



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

Public Financial Management (PFM)

Action Plan 2018-2023
to implement
The PFM Reform Strategy 2016-2021



March 2020

PFM ACTION PLAN 2018-2023 PROGRESS REPORT

September 2018 – December 2019

ABBREVIATIONS & ACRONYMS

APA	Annual Performance Agreement	IPF	Institute of Public Finance
APAMS	Annual Performance Agreement Management System	iBAS++	Integrated Budget and Accounting System
BACS	Budget and Accounting Classification System	ISO	International Organization of Standards
BCC	Bangladesh Computer Council	JVI	Joint Vienna Institute
BETF	Bank-Executed Trust Fund	KIPF	Korea Institute of Public Finance
BIAM	Bangladesh Institute of Administrative Management	KE	Knowledge Exchange
BIGD	Bangladesh Institute of Governance and Development	LM	Line Ministry
BMC	Budget Management Committees	MEW	Macroeconomic Wing
BPS	Bangladesh Parliament Secretariat	MoF	Ministry of Finance
BWG	Budget Working Group	MTBF	Medium Term Budgetary Framework
CFW	Competency Framework	MTRS	Medium Term Revenue Strategy
CGA	Controller General of Accounts	MYPIP	Multi Year Public Investment Program
CIA	Certified Internal Auditor	NBR	National Board of Revenue
CIC	Central Intelligence Cell	NPD	National Program Director
CIPFA	Chartered Institute of Public Finance and Accountancy	NIST	National Institute of Standards and Technology
CISA	Certified Information Systems Auditor	OCAG	Office of the Comptroller and Auditor General
CMM	Capability Maturity Model	OKS	Organizational Knowledge Sharing
CRU	Coordination and Reforms Unit	PEC	Program Executive Coordinator
CSA	Control Self-Assessment	PEFA	Public Expenditure & Financial Accountability
CY	Calendar Year	PFM	Public Financial Management
DDO	Drawing and Disbursing Officer	PIM	Public Investment Management
DMF	Debt Management Facility	PMIS	Project Management Information System
DPHE	Department of Public Health Engineering	PPS	Project Planning System
DRC	Disaster Recovery Center	RPA	Reimbursable Project Assistance
EBF	Extra Budgetary Fund	SAE	Self-Accounting Entity
EFT	Electronic Funds Transfer	SC	Steering Committee
ERD	Economic Relations Division	SOE	State Owned Enterprise
FIMA	Financial Management Academy	SOE MC	SOE Monitoring Cell
FAAT	Fiscal Accountability and Transparency	SPEMP	Strengthening Public Expenditure Management Program
FAMS	Foreign Aid Management System	SPFMS	Strengthening Public Financial Management Program to Enable Service Delivery
FD	Finance Division	SSP	Sector Strategy Papers
FSA	Fiscal Sustainability Analysis	TA	Technical Assistance
FYP	Five Year Plan	TAC	Technical Advisory Committee
GOB	Government of Bangladesh	TDM	Treasury and Debt Management
GCG	Governance Commission for Government-Owned or Controlled Corporations	ToR	Terms of Reference
GPMS	Government Performance Management System	UNCTAD	United Nations Conference on Trade and Development
ISACA	Information Systems Audit and Control Association	VAPT	Vulnerability Assessment and Penetrating Testing
ISMS	Information Security Management Services	VIP	VAT Improvement Program
IMED	Implementation Monitoring and Evaluation Division	VOP	VAT Online Project
ISC	Implementation Support Consultant	WB	World Bank
IIAB	Institute of Internal Auditors Bangladesh		

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PFM ACTION PLAN 2018-2023

FOR BETTER PUBLIC FINANCIAL MANAGEMENT IN BANGLADESH

Goal 5: Enabling Environment

Goal 1: Macro-Economic Stability



Goal 4: Accountability & Transparency

Goal 3: Efficient Service Delivery

Goal 2: Resource Allocation with Govt. Priorities

ACHIEVEMENTS

170000

Online BIN issued

9000

Online VAT returns filed

136000

Pensioners under EFT

70%

of entire procurement under e-GP

47%

of government payments through EFT

Participatory Process

Cabinet Division
Ministry of Planning
Parliament Secretariat
OCAG
NBR
Finance Division
&
Key line ministries

Two-tier Governance Structure

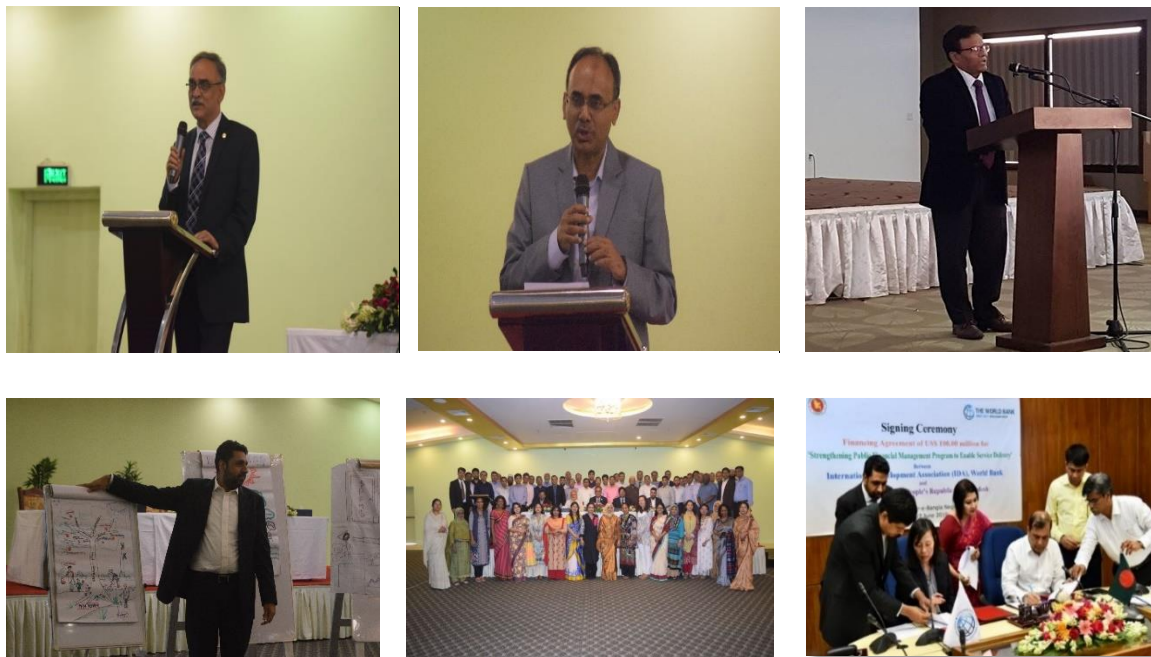
Steering Committee
(headed by Finance Secretary)
⋮
Program Execution & Coordination Team
(PECT)
(leading the coordination of PFM Reform)
⋮
13 Program Implementation Teams (PITs)
(primary accountability for implementation)

Change Management Approach

- PFM Learning Hub (IPF)
- Communication & Stakeholder Alignment
- Mutual learning while implementing 8 types of cross-cutting activities
- Rewarding performance

1. EXECUTIVE SUMMARY

- 1. This first PFM Action Plan progress report summarizes the context, achievements, and way forward in implementing the Plan¹.** The implementation of PFM Action Plan (2018-2023) commenced with the approval by the Finance Minister in September 2018. Therefore, this report covers the period from September 2018 to December 2019. The PFM Action Plan, as an implementation roadmap of the PFM Reform Strategy (2016), was developed under the leadership of the Finance Division through a participatory process and was based on sound PFM systems diagnostics.



