committee (SC) and a Program Execution and Coordination Team (PECT), each operating under clearly defined terms of reference. This structure is supported by thirteen Program Implementation Teams (PITs), which are responsible for leading the respective components of the PFM reform agenda. The Fifth Steering Committee (SC) meeting was held on 23 June 2025 via the Zoom platform, during which several key decisions were adopted to facilitate the effective implementation of the PFM Reform Strategy. The meeting underscored the importance of ensuring the efficient and timely utilization of the allocated program budget within the designated implementation period to achieve the intended reform outcomes. Program Implementation Teams (PITs) were advised to prioritize the achievement of all remaining Disbursement-Linked Result (DLR) targets by February 2026. In addition, the Program Execution and Coordination Team (PECT) and PITs across all schemes were encouraged to commence the preparation of the Third PFM Reform Strategy (2025–2030) by August 2025. The World Bank was further requested to accelerate the disbursement process and complete outstanding activities under the SPMEP-BETF by June 2026 to ensure the effective utilization of the remaining funds.

The 3rd PFM Reform Strategy (2025–2030) had been currently finalized. The Finance Adviser, Dr. Salehuddin Ahmed, formally inaugurated the Third PFM Reform Strategy (2025–2030) at a high-level event attended by secretaries, senior government officials, heads of constitutional bodies, and key development partners. The new framework sets out a comprehensive roadmap to enhance fiscal discipline and ensure improved value for money, particularly in the context of increasing pressures arising from climate change, global economic uncertainty, and growing public expenditure demands in Bangladesh. The 2025–2030 strategy is organized around fifteen reform pillars, encompassing fiscal sustainability, revenue mobilization, public investment management, treasury and debt management, public procurement, internal and external oversight, digital transformation, and capacity development.

During the reporting period, the SPFMS Program recorded significant progress in the advancement of financial management reforms. A comprehensive dataset spanning 53 years (1973–2025) and encompassing 145 economic indicators has been developed to support the analytical model. In addition, high-frequency data from multiple ministries have been integrated into a newly established web-based platform to facilitate systematic storage and regular updates. The Finance Division has also been pursuing a subscription to the CEIC Global Database to enhance macroeconomic forecasting through its existing models and to enable comparative analysis with economies facing similar conditions. The 14th and 15th editions of the Quarterly Debt Bulletin were published in June and July 2025, respectively, and are now accessible on the Finance Division's website. In addition, the Medium-Term Debt Strategy (MTDS) and the Debt Sustainability Analysis (DSA) are published on a regular basis and are available on the Finance Division's website.

During the reporting period from July to December 2025, substantial progress was achieved under the scheme Planning and Budget Preparation for improving the budget process through capacity development of Budget Management Committees (BMCs) and Budget Working Groups (BWGs). Of the seven Disbursement-Linked Results (DLRs) associated with this scheme, five have been fully achieved and corresponding disbursements have been completed. Of the remaining two DLRs, DLR 2.4 has been achieved, and the disbursement process is currently underway. DLR 2.5, which aims to increase the share of social sector expenditure to 29.25 percent of total actual public expenditure, remains under implementation. Moreover, a new sub-module has been developed within the Budget Preparation module to support field-level offices. Currently, 4,264 field offices, including those under the CGA, CGDF, and Primary Education, up to the district level are utilizing this module for budget submission. The remaining offices will be progressively incorporated into the system. Additionally, content of automation and digitalization for Pre-Pension Automation (Pension Forms, ELPC, Service Statement, NoCs) has been prepared.

Throughout the reporting timeframe, notable progress was achieved in enhancing public investment planning, performance evaluation, and internal audit capacity. Under Public Investment Management (PIM) Component, Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) have been revised aligning with the guidelines 2022 for formulation, processing, and revision of development projects in the public sector. The annual budget process for 71 SOEs/ABs was successfully completed using the newly developed SABRE+ system, facilitating improved budget formulation, execution, and monitoring. Additionally, a series of specialized workshops and training sessions were conducted between July and December 2025 to strengthen internal audit and procurement capacities.

In line with DLR-10.5, the M&E Guidelines 2024 have been approved, based on which the first M&E Report was prepared and published on the SPFMS website on 3 November 2024. To meet the requirements of DLR-10.5, the second M&E Report, covering the period July 2024 to June 2025, was submitted to the NPD on 21 October 2025. This report was developed through extensive consultations with personnel from all eight components.

Finally, the total cost of the reforms is BDT 161.47 crore (USD 19.22 million) for this reporting period. Of this amount, BDT 3.83 crore (USD 0.46 million) equivalent spent by different DPs to support PFM reforms in Bangladesh.

C. The SPFMS and Its Governance Structure

1. **The development objective of the Strengthening Public Financial Management (PFM) Program to Enable Service Delivery (SPFMS) – a Program-for-Results (PforR) Project for Bangladesh** – is to improve fiscal forecasting, budget preparation and execution, financial reporting, and transparency. These improvements aim to enhance resource availability for service delivery across selected Ministries, Departments, and Agencies. This program builds on the **PFM Action Plan (2018–2023)**, which was approved to support the implementation of the **PFM Reform Strategy (2016–2021)**. The Action Plan serves as an operational document aligned with the Strategy and should be read alongside it to gain a comprehensive understanding of the PFM reform agenda in Bangladesh. This PFM Action Plan provides::
   i. The implementation roadmap for those priority actions with clear institutional responsibilities.
   ii. Cost-benefit analysis of sub-activities.
   iii. Results indicators to monitor the successful implementation.
   iv. Elaboration on the governance structure for reforms and the change management approach.
2. To ensure the smooth implementation of the **Strengthening Public Financial Management for Social Protection (SPFMS)** program, the **Finance Division** has established a comprehensive **Public Financial Management (PFM) governance structure.** This structure is led by a **Steering Committee (SC)** chaired by **Dr. Md Khairuzzaman Mozumder**, Secretary of the Finance Division. Dr. Khairuzzaman Mozumder assumed the role of **Finance Secretary**. As part of the governance structure, the **Additional Secretary (Budget-1) Dr. Ziaul Abedin** serves as the **National Program Director (NPD)** for the SPFMS program, with the primary responsibility of coordinating and facilitating the implementation of the **PFM Action Plan**.
3. To implement **Component 14: "PFM Reforms Leadership, Coordination, and Monitoring", a Program Execution and Coordination Team (PECT)** has been established. This team is responsible for the **overall coordination and change management** across the Action Plan. In support of the broader implementation:
   i. Seven Project Implementation Teams (PITs) have been formed within the Finance Division.
   ii. PIT-equivalent teams are being established in **six other institutions**, bringing the total number of **Program Implementation Teams to 13.**
   iii. These 13 teams are tasked with leading the execution of their respective components of the PFM Action Plan.
   iv. Each team will be supported by a **full-time Implementation Support Consultant (ISC**), who will assist in executing tasks and facilitating learning within their team.

The brief discussion of the SPFMS governance structures is discussed below:

– The Steering Committee, chaired by the Finance Secretary, includes representatives from the Cabinet Division, Office of the Comptroller and

Auditor General (OCAG), Controller General of Accounts (CGA), National Board of Revenue (NBR), Economic Relations Division, and the Planning Commission. It oversees the progress of implementation, provides policy direction, and ensures a supportive environment for the success and sustainability of reforms. The Committee also determines necessary course corrections based on implementation experiences and recommendations from the PECT.

PECT:

PECT is taking the lead in coordinating the Public Financial Management (PFM) reforms. PECT's role includes:

i. Leading and coordinating reform efforts with active support from line ministries and development partners.

ii. Developing progress and performance indicators for each activity cluster.

iii. Supporting the capacity development of each Project Implementation Team (PIT) to enable effective PFM-focused monitoring.

iv. Preparing semi-annual progress reports to track reform implementation.

v. Designing a comprehensive communication plan to ensure transparency and stakeholder engagement; and

vi. Establishing a PFM Reform Learning Hub within the IPF to promote knowledge sharing and continuous learning.

Program Executive and Coordinator Team (PECT) led by National Program Director

Dr. Ziaul Abedin
National Program Director (NPD) &
Additional Secretary
Budget-1, Finance Division, Ministry of Finance

Md. Rafiqul Islam
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Dr. Abdur Rahim
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Tanima Tasmin
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Dr. Mahfuza Begum
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Muhammad Anisuzzaman
Deputy Secretary
Program Executive & Coordinator, SPFMS, Finance Division

Md. Tajul Islam
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Role of PECT

- Lead the coordination of the reforms with an active support from the line ministries as well as the development partners
- Develop progress and performance indicators for each (activity) cluster
- Support the capacity development of each Program Implementation Team to develop effective PFM-focused monitoring
- Prepare semi-annual Progress Reports
- Develop a detailed communication plan
- Create a PFM Reform Learning Hub in IPF

PITs:

In close coordination with PECT, 13 PITs have been formed within different PFM institutions. These teams hold primary accountability for implementing the respective components of the PFM Action Plan. Their responsibilities include preparing implementation documentation such as work plans and budget allocations, providing financial oversight during program execution, and ensuring that performance targets are achieved.

ISCs:

The implementation support consultants have been deployed to facilitate the active functioning of PITs. Preparation of the semi-annual progress reports, along with retreats and regular Public Financial Management (PFM) field inspections, serve as important coordination instruments.

D. Overview of PFM Action Plan Finances

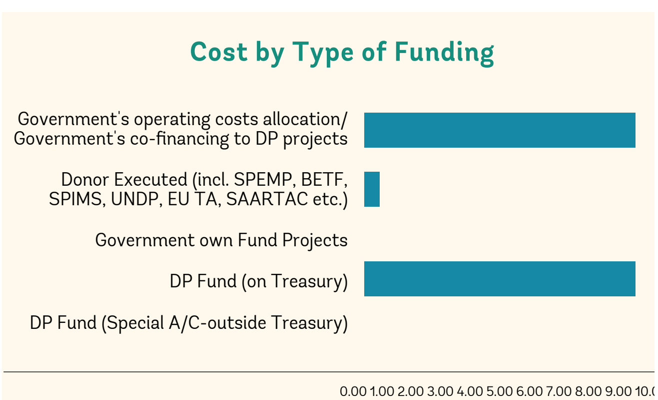
4. **The total cost of the reforms is BDT 161.47 crore (USD 19.22 million) for this reporting period.** Of this amount, BDT 78.29 crore (USD 9.32 million) spent on the DP Fund on treasury, while BDT 3.83 crore (USD 0.46 million) spent on donor executed. BDT 79.35 crore (USD 9.45 million) equivalent spent by governments' operating cost allocation/ governments co-financing to DP projects. In previous reporting time, the total cost of the reforms was 2222.86 crore, and the cumulative cost is 2384.33 crores up to this reporting time. The breakdown by recipient is presented in the table below for expenditures from July 2025 to December 2025.

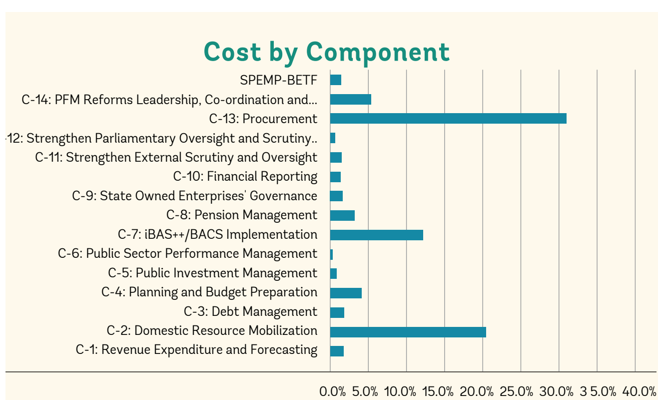
Table 01: Overview of PFM Action Plan Finances

amount in lac BDT

Component Name	DP Fund (Special A/C-outside Treasury)	DP Fund (on Treasury)	Government own Fund Projects	Donor Executed (incl. EU TA)	Governments' operating costs allocation/ Governments' co-financing to DP projects	Total	Total cost from September 2018 to June 2025	Cumulative Costs as of December 2025	Percentage of each Component
1	2	3	4	5	6	7	8	9	10
C-1: Revenue Expenditure and Forecasting		199.07			243.23	442.30	4,207.70	4,650.00	1.95%
C-2: Domestic Resource Mobilization						0.00	55,207.27	55,207.27	23.15%
C-3: Debt Management		474.37			318.97	793.34	5,079.62	5,872.96	2.46%
C-4: Planning and Budget Preparation		406.07			621.62	1,027.69	10,104.98	11,132.67	4.67%
C-5: Public Investment Management						0.00	2,215.20	2,215.20	0.93%
C-6: Public Sector Performance Management						0.00	266.34	266.34	0.11%
C-7: iBAS++/BACS Implementation		2645.06			416.26	3,061.32	29,629.46	32,690.78	13.71%
C-8: Pension Management		430.20			256.83	687.03	8,257.80	8,944.83	3.75%
C-9: State Owned Enterprises' Governance		407.78			158.02	565.80	3,945.39	4,511.19	1.89%
C-10: Internal Audit and Audit Follow-up		302.29			162.26	464.55	3,251.30	3,715.85	1.56%
C-11: Strengthen External Scrutiny and Oversight				316.24		316.24	3,980.49	4,296.73	1.80%
C-12: Strengthen Parliamentary Oversight and Scrutiny Public				66.41		66.41	1,714.48	1,780.89	0.75%
C-13: Procurement					5757.41	5,757.41	78,787.08	84,544.49	35.46%
C-14: PFM Reforms Leadership, Co-ordination and Monitoring		2964.52				2,964.52	11,788.53	14,753.05	6.19%
SPEMP-BETF						0.00	3,850.37	3,850.37	1.61%
Total in lac BDT	0.00	7,829.36	0.00	382.65	7,934.60	16,146.61	222,286.01	238,432.62	100.0%
Total in mil USD	0.00	9.32	0.00	0.46	9.45	19.22			
Percentage for each source of Fund	0%	48%	0%	2%	49%	100%			

Note:
- "NA" denotes that there is no project under this item
- "NE" denotes that the item has budget allocated, but the expenditure has't started yet
- "NE" No expenditure for that year
- Conversion rate has been considered as BDT 84 for USD 1.





E. Spfms – At A Glance

PFM Action Plan 2024-28
For Better Public Financial Management In Bangladesh

Goal-1 Macro-Economic Stability

Goal 2 Resource Allocation with Govt. Priorities

1. Revenue Expenditure Forecasting
2. Domestic Resource Mobilization
3. Debt Management
4. Planning and Budrnet Preparation
5. Public investment Management
6. Public Sector Performance Management

Goal-3 Effective Service Delivery

7. iBAS++/ BACS Implementation
8. Pension Management & Financial Reporting
9. SUEs' Governance

Goal-4 Accountability & Transparency

10. Internal Audit and Audit Follow-up
11. Strengthen External Scrudiny and Oversight
12. Strengthen Parliamentary Oversight and scrutiny of Public Expenditure
13. Procurement

Goal-5 Enabling Environment

14. PFM Reforms Leadership. Coordination & Monitoring

PARTICIPATORY PROCESS

- Cabinet Division
- Ministry of Planning
- Parliament Secretariat
- OCAG
- NBR
- Finance Division &
- Key line Ministries

GOVERNANCE STRUCTURE

- Steering committee (Headed by Finance Secretary)
- Program Execution & Coordination Team (PECT) (leading the coordination of PFM Reform) led by NPD
- 13 Program Implementation Team s (PITs) (Primary accountable for implementation)

PROCESS

- PFM Learning Hub (IPF)
- Communication and Stakeholder alignment
- Mutual learning while implementation of activities

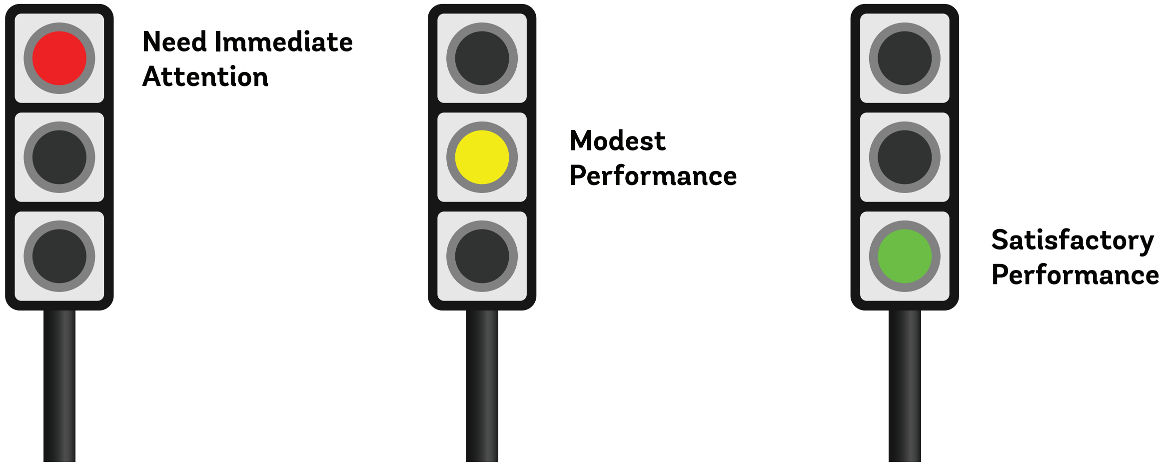
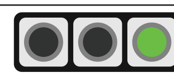
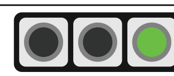
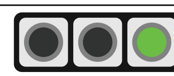
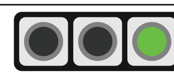
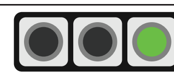
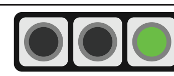
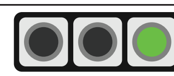
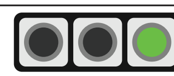
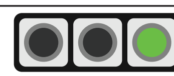
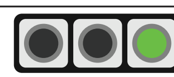
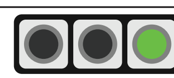
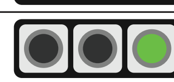
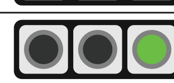
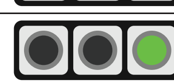


Figure: Traffic light that represents the progress of each of the PFM Action Plan components

C-1 : Revenue and Expenditure Forecasting	
C-2 : Domestic Resource Mobilization	
C-3 : Debt Management	
C-4 : Planning and Budget Preparation	
C-5 : Public Investment Management	
C-6 : Public Sector Performance Management	
C-7 : iBAS++/BACS Implementation	
C-8 : Pension Management and Financial Reporting	
C-9 : State Owned Enterprise Governance	
C-10 : Internal Audit & Audit Follow-up	
C-11 : Strengthen External Scrutiny and Oversight	
C-12 : Strengthen Parliamentary Oversight and Scrutiny of Public Expenditure	
C-13 : Procurement	
C-14 : PFM Reform Leadership, Coordination and Monitoring	

F. Achievements

KEY ACHIEVEMENTS
As on 31st December 2025

75%
Entire Procurement under e-GP

100%
Salary payments of Government employees through EFT

784,063
Online BIN Issued

15,39,344
Online VAT Filed

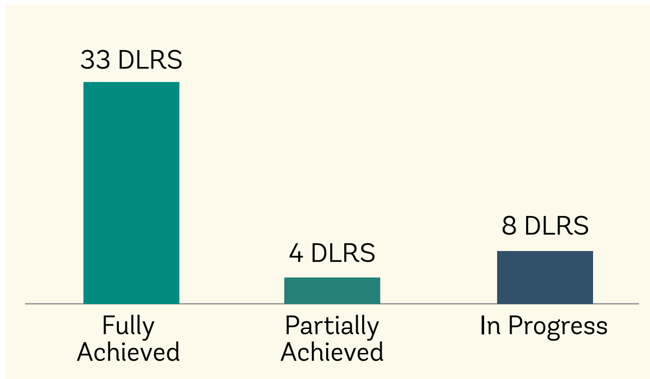
100%
Pensioners under EFT

G. Achievements During July 2025 – December 2025

5. **Disbursement Linked Results (DLRs) have made significant progress from July 1, 2025, to December 31, 2025.**

   Regarding DLR achievement, the SPFMS program has 10 DLIs (Disbursement Linked Indicators), which contain a total of 45 DLRs (Disbursement Linked Results). During this reporting period, 33 DLRs (73.33%) are entirely completed, 4 DLRs (8.89%) are partially achieved, and 8 (17.78%) DLRs are still in progress.

Figure 03: DLR Achievement Status



C-1: REVENUE AND EXPENDITURE FORECASTING

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Macroeconomics Wing, FD	1 & 2	1	

C1: PIT

Hasan Khaled Foisal
Additional Secretary
Macroeconomics-1, Finance Division, Ministry of Finance

Anarul Kabir
Joint Secretary
Fiscal Policy Branch, Finance Division, Ministry of Finance

Dr. Md. Rashedur Rahman Sardar
Deputy Secretary, Macroeconomics Policy Analysis and Forecasting, Finance Division, Ministry of Finance

Ashraful Alam
Deputy Secretary
Macroeconomics-1, Finance Division, Ministry of Finance

Tasnova Rahman
Senior Assistant Secretary
Fiscal Policy-3, Finance Division, Ministry of Finance

PEC & ISC

Dr. Mahfuza Begum
Deputy Secretary
Program Executive & Coordinator, SPFMS, Finance Division, Ministry of Finance

Md. Ariful Islam
Implementation Support Consultant (ISC), SPFMS, Finance Division

6. Objectives:

The Strengthening Public Financial Management Program (SPFMS) is designed to modernize the Finance Division's approach to budgeting and fiscal planning. By integrating technology, professional training, and data-driven insights, the program helps ensure that Bangladesh's fiscal policies are both sustainable and resilient. The core objectives of the scheme are as follows:

- **Improved Forecasting:** The program introduces advanced macroeconomic models to generate accurate revenue and expenditure projections. These models form the core of the Medium-Term Macroeconomic Framework (MTMF), leading to better resource allocation.

- **Capacity Building:** A major focus is empowering Ministry of Finance (MoF) staff. Through specialized training, the program develops a self-reliant team capable of managing these tools and supporting long-term policymaking.
- **Risk Management:** To protect the economy from global and domestic shocks, SPFMS uses risk matrices and scenario analysis to prepare for a range of economic conditions.
- **Data Integration:** The program streamlines information sharing among key agencies—such as the Bangladesh Bank (BB), National Board of Revenue (NBR), and Bureau of Statistics (BBS)—using modern technology such as APIs to enable faster, more accurate decision-making.
- **International Best Practices:** By adapting successful approaches from countries like Malaysia and Indonesia, SPFMS ensures that international standards are localized to meet Bangladesh's specific economic needs.

7. Output

Training & Capacity Building

- Advanced Modeling: Staff completed a specialized workshop at the World Bank to master the MFMod tool, with a focus on its technical backend and programming.

- Skill Development: Participants learned to use EViews software to build mock economic models and run various economic scenarios.
- Knowledge Hub: All previous training materials have been consolidated into a single compendium to support ongoing learning and model development.

Data Management & Technology

- Comprehensive Database: A new dataset covering 53 years (1973–2025) and 145 economic indicators was created to support the model.
- Real-Time Integration: High-frequency data from various ministries is now integrated into a new web-based platform for easy storage and regular updates.
- Global Insights: The Finance Division has been seeking a subscription to the CEIC Global Database to strengthen macroeconomic forecasting using its existing models and to enable comparative analysis with countries that have similar economic conditions.
- Logistics: Provided high-performance "All-in-One" PCs to the Macroeconomic Wing to support their technical work.

Reporting & Communication

- Public Accountability: Ten Annual Fiscal Reports were finalized and uploaded to the website, and a performance report was submitted to assess the program's success.
- Instant Updates: "FD Business Newsflash" was launched on WhatsApp to provide officials with daily summaries of key economic and business news.

Table 02: The following training sessions and workshops have been scheduled for July-December 2025.

No	Description	Date
1.	5 days training on Advanced MS Excel.	15.07.2025-22.07.2025
2.	5 days training on EViews Software	24.08.2025-28.08.2025
3.	3 days training on Public Procurement Rules (PPR).	11.08.2025-19.08.2025
4.	7 days training on Advanced Excel.	08.09.2025-16.09.2025
5.	6 days training on Financial Programming and Policies (FPP).	21.09.2025-28.09.2025
6.	Workshop on Financial Programming and Policies (FPP).	29 September 2025

No	Description	Date
7.	5 days training on Strengthening Economic Resilience: Strategy and Tools for Macroeconomics.	08.12.2025-12.12.2025
8.	10 days training on office Management (ongoing).	28.12.2025-01.12.2026 (11.01.2026)

8. Challenges

Technical & Modeling Challenges

- Local Accuracy: The current model does not yet fully account for Bangladesh's informal economy or regional differences.
- Short-Term Forecasting: There is a lack of expertise in "nowcasting," which is needed to predict immediate economic trends.
- Global Standards: The adoption of international best practices for macroeconomic modeling remains limited.

Data & Integration Issues

- Automation Gaps: Technical and institutional hurdles are slowing the adoption of APIs for automated data sharing.
- Real-Time Data: Integrating real-time and high-frequency data into the system remains difficult
- Stakeholder Coordination: Delays in data sharing and model validation often occur due to coordination issues among different agencies.

Institutional Challenges

- Staff Turnover: Retaining expertise within the Macroeconomic Wing is challenging because trained officials are frequently transferred to other departments.

9. Mitigations

- Create Rules for Data Sharing: Establish a formal policy requiring all relevant agencies to share data automatically using standardized tools (e.g., APIs).
- Invest in Training: Provide ongoing programs to train staff in modern data tools and advanced forecasting methods.
- Step-by-Step Technology Updates: Roll out automated data sharing in phases, starting with the most critical datasets.
- Form a Dedicated Team: Establish a permanent, specialized unit within the Finance Division focused exclusively on macroeconomic modeling.
- Expand Partnerships: Strengthen collaboration with local and international researchers to keep models accurate and up to date.

10. Projects/Schemes Contributing to this Component

- The core goal of these programs is to create a more accurate and evidence-based budget. This is achieved by connecting various financial systems to a central macroeconomic model.
- Forecasting & Planning: By accurately predicting revenue and expenditure, the government can allocate resources more effectively to the areas where they are needed most.
- Debt & Pension Management: Tracking public debt and future pension obligations helps the government understand its long-term liabilities, supporting more stable and sustainable fiscal planning.
- Digital Systems (iBAS++/BACS): Modernizing these digital financial systems makes data collection faster and reduces errors, which is essential for accurate economic modeling.
- SOE Governance: Monitoring State-Owned Enterprises (SOEs) improves transparency and helps the government identify potential financial risks before they escalate.
- Financial Reporting: Providing timely and clear reports ensures that decision-makers have the most up-to-date information to guide the country's finances.

11. Next Steps

Data & Software Enhancements

- **Database Updates:** The Macroeconomic Database (MFDB) will be updated with the latest figures to ensure that all models remain current.
- **Global Data Access:** We are finalizing negotiations to subscribe to the CEIC Global Database, which will provide high-quality international economic data.
- **New Tools:** The program is also planning to purchase 10 additional EViews software licenses to ensure that officials and consultants have the tools they need for advanced modeling.

Policy & Research

- **Expert Analysis:** Macroeconomic Wing (MEW) officials and consultants will continue to prepare policy notes on key economic issues, with logistical support from the Macro Scheme.
- **Collaborations:** We will build partnerships with universities and the private sector to bring in fresh perspectives and continuously improve our model forecasts.

Capacity Building & Coordination

- **Skill Training:** New training sessions on Advanced Excel, EViews, and the Public Procurement Rules (PPR) will be held at the Finance Division to strengthen the team's expertise.
- **Stronger Partnerships:** We will hold regular coordination meetings with data-sharing agencies to ensure information flows smoothly and reliably.

Long-Term Sustainability

- **Web-Based Platform:** To ensure the models remain useful in the long run, we are developing a web-based data platform.
- **Quality Control:** We will establish a strict process for regular data checks and verification to ensure every forecast is based on accurate, reliable information.

C-2: DOMESTIC RESOURCE MOBILIZATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
NBR	3 & 4	-	

C2: PIT

G M Abul Kalam Kaikobad
Member (Tax Admin & Human Resource Management)(NBR)

Mohammad Fyzur Rahman
Commissioner
Customs, Excise & VAT Commissionerate, Dhaka (South), Dhaka

Md. Mosaddek Hossain
First Secretary (Tax Monitoring & Training), National Board of Revenue (NBR)

Md. Jafar Imam
First Secretary (Tax Information Management & Valuation)
National Board of Revenue (NBR)

Syed Mukaddes Hossain
Second Secretary (Customs: Valuation), National Board of Revenue (NBR)

PEC & ISC

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Samsuddin Munna
Implementation Support Consultant (ISC)
SPFMS, Finance Division

12. Objectives:

Domestic revenue mobilization is the key to smooth operation of the government and steady financing for development. Though Bangladesh has been making continuous progress in reducing the tax gap and increasing tax-to-GDP ratio over the last few years, the ratio still falls behind in regional and sub-regional comparisons. A planned approach for domestic revenue mobilization is necessary for utilizing the full revenue potential of the country. Component 2 of the PFM reform program aims at increasing the tax-to-GDP ratio through an improved taxation strategy (Medium and Long-Term Revenue Strategy) and building a modern tax administration through undertaking necessary policy reforms, improving business processes, adopting frontier technologies, revisiting PEFA related issues, and enabling digital transformation. The approach planned under Component 2 will enhance voluntary tax compliance, prevent tax base erosion, reduce compliance cost, improve taxpayers' behavior in tax compliance and improve NBR's PEFA score in the next assessment, and thereby, contribute to better mobilization of domestic revenue.

13. Outcomes

The Income Tax Act, 2023 and the Customs Act of 2023 aim at enhancing facilitation of sustainable development, investment and, industrialization, and integrated national financing framework (INFF) and, international trade and, social equity and embolden revenue collection as international best practices like ensuring of equality or ability, progressive taxation and, harmonization and, certainty and, convenience and, tax expenditure and, taxing rights and, cross border transactions and, Double Taxation avoidance agreement (DTAA) and, Transfer Pricing (TP) and, Mutual legal agreement (MLA), Authorized Economic Operator (AEO), Mutual Recognition Agreement (MRA), Risk Management, Post Clearance Audit (PCA), and Non-Intrusive Inspection (NII). These acts also include provisions for Advance Ruling, Stakeholder Consultation, National Enquiry Point (NEP) Website, Advance Passenger Information (API), and Passenger Name Record (PNR), in accordance with international agreements, conventions, and the WTO Trade Facilitation Agreement (TFA).

Through the promulgation of VAT and Supplementary Duty Act, 2012, a modern streamline VAT system has been introduced in Bangladesh. The most important change was the introduction of four VAT rates including the existing 15 percent. Apart from the standard VAT rate of 15 percent, three different VAT rates of 10 percent, 7.5 percent, and 5 percent for specific and services have been introduced. Online registration for enlistment became mandatory and as of now the Integrated VAT Automation System (IVAS) has issued a total of 603,807 Business Identification Numbers (BINs) to the VAT payers. The Integrated VAT Administration System (IVAS) has also initiated the online returns submission process with the Large Taxpayers' Unit (LTU). From January 2025 to June 2025, a total of 27,56,856 VAT returns has been submitted online.

14. Outputs

- Both wings of the NBR, Direct and Indirect Taxes, submitted the Medium and Long-Term Revenue Strategy Report to the NBR for final review and approval. The NBR formed a combined committee consisting of officials from both wings. The Validation of the two reports of MLTRS completed in January 2025.
- After months of effort, the Indirect and direct Tax Wing prepared a tax-expenditure analysis and submitted it to the NBR.
- NBR organized several capacity-building training sessions and workshops on topics such as Authorized Economic Operators, Risk Management, Trade Policies, etc. with the assistance of development partners including ADB, WB, and USAID.
- NBR formed a team to prepare the Customs Modernization Strategic Action Plan 2024-2026 with the assistance of the Asian Development Bank. Several capacity-building workshops were held to enhance the officials' ability to prepare the strategic document.
- NBR simplified the VAT return form for retailers and incorporated it in the EFDs so that the retailers can easily submit the VAT return.
- After carefully reviewing PFM sub-activities and key steps, NBR prepared a new work plan based on the latest PEFA assessment with a view to improving NBR PEFA score in the next assessment. The new Annual Work plan has been finalized with the Inclusion of PEFA related sub-activities and key Steps. NBR is forming different teams for preparing plans, strategies and recommending action programs related to the strengthening of the revenue risk management capacity as outlined in PEFA goals.
- A comprehensive tax administration reform has been completed in income tax where several tax new offices, specialized tax units and appeal units have been established.

15. Challenges and Mitigations

The Fourth Industrial Revolution is transforming the economy of Bangladesh as well, and NBR needs to build the capacity to tax in this digital and virtual environment. Introducing a data-driven tax system is the key to combating tax evasion and ensuring better services to taxpayers. Tax administration needs to be digitized. The limited capacity of the NBR in terms of both resources and knowledge is a major challenge in managing digital transformation. IT personnel and coordination shortcomings continue to be a concern. There is a pressing need to consider the issue of sustainability of the IT system. NBR has conducted an in-house study to identify policy and administrative challenges of the taxation of digital and virtual economies. Though the score and the ranking of NBR in the last PEFA assessment have increased from the earlier assessment, the score and ranking are not at the expected level, and there is an urgency from the Government to significantly improve the score in upcoming PEFA assessment 2026. A number of measures will be undertaken to ensure that the tax system of the country can keep pace with digital disruption, changing taxation ecology and thereby mobilize expected level of domestic revenue.

Customs & VAT Wing

16. Projects/Schemes Contributing to this Component

a. National Single Window (NSW): GOB approved "The Bangladesh Regional Connectivity Project 1: Implement National Single Window and Customs Modernization Plan 2017-2020" costing BDT 58,539 lakh (USS74.1 million) in July 2017 which has a closing date of 31 December 2026. This project is implemented by the NBR. In line with international standards, including the WTO Trade Facilitation Agreement, the Government of Bangladesh has committed to the implementation of a Bangladesh Single Window (BSW) system and the associated reforms and modernization of Customs and other border management agency requirements. Once fully operational, the system will allow traders to submit all import, export, and transit information required by Customs and other key regulatory agencies via a single electronic gateway instead of submitting essentially the same information numerous times to different government agencies, many of which still rely heavily on paper-based processing systems.

Progress:

- The Soft launching of National Single Window Project started in January 2025.
- All necessary training, workshops and awareness programs are given to the relevant stakeholders and offices.
- All the necessary software has already been developed.
- This Project is ongoing.
- In the meantime, 19 (Nineteen) CLPIA Offices have been using National Single Window Platform.

b. Bond Management Automation project: GOB approved "Bond Management Automation Project" of BDT 9,301.98 lakh in July 2017 and has a closing date of 31 December 2024. The program is implemented by the NBR. The aim of this project is the automation of customs bond management to bring full transparency into the system and reduce time and cost of doing business. The automation also aims to protect local industries from the uneven competition of business by preventing illegal entry of goods under duty-free access. Besides, the number of cases pending in the courts, this automation is supporting to reduce along with handling and examining the cases with the automated system.

Progress:

- The Bond Automation Project was supposed to be terminated on 3rd December 2024. But for unavoidable circumstances the duration of the project was extended to 28 February 2025.
- Necessary integration already done with all stakeholders like BGMEA, BKMEA, BEPZA and Bangladesh Bank.
- All modules are operational at present. The process of onboarding all the bonded units is going on.

Income Tax Wing

a. Training on Auditing under Income Tax ACT, 2023: In the Income Tax Act 2023, income tax return audit activities have been introduced in a new way. There are four steps in the audit process after the audit selection phase. In this new system, it is necessary to prepare the "Income tax Return Audit Manual" to conduct the audit activities properly at the field level. Training is needed so that field-level officials can adopt the new audit system. Besides, it is necessary to organize a workshop with monitoring officers to ensure transparency and accountability of audit activities. Out of four key steps, two have been conducted successfully. Building Officials Capacity through dissemination of Audit system, Workshop on field management system during auditing of them officers will be able to conduct audit activities in a fair and accurate manner. The following plan would apply to the DRM sub tasks-

- Automated selection of risks for tax audit of the returns.
- Capacity building a new auditing system for the field officers.
- Training on the inspection procedure for the tax authorities.
- Views exchange meeting among the monitoring officials.
- Training on audit coordination systems among the different field teams.
- Seminar for validation and finalization of Income Tax Audit Manual.
- Training in Risk Based Audit Selection for efficient and professional performance.

b. **Rolling out of Income Tax Act 2023 :** The Income Tax Act has brought about changes in many areas like the preparation of tax forms, preparation of tax notices, tax collection from taxpayers/ companies, etc. To efficiently implement the act and boost tax collection, the NBR needs to educate the taxpayers about the new act. The following activities will be considered under the scope of the DRM sub-task:

- Development of a communication strategy.
- Implementation of structured outreach programs.
- Orientation to the officials of the tax zones.
- Development and dissemination of Information, Education and Communications (IEC) materials. They include digital content like video tutorials on different aspects of the tax act.
- Training for a team of experts to educate the key stakeholders like CFOs, tax lawyers and professionals, business chambers and the like.
- Review of business processes in Income Tax Act, 2023.
- Develop compliance risk management system.
- Training on auditing under Income Tax Act, 2023.

c. **Develop compliance risk management system :** It is very important to check the rules that have been introduced in the Income Tax Act, 2023 for filing returns. The following activities will be considered under the scope of the DRM sub-task:

- Training on how to monitor the audited cases being solved in accordance with guidelines formulated by NBR.
- Seminar on the identification of various legal and regulatory obstacles to improve voluntary tax compliance.
- Training on acquisition and examination of data concerning revenue risk transactions.

d. **Capacity building for NBR staff to start implementation of MLTRS :** The Income Tax Wing has drafted the MLTRS. The DRM sub-task will start supporting a series of consultative meetings on the section on direct taxes with different stakeholders to validate the MLTRS. The DRM sub-task would have the following plan to support validation and finalization of the MLTRS:

- Consultations for direct taxes.
- Merge the sections with direct taxes.
- Capacity building on priority areas to start implementation of MLTRS.

C-3: DEBT MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Debt Management Wing, Finance Division	5, 6 & 7	1	

C3: PIT

Mohd Rashedul Amin
Joint Secretary
Debt Management
Finance Division

Sahana
Joint Secretary
NTR
Finance Division

Mahedi Masuduzzaman
Joint Secretary
Debt Management Branch
Finance Division

Mst Nazneen Sultana
Joint Secretary, Financial Asset Management and Treasury Branch,
Finance Division

Farid Ahmed
Deputy Secretary
Government Debt Management
Finance Division

PEC & ISC

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Ariful Islam
Implementation Support Consultant (ISC)
SPFMS, Finance Division

17. Objectives:

The objective of this scheme is to enhance the government's debt management capacity, which will, in turn, strengthen the overall fiscal situation of the country. The scheme also minimizes the borrowing costs subject to keeping risks at an acceptable level and supporting the development and functioning of the domestic debt markets. Another objective is to prepare and publish Medium-Term Debt Management Strategy (MTDS), Debt Sustainability Analysis (DSA) reports, and Quarterly Debt Bulletins on a regular basis. Finally, the scheme would strengthen the capacity of the Treasury and Debt Management (TDM) Wing to ensure efficient and effective debt management.

18. Outcomes

- Publishing Medium-Term Debt Management Strategy (MTDS) on a regular basis.
- MTDS and DSA frameworks have been prepared, and quarterly debt bulletins are published regularly.
- Publishing Debt Sustainability Analysis (DSA) report.

19. Outputs

- The 14th & 15th issues of the Quarterly Debt Bulletin have been published in June & July 2025 respectively. It is now available on the Finance Division's website.
- The Medium-Term Debt Strategy (MTDS) and Debt Sustainability Analysis (DSA) are regularly published and available on the Finance Division's website.
- Non-Tax Revenue (NTR) policy is being drafted and is targeted for completion by March 2026.
- Various foreign training has been arranged in Different Countries about Debt and NTR.

- Comprehensive inventory of outstanding debt and government guarantees is ongoing.
- Needs assessments for skill gaps in relevant agencies have been completed, and orientation workshops have been conducted.
- Public Debt Rules 1946 will be formulated.
- Debt database enhancements, integrating iBAS++, Bangladesh Bank (BB), National Savings Certificates (NSC), and ERD data, are underway.
- A guideline for Non-Tax Revenue (NTR) has been developed and disseminated.
- Operational strategy for MTDS implementation has been developed.
- As of December 31, 2025, under the NSC Online Management System, NSCs worth 524.79 billion Taka have been issued to 37,32,368 NID holders, associated with 91,00,684 registration numbers.

Table 03: The following training / workshops have been arranged during July - December 2025:

No	Description	Date
1.	Orientation Training for new consultants of TDM scheme	20-24 July, 2025
2.	Workshop on Automation of National Savings Certificate	6 August, 2025
3.	Training in Advance Excel	21-25 September, 2025
4.	Debt Management issues Organized By the state treasury, Georgia	6-10 October 2025.
5.	Workshops on NTR and Non-NBR Policy	29 October 2025
6.	Training in Office Management for staff (2 Batches)	27 October -17 November 2025 & 1-22 December, 2025
7.	Workshop on Establishment of Debt Management office	3 November 2025
8.	Workshops on NTR and Non-NBR Policy	13 November 2025
9.	Enhance NTR Performance at Philippines and Singapore.	30 November-11 December 2025
10	Specialized Training Program organized by the Bahrain Institute of Banking and Finance, Kingdom of Bahrain	21-25 December, 2025

20. Challenges and Mitigations

Challenges

- Updating and integrating the debt database across agencies remain incomplete, limiting the efficiency of data management.
- Scalability and sustainability of NSC Management System.
- Arranging foreign training.
- Fragmented debt management system across different ministries and agencies including Finance Division, Bangladesh Bank, Economic

Relations Division, National Savings Department, and Bureau of Statistics.

- Existing debt management rules are not fully aligned with international standards.

Mitigations

- Continuous communication with the data-providing agencies is being conducted for smooth data collection and updating of the debt database.
- The officials of NSC issuing offices are being trained in capacity building for the sustainability of the NSC management system, and this training program will continue throughout the year.
- The documentation for the NSC management system, NTR database, and Debt Bulletin is currently being worked on.
- Human Resources professional rationally for upcoming scheme.

21. Projects/Schemes Contributing to this Component

a. **Scheme on "Strengthening the Capacity of Treasury & Debt management Wing of Finance Division":** GOB has approved the non-ADP Scheme on "Strengthening the Capacity of Treasury & Debt management Wing of Finance Division" of BDT 3,696 lac (US$ 4.4 million) in March 2020 and has a closing date of 30 June 2026. The program is implemented by the Treasury and Debt Management Wing of the Finance Division under the WB co-financed SPFMS program. This scheme includes DLR-1.3 under DLI-1 and this DLR is fully achieved.

b. **IMF:** IMF has supported the capacity-building training sessions on Public Sector Debt Statistics (PSDS), MTDS, DSA, etc.

22. Lessons Learned

- A lack of interoperability among existing debt databases hampers efficient debt management. Future efforts should prioritize integration for real-time, centralized updates.
- Insufficient skills and tools within the Treasury and Debt Management (TDM) Wing present a challenge. Addressing these gaps through targeted training programs and international collaboration is essential.
- Limited transparency and public trust in current debt practices call for simplified and regularly updated debt data published on accessible platforms.
- The absence of diverse debt financing tools, such as green and social bonds, restricts market growth. Developing innovative instruments can attract sustainable financing.
- Existing debt management rules are not fully aligned with international standards, which impedes modernization. Finalizing public debt regulations and aligning them internationally are priorities.
- Inconsistent coordination among key agencies like the Finance Division, BB, ERD, and BBS hinders effective decision-making. Structured inter-agency training and dialogues are needed.
- Establishing a permanent unit within the TDM Wing can ensure sustained capacity and continuous improvement of debt management reforms.
- Enhancements in automation, such as DSL software, diaspora bonds, and NSC management systems, have proven effective. However, scalability and completion of these systems are critical for sustainability.
- Regular publication of debt bulletins, MTDS, and DSA has improved fiscal disclosure, but comprehensive efforts are required to maintain consistency and transparency.
- Frequent turnover of officials in TDM wing.

