



## HIGHLIGHTS



**Major fiscal reform push through Non-Tax Revenue (NTR) Policy 2026,** aiming to diversify revenue sources, reduce reliance on taxes, and strengthen long-term fiscal sustainability through digital systems and improved governance



**Comprehensive capacity-building drive across government,** including large-scale trainings on project management, budgeting, auditing, and financial delegation, enhancing efficiency, accountability, and results-based public spending



**Introduction of Budget Implementation Plan (BIP)** to address delayed spending, reduce year-end expenditure pressure, and improve fiscal discipline amid rising domestic debt burdens



**Strengthened oversight of public assets and SOEs,** including new PPE & Lease Manual and governance reforms to tackle contingent liabilities exceeding Tk 6.39 lakh crore and reduce long-term fiscal risks



**Accelerated digital transformation of public financial management,** highlighted by iBAS++ achieving ISO 27001 certification without non-conformities and expanded technical trainings for system performance and security



**Shift toward risk-based and modern internal audit systems,** aligned with global standards, promoting transparency, early risk detection, and stronger institutional accountability across ministries and agencies



## Editorial Notes

*This issue of the SPFMS e-Newsletter captures a decisive phase in Bangladesh's ongoing public financial management reforms, one that moves beyond policy intent to practical implementation, institutional strengthening, and measurable outcomes.*

*A central theme running through this quarter is the government's effort to diversify and stabilize its revenue base. The consultation process on the Non-Tax Revenue Policy 2026 reflects a strategic shift toward expanding domestic resource mobilization through improved fee structures, digital systems, and better governance. At the same time, the introduction of Budget Implementation Plans signals a strong push to correct long-standing inefficiencies in budget execution, particularly delays and year-end spending pressures.*

*Capacity building remains at the heart of reform. From large-scale budget training programs involving thousands of officials to specialized technical sessions on database performance and project management, the emphasis is clearly on equipping officials with practical skills that translate into better financial decision-making. The Training of Trainers initiative on Delegation of Financial Powers 2026 further demonstrates a commitment to institutionalizing knowledge across government.*

*Equally important is the growing focus on governance, transparency, and risk management. The introduction of the PPE and Lease Manual, strengthened oversight of state-owned enterprises, and the advancement of risk-based internal auditing all point to a more disciplined and accountable fiscal environment. The successful ISO 27001 surveillance audit of iBAS++ reinforces confidence in the country's digital financial infrastructure.*

*Taken together, these developments reflect a reform agenda that is becoming more integrated, data-driven, and outcome-oriented. The progress documented in this issue suggests that SPFMS is not only strengthening systems, but also shaping a more resilient and responsive public financial management framework for Bangladesh.*

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

# SPFMS Holds Consultations to Finalize Non-Tax Revenue Policy

Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has organized a series of stakeholder consultation workshops to finalize the draft Non-Tax Revenue (NTR) Policy 2026, aiming to strengthen Bangladesh's domestic revenue system and reduce reliance on tax income.

The consultations were held from 08 to 12 March, 2026 at the conference room of the Finance Division at Bangladesh Secretariat. Officials from different ministries, divisions and government agencies took part in the day-long sessions. The workshops were arranged under the scheme on Strengthening the Capacity of Treasury and Debt Management Wing of Finance Division under SPFMS program.

Addressing the inaugural session of the second day on March 10, Dr. Md. Khairuzzaman Mozumder, Secretary, Finance Division said Bangladesh has achieved notable economic progress over the past decades, but sustaining development requires stronger revenue management.

"One of the biggest challenges we face is the growing demand for revenue to finance development activities," he said, adding that stronger institutional capacity, effective policies and improved coordination among government agencies are essential to meet that demand.

He stressed that reforms in non-tax revenue collection, administrative efficiency and policy coordination are important for strengthening the country's fiscal management system.

Chairing the session, Hasan Khaled Foisal, Additional Secretary, Treasury & Debt Management and Macroeconomics Wing, Finance Division, highlighted the strategic importance of non-tax revenue in ensuring fiscal stability.

He noted that Bangladesh's revenue system is still heavily dependent on tax collection, particularly from the National Board of Revenue (NBR), while non-tax revenue contributes only a small share to the overall revenue structure.

According to him, properly structured service fees, charges and payments for public services could become a stable and reliable source of government income.

Speaking as the special guest, Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director, SPFMS, underscored the need to simplify and formalize the existing



draft NTR policy. He urged the need for finalizing the draft policy by March 2026 for ensuring budget support from IMF.

He said the government has formed two committees to support the reform process: a Rationalization Committee headed by the Finance Secretary and an NTR Revision Committee, which will review existing fees and charges and recommend necessary revisions.

Participants were asked to review the draft policy and submit written feedback to help finalize the policy.

The proposed policy highlights the growing importance of diversifying Bangladesh's domestic resource mobilization beyond traditional tax sources. Non-tax revenue, such as service fees, dividends from state-owned enterprises, royalties, rents, tolls, administrative charges and non-NBR tax, has the potential to strengthen the government's revenue base and improve fiscal sustainability.

Although its current contribution to the national budget remains limited, the draft policy suggests that rationalized fee structures, improved financial management and stronger monitoring systems could significantly enhance NTR collection.

The policy also emphasizes the use of digital systems, integrated databases and data analytics to improve transparency and reduce revenue leakage.

It further proposes environmentally sensitive revenue instruments, including pollution fees and carbon-related charges, alongside stronger dividend policies for state-owned enterprises.

The initiative would help expand fiscal space, reduce dependence on external borrowing and support Bangladesh's long-term economic resilience.

# SPFMS Holds Incoterms Training to Strengthen Financial Risk Management

Scheme on Strengthening of State-owned Enterprises' Governance under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized a comprehensive training program on International Commercial Terms (Incoterms), aimed at enhancing the capacity of government officials engaged in international procurement and financial operations. The day-long training was held on February 8, 2026 at the conference room of the Finance Division at Bangladesh Secretariat.



The training brought together around 20 senior officials from various wings of the Finance Division, including Additional Secretaries, Joint Secretaries, and Directors, ensuring cross-functional participation and knowledge sharing.

Finance Division Secretary Dr. Md. Khairuzzaman Mozumder attended the inaugural session as the chief guest and underscored the importance of strengthening technical knowledge to ensure efficiency in public financial management. He emphasized the importance of continuous professional development in maintaining accountability and transparency in government operations.

Munshi Abdul Ahad, Additional Secretary (Admin, Planning and TDM) along with Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS joined as special guests. The session was chaired by Rahima Begum, Director General (Additional Secretary) of the Monitoring Cell.

The training program was structured into multiple technical sessions conducted by Dr. Mohammad Abu Yusuf, Secretary of the Ministry of Social Welfare. These sessions provided an in-depth understanding of Incoterms, focusing on their practical application in international trade, cost distribution, delivery obligations, and risk transfer between buyers and sellers. The sessions also highlighted how Incoterms influence pricing structures, logistics arrangements, and legal responsibilities in cross-border transactions.