Glimpses of PFM reform journey, Retreat in October 2018 and signing of Financial Agreement in June 2019

The Cabinet Division, Planning Commission, Parliament Secretariat, the Office of Comptroller and Auditor General (OCAG), National Board of Revenue (NBR) and key line ministries closely engaged in the process of developing the PFM Action Plan. Development Partners (DPs) - the World Bank, International Monetary Fund (IMF), the United Kingdom, Canada, European Union, and Japan International Cooperation Agency (JICA) - also provided the necessary support. Going forward, the PFM Action Plan progress report will be prepared on a semi-annual basis by the newly established Program Execution and Coordination Team (PECT) based on the regular inputs received from the Program Implementation Teams (PITs) notified in each of the aforementioned institutions for their respective components of the PFM Action Plan.

- 2. There are some significant outcomes to show, especially for the reforms that were ongoing at the time of the approval of the PFM Action Plan.** These include the implementation of the new Budget and Accounting Classification System (BACS) through improved Integrated Budget and Accounting System (iBAS++) functionalities, enhanced use of Electronic Funds Transfer (EFT) to make government payments including social safety nets (1.5 million/month, 47 percent) through

¹ <https://mof.gov.bd/site/notices/8d33dc63-e504-4d77-9886-3d4425ff5cd8/PFM-Action-Plan-2018-2023>

an interface, establishment of a new pension office and transfer of 136,000 pension cases to this office for payment to the pensioners through EFT, extending coverage of iBAS++ to almost all self-accounting entities and pilot implementation for four autonomous bodies, timely budget release to project directors, tracking buyer-identification for National Saving Certificates, compilation of a comprehensive database of macro-economic variables to be used for Macroeconomic forecasting, introduction of online pay bill submission, evaluation of annual performance agreements (high-performers recognized and some institutions received financial incentives), bringing 70 percent of the entire procurement under e-Government Procurement (e-GP) system with significantly increased competition, efficiency and transparency of public procurements, implementation of Value Added Tax (VAT) law 2012, completion of the online VAT registration and return-filing modules under the VAT Online Project and registration of 171,572 online Business Identification Numbers (BINs) issued and 9,000 online VAT returns filed, and increase in the number of active VAT payers by more than 10 percent. The following table is a traffic-light representation of each of the PFM Action Plan components:

PFM Action Plan Components- Progress Dashboard				
				
		Need Immediate Attention	Modest Performance	Satisfactory Performance
	C-1 Revenue and Expenditure Forecasting			
	C-2 Domestic Resource Mobilization			
	C-3 Debt Management			
	C-4 Planning and Budget Preparation			
	C-5 Public Investment Management			
	C-6 Public Sector Performance Management			
	C-7 iBAS++/BACS Implementation			
			C-8 Pension Management	
			C-9 State Owned Enterprises' Governance	
			C-10 Financial Reporting	
			C-11 Strengthen External Scrutiny and Oversight	
			C-12 Strengthen Parliamentary Oversight and Scrutiny of Public Expenditures	
			C-13 Procurement	
			C-14 PFM Reforms Leadership, Coordination and Monitoring	

3. Several outputs have been completed or are in-progress besides the above-mentioned outcomes. These results include draft specifications for the Macroeconomic model, draft guidelines for independent performance evaluation of State Owned Enterprises (SOEs), automated challan system piloted in Sonali Bank, Kakrail, Dhaka branch, a new database ADP/RADP Management System (AMS) developed by Programing Division, draft reporting template for financial/non-financial information of SOEs, suggested International Public Sector Accounting Standards (IPSAS) compliant financial reporting template, IT security assessment of iBAS++ with ongoing implementation of recommendations, draft tax audit handbooks for income tax and VAT, completion of local government PFM assessment and Audit Management and Monitoring System (AMMS) assessment. The Institute of Public Finance (IPF) has also been strengthened by the appointment of full-time staffs and initiating the PFM research agenda. The first stakeholder retreat was held on 23-25th January 2020 at Habiganj where all PFM institutions actively participated to share progress on their respective components of the PFM Action Plan. Finally,

several capacity building and training activities were held during this period to support the implementation of the PFM Action Plan.

- 4. Multiple ongoing and new projects/schemes in place to implement the PFM Action Plan.** The Government of Bangladesh (GOB) has several PFM reform projects including Public Expenditure Management Strengthening Program (PEMSP) primarily developing and implementing iBAS++/BACS and other projects for IT systems in Planning Commission and Economic Relations division (ERD). There are two ongoing World Bank co-financed projects (BDT882 crore/US\$115 million) supporting the implementation of Domestic Resource Mobilization/VAT and Public Procurement components of the PFM Action Plan and a new project (Strengthening PFM to enable Service Delivery - SPFMS) has been approved to support eight components implemented by the Finance Division. Under SPFMS, the GOB has already approved seven non-ADP schemes out of eight (BDT860 crore /US\$102.37 million). These schemes provide the resources such as consultants, equipment, software etc. that are required for implementation of activities. Several procurement packages have been prepared and executed. In addition, the European Union has approved a grant of Euros 10 million (equivalent to BDT93 crore) to provide support to the NBR, Parliament Secretariat, and OCA. JICA has approved the second phase of US\$5 million (BDT42 crore) to support Public Investment Management. IFC (International Finance Corporation) is supporting the customs national single window program and IMF through SARTTAC (South Asia Regional Training and Technical Assistance Center) is also providing capacity building support on various PFM areas. Finally, Strengthening Public Expenditure Management Program (SPEMP) World Bank-executed technical assistance (US\$17.3 million funded by UK, Canada, & EU) supports various components of the PFM Action Plan.