23. Next steps

- The Quarterly Debt Bulletin, Medium-Term Debt Strategy (MTDS), and Debt Sustainability Analysis (DSA) will be regularly published to ensure public disclosure.
- The Debt management software will be fully operationalized very soon.

- A seminar will be organized to enhance collaboration between the government and private sectors, aiming to improve infrastructure and public service delivery through private sector engagement.
- An international debt conference is planned for March 2026.
- Debt Sustainability Analysis will be published by February 2026.
- Training on Contingent Liability Management will be arranged from April 2026
- Training on 'MTDS' and 'Cash Management' will be arranged in April 2026
- The Debt management software is expected to become fully operational by June 2026
- Introduce innovative instruments, such as green and social bonds, to expand domestic debt markets.
- Align debt management rules with international standards and finalize public debt regulations.
- Develop a centralized, automated debt database, updated in real time and accessible across relevant agencies.
- New Features including Self-service: online purchases via ACS, banking, cards, MFS, Automatic client Reports, EFT Expansion for post office savings bank, System Integration: NID, iBAS++, NBR, Bangladesh Bank, Reconciliation, Commission Accounting, Partial Encashment, Diaspora Bond Handling: Penalty, Death Benefit, Nominee Change, Stop Payment, Tax Certs via Email, Restructuring, Refactoring etc. will be included in the existing modules for external/ domestic debt management.
- Finalize and implement new modules for external/domestic debt management on Prize Bond: Issuance, lottery, claims, EFT payments, Postal Life Insurance: Issuance, tracking, claims, payments.
- Simplify and publish debt data through public portals to promote fiscal transparency.

C-4: PLANNING AND BUDGET PREPARATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Budget Wing, FD	8,9 & 10	2, 3	

C4: PIT

Muhammad Faruq-Uz-Zaman
Joint Secretary
Budget-1 Branch, Finance Division

Muhammad Abul Kasem
Joint Secretary
Budget-6 Branch, Finance Division

Mst Rukshana Rahman
Joint Secretary
Finance Division

Dr. Mst. Sheren Shobnom
Deputy Secretary
Budget-10 Finance Division

Md Zakir Hossain
Deputy Secretary
Budget-1 Finance Division

Syed Asrafujjaman
Senior Assistant Secretary
Budget-11 Finance Division

PEC & ISC

Dr. Abdur Rahim
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Most. Farhana Afsana Chowdhury
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

24. Objectives:

To improve the overall budget preparation and implementation process, Budget Management Committees (BMCs) and Budget Working Groups (BWGs) have been established in all ministries, divisions, and other government institutions. These committees play a crucial role in ensuring that budgets are prepared in line with each ministry's mission and strategic objectives. BMCs are responsible not only for preparing and implementing the budget but also for monitoring results outlined in the Ministry Budget Framework (MBF) using their Key Performance Indicators (KPIs). BMCs and BWGs are vital for ensuring that public money is used effectively and delivers maximum value. However, many of these committees lack sufficient capacity and resources to carry out all their responsibilities under their broad terms of reference. Under this scheme, efforts are being made to strengthen the capacity of BMCs and BWGs so that they can better coordinate operating and development budgets, align budgets more effectively with national development strategies as well as gender, social, and climate considerations, and ensure financial data is properly linked with performance data. Additionally, this capacity building aims to improve fund release procedures and establish clear connections between sectoral plans and resources, and between inputs and the outputs or outcomes they are intended to achieve.

25. Outcomes

To ensure the timely release and distribution of approved budget to DDOs from the budget holders, a monitoring mechanism has been established via iBAS++. Under this system, the budget release status report can be generated from iBAS++. The report shows the number of DDOs, and budget amount released to DDOs at a point in time. A sample of the report is shown in table-1. The report allows the budget wing to identify the DDOs who have not received budget yet and to take corrective measures to enable improved budget utilization. Timely release and distribution of budget ensure better service delivery as well as expenditure management to ensure aggregate fiscal discipline.

Three foreign trainings under Memorandum of Agreement (MoA) with Civil Service College, UK were conducted. These are: 1) Leadership and Change Management in Public Sector Organization: Special Focus on Public Financial Management, 2) Macro fiscal policy: Management, Modelling, Risks and 3) Strategic Budget Planning: integrating Policies, Priorities, Resources and Results. Tenure of each of these training was 1 week, where 20 officials (in total 60 officials) from Line Ministries predominantly and few officials from FD attended in each of these trainings.

To date, under this program, several successful trainings/ workshops have been conducted, including Three days training on Public Financial Management: Concepts, Rules, and Procedures; BC-1 Theoretical Training; BC-1 Weekly Feedback Training; Microsoft Excel for Office Management; use of R Workflow to Automate Research Report Writing; Budget preparation and Execution using BACS/iBAS++; Economics for Non-Economists; Introduction to Macro econometrics Methods and Applications, Leadership and Chain Management in Public Sector Organizations with a special focus on PFM; Strategic Budget Planning: Integrating Policies, Resources, and Priorities; Macro fiscal Policy and Risk Management and Peer Review of selected 10 MDAs.

26. Outputs

Table 04: Budget Release Status (Fiscal Year 2025-26, Up to December 2025)

(Amount in Thousand)

Type	Activity	Total Active DDO	Approved Budget (2025-26)	Distribution (Authorization) DDO	Budget Released	% DDO Distribution (Cumulative)	% Budget Released (Cumulative)
11	General activity	29760	150519,21,04	29339	57789,49,	98.59	38.39
12	Special Activity*	0	377381,77,45	(5041) **	145756,67,40	0.00	38.62
13	Support Activity	358	15602,27,93	199	7755,23,48	55.59	49.71
14	Local Government	0	886,72,00	6	368,22,91	0.00	41.53
21	Non-ADP	45	15608,56,86	45	2976,84,93	100.00	19.07
22	ADP	1185 -(0) **	230000,00,00	975	58375,52,29	82.28	25.38
	Total	31348	789998,55,28	30564	273022,00,75	97.50	34.56

Source: iBAS++; Date: 18 January 2026

- During this reporting period (June 2025-December 2025), significant progress was made under the Scheme for Improving the Budget Process through Capacity Development of BMCs and BWGs.Out of seven DLRS related to this scheme five have already been achieved and disbursed. Among the rest of the two DLRs., DLR 2.4 and 2.5 have been achieved, and the disbursement is underway.
- A Dissemination Workshop on Peer Review was held at Dusai Resort, Sreemangal from 4-6 July 2025.
- Training on Data Analytic (Excel-based) were conducted in two batches from 10-14 August and 17- 21 August 2025, having a total of 40 participants from the Finance Division.
- A meeting on Fund Release Procedures was held on 17 September 2025, with 31 participants. A meeting on the Preparation of the Budget Manual was held on 3 September 2025, attended by 26 participants, while a meeting on the Personal Ledger (PL) Account was organized on 18 September 2025.
- A workshop on fund release procedures for the World Bank–financed projects was conducted on 26 October 2025 at the multipurpose hall of the Finance Division. A total of 81 Project Directors attended the workshop.

- In this reporting period, several meetings and workshops have been arranged successfully on the Budget Implementation Plan (BIP) and on the revised budget. An extensive BC-1 training program was conducted at IPF from 21–29 December 2025. A total of 935 participants from various MDAs were present.
- A two-day training program on Public Financial Management (PFM): Concepts, Rules and Procedures has been arranged for four-line ministries in this quarter. Training for the Ministry of Primary and Mass Education was held on 10-11 September 2025. Training for the Ministry of Food was held on 19–20 October 2025 with 25 participants, while training for the Ministry of Disaster Management and Relief was held on 22–23 October 2025 with 22 participants. For the Ministry of Fisheries and Livestock, this training was held on 10–11 December 2025 with 25 participants.

- The support staff of the Budget Wings of the Finance Division have undergone an effective training titled "Office Management". Two groups of the participants have taken part in this training from 1–7 December and 8–14 December 2025. A total of 40 participants completed this training.
- In addition to these activities, the scheme arranged several PIT meetings and other regular activities such as review of the draft of PFM strategy and preparation of monitoring and evaluation report.

27. Challenges and Mitigations

As budget distribution process towards budget holders has been expedited via iBAS++, the DDOs now receiving the budget online (through iBAS++) immediately after the budget is approved in the parliament. However, reportedly, there are still some delays in case of a few departments in the distribution of budget to the field level where some manual intervention is required. Efforts are continuously made to ensure the in-time distribution of budget to the DDOs. International trainings are not conducted as government put restrictions on foreign visits.

Mitigation measures

- Issuance of directives by FD to selected MDAs to ensure the release of budget/fund by 31 July to field offices (whose budgets are under group office code).
- Arrange awareness building program for the field offices.
- Conduct activation workshops for selected MDAs to expedite the timely release of funds (i.e., by 31st July).
- Foreign training will resume upon withdrawal of restrictions on foreign visits.

28. Projects/Schemes Contributing to this Component

a. **Scheme on "Improving the Budget Process through Capacity Development of BMCs and BWGs":** The SPFMS program has been extended to 2026 and total amount of the Scheme on "Improving the Budget Process through Capacity Development of BMCs and BWGs is now of BDT 114.14 crore (US$ 13.59 million) with a closing date of 30 June 2026 (Revised). The program is being implemented by the Budget Wing 1 of the Finance Division under the WB co-financing in SPFMS.

29. Next steps

- A dissemination workshop on Budget Implementation Plan (BIP) is planned, preferably outside Dhaka.
- A variety of training sessions will be conducted for Line Ministry (LM) and Finance Division (FD) officials to provide comprehensive learning experience on budget formulation and PFM-related issues.
- Training programs on Gender and Climate Budgeting covering data mining, analysis, and reporting will commence shortly.
- Further enhancements to the budget execution modules in the iBAS++ system will be undertaken to improve the monitoring of fund release timelines for DDOs and project directors, alongside the establishment of a structured monitoring mechanism.
- Several training programs on the budget-making process will be organized
- A rigorous two-day training program on PFM: Concept, Rules, and Procedures will be arranged soon, covering all ministries.
- Arrange training on "Office Management and computer Application in Budgeting" for the staffs of the Budget Wings.
- Arrange overseas training.

C-5: PUBLIC INVESTMENT MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Planning Ministry	11,12 & 13	-	

C5: PIT

Musrat Meh Jabin
Chief (Additional Secretary)
Programming Division,
Planning Commission

Nusrat Noman
Joint Chief
Programming Division,
Planning Commission

Md. Ibrahim Khalil
Deputy Chief
Programming Division
Planning Commission

A F M Abu Sofian
Senior Assistant Chief
Programming Division
Planning Commission

Md. Zahidur Rahman
Senior Assistant Secretary
Cabinet Division

PEC & ISC

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Rashedur Rahman
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

30. Objectives

The Ministry of Planning (MoP) coordinates the approval of development project proposals through various tools of public investment management, such as the National Perspective Plan, Five- Year Plan (FYP), sector strategies, and appraisal of individual project proposals. Given competing pressures by interested stakeholders for each project proposal, it is not easy to prioritize and fully fund a few critical proposals in the Annual Development Program (ADP). Hence, Component 5 comes into play to improve the efficiency of development budget management and the quality of portfolio performance.

31. Outputs

- Establishment of Public Investment Management Reform (PIM Reform) wing in the Programming Division of Bangladesh Planning Commission.
- Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) were developed and validated for two pilot sectors (Power and Energy; & Local Government and Rural Development) in

2018. The government issued a circular to use MAF, SAF, SSP and MYPIP in project formulation, assessment and appraisal and approval process of all investment projects for the above mentioned two pilot sectors. In 2023, the government issued another circular to use MAF and SAF for all sectors.

- Multi Year Public Investment Programme (MYPIP) guidelines have been issued in May 2024. MYPIP for PE & LGRD sector including Green Climate Resilient Development (GCRD) indicators have been updated and MYPIP for health; Housing and Community Amenities; Environment, Climate Change and Water Resources; Industry and Economic Services; Agriculture; and Transport and Communication sector have been prepared and approved.
- Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) have been revised aligning with the guidelines 2022 for formulation, processing, approval, and revision of development projects in the public sector.
- The government issued Green Climate Resilient Development (GCRD) guideline on 13 February 2023.
- Demonstration of using Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) for project assessment and appraisal of new DPPs.
- Development of digitalized version (online) of MAF and SAF (PAMS-Project Appraisal Management System) system to support the use of MAF and SAF by Ministries/Divisions and Sector Divisions of Bangladesh Planning Commission. The digitalized system PAMS has been integrated with the Project Processing, Appraisal & Management System (PPS).
- Programming Division has developed a database "ADP/RADP Management System (AMS)" under the "Strengthening of Development Budget Management Capability of Programming Division through Establishing a New Digital Database System Project." AMS has established interface/ linkage with the data bases of Finance Division (iBAS++). After establishing the interface, Finance Division receives ADP/RADP allocation from AMS and Programming Division receives cumulative expenditure of the project from iBAS++. Recently Application Programming Interface (API) has been developed to integrate PPS and AMS. The AMS will also establish interface/ linkage with other existing databases -such as IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS- Foreign Aid Management System).
- Programming Division has developed the Multi-Year Public Investment Program (MYPIP) module in the AMS. Over the course of preparing RADP 2021-22, ADP / RADP 2022-23, ADP/RADP 2023-24, ADP 2024-25 and 2025-26, all MDAs under Local Government and Rural Development (LGRD); Power and Energy (PE); Health; Housing and Community Amenities; Environment, Climate Change and Water Resources; Industry and Economic Services; Agriculture; and Transport and Communication sectors used the MYPIP module in AMS to provide information on resource requirements for individual projects in the budgeting year and two outer years.
- Based on 7th Five Year Plan, Sector Strategy Paper (SSP) for two pilot sectors were first prepared, approved and published in 2018. Based on the 8th Five Year Plan, updated version of Sector Strategy Paper (SSP) for the Local Government and Rural Development (LGRD), and Power & Energy (PE) sector, has been published and circulated. Sector Action Plan (SAP) for 4 sectors (Environment and Climate Change, Agriculture, Local Government & Rural Development and General Public Services) have been published and circulated. Sector Action Plan (SAP) for more 5 (five) sectors (Health; Religion, Culture and Recreation; Education; Science and Information Technology; and Social Protection) are at the final stage of approval.
- 17 sectors of the ADP have been re-classified to 15 sectors to align ADP with Five Year Plan and budget framework. A gazette has been published regarding the sector re-classification of ADP. Annual Development Program (ADP) for the fiscal year 2021-22 and onward have been prepared on the basis of newly reclassified 15 sectors.
- Handbook for DPP preparation has been published and it is available on the Planning Division and the Planning Commission website.
- A Model Logical Framework for Investment Project has been published and circulated among stakeholders. It is available on the Planning Division and the Planning Commission website.

- Handbook on Cost-Benefit Analysis (CBA) of Public Investment Projects-Applications with Excel models have been developed and circulated. It is available on the Planning Division and the Planning Commission website.
- Public Investment Management (PIM) Reform Program 2024-28 has been published which lays out a roadmap to achieve future PIM system, including a set of key performance indicators to monitor the outcomes and progresses of PIM reform.
- PIM Guideline has been approved and circulated among stakeholders, and it is available on the Planning Division and the Planning Commission website.
- Conducted training programs on MAF, SAF, CBA and LFA for concerned officers of all Ministry/ Division and Sector Divisions of the Planning Commission.
- Sector Performance Analysis (SPA) for PE and LGRD sector have been developed.
- Strategic ADP guidelines (guidelines for using Sector Strategy Paper, Sector Action Plan and Multi Year Public Investment Programme tools in the ADP/RADP preparation process) have been published.
- 10 PIM documents [1. Ministry Assessment Format (MAF) - English Version, 2. Sector Appraisal Format (SAF) Manual -Bangla Version, 3. Ministry Assessment Format (MAF) Manual -Bangla Version, 4. Sector Appraisal Format (SAF) Manual -English Version, 5. Ministry Assessment Format (MAF) Manual -English Version, 6. Public Investment Management (PIM) Reform Programme 2024-2028, 7. Strategic ADP Guideline, 8. Handbook for DPP preparation, 9. Sector Appraisal Format (SAF) - English Version, 10. Handbook for DPP preparation- Bangla version) have been published and circulated among the stakeholders. Training conducted for all budget entities and divisions of the Planning Commission on MAF/ SAF.
- Sector Boundary Guideline has been approved and uploaded to the Planning Division and Planning Commission's website for general access.
- Climate-smart appraisal checklist for major infrastructure projects has been developed, initially focusing on the Transport & Communication; and Environment, Climate Change & Water Resources sectors. These methods will incorporate climate risks and adaptation measures into project evaluation.
- A selection and prioritization criteria for major infrastructure projects of all economic Sectors that is aligned with NAP and NDC principles has been approved.
- A high-level Program Coordination Committee (PCC), headed by the planning minister Adviser, has been formed to oversee and coordinate Public Investment Management in Bangladesh. The PCC will coordinate stakeholders, review project progress, facilitate key decisions, and refine PIM policies.
- To enhance capacity building and ensure the effective application of key PIM tools, the Programming Division has formally requested the Bangladesh Public Administration Training Centre (BPATC) to incorporate the Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) into its training curricula.

32. Challenges and Mitigations

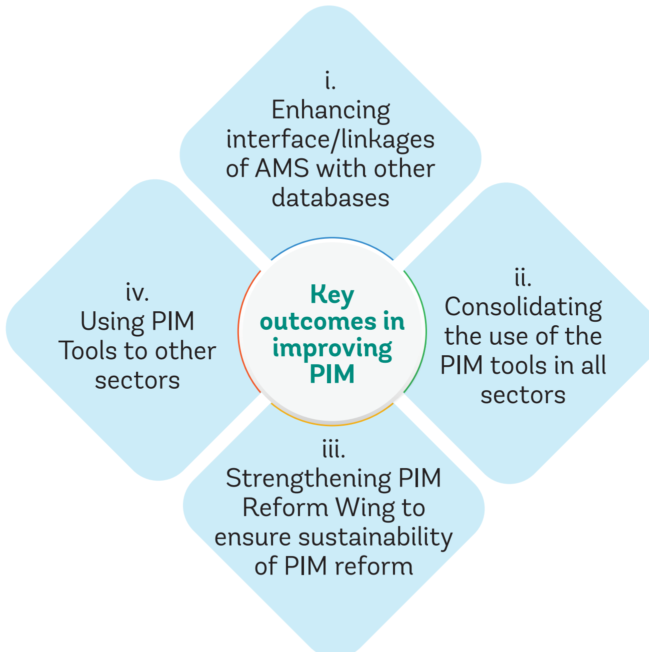
There is an urgent need to upgrade and continue data management of ADP to improve efficiency of development budget management systems. To this end, the interface/linkages of ADP/RADP Management System (AMS) with the databases of Finance Division (iBAS++) has been formally established in FY2021-22, but full-fledged integration has not been completed to get optimal benefit. The next critical steps will be to extend interface/linkages with databases of Planning Division (PPS-Project, Processing, Appraisal and Management System), IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS-Foreign Aid Management System). To ensure sustainability of the interfacing, training and capacity building for the officials of Planning Commission and Ministries/Divisions have been conducted. Furthermore, training for concerned officials from all MDAs or AMS is ongoing. As the officials are transferred at a regular interval, training programs need to be continued round the year. It has been planned to continue the training programs on the PIM tools round the year for the newcomers under the newly approved JICA supported Supporting Public Investment Management Reform project.

33. Projects/Schemes Contributing to this Component

JICA-supported Strengthening Public Investment Management System Project (SPIMS): Programming Division Programming Division of Bangladesh Planning Commission implemented "Strengthening Public Investment Management System Project (SPIMS)" for BDT 7146.93 Lac ($ 8.5 million) since 2014 and completed on 30 June 2024. During the first four years, JICA provided technical cooperation to the PIM Reform Wing formed at the Programming Division, Bangladesh Planning Commission. The SPIMS project developed and validated a set of new PIM tools :(1) Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) to assess and appraise Development Project Proposals (DPPs); and (2) Sector Strategy Paper (SSP) and Multi-Year Public Investment Program (MYPIP) to strengthen linkages between Five Year Plan, ADP and MTBF. In June 2018, the Government demonstrated its strong commitment to PIM reform by approving the PIM tools and establishing the PIM Reform Wing within the Programming Division. In addition, the use of the PIM tools is officially incorporated in the revised "Guidelines for Formulation, Processing, Approval and Revision of Development Projects in the Public Sector, 2022". Moreover, to continue and sustain improvement in the PIM system, PIM Reform wing has prepared "PIM Reform Program 2024-28" with the support of SPIMS, organized training for rolling out MAF/SAF to all sectors, disseminated the PIM training programs-developed by SPIMS-to national training institutions for public officials.

34. Next steps

In FY 2025-26, Activities 11, 12 and 13 under Component-5 (PIM) will aim to achieve the following key outcomes in improving PIM:



a. **Enhancing interface/linkages of AMS with other databases:** To further increase efficiency in managing the ADP/RADP in annual budget cycle, the Programming Division will:

- Establish interface/linkages of the AMS system with the other data bases of (Planning Division PPS-Project, Processing, Appraisal and Management System), IMED (e-PMIS-Electronic Project Management Information System) and ERD (FAMS-Foreign Aid Management System). It is noted that recently AMS established interface/linkages with the PPS, and it will be upgraded regularly.
- Introduce unique project code in the ADP process.
- Continue training activities for officials in all sectors to manage the AMS system, including its MYPIP module and its interface/ linkages with the other databases.

b. **Consolidating the use of the PIM tools in all sectors:** The Programming Division will undertake the following activities to consolidate the use of the PIM tools in all sectors:

- Support all sectors to use MAF and SAF through (a) demonstrating how to use MAF/SAF in actual assessment and appraisal process of new DPPs, (b) developing digitalized version (online) of MAF/SAF system (PAMS-Project Appraisal Management System), (c) developing samples and models of Logical Framework Analysis (LFA) and Cost Benefit Analysis (CBA) for some sectors (d) developing web-based tutorial videos to support training program, and (e) providing training for officials on MAF/SAF.

- Support all sectors to use SSP, SAP and MYPIP in the budget process through (a) providing technical support for MDAs to use SSP/MYPIP in actual annual budget cycle, and (b) providing training for officials on MYPIP module of AMS.
- Organize training on digitalized MAF/ SAF (PAMS) to all sectors.

c. **Strengthening PIM Reform Wing to ensure sustainability of PIM reform:** To achieve this outcome, the following activities will be undertaken in FY 2025-26:

- Update and implementation of PIM Reform Program 2024-2028 to guide and manage PIM reform over the medium-term. The PIM Guidelines provides an overview of legal and regulatory framework for PIM, key PIM functions, and the roles and responsibilities of PIM stakeholders, while PIM Reform Program lays out a roadmap to achieve future PIM system, including a set of key performance indicators to monitor the outcomes and progresses of PIM reform.
- Transfer PIM training programs developed by SPIMS to training institutions of the Government to embed PIM training in the national training programs. To facilitate this process, Training of Trainers (ToT) was conducted to enhance a pool of human resources for PIM.
- Prepare a roll out strategy of the PIM tools to all other sectors.
- Prepare a roll out strategy for the PIM tools for other sectors.

d. **Using PIM Tools to other sectors:** For using PIM tools in other sectors, the following activities will be done:

- Using Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) in all other economic sectors.
- Training in DPP preparation and approval processes by using PPS platform to ensure full compliance with the notification issued by the Planning Division (June 2022) on 'Guidelines on Development Project Formulation, Processing, Approval and Revision in the Public Sector'.
- Development of SSP/SAP and MYPIP for all other sectors including GCRD indicators.
- Training on Cost-Benefit Analysis for the officials of Agencies, Ministries/Divisions & Sector level in accordance with the module developed.
- Training on Logical Framework for the officials of Agencies, Ministries/Divisions & Sector level in accordance with the module developed.
- Developing climate sensitive CBA in for 2/3 piloting economic sectors

e. **Guideline for Evaluation Policy (guideline of IMED):** The Implementation Monitoring and Evaluation Division (IMED) is the key Division of the government which monitors and evaluates the ongoing projects and completed projects of ADP/RADP. Considering the importance of having an evaluation policy guideline of the IMED, the Evaluation Policy Guideline is being prepared.

C-6: PUBLIC SECTOR PERFORMANCE MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Cabinet Division	14-17	-	

C6: PIT

Mosa. Suraiya Begum
Joint Secretary
Cabinet Division

A. S. M. Ferdoush
Joint Secretary
Performance Policy and Evaluation
Branch, Cabinet Division

Kawser Aziz
Deputy Secretary
Performance Management (Evaluation)
Branch, Cabinet Division

Md. Aktaruzzaman
Senior Assistant Secretary
Cabinet Division

Md. Zahidur Rahman
Senior Assistant Secretary
Cabinet Division

PEC & ISC

Md. Rafiqul Islam
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Abdul Kader
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

35. Objectives

The objective of the Component-6 of PFM Reform Action Plan is to enhance public sector performance management in Bangladesh. Annual Performance Agreement (APA) is one of the important tools for public sector performance management. APA, developed by the Government of Bangladesh, is a written commitment of works to be done by a ministry/division, directorate or field-level office for a specific financial year (FY). The purposes of introducing APA were to ensure transparency and accountability in government offices, to enhance organizational efficiency and to focus more on achieving results rather than processes. All Ministries/Divisions, directorates/agencies, and most of the field level offices (MDA) have come under the APA system. At the Ministry/Division level, APA is signed between the Cabinet Secretary and the Senior Secretary/Secretary of the respective Ministry/Division. In other offices, APA is signed between the head of the subordinate office and head of the higher offices. Work plans for five good governance tools (NIS, GRS, Citizen's Charter, RTI, and E-governance & Innovation) have been integrated into the APA. Therefore, APA has become a tool to evaluate every type of performance activity of a government office.

The Coordination and Reforms Unit (CRU) of the Cabinet Division monitors the implementation of APA.

In the context of the July 2024 student–people uprising and with the objective of making government activities in reform and public service delivery more accountable, people-oriented, effective, and dynamic, the Annual Performance Agreement (APA) has been restructured, leading to the introduction of the Governance Performance Monitoring System (GPMS). GPMS builds upon the foundations of APA while introducing a three-year planning approach, annual performance plan, cluster-based evaluation and a fully digital, paperless performance monitoring system. Under GPMS, performance management will move beyond annual compliance to a continuous cycle of planning, monitoring, evaluation, and improvement across all tiers of government.

36. Outcome

The expected outcome of Component 6 is to improve the government performance management system by enhancing the capacity of the MDAs.

37. Outputs

- Instead of APA (Annual Performance Agreement) GPMS (Governance Performance
- Monitoring System) has been approved by Advisory Council Meeting.
- Workshops were organized to brief Senior Secretaries/Secretaries on the proposed GPMS.
- GPMS teams have been formed in 53 Ministries/Divisions according to instruction.
- Six batches of GPMS software training were conducted for GPMS focal points and ICT officials of Ministries/Divisions.
- Review and evaluation workshops were organized with the Ministries/Divisions on the three-year plans (FY 2025–26, 2026-27, 2027-28) to ensure alignment with GPMS principles, strategic priorities, and performance logic.
- Workshops were also conducted to review Section-2 of GPMS submitted by the Ministries/Divisions for FY 2025–26.

38. Challenges and Mitigations

- Transitioning from the Annual Performance Agreement (APA) framework to the newly introduced Governance Performance Monitoring System (GPMS) required significant conceptual, procedural and institutional adjustments across ministries/divisions.
- Preparing and submitting GPMS components (Section 1, Section 2, and annexes) within the prescribed timeline posed challenges, particularly for ministries/divisions adapting to the new format for the first time.
- Reconfiguring the APAMS software (3rd version) to align with GPMS architecture involved complex functional requirements, system redesign and data structure modifications.
- A phased implementation approach was adopted, including policy guidance, GPMS guidelines (FY 2025–26) and structured timelines, to facilitate a smooth transition from APA to GPMS.
- Multiple training programs, workshops, and orientation sessions were conducted for GPMS team leader, focal points and ICT officials to enhance understanding and operational readiness.
- Engagement of the National Governance Performance Monitoring System Experts Pool (NGEP) strengthened the evaluation quality.

39. Projects/Schemes Contributing to this Component

No project/scheme under this component is running at this moment.

40. Next steps

From FY 2026–27 GPMS is expected to be extended to departments, attached offices, and field-level offices in a phased and structured manner. This expansion will ensure that performance management becomes fully integrated across all tiers of government administration.

C-7: IBAS++/ BACS IMPLEMENTATION

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
iBAS++ Project Unit, FD	18-40	4,8	

C7: PIT

Md. Hasanul Matin
Additional Secretary
Finance Division
Ministry of Finance

Urmi Tamanna
Joint Secretary
Budget-5
Finance Division

Md. Tarikul Islam Khan
Joint Secretary
Budget-4
Finance Division

Abul Basher Md. Amir Uddin
Joint Secretary
Budget-3 Branch Finance Division

Mohammad Alamgir Hossain
DCGA (Accounts 1)
Office of the Controller General of Accounts

PEC & ISC

Muhammad Anisuzzaman
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Dalim Sarker
Implementation Support Consultant (ISC)
SPFMS, Finance Division

41. Objectives

The objective of the component is to improve the comprehensiveness and timeliness of in-year budget out-turn reports that will enable decision-making by budget controlling offices. Another objective is to strengthen better cash management and enhance fiscal discipline and transparency.

42. Outcome

- Informed decision-making and achieve better budget execution rate.
- Reduce time in bill processing and increase share of electronic payment.
- Timely preparation of Financial Statements and submission for auditing.
- Improve cash management of the Govt. and reduce cost of borrowing of Govt.
- Reduce Special Account outside TSA and strengthen the TSA.
- Auto-generated service statement and reduce time for pension approval.

- Make payment on G2P basis for social sector beneficiaries and increase beneficiaries' satisfaction.
- e-Audit Register for Gazetted Employees and e-Service Book for Non-gazetted Employees for ensuring better record keeping.

43. Outputs: (Cumulative)

- A new sub-module has been developed for the field offices under the Budget Preparation module. At present, 4,264 field offices including CGA, CGDF, and Primary Education offices up to the district level are using this module for submitting their budget. Gradually rest offices will be included in the system.
- In the Budget Execution Module and Pay & Accounting Module of the iBAS++ system, a functionality named "DDO Other Bills" along with the Account Verification System (AVS) has been introduced. Through this functionality, DDOs submit all Goods and Services–related bills online, and the Accounts Offices process these submitted bills through the system. This system is currently operational in all CAFOs, 7 DCAs, and all DAFOs under the Dhaka Division. The mode of payment has been changed to Electronic Funds Transfer (EFT) instead of MICR cheques. Training has been completed for all DAFOs under the Chittagong Division to launch online submission of DDO Other Bills and EFT-based payments.
- iBAS SAFE, an Android mobile-friendly app, has been developed for all SDOs to submit Pay Pill through mobile phone where the app generates time-based OTP for every 30 seconds. Users can use this TOTP for all necessary screens in iBAS++ home and abroad. Moreover, Online LPC for gazetted employees, Online Leave Management, Special Account Management Portal (SAMP), Penalty Module, Device Registration and One User, One ID, Multiple Roles, Payment through EFT for Leave Encashment have been developed in iBAS++ system.

- Pending Task Queue functionality under Pay and Accounting Module has recently been developed and rolled out across all the Pay Point under Office of the CGA. Using this feature, AAOs and officers of higher roles in the Accounts Office can monitor the number of tasks pending at a specific Pay Point. At the same time, Additional CGA (Accounts) on behalf of CGA can monitor all the Pay Point at once.
- To collect comprehensive and detailed information on special bank accounts outside the TSA (Treasury Single Account), a sub-module of iBAS++ has been developed to verify the collected bank account information. By this time, the system has received 1,98,518 bank accounts information with 5,610 dormant bank accounts from 88,005 institutions and concerned banks verified 1,69,870 bank accounts.
- The functionality for the automatic calculation of loan repayments and house loan subsidies for government employees through the banking system has been integrated with the iBAS++ system and now a dedicated dashboard is going to be developed.
- API with Directorate of Government Accommodation (DoGA) has been completed with the accommodation module in the iBAS++ system. To monitor accommodation clearance, the report on sub module in iBAS++ has been introduced.
- For better cash management and strengthening the TSA, Personal Ledger (PL) Account system has been introduced in Autonomous Bodies including their projects in 2019. At present, 168 ABs and 308 projects are using this system.
- The beneficiary allowances under various social safety net programs (old age allowance, widow allowance, honorarium of valiant freedom fighters, maternity allowance, all education stipends; allowances to the backward people) are being delivered directly to beneficiary's bank or mobile account through G2P. In this regard, API between SPBMU and other MFS (Bkash, Nagad and Rocket) has been established. At

present about 3.26 crore beneficiaries under the 8 Ministries/Divisions received social benefits through EFT. Implementation of Single Registry System (SRS) has been developed to modernize the selection of beneficiaries under social safety net programs and to improve transparency and management in the selection system.

- In order to make more accurate, appropriate and quickest payment to tenderers/vendors, a secured and automated electronic link has been established between iBAS++ and e-GP System in 2023. Till December 2024, a total of 200 bills (53,55,33,846/- taka) of RHD, PWD & DPHE departments have been processed through e-GP and iBAS++ integration facility.
- iBAS++ module has been rolled out in 51 Foreign Missions and detailed plan has been undertaken to roll out in the rest of the missions.
- All functionalities related to the pay and allowances of the Defense officers and staff have been incorporated in iBAS++. Defense officials are now getting their pay and allowances through EFT.
- Budget of Bangladesh Railway is being prepared by using new BACS. 117 DDO level offices have been preparing their detail budget by using the budget preparation module of iBAS++ since FY 2022-23. Around 98% of employees of BR are now getting their salary through EFT.
- Pay & allowance, GPF, and Pension of SAEs are being provided through iBAS++ module.
- The "Supply of Funds and Other Remittance Transactions" module of Bangladesh Post has been fully developed and deployed by iBAS++, spanning from the FRS preparation stage in June 2024 to full live operation in July 2025. This module digitizes all postal sub-treasury transactions with the central treasury, including EFT-based withdrawals, remittances, A-Challan integration, and a fully paperless LC issuance process. Currently, over BDT 1 lakh crore in treasury transactions are routed through the system, with auto-generated registers, reports, and reconciliation mechanisms, thereby ensuring enhanced transparency and operational efficiency.
- Automated Challan (A-challan) system has been introduced to get real-time deposits of revenue/ fees in the government treasury and has been rolled out in 61 scheduled banks. API between 'A Challan' and other systems like BRTA, Ministry of Land, e-Passport, Birth Registration, export-import, e-VAT system, e-return, e-TDS, e-GP, environment system, Police clearance etc. have been established. Moreover, out of 202 identified types of government revenue/fees, all 202 have been brought under the system. In FY 2024–25, a total of Tk. 2,65,708 crore was collected through this system, accounting for approximately 70% of total government revenue.
- The integration of the ASYCUDA World system and the A-Challan system has been completed. The ASYCUDA system, integrated with the A-Challan platform, was successfully piloted at the Custom House ICD, Kamalapur on 23rd April 2025. Following the successful completion of the pilot phase, the system has been progressively rolled out to several key customs locations, including Pangaon Custom House, Dhaka Custom House, Chattogram Custom House, Benapole Custom House, and Mongla Custom House. At present, customs duties from all the Custom Houses are being collected through the A-Challan system, ensuring greater efficiency, transparency, and accountability in revenue collection.

- The FRS, SRS and system development for the new sub module the Land Acquisition Payment System through EFT have been completed. Subsequently, the API integration between ACPS and iBAS++ will be finalized. Moreover, Integration between iBAS++ and LARMS ((Land Acquisition and Requisition Management System) will be carried out after the Ministry of Land completes its full preparation of the system.
- The FRS and SRS for automation of ERD foreign loan payment authorities and CGA other authorities have been completed, and dedicated sub-modules have been developed. The system is expected to become operational shortly, enabling automated authority processing, improved reconciliation among CGA, ERD, and Bangladesh Bank, and seamless month-end closing.
- From FY 2024–25, leave encashment payments are being processed through EFT instead of cheques in all CAFOs, with rollout completed in Dhaka Division DAFOs and training finalized for Chattogram Division. This marks a major enhancement of the Pay & Accounting Module, supported by the approved FRS for submitting leave encashment bills through the Budget Execution Module.
- In the context of finalizing the Draft Economic Code Manual, the Finance Division formed 12 review committees and 1 coordination committee. Based on the opinions/recommendations of these committees and necessary revisions, the Finance Division submitted the Draft Economic Code Manual to the Office of the Comptroller and Auditor General (CAG) for approval on December 15, 2024. To finalize the Economic Code Manual, the CAG Office formed a 25-member committee and subsequently established 7 sub-committees.
- A Public Asset Register has been developed for managing motor vehicles (Economic Code 4112101) by linking it with BACS and iBAS++. Piloting has been completed in the Finance Division, Energy and Mineral Resources Division, their subordinate offices, and the Office of the Comptroller and Auditor General (OCAG). Three committees—Steering, Asset Registry Design, and Asset Management Policy—have been formed to guide and monitor progress. A workshop on the Public Asset Register was held on 19th June 2025. Additionally, an iBAS++ team inspected PWD, RHD, and LGED to explore API integration with their systems, aiming to expand the register to include infrastructure and immovable assets. The coding structure for public assets (buildings and structures) is being finalized, alongside development of ministry-wise and region-wise climate-sensitive asset reporting within the system.
- Application Programming Interface (API) has been done with 19 MDAs, for example, NID, ADP Management System, e-GP, e-TDS, e-return, e-passport, birth registration, e-VAT, PEMS, SPBMU MIS, Govt. Accommodation System and so on, 32 Commercial Banks (AB Bank, Agrani Bank, BDBL, DBBL, BRAC and so on) and 6 MFS (Nagad, BKash, Rocket, Upay, Tap, and Okay Walet) with the iBAS++ system.
- The Organogram Sub-Module was developed in 2020 to ensure access to accurate information on the government's approved manpower structure. As of now, approved manpower data from 87% of government offices has been collected and entered the system. A workshop on the Organogram Sub-Module was held on 23rd June 2025, bringing together key stakeholders to review progress and demonstrate system capabilities. Notably, an automated organogram tree can now be generated directly from the iBAS++ Organogram Sub-Module, enhancing transparency and ease of access to organizational structure data.
- Service stage functionalities (PRL, Attachment, Deputation, Lien, Leave Management, Service extension, Suspension, Penalty and Death) of employee management have been incorporated in iBAS++. Leave automation for Vacation Department is closest to Development based on their yearly declared Vacation Calendar.
- Online Leave Management System is now fully ready. Piloting has already been completed and the Roll out will start soon. Automated Leave Certificate, system-generated Leave A/C and an important part of e-Audit Register is ready.
- The LGIs Sub-Module in iBAS++ has been developed and is undergoing refinement and stakeholder consultation, with standardized coding structures, reporting formats, and draft BACS-aligned economic codes prepared for City

Corporations and Union Parishads (pending C&AG verification).

- Three years of LGI income and expenditure data have been collected with support from the Local Government Division to facilitate system integration and reporting.
- Automation of Debit/Credit scroll with Bangladesh Bank to get real time receipt and expenditure data of the TSA (Treasury Single Account).
- For maintaining the security of iBAS++ system as per the ISO 27001:2013 security & standards, the iBAS++ system has achieved the ISO (International Organization for Standardization) certification on 5th March 2024 and has also successfully updated the certification to ISO 27001:2022 version.
- The iBAS++ system is actively working to address all gaps identified in the previous security assessment. Appropriate measures have been taken, including the procurement of essential tools such as Vulnerability Assessment (VA) tools, Privileged Access Management (PAM) solutions, and others to mitigate systematic risks. Additionally, one Information Security Management System (ISMS) policy, one ISMS manual, one Statement of Applicability and 36 related procedures have been updated and approved by the management as ISO 27001:2022.
- Disaster Recovery (DR) drill has been successfully conducted on 19 September 2024. Vulnerability Assessment (VA) tool has been implemented for regular assessment.
- New and more functional website of iBAS++ system has been developed and started from 1 July 2024.
- Total employees recruited in the iBAS++ scheme is 93 where 56 employees are IT related and remaining 37 employees are functional level.
- Till December 2025, training has been conducted on three modules, reaching 118,236 participants, with 89 online training videos available on YouTube, alongside 178 workshops on various topics involving 7,763 participants.

44. Outputs

- In the Expenditure and Payment Module and budget Execution Module of the iBAS++ system, a functionality named "DDO Other Bills" has been introduced, through which DDOs can submit all types of bills (other than Pay and Allowances) online. This system has been implemented in all CAFOs and all DCAs. Since last month, it has also been rolled out in all DAFOs under the Dhaka Division. Training has been completed for DAFOs under the Chittagong Division, and the system is expected to be launched very soon.
- "DDO Other Bills" under Group Code 32 (Administrative Expenses), 41 (Capital Expenses), and 42 (Project Expenses) are now being paid through Electronic Funds Transfer (EFT) instead of cheques from FY 2024–2025.The Account Verification System (AVS) has been developed to verify recipients' bank account details for EFT payments. AVS and EFT are currently functioning successfully in all CAFOs and DAFOs under the Dhaka Division.
- Integration protocol with all Commercial Banks has been developed to verify Employees' and Suppliers' Bank Account information in iBAS++.
- iBAS SAFE, an Android mobile-friendly app, has been developed for all SDOs to submit pay bill through mobile phone where the app generates home and abroad time-based OTP for every 30 seconds. Users can use this TOTP for all necessary screens in iBAS++.
- To clean unnecessary user ID from iBAS++ system One User, One ID, Multiple Roles has been developed, and Device registration functionality has been developed for security purpose through which one user can use only two devices at a time for Pay and Accounting Users. Moreover, Special Account Management Portal (SAMP) and Penalty Module have been developed in iBAS++ system.
- To collect comprehensive and detailed information of special bank accounts outside the TSA (Treasury Single Account), a sub-module of iBAS++ has been developed to verify the collected bank account information. By this time, 1,69,870 bank accounts have been verified by the bank end.