Participants engaged in interactive discussions throughout the sessions, enabling them to clarify complex aspects of international commercial practices. The program included group feedback sessions, allowing participants to reflect on their learning and share practical challenges faced in their respective roles. Organizers believe that such interactive learning approaches enhance the effectiveness of training

and help translate knowledge into real-world application.

Officials involved in the program noted that the Finance Division plays a central role in managing international procurement, overseeing import-export related expenditures, handling letters of credit (LC), and evaluating foreign-funded projects as well as state-owned enterprises. In this context, a clear and practical understanding of Incoterms is essential for ensuring accurate contract interpretation and financial planning.

They further highlighted that a lack of adequate knowledge of Incoterms can lead to serious consequences, including misinterpretation of contractual clauses, improper cost estimation, and weak risk management. Such gaps may result in financial losses, budgetary inconsistencies, and audit objections, ultimately affecting the efficiency and credibility of public financial management systems.

The training was designed to address these challenges by equipping officials with the necessary analytical and practical skills to manage international commercial transactions effectively. It also aimed to strengthen institutional capacity to ensure compliance with global standards and best practices in procurement and financial governance.

As part of the broader SPFMS reform agenda, the training reflects the government's commitment to building a more transparent, accountable, and efficient financial management system. Officials expressed optimism that the knowledge gained from the program would contribute to improved decision-making, better contract evaluation, and enhanced risk management across government operations.

They also emphasized that continued investment in capacity-building initiatives will be critical to sustaining reforms and ensuring long-term improvements in public sector performance. By developing a skilled and knowledgeable workforce, the Finance Division aims to support the country's broader development goals and strengthen trust in public financial institutions.

# SPFMS Holds Series of Trainings to Improve Public Project Management

A series of project management training programs organized under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has reinforced the Finance Division's ongoing efforts to build leadership, coordination and monitoring capacity in support of Bangladesh's public financial management reforms.

The initiative, implemented by the SPFMS under Finance Division (FD), brought together officials from the FD and SPFMS schemes through multiple training batches held in Dhaka between January and early February 2026. The programs combined classroom learning with case-based practical sessions, aiming to strengthen skills across the entire project cycle, from identification and design to implementation, monitoring and evaluation.

The first batch of the five-day training began on January 4 at the FD. Md. Hasanul Matin, Additional Secretary (Budget and



Macroeconomics) inaugurated the program as the Chief Guest. The session was chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (NPD) of SPFMS.

The training covered development project concepts, result-based management, procurement procedures and environmental and social considerations, alongside a detailed case study of the Matarbari 2x600 MW Ultra Super Critical Power Plant.

The second batch of the training, held from January 25 to 29 at the SPFMS Program Office in Dhaka. Munshi Abdul Ahad, Additional Secretary (Admin, Planning and TDM) attended the program as the Chief Guest. The session was presided over by Dr. Ziaul Abedin, while Joint Secretary (Budget-2) Md. Nazrul Islam and Joint Secretary (Budget-1) Muhammad Faruq-Uz-Zaman joined as special guests.

Speakers underscored the growing importance of project management skills for Finance Division officials who are increasingly involved in project oversight and decision-making across ministries. The training provided in-depth exposure to feasibility analysis, cost-benefit assessment, DPP and TAPP preparation, fiscal risk management and post-project evaluation, with practical insights drawn from real-world infrastructure projects.

Another batch of training was organized for the officials of



Finance Division held on February 2 and 3 at the Finance Division, focusing on large-scale infrastructure project management using the Dhaka Mass Rapid Transit system as a case study. Munshi Abdul Ahad attended the opening session as the chief guest, while Additional Secretary (Admin and Coordination Wing) Ferdous Rowshan Ara and Additional Secretary (Macroeconomics-1) Hasan Khaled Foisal were present as special guests. The session was chaired by Dr. Ziaul Abedin.

Senior officials from MRT Line-6 and MRT Line-1 conducted technical sessions on project formulation, contract management, procurement, environmental assessment and implementation challenges, offering participants a hands-on understanding of complex public sector projects.

Officials involved in the programs said the training series was designed to bridge the gap between theoretical knowledge and practical application, enabling participants to better manage development projects and ensure value



for money in public expenditure. They noted that strengthening project management capacity is essential for improving fiscal discipline, enhancing transparency and achieving timely delivery of development outcomes.

The SPFMS program, which has been supporting wide-ranging reforms in public financial management, views such capacity-building initiatives as central to institutional strengthening. Participants of the training expressed optimism that the knowledge and skills gained would translate into improved performance in their respective roles, ultimately contributing to more efficient and accountable use of public resources.

## Govt Tightens Oversight of Public Assets to Reduce Long-Term Fiscal Risks

Amid growing concerns over hidden fiscal exposures and weak oversight of public resources, the government has introduced a new Property, Plant and Equipment (PPE) and Lease Manual aimed at strengthening asset governance and curbing long-term liabilities. The move comes as the Finance Division revealed

that Bangladesh's total contingent liabilities have reached Tk 6,39,782.58 crore, much of it linked to state-owned enterprises (SOEs) and poorly monitored asset and lease arrangements that pose serious risks to macroeconomic stability.

Senior government officials made the remarks at a two-day workshop titled "SOEs and ABs Governance: Progress Review and Way Forward", held on January 16–17, 2026, at a hotel in Cox's Bazar. The event was organized by the Scheme on SOE Governance under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division (FD).

Md. Hasanul Matin, Additional Secretary (Budget and Macroeconomics), FD, attended the workshop as the chief guest, while Dr. Ziaul Abedin, Additional Secretary (Budget) and National Program Director of SPFMS, joined as the guest of honour. Rahima Begum, Director General (Additional Secretary), Monitoring Cell, FD, chaired the session. Around 80 officials from the Finance Division and various ministries and autonomous bodies participated.

Addressing the inaugural session, Md. Hasanul Matin said, "Inefficient performance of several SOEs has significantly increased contingent liabilities. The creation of multiple authorities for similar purposes has led to overlapping functions, which must be avoided," he said, adding, "Bangladesh needs to restore its governance approach with global best practices".



"Our major challenges today include rising debt burdens and declining revenue generation. Addressing these issues requires a whole-of-government approach," he noted.

Dr. Ziaul Abedin said, "In a market economy, only commercially viable SOEs should continue to operate, while others should be restructured or phased out. But this has not happened in Bangladesh. Transforming SOEs requires strong political commitment", he said adding, "We must



rethink their future through broader, sustainable business models."

Rahima Begum emphasized that SOEs and autonomous bodies play a crucial role in strengthening the national economy, but inefficiency, weak financial management, and lack of accountability have sharply increased debt and contingent liabilities. "We are identifying key challenges and focusing on practical solutions, including stronger audits, digital systems, and improved oversight to ensure good governance," she said.

Four business sessions were in the workshop. The first

session was on SABRE+ System: An integrated Database of the SoE and Abs. Presentation was made by Md. Amirul Islam, Additional Director General, Monitoring Cell, FD and the session was moderated by Md. Firoj Ahmed, Joint Secretary, Ministry of Shipping.

