

Workshop Highlights Automation of Pension and Financial Management Systems



A dissemination workshop on the Automation of the Pension and Fund Management System and the National Saving Scheme Online Management System was held on 3 February 2025 at the Finance Division Conference Hall, Bangladesh Secretariat. The event was organized to showcase the government's efforts toward advancing public financial management through the adoption of digital technologies, aiming to ensure greater efficiency, transparency, and service delivery for the citizens.

The workshop was graced by Dr. Salehuddin Ahmed, Adviser to the Ministry of Finance and the Ministry of Science and Technology as the Chief Guest. Dr. Md. Khairuzzaman Mozumder, Secretary of the Finance Division, presided over the event, which was attended by SM Rezvi, Controller General of Accounts (CGA), and Nasrin Sultana, Additional Secretary (Regulation, Implementation, Law & SOE) of the Finance Division as Special Guests. Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director of SPFMS, delivered the welcome address.

In his address, Dr. Salehuddin Ahmed emphasized the critical role of automation in modernizing government

operations. He stated that automating financial management system is crucial for reducing inefficiencies, ensuring time-based service delivery, and fostering transparency within the public sector. Dr. Ahmed highlighted the ongoing initiatives under the SPFMS program, which is designed to reform and strengthen the public financial management



system in Bangladesh. He pointed out that these initiatives are not only improving service delivery but also ensuring that government resources are utilized more effectively for the benefit of the citizens.

Dr. Md. Khairuzzaman Mozumder, in his remarks, reaffirmed the government's unwavering commitment to streamlining



pension management processes. He noted that the automation of the pension system would help significantly reduce the various inconveniences traditionally faced by pensioners, ensuring a smoother and more dignified experience for retired public servants. Dr. Mozumder emphasized that the government's broader vision includes making all financial services citizen-centric, transparent, and accountable.

The technical sessions of the workshop featured three detailed presentations focusing on key areas of reform: the Pension Management System, the Fund Management System, and the National Saving Scheme Online

Quality & Timeliness of Financial Reporting, SPFMS Program made presentations.

These presentations provided comprehensive insights into the design, implementation, and expected outcomes of the automated systems. Participants were briefed on how these digital platforms would improve data management, expedite service delivery, and enhance user experiences.

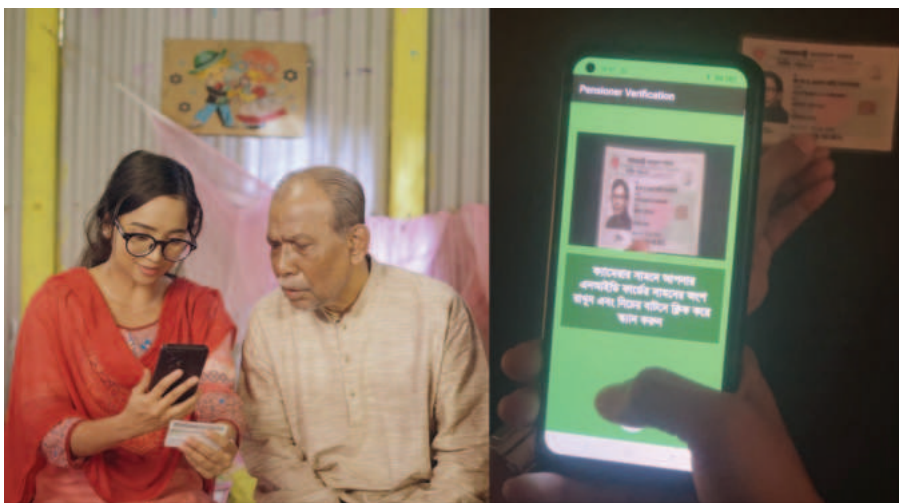
Following the presentations, an interactive discussion session was held, where participants engaged actively with the presenters. Officials raised pertinent questions, shared feedback, and provided suggestions for further refinement of the systems. The discussion highlighted the enthusiasm and readiness of the relevant departments to embrace technological transformation in their daily operations.

The workshop was attended by around 150 officials from the Finance Division, the CGA Office, and the SPFMS program.

This event marks a significant step forward in the government's journey towards digital transformation. By focusing on the automation of critical financial management systems, Bangladesh reaffirms its commitment to building a more transparent, efficient, and citizen-friendly public administration.

In conclusion, the dissemination workshop not only celebrated the progress made so far but also laid the foundation for sustained reforms in the public financial management sector.

A video on Pensioner Life Verification Apps was displayed in the workshop.



Management System.

Hasan Khaled Foisal, Additional Secretary, Treasury and Debt Management, Finance Division, Bulbul Singha, Senior Consultant- Fund Management and Md. Hasan Nazmul Kabir, Senior Consultant- Pension Management, Scheme on Improving Pension Management System and

“EFT System Eliminates Harassment and Inconvenience of MPO-Enlisted Teachers”

- Professor Wahiduddin Mahmud



In a landmark step toward modernizing the education sector's financial management and eliminating corruption, the Government of Bangladesh has introduced an Electronic Fund Transfer (EFT) system to directly disburse salaries, retirement benefits, and welfare payments to the bank accounts of MPO-listed (Monthly Pay Order) teachers and staff of private educational institutions. This initiative, announced and inaugurated by Professor Wahiduddin Mahmud, Education Advisor to the Government, is expected to end years of harassment and delays that educators faced under the previous manual system.

