

**Grant No. 07**  
**109- Finance Division**  
**Medium term expenditure**

(Taka in Thousands)

| Description             | Budget<br>2023-24   | Projection          |                     |
|-------------------------|---------------------|---------------------|---------------------|
|                         |                     | 2024-25             | 2025-26             |
| Operating Expenditure   | 533194,17,42        | 591845,53,00        | 656948,54,00        |
| Development Expenditure | 6542,36,00          | 7262,02,00          | 8060,84,00          |
| <b>Total</b>            | <b>539736,53,42</b> | <b>599107,55,00</b> | <b>665009,38,00</b> |
|                         |                     |                     |                     |
| Recurrent               | 201275,11,18        | 227367,17,96        | 253042,11,49        |
| Capital                 | 295,96,64           | 39,66,40            | 36,51,95            |
| Financial Asset         | 33655,11,60         | 33694,22,40         | 36743,55,60         |
| Liability               | 304510,34,00        | 338006,48,24        | 375187,18,96        |
| <b>Total</b>            | <b>539736,53,42</b> | <b>599107,55,00</b> | <b>665009,38,00</b> |

**1.0 Mission Statement and Major Functions****1.1 Mission Statement**

Ensure macro-economic stability and fiscal discipline through prudent and efficient fiscal management to achieve higher growth and reduce poverty.

**1.2 Major Functions**

- 1.2.1 Preparation and review of the fiscal policy of the government and macroeconomic management;
- 1.2.2 Carrying out research and analysis on economic policy and collection of relevant information and data, preparation of Economic Review, Economic Analysis of Budget and various reports;
- 1.2.3 Preparation of budget, appropriation, re-appropriation, and examination and approval of budget proposals of autonomous bodies/corporations through monitoring of their activities;
- 1.2.4 Framing of financial rules and regulations and issuing necessary orders/instructions related to pay scale, pay fixation, leave, pension/gratuity, retirement benefits, travel allowance, general provident fund and other relevant financial matters;
- 1.2.5 Dealing with matters related to treasury and public debt management;
- 1.2.6 Examining proposals for the creation of new posts and new expenditure plans, establishing fiscal discipline and accountability; suggesting measures for improvement in the organizational set-up and financial procedures for achieving better economy and control of expenditure;
- 1.2.7 Functions of state-owned institutions and financial management;
- 1.2.8 Communication with the World Bank, the Asian Development Bank, and other bilateral and multilateral development partners and dealing with matters related to the IMF;
- 1.2.9 Matters relating to technical support, accounting and auditing regarding investment through public private partnership initiative.

**2.0 Medium Term Strategic Objectives and Activities**

| Medium-Term Strategic Objectives | Activities | Implementing Departments/Agencies |
|----------------------------------|------------|-----------------------------------|
| 1                                | 2          | 3                                 |

| Medium-Term Strategic Objectives  | Activities   | Implementing Departments/Agencies  |
|---|--|--|
| 1   | 2  | 3  |
| 1. Macro-economic stability   | <ul style="list-style-type: none"> <li>• Prepare revenue and expenditure plans, keep fiscal deficit and financing at a sustainable level and coordinate monetary and fiscal policies;</li> <li>• Prepare and present the policy suggestions before the government analysing internal and external economic scenarios and macroeconomic situations;</li> <li>• Prepare Medium Term Macroeconomic Policy Statement (MTMPS).</li> </ul>   | <ul style="list-style-type: none"> <li>• Secretariat</li> </ul>                |
| 2. Ensure fiscal sustainability, attain efficiency in resource allocation and pro-poor growth | <ul style="list-style-type: none"> <li>• Allocate resources to the ministries/divisions with respect to their policies and priorities in accordance with the national development strategies;</li> <li>• Strengthen the institutional framework of the ministries/divisions relating to budget management;</li> <li>• Present quarterly report to the Parliament on budget execution and monitoring.</li> </ul>  | <ul style="list-style-type: none"> <li>• Secretariat</li> </ul>                |
| 3. Sustainable Debt Management  | <ul style="list-style-type: none"> <li>• Prepare, update and implement the Medium-Term Debt Strategy (MTDS) consistent with the Medium-Term Macroeconomic Framework (MTMF);</li> <li>• Recover outstanding amount of Semi-government institutions and strengthen their financial capacity.</li> </ul>  | <ul style="list-style-type: none"> <li>• Secretariat</li> </ul>                |
| 4. Non-Tax Revenue (NTR) Management   | <ul style="list-style-type: none"> <li>• Prepare the medium-term projections of NTR and monitor &amp; modernise the collection process and review of revenue related regulations and fixation of rate.</li> </ul>  | <ul style="list-style-type: none"> <li>• Secretariat</li> </ul>                |
| 5. Reforms in Financial Management  | <ul style="list-style-type: none"> <li>• Expanding the use of information Technology in financial management</li> <li>• Improve financial management of state-owned enterprises</li> <li>• Enhance capacities for accounting and financial reporting</li> <li>• Development of accounting systems and procedures with regard to public funds including pay and allowances, pensions, provident fund, loans and advances</li> <li>• Modernize and expand the iBAS++ system</li> </ul> | <ul style="list-style-type: none"> <li>• Secretariat</li> <li>• CGA</li> </ul> |

### 3.0 Poverty and Gender Reporting

#### 3.1 Impact of Strategic Objectives on Poverty Reduction and Women's Advancement

##### 3.1.1 Macro-economic stability

**Impact on Poverty Reduction:** Macroeconomic stability helps the country to achieve higher growth and control inflation. Higher growth increases per capita income in the country as well as increases investment and expands employment opportunities. At present, new employment created as a result of increased investment in the country which is directly contributing to poverty alleviation. Apart from this, stable macroeconomic position is contributing to poverty reduction by keeping inflation under control and maintaining people's real income.

**Impact on Women's Advancement:** As per the demographic composition women comprise half of the population. Stability in the macro-economy increases women's participation in economic activities. This,

eventually, leads to employment generation for women, improves their financial conditions and empowers them.