The session discussed that the SABRE+ (State-owned Enterprises, Autonomous Bodies, Budget Reporting and Evaluation System) is an integrated digital platform developed by the Finance Division. It is integrated digital database for SOEs and ABS noted that contingent liabilities, arising from government guarantees, SOE losses, and poorly structured asset and lease arrangements, often remain outside regular budget calculations. Without stronger oversight, these hidden risks can suddenly become direct government expenditures, undermining fiscal stability and public service delivery.

The second session was on DCL Statements and Fiscal Risk Statement of SoEs and Abs. Ibrahim Khalid, Director, SoE Wing, FD made presentation and the moderator was Rahima Begum, Director General, Monitoring Cell, FD.

The session outlined that according to an official assessment, 28 high-risk entities account for residual liabilities equivalent to 1.67 percent of GDP, while 14 very high-risk entities represent 3.13 percent of GDP. The Finance Division also identified persistent governance weaknesses, including delays in audited financial statements, weak audit committees, shortages of professional accountants, and incomplete financial data.

The third business session was on Policy and Procedures Manual for PPE and Other Assets and Preparation of Fixed Asset Register of SoEs and Abs where Md. Firoj Ahmed, Joint Secretary, Ministry of Shipping made presentation. The session was moderated by Muhammad Manjurul Haque, Joint Secretary Expenditure Management, FD.

The session highlighted that the newly introduced PPE and Lease Manual aims to address these gaps by setting clear and standardized rules for how public assets are classified, valued, depreciated, leased, and disposed of. Aligned with international accounting standards, the manual requires systematic tagging, registration, and tracking of government



assets, improving traceability and accountability.

The fourth session was on SoEs and Abs Governance Reform Strategy 2025-30. The presentation of this session was made by Rahima Begum, Director General, Monitoring Cell, FD and the moderator was Dr. A K M Atiqul Haque, Joint Secretary, Budget Monitoring, Evaluation and Reporting, FD.

This session highlighted that the strategy focuses on strengthening core PFM institutions, modernizing systems



and processes, and reinforcing governance and transparency across the public sector. Policy actions include enacting a comprehensive SOE law, publishing an annual fiscal risk statement, updating the PPE Manual, strengthening corporate governance practices, and promoting equity financing to reduce reliance on government transfers

Also highlighted the institutional reforms emphasize capacity building, expanded independent performance evaluations, standardized reporting procedures, and stronger internal audits.

## SPFMS Launches TOT on Delegation of Financial Powers 2026

The Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has taken a step toward improving governance and fiscal discipline through the launch of a Training of Trainers (ToT) program on 31 March 2026. The initiative focuses on the practical application of the Delegation of Financial Powers 2026, a key policy instrument designed to clarify financial authority across government entities. At its core, the program aims to strengthen public financial management systems and ensure greater accountability in the use of public funds.

The program is being implemented in 27 batches, bringing together officials from a wide range of ministries, divisions, and departments. By spreading the training over multiple batches from 31 March to 10 May at the SPFMS Training Center in IEB Bhaban, Dhaka, the organizers are clearly prioritizing both depth and reach. The idea is to build a strong base of trainers who can then cascade the knowledge across the entire administrative structure.

At the inaugural session, Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, set the tone by emphasizing why clearly defined financial authority matters. Here's the thing, when roles and limits are not clearly spelled out, decision-making slows down, risks increase, and accountability becomes blurred. By contrast, a well-structured delegation framework allows officials to act within defined boundaries, ensuring faster budget execution while maintaining fiscal discipline.

The session was chaired by Mohammad Azad Chhallal, Additional Secretary (Expenditure Management-1), with Sahana, Joint Secretary, attending as a special guest. The opening remarks by Kawsar Nasrin, Joint Secretary of the Expenditure Management Wing, helped frame the training objectives in a practical context. She highlighted how the updated framework is not just a policy revision but a tool for improving day-to-day financial operations.

The training itself is designed to be highly practical. On the first day, participants engaged in four technical sessions that covered both operational and development aspects of the Delegation of Financial Powers 2026. What this really means



is that the training goes beyond theory, it addresses how financial authority applies in real-world settings, including public corporations, autonomous bodies, government-owned enterprises, joint ventures, and even PPP Technical Assistance Fund expenditures.

Senior officials from the Finance Division, including Joint Secretary Kawsar Nasrin and Deputy Secretary Mohammad Shawkat Ullah, led these sessions. They didn't just explain the rules; they walked participants through implementation challenges and accountability mechanisms. This kind of hands-on guidance is critical, because policies often fail not due to poor design, but due to weak execution.

Another important element was the interactive discussion and evaluation session held in the afternoon. Participants had the opportunity to share field-level experiences and identify bottlenecks in financial decision-making. This feedback loop is essential. It helps policymakers understand where the system breaks down and what adjustments are needed.

Ultimately, the ToT model is a strategic choice. By creating a pool of skilled trainers, the program ensures that knowledge is not confined to a single event or group. Instead, it spreads across ministries and divisions, promoting a uniform understanding of the updated financial delegation framework.

In the bigger picture, this initiative aligns with the government's broader reform agenda. If implemented effectively, it can improve transparency, streamline expenditure processes, and strengthen institutional accountability. And that's where the real impact lies, not just in training sessions, but in how public money is managed, monitored, and delivered for better service outcomes.

## Finance Division Rolls Out BIP to fix Spending and Curb Rising Debt Burden



The Finance Division has initiated the introduction of effective Budget Implementation Plan (BIP) for ministries/divisions to ease mounting pressure from the government's heavy domestic debt repayments, which are largely driven by weak coordination, inefficiencies in budget planning and monitoring, and unusually high expenditure concentrated in June.

The initiative was discussed at a two-day workshop titled "Budget Implementation Plan", held on January 23–24, 2026, at a hotel in Cox's Bazar. Senior officials from 18 ministries/divisions participated in the workshop, which was organized under the 'Scheme on Improving the Budget Process through Capacity Development of Budget Management Committees and Budget Working Groups' of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division (FD).

Officials at the workshop mentioned budget execution will now begin from the very start of the fiscal year, allowing for more effective, timely and outcome-oriented implementation while ensuring the proper use of public funds.

Additional Secretary (Budget and Macroeconomics), FD, Md Hasanul Matin, attended the workshop as the chief guest. Additional Secretary, FD, Ferdous Rawshan Ara and Additional Secretary, Ministry of Social Welfare, Mostafa Kamal were present as special guests. The workshop was chaired by Additional Secretary (Budget), FD, and National Program Director of SPFMS Dr Ziaul Abedin. Joint Secretary Muhammad Faruq-Uz-Zaman delivered the welcome address.

Speaking at the event, Md Hasanul Matin said that there is a direct link between reducing abnormal government expenditure in June and the introduction of effective Budget Implementation Plan. He stressed the importance of assessing whether budget allocations are being spent on priority and quality sectors.

Dr Ziaul Abedin emphasized on improving operational efficiency is critical for effective budget execution. He pointed out that preparation of Budget Implementation Plan often consumes the first one to one-and-a-half quarters of the fiscal year, undermining their usefulness.

Ferdous Rawshan Ara said that although the size of the

national budget has expanded significantly over the years, implementation capacity has not increased at the same pace.