The inauguration ceremony, held on January 1, 2025, at the International Mother Language Institute in Dhaka, was hosted by the Directorate of Secondary and Higher Education (DSHE). Professor Mahmud served as the chief guest and formally launched the EFT-based fund transfer system and the digital version of textbooks for the 2025 academic year.

During his speech, Professor Mahmud stated, “The longstanding suffering of teachers and employees in private institutions due to administrative inefficiencies and irregularities has finally come to an end. With the EFT system, we are embracing a new era of transparency, speed, and accountability in education finance.” He emphasized that the move will drastically reduce corruption by removing the middlemen and

bureaucratic bottlenecks that often plagued the earlier disbursement process.

He also unveiled the digital covers of the 2025 academic year textbooks published by the National Curriculum and Textbook Board (NCTB), noting that significant improvements have been made to the curriculum. “Out of 523 books, we revised 431 titles with necessary corrections and additions. This year, instead of outsourcing, we chose to print the books domestically, which caused a slight delay, but we aim to deliver all books to schools and colleges within January,” he added.

The event was attended by several key figures in the education sector, including Professor Dr. M. Aminul Islam, Special Assistant to the Ministry of Education; Siddique Zobair, Senior Secretary of the Secondary and Higher Education Division; Dr. K.M. Kabirul Islam, Secretary of the Technical and Madrasah Education Division; and Professor Dr. A.K.M. Riazul Hasan of the NCTB. Additional Secretary Bilquis Jahan Rimi, who also serves as the National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), presented a detailed overview of the EFT system.

The Director General of DSHE, Professor A.B.M. Rezaul Karim, presided over the session.

Under the newly introduced EFT system, salaries for



MPO-listed educators and staff will be credited into their personal bank accounts on the first working day of each month. They will receive salary-related notifications via SMS, and heads of institutions will have online access to monthly salary statements. This streamlined approach is expected to save time, eliminate unnecessary visits to respective offices, and bring an end to the days of delayed payments and mismanagement.

Moreover, the EFT system extends beyond just salaries. Retirement and welfare benefits will now be processed through the same platform. Contributions to retirement and welfare funds — 6% and 4% of each employee's salary, respectively — will be automatically deducted and credited into designated personal accounts. When the time comes, the benefits will be disbursed directly to the retirees' bank accounts. Furthermore, applicants for these benefits will receive regular SMS updates at every stage of the approval process, making the entire system more transparent and accountable.

This significant advancement has been facilitated through iBAS++ (Integrated Budget and Accounting System), a comprehensive platform developed under the SPFMS project managed by the Finance Division of the Ministry of Finance. iBAS++ is already being used across various government departments to process payments for civil servants, pensioners, and social safety net beneficiaries. In the case of MPO-listed teachers, the system is now integrated with the EMIS (Education Management Information System) platform, which contains detailed records of each teacher and staff member. Based on this data, payrolls are generated and executed through the EFT mechanism.

The government's commitment to the education sector is also reflected in the financial allocations for the fiscal year 2024–2025. A total budget of BDT 13,495.16 crore has been allocated to the Directorate of Secondary and Higher Education, including BDT 4,329.97 crore for private colleges and BDT 9,165.19 crore for schools. Additionally, the Madrasah Education Directorate has received BDT 5,073.58 crore, while the Technical Education Directorate has been allocated BDT 450 crore.

Currently, the number of MPO-listed institutions in Bangladesh stands at 19,847, with 398,068 teachers and staff under the program. These include 2,828 colleges (68,949 teachers and 28,257 staff), 17,478 schools (211,443 teachers and 89,419 staff), 8,229 madrasahs (138,559 teachers and 42,134 staff), and 2,282 technical education institutions (16,557 teachers and 5,564 staff).

The introduction of the EFT system is expected to generate substantial benefits for this large community by ensuring prompt, accurate, and secure payments. It also aligns with the broader national vision of implementing e-governance and digital services in all sectors.

Future plans include expanding the EFT system to the Madrasah and Technical Education Directorates and setting up Personal Ledger (PL) accounts for public universities, so their employees can also receive salaries through EFT. This digital transformation promises not only to improve financial governance in the education sector but also to uplift the morale and professional dignity of teachers and employees — the backbone of Bangladesh's future.

Finance Division Introduces Independent Internal Audit Unit to Enhance Public Sector Governance



Secretary of the Finance Division, Dr. Md. Khairuzzaman Mozumder, stated that the Finance Division has established an independent Internal Audit Unit to reduce financial risks and ensure proper management in government institutions of Bangladesh. This initiative, recognizing the importance of internal auditing, will become fully operational starting next week.

While speaking as the chief guest at a stakeholder consultation workshop titled “Internal Auditing Journey in the Public Sector,” held on 17 January 2025 at Proshika Manobik Unnayan Kendra, Manikganj, he emphasized that financial management is not solely the responsibility of the Ministry of Finance; all government spending entities are involved in this process. He highlighted that managing public funds should not rest solely with the Ministry of Finance but must involve all government agencies that utilize public resources.

As a result, the Ministry of Finance is piloting internal auditing in five high-expenditure departments—Directorate of Primary Education, Roads and Highways Department, Public Works Department, Local Government Engineering Department, and Directorate General of Health Services. This initiative is expected to have long-term impacts, with plans underway to gradually expand it across other government entities. This pilot initiative is expected to

serve as a model, with plans to gradually extend the auditing system across the broader spectrum of government entities.