- PL account has been implemented in 07 ABs and 08 Projects during the period of January-June 2025.
- Social Protection Dashboard has been developed to visualize all social protection programs regarding budget, expenditure, progress of resource utilization etc.
- The ASYCUDA system, integrated with the A-Challan platform, was successfully piloted at the Custom House ICD, Kamalapur on 23rd April 2025 and from July 7, 2025, the government plans to roll out the system across Dhaka Custom House and all remaining customs stations nationwide.
- The FRS and SRS for ERD foreign loan authority has been successfully completed.
- From the fiscal year 2024–2025, leave encashment payments for government officers and staff are being made through EFT (Electronic Fund Transfer) instead of cheques in all Chief Accounts and Finance Offices (CAFOs). This marks a significant improvement in the Accounting Module. In addition, the Functional Requirement Specification (FRS) for submitting leave encashment bills of government officers and staff through the Budget Execution Module has been submitted and approved for necessary next steps.
- Under the Public Asset Management initiative, the coding structure for public assets (buildings and structures) is in the process of being finalized, while the development of standardized reporting formats for these assets is currently underway. In parallel, work is progressing on the preparation of comprehensive asset profiles and a draft Asset Management Policy to establish a consistent policy and institutional framework. Additionally, the Climate Vulnerability Index (CVI) has been integrated with the Public Asset Register (PAR) coding structure, enabling climate-risk–informed asset management and supporting resilience-oriented public investment planning.
- The "Supply of Funds and Other Remittance Transactions of Bangladesh Post Office" module has been fully developed and deployed by iBAS++. As of 01 July 2025, the system has been live across all 72 Head Post Offices, with daily operations being seamlessly conducted through the platform enabling 100% system-based treasury transactions by all Postal Sub-Treasuries. All treasury transactions, including cash requisitions, remittances, and reconciliations, are now processed in real time with full automation.
- In Postal section, a monitoring dashboard is introduced from December 2025 for CAFO (Postal), DG (Postal), and Head Postmasters, providing real-time visibility of cash flow, remittances, and pending actions to support data-driven oversight.
- During FY 2025–26 (July–December 2025), a total of Tk 179,072 crore was collected through this system, accounting for approximately 87 percent of total government revenue.
- Under the Organogram Sub-Module, training provided to 400 officers in 17 batches of all MDAs from 28th October to 17th November 2025.
- Implemented security solutions, including Privileged Access Management (PAM) and Vulnerability Assessment (VA) and Penetration Testing (PT) solutions.
- Conducted general awareness training for consultants.
- Reviewed the ISMS one policy, one ISMS manual, one Statement of Applicability (SOA) and 36 procedures in accordance with ISO/IEC 27001:2022.
- Reviewed forms and templates to ensure compliance with ISO/IEC 27001:2022.
- BCP and DRP related drills like cyber drill, fire drills, and power drill was conducted as continuous processes.
- IT Service Management (ITSM) system has been implemented. User capacity building training was conducted successfully.
- SIEM & SOAR solution implementation is ongoing. We will complete the implantation within February 2026.
- DC-DR visit was held on 7-8 December 2025 as per ISO/IEC 27001:2022 requirement.
- Conducted an internal audit as per ISO/IEC 27001:2022 requirements on 14-15 December 2025.
- Data Leakage/Loss Prevention (DLP) solution procurement process is ongoing. Tender has floated.

45. Challenges and Mitigations

- The overall security posture of the iBAS++ application has been assessed in line with international standards and good practices, and several system-level security enhancements have been agreed upon. While implementation of these improvements is currently underway, ensuring sustained compliance with evolving cyber-security and data-privacy requirements remains a continuing challenge, particularly in the context of increasing system usage and threat exposure.
- The nationwide rollout of the Payment and Expenditure Module, covering all types of bills including vendor bills, poses significant operational challenges due to the scale of capacity building required. This involves providing training and technical support to more than 30,000 DDOs, translating into many users across ministries, departments, and field offices. Although online training, video tutorials, and call-center based support systems are under active consideration to mitigate these constraints, effective change management at this scale remains complex.
- Conducting a comprehensive stock-taking of Special Bank Accounts outside the Treasury Single Account (TSA) continues to be a demanding task due to fragmented information, institutional resistance, and coordination challenges across entities. At the same time, new reform priorities—such as implementing a Public Asset Register under a whole-of-government approach—add further complexity, as they require harmonized data standards, legal clarity, and inter-institutional data sharing.
- Expanding iBAS++ coverage to all tires of Local Government Institutions (LGIs) and to extra-budgetary organizations presents additional challenges related to system readiness, connectivity, institutional capacity, and alignment of financial practices with central government standards. Ensuring uniform adoption while accommodating diverse operational realities across entities is a critical concern.
- From a technical perspective, iBAS++ currently operates on a monolithic architecture, which constrains system flexibility, scalability, and ease of maintenance. This architectural limitation complicates integration with new modules, legacy systems, and emerging digital platforms. To address this, KPMG is currently conducting a feasibility study on transitioning from a monolithic to a microservices-based architecture, aimed at enhancing modularity, scalability, resilience, and long-term efficiency of the system.
- Finally, the continuous emergence of new reform-driven sub-activities, evolving user requirements, and the need for deeper system integration necessitate ongoing system adjustments. While regular stakeholder consultations play a critical role in identifying gaps and aligning expectations, managing reform momentum while ensuring system stability remains an overarching challenge.

46. Projects/Schemes Contributing to this Component

The non-ADP scheme on "Improvement of Public Financial Services Delivery through Implementation of BACS and iBAS++" under SPFMS Program is contributing to this component. It was approved in October 2019. The scheme is implemented by the Finance Division.

47. SPEMP BETF: Sub-task- Budgeting and IFMIS

Fund from SPEMP BETF supports the implementation, expansion and change management of iBAS++. A workshop was organized to discuss the PwC provided technical assistance to iBAS++ functional gap assessment (including payroll, pension and EFT) and implementation roadmap for a full-fledged IFMIS.

48. Next steps

- At present, 4,264 field offices including CGA, CGDF, and Primary Education offices up to the district level are using budget preparation modules for submitting their budget. Gradually rest offices will be included in the system.

- The Expenditure and Payment Module is being rolled out for online bill submission in all DDOs, including GoB project offices, across all DAFOs and UAOs. To enable dynamic TDS, an API will be set up with the e-TDS system of NBR soon.
- From January 1, 2025, payments through EFT have been initiated in all CAFOs, and from last month this has also been launched in all DAFOs under the Dhaka Division. Training has been completed for DAFOs under the Chittagong Division for Economic Code Groups 32, 41, and 42, replacing the previous MICR cheque system. In the current fiscal year, it is planned to roll out EFT for all payments under the "DDO Other Bills" category. Leave encashment payments have already been implemented through EFT in all CAFOs and, from last month, in all DAFOs under the Dhaka Division, while training has been completed for DAFOs under the Chittagong Division. From the next fiscal year 2026–2027, the EFT system for "DDO Other Bills" will also be implemented in all DCAs, DAFOs, and UAOs.
- Implement the e-Audit Register for Gazetted employees and the e-Service Book for Non-Gazetted employees to strengthen digital record keeping and ensure consistency across personnel management systems.
- Operationalize the Expected LPC (ELPC) process, whereby respective Accounts Offices issue ELPCs 11 months prior to PRL, enabling timely and accurate calculation of gratuity and pension entitlements.
- Enable fully online bill submission and payment under the DDO Other Bills functionality by operationalizing the e-Signature Act. A comprehensive joint workshop with the CGA and the Finance Division will be organized to address legal, procedural, and system readiness. In the interim, the functionality will continue in AutoMan (mixed manual–automated) mode.
- Enhance iBAS++ usability and navigation through implementation of the approved Change Request (CR) to rename menus, sub-menus, and menu items, and to rationalize system reports by removing redundant ones. While significant progress has been made in the Budget Execution module, a holistic gap analysis is underway to resolve identified anomalies in the Pay and Accounting modules before full rollout.
- Digital signatures will be introduced for risky transactions on a priority basis. After Digital Signature, we're going to initiate Paperless Bills Submission. Making integration with AMMS 2.0 of OCAG, there should be provision to archive auditable Digital Vouches in the system.
- Implementation of Payment through EFT in all bills other than pay bill. Fully rollout of Device Registration for the purpose of eliminating any fraudulent activities by iBAS++ users especially outlined for Accounting Users.
- Piloting the iBAS SAMP (Special Account Management Portal) applicable for RPA through Special Account which would be Umbrella-type functionality so that all such projects' expenditure and accounting treatments can be captured easily. Meanwhile Finance Division issued a Circular to make Pilot activities for ASSET Project under Technical and Madrassah Education Division and PIEP projects under Ministry of Primary and Mass Education.
- All historical data (Master Data from Joining, Family Information, Inheritance Data, Annual Increments, Promotional Records, Lien, Deputation, Attachment, Loans and advances, Leave Record, Departmental proceedings, Public Debt Recovery and Audit objections) will have been incorporated against every employee in iBAS++ after development of e-Service History in line with Pension Simplification Order 2020.
- A detailed stock-take with verification of all bank accounts held by all MDAs, ABs and SOEs outside TSA will be completed. Completion of the stock-take of special accounts and Extra Budgetary Funds (EBFs) (including an assessment of the number and amounts held in these accounts and the reason why these are needed to be kept outside the TSA).
- The API integration comprising 9 issues between GEMS and iBAS++ will be finalized to facilitate the execution of the interest-free car loan.
- Completion of data entry of the information of human resources according to approved organograms of all the organizations under budgetary central government.
- Incorporate all services in ACS and full rollout of the same.
- It is expected that the ERD will be able to

issue foreign loan payment through iBAS++ by August 2025. The key benefits of this authority include the automation of ERD processes, auto-generation of debit scrolls in Bangladesh Bank's Core Banking Software (CBS), and automated reconciliation among Bangladesh Bank (BB), ERD, and the Office of the Controller General of Accounts (CGA). This will also enable real-time accounting, timely month-end closing, and more accurate financial reporting.

- Develop and implement system interfaces with other PFM systems
- Automate Service Statement of Govt. employees.
- Develop and integrate a public asset registry with budgetary, ABs, and LGs with iBAS++.
- Building on the successful rollout of the "Supply of Funds and Other Remittance Transactions" module, iBAS++ will implement the remaining Postal Department automation initiatives in phases. This includes implementation of the DDO Other Bills Module, automation of Extra Departmental Staff (honorarium) payments through EFT, and the final phase of Post Office Accounts Automation. Upon completion, these initiatives will ensure full end-to-end digitization of postal financial operations aligned with iBAS++, TSA, and GIFMIS frameworks.
- On successful implementation of Local Govt. sub module in the City Corporation and Union Parishad, it will be rolled out in the remaining tiers of local government bodies. In the second phase, under this module, Local Fund Deposit Account (a part of the Public Account of the Republic) that will be linked with the Treasury Single Account (TSA) will be created for each of the local government bodies to make payments through EFT from this account.
- Conducting relevant stakeholder meetings and group exercise with the City Corporations and Union Parishads to develop economic code of the incomes and expenditures of local government institutions in accordance with the BACS.
- Conduct general awareness training for consultants as a continuous process.
- Provide "OWASP Top 10 & Secure Coding Training" for maintaining SDLC properly.
- Security Information and Event Management (SIEM) & Security Orchestration, Automation, and Response (SOAR) solution implementation will be completed.
- Data Loss Prevention (DLP) security solutions will be implemented.
- BCP and DRP related drills like cyber drills, fire drills, and power drills will be conducted as continuous process.
- The Surveillance-02 audit will be conducted for ISO/IEC 27001:2022 certification continuation in January 2026.
- Develop dynamic report management system for user organizations.
- Develop Public finance portal with easily accessible and comprehendible oversight data for the public.
- Provide relevant training to the relevant stakeholders (for example, users, SDOs, DDOs) of the iBAS++ system on budget preparation, budget execution and accounting module.

C-8: PENSION MANAGEMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Controller General of Accounts, FD	41-44	5 & 8	

C8: PIT

S M Rezvi
Controller General of Accounts (CGA), Office of the Controller General of Accounts

Farmeen Mowla
Additional CGA of Accounts (Admin), Office of the Controller General of Accounts

A F M Fazle Rabbi
Joint Secretary
Regulation-1 Branch
Finance Division

Md. Mamun-Ul-Mannan
CA&FO, Pension & Fund Management, Office of the Controller General of Accounts

Mohammad Alamgir Hossain
DCGA (Accounts 1)
Office of the Controller General of Accounts

PEC & ISC

Dr. Mahfuza Begum
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Samsuddin Munna
Implementation Support Consultant (ISC)
SPFMS, Finance Division

49. Objectives

The objective of this scheme is to ensure improved pension service (disaggregated by gender) through facilitation of payments through EFT no later than the pension payment cycle after retirement. Moreover, the scheme is committed to improving the comprehensiveness and timeliness of in year budget out-turn reports that will enable decision-making by budget controlling offices and enhance transparency.

50. Outcomes

- Automation of Pension Management System to improve pension service.
- Automation of PAR deposit to improve service delivery.
- Submission of Annual Appropriation Accounts and Annual Financial Accounts on time in compliance with the International Accounting Standards.

51. Outputs (Cumulative)

Pension

- Central Pension Offices for Civil (CAFOP&FM), Defence (CCDF-P&FM), Postal (CAFO Postal), T&T (CAFO T&T) and ADG (Finance, East & West) for Bangladesh Railway are operational.
- NID & e-PPO based 'Centralized Pensioner Database' created.
- Around 85 % of Pensioners (Civil), 98% of pensioners (CGDF), 80 % of Postal and 92% of T&T pensioners are centralized.
- 100% of new pensioners (Civil, CGDF, Railway, Postal & BTCL) are paid through EFT.
- Mobile applications for pensioners' life verification (both android & iOS) are operational.
- Mobile App based Life Verification system for Autonomous Bodies Pensioners has been introduced.
- Awareness campaign/ Workshops/ Seminars for the pensioners have been arranged.
- Pension week celebrated with strong participation from pensioners.
- Integrated mechanisms have been developed between Payroll and Pension Module to deactivate an employee automatically after entering pension.
- Ensured system generated benefits calculation, bill entry process for pension services.
- Backlog reduced by 95 % out of 744 pension cases in 2020.
- Grievance Redress System (GRS) introduced at 3 levels a) Dedicated Call Centre (960900055); b) Web-based GRS. www.cafopfm.gov.bd c) Dedicated Front Desk at Pension & Fund Management Office to address all pension issues.
- EFT Platform for Autonomous Bodies Pensioners has been developed and is functional.
- Five Autonomous bodies pensioners are under EFT coverage.
- iBAS++ System based communication channel has been developed between Central office and field accounting offices.
- Family Pensioner's data entry, entitlement defining process & life verification system has been redesigned in accordance with the new government order.
- Detailed business process and requirements along with dependencies and crosscutting issues to streamline Pre-pension phase (Executive, NOC issuing authority, Audit Clearance etc.) has been prepared.
- Content of automation and digitalization for Pre-Pension Automation (Pension Forms, ELPC, Service Statement, NoCs) has been prepared.
- Draft business process has been developed for OPTMS.
- Addition of new features in "Pensioners Verification App" like "Pension Payment Statement", ePPO".
- Several new menus added in the systems such as service length entry for nationalized education institutions, reinstated arrear entry, special benefit for contractual employees etc.
- Death cum Gratuity nominee entry developed and Gratuity payment through EFT piloted in CAFOs.

Fund

- Automation of GPF Management system for Civil, Defense, Railway, Postal and Forest Department are implemented.
- NID based comprehensive beneficiary database created for GP Fund Management.
- Ensured digital GPF Account number (10 digits) for each employee.
- Developed online system for GPF account opening, nominee selection and change, calculation of yearly interest and final payment.
- System generated sub ledger and account slip created in the system.
- Other than GPF, Personal Ledger Account for the autonomous bodies and police departments have been introduced.
- GPF final payment mechanism for the railway pensioners completed.
- EFT for GPF final payment is being piloted in four CAFOs.
- Automation of contractors' security deposits is being piloted in CAFO (LGD).

- Automation of fund transfer in case of job switch introduced.
- EFT for GPF final payment automated and rolled out in four CAFOs.
- Automation of GPF final payment in case of deactivated NID is completed and rolled out.
- Business process developed for the automation of court deposits.
- An updated GPF ledger is developed.
- The GPF direct payment mechanism through A-chalan has been developed in the iBAS++ system for those who are doing jobs on lien.
- Training on the automation of contractors' security deposits and job switch cases is given to the staff of LGED, CAFO/LGD and CGDF respectively.
- A GPF user manual has been prepared and updated for the pay point users.

Financial Reporting

- International Public Sector Accounting Standards (IPSAS) compliant format for Finance Account introduced.
- The Finance Account FY 24-25 has been prepared and submitted within 6 months of the financial year end, complying with the International Public Sector Accounting Standards. In addition,4 (four) new annexures have been incorporated for better understanding.
- GFS report backlog from FY 2016-17 to FY 2020-21 (5 years) has been submitted and accepted by IMF and GFS report of FY 2022-23, FY 2023-24 and FY 2024-25 has also been submitted.
- Financial Reports are being generated automatically from iBAS++.
- IPSAS Cash Compliant format for Appropriation Accounts (Civil and Defense) introduced. The format of the Appropriation Account (Bangladesh Post office and Bangladesh Railway) has been approved by CAG and Business process also prepared.

- Real time monitoring and timely submission of Annual Financial Statement (AFS) ensured.
- 99 Officials have passed the IPSAS Certification course.
- GFS-COFOG training and Fund based accounting and reporting training have been conducted, and COFOG data has been mapped.
- The AFS Procedural manual and GFS handbook have been developed and submitted to CGA office.
- Appropriation Accounts (Railway) with Proforma accounts 2018-2019 have been prepared and submitted.
- Appropriation Accounts (Defence) has been prepared and submitted with necessary notes for the From FY 2019-20 to FY 2023-24.
- Appropriation Accounts (Postal) with Proforma accounts has been prepared and submitted from FY 2018-19 to 2024-25.
- Finance Accounts of FY 2024-25 prepared and submitted.

52. Outputs (July 2025- December 2025)

Pension

- Draft OPTMS Business Process developed
- Closing Pensioner Over Payment Deduction Configuration menu added

- Length of Service Adjustment for Gratuity (Entry + Approval) for nationalized educational institutions menu added
- Pensioner Special Benefit Configuration (Contractual Employee) menu added
- Death cum Gratuity Nominee entry developed
- Gratuity payment through EFT piloted in 4 CAFOs
- Ration Allowance of Fire service & civil defense and Ansar menu added.
- Customized report generation on requests from pay points
- Reinstated arrear exception entry
- Festival month opening for pensioner menu added
- Gratuity payment for multiple successors menu added

Fund

- EFT for GPF final payment has been automated and piloted in (Ministry of Home), CAFO (Ministry of Health), CAFO (Ministry of Primary & Mass Education), CAFO (Local Government Division).
- Automation of contractors' security deposits menu is being piloted in Local Government Division.
- Automation of GPF final payment in case of deactivated NID is completed and rolled out.
- A business process developed for the automation of court deposits.
- An updated GPF ledger is developed.
- The GPF direct payment mechanism through A-chalan has been developed in the iBAS++ system for those who are doing jobs on lien.
- Training on automation of contractors' security deposits and job switch cases is given to the staff of LGED, CAFO/LGD, and CGDF, respectively.
- A GPF user manual has been prepared and updated for the pay point users.

Year-end Fiscal Reporting

- Finance Accounts have been prepared and submitted for FY 2024-25
- Appropriation Accounts (Railway) with Proforma accounts submitted and prepared for FY 2018-19.
- Training on Fund Accounting, Appropriation and Finance Accounts etc. successfully conducted.
- Successful meeting was held to minimize data mismatch between Bd Railway and iBAS++ data for FY 2019-20 and FY 2020-21.

In-year Fiscal Reporting

- Monitoring reports to examine the accuracy and completeness of Appropriation Accounts are available in IBAS++ Accounting Module.
- Clearance processes for advance/suspense and Remittance accounts reviewed and bottlenecks identified. A proposal with correcting journal submitted to CGA office for solving easily clearable suspense accounts.
- AFS and GFS handbooks submitted to CGA office for review.

53. Challenges and Mitigations

Pension

- Draft OPTMS business process developed. Some issues such as assigning welfare officer in each office, determining application starting time, biometric enrollment etc. need to cover for faster piloting.

Fund

- A business modality for court deposits has been formulated, but it requires consultation with the court authority prior to implementation. The court authority has not yet discussed the matter and granted permission in this regard.
- Generation of Control ledger at Central (CAFO-P&FM) level takes too much time as closing balances of GPF are stored at neither individual level nor pay-point level. Closing balances are generated by calculating each individual opening balances, subscription/refund, withdrawal, and interest. Redesigning database storing modality is required.

Financial Reporting

- Preparing Appropriation Accounts with Proforma Accounts for Bangladesh Railway for remaining years (2019-20 to 2024-2025) is dependent on data accuracy confirmation. Remaining accounts can be easily prepared after data confirmation.
- Increasing GFS Coverage is a gigantic task. Distinct Chart of accounts, different accounting systems across the General Government may take much time to increase GFS coverage.
- Clearing suspense accounts is a big challenge.

54. Projects/Schemes Contributing to this Component

Scheme on "Improving Pension Management System and Quality and Timeliness of Financial Reporting": The non-ADP scheme on "Improving Pension Management System and Quality and Timeliness of Financial Reporting" under SPFMS Program is contributing to this component. The scheme was initially approved in October 2019 with a total allocation of BDT 101,64 Lakh (USD 12.1 million) and a scheduled completion date of 12 June 2023. Following a revision approved on 8 June 2023, the scheme's closing date has been extended to 30 June 2026, with the total funding revised to BDT 7,88.09 lakh (USD 9.38 million). The scheme is implemented by Finance Division, and Office of the Controller General of Accounts is working as PIT.

55. Next steps

Pension

- Finalize the business process of OPTMS through discussion with all stakeholders.
- Piloting the OPTMS primarily in CGA office and its subordinate offices
- Roll out Gratuity Nomination, Gratuity payment through EFT in all pay points.

Fund

- Introduce Personal Ledger Account for the Contractors' Deposit, Land Acquisition and Court deposit in the system.
- Introduce draft GPF user manual into the system.
- Rollout of automation job switch cases across the pay point levels.
- Automation regarding deduction of GPF subscription and GPF-related refund through the newly developed A-challan system so that all credits to GPF become automatically accounted for the ledger.
- Arranging a workshop for the finalization of the GPF Operation Manual for Pay Point users.
- Automation of court deposit.
- Automation of land acquisition deposit.
- Automatic accounting entry of GPF interest from CF to PAR.

Financial Reporting

- Organize Workshop and finalization of GFS Handbook and AFS Handbook.
- Organize more workshops on Pathway to Accrual and initiate work process for phased transition.
- Develop procedures for streamlining advance/ suspense accounts.
- Establish efficient month and year end accounts for closing processes.
- Develop the business process to collect and reconcile data with ERD, Debt Management wing FD and Foreign Mission.
- Develop Business Process and format for proper disclosure of external assistance.
- Develop sub-ledgers for assets and liabilities.

C-9: STATE-OWNED ENTERPRISES' GOVERNANCE

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
SOE Wing & SOE Monitoring Cell, FD	45-49	6 & 7	

C9: PIT

Rahima Begum
Additional Secretary
SOE-2
Finance Division

Nasima Parvin
Additional Secretary
SOE-1 Wing
Finance Division

Md. Amirul Islam
Joint Secretary
SOE-3 Branch
Finance Division

K M Ali Azam
Joint Secretary
SOE-4 Branch, Finance Division

Md. Sohrab Hossain
Director
State-owned Institution-1 Branch,
Finance Division

PEC & ISC

Md. Tajul Islam
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Rashedur Rahman
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

56. Objectives

State-Owned Enterprises (SOEs) play an important role in shaping the economic development of the country. The contribution of SOEs to GDP, value addition, employment generation, and revenue earning is very important. SOEs provide important contributions to the major sectors such as power, gas, water, industry, transport and communication, shipping, construction, real estate, etc. The objectives of the scheme are to improve the understanding of appropriate authority about SOEs' debt and their contingent liabilities to ensure transparency, better managed and closely supervised SOEs; and to strengthen the oversight and performance monitoring of SOEs which will ultimately benefit to improve performance, reporting, and public disclosure of the SOEs/ABs.

57. Outcomes

- **Approval of Independent Performance Evaluation Guideline (IPEG):** The Finance Division approved the Independent Performance Evaluation Guideline (IPEG) to assess the performance of State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs). The guideline sets out clear roles, responsibilities, methodologies, and procedural frameworks for conducting independent performance evaluations.

- **Formation of Evaluation Research Teams (ERTs):** Three Evaluation Research Teams (ERTs) were constituted to conduct in-depth studies on the performance of selected SOEs and ABs, with a mandate to provide actionable recommendations for performance improvement.
- **Establishment of the Independent Performance Evaluation Committee (IPEC):** An Independent Performance Evaluation Committee (IPEC), comprising 13 experts from relevant fields, was established. The committee oversees the evaluation process, guides ERTs, reviews reports, and validates assessment scores.
- **Regulatory Procedure on SOE Debt and Contingent Liabilities:** The Finance Division approved a formal procedure to regulate and monitor the debt and contingent liabilities of SOEs and ABs. This aims to ensure systematic and timely collection, verification, and consolidation of financial data.
- **Publication of Audited Financial Statements (AFS):** AFS for FYs 2021–22, 2022–23, and 2023–24 was published and uploaded by 123, 129, and 135 SOEs/ABs respectively, on their official websites and the Finance Division website, enhancing transparency and accountability.
- **Approval of Performance Improvement Strategies (PIS):** The Finance Division approved Performance Improvement Strategies (PIS) for four underperforming SOEs. The reports outline short, medium and long-term measures to improve institutional efficiency and financial sustainability. These have been made publicly available on the Ministry of Finance website.
- **Development and Publication of PPE Policy Manual:** A comprehensive Policy and Procedure Manual on Property, Plant, Equipment (PPE), and other assets were developed for SOEs and ABs. The manual ensures standardized financial and physical control over fixed assets, including procedures for depreciation, asset disposal, revaluation, and delegation of authority. It has been approved and published by the Finance Division.
- **The implementation of SABRE+ platform:** The SABRE+ platform, a comprehensive digital system for budgeting, reporting, and evaluation of state-owned enterprises (SOEs) and autonomous bodies (ABs) has yielded enhanced transparency and accountability in fiscal management, including the systematic tracking of debt, contingent liabilities, and non-financial performance indicators, thereby facilitating more robust oversight and informed decision-making in public sector governance.

58. Outputs

- **Publication of Debt and Contingent Liabilities Statements:** The Ministry of Finance published the Debt and Contingent Liabilities (DCL) Statements -covering fiscal risks - for 50 SOEs/ABs for FY 2021-22 and 101 SOEs/ABs for FY 2022-23. These statements enhance transparency and support informed fiscal decision-making. Draft Debt and Contingent Liabilities (DCL) Statements for 120 SOEs/ABs have been prepared for FY 2023–24, and stakeholder feedback is currently being collected through a series of workshops.
- **Completion of Independent Performance Evaluation (IPE) Reports:** Aggregated and entity-specific IPE reports were completed for 10 SOEs/ABs for FY 2021-22 and 20 SOEs/ABs for FY 2022–23. All reports, including recommendations for performance improvement, have been approved and made publicly available on the Ministry of Finance website. For FY 2023-24, the Finance Division selected and trained 30 SOEs/ABs to undergo Independent Performance Evaluation.
- **Capacity Building Initiatives:** A total of 99

workshops and 139 training sessions were conducted for officials of SOEs/ABs and the Finance Division. These initiatives focused on strengthening institutional capacity, enhancing financial reporting, and improving performance evaluation practices.

- Development of SABRE+ System: A fully automated, web-based integrated database (known as SABRE+) has been developed to capture comprehensive data from SOEs and Autonomous Bodies (ABs). This system is successfully interfaced with iBAS++ via API (Application Programming Interface) and has been piloted with a significant number of SOEs and Abs.
- Integration of SOE Budgets into SABRE+ System: The annual budget process for 71 SOEs/ABs was successfully completed using the newly developed SABRE+ system, facilitating improved budget formulation, execution, and monitoring.

59. Challenges and Mitigations

- **Delayed and Incomplete Data Submission:** Many SOEs and ABs have shown reluctance in submitting financial and non-financial data, with delays, incompleteness, or inaccuracies being common. This hampers effective monitoring and evaluation.
  - **Mitigation**: Regular follow-ups, reminders, and capacity-building initiatives are being undertaken. Efforts are underway to institutionalize a standardized reporting framework and promote compliance through digital tools (e.g., SABRE+).
- **Non-Adherence to Reporting Formats:** Some entities fail to follow the prescribed formats for submitting financial information, which creates inconsistencies and complicates consolidation and analysis.
  - **Mitigation:** Targeted training sessions and the dissemination of user-friendly templates have been initiated to improve adherence to standardized formats.
- **Lack of Qualified Accounting Personnel:** A significant number of SOEs/ABs lack professionally trained accountants, which undermines the quality of financial reporting.
  - **Mitigation:** Proposals are being developed to ensure recruitment of qualified financial professionals and strengthen internal audit functions across entities.
- **Delayed Audits of Financial Statements:** Many SOEs/ABs do not conduct timely audits of their annual financial statements, limiting transparency and fiscal oversight.
  - **Mitigation:** The Finance Division is considering the introduction of legal provisions to mandate the timely completion and disclosure of audited financial statements.
- **Underreporting of Debt and Contingent Liabilities (DCL):** Several entities fail to report DCL information accurately or at all, posing fiscal risk assessment challenges.
  - **Mitigation:** A formal procedure for regulating and reporting DCL has been approved. Monitoring compliance is ongoing, with non-compliant entities being identified for corrective action.
- **Slow Implementation of Performance Improvement Strategies (PIS):** Some SOEs that have received approved PIS reports have been slow to implement the recommended actions.
  - **Mitigation:** The Finance Division is engaging directly with these entities to facilitate progress tracking and implementation support. Consideration is also being given to linking PIS implementation with future budget approvals.

60. Projects/Schemes Contributing to this Component

Scheme on "Strengthening of SOEs' Governance": The non-ADP scheme titled "Strengthening of SOEs' Governance" was initially approved in May

2019 with a total allocation of BDT 13,356 lakh (USD 15.9 million) and a scheduled completion date of 30 June 2023. Subsequently, a revision approved on 8 June 2023 extended the scheme period to 30 June 2026 and revised the total allocation to BDT 7,630.21 lakh (USD 9.08 million). The budget was further revised on 30 September 2025, reducing the allocation to BDT 4,309.19 lakh. The program is being implemented by the Finance Division as part of the World Bank co-financed Strengthening Public Financial Management to Enable Service Delivery (SPFMS) project.

SPEMP BETF: No new support has been provided by the BETF during the past six months.

61. Next steps

- **Finalize and Publish DCL Statements:** Complete validation and official publication of the aggregated and individual Debt and Contingent Liabilities (DCL) Statements for 120 SOEs and ABs for FY 2023–24.
- **Approve and Disseminate IPE Reports:** Submit the Independent Performance Evaluation (IPE) reports of 30 SOEs/ABs for formal approval and disseminate findings to relevant stakeholders for action.
- **Institutionalize Performance Recognition:** Continue organizing Reward Ceremonies to institutionalize recognition of high-performing SOEs/ABs and incentivize continuous improvement.
- **Expand Performance Improvement Strategies (PIS):** Initiate implementation of Performance Improvement Strategies for the newly assessed SOEs/ABs, ensuring close follow-up on progress.
- **Scale up Asset Reporting Using PPE Manual:** Support more SOEs in rolling out Statements of Assets using the PPE Manual, beginning with the initial 10 and gradually expanding coverage.
- **Operationalize SABRE+ Across Entities:** Ensure full operational deployment of the SABRE+ system: including Budget, IPE, DCL, and TO&E modules—across all targeted SOEs and ABs.
- **Enhance System Integration:** Strengthen the API connectivity between SABRE+ and the iBAS++ system to enable real-time data sharing and reduce duplication of effort.
- **Achieve ISO Certification for SABRE+ System:** Undertake necessary preparations, including system audits and documentation, to obtain ISO 20000 (IT service management) and ISO 27000 (information security management) certifications for the SABRE+ system, ensuring alignment with international standards.

C-10: INTERNAL AUDIT AND AUDIT FOLLOW-UP

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Expenditure Management Wing, FD	50	9	

C10: PIT

Homayra Begum
Additional Secretary
Internal Audit Wing
Finance Division

Mohammad Azad Sallal
Joint Secretary
Exp. Management & Internal Audit-3
Branch, Finance

Mohammad Rezaul Haque
Joint Secretary
Internal Audit Branch-1
Finance Division

Mohammad Showkat Ullah
Deputy Secretary
Expenditure Management-4
Finance Division

Ripon Kumer Shaha
Senior Assistant Secretary
Internal Audit-1 Section
Finance Division

PEC & ISC

Md. Rafiqul Islam
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Abdul Kader
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

62. Objectives

The objectives of the scheme are as follows:

- Establishing a modern internal audit function in selected large spending and high-risk prone departments as part of internal controls using risk-based audit methods concentrating on systemic issues and providing independent and objective advice to management; and
- Establishing a system for carrying out annual procurement post reviews and follow up of actions recommended for improving procurement and contract management.

63. Outputs

Under this scheme with a view to achieving the above-mentioned objectives, the following activities are performed from July 2025 to December 2025:

a. Seminar on Inception of Internal Audit Execution at LGED, Khulna (01 July 2025)

Guest and Participants: A seminar titled "Inception of Internal Audit Execution at LGED" was held on 01 July 2025 at the Conference Room of LGED Khulna Divisional Office, organized by the Internal Audit & Audit Follow-Up Scheme of the SPFMS Program under the Finance

Division. Mr. Md. Golam Mostafa, Additional Chief Engineer (ACE), LGED Khulna Division attended as Chief Guest, while Mr. Mohammad Azad Sallal, Joint Secretary, Finance Division & PIT Member chaired the seminar. Officers from concerned LGED auditee offices, IAU teams, IA Technical Teams of the Finance Division, PIT members, and IA Scheme officials participated.

Take away: Mr. Rafiqul Islam, Joint Secretary & Program Executive & Coordinator (PEC), SPFMS delivered the keynote presentation covering RBIA fundamentals, risk registers, audit planning, and execution procedures. Mr. Rahmat Kabir, Consultant (IA Scheme), and Mr. Md. Siddiqur Rahman, Executive Engineer & IAU Team Head, LGED elaborated on audit execution forms, objectives, and subsequent RBIA steps.

- In his presentation, Mr. Rafiqul Islam covered the basics of Risk-Based Internal Auditing (RBIA), risk registers, audit planning, and the internal audit execution process and procedures for PWD.
- Meanwhile, Mr. Iqbal focused on the relationship and cooperation between auditors and auditees.
- Following the keynote presentation; Mr. Emadul Hassan (CIA), Senior Consultant (IA) of the IA Scheme, and Mr. Md. Shafiqul Islam, ACE (P&SP) & Head of IAU, PWD jointly discussed the IA execution forms, objectives, and the next steps in the RBIA process at PWD.

b. Annual Workshop on Feedback of CSC-UK Training (07 July 2025)

Guests and Participants: A feedback workshop was held on 07 July 2025 at SPFMS Headquarters, Dhaka, to disseminate learning from the UK Civil Service College (CSC) training on "Internal Audit Reforms and Practices in the UK Public Sector." Participants included World Bank officials, Joint Secretaries, PECs under SPFMS, and senior officials from high-spending MDAs. The workshop was chaired by Ms. Bilquis Jahan Rimi, Joint Secretary, Finance Division.

Take away: Ms. Kowser Nasrin, Joint Secretary, Finance Division highlighted structured risk-based audit planning, audit universe concepts, centralized service delivery, and Audit and Risk Committees. World Bank representatives emphasized policy-level guidance, digitization, and integration of internal audit reforms into the forthcoming PFM Reform Strategy.

c. Seminar on Inception of Internal Audit Execution at LGED, Sylhet (10 July 2025)

Guests and Participants: Held at the LGED Sylhet Divisional Office, the seminar was attended by Mr. Mohammad Azad Sallal, Joint Secretary, Finance Division as Chief Guest and chaired by Mr. Abu Zafar Md. Taufique Hasan, ACE, LGED Sylhet Division. Participants included LGED auditee offices, IAU members, IA Technical Teams, PIT members, and IA Scheme officials.

Take away: Presentations covered RBIA fundamentals, risk registers, audit planning, and execution procedures. Audit execution forms and workflow were also elaborated.

d. Workshop on Draft Risk Identification Register of DGHS (22 July 2025)

Guests and Participants: The workshop was held at DGHS Conference Room with Ms. Bilquis Jahan Rimi, Additional Secretary (Budget-1), Finance Division & NPD, SPFMS as Chief Guest and Prof. Dr. Md. Abu Jafor, Director General, DGHS as Chair.

Moderation: The session was moderated by Mr. Md. Rafiqul Islam, Joint Secretary & PEC, SPFMS.

Take away: The Draft Risk Identification Register was presented and validated through group discussions to support RBIA execution in DGHS.

e. **Six-Day Refresher Training Course on CIA Professional Exam (14 August 2025)**

Guests and Participants: The training commenced at SPFMS Conference Room with participation of 15 officials from various MDAs. Ms. Bilquis Jahan Rimi, Additional Secretary & NPD, SPFMS attended as Chief Guest.

Take away: The training enhanced participants' understanding of the CIA syllabus, examination strategies, and professional confidence.

f. **Seminar on Inception of Internal Audit Execution at LGED, Chattogram (24 August 2025)**

Guests and Participants: Held at LGED Chattogram Divisional Office, the seminar was attended by Mr. Mohammad Azad Sallal, Joint Secretary, Finance Division as Chief Guest and chaired by Mr. Kazi Golam Mustafa, ACE, LGED Chattogram Division.

Take away: RBIA execution procedures, audit forms, and auditor–auditee cooperation was clarified.

g. **Stakeholders Consultation Workshop (04–06 September 2025)**

Guests and Participants: Held at Cox's Bazar with participation from DGHS, LGED, Finance Division, and World Bank. Prof. Dr. Md. Abu Zafor, DG, DGHS attended as Chief Guest and Ms. Bilquis Jahan Rimi, Additional Secretary, Finance Division chaired the workshop.

Take away: Peer review emphasized IAU independence, standardized reporting lines, and sustainability of internal audit reforms.

h. **Inception of Internal Audit Committee (IAC) of the Ministry of Primary and Mass Education (MoPME) (09 September 2025)**

Guests and Participants: The workshop was held at the Bangladesh Secretariat with Mr. Abu Taher Md. Masud Rana, Secretary, MoPME as Chief Guest and Mr. Md. Giasuddin Ahmed (Retd. Additional Secretary) as Chairperson of the IAC.

Moderation: The session was moderated by Mr. Md. Rafiqul Islam, Joint Secretary & Program Executive & Coordinator (PEC), SPFMS.

Take away: The session clarified legal mandates, roles, ethical values, independence, and oversight functions of the IAC, emphasizing RBIA for strengthened accountability.

i. **Inception of Internal Audit Unit (IAU) and Auditee Offices of DPE, Dhaka Division (21 September 2025)**

Guests and Participants: The seminar was held at the DPE Headquarters, Mirpur-2, Dhaka. Mr. Abu Noor Md. Shamsuzzaman, Director General, DPE attended as the Chief Guest, while Ms. Nasima Parvin, Additional Secretary, Finance Division & PIT Head presided.

Moderation: The seminar was moderated by Mr. Raza Md. Abdul Hye, Additional Director General (Revenue) & Head of IAU, DPE.

Take away: Participants were oriented on RBIA concepts, audit universe development, entry meeting procedures, audit execution forms, and reporting requirements.

j. **Inception of Internal Audit Unit (IAU) and Auditee Offices of DPE, Chattogram Division (05 October 2025)**

Guests and Participants: The workshop was held at the DPE Chattogram Divisional Office. Mr.

Mohammad Azad Sallal, Joint Secretary, Finance Division attended as the Chief Guest, while Mr. Raza Md. Abdul Hye chaired the workshop.

Take away: The workshop strengthened understanding of RBIA execution, clarified audit scope and documentation, and emphasized cooperation between auditors and auditees to ensure effective audit outcomes.

k. Validation Workshop on Draft Post Procurement Review (PPR) Report for FY 2024–25 (27 October 2025)

Guests and Participants: Held at the Finance Division with participation from procurement officials of concerned MDAs, PIT members, IA Scheme consultants, and World Bank representatives. Ms. Homayra Begum, Additional Secretary, Internal Audit Wing attended as Chief Guest.

Take away: Procurement findings and recommendations were validated, contributing to improved compliance, transparency, and audit follow-up.

l. Inception of Internal Audit Committee (IAC) of the Finance Division (02 November 2025)

Guests and Participants: A workshop on the inception of the Internal Audit Committee of the Finance Division was held on 02 November 2025 at the Finance Division. Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division attended as the Chief Guest. Members of the IAC, senior officials of the Finance Division, PIT members, and IA Scheme officials were present.

Moderation: The workshop was moderated by Ms. Homayra Begum, Additional Secretary, Finance Division & PIT Head.

Take away: The workshop reinforced the role of the IAC in strengthening governance, oversight, and audit follow-up within the Finance Division and reaffirmed management commitment to internal audit reforms.

m. Inception of Internal Audit Unit (IAU) of Roads and Highways Department (RHD), Sylhet Zone (17 November 2025)

Guests and Participants: An inception workshop was held on 17 November 2025 at the RHD Sylhet Zone Office. Ms. Homayra Begum, Additional Secretary, Finance Division attended as the Chief Guest. Officials from RHD zonal and divisional offices, IAU members, IA Technical Teams, and IA Scheme officials participated.

Take away: Participants gained clarity on RBIA methodology, audit planning, entry meeting procedures, and documentation requirements, enhancing readiness for audit execution at the zonal level.

n. Inception of Internal Audit Unit (IAU) of DPE, Rajshahi Division (23 November 2025)

Guests and Participants: A workshop was held at the DPE Rajshahi Divisional Office. Mr. Mohammad Azad Sallal, Joint Secretary, Finance Division attended as the Chief Guest. Officials from DPE divisional and district offices, IAU members, IA Technical Teams, PIT members, and IA Scheme officials attended.

Take away: The workshop strengthened RBIA execution capacity in Rajshahi Division and ensured alignment with standardized internal audit procedures.

o. Inception of Internal Audit Unit (IAU) of DGHS, Dhaka Division (30 November 2025)

Guests and Participants: The inception workshop was held at DGHS Headquarters, Mohakhali, Dhaka. Ms. Homayra Begum, Additional Secretary, Finance Division attended as the Chief Guest. DGHS senior officials, IAU members, IA Technical Teams, PIT members, and IA Scheme officials participated.

Moderation: The workshop was moderated by Mr. Md. Rafiqul Islam, Joint Secretary & PEC, SPFMS.

Take away: The workshop enhanced understanding of RBIA execution in the health sector and clarified audit documentation, reporting, and follow-up mechanisms.

p. Inception of Internal Audit Unit (IAU) of LGED, Dhaka Division (04 December 2025)

Guests and Participants: The Inception Seminar was held at LGED Headquarters, Dhaka, with participation from LGED senior officials, IAU members, IA Technical Teams, and IA Scheme officials. The seminar was presided over by Kazi Golam Mostafa, Addl Chief Engineer (IWRM), LGED. Ms. Homayra Begum, Addl Secretary (Internal Audit Wing), Finance Division and PIT Head, Internal Audit Scheme, honored the event by attending as the Chief Guest. During the seminar, the keynote presentation was delivered by Mr. Rafiqul Islam, Joint Secretary and PEC of the SPFMS program.

Take away: RBIA execution readiness at LGED Dhaka Division was strengthened, and coordination between auditors and auditees was emphasized.

q. Inception of Internal Audit Units of PWD and RHD, Mymensingh Division (07–08 December 2025)

Guests and Participants: Separate inception workshops were held for PWD and RHD in Mymensingh Division. Senior officials from respective departments, IAU members, IA Technical Teams, PIT members, and IA Scheme officials participated.

Take away: Audit execution planning, entry meeting protocols, and RBIA documentation requirements were clarified for both departments.

r. Inception of Internal Audit Committee (IAC) of RTHD (10 December 2025)

Guests and Participants: The Workshops were held for the inception of the IACs of Roads Transport and Highways Division (RTHD) at the Conference Room, RTHD. Honorable Secretary, IAC members, Finance Division officials, PIT members, and IA Scheme officials participated in the program. The workshop was presided over by Dr. Mohammed Ziaul Haque, Additional Secretary (Secretary in-charge), Road Transport and Highways Division. Dr. Ziaul Abedin, Additional Secretary (Budget-1), Finance Division and NPD, SPFMS Program, honored the event by attending as the Chief Guest.