Mostafa Kamal said effective Budget Implementation Plan is essential to sustaining the country's quality development trajectory and ensuring value for money in public spending.

The business session on the Significance of BIP for Effective Budget Execution was moderated by Muhammad Faruq-Uz-Zaman, while Md Zakir Hossain, Deputy Secretary of the FD, delivered the presentation. The session highlighted that BIPs translate annual budget allocations into time-bound, activity-based implementation roadmaps. By linking budgets with procurement plans, cash flow projections and quarterly expenditure targets, BIPs help prevent early delays and year-end spending rushes.

A group work session on "Experiences of BIP: Challenges and Way Forward" was moderated by Joint Secretary Md Nazrul Islam.

Group-1 identified delayed BIP issuance, system misalignment, capacity gaps, procedural bottlenecks and weak integration among APP, iBAS++, e-GP and related platforms as key obstacles. The group recommended timely issuance of BIP, stronger system integration, realistic planning, improved training and clearer coding practices.

Group-2 highlighted capacity constraints, fragmented systems, frequent staff transfers, delayed project approvals, land acquisition challenges and slow procurement as major impediments. The group called for capacity building, realistic budgeting, simplified procedures and greater administrative and financial autonomy for ministries.

Group-3 focused on policy perspectives and practical considerations related to BIP implementation, emphasizing discussion-based analysis and interactive engagement rather than detailed technical presentations.

Group-4 pointed to operational and system-related weaknesses in BIP entry and execution within iBAS++, including coding mismatches, weak linkage with procurement systems and delayed budget revisions. The group stressed accurate coding, regular monitoring, timely corrections and stronger coordination for improvement led by the Finance Division.

# Govt strengthens budget formulation with BC-1 feedback workshops

The government has intensified efforts to improve the national budget formulation process through a series of consultations and capacity-building initiatives centered around Budget Circular-1 (BC-1), a key policy instrument that guides ministries/divisions in preparing their budget proposals.

The workshops, organized by 'Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs' under Strengthening Public Financial Management Program to Enable Service delivery (SPFMS), Finance Division was a structured consultation process involving ministries and divisions to ensure more realistic and coordinated budget preparation.

To support effective implementation of the circular, two rounds of Feedback Workshops on Budget Circular-1 were organized in January 2026. The first round workshop was held from January 6 to 8, 2026, with participation of 162 officials, while the second round took place from January 12 to 13, 2026, attended by 160 officials.

In the workshops, Md. Hasanul Matin, Additional Secretary of the Finance Division, attended as the Chief Guest, underscoring the importance of consistent and accurate budget preparation. The sessions were chaired by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, who highlighted the need for aligning ministry budgets with macroeconomic realities and reform priorities.

At the core of these initiatives lies Budget Circular-1, which is considered the starting point of Bangladesh's budget cycle. Issued annually by the Finance Division, BC-1 provides detailed guidelines for ministries/divisions to prepare their Medium-Term Budget Framework (MTBF), including setting preliminary expenditure ceilings and revenue targets.

What this really means is, without BC-1, the entire budget process lacks structure. It guides ministries what to prioritize, how much they can spend, and how their plans must align with national goals. Experts note that the budget cycle effectively begins with BC-1, as ministries use it to define their strategic objectives and spending plans.

The Finance Division has also used BC-1 to push policy priorities such as poverty reduction, women's development, and climate resilience, ensuring that budget proposals reflect



broader national commitments.

The workshops provided hands-on guidance on interpreting BC-1 instructions, preparing expenditure estimates, and avoiding common inconsistencies that often delay budget finalization. Officials were also trained on linking financial allocations with measurable outputs, an essential feature of results-based budgeting.



Parallel to the workshops, the Finance Division conducted detailed consultations with clusters of ministries, as outlined in the circular, allowing for focused discussion on sector-specific budget proposals and policy alignment.

Officials observed this combined approach, policy direction through BC-1, technical training, and direct consultations, mark a significant shift toward a more participatory and performance-oriented budgeting system.

The move is expected to improve coordination among ministries, reduce duplication in spending, and ensure more efficient use of public funds. Analysts believe that strengthening the role of Budget Circular-1 in guiding the entire process will ultimately enhance fiscal discipline and improve service delivery outcomes.

## SPFMS Training Strengthens Digital Budgeting and Pension Management



A five-day nationwide training program on professional skill development has strengthened the capacity of public financial management officials under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), focusing on improving pension management and the quality and timeliness of financial reporting.

The training, organized by the Office of the Controller General of Accounts and divisional Controller of Accounts offices, was held simultaneously in Dhaka and seven divisions- Chattogram, Rajshahi, Khulna, Barishal, Sylhet, Rangpur and Mymensingh, from January 18 to 29, 2026. Around 600 officials, including CGA and CAFO-level auditors, Divisional Controller of Accounts (DCA), District Accounts and Finance Officers (DAFO), Upazila Accounts Officers (UAO), and other audit officials participated.

The program aimed to strengthen practical skills in financial management, compliance and service delivery, aligning with ongoing reforms to modernize public finance systems. It combined theoretical learning with hands-on sessions to address real-life administrative and financial challenges.

The first day focused on professional ethics, office discipline, and drafting practices in line with Secretariat Instructions-2014, along with sessions on Annual Confidential Report (ACR) writing and TA/DA rules. The second and third days covered Public Procurement Rules (PPR-2025), pension management, and cheque management systems, with emphasis on the integrated Budget and Accounting System (iBAS++).

The fourth day emphasized budget preparation, authorization and distribution, along with pay fixation and Last Pay Certificate (LPC) processing through digital platforms. Participants were also introduced to data management practices and General Provident Fund (GPF) rules.

On the final day, sessions covered VAT and income tax, the Delegation of Financial Powers-2026, and the Government Employee Act-2018 before concluding with an evaluation session.

Officials said the training would help build a more efficient and accountable workforce, while participants appreciated its practical, field-oriented approach.

## Working Papers and Strategy Set for Upcoming Trilateral Budget Discussions



The Finance Division of the Ministry of Finance has taken initiative for strengthening budget preparation by organizing a series of workshops focused on developing working papers and formulating strategies for the upcoming trilateral budget discussion meetings.

Two workshops titled “Workshop on the Preparation of Working Papers and Strategy Formulation for the Upcoming Trilateral Budget Discussion Meeting” were held on 29 January and 17 February 2026, bringing together key officials involved in budget formulation. Each workshop was attended by 37 participants representing relevant wings and departments of the Finance Division. The Workshops were organized by Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs under Strengthening Public Financial Management Program to Enable Service delivery (SPFMS), Finance Division

The first workshop was attended by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (SPFMS) as the Chief Guest. The session was chaired by Md. Nazrul Islam, Joint Secretary (Budget-2), Finance Division. In the second workshop, Md. Hasanul Matin, Additional Secretary, Finance Division, attended as Chief Guest, while Dr. Ziaul Abedin presided over the session.

These workshops aimed at preparing working papers and determining strategic approaches for the upcoming trilateral budget discussions, which are a crucial part of the national budget preparation process. The letter also specified the venue as the Finance Division conference room at Bangladesh Secretariat and instructed relevant officials to participate accordingly.

