Government of People's Republic of
BangladeshFinance Division
Ministry of Finance

Public Financial Management (PFM)
Reform Action Plan (2024-2028)

March 2023

THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP

Canada

UKaid
from the British people

TABLE OF CONTENTS

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
GOAL 1) Maintain aggregate fiscal discipline compatible with macroeconomic stability and pro-poor growth GOAL 2) Allocate resources consistent with Government priorities as reflected in national plans C-1 REVENUE AND EXPENDITURE FORECASTING (MACRO-ECONOMIC WING, FINANCE DIVISION)
1	Replace current macroeconomic models with a dynamic macro-econometric model which enables more robust revenue and expenditure forecasting	Static revenue and expenditure estimates restrict effective policy making. In addition, inaccurate data renders macro-modeling less reliable which leads to shortfalls in expenditure and revenue compared to the budget.	■ Identify model requirements (with specific purpose and outputs) in consultation with officials from the MEW, Budget, TDM and Economic Advisor's Wing of the Finance Division ■ Explore best practices in the use of Dynamic Macro-econometric models in comparable countries. ■ Identify software requirement for the selected model building and application ■ Transform existing data to the chosen macroeconomic forecasting model ■ Identify possible stakeholders and make data sharing arrangement ✓ coordinate closely with the data sources agency (BBS, NBR, TDM wing of FD, CGA, Bangladesh Bank, ERD) ■ Form a Work Improvement Team (WIT) comprising officials from the MEW, Budget and TDM to work on implement suitable macroeconomic forecasting models produce a fiscal risk matrix, and other related tasks.6.1 ■ Capacitate the WIT by providing relevant local and foreign training ■ Incorporate underlying assumptions explicitly into relevant budget documents placed before the parliament including MTMPS, Budget Speech. ■ Develop and implement capacity building/ change management plan for the MEW officials ■ Implement dynamic model and consult with key stakeholders including academics and private sector on the outcome of the model ✓ run the model ✓ test on various scenarios ✓ compare model outcome with prior years' actual to assess credibility of data, estimates, forecast and the model. ■ Use data from an upgraded macroeconomic model for budget preparation ✓ for MTMF (Medium Term Macroeconomic Framework) ✓ Coordination Council meeting budget analysis	Improved quality of submission/ review of budget requests and improved resource allocation through greater accuracy in forecasting A contribution to revenue increase and expenditure control through better fiscal database and analysis	Jul' 23	Macro modeling is used effectively for revenue/ expenditure forecasting The next PEFA score regarding aggregate expenditure and revenue variances is improved (PI 1 & PI 3)	PEFA 2021	Jun'28	Finance Division MoF	Macro-Economic Wing (MEW) Coord: Budget Wing, NBR, CGA, ERD, Planning Ministry, Treasury and Debt Management (TDM)

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			✓ MTMPS (Medium Term Macroeconomic Policy Statement). ■ Publish Policy Notes on 'Best Practices in Macroeconomic Forecasting' by consulting emerging country's experiences. ■ Publish the Year-end Fiscal Report on the FD website and publish a yearly report on differences between the forecast and actual budget outcomes of the previous financial year (Quarterly/half/ monthly). ■ Arrange a number of extensive trainings on Macroeconometric Model organized for transfer of software. ■ Develop Web-based macroeconomic data module.							
2	Develop scenarios for optimistic and risky fiscal outlooks to drive mid-term budgetary revisions	Alternative scenarios have not been employed to sharpen projections and reflect risks due to the limited nature of the model itself. The output from the current model needs to be more closely linked with the ADP where risks are higher. Integration of all fiscal forecasting tools is needed	■ Build capacity to carry out the quantification of risks to revenues and expenditures and other fiscal indicators ■ Assess annual aggregate revenues and expenditure variances ■ Held regular meetings (at least one in each quarter) between MEW and other central agencies (Bangladesh Bank, SEC, NSD, PPP Authority, NBR) to for fiscal risk analysis. ■ Form a committee including representatives from the SOE and TDM wing of FD to assess the fiscal risks and contingent liabilities. ■ Update climate fiscal framework to enable climate resilience and environmental management ■ Establish knowledge sharing channel with the private sector and the academic research institutions to enrich economic forecasting capabilities. ■ Publish at least 6 Policy Notes every year on various macroeconomic issue with special focus on fiscal issue. ■ Conduct Action Research for Fiscal Impact Reporting resulted from any proposed changes in revenue and expenditure policy. ■ Take initiative to develop a database containing both direct and contingent liabilities. ■ Suggest a set of policy options to mitigate the risks. ■ Prepare a Fiscal Risk Matrix of potential risks and link with contingent liabilities.	Enable better quantification of fiscal risks and their impact on the economy to inform fiscal policy decisions	Jul'21	Robust risk analysis used for fiscal outlook scenarios.	PEFA 2021	Jun'28	Finance Division MoF	Macro-Economic Wing Coord: SOE Monitoring Cell, Budget Wing, ERD, TDM Wing, NBR, CGA, Planning Ministry, Bangladesh Bank

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
C-2 DOMESTIC RESOURCE MOBILIZATION (NATIONAL BOARD OF REVENUE)										
3	Develop and implement Revenue Strategies for effective revenue administration		▪ Prepare and implement a medium and long-term Revenue Strategy (MLTRS) and update NBR Modernization Plan. ▪ Strengthen the revenue risk management capacity of NBR. ▪ Strengthen NBR capacity to estimate tax potential, tax base analysis, tax expenditure, and revenue forecasting. ▪ Strengthen the capacity of data gathering, statistics and reporting.		Jul' 23		PEFA 2021	Jun'28	NBR	NBR Coord: Finance Division, Planning Commission, Bureau of Statistics Bangladesh Bank
4	Increase tax collection through improved tax administration	Various studies show lack of efficiency in revenue administration leading to higher tax expenditures and cost of compliance. Automating and simplifying the tax administration has the potential to reduce compliance costs, improve taxpayers' behavior, thereby increasing the total revenue.	▪ Ensure harmonization and taxpayer data sharing across various wings of the NBR ▪ Develop and implement an internal audit manual; Promote awareness among NBR staff of the existing legislation protecting whistleblowers; Organize peer-to-peer learning Strengthen NBR staff capacity in tax administration ▪ Introduce registration and filing of online VAT returns ▪ Launch on-line payment system for VAT, Income tax and Customs together with an interface with iBAS++ ▪ Build taxpayer awareness on new VAT system to promote more voluntary compliance ▪ Introduce new arrangements (legal, institutional, procedural and others) for strengthening withholding of VAT and income tax ▪ Establish a systematic approach to risk management and risk-based taxpayers audit including an automated selection of auditees, beginning with Regional Tax Office (RTO) ▪ Ensure effective coordination with Securities and Exchange Commission, Registrar of Joint Stock Companies and Firms, Institute of Chartered Accountants of Bangladesh, and other relevant agencies ▪ Carry out Core Function Analysis (CFA) of NBR to assess adequacy of institutional capacity to deliver on its mandate ▪ Pilot and implement the incentive schemes for taxpayers and NBR staff, beginning with a few regions ▪ Develop and implement a plan to reduce taxpayer compliance costs ▪ Pilot and implement income tax arrears management. ▪ Outreaching taxpayers and stakeholders for tax compliances, and providing	Improved tax administration to not only reduce the cost of compliance by the taxpayers, but also to improve the business climate and increase the tax collections	Jul' 23	Reduction in time to pay taxes as demonstrated by Doing Business Paying Taxes Indicator Taxpayers satisfaction survey Percentage of appeals addressed by NBR in 6 months Scope of initiatives to reduce taxpayer compliance costs.	PEFA 2021	Jun'28	NBR	NBR VAT Wing Income Tax Wing

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			access to information for their rights and obligations.							
C-3 DEBT MANAGEMENT (ECONOMIC RELATIONS DIVISION & DEBT MANAGEMENT WING, FINANCE DIVISION)										
5	Improve the quality of Medium-term Debt Strategy (MTDS)	The MTDS is not maintained as a reliable reference. The Public Expenditure Review identifies the expensive borrowing as a key issue. An annual report and update of MTDS would bring about the required discipline and lower the cost of debt through an improved mix of different borrowings.	■ Develop an operational plan to implement the MTDS and conduct training as needed and design a communication platform for multiple agencies involved (e.g., FD, BB, ERD, BBS & CGA). ☏ Hold a Debt Conference with all concerned parties to discuss debt issues. ■ Using the 2017 MTDS as the base, develop a plan and procedure to update the strategy regularly to reflect data collected from above agencies. ■ Carry out debt sustainability analysis at regular intervals.	Reduced cost of debt through better planning and improved composition of borrowings	Jul' 23	MTDS used for annual debt reports to FD and Cabinet.	PEFA 2021	Jun'28	Finance Division MoF	MEW TDM Coord: Bangladesh Bank
6	Enhance the FD management structure and systems to ensure debt data quality, timeliness, and reliability.	Basic information about debt and deficits is not available and/or its value not understood. Policies and stricter regulations regarding reporting are also needed.	■ Install/develop a debt database in middle office and make necessary integration with existing debt database using by different debt management entities, i.e. ERD, BB, NSD, CGA etc. ■ Assess the capacity and performance of the FD's Treasury and Debt Management Wing to serve as the Government's centralized ■ professional unit/ reform anchor to collect and confirm the quality of data. Develop its capacity through training with the goal of having it serve as the center of excellence and a technical resource for all other Debt Management Units in Government ■ Conduct a comprehensive inventory of all outstanding debt, including contingent liabilities and assumed guarantees (for government banks, e.g.). ☏ Developing and updating NSC automated management system. ☏ Regular publication of debt bulletin/ debt report. ■ Put in place and expand TSA which includes Special Accounts and EBFs ■ Annually publish updated national debt status through media and GoB website ■ FD's Treasury & Debt Management Wing to convene meetings as described in the ToR of CDMC and CDMTC to review data quality and reliability and suggest corrective action. ■ Install/develop a debt database in middle office and make necessary integration/interface. ■ Stock taking and audit of all contingent liabilities.	MTDS and borrowing decisions are based on credible information.	Jul' 23	% of estimated outstanding debt covered by DMFAS Debt data is used for cash inflow and outflow forecasting	PEFA 2021	Jun'28	Finance Division MoF	TDM Coord: ERD SOE Monitoring Cell Ministry of Industries

