NEWSLETTER

INSTITUTE OF PUBLIC FINANCE BANGLADESH (IPF)

2nd ISSUE

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Amir Khosru Mahmud Chowdhury Begins New Chapter as Finance Minister

Dhaka, 17 February 2026: Following the 13th National Election, Mr. Amir Khosru Mahmud Chowdhury, MP, assumed office as Minister of Finance and Minister of Planning. He previously served as Minister of Commerce (2001-2004) and was first elected to Parliament from Chittagong-8 in 1991, being re-elected in 1996, 2001, and 2026.

Mr. Chowdhury was born on 20 February 1950 in Chittagong District. He graduated from Chittagong College in 1969 and later studied accountancy in London. He is the founder and former Chairman of the Chittagong Stock Exchange and has twice served as President of the Chittagong Chamber of Commerce and Industry. He has also served as Chairman of the South Asian Federation of Stock Exchanges, the Central Depository Company of Bangladesh, and People's Insurance Company, and was Honorary Consul of the Republic of Korea and a member of Parliamentarians for Global Action (PGA), New York.

He was a member of the Parliamentary Standing Committees on Commerce (1991–1996) and Finance (1996–2001), represented Bangladesh at the United Nations General Assembly, and served on various national advisory committees in the areas of export, revenue, industry, health, and police reform.

New Leadership at IPF as Md. Shafiqur Rahman Takes Charge

Dhaka, 1 January 2026: Mr. Md. Shafiqur Rahman assumed office as Director General of the Institute of Public Finance Bangladesh (IPF). A member of the Bangladesh Civil Service (Administration Cadre), he retired from regular service at the rank of Additional Secretary in 2024.

Mr. Rahman previously served as Member (Board Administration) of the National Board of Revenue (NBR) and as Joint Secretary in the Internal Resources Division of the Ministry of Finance. Since joining the civil service in 1991, he has held postings across multiple ministries and divisions, including the Finance Division, Financial Institutions Division, Ministry of Home Affairs, and Energy and Mineral Resources Division. He also served as Director General of the Bangladesh Oceanographic Research Institute, where he contributed to the advancement of the blue economy.



His career has afforded him deep expertise in financial management and personnel administration. Mr. Rahman holds an Honours degree in Economics and an MBA from the Institute of Business Administration (IBA), University of Dhaka, and a Master's degree in Government Financial Management from the University of Ulster, UK.

KEY EVENTS

- Amir Khosru Mahmud Chowdhury Assumes Office as Finance Minister.
  17 February 2026
- Md. Shafiqur Rahman Assumes Charge as Director General of IPF.
  1 January 2026
- Finance Division Launches Budget Implementation Plans (BIPs).
  17 February 2026
- A-Challan Made Mandatory for All Government Receipts from 1 July 2026.
  30 June 2026
- 36th Fiscal Economics and Economic Management (FEEM) Course Concludes.
  29 January 2026
- 36th FEEM Participants Visit to Matarbari Power Plant.
  28-30 January 2026
- Special Budget Management Specialist (SBMS) Course for Judicial Service Officers Commences.
  8 June 2026
- 40th Budget Management Specialist (BMS) Courses Concludes.
  5 April 2026
- 9th Advanced Budget Management (ABM) Workshop Begins.
  20 June 2026
- 56th Introduction to Budget Management (IBM) Course Held.
  15 June 2026

FROM THE EDITOR'S DESK

"Reform needs two things to succeed: research to shape it, and trained people to run it."

It is my privilege to present the second issue of the IPF Newsletter and my first since joining as Director General and Editor of this publication. I have taken up this role at a moment when Bangladesh's public financial management system is undergoing real, tangible change, and I am grateful for the opportunity to help steer IPF's part in that work.

Over the past six months, the Finance Division has rolled out Budget Implementation Plans to bring discipline to year-end spending, and made A-chalan mandatory for all government receipts from 1 July, 2026 - two reforms that, on the surface, are technical, but in practice reshape how every ministry and division manages public money day to day. IPF's role is to trained up the officials responsible for carrying out those changes are equipped to do so with confidence.

As per our mandate, we concluded the 36th FEEM course and the 39th and 40th BMS batches, delivered a Special BMS course tailored for Judicial Service Officers for the first time, and validated a new Special Budget Management course ahead of its roll-out. Twenty-five of our FEEM course participants have been nominated for overseas master's scholarships this year, continuing a tradition that the number has now grown to 164 FEEM graduates abroad for further study. Training, at its best, is not a checklist - it is a quiet, compounding investment in the people who keep public finance functioning.