The trilateral budget discussion is a key mechanism in Bangladesh's public financial management system, involving detailed negotiations among the Finance Division, line ministries, and other stakeholders. The preparation of well-structured working papers is considered essential for ensuring evidence-based discussions, realistic budget proposals, and alignment with national priorities.

During the workshops, participants engaged in technical sessions focusing on improving the quality of budget submissions, refining expenditure projections, and aligning sectoral priorities with the broader macroeconomic framework.

## Specialized Training on Oracle Database Performance Management for NSD System



The scheme on Strengthening the Capacity of the Treasury and Debt Management Wing of the Finance Division under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) has launched a specialized training on Oracle Database Performance Management for the National Savings Directorate (NSD) system, aiming to enhance the technical capacity of government IT professionals and ensure smoother, faster, and more secure digital public services.

The inaugural session of the training was held on January 10 at the SPFMS Conference Room, IEB Bhaban, Ramna. Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, attended the event as the Chief Guest. The session was chaired by Mohd Rashedul Amin, Joint Secretary, Wing Chief (TDM). Md Firoz Khan, Program Executive and Coordinator, SPFMS moderated the program.

The training focuses on improving database efficiency, system stability, and performance optimization for critical financial systems used by the government.

According to the training schedule, the three-day program is designed with a strong hands-on approach. On the first day, participants are introduced to Oracle performance tuning methodologies, wait event analysis, and diagnostic tools such as AWR, ASH, and ADDM. Practical lab sessions guide them through analyzing system bottlenecks, identifying resource-intensive SQL, and interpreting performance reports.

The second day emphasizes SQL and memory tuning, covering execution plans, indexing strategies, SQL Tuning Advisor, SQL Plan Baselines, and SGA and PGA optimization techniques. Participants also work on real-life scenarios to improve query execution and memory utilization.

On the final day, the focus shifts to I/O optimization, advanced indexing, table partitioning, segment shrink operations, and instance-level tuning. The course concludes with a comprehensive final exercise combining all learned techniques, followed by a wrap-up session.

The training will play a crucial role in strengthening the government's digital infrastructure and ensuring reliable performance of mission-critical financial systems, aligning with SPFMS's broader goal of improving transparency, efficiency, and service delivery.

## 10-Day Office Management Training for Finance Division Officials



A 10-day training program on Office Management for Finance Division officials concluded on Sunday, aiming to enhance administrative efficiency, ensure compliance with government regulations, and strengthen digital competence among public servants.

The training, which began on December 28, 2025, was organized under the scheme on Improvement of Fiscal Forecasting Through Development of Macroeconometric Model of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), under the Finance Division.

The closing ceremony was attended by Munshi Abdul Ahad, Additional Secretary (Admin, Planning & TDM), as the chief guest. Anarul Kabir, Joint Secretary of the Fiscal Policy Branch, attended as the special guest, while Hasan Khaled Foisal, Additional Secretary (Macroeconomics-1), presided over the session. Dr Md Rashedur Rahman Sardar, Deputy Secretary of the Macroeconomics Policy Analysis and Forecasting Branch delivered the welcome address. Certificates were distributed among the participants at the event.

A total of 42 officials from the Finance Division took part in the program, which covered a wide range of topics related to office administration, regulatory compliance, and digital operations.

Key areas of the training included the Secretariat Instructions 2024, record management, official correspondence, digital file management, and public service regulations. On the opening day, participants were introduced to core provisions of the Secretariat Instructions, focusing on record keeping, letter receipt and issuance, diary maintenance, and acknowledgment procedures.

Subsequent sessions emphasized digital file structuring, indexing, and file code analysis, highlighting the importance of systematic documentation in modern public offices.

The program also featured in-depth discussions on the Government Service Act 2018, Government Servants (Discipline and Appeal) Rules 2018, Conduct Rules 1979, Bangladesh Service Rules, and Regular Attendance Rules 2019. These sessions aimed to strengthen participants' understanding of ethical conduct, discipline, and professional responsibilities.

# PPP Fiscal Support Training to Strengthen Risk Management and Efficiency

A four-day training program on “Government Fiscal Support to PPP Projects: Effectiveness and Challenges” was held from January 18 to 21, 2026 at the Conference Room of the Finance Division, aiming to strengthen the capacity of government officials in managing fiscal risks and improving the overall efficiency of public-private partnership (PPP) projects.

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

The training was held at the Finance Division's conference room and was organized under the Scheme on Strengthening the Capacity of the Treasury and Debt Management (TDM) Wing, implemented as part of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). The initiative reflects the government's ongoing efforts to build institutional capacity and enhance fiscal discipline in the execution of large-scale infrastructure and development projects.

Munshi Abdul Ahad, Additional Secretary (Admin, Planning & TDM), attended the inaugural session as the chief guest. Md. Hasanul Matin, Additional Secretary (Budget & Macroeconomics), and Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS, joined as special guests. The session was chaired by Mohd Rashedul Amin, Joint Secretary and Head of the Project Implementation Team (PIT) of the TDM Wing.

The training brought together officials from a wide range of ministries and divisions, ensuring cross-sectoral participation and fostering a coordinated approach to managing PPP-related fiscal issues. The diversity of participants highlighted the growing importance of PPPs as a financing and implementation mechanism for infrastructure and public service delivery in Bangladesh.

According to the session plan, the program began with an overview of PPP fundamentals, including key concepts, institutional frameworks, and the project lifecycle. Participants were introduced to different stages of PPP development—from project identification and feasibility assessment to procurement, financing, implementation, and monitoring. Discussions also focused on sector-specific applications, illustrating how PPP models are being used across transport, energy, and urban development sectors in Bangladesh.



Subsequent sessions delved deeper into critical aspects of PPP management, including procurement processes, value for money (VfM) analysis, and appropriate risk allocation between public and private partners. Experts emphasized that achieving VfM requires careful project design, competitive bidding, and rigorous evaluation of financial and economic outcomes.

A significant portion of the training was devoted to understanding fiscal risks and contingent liabilities arising from PPP projects. Resource persons highlighted that while PPPs can reduce immediate fiscal pressure, they may create long-term financial obligations for the government if not properly managed. Participants explored tools and methodologies for identifying, quantifying, and mitigating such risks, including the use of guarantees, viability gap funding, and other fiscal support mechanisms.

On the third day, discussions focused on public spending in PPP projects, examining both the challenges and future strategies for improving efficiency and accountability. Speakers underscored the need for strong institutional frameworks, enhanced coordination among government entities, and robust monitoring systems to ensure transparency and prevent cost overruns or project delays.

The final day featured a detailed case study on the Dhaka Elevated Expressway Project, providing participants with practical insights into real-world PPP implementation. The case study highlighted key lessons related to project structuring, stakeholder coordination, risk mitigation, and timely delivery, offering valuable learning for future projects.

Participants noted that the training significantly enhanced their understanding of both theoretical and practical dimensions of PPP financing. They emphasized that building capacity in fiscal risk management and project evaluation is crucial for ensuring that PPP initiatives deliver expected outcomes while safeguarding public resources.