Take away: The workshops emphasized institutional ownership of internal audit reforms, coordination between internal and external audit, and timely resolution of audit observations.

s. Inception of Internal Audit Committees (IAC) of Local Government Division (24 December 2025)

Guests and Participants: The Workshops were held for the inception of the IAC of Local Government Division (LGD). IAC members, Finance Division officials, PIT members, and IA Scheme officials participated. The workshop was presided over by Dr. Ziaul Abedin, Additional Secretary (Budget-1), Finance Division and NPD, SPFMS Program. Md. Rezaul Maksud Jahedi, Secretary, Local Government Division honored the event by attending as the Chief Guest.

Take away: The workshops emphasized institutional ownership of internal audit reforms, coordination between internal and external audit, and timely resolution of audit observations.

64. Projects/Schemes Contributing to this Component

Scheme on Internal Audit and Audit Follow-up: The cost for this Scheme on Internal Audit and Audit follow-up is estimated at US$ 4.94 million. The expenditure is adequately planned to achieve the scheme's objective. Professional services and training together represent 74.68% of the scheme cost estimate which reflects the substance of the reform activities especially establishing a modern internal audit function in the government towards establishing a well-functioning Internal Audit arrangement in Ministries/ divisions/ Agencies.

65. Major Challenges

- Internal audit units face limited independence, hindering effective functioning and transparency in audit practices.
- Lack of sufficient resources, such as qualified staffing, office space etc.
- Insufficient technical expertise in IT based audit tools and risk management practices among internal auditors.
- Inadequate risk-based auditing practices, limiting internal audits' ability to identify high-risk areas.
- Resistance from different stakeholders to welcome Risk-based internal audit as a change management toolkit for the Top management.
- A top-down approach (Tone at the top) is needed.
- Frequent transfers of Skilled IAU members after capacity-building training.
- Inadequate policy support for internal audits, limiting their alignment with overall PFM reforms objectives.
- Barrier of coordination between internal and external auditors.
- Sustainability of IAUs after SPFMS Program.

66. Lessons Learned

- Internal audit units (IAUs) require greater operational independence to enhance transparency and effectiveness. Strengthening governance structures and policies is essential to ensure IAUs function without undue influence.
- A key lesson is the need for continuous capacity development in audit tools and risk management. Investing in training and certification programs for internal auditors can improve audit quality and risk-based auditing practices.
- Frequent transfers of skilled auditors disrupt institutional knowledge and audit consistency. A permanent setup and organogram for the respective departments can mitigate this challenge. Need to raise policy issues at the Top of the government to strengthen Good Governance.

67. Next steps

- Printing & distribution of Updated IA Charter & Manual.
- Resolving Internal Audit recommendations for FD, DPE and RHD.
- Digital development activities are going on: User-friendly digital tools, techniques and approaches (Web-portal and Outsourcing Data Software) to facilitate the documentation and quick response of internal audit activities for concerned MDAs as well as for Expenditure Management Wing, Finance Division.
- Provide Technical Training to all the members of IAUs & IACs.
- Arrange Seminars/ Conferences with the top officials from MDAs and field level.
- Arrange Workshops/ Seminars at eight Administrative Divisions as per approval.
- Hands-on Training: IA Execution Process & Procedures based on Charter & Manual for the IAUs is a continuous task.
- Continue support to the 1st Batch of CIA Professional Exam Candidates (15 Officers of concerned MDAs).
- Documentations and dissemination the knowledge and experiences.

C-11: STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
OCAG	51-54	-	●

C11: PIT

Miajee Md. Shaifulla Shobhan
Deputy CAG (Accounts and Reports), Office of the Comptroller and Auditor General of Bangladesh

Bikash Chandra Mitra
Director General
Commercial Audit Directorate

Md. Bodiozzaman
Director General
Revenue Audit Directorate

Shahzahan Siraz
Additional Deputy CAG (Admin), Office of the Comptroller and Auditor General of Bangladesh

Pranab Sarker
Office of the Comptroller and Auditor General of Bangladesh

PEC & ISC

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

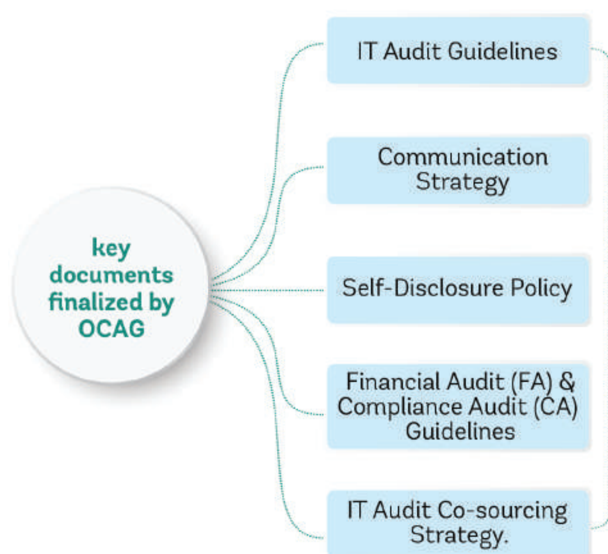
Md. Rashedur Rahman
Implementation Support Consultant (ISC)
SPFMS, Finance Division

68. Objectives

Constitutional framework is mandated with the onerous responsibility of ensuring through an audit, a sound public financial management system in our country. As an important aspect of the PFM cycle to make the budget-holders accountable for the use of public funds and strengthen citizen engagement the Supreme Audit Institution (SAI) of Bangladesh is responsible for auditing government receipts and public spending and ascertaining whether expenditures have yielded value for money in government offices, public bodies and statutory organizations. Appointed by the President of the Republic, the Comptroller and Auditor General (CAG) is the head of the Supreme Audit Institution. CAG has the mandate to determine the scope and extent of the audit of all government accounts, public enterprises, statutory public authorities, and local bodies as well as financial statements. The institution of CAG and its officers have been proven to be useful partners in the financial management of the country. They lend credibility to the public sector's financial operations by remaining a watchdog. They fuse together the global practices and the local realities. In an aspirational country like ours, audit plays a very important role in ensuring that the government expenditure achieves value for money and the receipts are assessed, collected, and accounted for correctly. For smooth operation of statutory auditing, and to improve the timeliness of the audit report component 11 focuses on strengthening the audit capacity of the office of the CAG to carry out risk-based audits by adopting international standards and best practices aligned with the county perspective by using the benefit of information technology. Mandated by The Constitution of the People's Republic of Bangladesh, the office of the Comptroller and Auditor General (OCAG) promotes Good Governance, Accountability and Transparency by providing high quality audit reports on the Public Accounts of the Republic and of all courts of law and all authorities and officers of the Government. As the CAG, in the exercise of these functions is not subjected to the direction or control of any other person or authority, it develops confidence amongst public at large and provides independent assurance to the stakeholders viz., the Parliament, the Executive and others that public funds are being used efficiently and for the intended purposes.

69. Outcomes

- CAG Approved and issued the Strategic plan 2021-25 for OCAG under the consultation of IDI (INTOSAI Development Initiatives) and the Operational plan for the year 2025-26 of OCAG.
- CAG's governance framework comprises both legal framework and operational framework. While the legal framework consists of CAG's mandate and the statutory principles which are binding for the auditor and the auditee, the operational framework engulfs all auditing standards, instructions/guidance issued with an operational focus in a hierarchical order. Under the leadership of CAG himself, he has been working to update the existing legal framework to align with the latest international standards, worldwide best practices, and country perspectives. OCAG already promulgated Government Auditing Standards of Bangladesh (GASB), Code of Ethics, Quality Control System in OCAG, Compliance Audit Guidelines, Performance Audit Guidelines and Financial Audit Guidelines. Each Audit Directorate under OCAG has already issued their Office Procedure Manuals. Practice Notes, Handbook etc. are under the process of updating. Furthermore, the updating of Accounts Code Volume 1 to 4 in line with recent reforms and status is under consideration of CAG as a constitution-provided sole mandate. Moreover, OCAG has prepared a training policy for the first time to guide the FIMA in implementing training courses designed and developed in line with the needs of relevant stakeholders with the assistance of EU Supported TA Project.
- The OCAG is also working to finalize several key documents, including the IT Audit Guidelines, Communication Strategy, Self-Disclosure Policy, and the updated Financial Audit (FA) and Compliance Audit (CA) Guidelines, as well as the IT Audit Co-sourcing Strategy.



Moreover, OCAG has initiated the preparation of its next Strategic Plan for FY 2026–2030 and plans to introduce separate Strategic Plans for Performance Audit and IT Audit. OCAG is also in the process of transitioning from a Quality Control framework to the System of Audit Quality Management (SoAQM) in line with INTOSAI guidelines.

- To enhance the capability to audit in the IT Systems and to cope with the modern digitalized financial management the full functioning AMMS software is inevitable. OCAG decided to develop AMMS 2.0 the updated version of previous AMMS and FRS, TDD and ToR, prepared with the help of WB administer TAs appointed consultants. After finalizing all required bidding documents OCAG contracted a reputed Bangladeshi software firm to develop AMMS 2.0. A dedicated team of OCAG is working closely with the firm to develop fully functioning AMMS 2.0 for the smooth operation of auditing and proper monitoring. This system will create an interface to Parliament (PAC) and all responsible parties (auditee's organizations) so that all communication can be done through AMMS 2.0 to avoid the clumsy process of settling audit observation and sound PFM. Finally, AMMS 2.0 is developed and inaugurated on 23 November of 2022 by CAG. Now all 17 audit directorates are using AMMS 2.0 in all stages of audit. At present, each audit directorate provides training for the Responsible Party on AMMS 2.0.

- With the ample leadership of the Hon'ble Comptroller and Auditor General of Bangladesh, OCAG has already established one stop service centers and help desks across the Audit and Accounts department for ensuring quality and prompt services (Audit, Payments, Pension, GPF etc.) to the citizens of the country. Moreover, increasing the focus of audit, Performance and IT Audits are being given importance. As part of this a Performance and IT Audit Cell have already been formed at the OCAG level. Moreover, an advisory committee has also been formed to provide guidance and oversee the performance of the cell as well as the model audit teams.

70. Outputs

- OCAG has provided final inputs to the document titled PFM Reform Strategy FY 2025–2030 (OCAG Part) drafted by the World Bank.
- OCAG has prepared the first draft of the PFM Action Plan based on the finalized PFM Reform Strategy FY 2025–2030.
- OCAG is currently working on the preparation of its next Five-Year Strategic Plan.
- OCAG has prepared a draft Communication Strategy with the support of the EU-funded Technical Assistance (TA); finalization of the Strategy is currently in progress.
- Thirteen (13) OCAG officials have successfully qualified as Certified Information Systems Auditors (CISA).
- Finalization of the Accounts Code is currently in progress.
- Three (3) Continuous Professional Development (CPD) courses conducted by FIMA have been completed, with participation from sixty-nine (69) officials.
- Finalization of the IT Audit Guidelines is currently in progress.
- Finalization of the Self-Disclosure Policy and the Terms of Reference (ToR) for the Research & Development (R&D) Wing and the Audit Quality Assurance and Control (AQAC) Wing is currently in progress.

71. Challenges and Mitigations

During this period, the main challenge faced was the lack of international consultants since the EU TA Project ended in June 2025. In particular, the absence of experts in Performance Audit and IT Audit hindered the achievement of several planned activities in these areas. Currently, no international consultants are engaged across the audit streams.

Additionally, to implement AMMS 2.0 and align with modern, automated auditing practices, OCAG is collaborating with the World Bank under an umbrella project titled Strengthening Institutions for Transparency and Accountability (SITA). As the EU TA Project has concluded, we are now planning to transition from AMMS 2.0 to ADME with support from the World Bank-funded SITA project.

72. Projects/Schemes Contributing to this Component

SPEMP BETF- Sub-tasks- Accountability: Under this initiative, we have already submitted a detailed training proposal for the capacity development of OCAG officials in the field of Mega Projects Audit and SDG Implementation Audit. Additionally, we have prepared and submitted a concept note based on the work plan approved by the SPFMS Authority. Following this, a delegation of 14 officials from OCAG visited SAI Japan to gain first-hand experience on the Public Construction Works Audit. We plan to disseminate the insights and learn from this visit to our internal stakeholders through workshop. A detailed report on the visit will be submitted to the donor and the SPFMS Authority.

EU-funded Technical Assistance "Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh" (EUR 10m, 60 months): The EU-funded TA project, which began in September 2020 and received a no-cost extension until June 2025. Following the inception period, a work plan was prepared by the consultancy firm and approved by OCAG. The TA focused mainly on two areas: (i) audit planning and methodology, and (ii) professional development and capacity building, particularly through FIMA. From January to June 2025, key activities under the TA were successfully completed, marking the final phase of implementation:

- OCAG has prepared a draft Communication Strategy with the support of the EU-funded Technical Assistance (TA); finalization of the Strategy is currently in progress.
- Thirteen (13) OCAG officials have successfully qualified as Certified Information Systems Auditors (CISA).
- Finalization of the Accounts Code is currently in progress.
- Seven (7) Continuous Professional Development (CPD) courses conducted by FIMA have been completed, with participation from Two Hundred Twenty-Eight (228) officials.
- The IT Audit Guidelines are currently under development.
- Finalization of the Self-Disclosure Policy and the Terms of Reference (ToR) for the Research & Development (R&D) Wing and the Audit Quality Assurance and Control (AQAC) Wing is currently in progress.

73. Next steps

- Development of the OCAG Strategic Plan (FY 2026–2030).
- Development of the IT Strategic Plan for OCAG.
- Development of the Performance Audit (PA) Strategic Plan for OCAG.
- Procurement of a Data Analytics Tool.
- Development of IT Audit Guidelines.
- Development of an IT Audit Co-sourcing Strategy.
- Provision of overseas training on Performance Audit and other specialized audit areas.
- Finalization of the Accounts Code.
- Finalization of the Communication Strategy.
- Development of a Self-Disclosure Policy.
- Development of a Handbook on Audit of Works.
- Finalization of the Terms of Reference (ToR) for the AQAC Wing.
- Development of the Terms of Reference (ToR) for the Research and Development Wing.
- Professional development of OCAG officials (CIPFA, CISA, CISM, IPSAS, MCIPS, PESA, etc.).
- Effective implementation of the work plan of the EU-funded Twinning Facility for the implementation of the PFM Action Plan.
- Preparation and finalization of documents related to the SITA Project to ensure the successful implementation of ongoing activities, with particular emphasis on addressing sustainability considerations.

C-12: STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURE

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Public Accounts Committee	55, 56	-	●

C12: PIT

AKM Benjamin Riazi
Additional Secretary
Bangladesh Parliament Secretariat

Md. Faisal Morshed
Deputy Secretary
Bangladesh Parliament Secretariat

Mohammed Kawsar Alam
Director (P&D)
Bangladesh Parliament Secretariat

Md. Ashif Iqbal
Director (System Management)
Bangladesh Parliament Secretariat

Taslima Nur Hossain
Sr. Assistant Secretary (P&D)
Bangladesh Parliament
Secretariat

PEC & ISC

Md. Rafiqul Islam
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Md. Abdul Kader
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

74. Objectives

- To uphold accountability, to ensure transparency and to support good governance in the financial sector.
- To support FOCs for better scrutiny by adopting parliamentary best practices.
- To implement the use of MIS to support Financial Oversight Committees.

75. Outputs

Monthly meetings of the Program Implementation Team (PIT)

- The monthly Program Implementation Team (PIT) meetings were held on July 17, October 23, and December 29, 2025.
- The meetings chaired by the PIT Head from the Bangladesh Parliament Secretariat. Attendees included members of the Program Execution and Coordination Team (PECT) from the Finance Division and PIT Team, as well as representatives from DT Global and the European Union.
- The main focuses of these meetings were to review the progress of the activities related to the Parliament Component (a) Finalization of PFM Strategy 2025-2030 (b) Preparation of Action Plan: 2025-2030 (c) Review the concept paper of Refreshment training on 'Fundamentals of Accounting and Auditing for FOC related

Activities (Part 1 & 2)" (d) Miscellaneous.

Preparation of Draft 3rd PFM Reform Strategy 2025-2030

- A workshop on draft 3rd PFM Reform Strategy 2025-2030 was held on 18 September 2025 in the Bangladesh Parliament Secretariat. The officials of Comptroller & Auditor General (CAG), Finance Division, SPFMS Programs, PIT members and concerned officials of Bangladesh Parliament Secretariat were attended in the workshop. As per recommendation of the workshop, the final 3rd PFM Reform Strategy 2025-2030 on component-12: Strengthen Parliamentary Oversight and Scrutiny of Finance expenditure' has been sent to the Finance Division on 28-09-2025.

Refreshment training for the selected officials of FOCs of the BPS

A 05-day refreshment training program on 'Fundamentals of Accounting and Auditing for FOC related Activities (Phase-1 & 2)" organized from 17-23 December 2025 to continue the sustainability of Component-12 activities through the BPS budget. The main topics of the refreshment program were following: It aimed to enhance BPS officials' knowledge of Public Financial Management (PFM) and included practical adult learning training.

- Basics of Finance Account of the Government
- Analysis of Statements of Accounts
- Role of Public Accounts Committee
- Basics of Accounting & Fund Accounting
- Basics of Appropriation Accounts
- Types of Audits, and Auditing & Accounting Process, and Auditing & Accounting Standards
- Mandate & Role of CAG, CGA, CAFO, Audit Directorates in relation with PAC
- Concept of Internal Audit & Internal Audit Guide, Manual & Process
- Internal Control System & Internal Audit in Government
- Difference between Budget, Supplementary & Excess Grants and Vote on Account
- Examination of Excess & Surplus Expenditure and Role of PAC in this regard
- Role of PAC in PFM & PEFA
- Types of Audit Reports & Examination Process in Parliamentary Committees
- Accounts Code, Accounting Cycle & Government Accounting System

Preparation of Concept paper to arrange the refreshment training for the FOC Officials

A concept paper 05 days refreshment training program on 'Fundamentals of Accounting and Auditing for FOC related Activities (Phase-3)" has been prepared and approved by the BPS. The refreshment training will be organized from 25-29 January 2026 to continue the sustainability of component-12 activities through the BPS budget. The main topics of the refreshment program are following:

- Role of Public Undertakings Committee, PUC Examination of Confidential Management Reports and Reports of SOEs
- Analysis of Statements of Accounts of SOEs
- Policy Documents & its Impact on Financial Procedure and Ex-ante & Ex-post procedure in Public Financial Management
- Relation to Strategic Plan & Action Plan and its relation to Policy Document
- Budget Process, Budget Cycle and Budget Calendar and its Relation to Policies & Planning
- Analysis of Balance Sheet, Income & Expenditure Accounts and Profit & Loss Account
- Role of Estimates Committee
- 3rd PFM Reforms Strategy 2025-30: Reforms legend, Challenges and Way forward.
- Risk-based Internal Auditing in the Public Sector: Charter & Manual, IAU, RR, AIAP, IAC and IA execution.

Preparation of Draft Action Plan 2025-2030

Draft Action Plan 2025-2030 (Bangladesh Parliament Secretariat part, component-12: Strengthen Parliamentary Oversight and Scrutiny of Finance expenditure) is being prepared with the support of financial oversight committee officials. After approval of Bangladesh Parliament Secretariat, the final Action Plan 2025-2030 will be sent to the Finance Division shortly. The proposed Reform Areas of the Action Plan are following:

- Improve the timing of audit report scrutiny

- Strengthening the quality and depth of audit report scrutiny
- Enhance capacity and functional efficiency of oversight committees
- Introducing digital tracking & workflow systems

European Union proposed project to support the SPFMS Program

An Inter-ministerial meeting was held on 24 November 2025 on proposed 'Strengthening Public Finance Management Systems and Reforms and Combating Corruption' projects supported by European Union at the Economic Relation Division. As per decision of the meeting, a letter has been sent to the ERD on 25 November 2025 mentioning the justifications of approval process of EU proposed 'Strengthening Public Finance Management Systems and Reforms and Combating Corruption' projects.

76. Challenges and Mitigations

Challenges: 12th Bangladesh Parliament was dissolved in August 2024. The political situation necessitated a revision of the EU-led program activities for Parliament. The European Union funded support for the component-12 ended on 30 June 2025 under SPFMS program. EU has proposed a new project titled 'Strengthening Public Finance Management Systems and Reforms and Combating Corruption'" to implement the component-12 activities including other organizations which are being processed by the Economic Relations Division. Therefore, considering the sustainability of component-12 activities, few refreshment training programs are being conducted by the BPS budget till approval of the proposed project.

Mitigations: The new project proposed by the European Union titled 'Strengthening Public Finance Management Systems and Reforms and Combating Corruption', which is being processed by the Economic Relations Division, needs to expedite for approval as soon as possible to continue the planned activities by the BPS.

77. Projects/Schemes Contributing to this Component

Strengthen Parliamentary Oversight and Scrutiny of Public Expenditure: EU-funded technical assistance "Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh" ended on 30 June 2025. As per objective of this program, Capacity enhancement and professional qualities of the BPS officials have developed. IT support for the FOC functions has been increased through establishing Committee Management Information System (CMIS) software. Although interoperability process with the Comptroller & Auditor General (CAG) office has not been started yet.

78. Next steps

Based on the 3rd PFM Reform Strategy 2025-2030 and Draft Action Plan 2025-2030, the following activities need to be undertaken

- Special training for the FOC officials working with the Public Undertaking Committee (PUC) on "Review of Financial Statements of State-Owned Enterprises and Agenda-Setting".
- Special training for the FOC officials working with the Committee on Estimates (EC) on "Policy Underlying the Estimate: Interlinkages between Policy, Plan, Action, Strategy and M&E and Agenda-Setting".
- Special training for BPS Committee officials on "Preparing Draft Private Bills".
- Special training for FOC & IT officials on "Leveraging AI technologies for FoC related Activities".
- Special Training on "Hands-on user acceptance training/general training on and maintenance support of FOC CMIS, and fine-tuning".
- Experiential IT training on "FoC CMIS Development and Maintenance".
- Organizing seminar, workshop of Different Parliamentary Affairs such as the New Parliamentary System, Digital Parliament and Other related issues.
- Preparing and publishing 'Parliament Research Briefs on different thematic issues.
- Organizing Budget help desk- 2026.
- Training on Devops for CMIS management, Training on Networking, Training on Machine Learning.
- Training in using AI technology for the officials.

C-13: PROCUREMENT

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Bangladesh Public Procurement Authority (BPPA)	57-60	-	

C13: PIT

S.M. Moin Uddin Ahmed
Chief Executive Officer (Secretary)
Bangladesh Public Procurement Authority (BPPA)

Aparna Baidya
Director (Deputy Secretary)
Bangladesh Public Procurement Authority (BPPA)

Shah Eyamin-Ul Islam
Director (Deputy Secretary)
Bangladesh Public Procurement Authority (BPPA)

Afroza Parvin
Director (Deputy Secretary)
Bangladesh Public Procurement Authority (BPPA)

Md. Mosharraf Hussain
Senior System Analyst
Bangladesh Public Procurement Authority (BPPA)

PEC & ISC

Md. Firoz Khan
Deputy Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Ashek Md. Joglul Abedin
Implementation Support Consultant (ISC)
SPFMS, Finance Division

79. Objectives

Public procurement is a major component comprising 45% of the national budget of Bangladesh. The country is rapidly transforming its public procurement environment by shifting gradually from traditional procurement practices to international standards through digitization of systems. The Public Procurement Act 2006 and Public Procurement Rules have references for the introduction of e-GP overtime in the country (Section 65 of PPA-2006 and Rule 150 of PPR-2025). Digitizing Implementation Monitoring and Public Procurement (DIMAPP) Project for Bangladesh supports towards a better Procurement management system in Bangladesh especially digitizing and strengthening the capacity of procurement professionals. This component of procurement aims for the expansion of the e-GP system that will improve procurement-related governance issues at the local level providing greater transparency with reduced discretionary authority for all sector operations in Bangladesh.

80. Outcomes

The outcome of this component includes the following:

- Single national electronic government procurement (e-GP) portal is in smooth operation to complete the procurement processing in a reasonable shortest possible time.
- Updated disclosable procurement data is disclosed in the e-procurement, CPTU and citizen portal.
- Online procurement system in saving significant time in procurement processing. It is reducing transportation significantly. This procurement system is contributing to reducing the carbon footprint.
- Professionalism is increasing among the officials of the procuring entities and agencies due to the capacity development programme.
- Site-specific citizen monitoring of public works contracts is continuing in 48 sub-districts covering 8 divisions.
- Government Tenderer's Forum (GTF) is formed in all districts and is operational to resolve the procurement-related issues at the local level.
- Citizen portal "Sarkari Kroy Batayan" (www.citizen.bppa.gov.bd) is well functioning to disseminate updated procurement and contract management data following the Open Contracting Data Standard (OCDS).

81. Outputs

The outputs mentioned above have been associated with the measurable outputs:

- Public Procurement Rule 2025 is issued.
- Amended Public Procurement Act, 2006 and Public Procurement Rules 2025 are made effective.
- e-GP system is managed and maintained. e-GP system is made align with Public Procurement act and Rules.
- Significantly Low-Priced Tender (SLT) calculation process has been developed in e-GP System.
- System has been developed so that beneficial ownership details of the awarded Tenderer shall be published on the e-GP web portal.
- Physical Services incorporated in e-GP System as a new procurement nature.
- Advance Procurement as per PPR,2025 is incorporated in e-GP System.
- 63,686 tenders are invited in this reporting period from 01 July to 31 December 2025.
- 20 new manual and electronic Standard Tender Documents are developed based on PPR, 2025 for manual and e-GP system.
- The documents are PG3A, PG9, PG4, PPS3, PS7, PS8, PS3, PS4, PW2A, PW3D, PW2B, PPS2, PW3A, PG2, PG3, PW3, PW1(a), PW1(b), PG1, and REOI.
- Security Operation Center (SOC) and Network Operation Center (NOC) for e-GP systems are functioning 24/7 basis.
- 152 branches of the registered banks are newly connected with e-GP and now 7,726 branches of the 53 registered Banks are providing banking services to the e-GP users.
- 3-week basic public procurement management training is provided to 631 government officials.
- 1,278 Tenderers are trained in an e-GP system.
- Data center is managed and maintained for the smooth operation of the national e-GP system.
- 18 Newspaper Advertisement published on e-GP/BPPA/SPP in national Newspapers.
- Citizen portals are being maintained. Enhanced Electronic Project Management Information System (e-PMIS) is ongoing, and access is given to 41 new project directors for managing their projects.
- 100 users are trained in the e-PMIS system.
- 3 workshops are conducted on e-PMIS for the project directors.
- 2 Dissemination workshops on PPR 2025 and 12 workshops on PPR, 2025 and e-GP are conducted at the Upazila and District level.

82. Challenges and Mitigations

Maintaining cybersecurity of the e-GP system is a continuous challenge. BPPA has limited in-house technical specialists.

83. Projects/Schemes Contributing to this Component

Digitizing Implementation Monitoring and Public Procurement Project (DIMAPPP): GOB has been implementing DIMAPPP at as cost of BDT 955.12 crore (GOB BDT 26925.57 Lakh and PA BDT 68586.36 Lakh) and has an expected closing date on 31 December 2025. Aim of this project is to improve public procurement performance and enhance capacity for implementation monitoring of development programs/projects. The DIMAPPP has following four components that are contributing to this component:

- Component 1: Restructuring CPTU and Policy Reforms
- Component 2: Enhancing Digitization of Public Procurement
- Component 3: Professionalizing Procurement and Citizen Engagement
- Component 4: Digitizing Project Implementation Monitoring

84. Next steps

More Standard Tender Documents (STDs) will be translated to e-STDs for e-GP System. More focus will be given, bringing all procurement under the purview of e-GP. As recommended in the Bangladesh Public Procurement Assessment (MAPS) Report, June 2020, new features will be included in the e-GP System to further enhance/ modernize Bangladesh public procurement system. Enhanced e-PMIS system is being implemented for better monitoring of the government projects.

C-14: PFM LEADERSHIP, COORDINATION AND MONITORING

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
PECT, IPF & FD	61-64	10	

C14: IPF

Dr. Ziaul Abedin
Director General (Acting)
Institute of Public Finance
Bangladesh

Md. Abdur Rahman
Director (Joint Secretary)
Institute of Public Finance
Bangladesh

MD. Mizanur Rahman
Deputy Director (Training)
Sr. Assistant Secrerary
Institute of Public Finance Bangladesh

PEC & ISC

Tanima Tasmin
Joint Secretary
Program Executive & Coordinator
SPFMS, Finance Division

Ashek Md. Joglul Abedin
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

Md. Ariful Islam
Implementation Support
Consultant (ISC)
SPFMS, Finance Division

85. Objectives

The PFM reform agenda aims at improving the functionality, efficiency, and effectiveness of the PFM systems, introducing changes in PFM systems, processes, and practices, and enabling better coordination among various stakeholders of the PFM systems. Thus, component 14 of the PFM Action Plan spells out all details and requirements to begin its implementation, including the establishment of the PFM governance structure to lead and support the reforms.

86. Outcomes

A two-tier governance structure comprising of Steering Committee (SC), and Program Execution and Coordination Team (PECT) has been established with a defined ToR. They are supported by 13 Program Implementation Teams (PITs) that are leading the various PFM reform components. All 3 (three) Independent Verification Agencies are on board. The three (3) agencies are PwC, OCAG, and Cabinet Division. Eleven (11) field inspections have been successfully completed in Kishorgonj, Natore, Khulna, Bagerhat, Panchagarh, Sylhet, Patuakhali, Chapainawabgonj, Rangamati, Dinajpur and Moulovibazar District. Two PFM stakeholders' retreats have been successfully organized. Moreover, the launching of 3rd PFM Reform Strategy 2025-2030 was held on 17th December 2025.

87. Outputs

- 12th PFM Action Plan Progress Report (January 2025- June 2025) has been published in October 2025. The report has been distributed to the stakeholders as well as uploaded on the website.
- The AWPs of 14 (fourteen) components of the PFM Action Plan have been included in the Semi-Annual PFM Action Plan progress report.
- Check-in meeting of SPFMS Program was held on 06 August 2025 through Zoom platform and chaired by Ms. Bilquis Jahan Rimi, National Program Director (NPD) of SPFMS program. The PITs, PECs, ISCs, and Senior Consultants of eight (8) schemes and development partners attended the meeting. Following decisions were undertaken in the meeting: (i) Accelerate arranging foreign training by the different scheme as the government has minimized the austerity measures on foreign trainings; (ii) The remaining DLRs should be completed within program closing time and DLR achievement reports should be submitted for disbursement; and (iii) The presentations by different schemes in the meeting should be shared with the World Bank team members for updating the DLR status.
- The SPFMS program launched its newly redesigned website on 12 August 2025, marking a significant milestone in enhancing transparency, accessibility, and efficiency in public financial management. The launching ceremony, held at the SPFMS Program Office in Ramna, Dhaka, was inaugurated by Ms. Bilquis Jahan Rimi, National Program Director of SPFMS. She underscored the importance of continuous updates to meet evolving governance needs. Designed as a comprehensive digital platform, the website provides clear, timely, and user-friendly information on SPFMS objectives, governance arrangements, reform components, and achievements. It systematically presents key reform areas, including budget process improvement, treasury and debt management, internal audit and audit follow-up, pension management, and digital financial systems such as iBAS++. Overall, the initiative aligns with the government's digital governance agenda and reinforces SPFMS's role in promoting accountable, modern, and service-oriented public financial management to improve service delivery for citizens.
- In accordance with DLR-10.5, the M&E Guidelines 2024 has already been approved and on that basis the 1st M&E Report has already been prepared and published in the SPFMS website on 3 November 2024. To fulfill the condition of DLR-10.5, the 2nd M&E Report (July 2024-June 2025) was submitted to the NPD on 21st October 2025. This report has been published through intensive consultation with 8 components personnel. The monitoring of the result and process indicators of 8 components for FY 2025-26 is going on.
- Two issues of the SPFMS e-Newsletter were developed and published, covering July–September 2025 and October–December 2025. The newsletters highlighted Bangladesh's steady progress in public financial management reforms, with a strong shift toward outcome-oriented governance, transparency, and improved service delivery. Key milestones include the launch and advancement of the PFM Reform Strategy 2025–2030, national rollout of the SABRE+ platform for enhanced SOE oversight, and introduction of global-standard asset and lease management policies. The newsletters also report adoption of risk-based internal audit, declining procurement irregularities, and expanded digitalization through iBAS++ and EFT-based pension payments. Strong emphasis is placed on institutional capacity building through extensive training, workshops on budget implementation, and knowledge-sharing initiatives. Further focus on macro-fiscal analysis, non-tax revenue, climate- and gender-responsive budgeting, and strengthened SOE governance reflects a comprehensive effort to modernize fiscal systems and build resilient public institutions.
- A World Bank (WB) team undertook the 9th Implementation Support Mission (ISM) for

the SPFMS from October 8 – 9 and October 14 - 16, 2025. Following are the agreed actions taken during the mission: (i) To ensure greater clarity, organize another round of stakeholder consultation workshops with the relevant MDAs and their PIUs to discuss budget release processes and internal audit procedures by October 31, 2025, (ii) Submission of quarterly budget execution report of the Program from iBAS++, inclusive of estimated commitments and projected expenditure by Program closing on quarterly basis, (iii) Hold monthly check-in meetings with the World Bank, and (iv) Prepare Scheme/component-wise Program transition strategy and sustainability plan by November 15, 2025.

- The SPEMP- BETF provides technical assistance to facilitate the implementation of the components of the PFM Action Plan. The extension of the SPEMP program up to June 2026 has been approved by the Development Partners (DPs) considering recent feedback from the Finance Division and SPFMS. After a trivial discussion, 36 BETF Supported Activities were approved for implementation covering three categories i.e. consultancy services, local training and foreign training. A monitoring committee, led by the NPD of SPFMS and comprising representatives from PITs, DPs, PECs of the SPFMS program, and other stakeholders, have been formed to oversee the implementation of these activities. The following is the status of SPEMP- BETF activities in a nutshell:
  - Foreign Training Activities total: 17, Done: 06
  - Consultancy related Activities total: 12, Done: 09
  - Local Training Activities total: 07, Done: 06
- A total of 178 civil servants (25.28% women participants) has already completed their PFM related courses/certifications. Out of 178 civil servants, 47 have already completed their master's or certification courses related to Public Financial Management (PFM) abroad based on FEEM certifications. Moreover, 24 civil servants are now pursuing their PFM related master's or certification courses abroad. The remaining 107 participants completed 'International Public Sector Accounting Standards (IPSAS)' course in 6 batches.
- SPFM has already produced 3 research papers on PFM reform lessons and published the said reports through its website. Moreover, the research titled "The factors affecting public spending allocative efficiency in Bangladesh: An empirical study on health services" is currently being conducted by BIGM has submitted the draft report on 30 July 2025. After getting feedback on draft report by IPF on 22 September 2025, BIGM submitted their final report on 15 October 2025. As per the revision of the contract, BIGM has planned to disseminate the report through a workshop and publish the report in peer-reviewed journal by 15 February 2026.
- The Finance Division organized a day-long workshop on 6 December 2025 at Lakeshore Heights Hotel, Gulshan, Dhaka to present and review the Draft Compendium of Public Financial Management (PFM) Reforms in Bangladesh under the 'Scheme on PFM Reforms Leadership, Coordination and Monitoring' of the SPFMS Program. The workshop was structured into three segments: Inaugural Session, Presentation and Review Session, and Open Discussion.

A total of 40 participants attended the event. Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division, honored the workshop as the Chief Guest. Mr. Ziaul Abedin, Additional Secretary, Finance Division, and National Project Director (NPD) of the SPFMS Program, presided over the session as the Chairperson. The workshop underscored a shared commitment to preserving Bangladesh's PFM reform history in a systematic, transparent, and meaningful manner. Finally, the participants proposed to formulate a well-structured, bilingual, evidence-based compendium which will be a vital resource for policymakers, practitioners, and future generations engaged in PFM reform.

- The Finance Adviser Dr. Salehuddin Ahmed formally launched the 3rd PFM Reform Strategy 2025-30 at a high-profile ceremony attended by secretaries, senior government officials, heads of constitutional bodies, and key development partners. The new framework provides a comprehensive roadmap to strengthen fiscal discipline, ensure better value for money at a time when Bangladesh faces mounting pressure from climate change, global economic volatility, and expanding public expenditure needs.

- The 2025–2030 strategy is structured around 15 reform pillars covering fiscal sustainability, revenue mobilization, public investment management, treasury and debt management, procurement, internal and external oversight, digital transformation, and capacity building.

Table 05: The training programs arranged during July – December 2025 by the component-14: PFM Reforms Leadership, Coordination and Monitoring are as follows:

No	Title of the training	Duration	Participants	No. of partici-pants
1.	Microsoft Office	01-04 September and 07 September 2025	Employees of Administration and Coordination wing of FD	20
2.	Microsoft Office	10- 16 September 2025	AO and Computer Operators of FD	23
3.	Office Management	16-22 October 2025	Employees of Administration and Coordination wing of FD	17
4.	Public Financial Management (PFM) Reforms	07-08 November 2025	Employees of FD	201
5.	Security of Public Vehicle Management and Professional Behavior	07-08 November 2025	Drivers of FD	30

88. Challenges and Mitigations

- As per the Technical Notes, several activities appear to be designed to foster institutional collaboration, alignment, and learning. Specifically, semi-annual retreats for the program implementation teams are important in this light. The last semi-annual program/ stakeholder retreats were organized by PECT during 27-29 September 2023 at Dream Square Resort, Gazipur. However, from October 2023 to June 2025 no retreats have taken place. It was thought earlier that a retreat is an opportunity to share progress and ideas openly between PITs and relevant stakeholders inside and outside the government and to receive further suggestions.
- As the program will be ended on June 2026, the approved SPFMS Communication Plan is hard to implement fully within this short period of time. To ensure timely and effective execution, it is crucial to issue clear instructions from the top management to all eight schemes, emphasizing the prioritization of communication activities outlined in the plan. Initiatives should be taken to accelerate the implementation of planned communication activities. This requires a coordinated effort across all schemes to ensure that the objectives of the SPFMS Communication Plan are met within the available timeframe.
- The research titled 'The Factors Affecting Public Spending Allocative Efficiency in Bangladesh: An Empirical Study on Health Services,' conducted by BIGM, faces a significant challenge due to the limited timeframe. The research report will not

be published in a peer-reviewed journal within 15 February 2026. Therefore, there is a risk that the DLR target will not be achieved, potentially affecting the disbursement of USD 0.6 million.

- As the program nears its conclusion, there is a unique and critical opportunity to showcase its achievements and success stories through brochures, infographics, reports, and other materials that highlight key milestones, successes, and program activities. These efforts would contribute to building support and recognition at all levels. However, it appears that adequate emphasis has not been placed on highlighting these accomplishments.

89. Projects/Schemes Contributing to this Component

Scheme on "PFM Reforms Leadership, Coordination and Monitoring": The non-ADP scheme on "PFM Reforms Leadership, Coordination and Monitoring" was approved in May 2019 with total funding of BDT14,000 lac (USD 16.6 million) and has a closing date of 30 June 2023. In the revised scheme document approved on 08 June 2023 it has been extended to a closing date of 30 June 2026. The total funding in the revised document raised to BDT 16,634.20 lac (USD 19.8 million). Again, the scheme was revised on 02 November 2025, and the budget has been extended to 19955.22 crore BDT (USD 23.76 million) The program is implemented by the Finance Division under the WB co-financed SPFMS.

90. Next steps

- To oversee PFM Action Plan implementation and provide policy guidance, Steering Committee meetings need to be held twice a year as per the Action Plan.
- The research titled 'The Factors Affecting Public Spending Allocative Efficiency in Bangladesh: An Empirical Study on Health Services,' conducted by BIGM need to publish in the peer-reviewed journal by 15 February 2026.
- Op-eds and other forms of post-editorial content should be developed and strategically published in prominent newspapers to effectively communicate the achievements and insights of the program. The articles can serve as powerful tools for building awareness and support among stakeholders.
- The funds for scholarships on FEEM Course and foreign training courses on BMS course will be provided by the SPFMS program to IPF for institutionalizing continuous and systematic learning and sharing of good practices through which a learning hub will be activated at IPF. The institute is expected to deliver the heart of the PFM reform effort, facilitate the identification and share critical reform elements and implementation lessons across government departments.
- To transform IPF into a national and regional center of excellence, a high-level roadmap for its growth as a premier institution that meets international standards in PFM training, research, and capacity-building has been undertaken.
- The schemes will prepare the relevant documents for the upcoming PFM Reform Program while ensuring uninterrupted continuation of the SPFMS program's regular activities, demonstrating effective coordination and programmatic efficiency.

H. Challenges

91. Structural and timing constraints limit effective integration of MFMOD into budget planning.

Despite ongoing efforts, the outputs of the Macroeconomic and Fiscal Model (MFMOD) have not yet been effectively integrated into the Medium-Term Macroeconomic Policy Statement (MTMPS) or the national budget formulation process. This gap is largely driven by structural limitations within the current model architecture, as well as misalignment with the budget preparation timeline. In its present form, the model provides a narrow representation of the monetary sector, focusing primarily on the interest policy rate. Furthermore, the debt module does not fully capture Bangladesh's fiscal risk profile, as it lacks comprehensive treatment of contingent liabilities, interest payment dynamics, and non-bank domestic borrowing. The limited integration between inflation dynamics, debt servicing costs, and fiscal sustainability further constrains the model's ability to support credible medium-term fiscal analysis in line with international best practices.

92. Fragmented debt management arrangements constrain the development of an Integrated and Sustainable Framework:

Bangladesh continues to face significant challenges in strengthening an integrated and sustainable public debt management framework, primarily due to the fragmentation of debt management responsibilities across multiple institutions, including the Finance Division, Bangladesh Bank, Economic Relations Division (ERD), National Savings Directorate (NSD), and Bangladesh Bureau of Statistics (BBS). The absence of a fully integrated debt database and interoperable information systems across these agencies undermines data accuracy, consistency, and timely availability for policy analysis and decision-making. This institutional fragmentation leads to duplication of efforts, coordination gaps, and operational inefficiencies throughout the debt management cycle.

93. Systemic constraints affecting the effective rollout and sustainability of iBAS++

The implementation and expansion of iBAS++ continue to face a range of interconnected technical, institutional, and operational challenges. While the system's overall security posture has been assessed against international standards and several enhancements are under implementation, ensuring sustained compliance with evolving cyber-security and data-privacy requirements remains a continuous challenge amid increasing system usage and threat exposure. The nationwide rollout of the Payment and Expenditure Module, covering all types of bills, requires extensive capacity building for over 30,000 DDOs, making large-scale change management. At the same time, conducting a comprehensive stock-taking of Special Bank Accounts outside the TSA is constrained by fragmented information, institutional resistance, and coordination gaps, while the introduction of new reform priorities such as a whole-of-government Public Asset Register adds further complexity. Expanding iBAS++ coverage to all tiers of Local Government Institutions and extra-budgetary entities presents additional challenges related to system readiness, connectivity, and alignment with central government financial standards.

94. Addressing systemic bottlenecks in pension, fund management, and financial reporting.

The implementation of pension, fund management, and financial reporting reforms continues to face several operational and structural challenges. In the pension area, while the draft business process for the Online Pension and Treasury Management System (OPTMS) has been developed, unresolved issues such as the assignment of welfare officers at office level, determination of application initiation timelines, and completion of biometric enrollment are constraining rapid piloting. In fund management, the proposed business modality for court deposits requires prior consultation and approval from court authorities, which has not yet taken place, delaying implementation. Additionally, the generation of control ledgers at the central level remains time-consuming due to limitations in the current database design for GPF balances. In financial reporting, the preparation of outstanding Appropriation Accounts with Proforma Accounts for Bangladesh Railway is dependent on the confirmation of data accuracy for earlier years. Expanding Government Finance Statistics (GFS) coverage remains a major challenge due to differing charts of accounts and accounting systems across general government entities.