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Digital archiving of LAs, SLAs, SGAs and other defined contingent liability. ■ Enhance compliance with legal framework that governs the incurrence of debt and build debt management reform awareness among Parliamentarians ✓ A public Debt Rules will be prepared under the Public Debt Act 2022. ■ An integrated Bangladesh Government Treasury Bond Rules (BGTB Rules) will be prepared and adopted for smooth operation and management of government securities and aims to develop the secondary bond market. ■ CDMTC will examine/review the reconciled Government receipts (NBR & NTR) and expenditure as well as debt data (financing) monthly and send it to CDMC regularly.							
7	Enhance Non- Tax Revenue (NTR) performance	Increase the NTR ratio to total revenue.	■ Develop a web based NTR database. ■ Policy dialogues, workshops and seminars for awareness building among NTR generating units. ■ Revenue innovation incentives. ■ Capacity building.	A comprehensive view of NTR and revenue innovation incentives would contribute to an increase in total NTR	Jul' 23	NTR as a percentage of revenue Database established and operational. At least five revenue innovations awarded.	PEFA 2021	Jun'28	Finance Division MoF	TDM Coord: ERD NBR
C-4 PLANNING AND BUDGET PREPARATION (BUDGET WING, FINANCE DIVISION)										
8	Improve the effectiveness of BMC and BWG.	Newly formed entities in line Ministries (Budget Management Committees/BMCs and Budget Working Groups/BWGs) need additional capacity and may lack empowerment.	■ Assess how the BMC and BWG are functioning and develop a performance improvement program. ■ Based on the initial assessment, revise the ToR for the Budget Management Committee to enable them to review the MYPIP/MTBF links and to review FBEs. ■ To make the BMCs and BWGs work more efficiently, rationalize the number of budget planning tools by undertaking a planning/budgeting burden/capacity study to assess the impact of multiple planning and budgeting systems such as MYPIP, Sector Strategies, MTBF, APA etc. ■ Line ministries will arrange on the job training for BMCs and BWGs within July to December for each fiscal year and FD will deploy appropriate staffs/facilitators. ■ Strengthen the bottom-up budget preparation process through BMC and BWG undertaking inter-ministry peer review exercises to learn and support each other. ■ Roll out the Peer Review Process among the selected MDs.	An effective planning/ budgeting process based on delegated powers for LMs would make budget estimates more accurate and implementable with ease and ownership	Jul' 23	LMs with fully functioning BMCs and BWGs (according to performance scorecard to be developed) Percentage of line ministries with high-performing BMCs and BWGs	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: Selected LMs PC

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Organize consultation meeting with the MDs about the findings of Peer review for necessary improvement of budget preparation. ■ Conduct inter-ministerial peer review of selected MDs and extend the same to include more ministries. ■ Finance Division to deploy a resource pool to support BMCs in various line ministries in a demand-driven approach. ■ Harmonize budget timetables for Annual Development Program (ADP) and non-development budget by having a combined budget circular. ■ Develop capacity of IPF to impart appropriate and relevant training for the civil servants working in line ministry/divisions and attached departments and agencies. ■ Strengthen gender, climate change and citizens' participation through the budget preparation process. Where applicable, budget programs should set out or reflect policy goals in full compliance with the strategic goals of achieving gender equality, climate change and citizens' participation set out in the FYP, cross-cutting and sectoral strategies, clearly identifying the respective performance indicators. ■ Publish a Citizen's budget immediately after budget speech.							
9	Ensure that performance data is routinely included in the main budget documents.	Lack of clear connection between expenditures and the promised performance as a result of those expenditures (preferably disaggregated by ministry, programs, and division/districts).	■ Align data structures for collecting performance management information (on Annual Performance Agreements) with those of the new Budget and Accounting Classification (in broad categories) to ensure comparability between the cost of the plans/programs and the outputs/outcomes broadly attributable to those. ■ Use performance targets/indicators in main budget documents to inform budget decisions (including comparisons between previous estimated targets and targets achieved). ■ Organize consultation meeting between BDOs and LMs representatives to analyze KPI performance. ■ Train civil servants and parliamentarians on how to weigh the expenditures by ministries, program, and by division/districts where possible and the expected results against those expenditures, and use this information for	Budget making becomes a publicly accountable process, with performance targets supported by adequate budgets.	Jul' 23	Better alignment between performance and financial data streams Financial data arranged by activities linked to quantified targets.	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: CD MDA LMs APA units in ministries, BMCs and BWGs

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			their budget allocation, prioritization decisions. ■ Track/Capture Gender Budget Data from the allocation in the main budget documents of concerned Ministry/Divisions(s) and develop sub-module in iBAS++. ■ Publish Annual Gender Budget Report. ■ Strengthen the capacity of FD and Line Ministry/Divisions(s) officials on Gender issues. ■ Track/Capture Climate Budget Data from the allocation in the main budget documents of concerned Ministry/Divisions(s) and develop sub-module in iBAS++. ■ Publish Annual Climate Budget Report. ■ Strengthen the capacity of FD and Line Ministry/Divisions(s) officials on climate change issues.							
10	Efficient budget release.	Due to delays in budget releases, development projects implementation is delayed.	■ Delink the budget releases and distribution to DDOs/project directors from the submission of the utilization reports for first 2/3 quarters ■ Review the current fund release procedures and delegation of financial power in line with the development of Cash Management Policy and Procedure to support timely cash availability for budget execution ■ Perform necessary addition/ development in iBAS++ budget execution modules to enable monitoring of timeliness of releases to DDOs/project directors and establishing a monitoring mechanism. ■ Effective monitoring of budget execution and timely review and management of outliers. ■ Preparation of draft BIP after issuing the BC-2 and finalize immediately after the approval of Budget in July. ■ Effective monitoring of budget execution and timely review through proper execution of BIP and APP. ■ Ensure 80% budget distribution to the cost centers within 31st July of each FY through iBAS++.	Improving the efficiency of fund release will improve budget utilization rate through more efficient project implementation	Jul' 23	% increase in budget utilization rate.	PEFA 2021	Jun'28	Finance Division MoF BMCs iBAS++ unit Budget wing	Expenditure Management Wing
C-5 PUBLIC INVESTMENT MANAGEMENT (PLANNING MINISTRY)										
11	Improve public investment formulation, appraisal, and approval processes.	Due to capacity constraints, identification, design, and preparation of development projects by LMs are weak and needs to be strengthened	■ Use Ministry Assessment Format (MAF)/Sector Appraisal Format (SAF) in two pilot sectors {(Power & Energy (PE) & Local Government, Rural Development and Cooperatives (LGRD)}. ■ Roll out MAF and SAF to all sectors.	Improving the quality of project formulation, appraisal and approval will improve the return	Jul' 23	% progress in the usage of MAF/ SAF (based on baseline and end- line studies)	PEFA 2021	Jun'28	Ministry of Planning (MoP)	Programming Division Coord: Sector Divisions GED C&AG FD

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		to fully adopt new templates.	■ Introduce the digital MAF and SAF system in two pilot sectors (PE & LGRD). ■ Roll out the digital MAF and SAF system to the other sectors. ■ Implement training for MAF and SAF in two pilot sectors. ■ Implement training/ Orientation for MAF and SAF. ■ Conduct the Training of Trainers (TOT) training program on MAF/SAF. ■ Roll out Sector Strategy Papers (SSP)/ Systems Applications and Products (SAP) to some other selected sectors. ■ Develop and validate the "project concept note", and roll out. ■ Develop a procedure to capture future recurrent cost implications in the revenue budget at the project appraisal stage. ■ Review the use of disaster and climate change tools. ■ Review gender analysis at project appraisal. ■ Preparation of Development Project Proposal (DPP) Handbook based on the prescribed templates.	on investment and increase the development impact.						
12	Strengthen strategic linkages between the ADP, FYP and MTBF.	Linkages between the FYP and project formulation and appraisal are weak, and there is limited consideration of the future costs of the ADP portfolio.	■ Organize dissemination of PE & LGRD SSPs and MYPIPs in pilot sector MDAs. ■ Roll out SSP/MYPIP to some other selected sectors. ■ Conduct the training program (including ToT) on SSP/MYPIP ■ Demonstration of SRF. ✓ Provide training and hands-on support for MDAs to submit FBE information and on a sector by sector basis support these sector Divisions to process this FBE information for the development budget. ✓ Conduct ToT courses on PIM tools for the officials of GoB training institutions. ✓ Develop a PIM capacity development plan ✓ Develop and update PIM training curriculum and materials ✓ Conduct Training of Trainers to create a resource pool of trainers ✓ Deliver PIM training programs for officers of MDA Planning Wings and Planning Commission (on project appraisals, cost benefit analysis, logical framework analysis, formulation of SSPs and MYPIPs, etc.)	SSP acts as a 'bridge' between national level and MDA level planning. More reliable ceilings available for medium- term planning and budgeting through the FBE process Clearly identified resource envelope available for investment in new projects.	Jul' 23	Formal adoption and use of SSP and MYPIP Consolidates leadership on PIM reform and allows clear and consistent implementation and monitoring of PIM reform activities PIM training curriculum developed No. of staff trained in the use of new planning instruments Number of civil servants completing the PMP certification	PEFA 2021	Jun'28	Planning Commission	Programming Division Coord: Sector Divisions GED ECNEC MDAs