## iBAS++ Passes ISO 27001 Surveillance Audit without Non-Conformities

The Integrated Budget and Accounting System, widely known as iBAS++, has successfully completed its second routine surveillance audit under the internationally recognized ISO/IEC 27001:2022, reaffirming the system's strong commitment to information security and global best practices.

The audit, conducted on January 26–27, 2026, was carried out by Bureau Veritas (Bangladesh) Private Limited, a globally reputed certification authority. The assessment forms part of the mandatory annual surveillance process required to retain ISO 27001 certification and ensure that the Information Security Management System (ISMS) remains effective, relevant, and continuously improving.

According to officials involved in the process, the audit took a comprehensive approach, examining how well the ISMS has been implemented and maintained across the system. The evaluation covered core areas such as risk identification and treatment, effectiveness of security controls, compliance with internal policies, and the strength of monitoring and review mechanisms.

Auditors reviewed documented procedures and operational practices in detail, focusing particularly on how risks are managed within the established framework. Special attention was given to the implementation of Annex A controls under ISO standards, which define the technical and organizational measures required to safeguard information assets. The audit team also assessed how internal audits and management reviews contribute to performance evaluation and ongoing improvement.

The audit was completed without any non-conformities. In the world of compliance and certification, that is not a routine result. It signals a mature and well-functioning system where processes are not only in place but are consistently followed and improved.

Officials described the outcome as a strong endorsement of the system's strength. It indicates that iBAS++ has effectively

established and maintained an ISMS that aligns fully with international requirements. More importantly, it reflects an organizational culture where information security is treated as a continuous responsibility rather than a one-time compliance exercise.

The audit team, however, did not stop at validation. It also provided a set of observations and recommendations aimed at further strengthening the system.

These insights are expected to guide future improvements, particularly in enhancing operational efficiency and building resilience against emerging cyber and information security threats.

In practical terms, this achievement reinforces several key commitments of iBAS++. These include safeguarding sensitive financial and administrative data, ensuring confidentiality, integrity, and availability of information, and maintaining alignment with evolving global standards. It also highlights ongoing efforts to promote awareness and accountability across users and stakeholders of the system.



The successful audit comes at a time when digital governance systems are under increasing scrutiny due to rising cybersecurity risks. As a core platform supporting public financial management in Bangladesh, iBAS++ plays a critical role in ensuring transparency, accountability, and efficiency in government operations. Maintaining a strong information security framework is therefore essential not just for compliance, but for public trust.

Looking ahead, officials emphasized that the focus will remain on continuous improvement. The system will continue to evolve in response to technological advancements and emerging risks, ensuring that its security architecture remains both resilient and adaptive.

This latest milestone sends a clear message that iBAS++ is not only meeting global standards but is positioning itself as a reliable and secure backbone for digital financial governance in Bangladesh.

## Budget Training Boosts Efficiency in Public Spending



A comprehensive nationwide training program on budget preparation has significantly enhanced the capacity of government officials, contributing to improved efficiency, transparency, and accountability in public financial management.

The training, held from December 13, 2025 to January 15, 2026, focused on the preparation and revision of the Medium-Term Budget Framework (MTBF) for ministries and divisions. In total, 9,375 officials participated in 225 batches, marking one of the largest coordinated efforts to strengthen budgeting skills across the government system.

The program covered key aspects of the budget cycle, including preparation processes, roles and responsibilities of ministries and divisions, timelines, and standard formats. Participants also received hands-on training on the iBAS++ Budget Preparation Module, a central digital platform used for managing government finances and ensuring real-time coordination.

Officials said the initiative has improved the quality, accuracy, and consistency of budget preparation. By promoting evidence-based analysis, realistic projections, and policy alignment, the training is expected to strengthen planning and decision-making at all levels of government.

The program also emphasized efficient use of public funds by encouraging cost-effectiveness and stronger financial discipline. Participants were trained to link budget allocations with outputs and outcomes, fostering a results-oriented approach to governance and improved public service delivery.

In addition, the training aligned budget practices with national priorities and global commitments, including climate resilience, gender equality, and sustainable development goals.

Standardization of formats and procedures across ministries is expected to reduce errors and delays, ensuring smoother coordination during budget execution and reporting phases.

Experts believe such large-scale capacity-building initiatives are vital for building a modern, transparent, and performance-driven public financial management system in Bangladesh.

## iBAS++ Holds ISO 27001 Awareness Workshop



An information security awareness workshop was held on February 7, 2026, marking continued progress in the ISO/IEC 27001:2022 certification journey of the government's iBAS++ system.

The session focused on strengthening understanding of the Information Security Management System (ISMS) and reinforcing institutional commitment to maintaining international standards in data protection and system integrity. Participants were briefed on the overall ISO/IEC 27001:2022 framework, with emphasis on surveillance audits, periodic assessments, and continuous monitoring required to sustain certification.

Officials highlighted that surveillance audits play a critical role in assessing the effectiveness, consistency, and maturity of ISMS implementation. The workshop explained how these audits ensure that security controls remain functional and responsive to emerging risks.

The session also introduced updated controls under ISO/IEC 27001:2022 and emphasized a risk-based approach to information security. Participants learned how risks are identified, assessed, and treated in alignment with organizational priorities, helping safeguard sensitive financial and administrative data managed through iBAS++.

Key preparedness measures were discussed, including audit readiness, incident response planning, ISMS drills and simulations, and regular updates of security policies. These steps were described as essential for maintaining operational resilience and ensuring timely response to potential cyber threats.

Speakers underlined that achieving and sustaining ISO certification enhances institutional credibility and builds stakeholder confidence. It also ensures compliance with regulatory and contractual obligations while promoting a culture of accountability and continuous improvement.

The workshop concluded with a call for proactive engagement from all stakeholders, stressing that effective information security depends on collective responsibility and consistent adherence to established standards.

## Bangladesh Officials Gain Global Insights on SOE Oversight to Curb Fiscal Risks



A delegation of Bangladesh government officials has returned with key policy insights after completing an 11-day international training program on state-owned enterprise (SOE) oversight and fiscal risk management in Thailand and Malaysia, aimed at strengthening the country's public financial management framework.

The program, conducted under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), brought together 13 officials from the Finance Division to examine how two emerging economies manage fiscal risks arising from SOEs, an area increasingly critical for Bangladesh's economic stability.

SOEs play a central role in Bangladesh's economy, particularly in sectors such as energy, transport, finance, and infrastructure. However, weak governance, unclear mandates, and inadequate monitoring have often turned these entities into sources of fiscal pressure, requiring government bailouts, guarantees, and budgetary support.

The training program addressed these challenges by combining academic sessions with institutional visits. In Thailand, participants explored enterprise-level governance reforms, focusing on board accountability, risk management, and financial performance monitoring. Sessions at Kasetsart University highlighted how structured oversight frameworks and professional boards can improve efficiency and reduce fiscal vulnerabilities.