The inaugural session of the workshop was chaired by Shirajun Noor Chowdhury, Additional Secretary of Budget and Expenditure Management at the Finance Division. Special guests included senior officials from education, roads and highways, and public works departments. The welcome address was delivered by Bilquis Jahan Rimi, Additional Secretary, Budget-1 and National Program Director of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). Munshi Abdul Ahad, Additional Secretary of the Finance Division, concluded the session with a vote of thanks, acknowledging the collaborative efforts of all participants.

During the event, speakers underscored the crucial role of internal audits in fostering sound financial practices. Shirajun Noor Chowdhury noted that internal audits play an essential part in establishing effective internal controls. He also emphasized that such audits can significantly contribute to improving transparency and enhancing public trust in government financial operations.

Md. Shafiqul Islam, Additional Chief Engineer of the Public Works Department, stressed the importance of digitizing auditing systems and increasing the technical skills of those involved, including external vendors. Dr.



Md. Abdul Hakim, Director General of the Directorate of Primary Education, called for increased institutional capacity to implement internal audit functions effectively and sustainably.

Bilquis Jahan Rimi referred to internal audits as the "third eye" of financial governance. She highlighted their

Presenters recommended forming internal audit committees within each ministry and division. These committees would be tasked with reviewing audit findings and responding to issues identified through a risk-based audit manual. This approach would prioritize high-risk areas, allowing for more efficient allocation of



role in monitoring compliance with regulations and ensuring that government expenditures align with policy objectives. She reiterated that the initiative would begin with key departments and expand gradually based on lessons learned from the initial phase.

A series of presentations was delivered by officials from the Finance Division, including Mohammad Azad Sallal, Md. Rafiqul Islam, and Mohammad Shawkat Ullah. These presentations outlined the framework for operationalizing the Internal Audit Unit. They discussed the need for an independent structure and proposed the development of a standardized reporting system to support accountability across all government bodies.

audit resources and quicker resolution of concerns. The internal audit initiative is being supported under the Strengthening Public Financial Management Program. The goal is to institutionalize vigorous auditing practices that ensure proper use of public funds and improved service delivery. By reinforcing internal controls and promoting a culture of accountability, the Finance Division hopes to set a new benchmark for financial management in the public sector.

As the initiative rolls out, expectations are high for its potential to bring about long-term improvements in the way government finances are handled, ultimately contributing to better governance and public confidence.

AVS System to Prevent Fraud and Reduce Costs: Nationwide Implementation by June 2025



Senior officials from Bangladesh Bank and the Finance Division have announced that the government has introduced the Account Verification System (AVS) through Bangladesh Bank to ensure the accuracy of customer accounts as part of its initiative to make government transactions cashless. The system aims to enhance transparency and accountability in public expenditure while effectively preventing fraud and financial waste, according to participants in a recent workshop.

The workshop revealed that AVS was launched on a trial basis on January 26, 2025, in four Chief Accounts and Finance Offices (CAFOs)—the Local Government Division, Health Services Division, Public Security Division, and the Ministry of Primary and Mass Education. It was further stated that AVS will be implemented in all accounting offices across the

country by June 2025.

The workshop, held this morning at the Bangladesh Bank Training Academy in Mirpur, focused on integrating the iBAS++ system with Bangladesh Bank's systems, piloting AVS, and formulating an



implementation roadmap for the next phases. It was organized by the iBAS++ scheme of Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) under the Finance Division.

Dr. Md. Habibur Rahman, Deputy Governor of

Bangladesh Bank, attended the event as the chief guest, while Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of SPFMS, presided over the session. Special guests included Md. Zakir Hossain Chowdhury, Deputy Governor of Bangladesh Bank, and Md. Hanif Mia, Executive Director of Bangladesh Bank Training Academy.

A presentation on integrating iBAS++ with Bangladesh Bank's systems and the implementation roadmap for AVS was delivered by Debdulal Roy, Executive Director of the ICT Department, Bangladesh Bank, while Abul Basar Muhammad Amir Uddin, Joint Secretary, Finance Division, provided presentation on the iBAS++ system. The event was participated by 90 top officials from various government and private banks, who shared their opinions on the initiative.

In his speech, Dr. Md. Habibur Rahman stated that the introduction of AVS will make government transactions more seamless and accurate. It will ensure that public funds reach the intended recipients, reducing customer inconvenience. Additionally, verifying government bank account details will enhance financial security and prevent irregularities.

Bilquis Jahan Rimi emphasized that the primary objectives of AVS implementation are to transition all government payments to a cashless system, ensure transparency and accountability in expenditure management, prevent fraud and financial waste, and reduce customer hardship. She highlighted that AVS will verify bank account details of government institutions and save Tk. 500-600 crore annually by eliminating the need for check printing.

According to the presentation, the verification process will be conducted through iBAS++, ensuring real-time account validation through automated data exchange between banks and Bangladesh Bank. Drawing and Disbursement Officers (DDOs) will complete bill entry, approval, EFT (Electronic Fund Transfer) generation, and subsequent actions at Bangladesh Bank.

It was also revealed that the government plans to fully automate EFT return operations in the future. Additionally, a deadline will be set for opening new bank accounts at the end of each fiscal year to prevent irregularities and complexities. Measures will also be taken to ensure real-time disbursement of funds to beneficiaries of social safety net programs via mobile banking.

FD Initiates Developing Comprehensive Organogram Database



The Finance Division under the SPFMS Program has launched an initiative on 25 March 2026 to build an integrated organogram database within the iBAS++ system. Titled the iBAS++ Organogram Sub-Module, this effort aims to create an independent, comprehensive, and interoperable database featuring the approved organograms of all ministries, divisions, agencies (MDAs).