### 3.1.2 Ensure fiscal sustainability, attain efficiency in resource allocation and pro-poor growth

**Impact on Poverty Reduction:** Efficient and effective financial management ensures best utilization of public resources. Prevention of misuse/waste of public money widens the scope for increased investment in poverty reduction programs. One of the characteristics of proper financial management is to expedite inclusive growth by giving more allocations to poverty reducing activities/programs. It provides the poor easier access to public resources.

**Impact on Women's Advancement:** Preparing gender sensitive budget is one of the important elements of fiscal management. This increases women's share in the public resources and efficient use of this allocation is impacting on the women's condition positively.

### 3.1.3 Sustained Debt Management

**Impact on Poverty Reduction:** No direct impact

**Impact on Women's Advancement:** No direct impact

### 3.1.4 Non-tax Revenue (NTR) Management

**Impact on Poverty Reduction:** No direct impact

**Impact on Women's Advancement:** No direct impact

### 3.1.5 Reforms in Financial Management

**Impact on Poverty Reduction:** Reforms in financial management ensure greater transparency, efficiency and accountability. Poor section of the community also gets benefited from the economic development created through optimum utilization of public resources.

**Impact on Women's Advancement:** Reforms in financial management enhance the efficiency in public expenditure management which leads to optimum utilization of resources. If resources are utilized optimally, women will get their share.

## 3.2 Allocation for Poverty Reduction and Women's Advancement

(Taka in Thousands)

| Description       | Budget<br>2023-24 | Projection   |              |
|-------------------|-------------------|--------------|--------------|
|                   |                   | 2024-25      | 2025-26      |
| Poverty Reduction | 680315,80,02      | 407069,51,10 | 450682,25,61 |
| Gender            | 77484,08,27       | 85494,47,93  | 94894,02,09  |

### 4.1 Priority Spending Area/Programmes

| Priority Spending Areas/Programmes   | Related Strategic Objectives   |
|--|--|
| <p><b>1. Analysis of macro-economic situation and preparation of fiscal policy</b></p> <p>One of the main objectives of Finance Division is to prepare fiscal policy in line with the overall economic situation of the country. The realisation of this objective as well as national broad objectives depends on favourable strategies and understanding of dimension of four key sectors of the economy (real, monetary, fiscal and external) and their influences in the medium term. Updating the Medium-Term Macro-economic Framework on a regular basis has therefore been accorded the highest priority.</p> | <ul style="list-style-type: none"> <li>• Macro-economic stability</li> <li>• Ensure fiscal sustainability, attain efficiency in resource allocation and pro-poor growth</li> </ul> |
| <p><b>2. Improvement of efficiency and effectiveness of public expenditure</b></p> <p>Preparation and implementation of timely expenditure plan is necessary to ensure efficiency and effectiveness of public expenditure. With this end in view and ensuring value for money, initiative has been taken to prepare budget under MTBF system. It helps to maintain macroeconomic stability</p>   | <ul style="list-style-type: none"> <li>• Macroeconomic stability</li> <li>• Ensure fiscal sustainability, attain efficiency in resource allocation and pro-poor growth</li> </ul>  |

| Priority Spending Areas/Programmes   | Related Strategic Objectives  |
|--|---|
| and keep budget deficit at a sustainable limit through making a balance between government's income and expenditure. Initiatives have also been taken on a priority basis to expand and deepen the MTBF. It is expected that this will ensure best and proper use of public money, in the one hand, and accelerate economic growth, on the other hand.   |   |
| <p><b>3. Debt Management and enhanced efficiency in Interest Payment</b></p> <p>Due to resource scarcity, government has to borrow from internal and external sources to meet the resource demand. Borrowing from external sources is primarily given priority for its favourable terms. As a result, it is possible to maintain the cost of debt and risk arising out of borrowing at the minimum. In case of domestic borrowing preference has generally been given to long-term loan over short-term that in turn reduces the risk related to debt repayment. It is possible to reduce risk of debt and intergenerational liability by implementing the debt strategy formulated from time to time based on the source, nature and repayment terms.</p> | <ul style="list-style-type: none"> <li>Sustained Debt Management</li> </ul>       |
| <p><b>4. Modernisation of Accounting System</b></p> <p>Steps have been taken to modernize the government accounting system to collect, preserve and analyse the data/information relating to daily receipts and expenditure of the government. This will help in determining the strategy for fiscal policy formulation.</p>   | <ul style="list-style-type: none"> <li>Reforms in Financial Management</li> </ul> |

#### 4.2 Medium Term Expenditure Estimates and Projection (2023-24 to 2025-26)

##### 4.2.1 Expenditure by Department/Agencies/Institutional Units

(Taka in Thousands)

| Description  | Budget              | Revised             | Budget              | Projection          |                     |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | 2022-23             |                     | 2023-24             | 2024-25             | 2025-26             |
| Secretariat, Finance Division                        | 364689,29,37        | 432345,67,76        | 539343,33,00        | 598672,05,51        | 664541,12,97        |
| Treasury Establishment                               | 16,95,60            | 16,10,05            | 17,03,50            | 17,86,30            | 18,80,80            |
| Office of the Controller General of Accounts         | 54,47,00            | 36,29,00            | 43,42,50            | 41,60,50            | 44,69,75            |
| Offices of the Chief Accounts and Finance Officer    | 111,82,78           | 80,15,00            | 88,08,50            | 101,84,40           | 109,06,34           |
| Offices of the Divisional Controller of Accounts     | 50,27,23            | 38,09,81            | 39,86,92            | 45,93,28            | 49,03,83            |
| Offices of the District Accounts and Finance Officer | 73,91,18            | 53,75,00            | 59,40,00            | 64,55,74            | 69,78,09            |
| Upazila Accounts Offices                             | 180,93,84           | 131,19,00           | 145,39,00           | 163,69,27           | 176,86,22           |
| <b>Grand Total :</b>                                 | <b>365177,67,00</b> | <b>432701,25,62</b> | <b>539736,53,42</b> | <b>599107,55,00</b> | <b>665009,38,00</b> |