First PFM Action plan stakeholder consultation, January, 2020

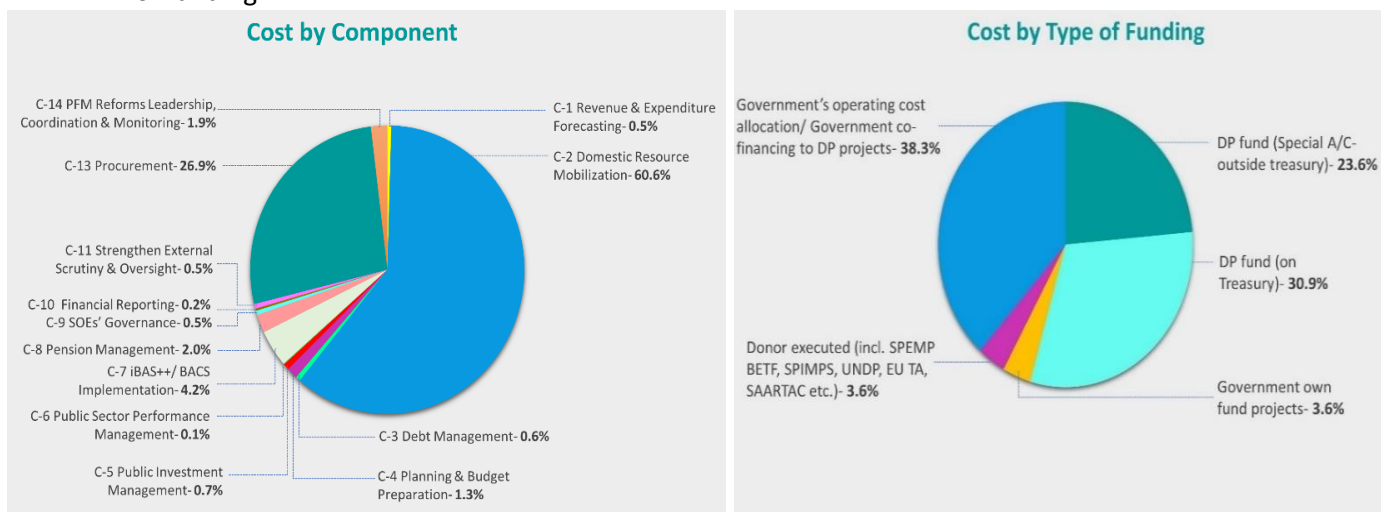


IPF: Driving the knowledge agenda, February, 2019

- 5. While each of the above-mentioned project/scheme has its own implementation modality, the overall PFM reform program has a two-tier governance and coordination structure** - comprising of a Steering Committee and a Program Execution and Coordination Team (PECT). The Steering Committee headed by the Finance Secretary has representation from major spending ministries, Cabinet Division, OCA, NBR, ERD, and Planning Commission. The Steering Committee oversees the implementation progress, provides policy guidance and ensures an enabling environment for reforms to succeed and sustain. The PECT is leading the coordination of the PFM reforms. In close coordination with the PECT, 13 PITs have the primary accountability for implementation of the respective PFM Action Plan components and achieve the performance targets. The

implementation support consultants (ISCs) will be shortly deployed to facilitate PITs active functioning and third-party verification agent are being engaged. Preparation of the semi-annual progress reports along with the semi-annual retreats and regular PFM field inspections are important coordination instruments. This new governance and coordination structure of PFM reforms is providing a mutual learning and accountability platform among the relevant institutions for a sustained use of improved PFM procedures and systems.

- 6. The total cost of the reforms is BDT447 crore for this reporting period.** Of this amount, BDT105 crore were spent on the DP co-financed projects outside the government’s single treasury account, while BDT138 crore were spent on DP co-financed on-treasury account. BDT16 crore were spent on government-own projects and BDT16 crore equivalent were spent by different DPs to support PFM reforms in Bangladesh. Finally, BDT171 crore is the allocation of the Government-own operating costs of staffing and other recurrent expenditures directly attributable to the PFM reforms. The pie charts below represent the allocation of funding by each component and by type of funding.



- 7. As with any new reform program, the PFM Action Plan has its implementation challenges.** The biggest challenge has been to establish the new coordination mechanism (PECT and PITs) in order to do away with fragmented implementation of PFM reforms. This mechanism required devising necessary coordination instruments (protocols for the progress report, stakeholders retreat, and field inspections) and facilitation by implementation support consultants (ISCs), third-party validation, and technical assistance. Most of these requisite arrangements are now in place. The second challenge is the uneven skill of implementing PFM reform for some components, especially those institutions without an ongoing reform program. The newly drafted Implementation Guidelines for the PFM Action Plan and cross-learning among PITs are aimed at building this specific skillset (beyond the core technical know-how of each component). For example, the Macroeconomic Wing intending to develop a Macroeconomic forecasting model should connect with the iBAS++ unit and learn how to go about acquiring an IT system. Another challenge going forward is to ensure continuity of implementation teams for each component with a well-planned succession as needed. All of the above-mentioned have led to limitations in how effective the newly established PITs operate. The PECT has been working closely with the respective PITs to accelerate the progress, especially by finalizing their Annual Work Plans. Finally, the PFM reforms experience in Bangladesh and around the world shows that a strong demand for intended


improvement in PFM procedures, systems, and behaviors has been a key ingredient of successful reforms. However, as indicated by the recently completed Right to Information survey and other similar diagnostics, this demand-side is not sufficiently strong in Bangladesh. Hence, the PECT has developed a comprehensive three-pillared communication and engagement approach to strengthen the demand-side for PFM reforms that will be implemented in the months ahead.

8. **With the completion of the above-mentioned start-up activities, the PFM Action Plan implementation is now expected to accelerate significantly.** The Annual Work Plans approved by 13 PITs and PECT for component 14, with clear individual responsibility at the sub-activity level, promise an acceleration of the PFM Action Plan implementation. A summary of these plans is presented in section 7 of this report.

2. ACHIEVEMENTS

9. **Overall, the implementation of PFM Action Plan picked up considerably in 2019 and achieved good progress across the year.** One target has been fully achieved (DLR 8.1: The FY2018/2019 budget was released on the Recipient’s new BACS), and a few have been partially achieved and the implementation of several others are underway. A detailed account of the overall objectives, outcomes, outputs, challenges with mitigations, related projects/schemes and next steps of each Component is enumerated below.

C-1 Revenue and Expenditure Forecasting

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Traffic
Macroeconomic Wing, FD	1, 2	1	

10. **Objective:** Static revenue and expenditure estimates restrict effective policy making. Moreover, inaccurate data renders macro modelling less reliable which leads to shortfalls in expenditure and revenue compared to budget. Through this component, a sophisticated model is being developed to estimate the government revenues and expenditures based on the most-likely and high-and low-case scenarios for the country’s economic growth and other contributing factors. This fiscal forecasting model will provide more credible information for financial planning through a medium-term Macroeconomic framework (MTMF).
11. **Outcomes:** The full dataset required for the Macroeconomic model is complete. Datasets for four key macro sectors (real, monetary, external and fiscal) have been collected. It spans 38 years and contains one hundred variables of yearly frequency data on Gross Domestic Product (GDP) and its components from national accounts. This dataset is being used to have a more systematic and robust revenue and expenditure forecasting.
12. **Outputs:** The requirements for the Macroeconomic model have been drafted. Different countries use different types of Macroeconomic models. The characteristics of these models vary based on the quality and quantity of data available in a given country, the major factors that influence the flow of the economy and the specific needs of the institution (i.e. the Central Bank/ Ministry of Finance) using the model. The requirement of the Macroeconomic model will finalize the type of model appropriate for Bangladesh considering all these factors. This will lay the foundation based upon which the experts will prepare a Macroeconomic model that is suitable for Bangladesh.
13. **Challenges and mitigations:** The datasets are currently collected in excel format. A web platform is required for hosting the dataset, however, there has been no agreement on how these datasets will be hosted. MEW indicated their preference to focus on finalizing the model’s requirement for the time being. The necessity of a platform will be discussed again based on the data requirement of the model after the appropriate Macroeconomic model is procured. There has been a gap with identifying technical personnel within the Macroeconomic Wing who are available to finalize the Macroeconomic model requirements as the persons who were involved in the previous attempts under SPEMP are no longer available in the Wing. Capacity building activities for officials of the MEW are needed to ensure that they will be equipped with the necessary skill set required to

manage and update the Macroeconomic model are integrated in the program. A formal process should be put in place for a systematic handover of knowledge, resources and skills before a technical employee is transferred from the MEW.