This visionary project aligns with the Cabinet Division's decision on September 29, 2019, which emphasized the need for improved workforce management across Bangladesh's government sector. Notably, this marks a significant development since the compilation of government organograms first began under the Enam Commission report in 1982. Over the years, while organograms have evolved, there has been no comprehensive database reflecting these changes—until now.

The objectives of preparing a organogram database include expediting the decision-making process regarding manpower in government offices and assisting in making accurate decisions; to conduct comparative analyses to determine the rationality of manpower demands in relation to the approved staffing of the administrative ministries; to make the government's financial management more streamlined and accountable; to enable the automatic formulation of budgets for salaries and allowances of government officers and employees; to make human resource management activities more dynamic and to facilitate pension disbursement through a more efficient pension management system.

Furthermore, the database will enable automatic preparation of pay and allowances budgets, minimizing human error and promoting accurate financial planning.

To equip officials with the new system to develop necessary skills to implement the sub-module, a two-day training program was held on March 23 and 24, 2025. Officers from various sub-divisions of the Finance Division participated in the sessions, which were conducted in two batches.

Strengthening Accountability in Public Financial Management



A training session on "Reading and Understanding Financial Statements" was held for officials of the Finance Division, Ministry of Finance on 27 February 2025 with the aim of enhancing public financial management and accountability. Attended by around 90 officials, the session featured insightful discussions and expert-led presentations on key aspects of financial statements. Monitoring Cell, Finance Division organized the training where Scheme on Strengthening of

State-owned Enterprises' Governance, under SPFMS, Finance Division provided technical support.

Shirajun Noor Chowdhury, Additional Secretary (Budget), graced the event as the Chief Guest. The program was presided over by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and NPD, SPFMS, while Rahima Begum, DG (Additional Secretary), Monitoring Cell, and Hodayra Begum, Additional Secretary, SOE-1, Finance Division, attended as special guests.

In his remarks, Shirajun Noor Chowdhury highlighted the crucial role of financial literacy in public sector governance. He explained that a deep understanding of financial statements enables officials to analyze

revenue and expenditure patterns, identify trends, and make informed decisions regarding resource allocation. He stressed the importance of assessing the financial health of government agencies and programs to ensure the prudent and effective use of public funds.

Bilquis Jahan Rimi emphasized the responsibility of government officials in upholding accountability and

transparency in managing taxpayer money. She noted that financial statements serve as a fundamental tool in ensuring the lawful and ethical use of public resources. By maintaining clear and accurate financial reporting, officials contribute to strengthening public trust and confidence in government institutions.

During the technical sessions, Dr. Mohammad Abu Yusuf, Additional Secretary, Finance Division, described accounting as the "language of business." He explained its significance in identifying, recording, and communicating financial information to various stakeholders, including investors, creditors, and policymakers. Dr. Yusuf outlined the core functions of financial, tax, and management accounting, underscoring their role in assessing financial performance, determining tax obligations, and



supporting strategic decision-making.

He further elaborated on key accounting principles, such as the Historical Cost Principle, which records assets at their original purchase value, and the Fair Value Principle, which assesses assets and liabilities based on current market conditions.

These principles, along with conventions on capital and

performance, and cash flow. He provided insights into the differences between cash basis and accrual accounting, highlighting their respective advantages in financial reporting. Abbasi also emphasized the role of audits in verifying financial accuracy and ensuring compliance with regulatory standards, stressing the significance of internal audits in risk management and governance.



revenue expenditures, form the foundation of sound financial management, ensuring transparency and accountability in public finance.

Mehedi Hayat Abbasi, CIA, Senior Consultant (Deputy Secretary), SoE Governance Scheme, SPFMS, delivered a presentation on the importance of financial statements in evaluating an entity's financial health,

Adding to the discussions, Md. Kamruzzaman FCA, Senior Consultant-SOE Governance, SPFMS, spoke about the necessity of adhering to accounting standards for greater transparency in public financial management. He underscored the role of financial statements in budgeting, policy evaluation, and regulatory oversight, warning that inaccuracies in financial reporting could lead to discrepancies and impact

decision-making processes.

This comprehensive training program equipped Finance Division officials with the essential knowledge and skills to strengthen financial accountability, enhance transparency, and ensure the responsible management of public resources.

Advanced Excel Training Courses Conducted under the SPFMS Program



Two batches of an Advanced Excel training course were organized by scheme on PFM Reforms Leadership, Coordination, and Monitoring under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The first batch of training was conducted from February 22 to February 26, 2025, and was attended by Program Executives, Coordinators, Implementation Support Consultants, and other consultants engaged under the SPFMS program. The second batch took place from March 1 to March 4, 2025, and included Junior Consultants working under the same initiative. Both batches were designed to enhance the participants' capacity to manage and analyze data efficiently using advanced features of Microsoft Excel.

A Certificate Awarding Ceremony was held on March 16, 2025, at the SPFMS Program Office in Dhaka to recognize the successful completion of the training. Bilquis Jahan Rimi, Additional Secretary, Budget-1, and National Program Director of SPFMS, attended the event as the Chief Guest and distributed certificates among the participants. She called upon all recipients to apply the skills and knowledge gained through the training to their professional tasks. She emphasized that utilizing these newly acquired competencies would lead to improved performance and better service delivery outcomes.

The intensive four-day course provided participants with a deep and practical understanding of Excel's advanced

functionalities. It covered a wide range of topics aimed at enhancing their efficiency, data management skills, and decision-making abilities. Key areas included the use of PivotTables for data summarization and analysis, the development and application of Macros to automate repetitive processes, and the integration of AI tools and automation techniques to streamline workflows and improve accuracy.