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			✓ Promote Project Management Professional (PMP) certification among the senior civil servants who often act as the project directors ✓ Conduct ToT on SSP/ SAPs and MYPIP. ✓ Deliver training on SSP & MYPIP development to other sectors ✓ Support development of new SSPs in two pilot sectors, so they are consistent with the 8 FYP, as well as in new sectors ✓ Conduct training on AMS and MYPIP. ✓ Undertake a transition to a unified project code system. ■ Strengthen GoB structures and coordination arrangements critical to SSP & MYPIP formulation ✓ Strengthen PIM Unit as the anchor organization for PIM reform ✓ Support PIM Unit to develop, implement and monitor an Operational Plan ✓ Provide on-the-job mentoring to PIM wing staff to lead on all functional areas, including key PIM reform activities. ✓ Support the PIM Unit to create political momentum and engage with key stakeholders for change, including support on specific technical areas (e.g., developing a draft combined budget calendar, designing an O&M cost template, advising on the organizational change implications of harmonized sector classification, etc.). ✓ Delineating sector boundaries. ✓ Support the PIM wing to effectively coordinate across related IT initiatives, conduct IT-related studies, and integrate MYPIP requirements to the ADP/RADP Management System (AMS). ✓ Provide on-the-job mentoring to PIM Unit staff to understand change management, including providing the space to discuss and debate the value of, and how to operationalize, change management ✓ Support the PIM wing to analyze and report on PIM performance,							

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			including developing a methodology/tool for assessing compliance with procedures and guidelines for each stage of the project cycle.							
13	Monitor and improve investment portfolio quality.	The current investment portfolio includes several projects, which are delayed, underperforming, incomplete or unable to be used for their intended purpose. There are gaps in PIM that have affected the portfolio performance and need to be addressed.	■ Conduct a comprehensive portfolio-wide review of all projects included in the ADP as well as the underlying causes of poor performance and assessment of poorly performing under the authority of ECNEC so that IMED can recommend corrective actions, including closing projects and produce a concise summary of project performance across the portfolio. ■ Review, with IMED, the list of low-performing projects and prepare a strategy for dealing with each project ■ Develop regulations to require LM follow up on IMED monitoring feedback ■ Strengthen project management for critical infrastructure projects to control cost (30% avg) and time (3 years avg) overruns ✓ Conduct PIM gap analysis and studies ✓ Review LM level public investment planning and cost estimation processes ✓ Analyze the possible use of hard ceilings to limit the number of investment project proposals and improve the appraisals of the remaining few ✓ Conduct an impact study leading to the introduction of hard ceilings in FY2021-22 ✓ Update the PIM Reform Roadmap, reflecting donor inputs to PFM reforms ✓ In view of the analysis, revise project approval procedures, as necessary ■ Improve, through capacity building, training, incentives, and sanctions, the monitoring performance of LMs ■ Review the hard ceiling policy on the number of projects and revised if needed	Improved portfolio quality to: (i) improve return on public investment and (ii) eliminate dead stock Develop a better understanding of and propose solutions to current gaps in public investment	Jul' 23	Comprehensive assessment conducted, and under-performing projects are assisted to accelerate, or they are classified as Discontinued. -% completed projects with time overrun -Average time overrun of completed projects -% completed projects with cost overrun -Average cost overrun of completed projects -% increase in Q4 expenditure	PEFA 2021	Jun'28	MoP	IMED Coord: Programming Division LMs/CRU Parliament
C-6 PUBLIC SECTOR PERFORMANCE MANAGEMENT (CABINET DIVISION)										
14	Institutionalize high-quality system for producing APAs with meaningful indicators and targets that are aligned to national priorities.	While APAs have been signed with all line ministries, the quality of indicators and a careful calibration of the targets for the suitability of challenge is needed.	■ Train government officials on Annual Performance Agreement (APA) preparation, monitoring and evaluation. Prepare model APA. ■ Research/study/meeting on improving performance management in Bangladesh, current international	Improved performance of MDAs through improved APA system and better planning based upon budgetary	Jul' 23	Quality of APA as evaluated by a third party Peer review of a ministry/ division's APA by a team of	PEFA 2021	Jun'28	Cabinet Division Finance Division	CRU Coord: Budget Wing (as overall PFM Reforms coordinator)

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			practices on performance management, current gaps and way forward.	allocation would lead to effective and efficient use of fiscal resources for service delivery		representatives from two other line ministries/ divisions				All MDAs Parl. Cmte on Public Enterprise
15	Adopt a comprehensive monitoring system and evaluation.	Self-reported performance lacks credibility and doesn't enable the transparent use of performance-based incentives.	■ Monitoring progress of APA and provide feedback. ■ Improve the Annual Performance Agreement Management System (APAMS) software for better monitoring and evaluation.	Shift to results instead of inputs, with greater achievement of planned outputs/ outcomes Enable resource allocation based on credible performance information	Jul' 23	Ministries/ divisions with well- functioning M&E units. Clearly defined process for independent verification of the Annual Performance Reports. Submission of annual consolidated performance report to the Cabinet by the CRU	PEFA 2021	Jun'28	Cabinet Division	CRU Coord: MoF/FD MoP/PD All LMs Parl. Cmte on Public Enterprise
16	Incentivize MDAs based on performance.	In absence of any incentives/ sanctions linked with performance, APAs will become merely a compliance exercise and quickly lose its importance.	■ Award best performing ministries /divisions. ■ Exchange programs on best practices and innovation.	Performance enhancement, better staff satisfaction and retention of trained and skilled staff. Improved focus of MDAs on service delivery	Jul' 23	Mechanism for financial and non- financial incentivization based on performance.	PEFA 2021	Jun'28	Cabinet Division	CRU Coord: MoF/FD MoP/PD MoPA All LMs Parl. Cmte on Public Enterprise
17	Ensure greater openness and transparency of the APA process.	Public feedback to enhance APA quality is absent. Public representatives do not have access to credible information to claim credit of the public- sector performance for program led by them or service delivery in their constituencies.	■ Ensure APA preparation/ evaluation through a consultation process. ■ Ensure APAs are evaluated in a transparent way.	Enhanced APA quality through citizen feedback. Increased trust between the state and citizens.	Jul' 23	APA outcomes and evaluation reports made public Stakeholders are engaged in providing inputs for setting indicators and targets PEFA ratings	PEFA 2021	Jun'28	CD	CRU Coord: OPM Parl. Cmte on Public Enterprise
GOAL 3: Promote the efficient use of public resources and delivery of services through better budget execution										
C-7 iBAS++ /BACS IMPLEMENTATION (FINANCE DIVISION, iBAS++ PROJECT UNIT)										
18	Implement new BACS and enhance the use of IBAS++ information for decision-making	The old chart of accounts does not provide sufficient details of transactions which limits financial reporting and analysis. New BACS will improve budget processes, enable better controls, and improve accountability. Financial reports can be geared to multiple users depending	■ Arrange capacity-building programs for CoA practitioners and DDOs. ■ Arrange workshop, training, seminars for sensitize the higher authority, stakeholders and users ■ 10 iBAS++ reports are developed and made available in iBAS++ system for budget execution decisions. ■ Formulate report formats to produce all budget documents such as budget in brief, annual financial statement, MTBF by using COFOG.	Extensive new capacity provided to classify accounts and improve financial reporting. Enhanced iBAS++ functionality will enable use of information for policy making and decision making	Jul' 23	Budget prepared and executed on new BACS. Number of iBAS++ reports generated by the Line Ministries for financial decision-making Percentage of budget controlling offices effectively use financial information for decision-making	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: CGA All LMs