14. Projects/schemes contributing to this component:

a. Scheme on 'Improvement of Fiscal Forecasting through Development of Macroeconomic Model': GOB has approved the non-ADP scheme on 'Improvement of Fiscal Forecasting through Development of Macroeconomic Model' of BDT3,906 lac (US\$4.65 million) in February 2020 and has a closing date of 30 June 2023. The scheme is implemented by the Macroeconomic Wing of the Finance Division under the WB co-financed SPFMS.

b. IMF SARTTAC: The IMF's South Asia Regional Training and Technical Assistance Center (IMF SARTTAC) has established itself as a key partner for South Asian economies in their Macroeconomic capacity development efforts. Courses offered in Partnership with IMF-SARTTAC and organized by IPF includes (a) Public Sector Debt Statistics (PSDS) and (b) Government Finance Statistics (GFS) for more than 52 GOB officials.

c. SPEMP BETF: Sub-tasks- Macro-Fiscal Forecasting and Debt Management: The SPEMP is providing 106.9 million (2009 -2021) with the aim of delivering an effective Public Expenditure Management system that facilitates the delivery of better public services to improve the lives of the people of Bangladesh. The program has supported the development of a PFM Reform Strategy (2016 -2021), and the design of Bangladesh's Public Financial Management (PFM) Action Plan (2018-2023) and its ongoing implementation. The SPEMP program supplements and leverages this wider funding available for PFM reforms to implement the PFM Action Plan through high quality advice, technical assistance, and knowledge exchanges. SPEMP is funded by Department for International Development (DfID) UK, Canada, and European Union and administered and executed by the WB.

The objective of Macro-Fiscal Forecasting and Debt Management sub-task (US\$ 500 thousand, 2018-2021) is to (i) create a comprehensive Macroeconomic dataset that can be used for forecasting purposes, (ii) prepare a Macroeconomic forecasting model suitable for Bangladesh (iii) updating the debt sustainability analysis and publication of the debt bulletin (iv) capacity building of the government officials working in the MEW and the Treasury and Debt Management Wing (TDMW) of the Finance Division.

15. Next steps: Consultations with various stakeholders including think-tanks, local experts, Bangladesh Bank (BB), Planning Commission, National Board of Revenue (NBR), Bangladesh Bureau of Statistics (BBS) and ERD are under way to finalize the draft Macroeconomic model requirements. A consultation workshop will be arranged in this regard by end of March 2020.

C-2 Domestic Resource Mobilization

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
NBR	3, 4	-	●

16. Objective: Raising more public funds contributes to improved economic condition of any country. Bangladesh falls behind most countries of the world in terms of Tax-to-GDP ratio, which often is attributed to the lack of a planned approach in revenue mobilization. Component 2 of the PFM reform program is trying to increase this through an improved taxation strategy (Medium –Term Revenue Strategy) and automating the tax administration. Automating and simplifying the tax administration will reduce compliance cost, improve taxpayers’ behavior, thereby increasing the total revenue.

17. Outcomes: The VAT Law, 2012 was enforced in July 2019. VAT is the biggest source of revenue for the NBR, followed by income tax and customs tariff. The VAT Act 2012 addresses the complexities and provides a modern streamlined VAT system. The most important change was with respect to introduction of four slabs including the existing 15 percent. Apart from the standard VAT rate, there will be three different VAT rates like 10 percent, 7.5 percent and 5 percent for specific goods and services: 15 per cent at the import stage; 10 per cent at the domestic manufacturing stage; 7.5 percent at the wholesale stage; 5 percent at the retail stage; and several other lower effective rates. Online registration for enlistment was made mandatory and as of now the Integrated VAT Automation System (IVAS) system has issued a total of 171,527 BINs to the VAT payers.

18. Outputs:

- The MTRS roadmap was prepared as part of the MTRS launch in April 2018 and the concept note was endorsed by the Technical Advisory Committee (TAC) in January 2020;



Process Launching of MTRS in Bangladesh, April 2018

- NBR has established MTRS steering committee, implementation team and a secretariat for the team. Research and Statistics Wing of NBR is the focal institution taking the MTRS process forward;
- The Audit Techniques Handbook for VAT and Income Tax were finalized with the NBR, based on which a VAT and Income Tax Audit Manual has been drafted which will be translated to Bangla.

19. Challenges and Mitigations: Separate business automation and lack of system integration among the three wings (Income tax, VAT and Customs) continue to be a source of concern. This limits NBR’s ability to best utilize the taxpayer’s information in hand. The MTRS will stimulate discussion on how to achieve data integration so that all wings can access the information they need.

The limited capacity of the NBR IT personnel and coordination shortcomings continues to be a concern. There is a pressing need to consider the issue of sustainability of the IT system. Along

these lines, establishing a SAP competency center and training the NBR officials to be Systems Applications and Products (SAP) competent is essential but remains lacking. Responding to the NBR's demand for urgent technical assistance, two consultants have been engaged by the World Bank to support the VAT Improvement Program (VIP), namely an ICT Consultant and a DRM Adviser.

While capacity building and technical assistance support is available from the DP managed programs (SPEMP & EU TA), NBR does have other equipment and logistics needs. NBR has sent a separate request to the Finance Division for additional funds for equipment, logistics, and secretarial costs. Once the fund is available, NBR will proceed for the implementation.

20. Projects/schemes contributing to this component:

- a. VAT Improvement Program (VIP):** GOB has approved "The VAT Improvement Program (VIP)" 2014-2020 of BDT690.13 lac (US\$73 million) in April 2014 and has a closing date of 31 December 2020. The program is implemented by the NBR. The VAT Improvement Program (VIP) 2014-2020 supports implementation of the new VAT law. The new law provides the VAT Wing with an opportunity to modernize the administration in order to bring the administrative and policy improvements together in support of greater revenue mobilization. The adoption of a plan to implement the new VAT law and modernization of the administration is also considered a central reform in the program with the IMF supported by the three-year Extended Credit Facility. In addition to enhancing revenue mobilization, the VIP supports the greater transparency of the VAT administration. This operation will support the VAT Wing to be fully compliant with the Right to Information (RTI) Act, 2009.
- b. National Single Window (NSW):** GOB approved "The Bangladesh Regional Connectivity Project 1: Implement National Single Window and Customs Modernization Plan 2017-2020" of BDT58,539 lac (US\$74.1 million) in July 2017 and has a closing date of 30 June 2020. This project is implemented by the NBR. In line with international standards, including the WTO Trade Facilitation Agreement, the Government of Bangladesh has committed to the implementation of a National Single Window (NSW) system and the associated reform and modernization of Customs and other border management agency requirements. Once fully operational, the system will allow traders to submit all import, export and transit information required by Customs and other key regulatory agencies via a single electronic gateway instead of submitting essentially the same information numerous times to different government agencies, many of which still rely heavily on paper-based processing systems.
- c. Bond Management Automation project:** GOB has approved "Bond Management automation project 2017-2021" of BDT8,115 lac (US\$96.6 million) in July 2017 and has a closing date of 30 June 2021. The program is implemented by the NBR. Aim of this project is for automation of customs bond management to bring full transparency in the system and reduce time and cost of doing business. The automation also aims to protect local industries from the uneven competition of business by preventing illegal entry of goods under duty-free access. Besides, the number of cases pending in the courts, this automation is supporting to reduce along with handling and examining the cases with the automated system.
- d. SPEMP BETF: Sub-task- Improve Domestic Revenue Mobilization:** The objective of Domestic Revenue Mobilization sub-tasks (US\$610 thousand, 2018-2020) is to enhance the quality of the whole tax system and to build the tax administration capacity, with the aim of modernizing