Throughout the course, special emphasis was placed on hands-on exercises that enabled participants to practically apply the concepts being taught. They learned crucial Excel shortcuts and commands that significantly improve workflow efficiency, covering aspects such as quick navigation, efficient formatting, and dynamic data manipulation. The training sessions were designed to demonstrate how to organize and clean large datasets, perform trend analysis, and automate routine tasks to save time and reduce errors.

The successful completion of this training marks a significant step toward building a more capable and efficient workforce within the SPFMS program. It ensures that consultants and officials are better prepared to leverage Excel's full potential, making them valuable contributors to a modern, data-centric public financial management environment. The Finance Division remains committed to continuing such capacity-building initiatives to support the ongoing reforms and improve the overall quality of service delivery in Bangladesh.

Workshops held on Inter-Ministerial Peer Review to Enhance Budget Management



Two workshops on Inter-Ministerial Peer Review were held to review good practices and strengthen the capacity of Budget Management Committees (BMCs) of selected ministries and divisions. The workshops took place on January 30 and February 6, 2025, at the InterContinental Dhaka, organized under the guidance of the Finance Division, Ministry of Finance.

Shirajun Noor Chowdhury, Additional Secretary (Budget & Expenditure Management), Finance Division, attended both workshops as the Chief Guest. The sessions were presided over by Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of the Strengthening Public Financial Management to Enable Service Delivery (SPFMS) program. Md. Hasanul Matin, Additional Secretary (Budget-2), and Muhammad Faruq-Uz-Zaman, Joint Secretary (Budget-1), Finance Division, attended as Special Guests.

The workshops focused on introducing the core concepts of peer review and the development of performance scorecards among ministries and divisions. As part of the peer review process, the selected entities conducted self-assessments, analyzed data, and prepared scorecards to evaluate their budgetary performance and financial management

practices.

The peer review initiative was launched in accordance with the Peer Review Guideline 2022, circulated on May 14, 2022. Under this guideline, ten ministries and divisions conducted mutual reviews during the fiscal year 2023–24, using FY 2022–23 as the base year. The initiative has had a notably positive impact on public financial management by fostering a culture of accountability and performance measurement.

In preparation for the next cycle of reviews in FY 2024–25, which will use FY 2023–24 as the base year, the two workshops were convened to ensure that all stakeholders — including newly appointed members of the Peer Review Teams — clearly understand the process and expectations. Participants included representatives from the ten selected ministries and divisions, officials from the Cabinet Division, and members of the Finance Division.

During the sessions, the entire peer review methodology was revisited, and participant questions were thoroughly addressed. At the conclusion of the workshops, attendees were encouraged to complete their evaluations on time and contribute meaningfully to the continuous improvement of public financial governance.

Finance Division Organized Microsoft Excel Training for Budget Wing Officials



A specialized training program on "Microsoft Excel for Office Management" has been organized for officials of the Finance Division's Budget Wings 1 and 2 to enhance their proficiency in budget formulation, data analysis, and visualization for the fiscal year 2025-26. The initiative aims to strengthen financial management and service delivery under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).

The training, conducted under the scheme Improving the Budget Process through Capacity Development of BMCs and BWGs under SPFMS, targets 100 participants across four batches. Each batch undergoes an intensive five-day session. The first batch attended the training from March 9 to March 13, 2025, with subsequent batches scheduled from March 16-20, March 20-24, and May 4-8, 2025.

A Certificate Awarding Ceremony was held at the Finance Division on March 13, 2025, for the first batch. Bilquis Jahan Rimi, Additional Secretary, Budget-1, and National Program Director, SPFMS, attended as the Chief Guest and distributed certificates among participants. Muhammad Faruq-Uz-Zaman, Joint Secretary, Budget-1, chaired the event, while Rownak Jahan, Joint Secretary, Finance Division, graced the occasion as the Special Guest. The program was moderated by Dr. Abdur Rahim, Program Executive & Coordinator (Joint Secretary), SPFMS Program.

Addressing the attendees, Bilquis Jahan Rimi

emphasized the importance of applying the newly acquired Excel skills to improve efficiency in budget management.

The training is being conducted by Md. Monir Hossain FCCA, CEO of Redbook ERP & E7 Training, with a curriculum focused on Excel-based budgeting and financial analysis. Over five days, participants gain expertise in Excel functionalities, financial data management, and automation techniques.

On Day 1, participants were introduced to Excel's interface, data entry, formatting, and arithmetic operations. Day 2 covered critical Excel functions such as DATE, YEAR, MONTH, SUMIF, COUNTIF, and IF statements for budgeting and expense tracking. The third day focused on data analysis and visualization, where attendees learned sorting, filtering, pivot tables, and chart creation. On Day 4, emphasis was placed on budgeting templates, conditional formatting, and basic Macros for automation. The final day involved project work, dashboard creation, and a practical class test, ensuring hands-on application of the learned concepts.

By the end of the program, participants developed strong Excel skills, enabling them to analyze budget data efficiently and create insightful reports. This initiative is expected to significantly improve the Finance Division's budget management processes and contribute to more effective financial decision-making.

Finance Division Organizes Training on Financial Programming and Policies



The Finance Division of Bangladesh, under the Scheme on Improvement of Fiscal Forecasting through Development of Macroeconometric Model of the SPFMS Program, organized a three-day training program on Financial Programming and Policies (FPP) from January 28 to 30, 2025. The training, held at the Finance Division in Dhaka, aimed to enhance the capacity of government officials in macroeconomic analysis, fiscal policy formulation, and financial forecasting.