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		on management requirements.	■ Publish detailed budget execution reports on MoF's official website on a quarterly basis within one month of period end. ■ Publish Annual budget execution report and make it available to the public within six months of the fiscal year's end.							
19	Improve and add functionalities in iBAS++	Despite roll-out of iBAS++, several manual processes still exist in the accounts offices and there are manual registers and records. Existing Activity rephrased to make it clearer.	■ Prepare iBAS++ improvement plans to improve system functionality and processes. ■ Finalize an iBAS++ operating procedures manual consistent with new BACS. ■ Map manual processes in accounts offices and manual records kept outside iBAS++. ■ Prepare process flow charts and develop a time-bound process improvement plan. ■ Automate funds release and re-appropriation procedures. Check consistency between government's rules/regulation/circulars and iBAS++ operating procedures	Improved processes will help integrate PFM reforms into all aspects of LM management	Jul' 23	Process improvements were identified, and a five-year improvement plan prepared	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
20	Develop and implement system interfaces with other PFM systems.	iBAS++ needs to be strengthened through interfaces such as: - BB/SB: For EFT roll-out - NBR: For reconciliation of receipts and tax deductions - PC: Improved interface for ADP data transfer - CPTU: For linking with e-GP system to make payments against contracts with suppliers/ contractors	■ Identify interfaces and prioritize development and hold consultations with key stakeholders. ■ Develop a time-bound interface implementation plan and submit quarterly progress reports. ■ Interface iBAS++ with NBR to provide a comprehensive picture of revenue receipts of the government. ■ Ensure live interfacing of iBAS++ with BB's system to capture TSA data. ■ Update and strengthen iBAS++ to have appropriate linkage and interoperability with e-GP system and develop comprehensive training and capacity building program for iBAS++ and e-GP interface. ■ Integrate iBAS++ with AMS (ADP/RADP Management System) to exchange project data i.e., DPP, Budget Preparation and Actual Data.	Creating interfaces with other PFM-related systems will integrate overall financial operations	Jul' 23	# of identified interfaces documented MOUs signed for priority interfaces with host agency Number of interfaces successfully used	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: NBR Bangladesh Bank Sonali Bank ERD PC
21	Introduce commitment controls for better cash management.	Implementing the commitment control is a key step towards managing cash. iBAS++ should facilitate the tracking of commitments and thus control overspending or misuse of funds. Commitment Control and Strengthen Treasury Single Account are separate tasks. That is	■ Prepare an FRS for Commitment Control Management. ■ Develop a sub-module for Commitment Control. ■ Roll out the sub-module of Commitment Control.	Commitment controls will improve cash management and expenditure planning, especially for procurements and contracts	Jul' 23	Commitment control policy developed and approved iBAS++ updated to record commitments as future expenditure obligation TSA coverage Reduction in cash held outside the Treasury Single Account	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		why, this activity has been separated. New activity 28 is added to strengthen TSA.								
22	Extend and implement Electronic Funds Transfer	Building on lessons learned from the pilot for officers' salaries, EFT could be extended to all payment transactions linked to iBAS++. EFT simplifies the payment function through timely funds transfer to recipient bank accounts and eliminating unnecessary logistics and human contact.	■ Conduct an assessment to identify all transactions (vendor payments, employee direct deposits, pensions, etc.) that could be done via EFT and prepare a sequenced strategy for each and conduct a force field analysis of the involved entities, as to know who will support FTE reform within the organization. ■ Ensure all government payments (including social safety net transfer) directly to the beneficiaries (G2P) to their designated bank account or Mobile bank account, MFS. ■ Devise a policy note for gradual enhancement of EFT coverage. ■ Government payment transactions in respect of Pay & Allowances are made through EFT. ■ Develop computer audit procedures to reduce the risk of fraud. ■ Government payment transactions in respect Pensions are made through EFT. ■ Government payment transactions in respect all Social Safety Net payments are made through EFT.	Faster, more reliable transactions will be possible using EFT	Jul' 23	% of transactions paid via EFT	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA Coord: Bangladesh Bank Sonali Bank
23	Develop and implement full-fledged Expenditure and Payment module for effective budget execution and ensure transparency.	DDOs must physically take the payment bills for the execution of their budget to the respective accounts offices and to receive the budget execution and availability reports. To accommodate Bill processing steps in one module, the module name has been replaced as 'Expenditure and Payment module'.	■ Based on the experience of several other countries develop a web- enabled Expenditure and Payment Module for online bill submission. ■ Prepare and implement a progressive roll-out plan for the Expenditure and Payment Module. ■ Develop an online orientation training for DDOs to use these DDO module application. ■ Establish a helpline to remotely support the DDOs. ■ DDOs will submit 40% of all bills in respect of Pay & allowances, Pensions, Social Safety Net payments through online. ■ Draft a policy paper to allocate fund to service delivery units i.e., Office of the Upazila Women's Affairs Officer under Ministry of Women and Children Affairs and Upazila Social Service office under Ministry of Social Welfare. ■ Improve process to identify information on resources received by frontline service delivery units of two Ministries- Ministry of Women and Children Affairs and Ministry of Social Welfare	Reduce the coordination cost and labor for physical bill submission. Limit the human contact between DDOs and accounts offices	Jul' 23	Percentage of DDOs using the DDO module Percentage of bills submitted online Number of account views by DDOs	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Formulate reporting format to show resources received by service delivery units of those Ministries.							
24	Develop and roll out new iBAS++ modules for specialized public entities (for SAEs)	Progressively adding modules to iBAS++ will expand coverage, improve financial oversight, and enable more complete financial reporting SOEs are different in nature. New activity 38 is added to bring SOEs under the coverage of iBAS++.	■ Develop a plan for developing, testing, and incorporating additional modules in iBAS++ with concerned units ■ To promote iBAS++ as a whole-of-government solution, conduct workshops at IPF on the new PFM enabling environment and the improved management options derived from iBAS++/BACS. ■ Develop a strategy and timeline for rollout (this may include training needs assessments, temporary parallel procedures).	Progressive coverage of iBAS++ would enable rapid consolidation of accounts for audit Implementing iBAS++ for SAEs can avoid standalone investments on other accounting packages	Jul' 23	Modules for at least one of the following developed: SAE, ~~SOEs~~, PMU	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: SOE Monitoring Cell CGA SAEs
25	Develop a module to inventory, value and register fixed assets	This data is essential for accurate financial statements and reports, estimating maintenance and replacement expenditures, and progressively moving to accrual basis of accounting.	■ Develop a classification system to rate the condition and operational utility of all fixed assets. ■ Appoint a consultant to review the records and selectively visit high value sites. ■ Review, compilation of existing rules and formulate new one for financial and non-financial assets monitoring. ■ Develop reporting format for major non-financial assets monitoring. ■ Develop reporting format for financial assets monitoring. ■ Stock-take of non-financial assets.	This overlooked control, if implemented, will add considerable insight to the location and condition of assets (integrate GPS) and improve PIM	Jul' 23	% of fixed assets identified and assessed. % of government- owned land identified and assessed	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
26	Configure a centralized pension roll at CGA with EFT/Mobile banking and ID authentication for all pensioners.	Pension liabilities should be integrated with iBAS++ to improve/ streamline processing and to address grievances effectively	■ Further review the payroll and pension system and recommend actions to improve the business processes to further enable the CPC. ■ Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension database and develop training/support systems. Identify any additional interfaces required for linking payroll and pension systems. ■ After testing, implement a central pension processing, accounting and payment system linked to iBAS ++. ■ Load all pension data and integrate with EFT by FY 2021-2022 ■ Develop online training modules. ■ Develop a comprehensive communication, change management strategy, and implement required program to this effect.	Payment of pensions is a major expenditure for Government which would be done more accurately and efficiently through a dedicated, centralized unit	Jul'23	Percentage of pensioners (Disaggregated by gender) paid through the EFT no later than the following pension payment cycle after retirement	PEFA 2021	Jun'28	Finance Division MoF CGA	CPC
27	Implement ISMS in iBAS++ and achieve International	To enhance the system security of iBAS++, the	■ Prepare a Risk Management Guideline including all procedures and process flows to mitigate fiduciary risk of the		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
	accredited Certifications	activity has been undertaken.	system. Two separate User Authentication and Activity Monitoring Units to be set up, one in FSMU-FD and another one in CGA. ■ Establish secure data transfer with appropriate encryption protocol by obtaining SSL certificates from the Controller of Certifying Authority. ■ Update Business Continuity Management (BCM) plan annually and undertake periodic disaster recovery tests. ■ Implementation of feedback received from the assessment of iBAS++ system security certification. ■ Commission a full third-party assessment of iBAS++ to obtain system security certification ■ Prepare security guidelines and related procedures to implement necessary controls for ensuring system security. ■ Conduct a gap analysis, which comprises a comprehensive review of all existing information security arrangements against the requirements of the certification. ■ Conduct a risk assessment and define a risk treatment methodology. ■ Implement controls to mitigate risks. ■ Review and update the necessary documents ■ Measure, monitor and review for effectiveness and compliance in addition to identify improvements to existing processes and controls. ■ Conduct internal audits. ■ Periodic Disaster Recovery Drill to restore iBAS++ from DR site or Manual Back-up.							
28	Implement Automated Challan (A-Challan) System for real time revenue receipts to strengthen Treasury Single Account (TSA)	The activity and sub-activities under this have been undertaken to ensure real time transaction.	■ Implement Automated Challan (A-Challan) System for better revenue receipt management and cash management and strengthening the Treasury Single Account. ■ Develop required policies and procedures for implementing A-Challan System. ■ Include all revenue/receipt items in A-Challan system and make the system available to the public for depositing revenues and fees. ■ Integrate A-Challan System with other PFM systems of government. ■ Integrate A-Challan System with all scheduled local banks for increasing collection points. ■ Integrate A-Challan System with Mobile Financial Services (MFS).		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Provide training to all users of A-Challan System. ■ Develop reporting options for generating and viewing reports from the system. ■ Implement dedicated Help-Desk services. ■ Procure required hardware and software. ■ Develop monitoring Dashboard for higher Authority to observe real-time deposit to Govt. treasury.							
29	Automation of VAT collection from retailers and wholesalers by using Electronic Fiscal Device Management System (EFDMS).	The activity and sub-activities under this have been undertaken to ensure real time transaction.	■ Develop Electronic Fiscal Device Management System (EFDMS) software for VAT collection and monitoring. ■ Consult with stakeholders for framing conceptual framework to develop a system for retail VAT collection. ■ Prepare functional Requirement Specification and other related documents. ■ Develop the system according to the business need. ■ Implement and roll out of the system for VAT collection. ■ Provide required training to the concerned stakeholders. ■ Provide necessary support services. ■ Procure and install required ICT equipment.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
30	Developing a Single Registry System to ensure all cash transfers by G2P.	To ensure all cash transfer by G2P to the beneficiaries.	■ Stock-take of all cash and non-cash based social safety net programs and identify cash transfer programs outside of the G2P purview. ■ Consultations with relevant stakeholders to analyze the suitability of developing individual MISs vs. platform MIS. ■ Security Assessment of all Existing MISs and finding the gaps. ■ Design and develop new MISs and update existing ones for Safety Net programs to transfer beneficiaries designated bank accounts ■ Extend coverage of the social safety net beneficiaries to make their payments electronically. ■ Implementing Single Registry System by integrating different MISs. ■ Integration of SPBMU with Birth and Death Registration System. ■ Maintenance of MISs for social safety net payment to beneficiaries. ■ Procure required hardware and software.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
31	Stock-take of Bank Accounts outside TSA and expand the coverage of TSA.	This activity has been undertaken to address the DLR 4.1 & 4.2. This activity is related to DLR.	■ Hold consultations with all holders of special accounts, extra budgetary funds and aided funds.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		However, this was not addressed in the previous activity and sub-activities. It will help to delink management of cash from control at a transaction level.	■ Prepare FRS for preparing a database of Bank accounts outside of the TSA. ■ Developing a system for collecting Bank Accounts of public sector entities ■ A stock-take of bank accounts of Budgetary Central Government units including projects ■ The number of new bank accounts to be opened in budgetary central govt. units including projects will be reduced (50%). ■ Issuing Government Circular and Sensitize relevant stakeholders. ■ Conduct Training Program for GoB officials and Bank Employees.							
32	Implement iBAS++ in Autonomous Bodies for better Cash Management.	Dimension 6.1 (Expenditure outside financial reports) & 6.2 (Revenue outside financial reports) under PI-6 respectively scored C & B due to two following reasons- a) Expenditure outside government financial reports is less than 10% of BCG expenditure b) Revenue outside government financial reports is about 5% of BCG revenue These 4 sub-activities will have impact in reducing the gaps.	■ Implement PL Account in all ABs and projects. ■ Devise reporting format of General Govt. Accounting. ■ Develop common reporting format (Financial Statement) for ABs. ■ Formulate policy notes to ascertain the possibility of depositing receipts of ABs in PL Accounts.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
33	Roll out of BACS & iBAS++ in Local Government Institutions.	Dimension 6.1 (Expenditure outside financial reports) & 6.2 (Revenue outside financial reports) under PI-6 respectively scored C & B due to two following reasons- a) Expenditure outside government financial reports is less than 10% of BCG expenditure b) Revenue outside government financial reports is about 5% of BCG revenue. These 5 sub-activities will have impact in reducing the gaps.	■ Assess the required coding structure of LGIs and consult with relevant stakeholders for identifying common coding structure for the LGIs. ■ Develop common Financial Reporting format for each group of the LGIs i.e., for union, council etc. ■ Prepare Financial Requirement Specification to develop iBAS++ LGI Sub-module. ■ Develop iBAS++ LGI Sub-module. ■ Implement iBAS++ LGI Sub-module and BACS in LGIs.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
34	Roll out of iBAS++ Foreign Mission Sub-module	To bring all Foreign Mission under the umbrella of iBAS++.	■ Prepare an FRS for iBAS++ Foreign Mission Sub-module. ■ Develop iBAS++ Foreign Mission Sub-module. ■ Develop time bound roll out plan to implement iBAS++ Foreign Mission Sub-module. ■ Arrange Capacity building program for the employee working in Foreign Missions. ■ Roll out of iBAS++ Foreign Mission Sub-module in phases.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
35	Develop an Organogram database.	Introduce Automation of human resource management of the Government.	■ Consult with stakeholders to develop data collection procedure. ■ Prepare an FRS for the database. ■ Develop the architecture of the interoperable Organogram sub-module. ■ Collecting organogram from all Ministries/Divisions and Departments. ■ Enter collected organogram data in the system. ■ Verify the entered data by the relevant stake holders.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
36	Roll out iBAS++ budget preparation module in field level Offices	To expedite Budget execution process.	■ Consult with stakeholders to ascertain the strategy for budget preparation at field level offices. ■ Add functionalities in iBAS++ Budget preparation Sub-module to incorporate field level offices. ■ Roll out Budget preparation module to all govt. hospitals. ■ Roll out Budget preparation module to all Primary Education Offices. ■ Roll out Budget preparation module to all field level offices under Ministry of Public Administration. ■ Roll out Budget preparation module to all Divisional level offices (Zone, Circle level offices etc.). ■ Roll out Budget preparation module to all District level offices. ■ Roll out Budget preparation module to all Upazila level offices. ■ Roll out Budget preparation module to other offices.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
37	Automate Service Statement of Govt. employees.	To make easier administrative process for Pension Approval.	■ Requirement analysis to prepare automatic service statement needed for pension approval. ■ Prepare an FRS on automation of Service Statement of Govt. employees. ■ Add functionalities to HRM Module to capture all service stages of the individual employee. ■ Request all DDOs and Accounts Officer for data entry of leave, departmental		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ proceedings, audit objections etc. against an individual employee ■ Integration of HR-Payroll and Pension.							
38	Develop and roll out sub-module for State Owned Enterprises (SOEs)	There is no common format for financial reporting of SOEs. Most of the SOEs keep their accounting in manual formats. A general reporting format is needed to produce whole of the Government Financial Statement.	■ Identify and categorized different types of SOEs. ■ Incorporating additional economic codes required for capturing SOEs financial transaction ■ Prepare an FRS for SOEs sub-module ■ Develop a SOEs sub-module ■ Roll out the SOEs sub-module		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
39	Develop and roll out sub-module for Project Accounting	Monthly and Yearly accounts cannot be closed in time due to unavailable expenditure information of the projects funded by RPA through Special Account arrangement. Real time data availability of these projects from the 'Project Accounting Module' in iBAS++ will make the accounts compilation easier and timebound.	■ Develop a plan for developing, testing, and incorporating additional module in iBAS++ ■ Prepare an FRS for Project Accounting Sub-module ■ Develop a Project Accounting Sub-module ■ Roll out the Project Accounting Sub-module.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
40	Develop Food Accounts Adjustment Sub-module	Delivery of Food from the food godown and Budget disbursement is not aligned. The process is manual and discretionary. Expenditure adjustment for issuing GO lags, in some cases, take 12 months. As a result, Government Accounts cannot be prepared on time. Hopefully, 'Food Accounts Adjustment Sub-module' will add value to prepare Government accounts on time.	■ Develop a plan for developing, testing, and incorporating additional module in iBAS++ ■ Prepare an FRS for Food Accounts Adjustment Sub-module ■ Develop a Food Accounts Adjustment Sub-module ■ Roll out the Food Accounts Adjustment Sub-module.		Jul'23		PEFA 2021	Jun'28	Finance Division MoF	Budget Wing CGA
C-8 PENSION MANAGEMENT (CONTROLLER GENERAL OF ACCOUNTS)										
41	Create a well-functioning CPFO (Central Pension and Fund Office) and resolve backlog of pension cases.	A central pension cell located in CGA but empowered to be the sole central unit will improve efficiency and enable improved internal controls.	■ Establish Accounting Circle-wise (Civil, Defence, Railway, Postal and T&T) centralized pension roll with EFT payment capability. ■ Establish procedures and guidelines, and apply the necessary resources to address the considerable backlog of pension payments ■ Develop a centralized, common shared web-based personnel and pension data	By improving the quality of data through centralizing the pension database, payment process will be timely.	Jul' 23	Average number of days after the retirement to prepare Pension Payment Order and process the gratuity payment.	PEFA 2021	Jun'28	CGA Finance Division MoF	CPC Budgeting Coord: C&AG