revenue administration into a function-based organization while in parallel supporting implementation of the new VAT legislation. This work stream includes following activities:

- Support NBR to concentrate on developing and implementing a robust control apparatus that would hinge on risk-based audit with a focus on refunds.
- Support NBR to gradually move to a function-based organization while strengthening coordination and exchange of information with Customs. Strong emphasis is placed on rolling out registration and tax returns modules, e-payment, risk-based audit, taxpayer and business community outreach, and organizational restructure.
- Assist NBR in the execution of the aforementioned plan, the World Bank is proposing a Bank-executed technical assistance program whose objective is to support the modernization of the NBR and the smooth roll-out of the VAT.


e. EU-funded Technical Assistance “Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh” (EUR 10m, 36 months): The Financing Agreement was signed in June 2019 and the implementation of the Program will start from July 2020 and have a closing date of June 2023. The overall objective of this Program is to strengthen domestic revenue mobilization and domestic accountability. Specific objectives include (1) to support the National Board of Revenue (NBR) to increase tax collection; (2) to support the OCAG to carry out its modernization Program; and (3) to support the three Parliamentary Financial Oversight Committees to fulfil their respective mandates. With regards to the component with NBR, main activities will focus on: (i) integrity (internal control), (ii) revenue risk management, (iii) organization and planning.

21. Next steps: Strengthen NBR capacity to complete the MTRS process during 2020 and initiate implementation is the priority. MTRS Steering Committee has identified the following major actions to be initiated:

- MTRS drafting committee to be formed
- Establish a dedicated website for MTRS

The Tax Audit Techniques Handbooks will be finalized by the NBR and translated to Bangla. NBR and the World Bank are planning to conduct wide-ranging consultations including the establishment of a MTRS think-tank to secure inputs from non-NBR thinkers and experts.


C-3 Debt Management

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Economic Relations Division & Debt Management Wing, FD	5, 6, 7	1	

22. Objective: The government borrows to complement tax revenues, but it is important to keep an eye on how much the country is borrowing and the related cost of those loans. Currently MTDS is not maintained as a reliable reference and there are deficiencies in the capacity to regularly update the country’s debt sustainability assessment. In this respect, this component involves preparation of a Medium-Term Debt Strategy (MTDS), Debt Sustainability Analysis (DSA) and a debt bulletin. Debt analysis and publication of debt bulletin will enhance debt management capacity of the government, which in turn will strengthen the overall fiscal situation and free up public funds that can be used efficiently in across sectors.

- 23. Outputs:** Two officials from the ERD participated in two courses organized by the ‘World Bank Treasury.’ These courses are: ‘Designing Government Debt Management Strategy’ (June 3- June 7, 2019) and ‘Implementing Government Debt Management Strategy’ (June 10- June 14, 2019). The training took place at the ‘Joint Vienna Institute (JVI)’ in Vienna. The courses focused on possible strategies the government can follow to keep their debt at sustainable level, factors to consider in preparing the medium-term debt strategy and what steps needs to be taken to implement the strategy.
- 24. Challenges and mitigations:** Capacity building of the technical personnel within the TDMW to finalize the MTDS, DSA and debt bulletin is pivotal. More coordination is required having the comprehensive coverage of debt data with an integrated Debt Management and Financial Analysis System (DMFAS) between ERD, TDM Wing and Bangladesh Bank. TDM Wing is planning to have regular meetings with ERD, BB and other stakeholders with an objective of having an integrated DMFAS system. Advance trainings for officials of the TDMW, to ensure that they will be equipped with the necessary proficiencies required to manage and update the Debt Management, are integrated to the program. A formal process should also be put in place for a systematic handover of knowledge, resources and skills before a technical employee is transferred from the TDMW.
- 25. Projects/schemes contributing to this component:**
- a. Scheme on “Strengthening the Capacity of Treasury & Debt management Wing of Finance Division”:** GOB has approved the non-ADP Scheme on “Strengthening the Capacity of Treasury & Debt management Wing of Finance Division” of BDT 3,721 lac (US\$ 4.43 million) in March 2020 and has a closing date of 30 June 2023. The program is implemented by the Treasury and Debt Management Wing of Finance Division under the WB co-financed SPFMS.
 - b. IMF SARTTAC:** IMF SARTTAC has been supporting for the capacity building training sessions on Public Sector Debt Statistics (PSDS).
- 26. Next steps:** For implementation of DMFAS in the TDM Wing, the PIT will perform an analysis of existing DMFAS occurrences in ERD and Bangladesh Bank and work on their requirements for the SOE Wing and SOE monitoring cell and provide UNCTAD with the detailed requirements (including interfaces with iBAS++ and NSD) to assess the hardware, software and application support needs.

C-4 Planning and Budget Preparation

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Budget Wing, FD	8, 9, 10	2, 3	

- 27. Objective:** Financial planning ensures that public expenditures are planned within the expected availability of resources in the medium-term. BMCs and BWGs play important role in setting direction of the respective ministry and use performance management system to ensure maximum value for public money. Currently, BMCs and BWGs lack capacity and empowerment to carry out such responsibilities. Under this component, the capacity of the BMCs and BWGs is being strengthened to ensure better coordination of the development and operating budgets, better linkages to policy priorities, better alignment between performance and financial data, and efficient budget release.

28. Outcomes: To expedite the fund release procedure, GOB has issued a circular to enable immediate budget release to the line ministries after the approval of the budget by the parliament for ADP projects. The budget release procedures extend to the third and fourth quarters of the fiscal year for the GOB funded projects Project Directors are no longer required to submit any fund requisition and fund utilization report as a part of fund release process. Another important outcome is the roll out of iBAS++ and some monitoring of the fund release status of line ministries, there has been a year on year improvement in the budget distribution to DDOs in FY20 compared to FY19. Some DDOs are better able to plan and execute their budgets due to the full roll-out of iBAS++ across Government, which facilitated the improvements in budget distribution to DDOs.