##### 4.2.2 Expenditure by Economic Group Wise

(Taka in Thousands)

| Economic Group | Description   | Budget    | Revised   | Budget    | Projection |           |
|----------------|---|-----------|-----------|-----------|------------|-----------|
|                |   | 2022-23   |           | 2023-24   | 2024-25    | 2025-26   |
|                | <b>Recurrent Expenditure</b>                            |           |           |           |            |           |
| 3111           | Wages and salaries in cash                              | 433,92,62 | 346,16,62 | 364,67,85 | 383,47,60  | 408,44,10 |
| 3211           | Administrative expenses                                 | 70,27,72  | 57,58,20  | 68,49,11  | 63,73,31   | 67,84,82  |
| 3221           | Fees, charges and commissions                           | 12,91,10  | 168,26,82 | 215,33,00 | 233,21,00  | 258,85,10 |
| 3231           | Training  | 194,95,51 | 166,45,51 | 166,60,15 | 63,64,50   | 58,37,95  |
| 3243           | Petrol, oil and lubricants                              | 2,50,50   | 2,50,50   | 2,17,00   | 2,56,20    | 2,81,28   |
| 3244           | Travel and Transfer                                     | 17,84,43  | 8,61,03   | 13,09,49  | 12,51,70   | 13,52,24  |
| 3252           | Medical and surgical supplies                           | 10,00     | 10,00     | 5,00      | 6,00       | 7,00      |
| 3255           | Printing and stationery                                 | 38,76,23  | 26,55,73  | 37,13,34  | 32,69,01   | 35,72,38  |
| 3256           | General supplies and materials                          | 1,06,50   | 1,36,00   | 1,04,65   | 1,16,64    | 1,25,05   |
| 3257           | Professional services, honorariums and special expenses | 124,00,16 | 95,34,00  | 139,40,33 | 86,19,42   | 84,70,63  |

| Economic Group | Description                                | Budget              | Revised             | Budget              | Projection          |                     |
|----------------|--|---------------------|---------------------|---------------------|---------------------|---------------------|
|                |  | 2022-23             |                     | 2023-24             | 2024-25             | 2025-26             |
| 3258           | Repairs and maintenance                    | 85,77,69            | 71,45,92            | 94,46,54            | 64,80,17            | 65,96,69            |
| 3411           | Interest on foreign loan                   | 18,95,90            | 26,00,00            | 24,58,00            | 0                   | 0                   |
| 3421           | Interest on domestic loan                  | 72329,80,00         | 79845,45,36         | 81154,80,00         | 90081,82,76         | 99990,82,83         |
| 3441           | Profit payment of islamic securities       | 845,20,00           | 845,20,00           | 845,20,00           | 938,17,24           | 1041,37,17          |
| 3511           | Public nonfinancial corporations subsidies | 34370,50,00         | 44370,50,00         | 59887,00,00         | 66474,57,00         | 73786,77,15         |
| 3512           | To financial public corporations           | 200,00,00           | 200,00,00           | 200,00,00           | 222,00,00           | 246,42,00           |
| 3631           | Current grants                             | 11621,45,00         | 4492,79,00          | 11746,84,20         | 13038,67,75         | 14472,77,90         |
| 3632           | Capital grants                             | 1,85,00             | 28,00               | 1,40,00             | 1,25,00             | 91,00               |
| 3731           | Employment-related social benefits in cash | 24000,00,00         | 22001,53,87         | 24990,84,00         | 27739,83,00         | 30791,20,90         |
| 3821           | Current transfers not elsewhere classified | 1757,50,97          | 433,53,33           | 1877,22,52          | 1715,34,32          | 1933,59,91          |
| 3823           | Current transfers for projects             | 9,86,00             | 5,71,00             | 13,98,00            | 0                   | 0                   |
| 3824           | Incentives                                 | 15225,00,00         | 15225,00,00         | 15225,00,00         | 16899,75,00         | 18758,72,25         |
| 3911           | Reserve                                    | 3122,32,20          | 1666,79,27          | 4205,78,00          | 9311,70,34          | 11021,93,14         |
|                | <b>Total : - Recurrent Expenditure</b>     | <b>164484,57,53</b> | <b>170057,20,16</b> | <b>201275,11,18</b> | <b>227367,17,96</b> | <b>253042,11,49</b> |
|                | <b>Capital Expenditure</b>                 |                     |                     |                     |                     |                     |
| 4111           | Buildings and structures                   | 87,20,00            | 82,20,00            | 89,68,10            | 0                   | 0                   |
| 4112           | Machinery and equipment                    | 139,07,30           | 75,13,36            | 186,75,70           | 31,44,80            | 29,14,15            |
| 4113           | Other fixed assets                         | 5,52,00             | 25,44,50            | 14,37,00            | 3,21,60             | 2,37,80             |
| 4211           | Capital expenditure for project            | 24,00               | 4,00                | 16,00               | 0                   | 0                   |
| 4911           | Reserve                                    | 5,00,00             | 5,00,00             | 4,99,84             | 5,00,00             | 5,00,00             |
|                | <b>Total : - Capital Expenditure</b>       | <b>237,03,30</b>    | <b>187,81,86</b>    | <b>295,96,64</b>    | <b>39,66,40</b>     | <b>36,51,95</b>     |
|                | <b>Assets</b>                              |                     |                     |                     |                     |                     |
| 7215           | Loans                                      | 15336,90,60         | 11588,90,60         | 17295,11,60         | 15534,62,40         | 16586,40,00         |
| 7216           | Equity and investment fund shares          | 14518,99,57         | 7100,00,00          | 16360,00,00         | 18159,60,00         | 20157,15,60         |
|                | <b>Total : - Assets</b>                    | <b>29855,90,17</b>  | <b>18688,90,60</b>  | <b>33655,11,60</b>  | <b>33694,22,40</b>  | <b>36743,55,60</b>  |
|                | <b>Liabilities</b>                         |                     |                     |                     |                     |                     |
| 8121           | Treasury bills                             | 130858,32,00        | 195025,49,00        | 267993,50,00        | 297472,78,50        | 330194,79,13        |
| 8122           | Treasury bonds                             | 33905,00,00         | 33905,00,00         | 31180,00,00         | 34609,80,00         | 38416,87,80         |
| 8131           | Ways and means                             | 1000,00,00          | 10000,00,00         | 500,00,00           | 555,00,50           | 616,05,07           |
| 8231           | External loans                             | 4836,84,00          | 4836,84,00          | 4836,84,00          | 5368,89,24          | 5959,46,96          |
|                | <b>Total : - Liabilities</b>               | <b>170600,16,00</b> | <b>243767,33,00</b> | <b>304510,34,00</b> | <b>338006,48,24</b> | <b>375187,18,96</b> |
|                | <b>Grand Total :</b>                       | <b>365177,67,00</b> | <b>432701,25,62</b> | <b>539736,53,42</b> | <b>599107,55,00</b> | <b>665009,38,00</b> |