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			base consisting of key dates that will trigger actions under iBAS++ ■ Review pending cases with the concerned line ministries through the divisional and district officials and prepare monthly progress reports (to be submitted to FD) to help ministries proactively clear their backlog of cases ■ Develop a comprehensive communication and change management strategy and implement required program to this effect ■ Conduct seminars and use all available communication means to raise pensioner awareness of their obligations and rights. ■ Develop Online Pension Tracking and Monitoring System (OPTMS). ■ Simplify Pensioners' Authentication and Verification Process. ■ Provide Pension Card (ePPO) to all pensioners. ■ Establish a grievance redress mechanism within the jurisdiction of CAFO (P&FM) and for other accounting circles CPFOs with defined policy and procedure including system-based complaint handling disposal system. ■ Establish a separate women's counter at the CAFO (P&FM) & all CPFOs. ■ Develop Nominee information capturing process in Pension database.							
42	Maintain accurate records of GPF contributions, balances and outstanding loans and advances	The General Provident Fund is an accumulated retirement/separation benefit and is a very important social benefit. Manual recording of GP Fund transactions is often incomplete especially for staff frequently posted from one institution/ district to other. This causes delays in the final settlement and disbursement of GP Fund at the time.	■ Determine the iBAS++ system requirements to set up a subsidiary ledger for GPF payments, linked to the Budget Execution modules, and enable a centralized processing of GP Funds transactions and recording of balances ■ Produce an annual report on the status of the GPF, indicating summaries of transactions (advances, loans, terminals payments, deposits). ■ Identify and implement the policies and procedures for individuals to retain their balances after leaving public service on a temporary basis. ■ Host workshops and seminars at LMs to build awareness and understanding of fixed asset management. ■ Create and equip well-functioning 3 more Central Fund Offices (Defence, Railway and Postal) ■ Maintain accurate records of GPF contributions, balances and outstanding advances for Defence, Railway and Postal Department in iBAS++	Proper management of the Provident Fund (an accumulated retirement/ separation benefit) will enable accurate on-line summary of the current GPF status for all civil servants. This will enable a quicker processing of loans and final payments.	Jul' 23	Database of GPF records created and updated annually.	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing Coord: C&AG CGA CGDF FA&CAO