95. Constraints affecting the preparation of the PPE manual and fixed assets register in SOEs and ABs.

The preparation of the PPE Manual and Fixed Assets Register faced significant systemic and institutional challenges, particularly in collecting and consolidating asset information from State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs). Asset records were often incomplete, inconsistent, and non-standardized, reflecting diverse legal mandates, procurement practices, and accounting treatments across entities. Additional complexities arose in aligning asset classifications with Economic Codes, applying uniform asset life and depreciation standards, and reconciling legacy assets with newly acquired ones in the absence of reliable historical data and valuations. Data integrity concerns including inaccuracies, gaps, and duplication further undermine the reliability of the asset database.

96. Institutional barriers to strengthening Internal Audit functions in PFM.

The effectiveness and transparency of Internal Audit Units (IAUs) in public financial management are constrained by a range of systemic and institutional challenges. Limited operational independence, inadequate human and financial resources, and insufficient technical capacity particularly in IT-enabled audit tools and risk management significantly weaken audit performance. The absence of fully developed risk-based audit methodologies restricts the ability of IAUs to focus on high-risk and high-impact areas. Resistance from key stakeholders further slows the adoption of modern internal audit practices and standards. These challenges are compounded by frequent transfers of trained personnel, weak policy and regulatory backing, and limited coordination between internal and external audit functions.

I. Highlights and Lessons from the Immediate Past

97. Lessons from strengthening data-driven fiscal policy.

The program has significantly enhanced fiscal forecasting by adopting internationally recognized best practices, including the use of a dynamic macro-fiscal model supported by a comprehensive 52-year dataset and high-frequency data integration. These improvements align with global standards for evidence-based policymaking, enhancing projection accuracy and enabling more informed, data-driven fiscal decisions within the MEW and the Finance Division.

98. Critical lessons for building a robust, efficient, and transparent debt management framework.

A lack of interoperability among existing debt databases hampers timely and accurate decision-making, emphasizing the need for integrated systems with real-time updates. Misaligned debt management rules with international standards and inconsistent coordination among key agencies including the Finance Division, Bangladesh Bank, ERD, and BBS highlight the need for regulatory alignment and structured inter-agency collaboration. For this, a permanent unit needs to be established within the TDM Wing and scaling up automation initiatives, such as DSL software, diaspora bonds, and NSC management systems, are essential for sustained reforms.

99. Sustaining gains through continuous monitoring and capacity development.

The budget allocation process to budget holders has been markedly expedited through iBAS++. DDOs now receive their budget allocations electronically and in real time immediately upon formal budget approval, eliminating traditional delays and enhancing transparency in fund distribution. Fund release procedures have also been streamlined, enabling faster budget utilization and timely execution of development and operational activities. To sustain these gains and further strengthen fiscal management and service delivery, continuous monitoring, system optimization, and targeted capacity-building initiatives remain essential.

100. Lessons from implementing the digitized pension scheme.

The implementation of the digitized pension scheme for government employees in Bangladesh has provided valuable insights and highlighted key areas for ongoing improvement. A critical lesson is the central importance of data quality: accurate, standardized, and up-to-date employee information particularly on service records, salary history, and retirement eligibility is essential for fully automated pension processing. However, further refinement and continuous validation remain necessary to ensure seamless and efficient pension operations.

101. Key Lessons from strengthening financial reporting and oversight of SOEs and ABs.

Experience from implementing digital reporting and oversight mechanisms highlights several important lessons. Regular follow-ups, structured reminders, and targeted capacity-building are essential to ensure timely, complete, and accurate data submission by SOEs and ABs. The Independent Performance Evaluation process has proven effective in identifying performance gaps and reform priorities, supporting evidence-based improvements in the financial and operational performance of SOEs and ABs. Formalization of procedures for regulating and reporting Debt and Contingent Liabilities represents a critical step toward stronger fiscal discipline through sustained monitoring.

102. Requirement of capacity building initiatives in Internal Audit.

Experience highlights that internal audit units require greater operational independence to enhance transparency, credibility, and effectiveness, which can be achieved through stronger governance arrangements. Continuous capacity development in modern audit tools and risk-based methodologies is essential, and sustained investment in structured training and professional certification significantly improves audit quality. Addressing these issues requires strong policy-level commitment and engagement at the highest levels of government to reinforce good governance and accountability.

103. Adaptation of M&E Guidelines by key stakeholders.

In line with international best practices, SPFMS stakeholders have strengthened their understanding of core monitoring and evaluation (M&E) principles through the development of the SPFMS Monitoring and Evaluation Guidelines 2024. These guidelines have enhanced the capacity of SPFMS personnel to clearly define interventions and systematically align them with intermediate and final outcomes, thereby supporting results-based planning, monitoring, and adaptation.

J. Annual Work Plan

C-1: REVENUE AND EXPENDITURE FORECASTING (MACRO- ECONOMIC WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C1-Activity 1	Replace macroeconomic models with a dynamic macro-econometric model which enables more robust revenue and expenditure forecasting	**Identify model requirements (with specific purpose and outputs) in consultation with relevant wings**	1.Analytical activities, studies, surveys;	a. Study different types of macroeconomic models for forecasting and identify what is suitable	-	Done				92.8	Model requirement specification approved
				b. Design an outline of the specifications and get them elaborated in consultation with relevant stakeholders and experts.	-	Done					
				c. Finalizing the macroeconomic model requirement after discussing all relevant stakeholders.	-	Done					
		Consult best practices from similar countries and decide on the specific nature and design of the proposed model	1.Analytical activities, studies, literature reviews;	a. Consult local experts and arrange workshops on macroeconomic models for forecasting	-	Done				301.57	Visited Malaysia & Indonesia from 05-11 November 2024 and documented lessons learned
				b. Participate in courses on macroeconomic modeling or conduct study tours		Done					
		Identify software requirement for the selected model building and application	6. IT systems acquisition	a. Study different types of software requirements for the identified macro econometric model	-	Done				438.93	Report on software requirement submitted and approved by FD
				b. Obtain macro econometric model	-	Done					
				c. Configure FD's Macro econometric data into the macro econometric model		Done					
		Procure identified software – Prepare specifications – Complete other mandatory requirement & application configuration	6. IT systems acquisition	a. Procure identified various required statistical packages	-	Done				189.94	15 EViews license software were purchased in November 2024. 15 more EViews license need to purchase.
				b. Procurement of EViews software.	-	Done					
		Collect data from BBS, BB and other stakeholders via API by materializing the signed MoU	1. Analytical activities, studies, surveys	a. Data collection and processing	Dr. Md Rashedur Rahman Sardar, DS			√	√		Data Collection from iBAS++ is completed through API. But other stakeholders were not eligible to provide data over API, they provide manually.
				b. Identify missing data				√	√		
				c. If API is not adopted by relevant stakeholders, continue pursuing to achieve this objective				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Transfer data from the existing model set-up.	6. IT systems acquisition	a. Identify data series for the specified macro econometric model	Mr. Ashraful Alam, DS			√	√		
				b. Compile and validate those data				√	√		
				c. Consult with the World Bank to integrate those data for improved model accuracy and alignment.				√	√		
		Arrange a number of extensive training courses on Macroeconometric Model organized for transfer of software.	2. Training		Mr. Ashraful Alam, DS			√	√		
		Identify possible stakeholders and make data-sharing arrangements. – coordinate closely with the data sources agency (BBS, NBR, NSD, TDM wing of FD, CGA, Bangladesh Bank, ERD)	3. Communication and knowledge sharing	a. Create and approve the list of potential stakeholders	Dr. Md Rashedur Rahman Sardar, DS	Done					MoUs approved by Finance Secretary and signed by respective stakeholders
				b. Design the criteria and framework for data-sharing arrangement and create a template MoU for stakeholders to sign		Done					
				c. Sign MoU with stakeholders		Done					
				d. Arrange to have regular coordination meetings		Done					
				e. Web interface				√	√		
		Make a work improvement team comprising officials from the MEW, Budget and TDM and capacitate the team to produce a fiscal risk matrix	8. Execution of reformed PFM process	a. Program Implementation Team Formulation	Mr. Anarul Kabir, Joint Secretary	Done					PIT Team Established
				b. Organize capacity-building workshops to train PITs and officials from various government ministries/divisions in preparing and analyzing the fiscal risk matrix.		Done					
		Capacitate the WIT by providing relevant local and foreign training	2. Training	a. Provide relevant training	Mr. Anarul Kabir, Joint Secretary			√	√		
				b. Organize workshops				√	√		
		Develop and implement a capacity building/ change management plan for the MEW officials	2. Workshop and training	a. Develop ToR for the need assessment of change management for MEW officials	Dr. Md Rashedur Rahman Sardar, DS			√	√	2529.27	
				b. Hire consultants for change management needs assessment				√	√		
				c. Core members of MEW receive local/ overseas training on change management				√	√		
		Implement a dynamic model and consult with key stakeholders including academics and the private sector on the outcome of the model. – Run the model. – Test on various scenarios	Analytical activities, workshop, consultation;	a. Arrange workshop	Dr. Md Rashedur Rahman Sardar, DS			√	√		
				b. Present output				√	√		
				c. Incorporate suggestions from the stakeholders and incorporate those into the specified model				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		– Compare model outcome with prior years' actual to assess the credibility of data, estimates, and forecast the model.									
		Use data for an upgraded macroeconomic model for – MTMF – Coordination Council meeting – Budget analysis	5. Drafting/revising laws, strategies, regulations, framework, procedures	a. Coordinate with MEW, FD	Dr. Md Rashedur Rahman Sardar, DS			√	√		
				b. Submit model output to MEW for review				√	√		
				c. Incorporate their recommendations				√	√		
				d. Submit it before PIT Head to take necessary actions.				√	√		
		The output of the upgraded macro econometric model will be used to prepare Medium-Term Macroeconomic Policy Statement (MTMPS).	5. Drafting/revising laws, strategies, regulations, framework, procedures	a. Coordinate with MEW, FD	Dr. Md Rashedur Rahman Sardar, DS			√	√		
				b. Submit model output to MEW for review				√	√		
				c. Incorporate their recommendations				√	√		
				d. Submit the revised output before PIT Head to take necessary actions (place the output before coordination council for further discussions and other relevant FD budget related committees to incorporate in MTMPS).				√	√		
		Writing 10 Policy Notes on priority issues of Bangladesh Macroeconomic Forecasting	1.Analytical activities	a. Form 10 groups for writing policy notes on designated topics	Mr. Anarul Kabir, Joint Secretary	Done				10.5	10 (research papers) policy notes are completed. It will be disseminated by different workshops.
				b. Assigning those topics for doing econometric analysis with economic interpretation and discussion							
				c. Review the policy notes							
		Publish the Yearly Fiscal Report on the FD website and publish a yearly report on differences between the forecast and actual budget outcomes of the previous financial year (Quarterly/ half/ monthly).	3. Communication and knowledge sharing	a. Write yearly fiscal report	Mr. Ashraful Alam, DS			√	√		05 Yearly Fiscal Reports are published on the FD website.
				b. Submit to MEW for review				√	√		
				c. Publish to FD website				√	√		
		Develop Web-based macroeconomic data module.	6. IT systems acquisition	a. Develop a macro data hub	Ms. Tasnova Rahman, Senior Assistant Secretary			√	√		MFDB, the web based macroeconomic data module, is underdeveloped.
				b. Continuously update the data series				√	√		
		Incorporate underlying assumptions explicitly into relevant budget documents placed before the parliament including MTMPS, Budget Speech.	1.Analytical activities	a. Conduct scenario analysis by running the model	Mr. Ashraful Alam, DS			√	√		
				b. Get MEW's input for revision				√	√		
				c. submit the output before PIT Head to take necessary actions (place the output before coordination council for further discussions and other relevant FD budget related committees to incorporate in MTMPS).				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C1-Activity 2	**Develop scenarios for optimistic and risky fiscal outlooks to drive mid-term budgetary revisions**	**Build capacity to carry out the quantification of risks to revenues and expenditures and other fiscal indicators (Fiscal Risk Matrix)**	Training	a. Conduct internal research to develop a framework for the quantification of fiscal risks and other fiscal indicators.	Mr. Anarul Kabir, Joint Secretary			√	√	295.68	Training framework approved by Finance Secretary; and module developed.
				b. Host capacity-building workshops/ seminars/conferences on the findings of the need assessment framework				√	√		
				c. Core members receive training on risks to revenues and expenditures and other fiscal indicators				√	√		
		Ensure collaboration with the ministries/ agencies (such as BB, NBR, EPB, Ministry of Agriculture, Ministry of Industries, Ministry of Environment, Ministry of Forest & Climate Change, etc) to set clear roles and responsibilities for fiscal risk analysis	3.Communication and knowledge sharing	a. Organize consultation meeting/ knowledge sharing workshop.	Mr. Anarul Kabir, Joint Secretary			√	√	50	Training/ workshop module developed.
		Enhance communication with academic/ research institutions	3.Communication and knowledge sharing	a. Organize consultation meeting with the academic/research institution	Mr. Anarul Kabir, Joint Secretary						Training/ workshop module developed
				b. Organizing consultation meetings / knowledge sharing workshops/training with private sector or academia/research institutions.							
		Assess annual aggregate revenues and expenditure variances	1. Analytical activities, studies, surveys	a. Identify Data gaps	Ms. Tasnova Rahman, Senior Assistant Secretary			√	√		Optimizing revenue and expenditure projections to minimize fiscal slippage and institutionalize rigorous budgetary discipline.
				b. Reconciliation of data from multiple sources				√	√		
				c. Hold extra sessions for analysis of variances.				√	√		
		Strengthening ties with the private sector or academic fiscal research and statistics units	1. Analytical activities, studies, surveys	a. Third-party consultations	Mr. Ashraful Alam, , DS			√	√		Strengthening inter-agency synergy in fiscal modeling to ensure policy decisions are anchored in rigorous data and empirical evidence.
				b. Agreements for data sharing				√	√		
				c. Prepare joint research products with the private sector stakeholders				√	√		
				d. Establish frameworks for collaboration				√	√		
		Strengthening the capacity of macroeconomic reporting.		a. Capacity building in the areas of reporting	Mr. Anarul Kabir, Joint Secretary			√	√		Elevating the capacity and frequency of macroeconomic reporting to foster greater policy transparency and data-driven decision-making.
				b. Data processing enhancement				√	√		
				c. Data visualization and reporting.				√	√		
				d. Standardize reporting by using templates.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Update climate fiscal framework to enable climate resilience and environmental management	5. Drafting /revising laws, strategies, regulations, framework, procedures	a. A broad consultation with several stakeholders.	Dr. Md. Rashedur Rahman Sardar, DS			√	√		Mainstreaming climate-responsive budgeting to fortify the fiscal framework against environmental shocks and transition risks.
				b. Data gathering on environmental indicators				√	√		
				c. Consult with environmental agencies				√	√		
				d. Sharpen climate-related fiscal projections.				√	√		
		Establish knowledge sharing channels with the private sector and the academic research institutions to enrich economic forecasting capabilities.	3.Communication and knowledge sharing	a. Institutional agreements on participation	Mr. Anarul Kabir, Joint Secretary						
				b. Design an online portal for knowledge sharing.							
				c. Periodic forums and webinars							
		Conduct Action Research for Fiscal Impact Reporting resulted from any proposed changes in revenue and expenditure policy.	1. Analytical activities, studies, surveys	a. Empirical research and policy experimentation	Ms. Tasnova Rahman, Senior Assistant Secretary						
				b. Analyzing long-term fiscal impacts							
				c. Engage external experts for validation.							
		Suggest a set of policy options to mitigate the risks.	5. Drafting /revising laws, strategies, regulations, framework, procedures	a. Setting recommendations in the context of national priorities	Dr. Md. Rashedur Rahman Sardar, DS						
				b. Policy simulation exercises							
				c. Prepare scenario-based policy recommendation							
		Prepare a Fiscal Risk Matrix of potential risks and link with contingent liabilities.	5. Drafting /revising laws, strategies, regulations, framework, procedures	a. Coordination across Ministries and Agencies	Mr. Ashraful Alam, , DS						
				b. Develop a risk assessment dashboard							
				c. Regular updates to refine the risk estimates							

C-2: DOMESTIC RESOURCE MOBILIZATION (NATIONAL BOARD OF REVENUE):

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' 8. Execution of reformed PFM process

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C2 – Activity 4	Increase tax collection through improved tax administration	**Develop "Customs Litigation and Arrear Management System".**	5. Drafting/revising laws, strategies, regulations, framework, procedures	a. Tender document preparation	Customs Modernization Branch	√					A digital Platform which will give both Customs authority and stakeholders instant access to data and decisions related to customs litigation and arrear. Also give entry, access and utilization of data and decisions to solve litigation and realization of arrears quickly and efficiently.
				b. Tender process.		√	√				
				c. Vendor selection			√				
			6. IT systems acquisition;	d. System development			√				
				e. System User Acceptance Test (UAT)				√			
				f. System Integration				√			
			8. Execution of reformed PFM process	g. Go Live					√		
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	**SoP for Risk Management based selectivity criteria for VAT Audit**	4. Advocacy;	a. Arrange a comprehensive workshop for preparing the SoP	VAT Policy Branch	√					SoP Draft
			5. Drafting/revising laws, strategies, regulations, framework, procedures	b. Preparing a draft Sop		√					SoP Ready
				c. Finalizing the SoP		√					Audit selection based on SoP.
C2 – Activity 3	Develop and implement Revenue Strategies for effective revenue administration	**Make a Database for Customs Classification Decisions**	8. Execution of reformed PFM process	a. Complete procurement process and select a vendor	Customs Policy Branch & PIT Member	√					A Document Management Platform which will give everyone instant access to classification rulings issued by NBR. This will help all stakeholders to ascertain corresponding HS code of a product and resolve litigation emanated from it.
				b. Organize all classification rulings in a systematic and user-friendly document system where everyone can find files easily.			√				
				c. Develop the online "Document Management Platform"			√	√			
				d. Upload all documents					√		
				e. Make the system accessible to all stakeholders					√		
			3. Communication and knowledge sharing;	f. Take feedback from users and make necessary adjustments if needed					√		
		Arranging trainings, workshops, awareness programs regarding the enforcement of new Customs Act for Customs personnel and staff, stakeholders and others	2. Training;	a. Training		√	√				Efficient workforce and aware stakeholders.
			3. Communication and knowledge sharing;	b. Workshop				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C2- Activity 4	**Increase tax collection through improved tax administration**	**Training on Auditing Under Income Tax Act,2023**	3. Communication and knowledge sharing;	a. Finalizing and Validating the Audit Manual	Audit wing (Income Tax)	√	√	√	√		Audit Manual completed.
			2. Training;	b. Building Officials Capacity through dissemination of Audit system		√	√	√	√		Officers will be able to conduct audit activities in a fair and accurate manner
				c. Workshop on field management system during auditing		√	√	√	√		Done
			3. Communication and knowledge sharing;	d. Auditing of Digital economy and e commerce	PTI (Income Tax)		√				
			6. IT systems acquisition;	e. Development of an audit software	Tax Information wing		√	√	√		Done
				f. Digital Conversion of Offline Returns	Tax Information wing			√			
C2 – Activity 3	**Develop and implement Revenue Strategies for effective revenue administration**	**Comprehensive automation of Income tax**	6. IT systems acquisition;	a. e-Return system development for Corporates	Tax information wing			√			Faceless return submission will be ensured. Digital capacity and cyber security will be enhanced. Officers will be skilled in the proper application of the law Feedback and new ideas on revenue strategy.
				b. Mobile App for e-Return submission and services				√			
				c. Upgradation of existing TIN registration platform				√			
				d. Upgradation of Personal e-Return system			√		√		Under Development.
			3. Communication and knowledge sharing;	e. Training to the officers in upgraded systems					√		
				f. Training to the stake holders and tax payers					√		05 training session completed
			6. IT systems acquisition;	g. Integration of Chabot to the eReturn system	Tax Information wing			√			
C2- Activity 4	**Increase tax collection through improved tax administration**	**Develop Compliance Risk Management System**	3. Communication and knowledge sharing;	a. Establishing standards for revenue risk identification	Audit wing (Income Tax)		√				Officers will get expertise on Risk Base Audit Selection
			2. Training;	b. Collection and analysis of Data from financial report, banks, RJSC, CDBK, Customs, VAT & others			√				
				c. Workshop on legal and regulatory obstacle identification in order to improve voluntary compliance			√				
			6. IT systems acquisition;	d. integration for data with various offices and institutes and organizations through API	Tax Information wing						

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C2 – Activity 3	**Develop and implement Revenue Strategies for effective revenue administration**	**Capacity building for NBR Staff to starts implementation of MLTRS**	5. Drafting/revising laws, strategies, regulations, framework, procedures	a. Workshop for Income tax officials about MLTRS	Kor-5 (Income Tax)	√			√		feedback on MLTRS
			3. Communication and knowledge sharing;	b. Seminar on tax policy reform needs for MLTRS		√			√		Recommendation for Revenue Strategy

C-3: DEBT MANAGEMENT (DEBT MANAGEMENT WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' 8. Execution of reformed PFM process

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C3- Activity 5	**Improve the quality of Medium-term Debt Strategy (MTDS)**	**Develop an operational strategy to implement the MTDS and conduct training as needed and design a communication platform for multiple agencies involved (e.g., FD, BB, ERD, NSD, CGA).**	5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 4. Advocacy Review	a. Assess the current MTDS implementation mechanism and identify challenges	Mohd Rashedul Amin, Joint Secretary	Done				250	The operational strategy for MTDS implementation.
				b. Study the MTDS template and develop a draft operational strategy addressing challenges and suggesting recommendations.		Done					Annual Plan
				c. Design and conduct training for relevant stakeholders on the MTDS.					√		A training strategy is under process to be finalized
				d. Identify the objectives of the multi-agency communication platform and evaluate current incompatibilities.		Done					Identifying areas of improvement
				e. Recruit IT services and communication consultants to design and create the communication platform.		Done					Efficient Communication
				f. Update Public Debt Rules 1946.					√		Public Debt Rules, 2024/5.
				g. Update and consolidation of BGTB Rules			√				
		Hold a Debt Review Summit with all concerned parties to discuss MTDS.	7. Consultations, forums, citizens' participation. 4. Advocacy	a. Identify objectives of the summit and design sessions accordingly;	Mohd Rashedul Amin, Joint Secretary	Done				100	Recommendations on Debt Management Strategy and debt Sustainability.
				b. Hire a think tank or agency to manage the event;					√		
				c. Invite all relevant stakeholders and confirm attendance;					√		
				d. Organize the Debt Review Conference					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Using the 2024 MTDS as the base, develop a plan and procedure to update the strategy annually to reflect data collected from above agencies.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Study the current MTDS and identify areas of improvement;	Mohd Rashedul Amin, Joint Secretary				√	100	Updated MTDS.
				b. Conduct an exercise to further develop MTDS implementation operations strategy;					√		
				c. Create a data collection and collation plan and integrate it into the communications platform;					√		
				d. Analyze the data at regular intervals and update MTDS accordingly					√		
		Improve the quality of Debt Sustainability Analysis (DSA) Report and publish it periodically		a. Assess the debt dynamics and sustainability more accurately	Mohd Rashedul Amin, Joint Secretary				√		DSA Report 2024/25
				b. Design and conduct training for relevant stakeholders on the DSA					√		
				c. Collect data for DSA report and publish the report					√		
		Implement Liability Management Operations (LMO) by incorporating buyback and exchange mechanisms for T-Bond		a. Introducing buybacks and exchanges for T-Bond reducing refinancing risk	Mohd Rashedul Amin, Joint Secretary			√	√		Minimizing refinancing risk
				b. Design and conduct training for relevant stakeholders of LMO operations				√	√		
C3 – Activity 6	**Enhance the FD management structure and systems to ensure debt data quality, timeliness, and reliability**	**Operationalize Debt Database (DMFAS)**	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Assess the capacity of implementing unit;	Mohd Rashedul Amin, Joint Secretary				√	1,2 00	Debt database established and integrated.
				b. Hire consultants to provide training to FD employees as required;		Done					
				c. Customize DMFAS to include the on-lending database.					√		
		Install/develop a debt database in the middle office and make necessary integration with existing debt databases used by different debt management entities, i.e., ERD, BB, NSD, etc.	1. Analytical activities, studies, surveys, Training	a. Provide training for FD and other relevant officials	Mohd Rashedul Amin, Joint Secretary			√	√		Development of Debt database software needs to be completed
								√	√		
				b. Develop external/ domestic Loan/ debt Management Module					√		
				c. Develop a Sovereign Guaranteed Loan/ debt Module					√		
				d. Develop a domestic loan/debt management module					√		
				e. Develop MIS for Debt Strategy				√	√		
				f. Integration with iBAS++, BB, Debt Management System for T. Bill & T. Bond, NSC, and ERD System				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Assess the capacity and performance of the FD's Treasury and Debt Management Wing	1. Analytical activities, studies, surveys;	g. Conduct an internal evaluation of the FD's Treasury and Debt Management Wing to identify gaps in skills and resources;	Farid Ahmed, Deputy Secretary				√	100	A training strategy is underway to be finalized
				h. Hire external consultants to suggest recommendations based on gaps identified;					√		
				i. Develop training modules and design training sessions for FD's relevant unit according to the needs identified;				√			
				j. Conduct training sessions for the relevant FD employees				√	√		
		Conduct a comprehensive inventory of all outstanding debt, including contingent liabilities and assumed guarantees (for government banks, e.g.)	3. Communication and knowledge sharing	a. Develop TOR for hiring expert consultants; (not required).	Mohd Rashedul Amin, Joint Secretary	Done				250	
				b. Recruit consultants to catalog relevant information; (not required).							
				c. Create a report on outstanding debt and contingent liability.							
				d. Share with all stakeholders							
				e. Develop excel base database on PPP					√		
				f. Develop database on contingent liabilities				√			
				g. DSL software operationalization	Mst Nazneen Sultana, Joint Secretary			√	√		
				h. Drafting Inspection Strategy for DSL				√			
				i. Drafting Equity Guideline '0' draft					√		
		Create a database for national savings		a. Regular management and maintenance of the NSC database.	Mohd Rashedul Amin, Joint Secretary	Done		√	√	100	
		Developing and updating NSC automated management system	1. Analytical activities, studies, surveys, Training	b. Updating and integration of national savings certificate management	Mohd Rashedul Amin, Joint Secretary	Done		√	√		
				c. Automation of post office savings scheme and integration with the concerned system				√	√		
				d. Automation of Diaspora Bond and integration with the concerned system				√	√		
				e. Ensure full coverage of EFT Payment for-profit and principal				√	√		
				f. Integration with NID, iBAS++, NBR, BB & other concerned offices				√	√		
				g. Ensuring different limits of purchasing saving scheme		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				h. Establish MIS for the NSC system				√	√		
				i. Develop an auto reconciliation system with concerned offices through integration among the systems				√	√		
				j. Implement Self Service Module				√	√		
				k. Post Office Savings Bank Accounting and EFT implementation				√	√		
		Introduce publication of quarterly debt bulletin and annual debt portfolio report	3.Communication and knowledge sharing	a. Collect data for the debt bulletin;	Farid Ahmed Deputy Secretary	Done		√	√	100	Two quarterly debt bulletins have already been published and they will continue in the future.
				b. Create drafts of the bulletin;				√	√		
				c. Get approval of the debt bulletin from the Secretary;				√	√		
				d. Publish the bulletin				√	√		
				e. Collect data for the debt portfolio report and publish the report				√	√		
		Put in place and expand TSA which includes Special Accounts and EBFs	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Identify the objectives for setting up TSA.	Farid Ahmed Deputy Secretary			√	√	200	Data regarding Special Accounts and EBFs has been collected under the iBAS++ scheme.
				b. Create a TSA plan and establish TSA.				√	√		
				c. Collect data about special accounts and EBFs and include them in the TSA.				√	√		
				d. Regularly update the TSA.				√	√		
		Annually publish updated national debt status through media and GoB website	3.Communication and knowledge sharing	a. Collect data about national debt status through an integrated IT platform	Farid Ahmed Deputy Secretary			√	√	50	Final publication of the annual national debt status on different media and the GoB website
				b. Create draft reports on national debt status;				√	√		
				c. Get approval from Finance Secretary on the final publication;				√	√		
				d. Hold a press conference to publish the report to the media and upload the report on the GoB website				√	√		
		FD's Debt Management Wing to convene monthly meetings of heads of other Debt Management Units	3. Communication and knowledge sharing	a. Conduct month meetings of FD and other Debt Mgt unit heads.	Mohd Rashedul Amin, Joint Secretary	Done		√	√	50	Higher quality and reliable data collection available for decision-making
				b. Set standards for data quality and reliability and strategies to measure those.		Done		√	√		
				c. Collect and use a sample of the available data and review it for quality and reliability.		Done		√	√		
				d. Identify gaps and suggest recommendations.		Done		√	√		
		Develop a web based NTR database	6. IT systems acquisition	a. Create a mechanism for database implementation and management.	Sahana, Joint Secretary- NTR			√	√		Defined process and resources for database management

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				b. Follow the procurement process and publish EOI				√	√		EOI published and meeting with vendors
				c. Evaluate EOI and select vendor and sign a contract with the vendor				√	√		Selected vendor with a signed contract
				d. NTR entry and reporting database with equity, dividend and lending management				√	√		Develop NTR database
		Policy dialogues, workshops and seminars for awareness building among NTR generating units	3.Communication and Knowledge sharing 4. Advocacy	a. Invite all relevant stakeholders in NTR generation.	Sahana, Joint Secretary- NTR	Done			√		Involving public and private sector stakeholders developed a NTR guideline
				b. Recruit think tanks and event management through a procurement process to organize the program.					√		
				c. Develop and circulate a NTR Guideline				√			
C3 Activity 7	Enhance Non- Tax Revenue (NTR) performance	**Revenue innovation incentives**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Study examples of revenue innovation incentives in 3 comparable countries.	Sahana, Joint Secretary- NTR	Done				200	New incentives are approved and put in place for innovation in revenue generation.
				b. Evaluate alternative methods of generating revenue and identify which are suitable.				√			
				c. Design revenue innovation schemes and collect feedback from relevant stakeholders.					√		
				d. All key stakeholders agree to implement the incentives and relevant Secretaries approve the schemes.					√		
		Capacity building	2. Training 4. Advocacy	a. Conduct a needs assessment of skills among relevant agencies and stakeholders.	Sahana, Joint Secretary- NTR	Done				250	A training strategy is underway to be finalized Enhanced skills of relevant implementers of revenue innovation schemes and NTR units.
				b. Establish TOR for hiring consultants/firms to provide training based on the needs identified.		Done					
				c. Publish EOI and hire consultants/firms through the recruitment process to training the relevant units.		Done					
				d. Organize training and capacity-building sessions to meet the gaps.		Done			√		
				e. Conduct workshop on DSL with the leading Ministries and Divisions.		Done					
				f. Conduct an orientation workshop on PPP for FD officials				√	√		
				g. Capacity Development for IPF Officials on PPP				√	√		
				h. Interagency training for Govt. Stakeholders on PPP organized and facilitated by IPF					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				i. Organize a seminar for fostering strong collaboration between government and private sectors to facilitate efficient infrastructure and public service delivery through private sector.		Done					
				j. Conduct a daylong workshop on DSA involving ERD, BB, TDM, MCRO officials					√		
				k. Arrange a National Workshop on MTDS (2024-2025)				√	√		

C-4: PLANNING AND BUDGET PREPARATION (BUDGET WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C4-Activity 8	**Improve the effectiveness of BMC and BWG**	• **Assess how the BMC and BWG are functioning and develop a performance improvement program** • **Strengthen the bottom-up budget preparation process through BMC and BWG undertaking inter-ministry peer review exercises to learn and support each other.** • **Line ministries will arrange on the job training for BMCs and BWGs preferably within July to December for each fiscal year and FD will arrange / provide trainings for the BMC and deploy required resource pool.** • **Roll out the peer review process among the selected MDs.** • **Conduct inter-ministerial peer review of selected MDs.** • **Organize consultation meeting with the MDs about the findings of peer review for necessary improvement of budget preparation**	1. Analytical activities, training, workshop etc.	a. Training/workshop on Terms of Reference (ToR) of BMCs and BWGs	• Mr. Muhammad Faruq-Uz-Zaman • Muhammad Abul Kasem • Mr. Md. Zakir Hossain • Dr. Mst. Sheren Shabnam			√	√		
				b. Arrange capacity development trainings for the members of BMC/BWG of LM and recommend fine-tuning.				√	√		
				c. Conduct training on Public Financial Management of budget officials of LM				√	√		
				d. Conduct training/workshop on peer review guideline in selected ministries/ divisions using approved performance scorecard and peer review guidelines.				√	√		
				e. Workshop on BIP/ Data Analysis				√	√		
				f. Provide tangible incentives, such as certificates, awards, or small financial rewards, to reviewers who consistently contribute to the peer review process				√	√		
				g. Capacity Development to enhance the process of data analytics, data mining, and analysis for effective reporting in the context of budgetary planning, monitoring, and evaluation.				√	√		
				h. Workshop on MTBF/MBF/ Budget in Brief				√	√		
				i. Develop and integrate a mapping tool in the iBAS++ for generating data on social sector spending.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **Publish a Citizens Budget immediately after Budget speech** • **Roll out the peer review process among the selected MDs**		j. Publish redefined social sector spending calculation and table on the website.				√	√		
				k. Arrange overseas training				√			
				l. Conducting meetings to plan a citizens Budget				√	√		
C4-Activity 9	**Ensure that performance data Is routinely included in the main budget documents.**	• **Align data structures for collecting performance management information (on Annual Performance Agreements) with those of the new Budget and Accounting Classification (in broad categories) to ensure comparability between the cost of the plans/programs and the outputs/outcomes broadly attributable to those.** • **Use performance targets/ indicators in main budget documents to inform budget decisions (including comparisons between previous estimated targets and targets achieved).** • **Support the honorable Member of the parliament with budget related knowledge sharing sessions and arrange training for the civil servants on how to weigh the expenditures by ministries ,program, and by divisions/ districts where possible and the expected results against those expenditures ,and use this information for their budget allocation and prioritization** • **Strengthen the capacity of FD and line Ministry /Divisions officials on climate change issues.** • **Strengthen the capacity of FD and line Ministry /Divisions officials on gender issues.** • **Publish annual climate budget report** • **Publish annual gender budget report**	1.Analytical activities, studies, surveys, Trainig, etc.	a. Initiatives to develop side tables in iBAS++ to capture KPIs on climate, and gender etc. for Ministries/Divisions.	• Mr. Muhammad Faruq-Uz-Zaman • Muhammad Abul Kasem • Mr. Md. Zakir Hossain • Dr. Mst. Sheren Shabnam			√	√	-	-
				b. Arrange trainings on Performance Budgeting: Measures to Improve Operational Efficiency				√	√		
				c. Arrange trainings to develop a precise Budget Implementation Plan by reviewing expenditures, preparing procurement plans, and setting pragmatic allocations.				√	√		
				d. Prepare documents (in particular tripartite working papers) during the budget formulation stage incorporating and updating performance targets/KPI				√	√		
				e. Gender Budgeting: Data Mining, Analyzing and Reporting				√	√		
				f. Climate Budgeting: Data Mining, Analyzing and Reporting				√	√		
				g. Knowledge sharing and Awareness building seminar for parliamentarians.							
				h. Workshop on gender budget/Climate Budget				√	√		
				i. Train budget /relevant officials of MDAs regarding climate change issues & data mapping / data generating climate financing				√	√		
				j. Train budget /relevant officials of MDAs regarding gender issues & data mapping / data generating, gender financing.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C4-Activity 10	**Efficient budget release**	• **Review the current fund release procedures and delegation of financial power in line with the development of Cash Management Policy and Procedure to support timely cash availability for budget execution**	1.Analytical activities, studies, surveys, etc	a. Roll out the budget preparation module, especially at divisional and district levels.	• Mr. Muhammad Faruq-Uz-Zaman • Muhammad Abul Kasem			√	√	-	-
				b. Issuance of directives by FD to selected MDAs to ensure the distribution of budget/fund by 31 July to field offices (whose budgets are under group office code).				√	√		
				c. Conduct Awareness workshops for selected MDAs to expedite the timely distribution of funds (i.e., by 31st July				√			
		• **Perform necessary addition/ development in iBAS++ budget execution modules to enable monitoring of timeliness of releases to DDOs/project directors and establishing a monitoring mechanism.** • **Effective monitoring of budget execution and timely review and management of outliers** • **Preparation of draft BIP after issuing the BC-2 and finalize immediately after the approval of Budget in JULY ensure 80% budget distribution to the DDOs within31st July of each FY through iBAS++**		a. Set up a monitoring system to track a budget release/distribution status in iBAS++.				√	√	-	-
				b. Train Budget Desk Officers (BDOs) to monitor Budget Implementation Plan (BIP).				√	√	-	-
				c. Periodic review of budget release status and take necessary steps to ensure DDOs have had their budget released by 31st July.				√	√		
				d. Consultation or training for MDAs who showed sub optimal performance in budget execution i.e., outliers.				√	√		

C-5: PUBLIC INVESTMENT MANAGEMENT (PLANNING MINISTRY)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C5-Activity 11	**Improve public investment formulation, appraisal, and approval processes**	**Use Ministry Assessment Format (MAF)/Sector Appraisal Format (SAF) in all sectors.**	2. Training	a. Preparation of training plans & materials.	Mr. Mithun Paul Dip			√	√	130.00	• Training on MAF and SAF have been conducted. • MAF and SAF have been revised based on green book 2022 and circulated. • ToT on MAF & SAF has been completed.
				b. Conduct training on MAF for Ministry/ Division/Agency.				√	√		
				c. Conduct training on SAF for sector Divisions.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Introduce the digital MAF and SAF system (PAMS-Project Appraisal Management System) in all Sectors.	6. IT System acquisition	a. Develop digital MAF and SAF (PAMS)	Mr. Mithun Paul Dip			√	√	65.00	• Digitalized MAF and SAF System (PAMS-Project Appraisal Management System) has been developed.
			3. Communication and knowledge sharing	a. Dissemination of PAMS (digital MAF and SAF)				√	√		
			2. Training	b. Conduct training on PAMS				√	√		
		Integration of PAMS (digital MAF & SAF) with PPS (Project Processing, Appraisal and Management System)	6. IT System acquisition	a. Integration with PPS	Mr. Md. Ibrahim Khalil					80.00	• Integration of PAMS with PPS is done. For better performance a module is being developed for PAMS inside the PPS.
			2. Training	a. Conduct training on PAMS in PPS				√	√		
		Baseline Study on Climate Responsive PIM	1. Analytical activities, studies, surveys	a. Conduct study, identify issues and approach to make PIM Tools climate sensitive	Mr. Mithun Paul Dip			√	√	50.00	-
				b. Finalize the study Report which will contain identified issues and approaches, findings, challenges and recommendations.					√		
			3.Communication and knowledge sharing	a. Stakeholder Consultations and Validation				√	√		
				b. Stakeholders' dissemination					√		
		Baseline Study on progress of PIM Reform Program 2024-2028	1. Analytical activities, studies, surveys	a. Conduct study to review the current utilization of PIM tools for better utilization and identifying responsibilities PIM related IT systems.	Mr. Md. Ibrahim Khalil			√	√	50.00	-
				b. Finalize the study Report					√		
			3.Communication and knowledge sharing	a. Stakeholder Consultations and Validation				√	√		
				b. Stakeholders' dissemination					√		
		Develop and validate the "project concept note".	1. Analytical activities, studies, surveys	a. Preparation of guidelines for "Project concept Note"	Ms. Nusrat Noman			√	√	20.00	-
				b. Develop Project concept note				√	√		
			3.Communication and knowledge sharing	a. Consultations with stakeholder and Validation				√	√		
				b. Dissemination with stakeholders.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Develop a procedure to capture future recurrent cost implications in the revenue budget at the project appraisal stage.	3.Communication and knowledge sharing	a. Examine DPP item 32.1 & 13 through MAF & SAF	Mr. A F M Abu Sofian			√	√	5.00	• Included in DPP item 13 & 32.1 and addressed in MAF & SAF.
			7. Consultations, forums, citizens' participation	b. Consultation with relevant stakeholders and develop framework.				√	√		
		Review the use of disaster and climate change tools.	2. Training	a. Examine DPP item 25.3, 25.3 (A), 26 Through MAF & SAF	Ms. Nusrat Noman			√	√	5.00	• Included in DPP item 25.3 (A), 26 Disaster Risk Information Platform (DRIP) Software & Disaster Impact Assessment (DIA) tool developed.
			3.Communication and knowledge sharing	b. Consultation with relevant stakeholders and develop framework.				√	√		
		Review gender analysis during project appraisal.	2. Training	a. Examine DPP item 25.4 through MAF & SAF	Mr. Mithun Paul Dip			√	√	15.00	• Embedded in DPP item 25.4. The proposed project has been examined whether it is gender sensitive or not.
			3.Communication and knowledge sharing	b. Consultation with relevant stakeholders and develop framework.				√	√		
		Preparation of Handbook for Development Project Proposal (DPP) based on the prescribed templates.	1. Analytical activities, studies, surveys	a. Develop Handbook for DPP preparation	Mr. Md. Ibrahim Khalil					20.00	• Handbook for DPP preparation is published.
			3.Communication and knowledge sharing	b. Dissemination with the relevant stakeholders.				√	√		
		Use of Excel model of Cost-Benefit Analysis (CBA) during project formulation and appraisal.	3.Communication and knowledge sharing	a. Dissemination of excel model of CBA	Mr. Mithun Paul Dip			√	√	20.00	• Excel model of CBA has been developed.
		Use of example Logical Framework for project formulation and appraisal.	3.Communication and knowledge sharing	a. Dissemination of example/Sample Logical Framework	Mr. A F M Abu Sofian			√	√	20.00	• Note for Logical Framework with examples/Samples has been published.
C5-Activity 12	**Strengthen strategic linkages between the ADP, FYP and MTBF**	**Roll out Sector Strategy Papers (SSP) /Sector Action Plan (SAP) to some other selected sectors.**	1. Analytical activities, studies, surveys;	a. Preparation of Sector Strategy Papers (SSP)/ Sector Action Plan (SAP).	Ms. Nusrat Noman			√	√	200.00	• SSP for PE & LGRD Sector updated and circulated. • SAP for Environment, Climate Change and Water Resources; LGRD; General Public Services, and Agriculture Sectors published.
			3. Communication and knowledge sharing	b. Consultation with stakeholders				√	√		
				c. Dissemination with relevant stakeholders.				√	√		
		Roll out Multi Year Public Investment Program (MYPIP) to some other selected sectors.	1. Analytical activities, studies, surveys 3.Communication and knowledge sharing	a. Preparation of guidelines for MYPIP.	Mr. Md. Ibrahim Khalil					150.00	• MYPIP guideline circulated. • MYPIP for 8 Sectors developed. • Preparation MYPIP for 2 more Sectors initiated.
				b. Develop MYPIP				√	√		
				c. Consultation with stakeholders				√	√		
				d. Dissemination of MYPIP				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Fixation of Green Climate Resilience Development (GCRD) Indicator and embed with MYPIP module in the AMS	1. Analytical activities, studies, surveys	a. Fixation of GCRD indicators	Mr. Mithun Paul Dip			√	√	50.00	GCRD guidelines have been circulated
				b. Put targets and Results				√	√		
			6. IT System acquisition	c. Embed with MYPIP in the AMS				√	√		
		Conduct training program on Multi Year Public Investment Program (MYPIP).	2. Training	a. Develop training Plans and materials	Mr. Md. Ibrahim Khalil			√	√	60.00	-
				b. Conduct training on MYPIP				√	√		
		Demonstration of Sector Results Framework (SRF).	1. Analytical activities, studies, surveys	a. Update information of SRF	Mr. A F M Abu Sofian			√	√	35.00	SPA report has been prepared for two sectors.
				b. Preparation of SPA Report				√	√		
			3.Communication and knowledge sharing	c. Consultation with Stakeholders				√	√		
				d. Demonstration/ distribution				√	√		
		Provide training and hands-on support for MDAs to submit FBE information and support sector Divisions to process this Forward Based Estimation (FBE) information sector by sector for the development budget.	1. Analytical activities, studies, surveys	a. Collect information on expenditure of completed projects.	Mr. Mithun Paul Dip			√	√	75.00	Module has been developed in the AMS for 8 sectors.
				b. Analysis and grouping of expenditure trend				√	√		
				c. Preparation of expenditure profile sector by sector				√	√		
				d. Embed expenditure profile/FBE in the AMS.				√	√		
		Develop a PIM capacity development plan.	2. Training 3.Communication and knowledge sharing	a. Communication with organizations work for PIM capacity development.	Ms. Nusrat Noman			√	√	100.00	-
				b. Preparation of capacity development planned and execution of plan.				√	√		
				c. Take part in PIM related training seminar workshop etc.				√	√		
		Update Public Investment Management Guideline (PIMG) and Public Investment Management Reform Program (PIMRP) [if and when necessary]	1. Analytical activities, studies, surveys	a. Preparation of concept note on PIMG & PIMRP	Ms. Nusrat Noman				√	75.00	PIM Guideline and PIM Reform Program have been published.
				b. Update PIMG & PIMRP					√		
			3.Communication and knowledge sharing	c. Review/consultation with stakeholders					√		
			1. Analytical activities, studies, surveys	d. Finalization of PIMG and PIMRP					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
			3.Communication and knowledge sharing	e. Dissemination/circulation							
		Promote Project Management Professional (PMP) certification.	2. Training	a. Preparation of training plans and materials	Mr. A F M Abu Sofian			√	√	50.00	-
			3.Communication and knowledge sharing	b. Conduct training for relevant officials.				√	√		
		Provide on job training on AMS and MYPIP.	2. Training	a. Preparation of training plans and materials	Mr. Mithun Paul Dip			√	√	20.00	A separate module for MYPIP has been built in the AMS.
			3.Communication and knowledge sharing	b. Conduct training for relevant officials.				√	√		
		Introduce unified project code system.	6. IT System acquisition	a. Develop a general guideline/ technique for project coding.	Mr. Md. Ibrahim Khalil			√	√	10.00	-
				b. Introduce unified code for projects.				√	√		
		Strengthen PIM wing as the anchor organization for PIM reform.	3.Communication and knowledge sharing	a. Coordination among stakeholders for PIM Reform activities.	Ms. Nusrat Noman			√	√	50.00	-
				b. Consultation about PIM related policies guideline etc. with stakeholders when necessary				√	√		
		Strengthening translation of capital costs into budget estimates.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Preparation of a framework to translate capital cost into recurring budget estimates.	Ms. Nusrat Noman			√	√	75.00	-
				b. Share and consult the framework with stakeholders				√	√		
				c. Implement translating capital costs into budget estimates.				√	√		
		Delineating sector boundaries.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Preparation of concept/note/ examples of sector boundary.	Mr. Md. Ibrahim Khalil					50.00	Sector reclassification is completed aligning the Classification of the Functions of the Government (COFOG). The Sector boundary guideline is prepared, approved and uploaded in the Planning Commission Website.
				b. Preparation of draft sector boundaries for all sectors							
				c. Review/consultation							
			3.Communication and knowledge sharing	d. Dissemination/distribution.				√	√		
		Analyze and report on PIM performance, including developing a methodology/tool for assessing compliance with procedures and guidelines for each stage of the project cycle.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop a skeleton framework to prepare Annual PIM report.	Mr. Md. Ibrahim Khalil			√	√	45.00	-
				b. Preparation of Annual PIM report.					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Translation of PIM guideline and Sector Boundary Guideline in Bangla.	5.Drafting/revising laws, strategies, regulations, framework, procedures 3. Communication and knowledge sharing	a. Translate PIM guideline and Sector Boundary Guideline in Bangla	Mr. Md. Ibrahim Khalil			√		25.00	-
				b. Review of the Bangla draft of PIM guideline and Sector Boundary Guideline				√	√		
				c. Finalize the Bangla draft of PIM guideline and Sector Boundary Guideline				√	√		
				d. Dissemination of PIM guideline and Sector Boundary Guideline					√		
C5-Activity 13	Monitor and improve investment portfolio quality.	• **Conduct monitoring of all ongoing projects included in ADP.** • **Conduct terminal evaluation of all completed projects on the basis of project completion report (PCR).** • **Conduct in-depth monitoring & impact evaluation of selected important projects.** • **Collection of project wise data using various monitoring format and preparing quarterly, annually and periodical progress report for NEC, ministries/ Division and other concerned.**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Inspections of projects for the spot verification of implementation status.	Focal Point, IMED			√	√	125.00	-
				b. Examine PCR and prepare terminal evaluation report.				√	√		
			1. Analytical activities, studies, surveys	c. Hire consultancy firm for in-depth monitoring & impact evaluation.				√	√		
				d. Preparation of quarterly, annually and periodical progress report				√	√		
		• **Dealing with each low-performing projects and prepare report.** • **Analysis the cause of delay implementation.**	1. Analytical activities, studies, surveys 3. Communication and knowledge sharing	a. Conduct progress review meeting for low performing projects.	Focal Point, IMED			√	√	20.00	-
			2. Training	b. Training for project directors.				√	√		
			3. Communication and knowledge sharing	c. Involved local public representative to overcome the implementation obstacle.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **Strengthen project management for critical infrastructure projects to control cost and time overruns.** • **Review LM level public investment planning and cost estimation processes.**	1. Analytical activities, studies, surveys	a. Considering the MTBF ceiling while calculating.	Line Ministries			√	√	10.00	-
				b. Calculating Project Appraisal and cost estimation properly.				√	√		
		• **Improve through capacity building, training, incentives, sanctions and monitoring performances of LMs.**	2. Training	a. Prepare training plan including the performance monitoring of LMs.	Focal Point, IMED			√	√	20.00	-
			3. Communication and knowledge sharing	b. Incentives and sanctions plan to overview the monitoring performance of LMs.				√	√		
			2. Training	c. Conduct training for the monitoring performance of LMs.				√	√		
		• **Preparation of Project Evaluation Policy guideline.**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare draft of the guideline	Focal Point, IMED					15.00	Final draft Project Evaluation Policy guideline has been prepared. Now it is in the review process.
			3. Communication and knowledge sharing	b. Consultation/collect comments from the stakeholders				√			
				c. Finalize the guideline				√	√		
				d. Dissemination of the guideline					√		