This issue also looks at where IPF has come from and where it intends to go. We revisit the founding of the Institute in 2013 and the more recent launch of the IPF Journal of Economics and Finance, and we set out, for the first time, a ten-year Strategic Roadmap for IPF to grow from a national training institute into a self-sustaining regional center for public financial management. Reform needs two things to succeed: research to shape it, and trained people to run it and both now sit at the center of that roadmap, an ambition I take seriously, and one I hope you will hold me accountable to.

None of this is possible without the continued trust of the Finance Division, our training partners, and above all, the officials who give their time to learn, teach, and improve alongside us. I look forward to serving this institution, and I hope this issue does justice to their work.

- Md. Shafiqur Rahman
Director General, IPF

Building Capacity through Core Training Programmes at IPF

IPF offers a range of flagship training programmes to strengthen Public Financial Management (PFM) across government organizations. These include the Fiscal Economics and Economic Management (FEEM) Course, Budget Management Specialist (BMS) Course, Advanced Budget Management (ABM) Workshop/Course, and Introduction to Budget Management (IBM) Course. Through these programmes, IPF equips government officials and staffs with the knowledge and skills needed to promote effective, transparent, and accountable public financial management. IPF also provides customized PFM training on demand. From this fiscal year, IPF has introduced 10 working days Special Budget Management (SBM) Course for non-cadre officials.

About IPF - Our History

The Institute of Public Finance Bangladesh (IPF) was established in 2013 under the Finance Division, Ministry of Finance, with a mandate to strengthen Public Financial Management (PFM) capacity across the government. Since its founding, IPF has grown into one of the country's principal platforms for training, capacity-building, and applied research in fiscal policy, budgeting, and public expenditure management.

The Institute is guided by a Governing Council (GC), responsible for strategic direction, and an Executive Committee (EC), responsible for operational management - with the Director General serving as the Institute's chief executive. IPF's work is closely aligned with the Finance Division's Strengthening Public Financial Management Programme (SPFMS), through which much of its fellowships and research activities are funded.

Our Mission, Vision & Objectives

The Institute of Public Finance Bangladesh (IPF) envisions becoming a premier hub for building capacity in public financial management, driving governance reforms and sustainable development in Bangladesh and beyond. To realize this vision, IPF strengthens public financial management (PFM) systems through cutting-edge research, innovative capacity-building, and evidence-based policy advocacy, promoting transparency, efficiency, and digital transformation in public finance. The Institute pursues this mission by enhancing the professional skills of government officials through continuous training and education, undertaking research on emerging economic and fiscal issues, disseminating knowledge through journals, reports, books, seminars, and workshops, and providing informed policy advice to the Government of Bangladesh.

The IPF Journal of Economics & Finance



Issue 1



Issue 2

The IPF Journal of Economics and Finance is the Institute's own peer-reviewed academic journal publication, established to meet the growing demand for a credible, nationally anchored academic forum on Bangladesh's evolving economic and financial landscape. It bridges research, policy formulation, and practical public financial management, with strong focus on macroeconomic policy, public financial management, and emerging fiscal challenges. IPF unveiled the Journal's first two issues at a launching ceremony held at the Institute on 17 November 2025, with Dr. Salehuddin Ahmed, Honourable Adviser, Ministry of Finance and Ministry of Science and Technology attending as Chief Guest.

THE FEEM COURSE AT A GLANCE

The Fiscal Economics and Economic Management (FEEM) course is the flagship program of IPF, designed to strengthen Public Financial Management (PFM) competencies across government institutions. This 10-week, non-residential course is offered three times a year, with each batch typically comprising 25-30 BCS cadre officials. Structured across nine comprehensive modules and supported by rigorous assessments and experienced trainers, FEEM is widely recognized as one of Bangladesh's leading professional training programs in the PFM domain. The course also integrates IELTS preparation, helping participants build the English proficiency needed for higher studies and professional responsibilities. From each FEEM batch, IPF offers one year foreign masters scholarship to top 10 performers those who have not foreign Masters/PhD degree.