## 5.0 Key Performance Indicator (KPIs)

| Indicator                 | Related Strategic Objectives | Unit  | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |      |      |
|---------------------------|------------------------------|-------|----------------|---------|---------|----------------|---------------------|------|------|
|                           |                              |       | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |      |      |
| 1                         | 2                            | 3     | 4              | 5       | 6       | 7              | 8                   | 9    | 10   |
| 1. GDP Growth Rate        | 1,2                          | %     | 7.2            | 7.10    | 7.50    | 6.03           | 7.50                | 7.80 | 8.00 |
| 2. Total Revenue Income   | 2,4                          | % GDP | 9.9            | 8.4     | 9.7     | 9.8            | 10.0                | 10.4 | 11.2 |
| a. Tax revenue            |                              |       | 8.8            | 7.5     | 8.7     | 8.7            | 9.0                 | 9.5  | 10.2 |
| b. Non-tax revenue        |                              |       | 1.1            | 0.9     | 1.0     | 1.0            | 1.0                 | 0.9  | 1.0  |
| 3. Overall budget balance | 1,2                          | % GDP | -5.2           | -4.6    | -5.5    | -5.1           | -5.2                | -5.0 | -5.0 |
| 4. Fund utilization ratio | 2                            | %     | 98.49*         | 87.31** | 100     | 87.81*         | 90.0                | 91.0 | 92.0 |
| 5. Deficit Financing      | 1,3,4                        | % GDP | 5.2            | 4.6     | 5.5     | 5.1            | 5.2                 | 5.0  | 5.0  |
| a. Domestic Source        |                              |       | 3.2            | 2.9     | 3.3     | 3.2            | 3.1                 | 3.0  | 2.9  |
| b. External Source        |                              |       | 2.0            | 1.7     | 2.2     | 2.0            | 2.1                 | 2.1  | 2.1  |

| Indicator           | Related Strategic Objectives | Unit  | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |      |      |
|---------------------|------------------------------|-------|----------------|---------|---------|----------------|---------------------|------|------|
|                     |                              |       | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |      |      |
| 1                   | 2                            | 3     | 4              | 5       | 6       | 7              | 8                   | 9    | 10   |
| 6. Total debt stock | 1,3                          | % GDP | 34.3           | 33.6    | 35.5    | 35.3           | 36.6                | 37.7 | 38.5 |
| a Domestic Source   |                              |       | 21.6           | 21.3    | 22.4    | 22.3           | 23.0                | 23.5 | 23.8 |
| b. External Source  |                              |       | 12.7           | 12.3    | 13.0    | 12.9           | 13.6                | 14.2 | 14.7 |

\*On the basis of the revised budget.

\*\* Actual achievement compared to revised budget.

## 6.0 Recent Achievements, Activities, Output Indicators and Targets and Expenditure Estimates of the Departments/Agencies

### 6.1 Secretariat

**6.1.1 Recent Achievements:** The annual budget, medium-term budget framework, quarterly budget implementation progress reports and medium-term macroeconomic policy-statements have been placed in the National Parliament. Due to the impact of Covid-19, the GDP growth in the financial year 2019-20 was 3.45 percent, but due to the rapid recovery of the economy, the growth was 6.94 percent in the financial year 2020-21 and 7.10 percent in the financial year 2021-22. As a result of the government's poverty alleviation policies and targeted resource mobilization in the social safety net sectors, the poverty rate has come down to 18.7 percent and the hard-core poverty rate to 5.6 percent in 2022. Most of the 28 stimulus packages of Tk. 2,37,679 crore taken for economic recovery focused on Covid-19 have been implemented and implementation of some packages is going on. Besides, 6,37,521 people have been imparted skill development training according to market demand under SEIP project and among those trained 3,94,135 people have been employed. In the interests of consolidation of public financial management and excellence in debt management, Deposit of Surplus Funds of Autonomous, Semi-autonomous, Statutory Government Authorities, Public Non-financial Corporations including Self-governing Bodies in the Government Treasury Act 2020, Government Debt Act 2022, Universal Pension Management Act 2023 and Medium Term (3-5 years) Debt Strategy Papers have been formulated. In order to consolidate the cash management system of the government, the accounts of the government grants/loans allocated to the autonomous/state-owned institutions have been stored in the personal ledger (PL) account system through the iBAS++ system. Besides, 11,157 posts have been created and 1,443 posts have been made permanent in different grades during FY 2019-20 to FY 2021-22 in state-owned/autonomous institutions under various Ministries/Divisions.

### 6.1.2 Activities, Outputs Indicators and Targets

| Activities   | Output Indicator                                     | Related Strategic Objectives | Unit   | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |      |      |
|--|--|------------------------------|--------|----------------|---------|---------|----------------|---------------------|------|------|
|  |  |                              |        | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |      |      |
| 1  | 2  | 3                            | 4      | 5              | 6       | 7       | 8              | 9                   | 10   | 11   |
| 1. Prepare revenue and expenditure plans, keep fiscal deficit and financing at a sustainable level and coordinate monetary and fiscal policies         | Annual change in credit to private sector            | 1                            | %      | 14.8           | 13.7    | 15.0    | 14.1           | 15.0                | 16.0 | 16.0 |
|  | Annual change in inflation                           |                              |        | 5.8            | 6.2     | 5.6     | 7.5            | 6.0                 | 5.5  | 5.4  |
| 2. Prepare and present the policy suggestions before the government analysing internal and external economic scenario and macroeconomic situations     | Strategy/policy paper prepared                       | 1                            | Number | 3              | 3       | 3       | 3              | 3                   | 3    | 3    |
| 3. Prepare Medium Term Macroeconomic Policy Statement (MTMPS)  | Documents prepared                                   | 1                            | Number | 1              | 1       | 1       | 1              | 1                   | 1    | 1    |
| 4. Allocate resources to the ministries/divisions with respect to their policies and priorities in accordance with the national development strategies | Poverty reducing expenditure as % of budget          | 2                            | %      |                |         |         |                |                     |      |      |
|  | Women advancement related expenditure as % of budget |                              |        |                |         |         |                |                     |      |      |