C-6: PUBLIC SECTOR PERFORMANCE MANAGEMENT (CABINET DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C6-Activity 14	**Produce high quality APAs with meaningful indicators and targets that are aligned with national priorities**	• **Arrange regular trainings for government officials on APA preparation, monitoring and evaluation.** • **Arrange regular consultation workshops with stakeholders/experts for improving quality of APA.**	1) Analytical activities, studies, surveys 2) Training 3) Communication and knowledge sharing	a. Arrange training programs and stakeholder discussions (meeting/ workshop /seminar)	• Mosa. Suraiya Begum, JS • A S M Ferdoush, JS • Kawser Aziz, DS • Yeasmin Nahar Ruma, SAS • Md. Zahidur Rahman, SAS			√	√	62 (GOB)	• GPMS framework has been finalized. • GPMS Teams have been formed in all Ministries/Divisions.
				b. Arrange consultation workshop for alignment of APA with policy and budget				√	√		
				c. Arrange consultation workshop with national and field level stakeholders.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **APA activities are set as per policy guidance.** • **APA targets are set as per budget allocation.** • **Research conducted on finding ways to improve APA**	4) Advocacy 7) Consultations, forums, citizens' participation	d. Explore funding for Research and conduct research (given arrangement of fund)				√	√		• Improved strategic alignment and quality of GPMS three-year plan and annual Performance plans across Ministries/ Divisions.
C6-Activity 15	**Adopt a comprehensive technology-based monitoring and evaluation system.**	• **Launch APAMS 3rd version software** • **Train government offices of the use of APAMS (3rd Version)** • **Improve the 3rd Version (if required)**	6) IT Systems acquisition	a. Launch APAMS 3rd version software	• Mosa. Suraiya Begum, JS • A S M Ferdoush, JS • Kawser Aziz, DS • Yeasmin Nahar Ruma, SAS • Md. Zahidur Rahman, SAS	√	√			135 (GOB)	• New version of APAMS software will be developed. • Government offices can easily monitor and report progress/ performance issues. • Enhanced readiness of Ministries/ Divisions to use GPMS software for planning, monitoring, and reporting.
				b. Arrange training programs for government officials on APAMS (3rd Version)		√	√	√	√		
C6-Activity 16	**Incentivize MDAs based on performance**	• **Award best performing ministries/ divisions every year.** • **Ensure best performing departments and field level offices are also awarded by respective higher offices.** • **Arrange exchange programs (national/ international) for best performing government offices**	3) Communication and knowledge sharing	a. Arrange APA & NIS award giving ceremony for ministries/divisions	• Mosa. Suraiya Begum, JS • A S M Ferdoush, JS • Kawser Aziz, DS • Yeasmin Nahar Ruma, SAS • Md. Zahidur Rahman, SAS					15 (GOB/ External sources)	• A fair competition among government offices to achieve performance targets will be visible. • Improved institutional ownership and leadership engagement in GPMS implementation.
				b. Ensure best performing departments and field level offices are awarded by respective higher authorities							
				c. Explore funding for exchange program and arrange exchange program (if fund is available)				√	√		
C6-Activity 17	**Ensure greater openness and transparency of the APA process**	• **Ensure APA preparation/ monitoring/evaluation through a consultative way** • **Ensure the APAs, quarterly reports and evaluation results are published in the respective websites.**	3) Communication and knowledge sharing 7) Consultations, forums, citizens' participation	a. Ensure stakeholder participation in process related with APA preparation, monitoring and evaluation	• A. S. M. Ferdoush, JS • Md. Asaduzzaman, JS • Shahanara Begum, JS • Kawser Aziz, DS	√	√	√	√	20 (GOB)	• A transparent APA process will be visible • Transparency and accountability of government offices will enhance.
				b. All APAs, progress reports and evaluation reports are published in the websites of respective government offices		√	√	√	√		

C-7: iBAS++/BACS IMPLEMENTATION (FINANCE DIVISION, iBAS++ PROJECT UNIT)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 18	**Implement new BACS and enhance the use of IBAS++ information for decision-making**	• **Arrange capacity-building programs for CoA practitioners and DDOs**	2. Training	a. Prepare a time-bound training plan.	Ms Urmi Tamanna			√	√		-
				b. Implement training plan				√	√		
				c. Collect feedback from the training provided				√	√		
		• **Arrange workshop, training, seminars for sensitize the higher authority, stakeholders and users**	7. Consultations, forums, citizens' participation	a. Convene several workshops with stakeholders	Ms Urmi Tamanna			√	√		-
				b. Collect feedback from the workshops				√	√		
		• **10 iBAS++ reports are developed and made available in iBAS++ system for budget execution decisions**	1.Analytical activities, studies, surveys	a. Prepare report formats	Ms Urmi Tamanna	Done					Done
				b. Make them available in the Budget Execution module		Done					
		• **Formulate report formats to produce all budget documents such as budget in brief, annual financial statement, MTBF by using COFOG**	1.Analytical activities, studies, surveys	a. Prepare Report Formats & Collect feedback through workshops	Ms Urmi Tamanna	Done					Done
				b. Use the formats in producing budget documents		Done					
		• **Publish detailed budget execution reports on MoF's official website on a quarterly basis within one month of period end**	8. Execution of reformed PFM process	a. Make quarterly budget execution report available in MoF's Website within one month of period end	Ms Urmi Tamanna			√	√		-
		• **Publish Annual budget execution report and make it available to the public within six months of the fiscal year's end**	8. Execution of reformed PFM process 6. IT systems acquisition	a. Ensure months close on time	Ms Urmi Tamanna				√		-
				b. Produce system generated Annual Budget execution Report					√		
C7-Activity 19	**Improve and add functionalities in iBAS++**	• **Prepare iBAS++ improvement plans to improve system functionality and processes**	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Identify iBAS++ improvement areas, at a macro level, in the following areas: i. Report generation ii. System robustness iii. System performance b. User-friendliness	Ms Urmi Tamanna	Done					At Macro level iBAS++ improvement areas have been identified
				c. Prepare a time-bound action plan for each of the improvement areas identified.		Done					-
				d. Convene a workshop with stakeholders to discuss and finalize the workplan							-

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Finalize an iBAS++ operating procedures manual consistent with new BACS	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Create first draft of the operating procedures (a comprehensive operating manual for iBAS++ users containing details business rules, procedures, accounting logic and iBAS++ menus, screens and steps) for functionalities including the following: i. Bill preparation and submission for Self-Drawing Officer ii. Bill preparation, submission and accounting DDOs iii. Bill and payment processing iv. Bank reconciliation v. Correction journals vi. Month closing and accounting. vii. Budget preparation viii. Fund release ix. Re-appropriation x. Bill and payment processing and accounting for SAEs xi. Bill and payment processing and accounting for projects xii. Bill and payment processing and accounting for foreign missions b. Bill and payment processing and accounting for autonomous bodies	Ms Urmi Tamanna			√	√		Done
				c. Stakeholder consultations and identification of the areas of inconsistencies in the manual.				√	√		
				d. Finalization of iBAS++ operating procedures.				√	√		
		• Map manual processes in accounts offices and manual records kept outside iBAS++	1.Analytical activities, studies, surveys	a. Prepare a draft report listing all processes and records in accounts offices along with automation status.	Ms. Urmi Tamanna	Done					Done
				b. Arrange a workshop to finalize the report with final mapping of areas and processes identified.		Done					
		• Prepare process flow charts and develop a time-bound process improvement plan	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Prepare a report with process flow charts for the identified processes to automate, along with formats of electronic records	Ms. Urmi Tamanna			√	√		-
				b. Develop a time-bound improvement plan				√	√		
				c. Arrange a workshop for stakeholder consultation on the draft process flow charts and improvement plan				√	√		
				d. Finalization of process flow charts and improvement plan and submission for approval				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Automate funds release and re-appropriation procedures. Check consistency between government's rules/ regulation/circulars and iBAS++ operating procedures	8. Execution of reformed PFM process	a. Examine consistency between government's rules/regulation/circulars and iBAS++ operating procedures (including autonomous bodies) and prepare a report with the findings	Ms. Urmi Tamanna	Done					Done
				b. Recommend changes in iBAS++ operating procedure and issue detailed change request		Done					
				c. Complete iBAS++ development to implement the change requests		Done					
				d. Roll out approved procedures and changed iBAS++ functionalities to autonomous organizations				√	√		
C7-Activity 20	**Develop and implement system interfaces with other PFM systems**	• Identify interfaces and prioritize development and hold consultations with key stakeholders	1. Analytical activities, studies, surveys, etc; 7. Consultations, forums, citizens' participation	a. Prepare a list of GoB systems which can be interfaced with iBAS++, including the following: i. Social protection system, ii. Bangladesh Bank real-time gross settlement system/automated clearing house iii. E-government procurement (e-GP) iv. Personnel Management Information System (PMIS) of MoPA v. Payroll and pension database, vi. The National Board of Revenue (NBR)	Mr. Md Tarikul Islam Khan	Done Done					Done
		• Develop a time-bound interface implementation plan and submit quarterly progress reports	5.Drafting/revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process.	a. Prepare a time-bound interface implementation plan	Mr. Md Tarikul Islam Khan	Done					Done
				b. Consult with stakeholder to finalize the action plan		Done					
		• Interface iBAS++ with NBR to provide a comprehensive picture of revenue receipts of the government	6. IT systems acquisition	a. Develop an interface in iBAS++ which NBR can use to import data related to revenue receipts of the government.	Mr. Md Tarikul Islam Khan	Done					Done
				b. Implement the interface through providing access details and training to NBR.		Done					
		• Ensure live interfacing of iBAS++ with BB's system to capture TSA data	6. IT systems acquisition	a. Prepare a technical paper on how a live interfacing of iBAS++ can be implemented with BB and SB systems to capture TSA data.	Mr. Md Tarikul Islam Khan			√	√		-
				b. Consult with Bangladesh Bank and agree upon a solution and timeline.				√	√		
				c. Develop the agreed interface in iBAS++ (implementation in FY 21-22)				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Update and strengthen iBAS++ to have appropriate linkage and interoperability with e-GP system and develop comprehensive training and capacity building program for iBAS++ and e-GP interface	6. IT systems acquisition	a. Prepare a technical report describing the list of possible information that can be exchanged between iBAS++ and eGP, taking into consideration the introduction of a rate table	Mr. Md Tarikul Islam Khan	Done					Interface has been established, however, implement the interface in all departments is ongoing.
				b. Share the technical report with CPTU, and finalize it		Done					
				c. Prepare a time-bound action plan developing the interface.		Done					
				d. Develop and implement the interface		Done					
		• Integrate iBAS++ with AMS (ADP/RADP Management System) to exchange project data i.e., DPP, Budget Preparation and Actual Data	6. IT systems acquisition	a. Prepare a status report on the present-status of development of the ADP system of Planning Commission	Mr. Md Tarikul Islam Khan	Done					Done
				b. Consult with Planning Commission and collect its requirement from iBAS++ API for introducing unified project code		Done					
				c. Develop API for Planning Commission		Done					
C7-Activity 21	**Introduce commitment controls for better cash management.**	• Prepare an FRS for Commitment Control Management	3.Communication and knowledge sharing. 5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Md Tarikul Islam Khan			√	√		-
				b. Develop Commitment control policy and approved				√	√		
				c. Prepare an FRS for Commitment Control				√	√		
				d. Arrange several workshops to validate the FRS				√	√		
				e. Update the FRS using the feedback collected from workshops				√	√		
		• Develop a sub-module for Commitment Control	6. IT systems acquisition	a. Develop a sub-module	Mr. Md Tarikul Islam Khan			√	√		-
				b. Pilot the sub-module				√	√		
				c. Collect feedback and improve the sub-module				√	√		
				d. iBAS++ updated to record commitments as future expenditure obligation				√	√		
		• Roll out the sub-module of Commitment Control	8. Execution of reformed PFM process	a. Prepare a training plan	Mr. Md Tarikul Islam Khan			√	√		-
				b. Implement the training plan				√	√		
				c. Collect input in the system from all institutions				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 22	**Extend and implement Electronic Funds Transfer**	• Conduct an assessment to identify all transactions (vendor payments, employee direct deposits, pensions, etc.) that could be done via EFT and prepare a sequenced strategy for each and conduct a force field analysis of the involved entities, as to know who will support EFT reform within the organization	1.Analytical activities, studies, surveys	a. Prepare a status report on all the payments made by government and the instruments (EFT, cheque, pay order etc) along with the types and recipients of transactions in order to help stipulate a practicable strategy for implementing EFT.	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Prescribe EFT implementation strategy including necessary safeguards against fraud and corruptions through enhancements in iBAS++ and procedures.					√		
		• Ensure all government payments (including social safety net transfer) directly to the beneficiaries (G2P) to their designated bank account or Mobile bank account, MFS	8. Execution of reformed PFM process	a. Make necessary changes in iBAS++ prescribed in EFT implementation strategy.	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Help make necessary amendments in financial rules and procedures prescribed in EFT implementation strategy				√	√		
				c. Implement EFT in all types of transactions				√	√		
		• Devise a policy note for gradual enhancement of EFT coverage	1.Analytical activities, studies, surveys	a. Analyze the present status of EFT coverage & identify what else need to bring under EFT coverage	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Devise a draft policy note for gradual enhancement of EFT coverage				√	√		
				c. Share it through workshops among different stakeholders				√	√		
				d. Collect feedback and finalize policy note for gradual enhancement of EFT coverage				√	√		
		• Government payment transactions in respect of Pay & Allowances are made through EFT	1.Analytical activities, studies, surveys 6. IT systems acquisition	a. Identify nature of payment transaction of all govt institutions including SAEs	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Analyze the bottlenecks to make payment through EFT and find out solutions		Done					
				c. Prepare an employee database		Done					
				d. Ensure Government payment transactions in respect of Pay & Allowances are made through EFT		Done					
		• Develop computer audit procedures to reduce the risk of fraud	3.Communication and knowledge sharing. 6. IT systems acquisition	a. Arrange knowledge sharing programs to gather experiences from other countries	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Develop the procedures and finalize it through validation				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Government payment transactions in respect Pensions are made through EFT	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process 6. IT systems acquisition	a. Identify nature of payment transaction of Pension allowances of all govt institutions including SAEs	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Analyze the bottlenecks to make payment through EFT and find out solutions		Done					
				c. Prepare an employee database and pay fixation system		Done					
				d. Ensure Government payment transactions in respect of Pension Allowances are made through EFT		Done					
		• Government payment transactions in respect all Social Safety Net payments are made through EFT	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process 6. IT systems acquisition	a. Identify nature of payment transaction of Social SafetyNet payment of the govt	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Analyze the bottlenecks to make payment through EFT and find out solutions				√	√		
				c. Prepare a database of the beneficiaries				√	√		
				d. Ensure Government payment transactions in respect all Social Safety Net payments are made through EFT				√	√		
C7-Activity 23	**Develop and implement full-fledged Expenditure and Payment module for effective budget execution and ensure transparency.**	• Based on the experience of several other countries develop a web-enabled Expenditure and Payment Module for online bill submission	3.Communication and knowledge sharing. 5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Prepare a detailed System Requirements Specification (SRS) document for Expenditure and Payment module, including provision of submitting all types of bills paperless, and option for generating all kinds of budget execution and accounting reports from this module.	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Arrange knowledge sharing programs to gather experience of several other countries.		Done					
				c. Prepare a System Design Document based on the SRS prepared.		Done					
				d. Develop full-fledged Expenditure and Payment module.		Done					
		• Prepare and implement a progressive roll-out plan for the Expenditure and Payment Module	8. Execution of reformed PFM process	a. Prepare a progressive roll-out plan for the Expenditure and Payment module	Mr. Abul Basher Md. Amir Uddin			√	√		Done
				b. Implement Expenditure and Payment module through supporting user creation, master data entry and performing another configuration.				√	√		
		• Develop an online orientation training for DDOs to use these Expenditure and Payment module application	8. Execution of reformed PFM process	a. Prepare video training materials for using Expenditure and Payment module.	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Prepare online interactive training materials with FAQs.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Establish a helpline to remotely support the DDOs	8. Execution of reformed PFM process	a. Provide ToT to competent officials so that they can be the first line of support for DDOs.	Mr. Abul Basher Md. Amir Uddin						-
				b. Create a dedicated Help Desk team for supporting DDOs.							
		• DDOs will submit 40% of all bills in respect of Pay & allowances, Pensions, Social Safety Net payments through online	8. Execution of reformed PFM process	a. Identify all types of bills related to Pay & allowances, Pensions, Social Safety Net payments	Mr. Abul Basher Md. Amir Uddin	Done					-
				b. Develop process for online bill submission		Done					
				c. Implement the process				√	√		
		• Draft a policy paper to allocate fund to service delivery units i.e., Office of the Upazila Women's Affairs Officer under Ministry of Women and Children Affairs and Upazila Social Service office under Ministry of Social Welfare	5.Drafting/revising laws, strategies, regulations, framework, procedures. 8. Execution of reformed PFM process	a. Analyze the bottoleneck to allocate fund to service delivery units i.e., Office of the Upazila Women's Affairs Officer under Ministry of Women and Children Affairs and Upazila Social Service office under Ministry of Social Welfare	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Find out solutions to allocate fund to the service delivery units of those two ministries		Done					
				c. Draft a policy paper to allocate fund to service delivery units and collect feedback through workshops		Done					
				d. Finalize the policy paper to allocate fund to service delivery units considering the feedback collected		Done					
		• Improve process to identify information on resources received by frontline service delivery units of two Ministries-Ministry of Women and Children Affairs and Ministry of Social Welfare	8. Execution of reformed PFM process	a. Develop system to allocate fund to the service delivery units of those two ministries	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Implement the system to allocate fund to the service delivery units of those two ministries		Done					
		• Formulate reporting format to show resources received by service delivery units of those Ministries	8. Execution of reformed PFM process	a. Prepare a report format to show resources received by service delivery units of those Ministries.		Done					Done
C7-Activity 24	**Develop and roll out new iBAS++ modules for specialized public entities (for SAEs)**	• Develop a plan for developing, testing, and incorporating additional modules in iBAS++ with concerned units	8. Execution of reformed PFM process	a. Assess the automation status and future requirements for SAEs, taking into consideration of the development already done in iBAS++ for SAEs, and prepare a report.	Mr. Mohammad Kabir Hossain			√	√		-
				b. Based on the assessment report, develop a plan for developing, testing, and incorporating additional modules in iBAS++				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• To promote iBAS++ as a whole-of-government solution, conduct workshops at IPF on the new PFM enabling environment and the improved management options derived from iBAS++/BACS	3.Communication and knowledge sharing; 4.Advocacy	a. Knowledge sharing forum/ workshop to promote the iBAS++ and share the lessons learned.	Mr. Mohammad Kabir Hossain	Done					Done
		• Develop a strategy and timeline for rollout (this may include training needs assessments, temporary parallel procedures)	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Develop a strategy and timeline for rollout (this may include training needs assessments, temporary parallel procedures)	Mr. Mohammad Kabir Hossain						-
				b. Consult stakeholders on the rollout strategy and timeline and finalize							
C7-Activity 25	**Develop a module for Financial and non-financial asset management.**	• Develop a classification system to rate the condition and operational utility of all fixed assets	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Prepare a classification system to rate the condition and operational utility of all fixed assets	Mr. Md. Tarikul Islam Khan			√	√		-
				b. Consult key stakeholder and receive their feedback on the proposed asset condition rating classification, and finalize it				√	√		
		• Appoint a consultant to review the records and selectively visit high value sites	8. Execution of reformed PFM process	a. Appoint a consultant to review the records and selectively visit high value sites.	Mr. Md. Tarikul Islam Khan			√	√		-
		• Review, compilation of existing rules and formulate new one for financial and non-financial assets monitoring	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Md. Tarikul Islam Khan			√			-
				b. Review, compilation of existing rules and identify new things to add				√			
				c. Formulate new Rules for Financial and non-financial asset					√		
		• Develop reporting format for major non-financial assets monitoring	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Md. Tarikul Islam Khan			√			-
				b. Prepare a draft report format for major non-financial assets monitoring				√			
				c. Arrange workshop to collect feedback on draft report format					√		
				d. Finalize report format considering feedback					√		
		• Develop reporting format for financial assets monitoring	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Md. Tarikul Islam Khan			√			-
				b. Prepare a draft report format for major financial assets monitoring					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				c. Arrange workshop to collect feedback on draft report format					√		
				d. Finalize report format considering feedback					√		
		• Stock-take of non-financial assets	8. Execution of reformed PFM process	a. Prepare a format to stock-take of non-financial asset	Mr. Md. Tarikul Islam Khan			√	√		-
				b. Develop system to collect info				√	√		
C7-Activity 26	**Configure a centralized pension roll at CGA with EFT/Mobile banking and ID authentication for all pensioners.**	• Further review the payroll and pension system and recommend actions to improve the business processes to further enable the CPC	8. Execution of reformed PFM process	a. Review the payroll and pension system to find out weaknesses of existing procedures and system.	Mr. Mohammad Kabir Hossain	Done					Done
				b. Recommend actions to improve validation process.		Done					
		• Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension database and develop training/support systems. Identify any additional interfaces required for linking payroll and pension systems	6. IT systems acquisition	a. Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension database	Mr. Mohammad Kabir Hossain	Done					Done
				b. Prepare System Requirements Specification (SRS) for a sub-module to track and assist quick settlement of pension cases.		Done					
				c. Prepare System Design Document (SDD) for a sub-module to track and assist quick settlement of pension cases.		Done					
				d. iBAS++ development to incorporate the sub-module.		Done					
		• After testing, implement a central pension processing, accounting and payment system linked to iBAS ++.	6. IT systems acquisition	a. Implement a central pension processing, accounting and payment module linked to iBAS ++.	Mr. Mohammad Kabir Hossain	Done					Done
		• Load all pension data and integrate with EFT by FY 2021-2022	6. IT systems acquisition	a. Implement EFT payment for all pensioners by FY 2021-2022.	Mr. Mohammad Kabir Hossain	Done					Done
		• Develop online training modules	2. Training	a. Develop online training modules	Mr. Mohammad Kabir Hossain						-
		• Develop a comprehensive communication, change management strategy, and implement required program to this effect	2. Training	a. Develop a comprehensive communication, change management strategy, and implement required program to this effect.	Mr. Mohammad Kabir Hossain			√	√		-

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 27	**Implement ISMS in iBAS++ and achieve International accredited Certifications**	• Prepare a Risk Management Guideline including all procedures and process flows to mitigate fiduciary risk of the system. Two separate User Authentication and Activity Monitoring Units to be set up, one in FSMU-FD and another one in CGA	5.Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition	a. Identify potential fiduciary risk areas of iBAS++ in terms of procedures, process flow and system security	Ms Urmi Tamanna			√	√		Done
				b. Prepare a Risk Management Guideline including all procedures and process flows to mitigate fiduciary risk of the system				√	√		
				c. Prepare ToR and procedure manual for setting-up a unit in CGA for monitoring sensitive transactions.		Done					
				d. Prepare ToR and procedure manual for setting-up a unit in FSMU-FD for user authentication, access and activity monitoring.		Done					
		• Establish secure data transfer with appropriate encryption protocol by obtaining SSL certificates from the Controller of Certifying Authority	6. IT systems acquisition	a. Prepare a status report on implementing digital signature from Controller of Certifying Authority (CCA) with special focus on the readiness of CCA, iBAS++ sub-modules where it will be used, proposed mechanism of using it (dongle, OTP etc) and estimated timeline.	Ms. Urmi Tamanna	Done					Done
				b. Prepare a time-bound work plan for implementing digital signature				√	√		
				c. Implement digital signature in all appropriate sub-modules of iBAS++		Done					
		• Update Business Continuity Management (BCM) plan annually and undertake periodic disaster recovery tests	5.Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition	a. Review the existing Business Continuity Management (BCM) and identify the areas requiring changes.	Ms. Urmi Tamanna	Done					Done
				b. Discuss with management and update Business Continuity Management (BCM) for 2021-22		Done					
				c. Perform periodic disaster recovery tests as outlined in BCM plan and prepare test report				√	√		
						Done					
		• Implementation of feedback received from the assessment of iBAS++ system security certification	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process	a. Feedback Analysis	Ms. Urmi Tamanna			√	√		Done
				b. Action Planning and Prioritize Improvements				√	√		
				c. Execute Action Plans and Track Progress				√	√		
				d. Verify Effectiveness and document changes				√	√		
		• Commission a full third-party assessment of iBAS++ to obtain system security certification	8. Execution of reformed PFM process	a. Select Certification Body, Define Scope, Documentation Review, Engage Internal Stakeholders	Ms. Urmi Tamanna	Done					Done