The inaugural session of the training program was graced by Ms. Bilquis Jahan Rimi, Additional Secretary, Budget-1, and National Program Director of the SPFMS Program, Finance Division as the Chief Guest. The session was presided over by Dr. Ziaul Abedin, Additional Secretary & PIT Head, Macroeconomics Wing, Finance Division. A total of 15 officials from the Finance Division participated in the training.

A key component of the training was the Public Gross Financing Needs (GFN) Projection Guide, which introduced the DDT_GFN, an advanced Excel-based tool designed to refine the Public Debt Dynamics Tool (DDT). This innovation allows policymakers to make more accurate projections of public debt and financing needs under various economic scenarios. By integrating debt sustainability frameworks—such as the IMF-World Bank Debt Sustainability Framework for Low-Income Countries (LIC DSF) and the Debt

Sustainability Analysis for Market-Access Countries (MAC DSA)—the tool provides a comprehensive approach to assessing fiscal stability.

The DDT_GFN tool aids in estimating amortization rates by aligning existing debt schedules with new debt issuance strategies. With its standardized outputs, including tables, figures, and fan charts, the tool enhances fiscal adjustment path calculations and assists policymakers in meeting specific GFN-to-GDP targets. Given that GFN represents a government's unmet debt obligations after accounting for fiscal balance, the tool plays a vital role in identifying and mitigating potential debt distress risks.

The training program was part of the Finance Division's broader efforts to strengthen economic governance, enhance fiscal transparency, and improve financial decision-making. By equipping officials with advanced analytical tools and methodologies, the government aims to ensure sound macroeconomic planning and effective debt management, ultimately fostering sustainable economic growth. The initiative underscores the Finance Division's commitment to developing a robust macroeconomic framework that will help streamline fiscal policies and reinforce economic resilience in Bangladesh. Such capacity-building programs are expected to significantly contribute to the country's financial stability and long-term economic development.

TDM Scheme Conducts Eight-Phase Workshop on NTR Guideline 2024 to Enhance Capacity for Non-Tax and Non-NBR Revenue Collection



TDM Scheme of SPFMS under Finance Division has completed a series of workshops on the newly launched TDM Guideline 2024 on Non-Tax Revenue (NTR) and Non-National Board of Revenue (non-NBR) Revenue in a view to enhance domestic revenue mobilization. The workshop organized by the scheme titled Strengthening the Capacity of Treasury and Debt Management Wing of the Finance Division under Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS).



A total of eight batches of the workshop were conducted from 18-28 February 2025 targeting around 400 officials from 62 different ministries, divisions, directorates, and related government offices. The objective of the program was to improve the understanding and practical skills of government officials involved in revenue collection beyond the traditional tax domain, thereby contributing to increased revenue inflow for the country.

The first batch of the workshop was held on 18 February 2025, at the Finance Division. The inaugural session was graced by Shirajun Noor Chowdhury, Additional Secretary (Budget) as the chief guest. Dr. Mohammad

Abu Yusuf, Additional Secretary (Administration, Planning & Treasury and Debt Management), and Bilquis Jahan Rimi, Additional Secretary (Budget-1) and National Program Director of SPFMS, were present as special guests. Hasan Khaled Foisal, Additional Secretary, TDM presided over the inaugural session of the workshop. Shirajun Noor Chowdhury in his speech underscored the importance of efficient non-tax revenue collection for ensuring long-term fiscal sustainability and reducing dependence on foreign loans and grants.

During the sessions, participants were oriented on the key features of the new manual, which include updated guidelines for managing non-tax and non-NBR tax revenues. Discussions also addressed the identification of common issues related to the use of the government's A-Chalan system and proposed practical solutions for those problems. Additionally, preparatory guidelines for updating the rates of non-tax and non-NBR revenues were shared, with emphasis on the need for evidence-based revisions to ensure fairness, efficiency, and accuracy.

Participants noted that the sessions were highly beneficial in clarifying the complexities of non-tax revenue systems and in promoting a more streamlined and accountable process. The workshops also created a platform for knowledge sharing among institutions, encouraging consistency in revenue practices across the public sector.

Officials from the Finance Division stated that further capacity-building efforts are planned under the SPFMS program to ensure that all stakeholders are well-equipped to implement the Manual 2024 and contribute to building a stronger, more resilient public financial management framework.

Workshop Highlights Treasury and Debt Management Capacity and SPFMS Program Implementation



A three-day workshop titled “Capacity Development Through Dissemination Workshop on TDM Activities of SPFMS Program” was held from February 10–12, 2025, under Component-3 of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The event aimed to build the capacity of Treasury and Debt Management (TDM) Wing officials and raise awareness about TDM activities.

Dr. Mohammad Abu Yusuf, Additional Secretary (Admin, Planning & TDM), inaugurated the event as Chief Guest. Rahima Begum, Additional Secretary (Expenditure Management), was the Special Guest, and Hasan Khaled Foisal, Additional Secretary, TDM presided over the session.

Speakers emphasized the importance of the SPFMS program amid the country’s changing financial landscape. They addressed challenges such as the widening gap between government revenue and expenditure and discussed TDM Wing operations. Md. Firoz Khan, Program Executive & Coordinator (Deputy Secretary), SPFMS presented an overview of Component-3 implementation.