29. Outputs:

- ToRs have been drafted for the engagement of a consultant to prepare a scorecard approach to measure the performance of the BMC and BWG;
- DPs, officials from the iBAS++ project team and the World Bank team were exposed to how the budget is prepared; funds are released to the district level and distributed to the Drawing and Disbursing Officers (DDOs); and how funds are spent using iBAS++ at the request of DDOs. This was as part of a one day 'Try-out' PFM field inspection to Gazipur District on April 1, 2019 where they visited the District Account Office (DAO) and Civil Surgeon Office in Gazipur; Joydebpur Government Primary School and the Upazila Accounts Office in Kapasia;



GOB, WB, DP in a meeting with DC, Gazipur

- Policy note on “Improving the Budget Distribution Procedures” has been prepared. The draft policy note sets out the key issues and challenges associated with the current procedure for budget distribution as well as recommendations for improvement; Recommendations from the DPs have been incorporated and PECT is currently reviewing the policy note.

30. Challenges and mitigations: Though budget distribution was expedited to budget holders via iBAS++, the distribution to DDOs still remains a paper-based process and DDO looks for the Government Order (GO) with the amount allocated for their office. The predictability of funds is one of the main challenges faced at the local level when it comes to budget execution.

Steps will be taken to expedite budget release/distribution through effective monitoring of execution of Budget Implementation Plan. A circular will be issued for delinking the budget release from the fund utilization report for all projects including those funded by RPA or other external finance. A workshop will be conducted with the high-spending budget DDOs to discuss challenges in timely budget distribution and to finalize the policy brief with a time bound strategy to achieve the target for FY2021.

31. Projects/schemes contributing to this component:

- a. Scheme on “Improving the Budget Process through Capacity Development of BMCs and BWGs”:** GOB has approved the non-ADP Scheme on “Improving the Budget Process through Capacity Development of BMCs and BWGs” of BDT 15,414 lac (US\$ 18.3 million) in March 2020 and has a closing date of 30 June 2023. The program is implemented by the Budget Wing 1 of Finance Division under the WB co-financed SPFMS.
- b. SPEMP BETF: Subtasks- Budgeting and IFMIS (including PFM Action Plan & Change Management):** The objective of the budgeting tasks (US\$420 thousand, 2017-2020) work stream is to support the Government efforts in improving the budgeting processes especially by linking better policies, planning, and budgeting. This includes 2 themes:
- **Standardize budget business process.** Provide recommendations to improve and standardize budget preparation and execution processes as well as institutional framework. Technical assistance to horizontally decentralize budget preparation with clearly defined responsibilities of MOF and line ministries. Work out a plan for institutional strengthening of line ministries to take over full financial management functions.
 - **Enhance linkage between budget and government priorities and improve budget performance.** Technical assistance to priority sectors for aligning the budgets with the national development plan and sector strategies with a particular focus on Value for Money. This will be followed by support to roll out Medium Term Sector Budget Plan in the relevant selected line ministries. Advisory services to help the government strengthen its capacity to allocate resources consistent with government policies and priorities. Review of the government performance management framework and support the move to results-based budgeting.

32. Next steps: A circular will be issued for delinking the budget release from the fund utilization report for all projects including those funded by RPA or other external finance. A workshop will be conducted with the high-spending budget DDOs to discuss challenges in timely budget distribution and to finalize the policy brief with a time bound strategy to achieve the target for FY2021. BMC and BWG ToRs will be reviewed and finalized soon.

C-5 Public Investment Management

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Planning Ministry	11, 12, 13	-	

33. Objective: The Ministry of Planning (MoP) coordinates the approval of development project proposals through various tools of public investment management, such as the National Five- Year Plan (FYP), sector strategies, and appraisal of individual project proposals. Given competing pressures by interested stakeholders for each project proposal, it isn’t easy to prioritize and fully-fund a few critical proposals in the Annual Development Program (ADP). Hence, this component comes into play to improve the efficiency of development budget management and the quality of portfolio performance.

34. **Outputs:**

- Ministry Assessment Format (MAF) and Sector Appraisal Format (SAF) are developed for two pilot sectors (Power and Energy & Local Government and Rural Development) and government has issued circular to use it for project assessment and appraisal;
- Under “Strengthening of Development Budget Management Capability of Programming Division through Establishing a New Digital Database System” project, Planning Division developed a new database “ADP/RADP Management System (AMS)” having Interface/linkage among the existing data base of Finance Division (iBAS++), IMED (PMIS), ERD (FAMS);
- Sector Strategy Paper (SSP) and Multi Year Public Investment Program (MYPIP) have been developed for two pilot sectors and government has issued circular to use these two PIM tools.

35. Challenges and mitigations: There is an urgent need to upgrade data management systems of ADP to improve the efficiency of development budget management systems. Interface/linkage among the existing database of Finance Division (iBAS++), IMED (PMIS-Personal Management Information System), ERD (FAMS-Foreign Aid Management System) is a critical issue to address. The new database “ADP/RADP Management System (AMS)” that was developed under the project “Strengthening of Development Budget Management Capability of Programming Division through Establishing a New Digital Database System” will focus more on interfacing/linkage. Continuous training and capacity building initiatives for PIM reform wing officers have been incorporated in the program.


36. **Projects/schemes contributing to this component:**

- a. JICA supported Strengthening Public Investment Management System Project (SPIMS):** Planning Commission has been implementing "Strengthening Public Investment Management System Project (SPIMS)" for BDT 714,693 lac (85 million) since 2014 with a closing date of 30 June 2023. During the first four years, JICA provided technical cooperation to the PIM Unit formed at the Programming Division as well as concerned Ministries, Divisions and Agencies in two pilot sectors (power and energy, local government and rural development); developing a set of the PIM Reform Tools to mainstream the process of Development Project Proposal (DPP) /Technical Project Proposal (TPP) planning, assessment and approval, and strengthen the linkage between multi-year public investment program and MTBF. In June 2018, the PIM Reform Tools were approved by Planning Commission and GOB endorsed to upgrade the PIM Unit to PIM Reform Wing, showing its high commitments to move PIM reform agenda forward.
- b. Component 4 of Digitizing Implementation Monitoring and Public Procurement Project:** GOB has been implementing Digitizing Implementation Monitoring and Public Procurement Project for US\$ 5 million since 2017 and the closing date is 30 June 2022. Digitizing Project Implementation Monitoring project aims to strengthen implementation monitoring of development programs/projects at national level using digital technology. Two sub-components are: focusing on enhancing Project Management Information System at the national level and the other one is to improve the overall capacity for monitoring and evaluating projects through the digitization of IMED activities and the collection of information from the e-GP system, contract management system and other electronic sources and systems.

37. Next steps:

- Establishing a Planning Commission-Finance Division Joint Technical Committee (PC-FD JTC) as a permanent structure for sustaining coordination of PIM reform (medium-term).
- Developing a “National PIM Guidelines”, accommodating all necessary directives and processes in relation to project planning, preparing, processing and approval including development budgeting in an efficient way to ensure optimum use of the country’s scarce resources, within a single framework to cater the growing needs for strengthening PIM under the overall objectives of PFM.
- SSP and MYPIP will be integrated/embedded in the DB process (from budget year 2021-22 for 2 pilot sectors) along with existing ADP/RADP process to make the later 'strategic' (in line with sectoral strategies through SSP) and 'aligned' with MTBF having a multi-year perspective.
- SPIMS project to finalize the concept note on PIM Reform Program and Action Plan (PIMRP&AP). The PIMRP&AP will aim to support the PIM Reform Wing to monitor the progress of overall PIM reforms of the Planning Commission and Ministry of Planning. This will be designed to be fully consistent with the PFM Action Plan, and complement the monitoring of the PIM component of the PFM Action Plan.
- The alignment of current 'ADP sectors' (17 in no.) with that of FYP sectors' (14 in no.) in order to have necessary coherence between FYP-SSP-MYPIP linkage.