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Provide direct payment mechanism to nominees in case of deceased employee ■ Maintain accurate records of Public Accounts of the Republic (PAR) balances other than GPF ■ Provide user-end GPF Services by improving online facilities for employees.							
43	Improve the quality and timeliness of Government-wide in-year fiscal reporting.	iBAS++ will provide the foundation for better reporting but central consolidation with SAEs and extrabudgetary funds is required	■ Assess utility of monthly reporting; improve templates and fiscal reporting processes of CGA, CGDF & ADG/Finance, Bangladesh Railway hold consultations with LMs and SAEs accordingly. ■ Examine and develop/update business process to collect data from the central bank and other entities including SAEs and EBFs. ■ Develop Business Process and format for proper disclosure of external assistance [Grant, DPA, RPA, RPA (Special Account)] and produce periodic reports directly from iBAS++ ■ Prepare format for control and individual ledgers for external assistance. ■ Update business process for timely clearance of advance/ suspense, remittance (exchange & settlement) accounts including exchange and settlement accounts. ■ Update business process for General Ledger (GL) based Transaction Recording process in iBAS++ System. ■ Develop business process for effective reconciliation among Budget Preparation Module, Budget Execution Module, Accounting Module (including sub-modules) of iBAS++. ■ Update business process for establishment of efficient monthly accounts closing processes. ■ Update and develop monitoring and management reports for CGA, CAFO (including departmental CAFOs), CGDF, ADG (Finance) Bangladesh Railway. ■ Update business process for monthly reconciliation of accounts and develop reconciliation reporting format of related PL ledger with ERD, DMW and BB.	Identifying fiscal conditions on a regular basis will improve policy and operational actions. Dynamic forecasting models may be adjusted in response to the new data.	Jul' 23	Timeliness of fiscal reports generated by iBAS++.	PEFA 2021	Jun'28	CGA	CGA Coord: OCAG `Budget Wing, Expenditure Management Wing, iBAS++ team, MEW
44	Improve the quality and timeliness of Government-wide year-end fiscal reporting.	Old templates of finance accounts and appropriation accounts are used, and these annual accounts are produced with a significant delay.	■ Adopt and implement Financial Reporting under the Cash Basis of Accounting (the Cash Basis IPSAS). ■ Update the Accounting Policy and Procedures Manual and Design and issue new reporting format. ■ Train CGA and OCAG staff on IPSAS compliance.	Government annual financial statements are compliant with international standards and are produced in a timely manner.	Jul' 23	IPSAS compliance and timeliness of annual financial statements.	PEFA 2021	Jun'28	Finance Division MoF	CGA Coord: OCAG, Budget Wing, Expenditure Manage- ment Wing

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Establish clear responsibilities within the CGA office to produce timely annual financial statements (AFS). ■ Update business process for efficient year-end accounts closing processes. ■ Timely submission of Government-wide other committed financial reporting mainly GFS, COFOG for ensuring accountability and transparency. ■ Map among Old COA1 (13 Digits) and New COA2 (56 Digits) with GFS Chart of Accounts. ■ Develop Chart-of-Accounts (CoA) Manual. ■ Develop Procedural Handbook for AFS (Annual Financial Statement). ■ Develop business process for generating Proforma accounts for Bangladesh Railway and Bangladesh Post Office and CGDF. ■ Provide training on IPSAS, GFS and COFOG to officials of CAG, Finance Division, CGA, CGDF and ADG Finance (Railway) ■ Develop a format for disclosure of guarantee liability in the notes of finance accounts.							
C-9 STATE OWNED ENTERPRISES' GOVERNANCE (SOE WING & MONITORING CELL)										
45	Strengthen accountability and transparency of SOEs through improved reporting and public disclosure.	Reliable and timely financial reporting by SOEs is central to effective oversight of SOEs. Information on SOE performance is not available to the public except in the aggregate.	■ Consult with Line Ministries/Divisions on activities of SOEs and ABs. ■ Review and update the current financial statement/reporting template and develop a harmonized SOE reporting framework which specifies the key financial and non-financial information required, the formats, and ensure regular and timely submission ■ Ensure data collection and quality control of financial and non-financial information of SOEs and ABs. ■ Ensure regular publication of audited financial statements of all SOEs within six months of the end of the fiscal year. ■ Develop and launch database portal for SOEs and ABs with financial and non-financial information. ■ Publish a list of SOEs those publish Annual Financial Statement maintaining standards and timeliness.	Improved quality and up-to-date financial and non-financial information on SOEs as a credible basis for SOE policy Increased trust among the state, SOEs and citizens, with better-informed citizens and with more SOEs held accountable.	Jul' 23	Common framework for SOE reporting Publication of SOE information	PEFA 2021	Jun'28	Finance Division MoF Ministry of Industries	SOE Monitoring Cell, SOE Wing Coord: Relevant LMs with SOEs
46	Inform appropriate authority on fiscal risks and contingent liability.	There is no standard policy governing fiscal risk and contingent liability of 300+ financial and non- financial SOEs. There is a need for closer	■ Adopt policies and procedures to identify and assess the potential fiscal risk and contingent liabilities arising primarily from guarantees issued to various public-sector entities, their debts/liabilities, and other assumed obligations especially if	Policy makers are informed about aggregate and individual SOE fiscal risks and	Jul' 23	SOE fiscal risks and contingent liabilities management framework approved.	PEFA 2021	Jun'28	Finance Division MoF Ministry of Industries	SOE Monitoring Cell, SOE Wing Coord: Relevant LMs with SOEs

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		supervision of the high-risk SOEs by FD.	these SOEs are identified as non-performing and/or high fiscal-risk. ■ Review and update oversight arrangement on SOEs and ABs to manage fiscal risks. ■ Pilot the preparation of annual SOE fiscal risk and contingent liability statement for submission to the appropriate authority with 10 SOEs. ■ Roll-out the preparation of annual SOE fiscal risks, debt and contingent liability statement for SOEs and ABs and submit to the appropriate authority.	contingent liabilities. Hence, SOE fiscal risks, contingent liabilities and contingent assets are better managed.		SOE fiscal risks and contingent liabilities and contingent asset statement prepared and submitted to the Cabinet.				
47	Strengthening oversight and performance monitoring of SOEs	The role of the SOE Monitoring Cell is very limited. There is some monitoring of SOEs but with no guidelines or rules to provide guidance to the process, the monitoring is not conducted in a systematic manner.	■ Capacity building of Monitoring Cell and SOE Wing to focus on SOE performance monitoring and management. ■ Develop a database for SOEs and ABs with financial and non-financial information integrated with manpower, TO&E, budget, debt and contingent liabilities, performance evaluation. ■ Develop and implement API (Application Programming Interface) with iBAS++ ■ Study the existing Laws, Rules and Regulations of SOEs to submit recommendations. ■ Develop a SOE performance evaluation guideline/ manual consisting of procedures, financial and non-financial indicators, and targets. This would be updated annually. ■ Enhance capacity of Line Ministries /Divisions, SOEs and ABs to improve the performance of SOEs and ABs. ■ Commission independent performance evaluations of SOEs and ABs each year to validate their performance information. ■ Reward better performing SOEs and ABs based on IPE result.	SOE Monitoring Cell would be empowered to conduct effective performance monitoring of SOEs, ensure better use of grants, and be the central agent for consolidating SOE information.	Jul' 23	Percentage of SOEs undergone an independent performance evaluation via the new guidelines A report on how to improve the current legal framework of SOEs APRs link SOE performance with financial results	PEFA 2021	Jun'28		SOE Monitoring Cell, SOE Wing Coord: Relevant LMs with SOEs
48	Develop and implement a policy framework that enables an effective review of grants to SOEs by FD.	Grants to SOEs are not divided into different categories such as service delivery grants, special projects, or bailouts. Also, there are no clear guidelines on how to evaluate each grant request and prioritize these.	■ Develop an appraisal system on Financial Support for SOEs and ABs incorporating the different categories and various aspects of financial support.	Clear policy framework for processing grants to SOEs will ensure the prudent use of public resources and help manage the political pressure around these grants.	Jul' 23	Policy framework for grants to SOEs Effective use of the new policy framework.	PEFA 2021	Jun'28	Finance Division & Ministry of Industries	SOE Monitoring Cell, Finance Division & SOE Wing, Ministry of Industry Coord: Planning Ministry
49	Assess non-performing SOEs and propose preferred options to the Cabinet	SOE Monitoring Cell lacks capacity to support line ministries in doing a meticulous analysis and develop scenarios with	■ Identify and listing under-performing SOEs and ABs. ■ Build capacity in FD to monitor fiscal risks and develop scenarios to mitigate and resolve the causes of documented risk.	Non-performing SOEs are analyzed and solutions are	Jul' 23	High risk SOEs identified and strategies proposed.	PEFA 2021	Jun'28	Finance Division & Ministry of Industries	SOE Monitoring Cell, Finance Division & SOE Wing,

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		viable recommendations for dealing with the issue of non-performing SOEs	■ Train staff at the SOE cell to use the APR as a specific reference for linking SOE performance and trends with financial results. ■ Performance Improvement Strategy for under-performing at least two SOEs every year	found for their problems.						Ministry of Industry

<table>
<tr><td colspan="11">GOAL 4) Promote accountability through external scrutiny and transparency of the budget
C-10 INTERNAL AUDIT (EXPENDITURE WING, FD)</td></tr>
</table>