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				b. Assessment & Audit, LA Training		Done					
				c. Audit Report, Corrective Action, and Verifications		Done					
				d. Certification Decision, Certification Issuance, Ongoing Maintenance.				√	√		
		• Prepare security guidelines and related procedures to implement necessary controls for ensuring system security	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Initial Assessment and Scoping, Identify Relevant Controls, Engage Stakeholders, Document Requirements	Ms. Urmi Tamanna	Done					Done
				b. Guideline and Procedure Development Mapping with control standards, Document Creation		Done					
				c. Review and Approval		Done					
				d. Implementation and Training		Done					
		• Conduct a gap analysis, which comprises a comprehensive review of all existing information security arrangements against the requirements of the certification	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process 5. Drafting/revising laws, strategies, regulations, framework, procedures;	a. Define Objectives, Identify ISO 27001 Requirements, Gather Documentation, Assemble a Team for the assessment.	Ms. Urmi Tamanna	Done					Done
				b. Gap Assessment including Review Documentation, Interviews and Surveys, Identify Gaps, Document Findings etc.		Done					
				c. Gap Analysis Report, Prioritize Gaps, Develop an Action Plan		Done					
				d. Remediation and Continuous Improvement, Implement Corrective Actions, Monitoring and Verification, Documentation		Done					
		• Conduct a risk assessment and define a risk treatment methodology	1.Analytical activities, studies, surveys 8. Execution of reformed PFM process 5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Scope Definition, select a Risk Assessment Team, Gather Existing Documentation	Ms. Urmi Tamanna	Done					Done
				b. Conduct Risk Assessment including Identify Assets, Identify Threats and Vulnerabilities, Assess Risks, Prioritize Risks		Done					
				c. Formulation of Risk Treatment Methodology with Define Risk Criteria, Select Treatment Options, Develop Treatment Plans, Document the Methodology.		Done					
				d. Implementation, Monitor and Review		Done					
		• Implement controls to mitigate risks	8. Execution of reformed PFM process	a. Control Selection and Planning, Identify Mitigation Measures.	Ms. Urmi Tamanna	Done					Done
				b. Execute Implementation Plans, Integrate Controls		Done					
				c. Continuous Monitoring, Control Testing		Done					
				d. Documentation and Review		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Review and update the necessary documents	8. Execution of reformed PFM process	a. Identify Relevant Documents, Define Scope, identify which documents require regular review and update	Ms. Urmi Tamanna	Done					Done
				b. Review and Gap Analysis of the documents, Scheduled Review and Update, Establish Review Periods		Done					
				c. Revision and Approval		Done					
				d. Documentation Management maintaining Version Control, Communication, arrangement of necessary Training and Awareness				√	√		
		• Measure, monitor and review for effectiveness and compliance in addition to identify improvements to existing processes and controls	8. Execution of reformed PFM process	a. Establish Key Performance Indicators (KPIs)	Ms. Urmi Tamanna	Done					Done
				b. Regular Audits and Assessments				√	√		
				c. Training and Awareness, Continuous Monitoring and Reporting				√	√		
				d. Management Reviews and Action Plans				√	√		
		• Conduct internal audits	8. Execution of reformed PFM process	a. Prepare an Internal Audit team with specific TOR, Train the team	Ms. Urmi Tamanna	Done					Done
				b. Prepare and communicate Audit calendar, Audit Schedule, Audit plan.		Done					
				c. Audit Execution.				√	√		
				d. Corrective Actions and Follow-Up, Continuous Improvement.				√	√		
		• Periodic Disaster Recovery Drill to restore iBAS++ from DR site or Manual Back-up	8. Execution of reformed PFM process	a. Plan periodic disaster recovery tests as outlined in BCM	Ms. Urmi Tamanna			√	√		Done
				b. Prepare Comprehensive DR Drill Procedure				√	√		
				c. Perform DR drill as per the plan and procedure				√	√		
				d. Prepare report and communicate		Done					
C7-Activity 28	**Implement Automated Challan (A-Challan) System for real-time revenue receipts to strengthen Treasury Single Account (TSA)**	• Develop required policies and procedures for implementing A-Challan System	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Review exiting rules and identify bottlenecks to implement Automated Challan (A- Challan) System	Ms. Urmi Tamanna	Done					Done
				b. Prepare required policies and procedures for implementing A-Challan System		Done					
				c. Prepare an action plan to implement A-Challan System		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Implement Automated Challan (A- Challan) System for better revenue receipt management and cash management and strengthening the Treasury Single Account	5.Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition	a. Prepare FRS to introduce Automated Challan (A- Challan) System	Ms. Urmi Tamanna	Done					Done
				b. Develop system for Automated Challan (A-Challan) System		Done					
				c. Pilot the developed system		Done					
				d. Prepare FRS to introduce Automated Challan (A- Challan) System		Done					
		• Include all revenue/ receipt items in A-Challan system and make the system available to the public for depositing revenues and fees	1.Analytical activities, studies, surveys	a. Prepare a list of all revenue/receipt items	Ms. Urmi Tamanna	Done					Done
				b. Incorporate all revenue/receipt items in the system		Done					
				c. Make the system available to the public for depositing revenues and fees		Done					
		• Integrate A-Challan System with other PFM systems of government	8. Execution of reformed PFM process	a. Identify other PFM systems to establish API	Ms. Urmi Tamanna	Done					Done
				b. Design and develop API document to establish API with other systems		Done					
				c. Integrate A-Challan System with other PFM systems of the government		Done					
		• Integrate A-Challan System with all scheduled local banks for increasing collection points	5.Drafting/revising laws, strategies, regulations, framework, procedures. 6. IT systems acquisition	a. Make aware the stakeholders of the importance of A Challan system	Ms. Urmi Tamanna	Done					Done
				b. Design and develop API document.		Done					
				c. Integrate A-Challan System with all scheduled local banks		Done					
		• Integrate A-Challan System with Mobile Financial Services (MFS)	6. IT systems acquisition	a. Arrange stakeholders' consultation with all MFS Organizations	Ms. Urmi Tamanna	Done					Done
				b. Design and develop API document.		Done					
				c. Establish interfaces with all MFS		Done					
		• Provide training to all users of A-Challan System	2. Training	a. Prepare a training plan	Ms. Urmi Tamanna			√	√		
				b. Prepare training materials				√	√		
				c. Make training materials available at website				√	√		
				d. Implement training plan				√	√		
				e. Collect feedback from the users				√	√		
				f. Update the system according to feedback (If required)		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Develop reporting options for generating and viewing reports from the system	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Develop necessary draft report formats	Ms. Urmi Tamanna	Done					Done
				b. Arrange workshop on those draft report formats		Done					
				c. Collect feedback from the workshop and finalize the reports format		Done					
				d. Make the reports available in the system		Done					
		• Implement dedicated Help-Desk services	8. Execution of reformed PFM process	a. Set up a dedicated help desk service	Ms. Urmi Tamanna	Done					Done
				b. Review questions and problems		Done					
				c. Prepare FAQ and make it available in the system				√	√		
		• Procure required hardware and software	8. Execution of reformed PFM process	a. Prepare a procurement plan with specification	Ms. Urmi Tamanna			√	√		-
				b. Procure related hardware and software				√	√		
		• Develop monitoring Dashboard for higher Authority to observe real-time deposit to Govt. treasury	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Prepare a design of a Dashboard	Ms. Urmi Tamanna			√	√		
				b. Develop a Dashboard				√	√		
C7-Activity 29	**Automation of VAT collection from retailers and wholesalers by using Electronic Fiscal Device Management System (EFDMS).**	• Consult with stakeholders for framing conceptual framework to develop a system for retail VAT collection	5.Drafting/revising laws, strategies, regulations, framework, procedures. 6. IT systems acquisition	a. Arrange several workshops with experts to develop a conceptual framework	Ms. Urmi Tamanna	Done					Done
				b. Collect idea from the workshop and prepare a draft framework		Done					
				c. Arrange workshop with experts on draft conceptual framework		Done					
				d. Finalize conceptual framework		Done					
		• Develop Electronic Fiscal Device Management System (EFDMS) software for VAT collection and monitoring	7. Consultations, forums, citizens' participation 2. Training	a. Prepare an FRS to develop the software	Ms. Urmi Tamanna	Done					Done
				b. Arrange workshop to discuss the FRS with experts and collect feedback		Done					
				c. Finalize FRS using feedback		Done					
				d. Develop software for VAT collection and monitoring		Done					
		• Implement and roll out of the system for VAT collection	2. Training	a. Prepare a training plan to implement the system	Ms. Urmi Tamanna			√	√		Done
				b. Prepare training materials and make them available for the users				√	√		
				c. Implement training plan and roll out the system for vat collection				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 30	**Developing a Single Registry System to ensure all cash transfers by G2P.**	• Stock-take of all cash and non-cash based social safety net programs and identify cash transfer programs outside of the G2P purview	1.Analytical activities, studies, surveys	a. Make a list of all cash and non-cash based social safety net programs and identify cash transfer programs outside of the G2P purview	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Validate the list with concerned Ministries/ Divisions				√	√		
				c. Finalize the list of all cash and non-cash based social safety net programs				√	√		
		• Consultations with relevant stakeholders to analyze the suitability of developing individual MISs vs. platform MIS	7. Consultations, forums, citizens' participation	a. Arrange knowledge sharing programs to gather experience of several other countries.	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Develop an idea based on knowledge sharing		Done					
				c. Arrange several workshops to discuss the idea of individual MISs vs. platform MIS				√	√		
				d. Sum up all the views of stakeholders				√	√		
		• Security Assessment of all Existing MISs and finding the gaps	1.Analytical activities, studies, surveys	a. Review the MISs	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Do VAPT test					√		
				c. Submission of report					√		
		• Design and develop new MISs and update existing ones for Safety Net programs to transfer beneficiaries designated bank accounts	1.Analytical activities, studies, surveys	a. Design a new MISs for different programs	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Arrange workshops with all stakeholders and collect feedback				√	√		
				c. Finalize the design and develop new MISs				√	√		
		• Extend the scope of the Single Registry System to include non-cash beneficiaries	8. Execution of reformed PFM process	a. Review the non-cash programs	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Include non-cash programs' beneficiaries' information in the Single Registry system				√	√		
		• Implement Single Registry System by integrating different MISs	6. IT systems acquisition	a. Integrate individual MISs with Single Registry System gradually	Mr. Abul Basher Md. Amir Uddin			√	√		-
		• Integration of SPBMU with Birth and Death Registration System	6. IT systems acquisition	b. Arrange consultation with stakeholders	Mr. Abul Basher Md. Amir Uddin	Done					Done
				c. Design and Develop document for API		Done					
				d. Sign MoU		Done					
				e. Accomplish Integration		Done					
		• Maintenance of MISs for uninterrupted social safety net payment to beneficiaries	1. Analytical activities, studies, surveys 8. Execution of reformed PFM process	a. Review MISs regularly	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Address line Ministries' upgradation request				√	√		
				c. Analyze security threats of the MISs				√	√		
				d. Resolve the security issues when required				√	√		
		• Procure required hardware and software	8. Execution of reformed PFM process	a. Prepare a procurement plan with specification	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Procure related hardware and software				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 31	**Stock-take of Bank Accounts outside TSA and expand the coverage of TSA.**	• Hold consultations with all stakeholders of special accounts, extra budgetary funds and aided funds	7. Consultations, forums, citizens' participation	a. Arrange several workshops with stakeholders	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Raise awareness among them to list Bank Account Information of own institutions, projects, EBFs and so on since inception.		Done					
		• Prepare FRS for preparing a database of Bank accounts outside of the TSA	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Analyze types of Bank accounts hold by institutions, projects and EBFs	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Prepare FRS for preparing a database of Bank accounts outside of the TSA		Done					
				c. Validate FRS by experts through workshop and finalize it		Done					
		• Developing a system for collecting Bank Accounts of public sector entities	6. IT systems acquisition	a. Develop the system for collecting Bank Accounts of public sector entities	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Test the system		Done					
				c. Pilot the system and update it		Done					
		• A stock-take of bank accounts of Budgetary Central Government units including projects	8. Execution of reformed PFM process	a. Prepare a training plan to tarin employees of BCG units to provide Bank Account info in the system	Mr. Abul Basher Md. Amir Uddin	Done					-
				b. Implement training plan and collect feedback		Done					
				c. Incorporate feedback and improve the system		Done					
				d. Stock-take of bank accounts of Budgetary Central Government units including projects				√	√		
		• The number of dormant/ inactive bank accounts, and the bank accounts of closed projects will be determined and reduced by 50%	5.Drafting/revising laws, strategies, regulations, framework, procedures 8. Execution of reformed PFM process	a. Identify dormant and inactive bank accounts of BCG Units including projects	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Reduce them gradually				√	√		
		• Issuing Government Circular and Sensitize relevant stakeholders	5.Drafting/revising laws, strategies, regulations, framework, procedures 7. Consultations, forums, citizens' participation	a. Issue a circular to limit opening number of Bank Accounts	Mr. Abul Basher Md. Amir Uddin	Done					Done
		• Conduct Training Program for GoB officials and Bank Employees	2. Training	a. Prepare a training plan for employees and bankers	Mr. Abul Basher Md. Amir Uddin			√	√		Done
				b. Implement the training plan and collect feedback				√	√		
				c. Incorporate feedback and update the system				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 32	**Implement iBAS++ in Autonomous Bodies for better Cash Management.**	• Implement PL Account in all ABs and projects	5.Drafting/revising laws, strategies, regulations, framework, procedures. 6. IT systems acquisition	a. Prepare an FRS to introduce PL A/C in ABs including projects	Ms. Urmi Tamanna			√	√		-
				b. Develop the system				√	√		
				c. Test and pilot the system				√	√		
				d. Update the system and roll out PL A/C in ABs including projects				√	√		
		• Devise reporting format of General Govt. Accounting	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Draft a reporting format of General Govt. Accounting	Ms. Urmi Tamanna			√	√		-
				b. Arrange workshop with experts on draft reporting format				√	√		
				c. Incorporate feedback and finalize the reporting format of General Govt. Accounting				√	√		
		• Develop common reporting format (Financial Statement) for ABs	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Draft a common reporting format (Financial Statement) for ABs.	Ms. Urmi Tamanna			√	√		-
				b. Arrange workshop with experts on draft reporting format				√	√		
				c. Incorporate feedback and finalize the common reporting format (Financial Statement) for ABs.				√	√		
		• Formulate policy notes to ascertain the possibility of depositing receipts of ABs in PL Accounts/ Conduct a feasibility study of depositing Abs own receipts in PL A/C	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Arrange knowledge sharing programs to gather experience of several other countries.	Ms. Urmi Tamanna			√	√		-
				b. Draft a policy note to ascertain the possibility of depositing receipts of ABs in PL Accounts				√	√		
				c. Arrange workshop with experts on that draft policy note				√	√		
				d. Incorporate feedback and finalize the draft policy note to ascertain the possibility of depositing receipts of ABs in PL Accounts				√	√		
C7-Activity 33	**Roll out of BACS & iBAS++ in Local Government Institutions.**	• Assess the required coding structure of LGIs and consult with relevant stakeholders for identifying common coding structure for the LGIs	1.Analytical activities, studies, surveys	a. Identify receipts and expenditure items of LGIs	Ms. Urmi Tamanna			√	√		-
				b. Prepare a chart of accounts of those identified items				√	√		
		• Develop common Financial Reporting format for each group of the LGIs i.e., for union, council etc.	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Identity the nature of budgeting and expenditure of each group of the LGIs i.e., for union, council etc.	Ms. Urmi Tamanna			√	√		-
				b. Prepare draft financial reporting format for each group of the LGIs i.e., for union, council etc.				√	√		
				c. Arrange workshop with experts on those draft financial reporting format and collect feedback				√	√		
				d. Incorporate feedback and finalize those draft financial reporting formats				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Prepare Functional Requirement Specification to develop iBAS++ LGI Sub-module	5.Drafting/revising laws, strategies, regulations, framework, procedures.	a. Analyze LGIs related Rules, Regulations and the process of Budgeting and expenditure management	Ms. Urmi Tamanna						-
				b. Arrange knowledge sharing programs to gather experience of several other countries.							
				c. Develop a draft FRS to develop iBAS++ LGI Sub-module							
				d. Arrange workshop with experts and finalize the FRS				√			
				e. Incorporate feedback and finalize the FRS				√			
		• Develop iBAS++ LGI Sub-module	6. IT systems acquisition	a. Develop iBAS++ LGI Sub-module	Ms. Urmi Tamanna			√	√		-
				b. Test the sub-module				√	√		
				c. Pilot the module and update it				√	√		
		• Roll out iBAS++ LGI Sub-module and BACS in LGIs	8. Execution of reformed PFM process	a. Prepare a training Plan to implement iBAS++ LGI Sub-module and BACS in LGIs.	Ms. Urmi Tamanna			√	√		-
				b. Prepare training materials				√	√		
				c. Implement training plan				√	√		
				d. Bring all LGIs under this sub-module gradually							
C7-Activity 34	**Roll out of iBAS++ Foreign Mission Sub-module**	• Prepare an FRS for iBAS++ Foreign Mission Sub-module	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Analyze foreign mission related Rules, Regulations and the process of Budgeting, expenditure and accounting process.	Mr. Md. Tarikul Islam Khan	Done					Done
				b. Develop a draft FRS to develop iBAS++ LGI Sub-module		Done					
				c. Arrange workshop with experts and finalize the FRS		Done					
		• Develop iBAS++ Foreign Mission Sub-module	6. IT systems acquisition	a. Develop iBAS++ Foreign Mission Sub-module.	Mr. Md. Tarikul Islam Khan	Done					Done
				b. Test the sub-module		Done					
				c. Pilot the module and update it		Done					
		• Develop time bound roll out plan to implement iBAS++ Foreign Mission Sub-module	8. Execution of reformed PFM process	a. Prepare a time bound roll out plan to implement iBAS++ Foreign Mission Sub-module	Mr. Md. Tarikul Islam Khan			√	√		-
		• Arrange Capacity building program for the employee working in Foreign Missions	2. Training 8. Execution of reformed PFM process	a. Prepare a training Plan to implement iBAS++ Foreign Mission Sub-module	Mr. Md. Tarikul Islam Khan			√	√		-
				b. Prepare training materials				√	√		
				c. Implement training plan				√	√		
				d. Bring all Foreign Missions under this sub-module gradually				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C7-Activity 35	**Develop an Organogram database.**	• Develop a system for an Organogram database	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Consult with stakeholders to develop data collection procedure	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Prepare an FRS for the database		Done					
				c. Develop the architecture of the interoperable Organogram sub-module.		Done					
				d. Develop the system, test and pilot it		Done					
				e. Update the system		Done					
		• Collect and input organogram data in the system	1.Analytical activities, studies, surveys	a. Arrange workshop with different Ministries/ Divisions	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Identify the problems they are facing to provide information		Done					
				c. Find out solution, Collect organogram from all Ministries/Divisions and Departments.				√	√		
				d. Input collected data in the system				√	√		
		• Verify the entered data by the relevant stake holders	7. Consultations, forums, citizens' participation	a. Send the entered data to the concerned institutions and validate the information	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Finalize the Database				√	√		
C7-Activity 36	**Roll out iBAS++ budget preparation module in field level Offices**	• Develop system to bring all field level offices under Budget Preparation Sub-module of iBAS++	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to add functionalities in iBAS++ Budget preparation Sub-module to incorporate field level offices	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Add functionalities in iBAS++ Budget preparation Sub-module to incorporate field level offices		Done					
				c. Test, pilot the system and update it		Done					
		• Implement the system to bring all field level offices under Budget Preparation Sub-module of iBAS++	2. Training 8. Execution of reformed PFM process	a. Make a plan to cover all field level offices to bring under Budget Preparation Sub-module of iBAS++	Mr. Abul Basher Md. Amir Uddin			√	√		Done
				b. Roll out Budget preparation module to all govt. hospitals.				√	√		
				c. Roll out Budget preparation module to all Primary Education Offices		Done					
				d. Roll out Budget preparation module to all field level offices under Ministry of Public Administration		Done					
				e. Roll out Budget preparation module to all Divisional level offices (Zone, Circle level offices etc.)				√	√		
				f. Roll out Budget preparation module to all District level offices.				√	√		
				g. Roll out Budget preparation module to all Upazila level offices		Done					
				h. Roll out Budget preparation module to other offices		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Develop comprehensive training and capacity building program for field level offices to bring them under Budget Preparation Sub-module of iBAS++	2. Training 8. Execution of reformed PFM process	a. Develop a comprehensive training plan	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Prepare training materials and make them available in iBAS++ system		Done					
				c. Implement training plan				√	√		
				d. Collect feedback from participants and update the system				√	√		
C7-Activity 37	**Automate Service Statement of Govt. employees.**	• Requirement analysis to prepare automatic service statement needed for pension approval	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Identify all steps are needed to get pension approval	Mr. Mohammad Kabir Hossain	Done					Done
				b. Review all rules and procedures related to those steps				√	√		
				c. Prepare a guideline to automate those steps				√	√		
		• Automation of employees' Leave management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to automate employees' Leave management	Mr. Mohammad Kabir Hossain	Done					Done
				b. Arrange workshop with experts to share the FRS and collect feedback		Done					
				c. Finalize the FRS and develop the system and pilot it.		Done					
				d. Update the system and roll out it		Done					
		• Automation of Loans and Advances Management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to automate employees' Loans and Advances Management	Mr. Mohammad Kabir Hossain	Done					Done
				b. Arrange workshop with experts to share the FRS and collect feedback		Done					
				c. Finalize the FRS and develop the system and pilot it.		Done					
				d. Update the system and roll out it		Done					
		• Automation of employees' Departmental proceeding management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to automate employees' Departmental proceeding management	Mr. Mohammad Kabir Hossain			√	√		-
				b. Arrange workshop with experts to share the FRS and collect feedback				√	√		
				c. Finalize the FRS and develop the system and pilot it.				√	√		
				d. Update the system and roll out it							
		• Automation of employees' Audit observation Management	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to automate employees' Audit observation Management	Mr. Mohammad Kabir Hossain			√	√		-
				b. Arrange workshop with experts to share the FRS and collect feedback				√	√		
				c. Finalize the FRS and develop the system and pilot it.				√	√		
				d. Update the system and roll out it				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• System generated NOC for employees'' govt. accommodation	5.Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition	a. Prepare an FRS to produce System generated NOC for employees'' govt. accommodation	Mr. Mohammad Kabir Hossain						-
				b. Arrange workshop with experts to share the FRS and collect feedback							
				c. Finalize the FRS and develop the system and pilot it.				√	√		
				d. Update the system and roll out it				√	√		
C7-Activity 38	**Develop and roll out sub-module for State Owned Enterprises (SOEs)**	• Develop a general repot formant of SOEs Budgeting, Expenditure and Accounting process	1.Analytical activities, studies, surveys	a. Arrange several workshops with SOEs to understand their nature of Budgeting, Expenditure and Accounting process	Mr. Md. Tarikul Islam Khan	Done					Done
				b. Identify and categorized different types of SOEs Budgeting, Expenditure and Accounting process		Done					
				c. Prepare a general report format of SOEs Budgeting, Expenditure and Accounting process		Done					
				d. Arrange workshop with experts and finalize the format		Done					
		• Incorporate the format in the iBAS++ system	6. IT systems acquisition	a. Develop the system to implement the format	Mr. Md. Tarikul Islam Khan	Done					Incorporating additional economic codes required for capturing SOEs financial transaction.
				b. Pilot the system and update it		Done					
		• Integrate the SOE system of SOE Scheme with iBAS++ system	5.Drafting/revising laws, strategies, regulations, framework, procedures; 1.Analytical activities, studies, surveys6. IT systems acquisition	a. Design and develop API document to establish API with other systems	Mr. Md. Tarikul Islam Khan	Done					Done
				b. Integrate the SOE system of SOE Scheme with iBAS++ system		Done					
C7-Activity 39	**Develop and roll out sub-module for Project Accounting**	• Develop a Project Accounting Sub-module	5.Drafting/revising laws, strategies, regulations, framework, procedures; 1.Analytical activities, studies, surveys 6. IT systems acquisition. 1. Analytical activities, studies, surveys	a. Analyze present Project Accounting process that causes delay in month close	Mr. Abul Basher Md. Amir Uddin	Done					Done
				b. Arrange consultation with project experts to solve the problems		Done					
				c. Prepare an FRS for Project Accounting Sub-module		Done					
				d. Arrange workshop with experts to finalize the FRS.		Done					
				e. Develop and test the system for Project Accounting		Done					
				f. Pilot the system and update it				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Roll out the Project Accounting Sub-module	2. Training	a. Make a training plan to roll-out the Project accounting Sub-module	Mr. Abul Basher Md. Amir Uddin			√	√		-
				b. Implement the training plan and collect feedback about the system				√	√		
				c. Update the system considering feedback				√	√		
C7-Activity 40	**Develop Food Accounts Adjustment Sub-module**	• Develop a Food Accounts Adjustment Sub-module	5.Drafting/revising laws, strategies, regulations, framework, procedures. 1.Analytical activities, studies, surveys 6. IT systems acquisition	a. Analyze present food accounts adjustment process that causes delay in month close	Mr. Mohammad Kabir Hossain						Done
				b. Arrange stakeholders' consultation to solve the problems							
				c. Prepare an FRS for Food Accounts Adjustment Sub-module.							
				d. Arrange workshop with experts to finalize the FRS				√	√		
				e. Develop and test the system for food accounts adjustment					√		
				f. Pilot the system and update it					√		
		• Roll out the Food Accounts Adjustment Sub-module	2. Training	a. Make a training plan to roll-out the Food Accounts Adjustment Sub-module	Mr. Mohammad Kabir Hossain			√	√		-
				b. Implement the training plan and collect feedback about the system				√	√		
				c. Update the system considering feedback				√	√		

C-8: PENSION MANAGEMENT & FINANCIAL REPORTING (CONTROLLER GENERAL OF ACCOUNTS)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C8-Activity 41	**Create a well-functioning CPFO (Central pension & Fund Office) and resolve backlog of pension cases**	• Establish Accounting Circle-wise (Civil, Defence, Railway, Postal and T&T) centralized pension roll with EFT payment capability • Create and equip well-functioning Central Pension Roll with EFT Capability for Autonomous Bodies' Pensioner (26 autonomous bodies)	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Create 3 more (Railway, Postal and T&T) centralized pension roll/office	Addl CGA (Accts) & CAFO (P&FM)	Done				200	• The Centralized Pension Office is established and functional. • Almost all of the pensioners of the Government are under EFT coverage
				b. Bring pensioners of Postal Department and BTCL under EFT coverage		Done					
				c. Centralize all circle pensioners to concerned Central Pension Office (CPFOs)				√	√		
				d. Design and implement EFT payment process for 26 autonomous bodies' pensioners				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Establish procedures and guidelines and apply the necessary resources to address the considerable backlog of pension payments.	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Arrange workshops for Pension's Operational Manual.	CAFO (P&FM)			√	√	170	• The number of cases of delayed pension payments is reduced by 50%. • Guideline and procedures will be available for the stakeholders • Backlog of sanction and payment process of gratuity of new pension is reduced and timeliness of payment is ensured
				b. Finalization of Draft Pension Manual (Operational Manual for Pay-Points)				√	√		
				c. Arrange workshops of the Manual for Executive				√	√		
				d. Finalization of Draft Pension Manual (Manual for Executive)				√	√		
				e. Arrange Workshop for awareness building in line with Pension Simplification Order to address Pension Backlog Cases.				√	√		
				f. Arrange workshops/seminars to finalize functional/business process of Online Pension Tracking and Monitoring System (OPTMS) and to make it functional				√	√		
		• Develop a centralized, common shared web-based personnel and pension database consisting of key dates that will trigger actions under iBAS++.	6. IT systems acquisition	a. Develop common shared Payroll and Pension Database to trigger some required information such as Length of Service, Nominee Info, Bank Info etc., Leave Automation, ELPC Issuance online etc. are needed to enrich Pension Database along with introducing Online Pension Tracking & Monitoring System (OPTMS)	Addl CGA (Accts)			√	√	150	• A centralized, common shared web-based personnel and pension database under iBAS++ created. • Pension database & digitalize pension sanction and verification process streamlined.
				b. Develop an integrated mechanism between Payroll and Pension Module to deactivate an employee automatically after entering in Pension.		Done					
				c. Develop a data capturing mechanism using Biometric device(s) linked with NID Database for streamlining pensioner database and to generate e-PPO for pensioner.				√	√		
				d. To ease life verification process and update pensioner database with recent photograph, develop an image capturing mechanism using webcam.				√	√		
		• Review pending cases with the concerned line ministries through the divisional and district officials and prepare monthly progress reports (to be submitted to FD) to help ministries proactively clear their backlog of cases.	4. Advocacy	a. Establish a baseline by comparing the employee and pensioners databases and looking for employees that despite reaching retirement age in last four years do not appear in the pensioners' database. Thus, the number of delayed pension cases will be calculated.	CAFO (P&FM)	Done				200	• List of pending cases prepared. • Bottleneck and stages will be identified that creates backlog
				b. A joint survey has been completed with CAFO-P&FM to establish a reliable baseline of pension backlog consisting of representative sampling. Report will be produced to disseminate the findings to the concerned stakeholders.		Done					
				c. System generated monitoring tool will be incorporated in Pension Module to identify the backlog cases.		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				d. Finalize an inference about bottleneck of backlog pension from the survey and disseminate the knowledge to stakeholders.		Done					
		• Develop a comprehensive communication and change management strategy and implement required program to this effect.	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Suggestions for revising existing provisions of Rules and Regulations to conform with changing scenario.	Addl CGA (Accts)			√	√	100	• Change management strategy for this Scheme.
				b. Training / awareness program for the Executive Departments				√	√		
				c. A Communication Strategy Paper/Handbook will be prepared.				√	√		
		• Conduct seminars and use all available communication means to raise pensioners' awareness of their obligations and rights.	4. Advocacy	a. Awareness campaign/ Workshops/ Seminars/ Webinar for the pensioners.	Addl CGA (Accts)	Done				100	• Awareness created.
				b. Arrange a Pension week to deliver one stop service.		Done					
				c. Conduct a Pensioner Satisfaction Survey.				√	√		
		• Develop Online Pension Tracking and Monitoring System (OPTMS).	6. IT systems acquisition	a. Define the details business process and requirements along with dependencies and crosscutting issues to develop OPTMS with payroll database and other stakeholders (NOC issuing authority, Audit Clearance etc.) to implement the OPTMS	CAFO (P&FM)	Done				100	• Pension Preparation, Sanction & Payment Process will be automated and timeliness of processing, approval & payment will be ensured
				b. Digitalization of all documents (ELPC, Leave Statement, NOCs, Service Statements etc.) to introduce OPTMS				√	√		
				c. Develop the Platform connecting with Pensioners, Payroll database, Sanction authority, NOCs issuing authority and payment authority				√	√		
				d. Develop and introduce Pensioner tracking and monitoring system (OPTMS) as a toll to streamline pension preparation, sanction and payment process which will reduce the backlog and ensure the timeliness of gratuity payment.				√	√		
				e. Identify the delayed cases and create monthly, periodic, yearly management reports of backlog pensioners and make effective link with concerned Ministry, FD and CPFOs website				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Simplify Pensioners' Authentication and Verification Process.	6. IT systems acquisition	a. Develop a "Face detection App for pensioners' Life Verification".	CAFO (P&FM)	Done				80	• The service at pensioners' doorstep to simplify verification process available.
				b. Introducing Face Detection Based Life Verification App for Autonomous Bodies' pensioner		Done					
				c. Develop business process of Bio Matrix verification Process.				√	√		
				d. Design the system to be verified in iBAS++ validating from NID database.		Done					
		• Provide Pension Card (ePPO) to all pensioners	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Create content of digital PPO & D-half.	CAFO (P&FM)	Done				80	• System generated PPO & D-half produced.
				b. Produce System generated PPO & D-half.				√	√		
				c. Disseminated the ePPO to Pensioners.				√	√		
		• Establish a grievance redress mechanism within the jurisdiction of CAFO (P&FM) and for other accounting circles CPFOs with defined policy and procedure including system-based complaint handling disposal system.	4. Advocacy	a. Determine service deliverables and parameter to establish GRS and make it functional for CPFOs.	CAFO (P&FM)	Done					• Pensioner will get service following the standards
		• Establish a separate women's counter at the CAFO (P&FM) & all CPFOs	4. Advocacy	a. Separate women counter will be established in each CPFOs	CAFO (P&FM)	Done				30	• Gender Equity established
		• Develop Nominee information capturing process in Pension database	6. IT systems acquisition	a. Develop mechanism in iBAS++ system to incorporate Nominee information during pensioner master data entry	CAFO (P&FM)	Done				30	• Ensured hassle free family pension.
				b. Develop the system to disburse family pension based on declared nominee information in pensioner master data		Done					
C8-Activity 42	**Maintain accurate records of GPF contributions, balances, and outstanding loans and advances.**	• Determine the iBAS ++ system requirements to set up a subsidiary ledger for GPF payments, linked to the budget execution modules, and.	6. IT systems acquisition	a. GPF Module will be implemented for CGDF and ADG (Finance), Bangladesh Railway.	CAFO (P&FM)	Done				200	• Online GPF services for CGDF and ADG (Finance), Bangladesh Railway.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		enable centralized processing of GP Fund transactions and recording of balances		b. Draft of GPF Operation Manual for Pay-point user				√	√		• Standardized procedures through manuals and revised rules.
				c. Arranging workshop for finalization of GPF Operation Manual for Pay-point user.				√	√		
				d. BGB Personnel GPF Opening Balance Entry and Approval		Done					• Ensured online GPF management for BGB
				e. Develop mechanism for GPF Subsidiary Ledger Debit in case of deceased employee.		Done					• Efficient handling of GPF of deceased employees.
				f. Linking iBAS++ generated GPF Accounts Slip and Sub-ledger with CAFO (Pension and Fund Management) Website.		Done					• Improved data accuracy and transparency
				g. GPF final payment online authority request and approval.		Done					
				h. GPF final payment mechanism for the railway pensioners.		Done					• Ensured final payment of GPF for the Railway
				i. GPF final payment mechanism in case of deactivated NID		Done					• Ensured final payment for deactivated NID
				j. Advance payment mechanism in case of loan taking from GPF for house construction purpose.				√	√		
				k. Suggestions for revising existing provisions of GPF Rules and Regulations (GPF Rules 1979) conforming to changing scenario.				√	√		• Updated GPF regulations aligned with current needs.
				l. GPF Module will be implemented for Forest, Postal Department and Bangladesh Missions abroad.		Done					• Automated GPF management for Forest, Postal Department and thirty Bangladesh Missions abroad.
				m. Provide user-end GPF Services by improving online facilities for employees including Lien and Deputation.				√	√		• Enhanced employee access to GPF services online.
				n. Develop GPF Data Quality Improvement Mechanism.				√	√		• Accurate, reliable GPF data ensured.
				o. Maintain accurate records of PAR balances (contractor's deposit, Land acquisition register) other than GPF.				√	√		• Proper recording of other fund balances
				p. Automation of fund (GPF balance) transfer in case of job switch case.		Done					• Smooth, automatic GPF transfer during job changes.
				q. Automation of Contractors Security Deposits.		Done					• Digital management of contractor deposits.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Produce an annual report on the status of the GPF, indicating summaries of transactions (advances, loans, terminal payments, deposits).	6. IT systems acquisition	a. Develop business process for ensuring audit trail of individual balances and balances included in annual report.	CAFO (P&FM)	Done				100	• Individual and cumulative GPF balances become traceable and auditable.
				b. Develop a Comprehensive GPF Status Report.		Done					• Complete overview of GPF accounts for management and monitoring.
				c. Develop a pay-pointwise yearly report for the calculated profit amount.		Done					• Profit distribution becomes transparent and trackable at pay-point level.
				d. Develop a comprehensive GPF Advance Information Report that reflects the number of total and current installments.		Done					• Clear visibility of advance disbursement and recovery status.
				e. Develop a final payment eligibility report.				√	√		• Smooth identification of employees eligible for GPF final payment.
				f. Creation of PL Account for Police in iBAS++ System		Done					• Enables police personnel to manage and monitor their GPF transactions digitally.
				g. Develop GPF Application Trackers on a weekly basis				√	√		
				h. Develop employee query management mechanism for GPF				√	√		• Timely response and resolution of employee GPF-related queries
		• Identify and implement the policies and procedures for individuals to retain their balances after leaving public service on a temporary basis	6. IT systems acquisition	a. Develop the relevant business process.	Addl CGA (Accts)	Done				60	• Established feature to retain individual GPF balances during temporary exit from public service.
				b. Design the system to retain the balances.		Done					
		• Create and equip well-functioning 3 more Central Fund Offices (Defence, Railway and Postal)	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Understanding the other Central Fund Offices Business process regarding fund management.	CAFO (P&FM)	Done				100	• Central fund offices for the civil and defense accounting circles have already been created. Discussion was held with the railway accounting circle in this regard. They proposed that the existing fund office of the railway is enough to act as a central fund office.
				b. Develop the system to establish other CAFOs.		Done					
				c. Capture the balances in the system.		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Maintain accurate records of GPF contributions, balances, and outstanding advances for Defence, Railway and Postal Department in iBAS++.	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Define the business demand to capture the balance.	CAFO (P&FM)	Done				50	• Accurate, verified, and system-captured GPF balances for Defence, Railway, and Postal departments.
				b. Design the system to capture the balances.				√	√		
				c. Approve and verify the accurate records of GPF contributions, balances, and outstanding advances for Defence, Railway and Postal Department in iBAS++		Done					
		• Provide a direct payment mechanism to nominees in case of deceased employee.	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Develop the business process	CAFO (P&FM)	Done				20	• Direct and automated GPF payment to nominees of deceased employees.
				b. Develop the system to pay the nominee		√	√				
		• Maintain accurate records of Public Account of the Republic (PAR) balances other than GPF	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Identify the other PAR	Addl CGA (Accts)	Done				30	• Accurate and updated digital records of PAR balances.
				b. Develop a detailed business process				√	√		
				c. Develop the system to entry the PAR balances				√	√		
				d. To develop training materials		Done					
				e. Organize ToT.				√	√		
C-8-Activity 43	**Improve the quality and timeliness of Government-wide in-year fiscal reporting**	• Assess utility of monthly reporting; improve templates and fiscal reporting processes of CGA, CGDF & ADG/Finance, Bangladesh Railway hold consultations with LMs and SAEs accordingly.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Rationalization of Monitoring and Management reports of CGDF and ADG (Finance) Railway.	Addl CGA (Accts), FA&CO (East) and JCGDF			√	√	50	• Management and monitoring reports developed as per user requirements
				b. Accounting logic to be reviewed as required for civil, defense and railway accounts.		Done					• Accounting logic reviewed.
				c. Month and year-end procedures of iBAS++ reviewed and redesigned.		Done					• Month and year end procedures will ensure timely generation of accounts from iBAS++.
		• Examine and develop/ update business processes to collect data from the central bank and other entities including SAEs and EBFs.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop the business process to collect and reconcile data with ERD, Debt Management wing FD and Foreign Mission.	DCGA (Accnts)			√	√	100	• In progress. Accounts (Foreign Missions) will be fully automated and ministry accounts will be generated from the iBAS++ system.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Develop Business Process and format for proper disclosure of external assistance [Grant, DPA, RPA, RPA (Special Account)] and produce periodic reports directly from iBAS++	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Prepare Control and Individual (donor-wise) ledger for external assistance including [Grant, DPA, RPA, RPA (Special Account)], Goods and Services and Other Assistance.	Add CGA (Accounts)			√	√	20	• Timely capture of DPA/ RPA (Special Accounts) will lead to timely preparation of monthly and fiscal accounts from iBAS++.
		• Update business process for timely clearance of advance/ suspense, remittance (exchange & settlement) accounts including exchange and settlement accounts.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop procedures for streamlining advance/ suspense accounts.	Addl CGA (Accts)			√	√	80	• It will ensure the accuracy of Financial Reports.
		• Update business process for General Ledger (GL) based Transaction Recording process in iBAS++ System.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop sub-ledgers for assets and liabilities.	Add CGA (Accnts)			√	√	50	• New GL accounts, Control Ledgers and Subsidiary Ledgers are being developed. Accounts and reports will be developed from ledgers, not the general journal tables of iBAS++.
		• Develop business process for effective reconciliation among Budget Preparation Module, Budget Execution Module, Accounting Module (including sub-modules) of iBAS++.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop a business procedure for reconciliation among different modules of iBAS++. b. Discuss the Business Procedure with the stakeholders. c. Finalize the business procedure and share it with iBAS++ to implement.	ADCGA (Accounts) and iBAS++	Beyond Jurisdiction of FR scheme.				15	• Ensure effective reconciliation process among the different Module of iBAS++.
		• Update business process for establishment of efficient monthly accounts closing processes.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Confirm the business process of monthly accounts closing processes with CGA, CGDF, ADG (Finance) Bangladesh Railway.	Add CGA (Accnts)			√	√	30	• It will help completion of financial reports timely.
		• Update business process for monthly reconciliation of accounts and develop reconciliation reporting format of related PL ledger with ERD, DMW and BB.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop a business process on Effective reconciliation process of external resources balance and domestic borrowing.	ADCGA (Account), BB, iBAS++ and ERD			√	√	20	• Ensure the accuracy of balances of financial liabilities.
				b. Finalize the business process and share it with iBAS++ to implement.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C-8 Activity 44	**Improve the quality and timeliness of Government-wide year-end fiscal reporting**	• Adopt and implement Financial Reporting under the Cash Basis of Accounting (the Cash Basis IPSAS).	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop and Finalize IPSAS Complaint Reporting Format and installing approved format in iBAS++ System on the basis of findings of GAP analysis report.	Add CGA Accnts	Done				50	• Financial reporting under IPSAS implemented.
				b. Develop a format for disclosing guarantee liabilities in the notes of FS				√	√		
				c. Discuss and share the draft format with related stakeholders				√	√		
		• Update Account Code, Procedures Manual and Design and issue new reporting format.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Business procedure and Templet Design for the Appropriation Account (Railway) has been developed and mapping and data population is ongoing by the assigned IT personnel.		Done				120	• Accounting Policy and procedures manual updated.
				b. Business procedure and Templet Design for Appropriation Account of Postal.		Done					
				c. Proforma accounts of Railway, Defence and Postal has been developed.		Done					
				d. Mapping and data population of Proforma accounts of Railway, Defense and Postal is ongoing.				√	√		
				e. Update existing Account code for BCG.		Ongoing. Will be completed by OCAG.					
				f. Develop draft Accounting Procedure Manual.				√	√		
		• Train CGA and OCAG staff on IPSAS compliance.	2. Training	a. To launch the IPSAS Certification Training by the capacity of the officials who got IPSAS Certification.	Add CGA (Admin)	Done				75	• 99 officials got IPSAS Certification.
				b. Sit for professional IPSAS certification Course in a Regular Basis.		Done					
				c. Training and Workshop on newly approved Appropriation and Finance Accounts		Done					
		• Establish clear responsibilities within the CGA office to produce timely annual financial statements (AFS).	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Establishing draft TOR and role defining.	ADCGA (Accounts)	Will be done by CGA office.				25	• Ensuring timely production of Financial Reports
				b. Develop a monitoring setup, discussion, and implementation.							
		• Update business process for efficient year-end accounts closing processes.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Finalize business procedure of year-end account closing process with CGA, CGDF, ADG (Finance) Bangladesh Railway.		Done				30	• It will ensure the timely presentation of Financial Reporting.
				b. Implement the year-end procedure in the system with the help of iBAS++ program.		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Timely submission of Government-wide other committed financial reporting mainly GFS, COFOG for ensuring accountability and transparency.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Generate COFOG Report from iBAS++	Add CGA (Accnts), DCGA			√	√	15	• It will ensure the acceptance and increase coverage of the financial reports internationally.
				b. Develop COFOG Manual				√	√		
				c. Organize advance (Analysis and decision making) GFS training course with the help of SARTTAC		Done					
				d. Organize Workshop and Finalization of GFS Handbook.				√	√		
		• Map among Old COA1 (13 Digits) and New COA2 (56 Digits) with GFS Chart of Accounts.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Establishing Mapping and reconfirm with the IMF Expert.	GFS Core Team	Done				15	• Ensure effective mapping between GFS Code and BACS Code.
		• Develop Chart-of-Accounts (CoA) Manual.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. Develop a draft manual of Chart-of-Accounts (CoA) incorporating economic code, definition, and related explanation.	ADCGA (Accounts), iBAS++ and GFS Core team.	Done				10	• Developed Chart of Accounts (CoA) Manual.
				b. Share the Draft Manual with iBAS++		Done					
				c. Discuss the manual with related stakeholders by iBAS++.		Done					
		• Develop Procedural Handbook for AFS (Annual Financial Statement).	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. To develop a draft procedural manual on AFS.	ADCGA Accounts			√	√	10	• It will strengthen institutional arrangements to generate AFS.
				b. Discuss the draft procedural Manual with related stakeholders.				√	√		
				c. Finalize the procedural Manual.				√	√		
		• Develop business process for generating Proforma accounts for Bangladesh Railway and Bangladesh Post Office and CGDF.	5. Drafting / revising laws, strategies, regulations, framework, procedures	a. To Develop Draft Business Process for Proforma Accounts of BR, CGDF and Post office.	ADCGA (Accounts), CAFO (Postal) and FA&CO (East)	Done				15	• It will strengthen institutional arrangements to generate Proforma accounts.
				b. Discuss the draft business process with related stakeholders.		Done					
				c. Finalize the business process.		Done					
		• Provide training on GFS and COFOG to officials of CAG, Finance Division, CGA, CGDF and ADG Finance (Railway)	2. Training	a. To identify the need assessment	GFS Core	Done				50	• It will help to achieve understanding on COFOG and GFS.
				b. To develop training materials		Done					
				c. Organize ToT.				√	√		

C- 9: STRENGTHENING OF SOES' GOVERNANCE (SOE WING & MONITORING CELL, FD)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C-9 Activity -45	**Strengthen accountability and transparency of SOEs through improved reporting and public disclosure**	• Consult with Line Ministries/ Divisions on activities of SOEs and ABs	3.Communication and knowledge sharing	a. Arrange meeting/ training/workshop with Line Ministries/Divisions and SOEs & ABs on AFS and other report	Mr. Md. Amirul Islam			√	√	-	-
				b. Organize SOE conference with stakeholders for qualified AFS					√		
		• Ensure data collection and quality control of financial and non-financial information of SOEs and ABs	1. Analytical activities, studies, surveys	a. Study and review the existing data collection method and quality control measures.	Mr. Muhammad Anisur Rahman	Done				-	-
				b. Identify challenges and gaps of the current data collection and quality control method.		Done					
				c. Finalize the system of timely collection of financial and non-financial data and ensure quality control.				√	√		
		• Ensure regular publication of Audited Financial Statements of all SOEs within six months of the end of the fiscal year	3. Communication and knowledge sharing	a. Update the comprehensive list of SOEs/ ABs.	Mr. Muhammad Anisur Rahman					-	-
				b. Issuing letter to the LMs/Divisions and SOEs urging them to have their financial statements prepared according to accounting standard and publishing audited financial reports regularly	Mr. Muhammad Anisur Rahman Md. Sohrab Hossain						
				c. Conduct meetings with LM and SOEs to find solutions to non-publication and or delayed financial statements and audit reports for some SOEs.	Mr. Muhammad Anisur Rahman Mr. Khaled Bin Hafiz			√	√		
				d. Ensure preparation of Audited Financial Statements and publish on the website of SOEs and Finance Division.	Mr. Ibrahim Khalil Mr. Ariful Islam						
		• Design and develop a comprehensive database portal for SOEs and ABs with financial and non-financial information	6. IT systems acquisition	a. Has been merged with sub-activity 47.2						-	Report of Audited financial statements available to policy makers.
		• Launch database portal for SOEs and ABs with financial and non-financial information	6. IT systems acquisition	a. Has been merged with sub-activity 47.2						300	-

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Prepare a list of SOEs those published Annual Financial Statement maintaining standards and timeliness	3.Communication and knowledge sharing	a. Review/ analyze the uploaded AFS regarding maintaining the standard and timeliness	Mr. Md. Ibrahim Khalil			√		-	-
				b. Arrange trainings/workshop with stakeholders regarding maintaining the standard and timeliness	Mr. Md. Sohrab Hossain			√	√		
				c. Prepare and publish a list of SOEs those have published audited financial statements maintaining standards and timeliness				√			
				d. Issue letter of appreciation for publishing audited financial statements accordingly				√			
C9-Activity 46	**Inform appropriate authority on fiscal risks and contingent liability**	• Adopt policies and procedures to identify and assess the potential fiscal risk and contingent liabilities arising primarily from guarantees issued to various public-sector entities, their debts/liabilities, and other assumed obligations especially if these SOEs are identified as non-performing and/or high fiscal-risk	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Conduct a study to find out the potential fiscal risk and contingent liabilities arising from SOEs.		Done				-	-
				b. Develop policy and procedure to regulate debt and contingent liabilities.		Done					
				c. Arrange virtual workshops to share and collect feedback from stakeholders.		Done					
				d. Get final approval of Debt and Contingent Liabilities Policy and Procedure to identify and assess the potential fiscal risk and contingent liabilities arising from their debts/liabilities, guarantees, non-performance and other Public Service Obligations.		Done					
				e. Update DCL procedure	Mr. Muhammad Anisur Rahman Mr. K M Ali Azam Mr. M. H Abbasi		√				
		• Review and update oversight arrangement on SOEs and ABs to build awareness about fiscal risk and its consequence	3.Communication and knowledge sharing	a. Arrange training programs on Procedure to Regulate Debt and Contingent Liabilities of SOEs and ABs	Mr. Md. Amirul Islam Mr. Md Sohrab Hossain	√				400	-
				b. Arrange awareness building meetings/ workshops with senior management of SOEs on oversight arrangements of SOEs to build awareness.	Mr. Syed Khaled Bin Hafiz Mr. Md. Ibrahim Khalil Mr. Md Sohrab Hossain		√		√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Pilot the preparation of annual SOEs fiscal risk, debt and contingent liability statements for submission to the appropriate authority with 10 SOEs.	8.Execution of reformed PFM process	a. Orientation of the SOE officials about the format of collecting data on debt and contingent liability		Done				-	-
				b. Collect data on debt and contingent liabilities in the designed format		Done					
				c. Prepare pilot report on debt and contingent liabilities of the selected SOEs		Done					
				d. Arrange training/ workshop on pilot report		Done					
				e. Submit report to the appropriate authority		Done					
		• Roll-out the preparation of annual SOE fiscal risks, debt and contingent liability statement for SOEs and ABs and submit to the appropriate authority	8.Execution of reformed PFM process	a. Collect and entry of DCL data of SOEs /ABs	Mr. Muhammad Anisur Rahman Mr. Md. Mahbubul Morshed Mr. Mohammad Sohrab Hossain				√		-
				b. Analyze the data and prepare DCL statement							
				c. Arrange workshop for stakeholder consultation							
				d. Get approval from the appropriate authority							
C9-Activity 47	**Strengthening oversight and performance monitoring of SOEs**	• Capacity building of Monitoring Cell, SOE Wing, Line Ministries/ Division and SOEs & ABs to focus on the performance of SOEs and ABs for monitoring and management	2.Training	a. Identify the training program	Ms. Nasima Parvin					400	-
				b. Arrange local training program/ workshop on SOE performance monitoring and management for Monitoring Cell and SOE Wing officials.				√	√		
				c. Arrange foreign training program on SOE performance monitoring and management for Monitoring Cell and SOE Wing officials.	Ms. Nasima Parvin Mr. Syed Khaled Bin Hafiz			√	√		
		• Develop a database for SOEs and ABs with financial and non-financial information integrated with manpower, TO&E, budget, debt and contingent liabilities, performance evaluation and other required information, and launch database.	6. IT systems acquisition	a. Work with iBAS++ team to develop the web-based database	Mr. Muhammad Anisur Rahman			√	√	-	Comprehensive database of SOEs developed
				b. Identify and approve the modules for database		Done					
				c. Prepare Functional Requirement Specification (FRS) of DCL of SOEs and ABs.		Done					
				d. Prepare FRS of IPE of SOEs and ABs.	Mr. Syed Khaled Bin Hafiz	Done					
				e. Prepare FRS of Budget Management of SOEs and ABs	Mr. Md. Ibrahim Khalil	Done					
				f. Prepare FRS of existing TO&E (Manpower, Table of Organization, and Equipment) of SOEs and ABs.	Mr. Mohammad Sohrab Hossain	√					
				g. Arrange stakeholders' consultation workshop on DCL FRS of SOEs and ABs	Mr. Muhammad Anisur Rahman	Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				h. Updating BACS with Code Classification of SOEs and ABs	Mr. Muhammad Anisur Rahman			√	√		
				i. Arrange consultation workshop with iBAS++ on SOEs and ABs' Database FRS and BACS code							
				j. Arrange stakeholders' consultation workshop on TO&E (Manpower, Table of Organization and Equipment) FRS of SOEs and ABs	Md. Tajul Islam						
				k. Develop a database for SOEs and ABs with financial and non-financial information				√	√		
				l. Installation and configuration Server for SOE Database	Mr. Muhammad Anisur Rahman	Done					
				m. Piloting Budget modules		Done					
				n. Training on Budget modules			√	√	√		
				o. Rollout budget module			√	√	√		
		• Develop and implement API (Application Programming Interface) on SOEs and ABs database with iBAS++	6. IT systems acquisition	a. Prepare Functional Requirements Specification (FRS) to identify API integration points/ require data-sharing.	Mr. Muhammad Anisur Rahman Mr. Syed Khaled Bin Hafiz Mr. Md. Ibrahim Khalil Mr. Mohammad Sohrab Hossain	Done				-	-
				b. Prepare Software Requirements Specification (SRS)		√	√				
				c. Prepare a Memorandum of Understanding (MoU) and sign with iBAS++.		Done					
				d. Develop API and test integration		√					
				e. Implement API with iBAS++.		√					
		• Review the existing Laws, Rules and Regulations applicable to SOEs and ABs to suggest recommendations.	1.Analytical activities, studies, surveys	a. Review the existing laws, rules and regulations of SOEs and ABs	Syed Khaled Bin Hafiz		√	√	√	150	SOEs' rules and regulations reviewed for improving SOEs legal framework
				b. Categorize SOEs and ABs by nature and functions			√	√	√		
				c. Arrange workshops with stakeholders regarding findings from existing Acts, Rules and Regulations				√	√		
				d. Prepare and submit recommendations on the basis of findings of the study.					√		
		• Enhance capacity of Line Ministries / Divisions, SOEs and ABs to improve the performance of SOEs and ABs	2.Training	a. Has been merged with sub-activity 47.1						-	-