C-6 Public Sector Performance Management

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Cabinet Division	14 - 17	-	

38. Objective: Government has a comprehensive system of performance management through annual performance agreements (APAs) to achieve the public policy objectives. The APAs are initially signed between the Cabinet Division and the sector ministries and then cascade from ministry-level to departments/ directorates/ agencies and finally to the local level offices in that ministry. While the system is designed very well, the actual performance indicators and targets need to be improved. Hence, Component 6 focuses on how the credible data on actual performance is reported and how to use this information to incentivize better performing budget-holders.

39. Outcomes: APA evaluation report of Ministries are available on the website (<https://cabinet.gov.bd/site/page/1dc094ba-119f-4115-b2b6-eb4393c9adf0>). Every year, ten best performing Ministries are receiving award from the Honorable Prime Minister.

40. Outputs:

- For institutionalizing high-quality system for producing APAs with meaningful indicators and targets that are aligned to national priorities, National Committee on Government Performance (NCGP) and Technical Committee on Government Performance (TCGP) meeting have been arranged. Communication with key stakeholders (e.g. APA team leaders/focal points) have been conducted and meetings are held regularly. APAs are submitted to NCGP for approval and Performance Evaluation Reports are also submitted to NCGP for review and submission of the consolidated report to the Honorable Prime Minister;

- An APA training manual has been developed, which was reviewed and vetted through a highly participatory workshop. The basic APA trainings are structured over five days and are to be offered to 30 participants from various MDAs in ten batches, a total of 300 participants. The APA labs target 200 participants from varying MDAs and are structured over four days. APAs of eight Divisional Commissioner offices and 64 Deputy Commissioner Offices have been brought under online system. The objective of this workshop was validating the framework of the training program for the APA teams and Budget Working Groups of different MDAs. The main recommendations from the workshop are (i) for the training system to be customized for different categories of trainees such as senior officials at the level of Secretary and Additional Secretary, senior mid management officials at the level of Joint Secretary and other officials at the level of Deputy Secretary and below; and (ii) that the training programs should have at least 30 percent female participants;
- Annual Performance Agreement Management system (APAMS) software improvement for better communication and monitoring is in process <https://apams.cabinet.gov.bd/>.



APA workshop in December 2018

41. Challenges and mitigations: The rotation of staff in the Cabinet Division and transfers of focal points for GPMS in the Cabinet Division have had a negative impact on a momentum so dependent on leadership to drive change. To mitigate the risk of overlapping, duplication of efforts and potential inconsistency in applying the APAs, the Cabinet Division needs to engage and closely coordinate with FD. Also, the current officials in the CRU require additional time to become fully abreast of the PFM Action Plan. Institutional Strengthening and increased opportunities for coordination has also been identified as another hurdle that has delayed the activity. There has been continuous support for the capacity development of Cabinet Division for the APA management by the Development Partners to ensure that agenda is led by CRU in a sustainable manner.

42. Projects/schemes contributing to this component:

SPEMP BETF: Sub-tasks- Public Performance Management: The Public Sector Performance Management sub-tasks US\$700 thousand (2018-2020) is supporting the institutionalization of high-quality system for producing APAs with meaningful indicators and targets that are aligned to national priorities. The BETF has primarily supported the implementation of activity 14 (Institutionalize high quality system for producing APAs with meaningful indicators and targets that are aligned to national priorities) of the public sector performance management component of the PFM Action Plan. The Bank supported the Cabinet Division to complete the validation of the APA training modules. These modules will be used to train the APA teams and Budget Working Groups in Ministries, Departments/Division and Agencies (MDAs) to improve the indicators included in the APAs for better alignment with national and sector policies

43. Next steps:

- WB's discussions with the Cabinet Division's CRU and FD to select the IPF to be the service provider for APA and laboratories training will continue;

- The Cabinet Division will initiate developing a standard e-learning platform for GPMS, including conducting trainings for teams from different Ministries, Departments/Division and Agencies (MDAs).

C-7 iBAS++/BACS Implementation

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
iBAS++ Project Unit, FD	18 - 25	4, 8	

44. Objective: For effective budget preparation, budget execution and accounting, a centralized and internet based GFMS (locally called iBAS++) has been developed. The new 56-digit Budget & Accounting Classification System (BACS), conforming to international standards, was developed. Despite roll out of iBAS++, several manual processes still exist in the accounts offices and there are manual registers and records. In this respect, Component 7 addresses the extension of iBAS++ development team to rollout iBAS++ to the officials from eight SAEs. This will contribute to improving the timeliness of compilation of government-wide consolidated financial reports.

45. Outcomes: Out of 20 lac transactions per month of iBAS++ (excluding pension payments by authorized banks), 3.2 lac transactions are performed through EFT (mainly staff salaries). In addition, 16 lac transactions of social safety net are also being processed through EFT and thereby, ensuring the timeliness of payments and reducing the risk of funds diversions in otherwise long funds flow processes.

46. Outputs:

- The new 56-digit Budget & Accounting Classification System (BACS), conforming to international standards, was developed and used to prepare the budget for FY 2018-19 and FY 2019-2020;
- IT Security gap assessment has been completed and the road map to strengthen the IT security system has also been finalized;
- iBAS++ has been implemented in all line ministries and directorates for budget preparation and management, all of 541 accounts offices (CAOs, DCAs, DAOs, UAOs) throughout the country under the Controller General of Accounts, all five offices of Senior Finance Controller;
- Special modules of iBAS++ developed and implemented in all offices of four self-accounting entities (SAEs) namely Roads and Highway Department (RHD), Public Works Department (PWD), Public Health Engineering Department (PHED) and Forest Department;
- iBAS++ roll out in four Bangladesh Missions located in UAE (Abu Dhabi and Dubai), India (New Delhi), and Singapore have been completed;
- iBAS++ module has been developed for autonomous bodies and rolled out to National Housing Authority (NHA) and Rural Electrification Board (REB);
- Funds release and re-appropriation procedures for the autonomous body have been automated;
- Interfaces between iBAS++ and other GOB systems including Social Protection Budget Management Unit System, Bangladesh Bank, and Sonali Bank have been developed;
- Server hosting and connectivity issues have been resolved for iBAS++ operations through hosting of the servers at National Data Center;

- Automated Challan for the collection of GOB fees piloted in Sonali Bank, Kakrail, Dhaka branch;



Training sessions on iBAS++

- 32 best performers (selected from the 250 trained master trainers) have trained 2,534 focal point officers in two phases;
- Additionally, training sessions on BACS & iBAS++ preparation module has been completed for 77 missions under the Ministry of Foreign Affairs.