| Activities   | Output Indicator                                | Related Strategic Objectives | Unit                | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |      |      |
|--|---|------------------------------|---------------------|----------------|---------|---------|----------------|---------------------|------|------|
|  |   |                              |                     | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |      |      |
| 1  | 2   | 3                            | 4                   | 5              | 6       | 7       | 8              | 9                   | 10   | 11   |
| 5. Strengthen the institutional framework of the ministries/divisions relating to budget management  | Officers trained in public financial management | 2                            | Person              | 380            | 460     | 400     | 515            | 450                 | 500  | 600  |
| 6. Present quarterly report to the parliament on budget execution and monitoring   | Reports presented in the parliament             | 2                            | Number              | 2              | 2       | 2       | 2              | 2                   | 2    | 2    |
| 7. Prepare, update and implement the Medium-Term Debt Strategy (MTDS) consistent with the Medium-Term Macroeconomic Framework (MTMF)           | Reports Prepared                                | 3                            | Number              | 1              | 1       | 1       | 1              | 1                   | 1    | 1    |
| 8. Recovery of arrears and enhancement of financial capacity of autonomous, semi-autonomous and local government (self-governing) institutions | Annual rate of DSL collection                   | 3                            | %                   | 4.0            | 3.0     | 5.0     | 5.0            | 5.0                 | 6.0  | 7.0  |
| 9. Formulation of medium-term projections on non-tax revenues  | Setting non-tax revenue targets                 | 4                            | Tk (Thousand Crore) | 43.0           | 36.0    | 45.0    | 45.0           | 50.0                | 55.0 | 61.0 |
| 10. Review and modernization of non-tax revenue collections  | Formulation of NTR Policy*                      | 4                            | Date                | -              | -       | -       | -              | 31 May 2024         | -    | -    |
|  | Launch of NTR Database*                         | 4                            | -                   | -              | -       | -       | -              | 4 June 2024         | -    | -    |
| 11. Expanding the use of information technology in financial management  | Number of Service Simplification/ Automation**  | 5                            | Number              |                |         |         |                | 3                   | 5    | 7    |

\* New start from financial year 2023-24.

\*\* Numerical targets have been set from FY 2023-24 onwards.

### 6.1.3 Medium Term Expenditure Estimates by Institutional Unit, Schemes and Projects

(Taka in Thousands)

| Name of the Institutional Unit/Scheme/ Project       | Related Activity | Actual 2021-22    | Budget           | Revised          | Medium Term Expenditure Estimates |                  |                  |
|--|------------------|-------------------|------------------|------------------|-----------------------------------|------------------|------------------|
|  |                  |                   | 2022-23          | 2023-24          | 2024-25                           | 2025-26          |                  |
| 1  | 2                | 3                 | 4                | 5                | 6                                 | 7                | 8                |
| <b>Operating Activities</b>                          |                  |                   |                  |                  |                                   |                  |                  |
| <b>General Activity</b>                              |                  |                   |                  |                  |                                   |                  |                  |
| 1090101 - Secretariat, Finance Division              | 1-10             | 7025,27,82        | 128,99,20        | 119,32,10        | 128,90,20                         | 130,97,20        | 131,60,20        |
| 1090201 - Treasury Establishment                     | 1-10             | 14,01,87          | 16,95,60         | 16,10,05         | 17,03,50                          | 17,86,30         | 18,80,80         |
| <b>Total : General Activity</b>                      |                  | <b>7039,29,69</b> | <b>145,94,80</b> | <b>135,42,15</b> | <b>145,93,70</b>                  | <b>148,83,50</b> | <b>150,41,00</b> |
| <b>Special Activity</b>                              |                  |                   |                  |                  |                                   |                  |                  |
| 120000302 - Domestic Debt                            | 1-5              | 28421,87,00       | 165763,32,00     | 238930,49,00     | 299673,50,00                      | 332637,59,00     | 369227,72,00     |
| 120000303 - Foreign Debt                             | 3                | 0                 | 4126,84,00       | 4126,84,00       | 4126,84,00                        | 4580,79,24       | 5084,67,96       |
| 120000401 - Interest on Domestic Debt                | 1-5              | 175190,17,29      | 25000,00,00      | 29390,65,36      | 32000,00,00                       | 35520,00,00      | 39427,20,00      |
| 120000402 - Interest on General Provident Fund       | 5                | 7949,50,19        | 5500,00,00       | 6200,00,00       | 8000,00,00                        | 8880,00,00       | 9856,80,00       |
| 120000403 - Interest on National Savings Schemes     | 1-5              | 27177,43,04       | 42675,00,00      | 45100,00,00      | 42000,00,00                       | 46620,00,00      | 51748,20,00      |
| 120000502 - Currency                                 | 1-10             | 0                 | 45,00            | 5,10,00          | 7,00,00                           | 7,77,00          | 8,62,00          |
| 120000503 - Management of Capital Outlay on Currency | 2                | 0                 | 710,00,00        | 710,00,00        | 710,00,00                         | 788,10,00        | 874,79,00        |
| 120000600 - Subsidy and Incentive Management         | 3                | 23475,57,91       | 49525,50,00      | 59525,50,00      | 75072,00,00                       | 83329,92,00      | 92496,21,00      |
| 120000603 - Others General Subsidy                   | 1-5              | 6,19,57           | 200,00,00        | 200,00,00        | 200,00,00                         | 222,00,00        | 246,42,00        |
| 120000701 - Investment to Public Private Partnership | 1                | 0                 | 3500,00,00       | 1070,00,00       | 4700,00,00                        | 5217,00,00       | 5790,87,00       |
| 120000799 - Miscellaneous Investment                 | 1                | 83,67,39          | 13013,99,57      | 6625,00,00       | 13725,00,00                       | 15248,43,32      | 16955,32,91      |
| 120000801 - Loans to Government Employees            | 5                | 5,70,81           | 64,60            | 64,60            | 64,60                             | 72,00            | 80,00            |
| 120000802 - Loan for Non Financial Organization      | 1-10             | 398,67,87         | 10000,00,00      | 7000,00,00       | 12000,00,00                       | 13320,00,00      | 14785,20,00      |
| 120000805 - loans and advance Waiver                 | 2                | 3,04              | 8,00,00          | 8,00,00          | 8,00,00                           | 8,88,00          | 9,86,00          |
| 120000900 - Pension Management                       | 4                | 13916,20,40       | 24010,00,00      | 22011,53,87      | 25000,84,00                       | 27750,93,00      | 30803,53,00      |
| 120001000 - Unexpected Expenditure Management        | 2                | 0                 | 3000,00,00       | 1568,81,27       | 4000,00,00                        | 4440,00,00       | 4928,40,00       |