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section

50	Institute a modern internal audit function in the government.	Currently, internal audit activities consist primarily of ex-post reviews focused on financial compliance.	■ Conduct detailed IA study on selected 5 departments and Study on internal audit options for execution.
			■ Implement the already developed strategy for strengthening internal audit and issue the Internal Audit Charter & Manual.
			■ Develop a comprehensive program for building capacity to use the internal audit Charter & manual.
			■ Establish IA Unit in every ministry/ division.
			■ Engage Internal Auditors amongst the existing human resources.
			■ Form IA committee in every ministry/ division.
			■ Prepare Risk-Based Audit (RBA) plans concentrating on systemic issues to meet the Committee on Sponsoring Organizations (COSO).
			■ Enterprise Risk Management objectives by ensuring:
			  ✓ (i) conformity to the Government's strategy;
			  ✓ (ii) effectiveness and efficiency of operations;
			  ✓ (iii) reliability of financial reporting; and
			  ✓ (iv) compliance with applicable laws and regulations.
			■ Internal Audit Units established in five large spending and high-risk departments and training imparted on risk-based internal audit manual.
			■ Conduct awareness/sensitization of Principal Accounting Officers (PAO) on the relevance of Internal Audit that will support PAOs in meeting their duties and responsibilities under Article 19 of the Public Moneys and Budget Management Act 2009 (PMBM Act 2009).
			■ Setup a modern internal audit function in the selected large spending and high-risk departments.
			■ Establish and conduct training for Internal Audit Committees.
				A well- functioning Internal Audit would play an important monitoring role in evaluating the effectiveness of the control systems within the Government's operations and meeting its strategic objectives.	Jul' 23	Adopt Public Sector Internal Audit Capability Model (IA- CM).	PEFA 2021	Jun'28	Finance Division MoF	Expend Control Wing
										
										Coord: CGA, OCAG, Budget Wing Audit Directorates

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			■ Provide sponsorship to selected staff to study for the Certified Internal Auditor (CIA) Program of the Institute of Internal Auditors (https://na.theiia.org/Pages/IIAHome.aspx). ■ Reward pilot ministries that have undergone risk-based internal audit and those who issue timely internal audit reports.							
C-11 STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT OCAG										
51	Implement CAG's Governance framework.		■ Conduct Audit following GASB (based on ISSAI). ■ Conduct SAI PMF self-assessment by OCAG staff and conduct Peer reviews by developed SAI to evaluate the status of SAI Performance. ■ Implement quality control system of OCAG. ■ Prepare Instruments (Guidelines, handbooks, Manuals etc.) for conducting audits (CA, PA, FA) in line with the GASB. ■ Conduct a good number of quality assurance review. ■ Create avenues for citizen participation to deepen OCAG's commitment towards citizen engagement.	ISSAI compliant audits provide greater coverage and credibility.	Jul' 23	Policy regarding ISSAI compliant audits adopted ISSAI-compliant audits conducted.	PEFA 2021	Jun'28	OCAG	OCAG Audit Divisions
52	Improve timeliness and disclosure of audit reports and strengthen citizen engagement.	Delays in communicating audit findings to the PAC and the very slow release of key findings has a consequence of undermining citizen oversight.	■ Make all audit reports public on OCAG website in a user friendly, standardized, and accessible format, and upload immediately after submission of Audit Report to Parliament. ■ Prepare the strategy paper for improved timely responses to recommendations from the PAC. ■ Improve the methodology and capacity for the audit of Program Effectiveness (performance auditing) and strengthen citizens participation in accountability through performance and environmental audits. ■ Decrease the time of Financial Audit Report submission to the parliament. ■ Established the process for systematic follow up of Audit recommendation and observation. ■ Conduct audit follow up by all Audit Directorate.	Corrective actions to address financial problems will be timely. It will also increase government accountability	Jul' 23	Audit reports released by PAC within 90 days.	PEFA 2021	Jun'28	OCAG	OCAG Audit Divisions
53	Strengthen organizational and professional capacity of OCAG.	OCAG organizational restructuring plan is needed to maximize the positive effect of introducing ISSAI-compliant audits. Capacity building of staff is also crucial.	✓ Implement OCAGs HR policy. ✓ Establish capacity building program for OCAG staff ✓ Conduct an institutional assessment and capacity building program, inclusive of rewards for completion of training programs	Improved functional structures provide opportunities for better management of a complex operation.	Jul' 23	Completion of structural reorganization % of auditors accredited GoB Year-end Financial Statements submitted to	PEFA 2021	Jun'28	OCAG	OCAG Audit Divisions

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			✓ Develop and implement a change management strategy to include coaching of OCAG senior officials ✓ Support OCAG's ongoing professional accreditation program and other appropriate programs. ✓ The FIMA, in conjunction with OCAG, will design and implement a training and accreditation program based on international standards ✓ Strengthen FIMA to enable professionalization of the auditors. ✓ Establish a Special Audit Unit at OCAG with resources and expertise.	Credibility of audit results will be improved as the OCAG staff are strengthened and certified.		OCAG for audit within statutory deadline				
54	Upgrade and sustain IT infrastructure of OCAG and Audit Management and Monitoring System (AMMS).	Further develop IT capacity of the OCAG which is still in the process of developing a comprehensive AMMS. Absence of consolidated information has inhibited effective OCAG planning and management.	■ Implement AMMS 2.0 in every audit directorate and in all audits including connectivity with audited entity and stakeholders. ■ Establish linkages between iBAS++ and OCAG. ■ Develop and implement options to facilitate computer-based audits ■ Upgrade and sustain IT infrastructure of OCAG and audit management and monitoring system (AMMS 2.0). ■ Establish an Information Systems Maintenance and Support Unit at OCAG with resources and expertise. ■ Develop Centralized data analytics tool and integrate with different systems of the Government and used by all Audit directorates.	Improved use of IT at OCAG will enable it to keep pace with planned iBAS++/BACS roll out.	Jul' 23	% of enhanced IT capacity provided (value of supplemental investment in hardware, software, and networks/ current value of similar).	PEFA 2021	Jun'28	OCAG	OCAG Audit Divisions
C-12 STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURES (BANGLADESH PARLIAMENT)										
55	Support timely legislative scrutiny.	The PAC has improved lately but still needs to improve the timeliness and effectiveness.	■ Build coalition for the issuance of the Rules of Business of the Financial Oversight Committees drafted under SPEMP C ■ Strengthen PAC's research and secretarial support services ✓ Provide professional resources to enable the financial oversight committees to operate effectively ✓ Provide content-based training to the relevant parliamentarians and committee secretariat staff to work out the agenda for the committee meetings as they do not have sufficient exposure to deal with the issues ✓ Perform an identification survey of the constraints which prevents the Public Interest Related Information	Timely PAC responses enable prompt corrective actions.	Jul' 23	Less than 90 days elapsed time for PAC to approve or comment.	PEFA 2021	Jun'28	OCAG, PAC	PAC Coord: OCAG PUC PAC PEC

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			Disclosure Act, 2010 to be implemented and disseminated. ■ To improve media management for press release, media coverage and website update, trainings for the officials of PR of BPS. ■ Seminar and workshop for the relevant parliamentarians. ■ Foreign exposure visit. ■ Enabling budget help desk. ■ Capacity building on research. ■ Publication of the "Parliament Research Brief". ■ Content-based training (ToT) of the BPS ■ Preparation of an exploratory research report on the business process analysis of the officials engaged with the FOC.							
56	Strengthen the MIS and improve its use for Parliamentary purposes.	Under SPEMP-C, a limited capacity MIS was developed and pilot tested but its use was modified.	■ Assess the current uses of the MIS and determine how it should be modified or upgraded to continue to support PFM reforms Update the website to make it interactive ✓ Link MIS of OCAG and PAC to track the resolution of audit observations and implementation of the PAC directives ✓ Extend the MIS to the Public Estimates and Public Undertakings Committee ✓ Train staff in the skills necessary to maintain the above. ■ Phase 1: Completion of Committee Management Information System (CMIS) software development and testing as per existing contract. ■ Phase II: Add FoC specific functionalities to new CMIS and make it ready for the new parliament.	An improved MIS would be able to support many Parliamentary Committees.	Jul' 23	Assessment completed.	PEFA 2021	Jun'28	Parliament	PAC PUC
C-13 PROCUREMENT (CENTRAL PROCUREMENT TECHNICAL UNIT)										
57	Institutionalize e-GP and strengthen.	The structure and autonomy of the CPTU to function effectively as a regulator and implement assigned responsibilities is inadequate. Also, for efficient and sustainable functioning of e-GP, CPTU requires restructuring into an authority and e-GP to better institutionalize its operation.	■ Restructure CPTU and furthering advance policy reform ✓ Update the existing procurement legislations/rules and procurement documents and guidelines ✓ Continue with enhanced capacity datacenter with provision of further future enhancement supporting GoB's procurement reform programs ✓ Conduct maintenance and enhancements of the system ✓ Updating Public Procurement Rules, 2008; ✓ Updating e-GP guidelines 2011	CPTU will have necessary authority to efficiently manage regulations of public procurement and e-GP.	Jul' 23	Newly selected PSOs invite bids in National Competitive Bidding through e-GP system.	PEFA 2021	Jun'28	Ministry of Planning	CPTU IMED