Participants, including senior officials, made key

recommendations: operationalizing a central loan database, introducing market-based interest rates for savings schemes, automating financial asset management through FAMIS, and integrating government loan and asset data into iBAS++. They stressed accurate loan tracking, improved dividend-capital alignment, and restricting fund disbursements unless DSL dues are cleared.



The workshop also called for updating outdated service charges based on inflation and transparency needs. Emphasis was placed on increasing non-tax revenue, recognizing contributors, and conducting regular training on the issue.

Lastly, participants underscored the need to strengthen the PPP Unit’s capacity to assess financial models, ERR, and risks associated with Viability Gap Financing projects. Proper accounting of direct and indirect government liabilities from PPPs was also recommended.

iBAS++ Passes ISO 27001 Audit, Reaffirms Info Security Commitment



iBAS++ has achieved another significant milestone by successfully completing its routine Surveillance-01 audit from January-27-28, 2025 under the ISO/IEC 27001:2013 Information Security Management System (ISMS) framework. The audit was conducted by the internationally recognized certification body, Bureau Veritas Bangladesh, as part of the annual surveillance process necessary to maintain ISO 27001 certification.

The comprehensive assessment confirmed that iBAS++'s ISMS remains robust, effective, and fully compliant with the stringent requirements of the international standard. Notably, the audit concluded without identifying any major non-conformities, a testament to the organization's unwavering commitment to safeguarding information assets, managing risks, and fostering a culture of continuous improvement.

ISO/IEC 27001:2013 is a globally recognized standard that sets out the specifications for an effective information security management system. By maintaining this certification, iBAS++ demonstrates its dedication to protecting sensitive information and maintaining the trust of stakeholders, partners, and users.

"We are proud of this accomplishment, which underscores our team's hard work and dedication to upholding the highest standards of information security," an iBAS++ spokesperson said. "This successful surveillance audit reinforces our commitment to risk management and continual enhancement of our security practices."

The organization plans to continue investing in information security measures to meet evolving challenges and ensure the resilience and integrity of its operations.

iBAS++'s sustained compliance with ISO 27001 standards not only strengthens its internal processes but also enhances its reputation as a trusted and secure entity within Bangladesh's financial and digital infrastructure landscape.

Training held on A-Challan and Refund Systems to Modernize Revenue Management



In a major step towards modernizing Bangladesh's revenue collection system, an extensive training program on the Automated Challan System (A-Challan) and the Refund System has been conducted for officials of Bangladesh Bank and different commercial banks.

The training, held on February 23, 2025 was attended by a total of 2,075 officers and staff members through 83 separate batches. The primary objective of the program was to build the necessary technical capacity among key stakeholders to ensure the smooth and efficient nationwide implementation of the A-Challan system.

The A-Challan system is an internet-based, web-enabled payment gateway that allows government revenue to be deposited directly into the Treasury Single Account (TSA). It is designed to generate invoices automatically and confirm transactions instantly, eliminating the inefficiencies and risks associated with traditional manual payment methods. The system ensures that government revenue is deposited into the treasury immediately, which improves liquidity management and enables more accurate daily tracking of financial resources. By preventing the issuance of fake challan and significantly reducing the potential for fraudulent transactions, the A-Challan system enhances the security and credibility of government financial operations.

Another major advantage of the A-Challan system is the automatic reconciliation of payments with both Bangladesh Bank and the Accounts Office. This automatic process minimizes the risk of human error and delays in financial reporting. Moreover, the system offers citizens and businesses the convenience of paying government fees and taxes securely from anywhere at any time, through an accessible online platform.

Officials noted that the ability to monitor the government's actual cash balance on a daily basis through the A-Challan system will help avoid unnecessary borrowing from the banking sector, thereby

PWD Launches Internal Audit Execution Framework under SPFMS Program



A seminar titled ‘Inception of Internal Audit Execution in RHDA seminar titled “Inception of Internal Audit Execution in PWD” was held on January 7, 2025, at the conference room of the Public Works Department (PWD) in Purta Bhaban, Dhaka, to officially mark the beginning of internal audit implementation and Risk-Based Internal Auditing to strengthen accountability and transparency in public works.

The event was organized by the Internal Audit and Audit Follow-up Scheme of the SPFMS Program under the Finance Division. Chief Engineer of PWD, Mohammad Shamim Akhter, attended the seminar as Chief Guest. Munshi Abdul Ahad, Additional Secretary of the EM Wing and Head of the PIT, IA Scheme, Finance Division, presided over the session. Md. Shahidul Alam, Additional Chief Engineer of the E&C Wing, PWD, was present as Special Guest. The seminar was moderated by Md. Shafiqul Islam, ACE (P&SP) and Head of Internal Audit Unit (IAU), PWD.

The program was attended by officials from various auditee offices of PWD, IAU teams, Internal Audit Tech Teams of the Finance Division, and members of the Project Implementation Team (PIT) of the Internal Audit Scheme.

A keynote presentation was delivered jointly by Rafiqul Islam and M. Iqbal Hossain. Mr. Islam discussed the fundamentals of Risk-Based Internal Auditing (RBIA), including the use of risk registers, audit planning, and the procedures for internal audit execution in the PWD. Mr. Hossain focused on fostering effective relationships and cooperation between auditors and auditees.

Following the keynote, Emadul Hassan, Certified Internal Auditor (CIA) and Senior Consultant for the IA Scheme, along with Md. Shafiqul Islam, elaborated on the internal audit execution forms, objectives, and outlined the next steps in implementing the RBIA approach within PWD.