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Commission independent performance evaluations of SOEs and ABs each year to validate their performance according to the information provided by SOEs and ABs.	8.Execution of reformed PFM process (such as functioning of BMC or carrying out performance valuation of SOEs	a. Selection of another 10 (Ten) SOEs/ABs to conduct IPE for FY 2023-24	Mr. K M Ali Azam Mr. Md. Ibrahim Khalil Mr. Mohammad Sohrab Hossain					1800	SOE Performance Evaluation reports published
				b. Arrange Training on IPE Process for the stakeholders of selected SOEs/ABs for 2023-24							
				c. Prepare inception report for the selected SOEs/ABs							
				d. Collect data & documents to prepare draft IPE reports for the selected SOEs/ABs							
				e. Prepares IPE draft reports			√	√			
				f. Collect feedback on draft IPE reports			√	√			
				g. Finalizes the final IPE reports to			√	√			
				h. Select 10 more SOEs/ABs to conduct IPE for next fiscal year (FY 2024-25)					√		
		• Reward better performance of SOEs and ABs based on IPE result	8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)	a. Identify the better performing SOEs and ABs for reward based on IPE report	Mr. Md. Amirul Islam Mr. Md Mahabubul Murshed			√		-	-
				b. Publish the better performing SOEs and ABs IPE report on FD website				√			
				c. Arrange award ceremony				√	√		
C9-Activity 48	**Develop a policy and procedures manual for property, plant, equipment and other assets that enables to ensure the quality of management and accounting procedure of SOEs and ABs**	• Review the existing asset management and accounting procedure of SOEs and ABs	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Review existing management system of property, plant, equipment and other assets		Done				-	-
				b. Collect information on existing property, plant, equipment and other assets		Done					
				c. Identify the gap of existing system of property, plant, equipment and other assets		Done					
		• Compilation of circular related to Assets including Property, Plant and Equipment	1.Analytical activities, studies, surveys	a. Collect existing circular, order, rules related to Assets (Property, Plant and Equipment)		Done				-	-
				b. Review existing circular, order, rules of related to Assets (Property, Plant and Equipment)		Done					
				c. Compile existing circular, order, rules of related to Assets (Property, Plant and Equipment)		Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• Develop a Manual for Property, Plant, Equipment (PPE) and other assets of SOEs and ABs in order to ensure the quality of accounting procedure.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop a policy, procedure Manual for Property, Plant, Equipment (PPE) and other assets of SOEs and ABs		Done				-	-
				b. Arrange stakeholder's consultation workshop		Done					
				c. Finalize the procedure from the authority		Done					
				d. Get approval of the Policy, procedure, manual		Done					
		• Roll-out the preparation of statements of assets of 10 SOEs following the PPE manual.	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Consult with line Ministries/Divisions for sensitization to roll out this manual	Mr. Muhammad Anisur Rahman Mr. Md. Tajul Islam					-	-
				b. Arrange meeting with the concerned SOE/AB to meet their need				√			
				c. Prepare draft to roll out this manual				√			
C9-Activity 49	Assess underperforming SOE/ABs and propose Performance Improvement Strategy for under-performing SOEs	• Identify and listing under-performing SOEs and ABs	1, Analytical activities, studies, surveys	a. Identified the under-performing SOEs and ABs	Mr. Muhammad Anisur Rahman Mr. Md Sohrab Hossain		√	√		200	Criteria to help classify risks developed
				b. Find out the root causes of under performance of the selected underperforming SOEs and ABs.			√	√			
				c. Prepare a list of least performing SOEs and ABs for Performance Improvement Strategy (PIS)	Ms. Nasima Parvin			√			
		• Develop performance Improvement Strategy for under-performing SOEs and ABs based on IPE	1.Analytical activities, studies, surveys	a. Review the audited financial statements and other financial and non- financial information/documents of selected SOEs	Mr. Muhammad Anisur Rahman Mr. Syed Khaled Bin Hafiz			√		-	-
				b. Conduct physical inspection of the selected SOEs and ABs	Mr. K M Ali Azam			√	√		
				c. Collect data and information of selected underperforming SOEs	Mr. Muhammad Anisur Rahman Mr. Syed Khaled Bin Hafiz			√	√		
				d. Prepare draft Performance Improvement Strategy for under-performing SOEs				√	√		
		• Prepare performance Improvement Strategy for at least two under-performing SOEs and ABs each year	1. Analytical activities, studies, surveys	a. Collect feedback from stakeholders on draft PIS	Mr. Muhammad Anisur Rahman			√	√	-	-
				b. Arrange validation workshop	Syed Khaled Bin Hafiz			√	√		
				c. Finalize the performance Improvement of strategy PIS				√	√		
				d. Get approval the performance Improvement of strategy	Mr. K M Ali Azam			√	√		

C-10: FINANCIAL REPORTING (INTERNAL AUDIT AND AUDIT FOLLOW UP) (EXPENDITURE MANAGEMENT WING, FD)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizen participation; 8. Execution of reformed PFM process.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C10: Activity 50	Institute a modern Internal Audit function in the government	• **Conduct detailed IA study on selected 5 departments and Study on internal audit options for execution** – Establish Internal audit cell or unit in Finance Division to formulate IA policy, guidance notes, training manual and module. – Designate existing human resources in expenditure management wing of Finance Division.	1. Analytical activities, studies, surveys	a. Conduct a study on present situation of Internal Audit by the IA Consultants on selected 5 departments (LGED, RHD, PWD, DGHS & DPE)	Head of PIT and members of PIT	Done				140	Detailed Study report on Internal Audit functions is prepared and Internal Audit execution of the 5 MDAs will be completed by the Consulting Firm.
				b. Conduct a study, prepare and finalize the report on Internal Audit options.	Head of PIT and members of PIT	Done					
				c. Arrange workshop to collect feedback from stakeholders.	Head of PIT and members of PIT	Done					
				d. Conduct Post Procurement Review and arrange capacity-building training/ workshop of the SPFMS program for FY 2019-20 and FY 2020-21.	Head of PIT and members of PIT	Done					
				e. Arrange validation workshop to finalize and approval of Post Procurement Review Report of the SPFMS program for FY 2019-20 and FY 2020-21.	Head of PIT and members of PIT	Done					
				f. Trainings (local, foreign) /seminars/ workshops/FEVs for the officials of concerned MDAs.	Head of PIT			√	√		
				g. Prepare and finalize the Standard Operating Procedure (SOP) and Strategic Implementation Plan (SIP) on Internal Audit process and procedure.	Head of PIT and members of PIT	Done					
				h. Establish Internal audit unit in Finance Division	Head of PIT and members of PIT	Done					
				i. Appoint required manpower in IAU of FD	Head of PIT			√			
				j. Prepare operating guidelines (ToR) for the IAU/ IAC/IAW/CIAC of FD & other MDAs	Head of PIT and members of PIT			√	√		
		• **Implement the already developed strategy for strengthening internal audit and issue the Internal Audit Charter & Manual**	5. Drafting/ revising laws, strategies, regulations, framework, procedures	a. Prepare the draft Internal Audit Charter and Risk-based Audit Manual	Head of PIT and members of PIT	Done				290	The model IA charter & RBA Manual have been issued and now is in the process of printing. Post Procurement Review Reports of FY 2019-20 and 2020-21 which are already been approved will be sent to CPTU
				b. Arrange validation workshops on Internal Audit Charter and Risk-based Audit Manual to collect feedback from stakeholders.	Head of PIT and members of PIT	Done					
				c. Arrange Seminar for PAOs on Internal Audit Charter and Risk-based Audit Manual.	Head of PIT and members of PIT	Done					
				d. Finalize the Internal Audit Charter & Risk Based Audit Manual.	Head of PIT and members of PIT	Done					
				e. Internal Audit Charter and manual approved by the Senior Secretary of the Finance Division.	Head of PIT and members of PIT	Done					

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				f. Conduct Post Procurement Review and arrange capacity-building training/ workshop of the SPFMS program for FY 2021-2022, 2022-23 & 2023-24 for follow-up report.	Head of PIT and Mr. Mohammad Showkat Ullah	Done					
				g. Issue the IA Charter and RBA Manual to establish IAU & IAC.	Head of PIT and members of PIT			√	√		
		• **Conduct awareness/ sensitization of Principal Accounting Officers (PAO) on the relevance of Internal Audit that will support PAOs in meeting their duties and responsibilities under Section 19 of the Public Moneys and Budget Management Act 2009 (PMBM Act 2009)**	3. Communication and knowledge sharing; 4. Advocacy	a. Conduct awareness/sensitization of Principal Accounting Officers (PAO) through seminar/ workshop.	Ms. Homayra Begum Mr. Mohammad Rezaul Haque			√	√		Awareness/ sensitization of Principal Accounting Officers (PAO)
		• **Develop a comprehensive program for building capacity to use the internal audit Charter & manual.**	2. Training 5. Drafting/ revising laws, strategies, regulations, framework, procedures	a. Draft, review and finalize ToR for hiring consulting firm for execution of Internal Audit along with IAU of concerned departments.		Done				200	Comprehensive program on capacity building on internal audit manuals developed
				b. Publish EOI to hire consulting firm and ensure onboard at the concerned departments to execute internal audit and to conduct capacity building training.		Done					
				c. Draft, review and finalize Guidelines (ToR) for CIA professional certification to strengthen concerned IAUs and FD as technical support to the MDAs and selected steps.		Done					
				a. Arrange meeting/ workshop/ seminar for IAU and relevant officials to execute IA comprehensively.	DPE & LGED: Mr. Mohammad Azad Sallal RHD: Mr. Mohammad Rezaul Haque PWD: Mr. Mohammad Showkat Ullah DGHS: Mr. Ripon Kumer Shaha			√	√		
				b. Validation workshop with the stakeholders of concerned IAU on customization of Charter & Manual and Risks Analysis Register prepared by the IAU & Sr. Consultants (IA).				√			
				c. Finalize the RBIA plan, identified risks & Audit Universe through capacity building on Internal Audit Execution to IAUs of concerned five departments.					√		
				d. Capacity-building of FD officials especially to Internal Audit Wing & Expenditure Management Wing on Internal Audit, Procurement and related issues.	Head of PIT and Mr. Mohammad Azad Sallal			√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				e. Arrange workshop/ Seminar for updating the Delegation of Financial Power & other regulations related with Internal Audit	Head of PIT and Mr. Mohammad Azad Sallal			√	√		
		• **Establish and conduct training for Internal Aduit Committees**	3. Communication and knowledge sharing; 4. Advocacy	a. Arrange meeting/ workshop/ seminar for IAC & Concerned officials to execute & resolve process.	Head of PIT and Mr. Mohammad Showkat Ullah			√	√		Training for the IAC have been completed
		• **Introduce modern internal audit tools and techniques; adoption of internal audit standard in IA manual.**	6. IT systems acquisition	a. Develop user-friendly tools, techniques and approaches to facilitate the conduct of internal audit activities	Head of PIT and members of PIT			√	√		
				b. Develop IA Web portal, Database Software & Apps to interfacing IA function with iBAS++, e-GP, other IT platform and to manage Internal Audit Wing (IAW) & Expenditure Management Wing activities.	Head of PIT and members of PIT			√	√		
		• **Prepare Risk-Based Audit (RBA) plans concentrating on systemic issues to meet the Committee on Sponsoring Organizations (COSO) Enterprise Risk Management objectives by ensuring:** – Conformity to the Government's strategy; – Effectiveness and efficiency of operations; – Reliability of financial reporting; and – Compliance with applicable laws and regulations	8. Execution of reformed PFM process	a. Identify departments wise top risks associated with internal control process of each selected department by the IAUs	DPE & LGED: Mr. Mohammad Azad Sallal RHD: Mr. Mohammad Rezaul Haque PWD: Mr. Mohammad Showkat Ullah DGHS: Mr. Ripon Kumer Shaha			√	√	230	Risk-Based Audit (RBA) plans deployed
				b. Identify and assess process-wise risks, mitigation plan for concerned departments				√	√		
				c. Draft risk-based Internal Audit Annual Plan for individual department based on identified risks				√			
				d. Arrange stakeholders' consultation workshop	Head of PIT			√	√		
				e. Finalize the Risk-based Audit Plan by the IAU and approved by the concerned PAOs	Concerned Head of IAU and members of PIT	√			√		
		• **Engage Internal Auditors amongst the existing human resources.**	7. Consultations, forums, citizen participation; 8. Execution of reformed PFM process	a. Provide Logistic support to IAU of selected departments	Head of PIT and PEC			√	√	250	Internal Auditors for selected departments are successfully engaged
				b. Provide technical support for risk-based internal audit execution and capacity building comprehensive training) to Internal Audit Unit of selected Departments.	Mr. Mohammad Rezaul Haque Mr. Mohammad Showkat Ullah			√	√		
				c. Provide rewards and incentives for attached/appointed IAUs team of selected Departments.	Ms. Homayra Begum Mr. Mohammad Azad Sallal			√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/ other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				d. Select 2 Departments for Internal Audit Execution and prepare reports in accordance with the Model Charter and RBA Manual.		Done					
				e. Execution of Internal Audit in remaining concerned 3 departments and prepare reports in accordance with the Model Charter and RBIA Manual as well as follow-up IA execution	LGED: Mr. Mohammad Azad Sallal PWD: Mr. Mohammad Showkat Ullah DGHS: Mr. Ripon Kumer Shaha			√			
				f. Execute follow-up IA and resolve the findings	RHD: Ms. Dil Afroza DPE: Mr. Mohammad Azad Sallal						
		• **Provide Sponsorship to selected staff to study for the certified Internal Auditor (CIA) Program of the Institute of Internal Auditors**	2. Training	a. Provide Sponsorship to selected staff to study for the certified Internal Auditor (CIA) Program	Head of PIT and members of PIT			√			Increased number of qualified and certified internal auditors in public sector
				b. Monitor Progress of the selected candidates				√	√		
		• **Reward pilot ministries that have undergone risk-based internal audit and those who issue timely internal audit reports**	4. Advocacy	a. Reward pilot ministries that have undergone risk-based internal audit	Head of PIT			√	√		

C-11 STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT (OFFICE OF THE COMPTROLLER AND AUDITOR GENERAL)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C11-Activity 51	**Rolling Out ISSAI Compliant entity wide audit**	• **Implement the ISSAI implementation strategies developed by OCAG.**	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Updating Accounts code	Mr. Shahzahan Siraz			√	√	50	Updated Accounts Code
		• **Conduct SAI PMF self-assessment by OCAG staff and conduct Peer reviews by developed SAI to evaluate the status of ISSAI roll out.**	1.Analytical activities, studies, surveys	a. Conduct SAI PMF self-assessment.	Mr. Pranab Sarker			√	√	100	SAI PMF assessment Peer Review Report
				b. Conduct Peer reviews by developed SAI to evaluate the performance of SAI.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **Prepare and implement quality control process/ policy for ISSAI compliant entity wide audit.**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare Quality assurance review Format/Practice Notes/Handbook.	Mr. Pranab Sarker			√	√	50	Quality Assurance Review Format and ToR of AQAC and R&D Wing.
				b. Prepare the ToR for Audit Quality and Assurance Cell (AQAC).							
				c. Developing ToR for Research and Development Wing							
		• **Prepare handbooks for conducting ISSAI compliant different types of audits (CA, PA, FA) in line with the ISSAI compliant manuals already developed by previous reform initiative.**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare Practice Notes/Handbook for Audit of Works	Mr. Pranab Sarker			√	√	20	Practice Notes/ Handbook Developed
		• **Conduct a good number of quality assurance reviews by experts (Both local and international.**	1.Analytical activities, studies, surveys	a. Conduct a good number of quality assurance reviews under the direct supervision of both national and international consultant.	Mr. Pranab Sarker			√	√	50	Audit QA Report
		• **Create avenues for citizen participation to deepen OCAG's commitment towards citizen engagement**	7.Consultations, forums, citizens' participation	a. Arrange workshops, seminar ensuring full participation of auditee institutions and civil society organizations.	Mr. Shahzahan Siraz			√	√	20	Awareness and Good relationship with Auditee.
				b. Conduct special audit on IT Audit, Environmental audit, Climate Performance audit, social audit, SOE audit, SDGs Audit, and some issue-based audit.	Mr. Pranab Sarker			√	√	100	Special Audit report.
				c. Updating Communication Strategy.	Mr. Pranab Sarker			√	√	20	Communication Strategy
				d. Developing Self-disclosure Policy.	Mr. Shahzahan Siraz			√	√	30	Self-disclosure Policy.
C11-Activity 52	**Improve timeliness and disclosure of audit reports and strengthen citizen engagement**	• **Make all recent audit reports public on website in a user friendly, standardized, and accessible format, and upload annually, and improve timeliness of audit reports and make them publicly available.**	7. Consultations, forums, citizens' participation	a. Publish audit reports in OCAG website after discussion in the PAC meeting into the Parliament.	Mr. Pranab Sarker			√	√		Disclosure of audit reports.

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **Review and improve the strategy paper for improved timely responses to recommendations from the PAC.**	4.Advocacy 5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop strategies for improving awareness and timely responsiveness of auditees to implement PAC recommendations.	Mr. Bikash Chandra Mitra			√	√	20	Improve Timeliness
				b. Design follow-up report format to track the implementations progress of PAC recommendations.	Mr. Bikash Chandra Mitra			√	√	20	Follow-up Report Format
		• **Improve the methodology and capacity for the audit of Program Effectiveness (performance auditing) and strengthen citizen's participation in accountability through performance and environmental audits.**	7. Consultations, forums, citizens' participation	a. Prepare follow up report on previous PAC recommendations to assess how well the executives comply with recommendations.	Mr. Bikash Chandra Mitra			√	√	20	Follow-up Report
				b. Develop strategies to receive and monitor complaints for noncompliance and misuse of public money for improvement as well as promote citizen participation.	Mr. Shahzahan Siraz			√	√	20	Strengthen citizen engagement
C11-Activity 53	**Strengthen organizational and professional capacity of OCAG**	• **Review the needs assessment of the reorganization.**	1.Analytical activities, studies, surveys	a. Coordinate with the comprehensive PFM capacity needs assessment carried out under component 14.	Mr. Shahzahan Siraz			√	√	20	New Re-structuring plan.
		• **Prepare an action plan and budget for a performance improvement program.**	5.Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare an action plan and budget for a performance improvement program for newly recruited Auditors and upcoming AAGs and Apprentice Super.	Mr. Pranab Sarker			√	√	10	Action plan and budget.
		• **Develop a staffing plan.**	8.Execution of reformed PFM process	a. Implement the newly adopted Human Resource (HR) policy for OCAG staffs.	Mr. Shahzahan Siraz			√	√	20	Implement HR Policy.
				b. Implementation of Human Resource software for OCAG.				√	√	20	Partially Achieved
		• **Establish capacity building program for OCAG staff.**	2.Training	a. Undertake on-the-job, knowledge exchange with other SAIs training for the staff in the fields of social, environment, IT and Financial audit.	Mr. Pranab Sarker			√	√	50	Capacity Development.
				b. Training for all staffs under OCAG including accounting circles on Audit planning, Report writing, Procurement and other related areas of auditing.	Mr. Pranab Sarker			√	√	100	Capacity Development
		• **Conduct an institutional assessment and capacity building program, inclusive of rewards for completion of training programs.**	2.Training	a. Develop a 10 days IT Audit training program for 25 of different level officials.	Mr. Miajee Md. Shaifulla Shobhan			√	√	150	Completed

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		• **Capacity Development of OCAG to enhance their knowledge and skills in conducting Mega-Projects Audit and SDG Implementation Audit**	2.Study Visits	a. Organized a 10-day Study Visit in Japan for 15 Mid and Senior Level Officials of OCAG on Mega-Projects Audit.	Mr. Miajee Md. Shaifulla Shobhan			√		50	Completed
				b. Organized a 10-day Study Visit in abroad and Twining with other SAIs for 15 Mid and Senior Level Officials of OCAG on SDG Implementation Audit.	Mr. Pranab Sarker			√	√	100	Capacity Development
		• **Develop and implement a change management strategy to include coaching of OCAG senior officials.**	2.Training	a. Develop and implement a change management strategy including overseas training of OCAG senior officials.	Mr. Bikash Chandra Mitra			√	√	100	Capacity Development
		• **Support OCAG's ongoing professional accreditation program of CIPFA and other appropriate programs.**	2.Training	a. Support OCAG's ongoing professional accreditation program of IPSAS Certification, CIPFA, CISA and other appropriate programs.	Mr. Pranab Sarker			√	√	500	Professional Accreditation **(11 officials have successfully Qualified for CISA)**
		• **The FIMA, in conjunction with OCAG, will design and implement a training and accreditation program based on international standards.**	2.Training	a. Strengthen the capacity of FIMA to implement audit training courses by establish e-Learning facilities.	Mr. Bikash Chandra Mitra			√	√	100	E-learning facilities
		• **Strengthen FIMA to enable professionalization of the auditors**	2.Training	a. Design and implement training program on audit AMMS 2.0, iBAS++, BACS and other CAATs software.	Mr. Pranab Sarker			√	√	100	Capacity Development
				b. Undertake national and international training program for the newly recruited Auditors.	Mr. Md. Bodiozzaman			√	√	100	
C 11-Activity 54	**Upgrade and sustain IT infrastructure of OCAG and AMMS 2.0 Software**	• **Restore the functioning of the AMMS 2.0, communicate its purpose and benefits to audit directorates and ensure its sustainable application in the audit process.**	6.IT systems acquisition	a. Implement AMMS 2.0 in audit directorates in entire audit process.	Mr. Md. Bodiozzaman			√	√	50	Full functional AMMS 2.0. (Partially Achieved)
				b. Provide interface and arrange training program for all Ministries, Divisions, Agencies etc. (Responsible Parties) for using AMMS 2.0.	Mr. Md. Bodiozzaman			√	√	200	Full Functional RP Module

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
				c. Provide necessary training to all officials and staffs of Audit Directorates and Audited entities.	Mr. Shahzahan Siraz			√	√	200	Capacity Development
				d. Enhance professional competence to Audit in IT environment especially IT system based financial management such as IBAS++, e-GP system, e-Mutation System and Motor Vehicle Registration and Management System etc.	Mr. Pranab Sarker			√	√	200	Capacity Development
		• **Assess and implement the potential linkages between iBAS++ and AMMS 2.0.**	8.Execution of reformed PFM process	a. Assess and implement the potential linkage between iBAS++ and AMMS 2.0 as well as other financial software like e-GP, DAMFAS, FABA, ASICUDA and Central Bank Software.	Mr. Pranab Sarker			√	√	50	Potential linkages among iBAS++, e-GP and AMMS 2.0.
				b. Provide interface and arrange training program for all Ministries, Divisions, Agencies etc. (Responsible Parties) for using AMMS 2.0.	Mr. Pranab Sarker			√	√	20	
		• **Develop and implement options to facilitate computer-based audits.**	6.IT systems acquisition	a. Develop DATA analysis tool and conducting training for the core group to prepare Audit Plan.	Mr. Shahzahan Siraz			√	√	200	Home Grown software
				b. Updating IT Audit Manual				√	√	50	Updated IT Audit Manual
				c. Development of IT Strategic Plan for OCAG				√	√	25	IT Strategic Plan
		• **Upgrade and sustain IT infrastructure of OCAG and audit management and monitoring system**	6.IT systems acquisition	a. Upgrade and sustain IT infrastructure (hardware & software) of OCAG;	Mr. Shahzahan Siraz			√	√	100	Strengthen IT Environments of OCAG.
				b. Establish networking among all offices under OCAG.	Mr. Shahzahan Siraz			√	√	100	
				c. Update existing data centre of OCAG and establish a backup data centre or DRS at FIMA or National data centre.	Mr. Shahzahan Siraz			√	√	100	

C-12: STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURE (FINANCIAL OVERSIGHT COMMITTEES)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C12-Activity 55	**Support Timely Legislative Scrutiny**	• Content-based training for the trainers (ToT) of the BPS	2. Training	a. Content-based training (ToT) to be arranged for the officials of the BPS who are engaged in conducting various training inside and outside the BPS (1 training)	• PIT Head • PIT Members • Director (L & R)			√	√		Enhanced the capacity of selected BPS officials to deliver effective training.
		• Training on Research and Drafting for BPS Officials	2. Training	a. Content-based training sessions aimed at improving the computer literacy of BPS officials. This initiative will feature a content-based training programme focusing on the essentials of research and drafting for officials of the BPS who are involved in creating various reports for the Public Accounts Committee and the Estimates Committee.	• PIT Head • PIT Members • Director (L & R)			√	√		Improved the digital literacy of BPS officials.
		• Capacity Building on Research	2. Training	a. Refreshment training titled: "Capacity Building on Research Fundamentals of Drafting in Research"				√	√		
		• Provide content-based training to the relevant committee secretariat staff to work out the agenda for the committee meetings as they do not have sufficient exposure to deal with the issues.	2. Training	Two content-based training for the BPS officials- a. Special training for the FOC officials working with the Public Undertaking Committee (PUC) on "Review of Financial Statements of State-Owned Enterprises and Agenda-Setting".	• PIT Head • PIT Members			√	√		Trainers trained.
			2. Training	b. Special training for the FOC officials working with the Committee on Estimates (EC) on "Policy Underlying the Estimate: Interlinkages between Policy, Plan, Action, Strategy and M&E and Agenda-Setting".							
		• Improved media management and arrangement of detailed press releases through arrangement of trainings for the officials of the Public Relations wing of BPS	2. Training	a. Arrangement of training sessions for the officials of the Public Relations wing of the BPS for improved media management and better press releases. The training, titled "Ensuring Accountability through Strengthening the Public Relations of Bangladesh Parliament: Training for Officials," for PR wing and FOC wing.	• PIT Head • PIT Members			√	√		Related officials are trained .

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C12- Activity 56	**Strengthen the MIS and improve its use for Parliamentary purpose**	• IT training on CMIS Software for BPS Officials	2. Training	a. Provide specialized IT training for the staff of the Bangladesh Parliament Secretariat (BPS). The goal is to enhance the technical skills of these officials, enabling them to efficiently manage and operate the digital tools and systems crucial for their daily tasks. Refreshment Training will be arranged a. Software development & deployment of FOC CMIS b. Database administration & Software quality assurance c. Server virtualization, and networking & IT security basics d. User training on FOC CMIS & Training on FOC CMIS administration	• PIT Head • PIT Members	√	√	√	√		Strengthening the IT proficiency of BPS staff

C-13: PROCUREMENT

***Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)**

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C13 - Activity 57	**Restructuring CPTU and Policy Reforms**	**Update the existing procurement legislations /rules and procurement documents and guidelines** • Updating Public Procurement Act, 2006; • Updating Public Procurement Rules, 2008; • Updating e-GP guidelines 2011; • Updating Standard Tender Documents • Developing or updating e-STDs • Formation of a disposal policy • Formation of a sustainable procurement policy	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Drafting of amendment of PPR-2008, STDs,	CPTU Officials			√	√	Cost incurred for activity 57: Part of BDT: 2,166.17	Updated Legislation.
				b. Reviewing the drafts of the above;	Other Min/Div officials			√	√		
				c. Obtaining approval from the concerned authorities;	Approving Authority				√		
				d. Communicating with legislative division concerning the changes;	Mr. S.M. Moin Uddin Ahmed Ms. Afroza Parvin				√		
				e. Finalization of the changes and promulgation.	Mr. S.M. Moin Uddin Ahmed Ms. Afroza Parvin				√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Restructure CPTU into an Authority • Drafting the BPPA Act; • Consequential Change of PPA-2006 and PPR 2008; • Obtaining Approval from the Secretaries Committee and Legislative Division	8.Execution of reformed PFM process	a. Drafting BPPA Act;						Part of activity 57	
				b. Reviewing draft BPPA Act;							
				c. Obtaining approval from the concerned authorities;							
				d. Communicating with legislative division concerning the changes;							
		• Establishing a unit or team to assist the procuring Entities for climate responsive procurement		e. Finalization of the changes and promulgation.							
C13 - Activity 58	Enhancing Digitization of Public Procurement	**Continue with enhanced capacity data Center** • Maintenance of Data Centre both main and mirror situated in BCC and CPTU for smooth operation of e-GP and e-PMIS system;	6. IT systems acquisition	a. Day to day operations and maintenance;	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Mr. Shah Eyamin-Ul Islam			√	√	Cost incurred for activity 58: Part of BDT: 31,694.30	Operation and Maintenance of Data Centre in both places continues.
				b. Supervision of both data center;				√	√		
				c. Capacity assessment and enhancement				√	√		
		Technological Change of e-GP system • Convert the system from monolithic to micro service	1. Analytical activities 5. Revising Procedure 6. IT System Acquisition	a. Identification of micro services	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Mr. Shah Eyamin-Ul Islam e-GP O&M firm Dev					Part of activity 58	
				b. Development of micro services				√	√		
				c. Implementation of Micro services				√	√		
		Enhancement of e-GP system security • Establishment of Security Operation Center (SOC)	6. IT System Acquisition	a. Procurement of SOC equipment	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Ms. Aparna Baidya e-GP O&M firm					Part of activity 58	
				b. Implementation of SOC							
				c. Maintenance of SOC					√		
		Addition of new Module in eGP system • Finalization of e-contract management System(e-CMS); • Implementation of e-CMS; • Piloting e-CMS; • Training on e-CMS for PE's and Tenderer's.	5.Drafting/ revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process	a. Meeting with Stakeholders	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Ms. Aparna Baidya Mr. Shah Eyamin-Ul Islam			√	√	Part of activity 58	e-CMS use in contract implementation
				b. Select more organization for piloting				√	√		
				c. conduct training for PE's				√	√		
				d. Conduct training for Tenderer's				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Addition of new Module in eGP system • Develop an on-line Tenderers' Data Base (TDB); • Implementation of TDB; • Select organization for data entry; • Insert data in TDB's system; • Taken up awareness program on TDB's	5.Drafting/ revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process 4.Advocacy	a. Meeting with Stakeholders (PE's and Tenderer's)	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Ms. Aparna Baidya Mr. Shah Eyamin-Ul Islam			√	√	Part of activity 58	TDB's use in tender evaluation process.
				b. Select organization for data entry;				√	√		
				c. Taken awareness program (meeting, Advertisement in newspaper, workshop etc. on TDB's)				√	√		
		Inclusion and Update of e-STD's in e-GP system • Updates major e-STD's based on changes of legislation; • Publish e-STD's in e-GP platform; • Follow up activities.	5.Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Find out changes in legislation;	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Ms. Aparna Baidya Mr. Shah Eyamin-Ul Islam			√	√	Part of activity 58	e-STD's use in tender process in e-GP system procurement.
				b. Insert changes in e-STD's					√		
				c. Meeting with stakeholders on updated e-STD's (basically targeted agencies);				√	√		
		Integration of e-GP with other systems • Integrate iBAS++ with e-CMS • Review iBAS++; • Review e-GP System; • Verify inter- operability possible or not; • if yes, develop integrated system.	5.Drafting/ revising laws, strategies, regulations, framework, procedures; 8. Execution of reformed PFM process	a. Meeting with Finance Division and PFM project including developer firm	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Ms. Aparna Baidya Mr. Shah Eyamin-Ul Islam					Part of activity 58	Integration completed between e-GP and iBAS++.
				b. Verify comparably between iBAS++ and e-GP system;							
				c. Developed integrated system;							
				d. time to time review;				√	√		
				e. Taken feedback from stakeholders				√	√		
		Integration of e-GP and iBAS++ for payment of fees through Automated Challan (A-Challan)	5.Drafting/ revising laws, strategies, regulations, framework, procedures; 8.Execution of reformed PFM process	a. Meeting with Finance Division and PFM project including developer firm						Part of activity 58	
				b. Study for integration options							
				c. Develop APIs for integration							
				d. Testing of APIs							
				e. Deployment in the live server							
				f. Monitoring Progress				√	√		
C13 - Activity 58	Enhancing Digitization of Public Procurement	**Provide training to PE's, tenderer's and other Stakeholders** • Review training plan with selected training provider firm; • Send training calendar to PE's and tenderer's • Select no. of trainees	2. Training	a. Meeting with training provider firm;	Ms. Aparna Baidya Mr. Shah Eyamin-Ul Islam			√	√	Part of activity 58	Users will be able to use e-GP system
				b. Collect Trainee list from PE's;				√	√		
				c. Collect trainee list from tenderers				√	√		
				d. Start training;				√	√		
				e. Feedback from trainees about training quality;				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C13 - Activity 58	**Enhancing Digitization of Public Procurement**	**Inclusion of new Agencies in e-GP system** • Bring more offices under eGP	8. Execution of reformed PFM process	a. Send letter to Agencies	Ms. Afroza Parvin Md. Mosharraf Hussain Mr. Shah Eyamin-Ul Islam			√		Part of activity 58	Implementation of e-GP in all PEs.
				b. Collect information from Agencies				√	√		
				c. Provide access in e-GP				√	√		
				d. Provide training to the users				√	√		
C13 - Activity 59	**Professionalize procurement and citizen engagement**	**Assess procurement management of SPSOs, IMED and CPTU**	4. Advocacy	a. Meeting regularly the officials;						Cost incurred for activity 59: Part of BDT: 7,080.86	Smooth functions of the procurement management of SPSOs, IMED and CPTU
				b. Obtaining status report from them;							
				c. Taking necessary steps on correcting the deviations, if any.							
		Capacity development of Procurement Agencies • Creating procurement cells in organizations; • Reorganize the cells in the organizations where key procurement official changes; • Finalization of TOR for the cells.	3. Communication and knowledge sharing	a. Communicate with organizations where cells yet to be formed;						Part of activity 59	TOR finalized and shred with the SPSOs for implementation.
				b. Revise the cells where necessary;							
				c. Obtain the final TOR from the consultant and share with all SPSOs and World Bank;							
		Capacity development of procurement officials • Provide 3-week training to officials;	2. Training	a. Request the SPSOs to send the procurement officials in the 3-week training program;	Mr. Shah Eyamin-Ul Islam National trainers			√	√	Part of activity 59	Procurement officials are trained
				b. Training them with highest effort in order to ensure their up-gradation;				√	√		
		• Provide short training to officials;	2. Training	a. Collect nomination of the procurement officials for basic training.				√	√		
				b. Provide training to the procurement officials				√	√		
		• CIPS' procurement program for procurement officials.	2. Training	a. Sign contract with CIPS							Accredited Procurement professionals
				b. Select participant for CIPS program							
				c. Provide training to the participants							
		Strengthen citizen engagement through developing a communication strategy/program per region on the procurement practice of the country									

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		Enhancement of citizen portal and Mobile app • Finalize landscape analysis and software requirement specification for citizen portal; • Operationalize citizen portal; • Upgrade CPTU's mobile app; • Develop content management framework (bilingual –Bangla and English)	3. Communication and knowledge sharing	a. Landscape analysis and software requirement for the portal;	Mr. S.M. Moin Uddin Ahmed Ms. Afroza Parvin Ms. Aparna Baidya					Part of activity 59	Citizen's portal fully functional Mobile app upgraded Content Management framework developed
				b. Operationalize the citizen's portal;							
				c. Steps to continue the upgrade the mobile app of the CPTU;				√	√		
				d. Develop content management in two languages.				√	√		
13 - Activity 60	Digitize project implementation monitoring of IMED	**Enhancing Project Management Information System** • Develop and expand the current project management information system (PMIS) to collect and monitor real-time physical implementation data and financial data. • Integrate PMIS with the e-GP system including contract implementation	6. IT systems acquisition	a. Invitation of REoI for selection of SI Firm	Mr. S.M. Moin Uddin Ahmed Mr. Md. Mosharraf Hussain Mr. Shah Eyamin-Ul Islam. CPTU & IMED officials and other agencies					Cost incurred for activity 60: Part of BDT: 6,290.28	Enhanced and exhaustive PMIS with Required features Integrated system for Project Monitoring.
				b. Short listing of Firms							
				c. Issuance of RFP to the short-listed firms							
				d. Negotiation to be conducted;							
				e. Contract signing.							
				f. Finalization of SRS							
				g. System Designing							
				h. e-PMIS System Development							
				i. e-PMIS Piloting							
				j. e-PMIS System Implementation				√	√		
				k. Integration of e-PMIS with e-GP System				√	√		
				l. Integrated system implementation				√	√		
		Capacity Development of project Professional • Training project officials • Conduct workshop for the PDs	2. Training	a. Selection of participants	Mr. S.M. Moin Uddin Ahmed Mr. Shah Eyamin-Ul Islam			√	√	Part of activity 60	
				b. Provide Training to the participants				√	√		

C-14: PFM REFORMS LEADERSHIP, COORDINATION AND MONITORING (BUDGET WING/PROGRAM EXECUTION AND COORDINATION TEAM)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C14-Activity 61	Ensure governance/ leadership structure to lead and support PFM reforms is effectively operating and the Steering Committee (SC) provides strategic directions.	• **Conduct Steering Committee (SC) meetings at least twice every year.**	3.Communication and knowledge sharing	a. Organize two SC meetings in a year	All PECs				√		
				b. Prepare the working paper of the SC meetings					√		
				c. Prepare and issue the meeting minutes					√		
				d. Follow up the decisions of SC				√	√		
		• **Continue support to the Steering Committee and Program Implementation Teams (PITs) by PECT.**	3.Communication and knowledge sharing	a. PECT support continues to SC and PITs	All PECs			√	√		
				b. Organize PIT check-in meetings to oversee the implementation progress				√	√		
				c. PECT meetings identified resolution to implementation challenges and lessons learned				√	√		
				d. Organize PFM Action Plan Stakeholders retreat				√			
		• **Activate PFM Reform Learning Hub in IPF by providing logistic and technical support to IPF's human resource and capacity-building initiatives**	8. Execution of reformed PFM process	a. Finalize a high-level roadmap for IPF, the reform learning hub	• Md. Abdur Rahaman • Md. Mizanur Rahman						
				b. Prepare an action plan for implementation							
				c. Automation of Training Management of IPF with technical support from the program				√			
				d. Inauguration of IPF's new website							Done
				e. Set up a modern library with e-library facilities in IPF			√	√			
		• **IPF to bring together government experts and lead in organizing a series of semi-annual Learning Activities (LA) to identify and share (local) implementation lessons between ministries and agencies.**	7. Consultations, forums, citizens' participation;	a. Arrange knowledge-sharing workshops on lessons learned from field inspections.	• Md. Abdur Rahaman • Md. Mizanur Rahman				√		
				b. Arrange follow-up workshops/seminars based on training feedback.					√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C14-Activity 62	**Establish a comprehensive monitoring and evaluation framework for the PFM reforms**	• **Develop an effective PFM-focused Monitoring and Evaluation (M&E) guidelines including result- based indicators and reporting template in consultation with the stakeholders.**	5.Drafting/revising laws, strategies, regulations, framework, procedures;	a. Identify "SMART" performance indicators in consultation with PITs of each component	All PECs			Done			Done
				b. Finalization of M&E indicators matrix for SPFMS in consultation with the stakeholders				Done			Done
				c. Finalization of reporting template in consultation with the stakeholders				Done			Done
				d. Prepare and finalize M&E guideline in consultation with stakeholders				Done			Done
		• **Prepare M&E report and publish in the SPFMS website on annual basis.**	8. Execution of reformed PFM process	a. Conduct workshop with PITs and other stakeholders for orientation of M&E reporting template	All PECs			Done			Done
				b. Nominate the focal person from each component to collect the M&E data				Done			Done
				c. Collect the M&E data from the PIT focal point				Done			
				d. Review the collected data and cross check with the PITs to ensure quality, accuracy and reliability				Done			
				e. Compile and finalize the annual M&E report of FY 2023-24 & 2024-25 and publish in the SPFMS website.				Done			The report of FY 2023-24 has already published.
		• **PECT to prepare semi-annual Progress Reports based on inputs from implementing agencies.**	3.Communication and knowledge sharing	a. Prepare Annual work plan (AWP)	All PECs			√			
				b. Collect updated data/ information from PITs				√			
				c. Prepare report based on collected information				√			
				d. Submit the semi-annual progress report to the Steering Committee				√			
				e. Publish and disseminate the approved report				√			
C14-Activity 63	**Lead and implement a comprehensive change management program (with both the governance bodies as well as with implementation teams/ multi-tasking agencies and or clusters).**	• **Arrange regular field inspections with the representation from different MDAs;** – The findings and feedbacks from the beneficiaries and service providers of the field inspections are widely disseminated for necessary actions. – Systematic learning and sharing of good reform practices.	8. Execution of reformed PFM process	a. Conduct field inspections with the representation from different MDAs and DPs	All PECs IPF			√			
				b. Prepare the report and distribute to the relevant MDAs				√			

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
		– Carry out knowledge events and institutionalize mechanisms for knowledge sharing.		c. Arrange foreign knowledge sharing programs/ training on "Strategic Human Resource Management, Business Leadership and Change Management"				√			
				d. Arrange dissemination workshop on lessons learned from the previous field visits				√			
		• **Capacity building and training for selected change agents (including carrying out a Training Needs Assessment (TNA) and a PFM staff capacity development approach centered in IPF (include coaching, peer learning, induction training, on-job training, among others)**	8. Execution of reformed PFM process	a. Prepare of Competency Framework for Public Financial Management Professionals in Bangladesh, a Training Needs Analysis and a Code of Conduct for PFM professionals.	All PECs Md. Abdur Rahaman Md. Mizanur Rahman			√			
				b. Share the draft report with relevant stakeholders.				√			
				c. Arrange stakeholders' consultation workshop.				√			
				d. Finalize the report on Competency Framework & Training Need Assessment (TNA).					√		
				e. Arrange capacity development programs based on the TNA.					√		
				f. Identify and implement PFM-related Courses/ certifications for civil servants					√		
		• **Develop Communication Strategy/ Guideline for communication and stakeholder engagement.**	7. Consultations, forums, citizens' participation;	a. Prepare draft communication strategy and communication plan for SPFMS	All PECs	Done					Done
				b. Consultation workshop with PITs for finalizing the communication strategy and communication plan for SPFMS		Done					Done
				c. Approve the communication strategy and communication plan for SPFMS by competent authority		Done					Done
				d. Implement the approved communication strategy as per the approved plan				√	√		
				e. Update informative and robust SPFMS website				√	√		
		• **Strengthening Adaptive leadership skills and Implementation Coaching** – Identify constraints and obstacles to successful implementation of defined PFM changes and Implementation workshops to discuss technical and adaptive challenges and solutions.	3.Communication and knowledge sharing	a. Conduct orientation training for ISCs	All PECs						
				b. Active engagement of ISCs for successful implementation of activities by PITs				√	√		
				c. Conduct quarterly meeting among ISCs to discuss the learning to promote the cross-fertilization of ideas.				√	√		

Serial (a)	PFM Action Plan - Activity Title (b)	Sub-activity (c)	Activity Type* (d)	Key Steps / (Current Status & Achievements) (e)	PIT member/other official responsible (f)	Q1 FY 26	Q2 FY 26	Q3 FY 26	Q4 FY 26	Incremental cost lakh BDT (g)	Results (h)
C14-Activity 64	Commission Studies and Evaluations	• **Conduct research by IPF based on the PFM reform agenda and disseminate the outcome among stakeholders.**	1.Analytical activities, studies, surveys	a. Conduct research on 'The impact of fiscal stimulus on the economy during COVID-19 Bangladesh Perspective'	Md. Abdur Rahaman Md. Mizanur Rahman	Done					Done
				b. Conduct research on 'Long-term financing: A critical assessment of the bond market in Bangladesh and the way forward'		Done					Done
				c. Conduct research on 'The factors affecting public spending allocative efficiency in Bangladesh: An empirical study on health service				√	√		
				d. Conduct research on 'State of the Real Economy: A Study on Household Economic Realities and Policy Options Towards Strengthening Economic Democracy'	Md. Abdur Rahaman Md. Mizanur Rahman	Done					
		• **Follow up the low score PIs (as per PEFA 2021) with the lead agencies.**	1.Analytical activities, studies, surveys	a. Provide support to PITs to take actions how to transform low-scoring performance indicators into high- scoring.	All PECs			√	√		
				b. Provide support to PITs to lead the process of revision of their current activities in line with low scoring PEFA indicators.				√	√		
				c. Provide support to central coordination committee lead by FD to monitor the progress against PEFA indicators.				√	√		
		• **Carry out PEFA self-assessments every 2 years.**	1.Analytical activities, studies, surveys	a. Coordinate PEFA self-assessment with relevant stakeholders.	All PECs				√		
				b. Provide support in preparation of self-assessment report with the core group lead by FD.					√		
				c. Disseminate the final PEFA self-assessment report with relevant stakeholders.					√		
		• **Working closely with IPF to identify specific performance deficiencies which need to be addressed through updating the training modules.**	3.Communication and knowledge sharing	a. Update training modules	All PECs Md. Abdur Rahaman Md. Mizanur Rahman		√				
				b. Arrange seminars to disseminate the experience of implementation of PFM reforms.							1st PFM reform summit held.
		• **Conduct Final Evaluation after completion of the program.**	1.Analytical activities, studies, surveys	a. Communicate with the PITs to collect information for the report.	All PECs			√	√		
				b. Prepare draft report of the final evaluation				√	√		
				c. Share the report with PITs to finalize it.				√	√		
				d. Incorporating the feedback finalize the evaluation.				√	√		

Institute of Engineers, Bangladesh (IEB)
4th Floor, Ramna, Dhaka-1000
Phone: 88 02-55110530
http://spfms.gov.bd