36th 'Fiscal Economics and Economic Management (FEEM)' Training Course Concludes



36th FEEM Participants During a Classroom Session

Dhaka, 29 January 2026: The 36th Fiscal Economics and Economic Management (FEEM) course began with 25 officials from various BCS cadres. The course concluded on 29 January 2026 after ten weeks of training.



Closing Ceremony of the 36th FEEM Course

The Certificate Awarding and Closing Ceremony was held at IPF on the same day and was graced by Dr. Salehuddin Ahmed, Honourable Adviser, Ministry of Finance, who attended as Chief Guest, while Dr. Md. Khairuzzaman Mozumder, Finance Secretary, and Mr. Md. Hasanul Matin, Additional Secretary, Finance Division, participated as Special Guests. Certificates were distributed among the participants, and the programme was chaired by Mr. Md. Shafiqur Rahman, Director General, IPF.



36th FEEM Course Participants Visited Matarbari Power Plant

Cox's Bazar, 28-30 January 2026: A delegation of 25 FEEM participants, along with representatives from the Finance Division and IPF, completed an educational field visit to the Matarbari Ultra Super Critical Coal-Fired Power Project, conducted with government approval and in coordination with the Power Division.

Participants received presentations on the planning, implementation, and operation of one of Bangladesh's largest power generation projects, and toured key facilities to observe operational components firsthand - offering insights into large-scale infrastructure development, public investment, and energy sector management.

Status of FEEM Fellowship

IPF currently offers 10 foreign Masters Fellowships for each FEEM course. It pays full tuition fee (directly remitted to the University by IPF) and provides return airfare and living and other expenses for studying in the universities ranked within the top 200 in the Times Higher Education (THE) rankings. Currently, the Fellowships are funded by SPFMS programme of Finance Division and so far 164 Fellowships have been offered. As of now, 140 fellows completed foreign master's degree with the fellowship, and 24 fellows (fellowship awarded in the FY 2025-26) are currently pursuing the fellowships. The nominees of the IPF Fellowship for FY 2026-27 are listed below.

IPF Overseas Master's Scholarship (FY 2026–27)

FEEM-28
- Md Azim Kabir – MSc Data Science, University of Leicester, UK.

FEEM-29
- Md. Aslam Uddin – MSc in Economic Development, University of Glasgow, UK.

FEEM-31
- Md Yousuf Subbir – MSc Climate Change Finance & Investment, University of Edinburgh, UK.
- Rehnuma Mahmud – MSc (Taught) in International Political Economy, University of Birmingham, UK.
- Md. Ashiqur Rahman Chowdhury – MSc Economics, International Banking & Finance, University of Glasgow, UK.

FEEM-32
- Nargis Akhter – MSc FT International Financial Management, Queen Mary University of London, UK.
- G M Rashedul Islam – MSc in Data Science (AI & Statistics), University of York, UK.

FEEM-33
- Md. Ali Hassan – MSc Economic Development, University of Glasgow, UK.
- Md Kamrul Hasan Maruf – MSc Development Economics, University of Glasgow, UK.
- Md. Ismail Hossain – MSc Economics, University of Bristol, UK.
- Smritee Rani Bonik – MSc Economics, University of Glasgow, UK.
- Tanvir Ahmed – MSc Climate Change Finance & Investment, University of Edinburgh, UK.
- Sanggita Rudra – MSc Economics, University of Glasgow, UK.
- S M Nazrul Islam – MSc in Finance, University of Exeter, UK.

FEEM-34
- Amit Kumar Saha – MSc FT International Financial Management, Queen Mary University of London, UK.
- Mohammed Iqbal Hossain – MSc (Taught) in Economics, University of Birmingham, UK.
- Esrat Jahan – MSc (Taught) in Economics, University of Birmingham, UK.
- Md Harunur Rashid – MSc (Taught) in Data Science, University of Birmingham, UK.
- A F M Feroj Mahmud – MSc (Taught) in Economics, University of Birmingham, UK.
- Md. Asaduzzaman – MSc Development Finance, University of Manchester, UK.

FEEM-35
- Shobrata Debnath – MSc Data Science, University of Sheffield, UK.
- Alif Rahman Nirvul – MSc Economic Development, University of Glasgow, UK.

FEEM-36
- Md Nasim Haque Palash – MSc Economic Development, University of Glasgow, UK.
- Simon Sarker – MSc (Taught) in Financial Technology, University of Birmingham, UK.
- Nusrat Jabin – MSc Data Science (Business & Management), University of Manchester, UK.