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			✓ Updating Standard Tender Documents ✓ Restructure CPTU into an Authority ✓ Managing and maintaining datacenter for e-GP and e-PMIS ✓ Development of e-STDs ✓ Formation of a disposal policy. ✓ Formation of sustainable procurement policy. ✓ Updating Public Procurement Rules, 2008; ✓ Formation of a disposal policy ✓ Formation of sustainable procurement policy ✓ Updating Standard Tender Documents ✓ Establish a unit or team to assist the Procuring Entities for climate responsive procurement.							
58	Enhance Digitization of Public Procurement.	Currently, the e-GP system is in full use up to the contract award stage by four organizations (RHD, LGED, BWDB, and BREB). The Government plans to expand e-GP in the entire country covering 1300 procuring organizations and to enhance e-GP features.	✓ Expand the e-GP system ✓ Update performance management features including indicators of integrity and provide quarterly reporting to CPTU and other government agencies on performance indicators ✓ Provide extensive training to all procuring entities and bidders of the country on e-GP ✓ Implement contract management Upgrade the features of the existing contract management module which will include supplier's database, supplier's performance rating system, geotagging, ✓ Frame disposal policy in order to improve sustainable procurement. ✓ Technological changes of e-GP system from monolithic to micro service ✓ Establishment of Security Operation center for maintaining security of e-GP system ✓ Addition of new modules in e-GP ✓ Integration of e-GP with other systems ✓ Build awareness of e-GP ✓ Inclusion of new agencies in e-GP system ✓ Provide training to government officials on the use of e-GP ✓ Provide training to registered tenderers on the use of e-GP	The expansion of e-GP system will improve procurement related governance issues providing greater transparency with reduced discretionary authority for all sector operations.	Jul' 23	Core procurement unit operationalized in each of the selected public sector organizations e-contract management module in e-GP system updated e-GP system generated procurement performance reports of SPSOs which are then published in CPTU's website	PEFA 2021	Jun'28	Ministry of Planning	CPTU IMED

30

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
			✓ Provide training to other stakeholders of e-GP system ✓ Inclusion of e-STDs in e-GP ✓ Publish e-GP information in the citizen portal for citizen engagement with public procurement. ✓ Inclusion of new agencies in e-GP system ✓ Integration of e-GP with other systems ✓ Build awareness of e-GP ✓ Addition of new modules in e-GP ✓ Provide training to government officials on the use of e-GP ✓ Provide training to registered tenderers on the use of e-GP ✓ Provide training to other stakeholders of e-GP system ✓ Inclusion of e-STDs in e-GP.							
59	Professionalize procurement and citizen engagement.	Sustainable capacity development is the key for overall enhancement of procurement environment. Citizen engagement will help promote dialogue between the Government and citizens to ensure transparency and accountability in public spending vis-à-vis better service delivery.	■ Improve procurement management of SPSOs, IMED and CPTU ✓ Procurement management training, twinning arrangement, or exposure visits for officials ✓ Capacity development of the procurement officials ✓ Capacity development of the tenderer ✓ Capacity development of the procurement agencies ✓ Communication and knowledge sharing with the stakeholders ✓ Maintaining citizen portal ✓ Enhancement of procurement mobile app for citizens ✓ Expansion of procurement trainers' pool ✓ Develop tear-based certification system for the procurement professionals ✓ Arrange higher study program for the procurement professionals. ✓ Communication and knowledge sharing with the stakeholders ✓ Maintaining citizen portal ✓ Enhancement of procurement mobile app for citizens.	Addressing the demand- side issues will help the public- sector organizations to achieve sector objectives by establishing a system of accountability and fairness in the execution of their procurement activities.	Jul' 23	Selected sub- districts engage citizen monitoring in contract implementation Procurement professionalization/ accreditation certificates issued Citizen portal developed and made functional	PEFA 2021	Jun'28	Ministry of Planning	CPTU IMED
60	Digitize project implementation monitoring of IMED.	Project implementation monitoring, and evaluation is mostly conducted manually with limited use of IT-based on-line framework. The methodology to monitor and review	■ Integrate PMIS with the e-GP system including contract implementation ✓ Reinforce monitoring skills and data analytics ✓ Develop and expand the project management information system (PMIS) to collect and monitor real	Comprehensive monitoring and evaluation will be possible through a technology-based tool.	Jul' 23	IMED's on-line project implementation monitoring module developed.	PEFA 2021	Jun'28	Ministry of Planning	CPTU IMED

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section
		implementation program is lagging real time benefits to the implementing ministries.	time physical implementation data and financial data. ✓ Capacity development of the project professional for the use of e-PMIS ✓ Bring projects monitoring under e-PMIS ✓ Managing and maintaining e-PMIS system ✓ Integration of e-PMIS system with other systems. ✓ Enhancement of the project management information system (PMIS) to collect and monitor real time physical implementation data and financial data ✓ Capacity development of the project professional for the use of e-PMIS ✓ Implementation of e-PMIS for project management and monitoring ✓ Integration of e-PMIS system with other systems ✓ Bring projects monitoring under e-PMIS.							
**Goal 5: Establish an enabling environment for improved PFM outcomes** **C-14 PFM REFORMS LEADERSHIP, COORDINATION, AND MONITORING (BUDGET WING/PROGRAM EXECUTION AND COORDINATION TEAM)**									
61	Ensure governance/ leadership structure to lead and support PFM reforms is effectively operating and the Steering Committee (SC) provides strategic directions.	Strategic directions from the top will be required in creating an enabling environment for change and overcoming implementation challenges.	■ Conduct Steering Committee (SC) meetings at least twice every year. ■ Continue support to the Steering Committee and Program Implementation Teams (PITs) by PECT. Implementation Teams (PITs). ■ Activate PFM Reform Learning Hub in IPF by providing logistic and technical support to IPF's human resource and capacity-building initiatives. ■ IPF to bring together government experts and lead in organizing a series of semi-annual Learning Activities (LA) to identify and share (local) implementation lessons between ministries and agencies.	Government stakeholders align on vision and key decisions will push the reform process forward.	Jul' 23	Steering Committee meetings will be conducted at least twice each year. Governance structure and decisions are made public and published in relevant ways unless specifically marked confidential. IPF functions as PFM Reform Learning Hub.	PEFA 2021	Jun'28	Multiple government actors through SC	Budget Wing in coordination with PECT and IPF
62	Establish a comprehensive monitoring and evaluation framework for the PFM reforms	An effective monitoring system aimed at improving performance can lead to better results. The focus of this monitoring and evaluation system will be the approved PFM Reforms Program.	■ Develop effective PFM-focused Monitoring and Evaluation (M&E) guidelines including result-based indicators and reporting templates in consultation with the stakeholders. ■ Prepare an M&E report and publish it on the SPFMS website on annual basis. ■ PECT to prepare semi-annual Progress Reports based on inputs from implementing agencies.	Monitoring the implementation will be the responsibility of the PECT in coordination with individual implementing agency staff.	Jul' 23	PFM implementing agencies with functioning monitoring units.	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing in coordination with PECT

Act #	PFM Reform Activity Type	Why this activity? (Underlying problem/challenge)	Sub-activities description	Activity Details		Measurement			Accountability	
				Planned Benefits	Start Date	Indicator	Baseline	Target	Ministry/Division	Wing/Section

63	Lead and implement a comprehensive change management program	This ambitious, multi-dimensional PFM Reform Program represents a significant change from the status quo.
		
		Numerous teams, groups, and government institutions will be involved in one or more aspects of reform. Accordingly, change management guidance is needed within each component of the Action Plan and across Action Plan to leverage and synergize.
		
		While much of the change is focused on staff development and systems improvements, the institutions that will promote, manage, and sustain the operation of these systems will be deeply challenged.
			■ Arrange regular field inspections with the representation from different MDAs;
			  ✓ The findings and feedbacks from the beneficiaries and service providers of the field inspections are widely disseminated for necessary actions.
			  ✓ Systematic learning and sharing of good reform practices.
			  ✓ Carry out knowledge events and institutionalize mechanisms for knowledge sharing.
			■ Capacity building and training for selected change agents (including carrying out a Training Needs Assessment (TNA) and a PFM staff capacity development approach centered in IPF (include coaching, peer learning, induction training, on-job training, among others).
			■ Develop Communication Strategy/ Guideline for effective communication and stakeholder engagement.
			■ Strengthening Adaptive leadership skills and Implementation Coaching
			  ✓ Identify constraints and obstacles to successful implementation of defined PFM changes and Implementation workshops to discuss technical and adaptive challenges and solutions.
				Strong joint vision and alignment between various governments stakeholders
				
				Course adjustment takes place more effectively through creating space for learning, where bottlenecks and successful practices are surfaced quicker
				
				Detailed activities in teams provide synergies for scaling up across teams.
					Jul' 23	Change Mgmt. program implemented under the direct supervision of the SC and Finance Secretary.
						
						Communication and stakeholder plan in place across implementation teams
						
						Pilot run for rewarding performance
						
						Systematic learning Activities successfully completed.
							PEFA 2021	Jun'28	Standing Committee, supported by PECT	Budget Wing in coordination with PECT and IPF.

64	Commission studies and evaluations.	During implementation, special studies may be needed (e.g., on Local Government, PFM) Two external evaluations will be conducted.	■ Conduct research by IPF based on the PFM reform agenda and disseminate the outcome among stakeholders. ■ Follow up the low score PIs (as per PEFA 2021) with the lead agencies. ■ Support to carry out PEFA self-assessments every 2 years ■ Working closely with IPF to identify specific performance deficiencies which need to be addressed through updating the training modules. ■ Conduct Final evaluation after completion of the program.	Responding to specific needs and opportunities will provide real time solutions to PFM issues Periodic evaluations (mid-term and final) will offer lessons learned.	Jul' 23	# of research projects # and quality of evaluations.	PEFA 2021	Jun'28	Finance Division MoF	Budget Wing In coordination with PECT and IPF. All Partners