Field visits to major Thai SOEs, including the Bank for Agriculture and Agricultural Cooperatives and the Provincial Electricity Authority, provided practical insights into managing public service obligations and balancing financial sustainability with policy mandates. These case studies demonstrated the importance of explicitly costing government-directed services to prevent hidden fiscal burdens.

In contrast, the Malaysia component offered a system-wide perspective, showcasing a more centralized and legally anchored model of SOE oversight. Discussions with officials

at the Ministry of Finance Malaysia highlighted how SOE-related fiscal risks are integrated into national budgeting and medium-term fiscal planning.

A key takeaway from Malaysia's approach is the role of the Public Finance and Fiscal Responsibility Act 2023, which legally mandates transparency and disclosure of fiscal risks, including those arising from SOEs. This framework enables early identification of financial pressures and strengthens fiscal discipline.

The comparative analysis revealed two distinct but complementary models. Thailand focuses on improving governance at the enterprise level through gradual reforms, while Malaysia emphasizes centralized ownership and integration of SOE oversight into fiscal policy. Both approaches underline the importance of governance quality, accountability, and transparency in managing fiscal risks.

Drawing on these experiences, a phased reform pathway for Bangladesh is outlined. Immediate priorities include improving transparency, standardizing financial reporting, and identifying fiscal risks across SOEs. Medium-term reforms focus on strengthening board governance and clarifying ownership structures, while long-term efforts aim to integrate SOE oversight into fiscal policy and establish legal frameworks for sustained discipline.

Officials noted that Bangladesh's current approach to SOE oversight remains largely reactive, with fiscal support often provided after financial distress occurs. The training emphasized the need for a forward-looking system that identifies risks early and integrates them into national fiscal planning.

The program marks a significant step toward aligning Bangladesh's SOE governance with international best practices. If implemented effectively, the recommended reforms are expected to enhance fiscal sustainability, improve accountability, and strengthen the overall performance of state-owned enterprises.

## Workshop on Debt and Contingent Liabilities Reporting



A specialized workshop on “Feedback on Debt and Contingent Liabilities (DCL) Statement from SoEs/ABs” was held on 12 January 2026 to strengthen financial reporting and risk management practices across state-owned enterprises and autonomous bodies. Scheme on Strengthening of State-owned Enterprises’ Governance under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized the workshop.

Held at the Monitoring Cell of the Finance Division in Bangladesh Secretariat, the initiative brought together officials from key public sector organizations, including major petroleum corporations and other government-linked entities. Participants included representatives from Eastern Refinery Limited, Padma Oil Company Limited, Jamuna Oil Company Limited, Meghna Petroleum Limited, and other institutions participated in the workshop.

The workshop was part of ongoing efforts under public financial management reforms to improve the quality, accuracy, and timeliness of DCL statements. These statements are critical for assessing fiscal risks arising from government guarantees, liabilities of state-owned enterprises, and other contingent obligations.

A follow-up session held on January 12, 2026, featured senior officials of the Finance Division, including Rahima Begum, Director General (Monitoring Cell), who chaired the session, and Nasima Parveen, Additional Secretary, who attended as chief guest. Keynote speakers and technical experts highlighted the importance of standardizing reporting formats and strengthening coordination among agencies.

Earlier, a formal communication issued on January 11 invited participants from various ministries, divisions, and organizations to join the workshop, emphasizing the need for improved data entry into the DCL database system.

Officials said such initiatives would enhance transparency, support evidence-based fiscal planning, and help the government better manage long-term financial risks associated with public sector operations.

## Training on Fixed Asset Register Preparation to Strengthen Financial Accountability

A day-long training program on “Preparation of Fixed Assets Register as per PPE Manual” was held on February 5, 2026, at the Monitoring Cell conference room in Bangladesh Secretariat. The initiative aimed to enhance transparency and efficiency in managing public assets, particularly within State-Owned Enterprises (SOEs) and Autonomous Bodies (ABs). The training was organized by Scheme on Strengthening of State-owned Enterprises’ Governance under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The training brought together officials from various ministries, divisions, and public sector organizations, reflecting a coordinated effort to strengthen financial reporting and asset management practices. Participants included representatives from key institutions such as Bangladesh Chemical Industries Corporation, Mongla Port Authority, and other government entities.



The program began with an inaugural session where Mohammad Azad Sallal, Additional Secretary of the Finance Division, attended as the chief guest. Special guest Muhammad Anisur Rahman, Joint Secretary, and Chairperson Rahima Begum, Director General of the Monitoring Cell, also addressed the participants, emphasizing the importance of standardized asset recording systems.

Technical sessions focused on the practical application of the PPE (Property, Plant, and Equipment) Manual, including asset identification, classification, valuation, and maintenance of fixed asset registers. Resource persons highlighted how proper asset tracking ensures accountability, supports budgeting, and improves decision-making in public financial management.

The training also covered key aspects such as depreciation, asset tagging, and compliance with international accounting standards like IAS 16. Participants were guided on maintaining accurate records to reflect the true financial position of their organizations.

Officials noted that such capacity-building initiatives are critical for strengthening governance and ensuring effective utilization of public resources.

## Training on Public Procurement Management under PPR 2025



A five-day training program titled “Public Procurement Management under PPR 2025” for officials of Finance Division was held to strengthen capacity in the evolving public procurement framework. The training, held from December 30, 2025 to January 6, 2026 at the Finance Division conference room, was Scheme on Strengthening of State-owned Enterprises’ Governance under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The program brought together officials from various wings of the Finance Division and associated entities, reflecting a coordinated effort to enhance knowledge and compliance with the newly introduced Public Procurement Rules (PPR) 2025. The initiative aimed to familiarize participants with major legal, procedural, and technological changes in public procurement, replacing the earlier PPR 2008 framework.

The training covered a wide range of critical areas, including legislative reforms, procurement principles, and the transition to a fully digitized system through mandatory e-Government Procurement (e-GP). Sessions also highlighted the importance of transparency, accountability, and efficiency in procurement processes, alongside the introduction of Sustainable Public Procurement (SPP) practices.

Participants received hands-on guidance on tender documentation, evaluation procedures, and contract management under the updated rules. Special emphasis was placed on risk management, ethical standards, beneficial ownership disclosure, and grievance redress mechanisms to ensure integrity in procurement activities.

Senior officials and experts, including Dr. Ziaul Abedin, Additional Secretary and National Program Director of SPFMS, and other experienced resource persons, conducted the sessions. The program concluded with discussions on digital contract management and performance monitoring using modern tools.

Officials concerned expressed that such training programs are essential for strengthening institutional efficiency and ensuring better governance. They hoped that the knowledge gained will contribute to more transparent, accountable, and effective public procurement practices in Bangladesh.

## SPFMS Organizes Training on Office Management



Scheme on Strengthening of State-owned Enterprises’ Governance under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division organized a 10-day training program on “Office Management and Discipline” aimed at strengthening administrative efficiency and professional conduct among government officials.

Held at the Monitoring Cell of the Finance Division at Bangladesh Secretariat, the program brought together officials from different wings and attached departments. The initiative aimed to sharpen participants’ understanding of office procedures, professional discipline, and documentation practices, key elements for ensuring transparency and accountability in public administration.