THE BMS COURSE AT A GLANCE

The Budget Management Specialist (BMS) Course is one of the flagship capacity-building programmes of IPF on Medium-Term Budget Framework (MTBF) budgeting for the Finance Division, line ministries, and their subordinate agencies. This 20-working day, full-time, non-residential program is designed for mid and junior-level officers from BCS cadre service, Judiciary and Armed forces services who are connected with budget management and execution, such as Deputy Secretaries, Senior Assistant Secretaries, Assistant Secretaries, and equivalents. The top Seven performers from each BMS batch are selected for an overseas benchmark training (one week) on Strategic Budgeting, currently funded by the SPFMS program of the Finance Division.

39th 'Budget Management Specialist (BMS)' Training Course Concludes



Inaugural Ceremony of the 39th BMS Course

Dhaka, 18 January 2026: The 39th Budget Management Specialist (BMS) course commenced with 30 participants from various BCS cadres, Judiciary and Armed forces officials who are connected with budget management and execution. The course concluded on 18 January 2026 following 20 working days of training.



Certificate Awarding Ceremony of the 39th BMS Course

The closing and certificate awarding ceremony was attended by Dr. Md. Khairuzzaman Mozumder, Finance Secretary, as Chief Guest, while Mr. Md. Hasanul Matin, Additional Secretary, Finance Division, and Dr. Ziaul Abedin, Additional Secretary, Finance Division, attended as Special Guests. The programme was chaired by Mr. Md. Shafiqur Rahman, Director General, IPF.

40th 'Budget Management Specialist (BMS)' Training Course



40th BMS Participants During a Classroom Session

Dhaka, 5 April 2026: The 40th Budget Management Specialist (BMS) Course was inaugurated at IPF with 30 officials from various BCS cadres, judiciary and armed forces officials who are connected with budget management and execution.



Inaugural Ceremony of the 40th BMS Course

The inaugural ceremony was addressed by Mr. Md. Hasanul Matin, Additional Secretary, Finance Division & Chairman, IPF Executive Committee, as Chief Guest, with Dr. Ziaul Abedin, Additional Secretary, Finance Division, and Mr. Md. Abdur Rahman, Director, IPF & Joint Secretary, Finance Division, attending as Special Guests. The session was chaired by Mr. Md. Shafiqur Rahman, Director General, IPF.



Participants Attended a Presentation Session

Dhaka, 3 May 2026: The 40th BMS course concluded after 20 working days of training. The closing ceremony was graced by Dr. Md. Khairuzzaman Mozumder, Finance Secretary, as Chief Guest, with Mr. Md. Hasanul Matin, Additional Secretary, Finance Division and Dr. Ziaul Abedin, Additional Secretary, Finance Division, attending as Special Guests. Mr. Md. Shafiqur Rahman, Director General, IPF, presided over the programme.

'Special Budget Management Specialist (SBMS)' Course for Judicial Service Officers



Inaugural Ceremony of the SBMS Course

Dhaka, 8 June 2026: IPF inaugurated a Special Budget Management Specialist (BMS) Course tailored for Judicial Service Officers, with 30 participating officers. The inaugural ceremony was addressed by Md. Hasanul Matin, Additional Secretary, Finance Division as Chief Guest, with Md. Kabir Uddin Pramanik, Joint Secretary, Law and Justice Division, attending as Special Guest. The session was chaired by Mr. Md. Shafiqur Rahman, Director General, IPF.



SBMS Participants During a Classroom Session

Dhaka, 5 July 2026: The SBMS course concluded after 20 working days. The closing ceremony was addressed by Mr. Liaquet Ali Molla, Secretary, Law and Justice Division, who attended as Chief Guest, while Mr. Md. Hasanul Matin, Additional Secretary, Finance Division, attended as Special Guest. The session was chaired by Mr. Md. Shafiqur Rahman, Director General, IPF.



Closing & Certificate Awarding Ceremony of the SBMS Course

VALIDATION WORKSHOP ON 'SPECIAL BUDGET MANAGEMENT (SBM)' COURSE

Dhaka, 9 April 2026: IPF held a validation workshop on the newly introduced Special Budget Management (SBM) Course at the Conference Room, Finance Division, inaugurated by Dr. Md. Khairuzzaman Mozumder, Honourable Finance Secretary, as Chief Guest. The course has been designed for the 5th to 9th grade non-cadre officials from different government organizations.