| Name of the Institutional Unit/Scheme/ Project  | Related Activity | Actual 2021-22      | Budget              | Revised             | Medium Term Expenditure Estimates |                     |                     |
|---|------------------|---------------------|---------------------|---------------------|-----------------------------------|---------------------|---------------------|
|   |                  |                     | 2022-23             |                     | 2023-24                           | 2024-25             | 2025-26             |
| 1   | 2                | 3                   | 4                   | 5                   | 6                                 | 7                   | 8                   |
| 120008300 - Special grant for help for the Development of Char, Haor and Backward areas                       | 4                | 0                   | 50,00,00            | 50,00,00            | 50,00,00                          | 55,50,00            | 61,61,00            |
| 120012504 - Fund for Mitigating Impacts of Corona Virus   | 2                | 308,59,08           | 5000,00,00          | 1000,00,00          | 0                                 | 0                   | 0                   |
| 120012505 - Fund for Mitigating the Impact of Health Risks  | 2                | 0                   | 0                   | 0                   | 2000,00,00                        | 2220,00,00          | 2464,20,00          |
| 120012506 - Integrated Health-Science Research and Development Fund   | 2                | 2,11                | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 120012801 - Fund for Mitigating Impacts of Economic and Natural Disaster                                      | 2                | 14,10,61            | 5000,00,00          | 2000,00,00          | 8000,00,00                        | 8880,00,00          | 9856,80,00          |
| 120014601 - Commission for using Automated Chalan System  | 1-10             | 0                   | 0                   | 150,00,00           | 200,00,00                         | 222,00,00           | 246,42,00           |
| <b>Total : Special Activity</b>   |                  | <b>276947,76,31</b> | <b>357183,75,17</b> | <b>425772,58,10</b> | <b>531573,82,60</b>               | <b>590060,63,56</b> | <b>654996,86,87</b> |
| <b>Support Activity</b>   |                  |                     |                     |                     |                                   |                     |                     |
| 131001300 - Institution of Public Finance, Bangladesh   | 5                | 7,00,00             | 7,20,00             | 7,20,00             | 7,40,00                           | 7,60,00             | 7,80,00             |
| 132001100 - Human Resources Development Fund  | 4                | 100,00,00           | 50,00,00            | 50,00,00            | 50,00,00                          | 55,50,00            | 61,60,50            |
| 132001200 - Fund for disaster affected marginal farmer and poultry farm owner                                 | 4                | 0                   | 50,00,00            | 50,00,00            | 50,00,00                          | 55,50,00            | 61,60,50            |
| 132001800 - Renewable Energy Development Fund   |                  | 0                   | 200,00,00           | 200,00,00           | 100,00,00                         | 222,00,00           | 246,42,00           |
| 132002100 - Assistance to Women Entrepreneur Fund   | 4                | 0                   | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 132002600 - Special Assistance Fund for Woman Development   | 4                | 0                   | 25,00,00            | 25,00,00            | 25,00,00                          | 27,75,00            | 30,80,00            |
| 132003000 - Earthquake's risk management fund   | 4                | 0                   | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 132003301 - Fund for rehabilitation of people affected by river erosion                                       | 2                | 0                   | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 132003600 - Assistance to Equity Development Fund-Agriculture   | 4                | 0                   | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 132003901 - Start-up Capital Fund   | 2                | 0                   | 100,00,00           | 100,00,00           | 100,00,00                         | 111,00,00           | 123,21,00           |
| 132005600 - Investment Promotion and Financing Facility-II (IPFF-II)  | 1                | 0                   | 226,00,00           | 100,00,00           | 248,59,20                         | 275,93,00           | 306,29,00           |
| 135001200 - NGO Foundation  | 4                | 5,00,00             | 5,00,00             | 5,00,00             | 10,25,00                          | 11,37,75            | 12,62,90            |
| 135013700 - Financial Reporting Council   | 1,2,8,9          | 7,82,25             | 10,10,00            | 5,87,00             | 7,00,00                           | 7,77,00             | 8,62,00             |
| <b>Total : Support Activity</b>   |                  | <b>119,82,25</b>    | <b>1073,30,00</b>   | <b>943,07,00</b>    | <b>998,24,20</b>                  | <b>1218,42,75</b>   | <b>1351,81,90</b>   |
| <b>Total : Operating Activities</b>   |                  | <b>284106,88,25</b> | <b>358402,99,97</b> | <b>426851,07,25</b> | <b>532718,00,50</b>               | <b>591427,89,81</b> | <b>656499,09,77</b> |
| <b>Development Activities</b>   |                  |                     |                     |                     |                                   |                     |                     |
| <b>Non-Annual Development Program</b>   |                  |                     |                     |                     |                                   |                     |                     |
| 212001700 - Infrastructure Development Company Limited (IDCOL)  | 4                | 984,10,09           | 1637,86,00          | 1577,86,00          | 2300,00,00                        | 1386,50,00          | 1150,00,00          |
| 212001800 - Investment Promotion and Financing Facility-II (IPFF-II)  | 1                | 408,74,86           | 1388,00,00          | 610,00,00           | 857,07,00                         | 0                   | 0                   |
| 212001900 - Bangladesh Infrastructure Finance Fund Ltd. (BIFFL)   | 1                | 264,75,08           | 650,00,00           | 350,00,00           | 650,00,00                         | 650,00,00           | 650,00,00           |
| 212003201 - Covid-19 Emergency and Crisis Response Facility Project (CECRFP)                                  | 1-10             | 0                   | 1200,00,00          | 1400,00,00          | 987,00,00                         | 0                   | 0                   |
| 212003301 - Supporting Post COVID-19 Small Scale Employment Creation Project (SPCSSECP)                       | 1-10             | 0                   | 460,00,00           | 650,00,00           | 500,00,00                         | 177,00,40           | 0                   |
| 213000109 - Reserve Allocation for Schemes of Finance Division  | 1-10             | 0                   | 92,54,00            | 92,54,00            | 200,00,00                         | 0                   | 0                   |
| <b>Total : Non-Annual Development Program</b>   |                  | <b>1657,60,03</b>   | <b>5428,40,00</b>   | <b>4680,40,00</b>   | <b>5494,07,00</b>                 | <b>2213,50,40</b>   | <b>1800,00,00</b>   |
| <b>Annual Development Program</b>   |                  |                     |                     |                     |                                   |                     |                     |
| 221000109 - Reserve for unapproved project Finance Division   | 1-10             | 0                   | 3,72,00             | 0                   | 70,00                             | 4866,70,34          | 6088,53,14          |
| 223039900 - Supporting Technical Education and Skills Development Facility (STESDF) (০২/০৭/২০২০ - ০৩/০৬/২০২৪) | 1-10             | 0                   | 1,00                | 9,06,00             | 9,62,00                           | 0                   | 0                   |
| 224001600 - Skills for Employment Investment Program (SEIP) (Phase-I) (01/06/2014-31/12/2020) approved        | 1-10             | 16,81,41            | 636,48,00           | 636,48,00           | 814,89,00                         | 0                   | 0                   |