Around 20 officials took part in the training. Attendance records indicate consistent participation throughout the sessions, reflecting a high level of interest and commitment among the participants. The interactive sessions focused on practical aspects of office management, including adherence to administrative rules, maintaining discipline in public service, and improving documentation standards.

A key focus of the training was strengthening coordination among different units within the Finance Division. Officials noted that effective coordination is essential for timely decision-making and efficient service delivery, particularly in a complex administrative environment.

Participants also engaged in discussions and practical exercises designed to address common challenges in office management and promote more structured and disciplined work practices.

Officials concerned emphasized that such capacity-building initiatives are critical for improving institutional performance and reinforcing good governance. They expressed optimism that the knowledge and skills gained from the program would translate into more efficient, accountable, and professional administrative practices.

The SPFMS program continues to roll out similar initiatives as part of its broader effort to modernize public financial management and enhance service delivery across government institutions.

## Stakeholders Review New Internal Audit Charter Based on Global Standards

A validation workshop on the review and updating of the Model Internal Audit (IA) Charter and the Risk-Based Internal Audit (RBIA) Manual was held on January 25, 2026, marking an important milestone in Bangladesh's ongoing efforts to strengthen public financial management and institutionalize modern internal audit practices across government entities. The initiative forms part of broader reform efforts under the Strengthening Public Financial Management Program to Enable Service Delivery, which aims to improve transparency, accountability, and service delivery through strengthened financial governance systems.



Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director of SPFMS under the Finance Division, attended both training programs as the chief guest, while Homayra Begum, Additional Secretary and Head of the Project Implementation Team (PIT) of the Internal Audit Scheme chaired the sessions.

The event brought together a diverse group of stakeholders, including heads and members of Internal Audit Units (IAUs) from various ministries and divisions, senior government officials, consultants, and members of the PIT, reflecting a strong collective commitment to reforming the internal audit landscape in the public sector.

The objective of the workshop was to critically review the draft IA Charter and RBIA Manual prepared by the technical team and ensure their alignment with the updated global internal audit standards issued by the Institute of Internal Auditors in 2024, which are scheduled to come into effect in 2025. These updated standards emphasize key principles such as auditor independence, enhanced governance structures, systematic risk management, and a stronger focus on value addition through internal audit functions rather than mere compliance checking.

At the outset, Program Executive and Coordinator (Additional Secretary) Md. Rafiqul Islam shared the draft documents with participants, setting the stage for a detailed and informed discussion. During the technical session, Senior Consultant Mohammed Iqbal Hossain presented the major revisions incorporated in both the IA Charter and the RBIA Manual. He highlighted the transition toward a more structured and risk-based audit approach, which prioritizes high-risk areas in audit planning and execution. He also underscored improvements in audit methodologies, reporting standards, and the integration of international best practices into the national framework.

The workshop featured active participation from attendees, who engaged in open and constructive discussions. Participants shared practical insights drawn from their

field-level experiences, offering recommendations to ensure that the revised documents are not only compliant with global standards but also realistic and adaptable within Bangladesh's administrative and institutional context. This participatory approach added significant value to the validation process, helping to bridge the gap between policy design and implementation realities.

In his remarks, the chief guest emphasized that a strong and independent internal audit system is a cornerstone of good governance. He noted that effective internal audit mechanisms play a critical role in ensuring transparency, strengthening accountability, and promoting the efficient and prudent use of public resources. He further observed that the updated IA Charter and RBIA Manual would provide a solid foundation for enhancing audit quality and consistency across ministries and divisions, thereby contributing to improved fiscal discipline and better service delivery outcomes.



Concluding the workshop, Md. Rafiqul Islam thanked all participants for their valuable contributions and acknowledged the dedicated efforts of the consultants and PIT members in developing the draft documents. He expressed confidence that, once finalized, the updated charter and manual would significantly enhance the effectiveness and credibility of internal audit functions within the government. He also noted that these reforms would support the broader objectives of SPFMS by fostering a culture of accountability and performance-driven governance across the public sector.

## SPFMS Pushes Risk-Based Auditing in LGED, DGHS



Two seminars on strengthening internal audit systems and advancing risk-based auditing practices were held in Rajshahi Division on January 17 and 18, 2026, under the “Scheme on Internal Audit & Audit Follow-Up” of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The first seminar, held on January 17, focused on the Local Government Engineering Department (LGED). It was presided over by Malay Kumar Chakraborty, Additional Chief Engineer of LGED, Rajshahi Zone. The event was attended by Mohammad Azad Sallal, Additional Secretary of the Finance Division and PIT Member of the Internal Audit Scheme, as Chief Guest, while Mohammad Shafioul Alam, Deputy Secretary (Audit) of the Local Government Division, joined as Special Guest.

The second seminar, organized on January 18, centered on the Directorate General of Health Services (DGHS). It was chaired by Dr. Md. Zafrul Hossain, Director and Head of the Internal Audit Unit of DGHS, with Mohammad Azad Sallal as Chief Guest.

Seminars were built around the same core objective: introducing Internal Audit Units (IAU) and preparing auditee offices for the practical rollout of Risk-Based Internal Auditing (RBIA). The idea is to shift from routine, compliance-heavy auditing to a smarter system that identifies risks early and focuses on areas that matter most.

In both events, the keynote presentation was delivered by Rafiqul Islam, Additional Secretary and Program Executive Coordinator (PEC) of SPFMS. He laid out the fundamentals of RBIA, explained the audit execution process, and highlighted how internal audits will be conducted in LGED and DGHS offices in Rajshahi Division. A key point of discussion was the “entry meeting” concept, essentially the starting point of audit engagement where expectations, scope, and procedures are clearly set.

## SPFMS Training to Strengthen IA and Expenditure Management



The raining programs on “Risk-based Internal Auditing, Expenditure Management and Office Management” has been organized by the Scheme on Internal Audit and Audit Follow-up under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division to enhance the professional capacity of officials of the Finance Division.

The programs were conducted in two batches, including one that began on January 26, 2026 and another held from February 19 to March 12, 2026. Each batch spanned ten days and focused on developing a comprehensive understanding of risk-based internal auditing, expenditure management, and effective office management practices.

The training initiatives were inaugurated by Dr. Ziaul Abedin, Additional Secretary (Budget-1) and National Program Director (NPD) of SPFMS, at the Finance Division. In his address, he underscored the critical role of internal auditing in ensuring transparency, accountability, and efficiency in public financial management. He expressed hope that the trained officials would contribute significantly to strengthening internal audit practices in their respective offices.

Additional Secretary of the Internal Audit Wing and Head of the Program Implementation Team (PIT) for SPFMS, Homayra Begum, chaired the inaugural sessions. She highlighted that strengthening internal audit systems remains a key reform priority for the government and is essential for achieving improved governance and service delivery. The sessions were moderated by Md. Rafiqul Islam, Program Executive and Coordinator of SPFMS.

A total of 46 officials from the Expenditure Management Wing and Internal Audit Wing participated across the two batches, with 21 participants in the first batch and 25 in the second. The training aimed to equip them with practical skills and knowledge required to implement modern auditing techniques and ensure better financial oversight.

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