The workshop's objective was to validate the design, content, and delivery approach of the newly developed SBM Course - which adapts IPF's standard budget management curriculum for non-cadre officials - ahead of its formal roll-out, ensuring the course reflects current government priorities and the operational needs of participating institution.



A Glimpse from the Validation Workshop on SBM Course

The workshop opened with a course briefing by Mr. Md. Abdur Rahman, Director, IPF & Joint Secretary, Finance Division, followed by remarks from Special Guest Mr. Md. Hasanul Matin, Additional Secretary, Finance Division & Chairman, IPF Executive Committee. The Convenor of the Course Content Preparation Committee and his team then presented the course contents, after which participants took part in an open discussion and question-and-answer session. Mr. Munshi Abdul Ahad, Additional Secretary, Finance Division, also addressed the workshop as Special Guest. The programme concluded with closing remarks from the Chair, Mr. Md. Shafiqur Rahman, Director General, IPF.

THE IBM COURSE AT A GLANCE

Introduction to Budget Management (IBM) is a five-day, full-time, non-residential flagship course of the IPF for AO/PO or equivalent staffs from different government organizations. The programme strengthens participants' theoretical and practical understanding of government budget and public expenditure management under the Medium-Term Budgetary Framework (MTBF), with a focus on strategic planning, budget preparation, implementation, and monitoring. The information of conducted IBM Courses in January to June 2026 are given below.

IBM Courses Conducted Between January to June 2026

49	49th Introduction to Budget Management (IBM) Course	21–27 January 2026	29 Participants
50	50th Introduction to Budget Management (IBM) Course	23 February – 1 March 2026	30 Participants
51	51st Introduction to Budget Management (IBM) Course	2–8 March 2026	30 Participants
52	52nd Introduction to Budget Management (IBM) Course	30 March – 5 April 2026	31 Participants
53	53rd Introduction to Budget Management (IBM) Course	6–12 April 2026	29 Participants
54	54th Introduction to Budget Management (IBM) Course	4–10 May 2026	30 Participants
55	55th Introduction to Budget Management (IBM) Course	8–14 June 2026	29 Participants
56	56th Introduction to Budget Management (IBM) Course	15–21 June 2026	30 Participants

56th 'Introduction to Budget Management (IBM)' Training Course



Inaugural Ceremony of the 56th IBM Course

Dhaka, 15 June 2026: The inaugural ceremony of the 56th IBM Course was graced by Mr. Md. Hasanul Matin, Additional Secretary, Finance Division, as the Chief Guest. Mr. Sharif Nazrul Islam, Joint Secretary, Finance Division, and Mr. Md. Abdur Rahman, Director (Joint Secretary), IPF attended the programme as Special Guests. The session was chaired by Mr. Md. Shafiqur Rahman, Director General of IPF.



Certificate Awarding Ceremony of the 56th IBM Course

Dhaka, 21 June 2026: The 56th IBM Course concluded after 5 days of training. The closing and certificate awarding ceremony was graced by Mr. Md. Hasanul Matin, Additional Secretary, Finance Division and Chairman of the IPF Executive Committee, as the Chief Guest. Mr. Mohammad Sadequur Rahman, Joint Secretary, Finance Division, and Mr. Md. Abdur Rahman, Director (Joint Secretary), IPF attended as Special Guests. The programme was chaired by Mr. Md. Shafiqur Rahman, Director General of IPF.

THE ABM COURSE AT A GLANCE

Advanced Budget Management (ABM) Course is a two-day, full-time, non-residential flagship course of the IPF. The objectives of ABM workshop are to acquaint senior government officials (Joint Secretary and above or equivalent) of line ministries and directorates on budget process of the government and to expose them on national budget cycle starting from budget preparation and execution under the Medium-Term Budget Framework (MTBF).

8th 'Advanced Budget Management (ABM)' Course



Inaugural Ceremony of the 8th ABM Course

Dhaka, 16 May 2026: The 8th Advanced Budget Management (ABM) Course, which drew 27 participants, was inaugurated with Dr. Md. Khairuzzaman Mozumder, Finance Secretary, attending as Chief Guest, and Mr. Md. Shafiqur Rahman, Director General, IPF attended as Chairperson.