The seminar emphasized the importance of a structured internal audit system to enhance financial transparency and governance in the public works sector.

Validation Workshop on PPR for Improved Procurement Practices

A validation workshop on the Post Procurement Review (PPR) Report for FY 2023–24 was held on 28 January 2025 in the conference room of the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS). This event was organized as part of the core activities under the Internal Audit and Audit Follow-up Scheme of the SPFMS Program, with a focus on enhancing transparency, accountability, and compliance in procurement practices.

The workshop was attended by Bilquis Jahan Rimi, Additional Secretary (Budget-1), Finance Division, and National Program Director (NPD) of the SPFMS Program as the Chief Guest. The session was presided over by Munshi Abdul Ahad, Additional Secretary, Expenditure Management, Finance Division, and Head of the Program Implementation Team (PIT) of the Internal Audit Scheme. Bilquis Jahan Rimi in her speech underscored the government's commitment to healthy procurement management and continuous improvement in financial governance.

The workshop brought together Program Executives and Coordinators (PECs), consultants, and procurement professionals engaged in various schemes under the SPFMS Program. It provided a platform to review, validate, and discuss findings from the PPR report, and to identify actionable insights that could improve procurement performance in the upcoming fiscal years.

Consultation Workshop on the APP

A Consultation Workshop was held at the SPFMS program office to review and revise the Annual Procurement Plans (APP) for all schemes. The workshop addressed procurement delays, re-tendering, and other unforeseen issues in line with Section 11 of the PPA-2006 and Rule 16 of the PPR-2008. The Senior Consultant (Procurement Specialist) of the IA Scheme provided key insights and guidance for updating the APPs. Officials and consultants involved in procurement under various SPFMS schemes participated in the session. The Program Executive & Coordinator (PEC) and Joint Secretary, Mr. Md. Rafiqul Islam, presided over the event. He emphasized that APPs are reviewed quarterly through consultation workshops—typically held in the first week of October, January, and April each fiscal year. These sessions ensure the APP aligns with scheme budgets and operational needs. Identified gaps or necessary revisions are addressed through consultation, and final plans are implemented after approval from the competent authority, ensuring efficient and responsive procurement practices.

LGED Launches Internal Audit Execution Under SPFMS Program



A seminar titled “Inception of Internal Audit Execution at LGED” was held on February 5, 2025, at the conference room of the Local Government Engineering Department (LGED) Head Office, Agargaon, Dhaka focusing on enhancing transparency and strengthen financial management practices within public infrastructure development.

The event was organized by the Internal Audit and Audit Follow-up Scheme under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division.

The seminar brought together key stakeholders, including internal auditors, auditees, and technical experts, marking a significant step towards institutionalizing Risk-Based Internal Auditing (RBIA) within LGED. Munshi Abdul Ahad, Additional Secretary of the EM Wing, Finance Division, and Head of the Program Implementation Team (PIT), graced the event as the Chief Guest, while Md. Abdur Rashid Miah, Chief Engineer of LGED, chaired the session.

Participants included officers from various auditee offices under LGED, members of Internal Audit Units (IAUs), technical teams from the Finance Division, PIT representatives, and professionals involved in the Internal Audit Scheme.

A comprehensive keynote presentation was jointly delivered by Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC) of the SPFMS Program, and M. Iqbal Hossain on Certified Internal Auditor (CIA) and Certified Information Systems Auditor (CISA).

Rafiqul Islam outlined the foundational aspects of RBIA, including the development and use of risk registers, structured audit planning, and the systematic approach to internal audit execution tailored for LGED’s operations.

The technical session continued with a joint presentation by Samiron Kumar Datta, Consultant for the Internal Audit Scheme, and Zabed Karim, Additional Chief Engineer (Audit) and Head of LGED’s Internal Audit Unit. They provided an in-depth explanation of the IA execution forms, clarified the strategic objectives of internal audits, and described the successive steps in implementing the RBIA framework within the LGED context.

Strengthening Internal Oversight: Capacity Building Training for DGHS and Finance Division Officials



The “Scheme on Internal Audit & Audit Follow-Up” under the Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS), Finance Division, organized a three-day Basic Training Course on Internal Audit Charter and Risk-Based Internal Audit (RBIA) Manual in a view to enhance the efficiency and effectiveness of internal audit functions within the public sector.

The training was held from March 16 to 18, 2025, at the SPFMS Program Office in Dhaka, and aimed at building the capacity of the Internal Audit Unit (IAU) of the Directorate General of Health Services (DGHS) and officials from the Internal Audit Wing of the Finance Division.

The inaugural session was presided over by Rahima Begum, Additional Secretary, EM Wing, Finance Division, and Head of the Project Implementation Team (PIT) of the Internal Audit Scheme.

Throughout the training, sessions were led by Md. Rafiqul Islam, Joint Secretary and Program Executive & Coordinator (PEC), in collaboration with Senior Consultants (Internal Audit) of the IA Scheme and an invited CIA-certified resource person.

The training covered a wide range of internal audit topics, including Orientation and Fundamentals of the IA Scheme; Internal Audit Charter: Principles, Standards, and Code of Ethics; RBIA Manual (Chapters 1 & 2): Audit Strategy, Planning, and Risk Assessment; RBIA Manual (Chapter 3): Audit Execution Processes; RBIA Manual (Chapters 4 & 5): Reporting and Audit Follow-Up; RBIA Manual (Chapters 6 & 7): Documentation and Quality Assurance; Audit Process Forms (24) and Annexures (9); Group Work and Practical Exercises.

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