| Name of the Institutional Unit/Scheme/ Project  | Related Activity | Actual 2021-22      | Budget              | Revised             | Medium Term Expenditure Estimates |                     |                     |
|---|------------------|---------------------|---------------------|---------------------|-----------------------------------|---------------------|---------------------|
|   |                  |                     | 2022-23             |                     | 2023-24                           | 2024-25             | 2025-26             |
| 1   | 2                | 3                   | 4                   | 5                   | 6                                 | 7                   | 8                   |
| 224002100 - * Investment Promotion and Financing Facility-II (IPFF-II) project (01/07/2017 - 30/06/2022) Approved | 1                | 85,74,15            | 10,10,00            | 5,75,00             | 14,14,00                          | 0                   | 0                   |
| <b>Total : Annual Development Program</b>   |                  | <b>102,55,56</b>    | <b>650,31,00</b>    | <b>651,29,00</b>    | <b>839,35,00</b>                  | <b>4866,70,34</b>   | <b>6088,53,14</b>   |
| <b>Total : Development Activities</b>   |                  | <b>1760,15,59</b>   | <b>6078,71,00</b>   | <b>5331,69,00</b>   | <b>6333,42,00</b>                 | <b>7080,20,74</b>   | <b>7888,53,14</b>   |
| <b>Program (Unique Budget)</b>  |                  |                     |                     |                     |                                   |                     |                     |
| <b>Investment</b>   |                  |                     |                     |                     |                                   |                     |                     |
| 320000200 - Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS)                  | 1-5              | 0                   | 10,00,00            | 10,00,00            | 9,99,84                           | 10,00,00            | 10,00,00            |
| 320000201 - Scheme on PFM Reforms Leadership, Coordination and Monitoring Scheme                                  | 1-5              | 14,88,76            | 38,08,20            | 28,17,50            | 29,78,40                          | 23,08,90            | 18,93,20            |
| 320000202 - Scheme on Improvement of Public Financial Services Delivery through Implementation of BACS and iBAS++ | 5                | 17,84,01            | 50,41,00            | 74,47,66            | 67,00,00                          | 35,05,00            | 33,35,70            |
| 320000203 - Scheme on Improving Pension Management System and Quality and Timelines of Financial Reporting        | 5                | 5,42,56             | 19,42,30            | 16,58,30            | 19,72,50                          | 18,35,90            | 19,36,30            |
| 320000204 - Scheme on Strengthening of State-Owned Enterprises Governance   | 5                | 3,32,70             | 26,00,00            | 9,05,10             | 18,80,00                          | 32,44,50            | 33,54,00            |
| 320000205 - Scheme on Improvement of Fiscal Forecasting through Development of Macroeconomic Model                | 5                | 61,88               | 9,10,00             | 5,90,00             | 7,75,68                           | 7,79,50             | 7,84,50             |
| 320000206 - Scheme on Strengthening the Capacity of Treasury & Debt Management Wing of Finance Division           | 5                | 77,98               | 8,30,00             | 5,79,00             | 7,60,00                           | 7,93,00             | 7,73,00             |
| 320000207 - Scheme on Improving the Budget Process through Capacity Development of BMCs and BWGs                  | 5                | 2,40,68             | 41,01,50            | 19,38,00            | 37,14,08                          | 36,18,46            | 33,39,66            |
| 320000208 - Scheme on Internal Audit and Audit Follow-up  | 1-10             | 0                   | 22,21,00            | 9,66,00             | 11,13,50                          | 10,96,00            | 8,14,50             |
| <b>Total : Investment</b>   |                  | <b>45,28,57</b>     | <b>224,54,00</b>    | <b>179,01,56</b>    | <b>208,94,00</b>                  | <b>181,81,26</b>    | <b>172,30,86</b>    |
| <b>Total : Program (Unique Budget)</b>  |                  | <b>45,28,57</b>     | <b>224,54,00</b>    | <b>179,01,56</b>    | <b>208,94,00</b>                  | <b>181,81,26</b>    | <b>172,30,86</b>    |
| <b>Total :</b>  |                  | <b>285912,32,41</b> | <b>364706,24,97</b> | <b>432361,77,81</b> | <b>539260,36,50</b>               | <b>598689,91,81</b> | <b>664559,93,77</b> |

## 6.2 Office of the Controller General of Accounts

**6.2.1 Recent Achievements:** The Office of the Controller General of Accounts and all the offices under its jurisdiction have been brought under the Internet based budgeting and accounting activities through the iBAS ++ system. So far, the salaries of 11.5 lakh government employees and pensions of 4 lakh 30 thousand pensioners have been settled online including salaries of 100% employees and pensions of the pensioners have been paid to their respective bank accounts through EFT method. Besides, the GPF balances of 100% employees have been updated and stored in iBAS++ through pay-points. MICR cheques have already been introduced and implemented in all offices except the Upazila Accounts offices.