Certificate Awarding Ceremony of the 8th ABM Course

Dhaka, 17 May 2026: The ABM course was concluded on 17 May 2026. The closing and certificate awarding ceremony was addressed by Mr. Md. Hasanul Matin, Additional Secretary, Finance Division & Chairman, IPF Executive Committee, as Chief Guest, with Dr. Ziaul Abedin, Additional Secretary, Finance Division, as Special Guest, and Mr. Md. Shafiqur Rahman, Director General, IPF presided over the session.

9th 'Advanced Budget Management (ABM)' Course



Inaugural Ceremony of the 9th ABM Course

Dhaka, 20 June 2026: The 9th Advanced Budget Management (ABM) Course was inaugurated with Mr. Md. Hasanul Matin, Additional Secretary, Finance Division & Chairman, IPF Executive Committee, attending as Chief Guest, and Dr. Ziaul Abedin, Additional Secretary, Finance Division, as Special Guest. Mr. Md. Shafiqur Rahman, Director General, IPF, chaired the session.



Honorable Finance Secretary Conducted a Session

Dhaka, 21 June 2026: The course concluded on 21 June 2026. The closing session was graced by Dr. Md. Khairuzzaman Mozumder, Finance Secretary, as Chief Guest, with Mr. Md. Hasanul Matin, Additional Secretary, Finance Division & Chairman, IPF Executive Committee, as Special Guest, and Mr. Md. Shafiqur Rahman, Director General, IPF, presiding over the session.

BEYOND THE CORE: OTHER TRAINING PROGRAMMES AT IPF

During the fiscal year 2025-26, two training programmes on BC1 and iBAS++ were conducted under the SPFMS Programme of the Finance Division, in which budget-related officials from ministries, divisions, departments, and agencies across the government participated. These sessions aim to build officials' operational proficiency in BC1, bill-processing system and the iBAS++ integrated budget and accounting system, which together form the backbone of the government's digital public financial management infrastructure. In addition, various other short-term training programmes were conducted during the last six months under the Finance Division's SPFMS project on a range of public financial management subjects.

OUR IMPACT AT A GLANCE

The Institute of Public Finance Bangladesh (IPF) maintained a strong training schedule during the first half of 2026, trained approximately 407 officials across its core programmes. This included 25 participants in FEEM, 60 in BMS, 30 in SBMS, 238 in IBM and 54 in ABM courses.

IPF also organised training on the government's BC1 and iBAS++ systems, conducted a course-validation workshop and nominated 25 officials for overseas master's scholarships. By December 2025, the Institute had trained 3,013 officials through 122 core batches and another 199 participants through specialised programmes, reinforcing its central role in public financial management capacity-building.

CUMULATIVE IMPACT (AS OF DEC 2025)

122	3,013	164	
Core batches (upto Dec 2025)	Officers trained (core courses)	FEEM overseas fellowships to date	
8	Other specialized batches	199	Specialized-course participants

ACTIVITY THIS PERIOD (JAN–JUNE 2026)

Course	Batch(es)	Dates	Participants
FEEM	36th	Concluded on 29 Jan	25
BMS	39th, 40th	18 Jan; 5 Apr - 3 May	30 + 30
SBMS	Judicial Service	8 Jun - 5 Jul	30
IBM	49th–56th (8 batches)	21 Jan - 21 Jun	238
ABM	8th, 9th	16 - 17 May; 20 - 21 Jun	27 + 27

FINANCE DIVISION REFORMS

The Finance Division rolled out two major reforms during this period aimed at improving spending discipline, curbing domestic debt, and strengthening public cash management.

Finance Division Rolls Out Budget Implementation Plans (BIPs) to Fix Spending and Curb Debt



Cox's Bazar, 24 January 2026: The Finance Division launched effective Budget Implementation Plans (BIPs) to ease fiscal stress arising from heavy domestic debt repayments. The initiative aims to address weak coordination, budget inefficiencies, and high year-end spending that currently compel the government to borrow domestically. The initiative was discussed at a two-day workshop titled "Budget Implementation Plan," held at a hotel in Cox's Bazar and organised by the Finance Division. Officials from 18 ministries participated in the workshop aiming to improve the budget implementation plan. Officials expressed that budget implementation plan should start at the fiscal year's beginning for more timely and effective use of public funds.