### 6.2.2 Activities, Outputs Indicators and Targets

| Activities   | Output Indicator  | Related Strategic Objectives | Unit  | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |    |    |
|--|---|------------------------------|-------|----------------|---------|---------|----------------|---------------------|----|----|
|  |   |                              |       | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |    |    |
| 1  | 2   | 3                            | 4     | 5              | 6       | 7       | 8              | 9                   | 10 | 11 |
| 1. Enhancement of efficiency in accounting procedures and preparation of financial reports.  | Preparation of monthly accounts in due time                 | 5                            | Days  | 13             | 13      | 13      | 13             | 12                  | 12 | 11 |
|  | Preparation of annual appropriations and financial accounts |                              | Month | 6              | 0       | 6       | 6              | 6                   | 6  | 6  |
| 2. Development of accounting system related to government assets including salaries and allowances, pensions, provident funds, loans and advances. | Disposal time for a pension claim                           | 5                            | Days  | 5              | 5       | 5       | 5              | 5                   | 4  | 4  |
|  | Final claim settlement of GPF                               |                              |       | 4              | 4       | 4       | 4              | 3                   | 2  | 2  |
|  | Average waiting time for bill side                          |                              |       | 3              | 3       | 3       | 3              | 3                   | 2  | 2  |

| Activities   | Output Indicator   | Related Strategic Objectives | Unit | Revised Target | Actual  | Target  | Revised Target | Medium Term Targets |    |     |
|--|--|------------------------------|------|----------------|---------|---------|----------------|---------------------|----|-----|
|  |  |                              |      | 2021-22        | 2022-23 | 2023-24 | 2024-25        | 2025-26             |    |     |
| 1  | 2  | 3                            | 4    | 5              | 6       | 7       | 8              | 9                   | 10 | 11  |
| 3. Modernization of Accounting System through iBAS++ | Bringing GPF related services and reports under online coverage*             | 5                            | %    | -              | -       | 50      | 50             | 75                  | 90 | 100 |
|  | Bringing items of public accounts of the Republic (except GPF) under iBAS++* |                              |      | -              | -       | 25      | 25             | 50                  | 75 | 100 |
|  | Creation of PL Accounts for Autonomous Institutions and Projects*            |                              |      | -              | -       | 50      | 50             | 80                  | 95 | 100 |

\* New start from financial year 2022-23.

### 6.2.3 Medium Term Expenditure Estimates by Institutional Unit, Schemes and Projects

(Taka in Thousands)

| Name of the Institutional Unit/Scheme/ Project                        | Related Activity | Actual 2021-22   | Budget           | Revised          | Medium Term Expenditure Estimates |                  |                  |
|---|------------------|------------------|------------------|------------------|-----------------------------------|------------------|------------------|
|   |                  |                  | 2022-23          | 2023-24          | 2024-25                           | 2025-26          |                  |
| 1   | 2                | 3                | 4                | 5                | 6                                 | 7                | 8                |
| <b>Operating Activities</b>   |                  |                  |                  |                  |                                   |                  |                  |
| <b>General Activity</b>   |                  |                  |                  |                  |                                   |                  |                  |
| 1090301 - Office of the Controller General of Accounts                | 5                | 24,78,87         | 54,02,00         | 35,84,00         | 42,97,50                          | 41,15,50         | 44,24,75         |
| 1090302 - Offices of the Chief Accounts and Finance Officer           | 1-3              | 91,00,17         | 111,82,78        | 80,15,00         | 88,08,50                          | 101,84,40        | 109,06,34        |
| 1090303 - Offices of the Divisional Controller of Accounts            | 1-3              | 49,55,61         | 50,27,23         | 38,09,81         | 39,86,92                          | 45,93,28         | 49,03,83         |
| 1090304 - Offices of the District Accounts and Finance Officer        | 1-3              | 65,73,77         | 73,91,18         | 53,75,00         | 59,40,00                          | 64,55,74         | 69,78,09         |
| 1090305 - Upazila Accounts Offices                                    | 1-3              | 135,07,47        | 180,93,84        | 131,19,00        | 145,39,00                         | 163,69,27        | 176,86,22        |
| <b>Total : General Activity</b>                                       |                  | <b>366,15,89</b> | <b>470,97,03</b> | <b>339,02,81</b> | <b>375,71,92</b>                  | <b>417,18,19</b> | <b>448,99,23</b> |
| <b>Special Activity</b>   |                  |                  |                  |                  |                                   |                  |                  |
| 12000801 - Loans to Government Employees                              | 5                | 0                | 40,00            | 40,00            | 40,00                             | 40,00            | 40,00            |
| 127002001 - Association of Govt. Account Organisation of Asia (AGAOA) |                  | 0                | 5,00             | 5,00             | 5,00                              | 5,00             | 5,00             |
| <b>Total : Special Activity</b>                                       |                  | <b>0</b>         | <b>45,00</b>     | <b>45,00</b>     | <b>45,00</b>                      | <b>45,00</b>     | <b>45,00</b>     |
| <b>Total : Operating Activities</b>                                   |                  | <b>366,15,89</b> | <b>471,42,03</b> | <b>339,47,81</b> | <b>376,16,92</b>                  | <b>417,63,19</b> | <b>449,44,23</b> |
| <b>Total :</b>  |                  | <b>366,15,89</b> | <b>471,42,03</b> | <b>339,47,81</b> | <b>376,16,92</b>                  | <b>417,63,19</b> | <b>449,44,23</b> |