Additional Secretary (Budget and Macroeconomics) of the Finance Division Mr. Md. Hasanul Matin attended the workshop as Chief Guest. Additional Secretary of the Ms. Finance Division Ferdous Rowshan Ara and Additional Secretary of the Ministry of Social Welfare Mr. Mostafa Kamal attended as Special Guests. The workshop was chaired by Additional Secretary (Budget) of the Finance Division and National Programme Director of SPFMS, Dr. Ziaul Abedin, with the welcome address delivered by Joint Secretary of Finance Division Mr. Mohammad Faruk-uz-Zaman who presided over the workshop.

Mr. Matin said there is a direct link between reducing abnormal government expenditure in June and the introduction of effective Budget Implementation Plans, stressing the importance of assessing whether budget allocations are being spent on priority and quality sectors. He noted that excessive spending at the end of the fiscal year increases borrowing needs, while disciplined and evenly phased expenditure can significantly reduce domestic debt pressure and restore fiscal discipline.

The business session on the Significance of BIP for Effective Budget Execution was moderated by Mohammad Faruk-uz-Zaman, with the presentation delivered by Deputy Secretary of the Finance Division Mr. Md. Zakir Hossain. BIPs create activity-based roadmaps linking budgets to procurement and spending targets, reducing delays and year-end rushes, with strengthened coordination and systems like iBAS++ noted to improve fiscal discipline.

A-challan Made Mandatory for All Government Receipts from July 1, 2026

Dhaka, 30 June 2026: The government made the use of automated receipts, known as A-challan, mandatory for depositing all public revenues and other charges from 1 July 2026, with the aim of ensuring real-time receipts and strengthening public cash management.

From the beginning of fiscal year 2026-27, no ministry, division, department, or subordinate office is allowed to collect or deposit government revenue through any system other than A-challan. Any separate arrangement currently used for collecting public receipts had to be discontinued, while funds lying in commercial bank accounts were required to be transferred to the government's Treasury Single Account (TSA) through A-challan by 30 June 2026.

A-challan is a web-based system for depositing government revenue and service fees into the government treasury, introduced by the Finance Division in fiscal year 2019-20 to ensure the real-time deposit of public money, prevent fake challans, improve revenue discipline, and give the government a clearer picture of its daily cash balance. In fiscal year 2025-26, some Tk 407,225 crore was collected through the system, which was Tk 265,708 crore in the previous year.

Under the earlier manual system, citizens often had to deposit challans at designated branches of selected banks, mainly Bangladesh Bank or Sonali Bank, resulting in unnecessary travel, long waiting times, and additional costs for service seekers. Manual challans also delayed the transfer of money to the government treasury, created scope for fake challans, and made it difficult for banks and government offices to reconcile daily and monthly revenue figures. Full implementation of A-challan is expected to help the government determine its actual cash position more accurately and reduce idle public money in scattered bank accounts.



IPF'S STRATEGIC ROADMAP : A TEN-YEAR ROADMAP TO BE A REGIONAL PFM HUB

The Institute of Public Finance Bangladesh (IPF) has prepared a Ten-Year Strategic Roadmap to guide its transformation into a premier national and regional hub for public financial management (PFM). The roadmap was developed to address existing institutional challenges while building on IPF's achievements in training, research, and policy support. It envisions a stronger, more autonomous institution capable of responding to the evolving needs of Bangladesh's public financial management system and aligning with international best practices.

The roadmap is built around nine strategic goals and 31 objectives, focusing on strengthening PFM capacity-building, organizational development, governance and leadership, faculty excellence, curriculum modernization, research and development, infrastructure and technology, partnerships, and long-term financial sustainability.

It also proposes introducing certification and e-learning programmes, establishing a dedicated research wing, modernizing digital infrastructure, expanding global collaborations, and strengthening IPF's role in evidence-based policymaking and thought leadership.

Implementation has been structured into three phases over a ten-year period, beginning with foundation building, followed by expansion and reforms, and culminating in regional leadership. Through this phased transformation, IPF aims to evolve from a national training institution into a globally connected centre of excellence that advances public financial management through capacity development, research, innovation, and policy advocacy, contributing to stronger governance and sustainable development in Bangladesh and the wider region.

OUR VISION

To be a premier national and regional hub for PFM excellence, driving better public financial management and sustainable development.

OUR MISSION

To build capacity, generate knowledge, and champion innovative solutions for effective public financial management.

OUR NINE STRATEGIC GOALS