47. Challenges and mitigations: The overall security environment of the iBAS++ application was assessed against international standards and good practices and several improvements have been agreed. The work is underway to make those improvements.

48. Projects/schemes contributing to this component:

a. Scheme on “Improvement of Public Financial Services Delivery through Implementation of BACS and iBAS++”: The non-ADP Scheme on “Improvement of Public Financial Services Delivery through Implementation of BACS and iBAS++” was approved in October 2019 with total funding of BDT 25,521 lac (US\$ 30.5 million) and has a closing date of 30 June 2023. The program is implemented by the Finance Division under the WB co-financed SPFMS.

b. SPEMP BETF: Sub-tasks-Budget and Accounting Classification System (BACS) and Integrated Budget and Accounting System (iBAS++) including Change Management: The objective of the IFMIS (US\$840 thousand, 2018-2020)work stream is to support the Government promote efficient use of public resources for service delivery through enhanced information system, standardized budget business process and improved fiscal rules. The program will provide technical support to implement and roll out of the ongoing iBAS++ and the BACS. The financial reporting theme is given below:

- Update and finalize Accounting Policy and Procedures Manual by engaging an international expert;
- Review, design, and develop existing and new budget and accounting reports presentation format and contents. Development of user-friendly budget execution reports that can also be generated at DDO-level. Templates for publication of key Public Finance Datasets will be agreed and developed for periodic upload in government websites;
- Build capacity through South-South knowledge exchange – capacity building through study tours;
- Support the mid-term review and completion review of the iBAS++ project implementation;
- Review, strengthen and consolidate Treasury Single Account by engaging an international treasury expert.

- c. **Public Expenditure Management Strengthening Program (PEMSP):** A GOB financed PEMSP has been contributing to development and implementation of iBAS++. PEMSP started in 2014 with a budget of BDT 6,983 lac to complete the unfinished tasks of the World Bank financed DMTBF project and will continue until June 2020. Through PEMSP, iBAS++ core modules were developed and rolled out, BACS implemented, SAE module developed and implemented in eight SAEs and a partial DDO module developed. This program has also contributed to the development of comprehensive employee and pensioner databases. iBAS++ core modules (Budget Preparation, Budget Execution, Accounting and General Ledger) were developed and rolled out to 541 accounts offices throughout the country. It has also developed specialized modules for SAE and implemented in approximately one thousand offices. Special facilities were added to submit bills online for gazetted officers, and 3rd and 4th class employees through DDOs.

49. Next Steps:

- A Functionality Gap Analysis will be conducted and iBAS++ improvement plan will be prepared to improve system functionality and processes. The iBAS++ program team is mindful of this challenge of rotation and recognize that continuous BACS training should be pursued as a mitigation strategy.
- Completion of the stock-take of special accounts and Extra Budgetary Funds (EBFs) (including an assessment of the number and amounts held in these accounts and the rationale why these are needed to be kept outside the TSA).
- Development of the interface between iBAS++ and NBR for Automated Challan Management. Conduct verification for partial achievement. Develop a web-enabled DDO module for online bill submission and expedite the EFT roll-out for the vendor payments. Prepare requirement specification for the module for submission of online contingency bills and budget requests by DDO. Develop a web enabled DDO module for online bill submission. Assess a sample group of users if they can generate budget execution reports and use it for management decision and why the use is low.

C-8 Pension Management

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Controller General of Accounts, FD	26, 27, 28	5	

50. **Objective:** Pension processing is cumbersome for both the Government of Bangladesh (GOB) and the pensioners. There is urgent need to modernize the system through (i) establishment of a dedicated pension office (ii) the use of electronic funds transfer (EFT) and (iii) strengthened accounting and monitoring systems by linking with (iBAS++). This component seeks to streamline pension processing and payment system by undertaking immediate priority and interdependent actions which are necessary for improved service delivery concerning civil servant pension. The civil servants become the direct beneficiary of this reform that have been implemented.

51. Outcomes:

- With the establishment of the dedicated pension management office, the CAO-Pension and Fund Management (CAO-P&FM) has been working on pension fixation for 758,363 pensioners

and 136,000 pensioners have been brought under EFT coverage. This way these pensioners don't have to present themselves to the accounts offices or the designated Sonali Bank branches on a regular basis to request their pension. Instead, they could withdraw the pension from their own bank-accounts/ATMs at their convenience;

- Since September 1, 2019, all the new pensioners categorized have been linked to the employee/payroll database and their monthly pension and allowances are paid through EFT from the first month after retirement;
- A web-based grievance and redressal system and a help desk in CAO-Pension and Fund Management (CAO-P&FM) are in place as a part of streamlining pension processing.

52. Outputs:

- A centrally unique electronic pension payment order (ePPO) has been established and pensioners have access to ePPO using their national identification (NID) and ePPO number;
- The CAO-P&FM has started processing pension through iBAS++, categorizing pensioners into three groups (i) new pensioners, (ii) existing pensioners and (iii) reinstated pensioners; For existing pensioners, work is ongoing to transfer pension data to the CAO-P&FM from all CAOs, DCAs, DAOs and UAOs to ensure cross verification with new pay fixation and payment through EFT. Until January 2020, 32 DAO and 34 UAOs' are brought under reporting.

53. Challenges and mitigations: There have been frequent turnover of CAO who leads the Pension and Fund Management office and processes are getting delayed. Given the high turnover in the position of CAO-P&FM since the establishment of the office and the leadership role required for such multi-faceted function, there should be continuity of the key position and the person should stay for at least two years. There is a need of physical presence once a year for the pensioners for live verification which is a bottleneck especially when the pensioners are not available to be present to the accounts offices due to illness, living far away /abroad or other reasons. To mitigate the challenge of physical presence of the pensioners, live verification needs to be ensured electronically using thumb impression devices. The electronic procedure will ensure less transport and paperless jobs which will eventually empower the reduction in corresponding carbon footprint and energy consumption.

54. Projects/schemes contributing to this component:

- Scheme on "Improving Pension Management System and Quality and Timeliness of Financial Reporting"***: The non-ADP scheme on "Improving Pension Management System and Quality and Timeliness of Financial Reporting" was approved in October 2019 with total funding of BDT10,164 lac (US\$12.1 million) and has a closing date of 30 June 2023. The program is implemented by the CGA of Finance Division under the WB co-financed SPFMS.
- SPEMP BETF support on Pension Management***: SPEMP BETF has been supporting for the implementation of activity 26 of PFM Action Plan, "Create a well-functioning central pension Cell and resolve the backlog of pension cases".

55. Next steps:

- Determining 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.
- Establishing number of the delayed pension cases by agency and get it verified by the verification agency. Initial discussion suggests that it is easy to establish a baseline by

comparing the employee and pensioners databases and looking for employees that despite reaching retirement age in last four years do not appear in the pensioners database.

- Expediting the EFT roll-out and cover all pensioners.

C-9 State-owned Enterprises' Governance

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
SOE Wing & SOE Monitoring Cell, FD	29 – 33	6, 7	●

56. Objective: More than 260 state-owned enterprises (SOEs) play a significant role in Bangladesh economy and the governance of SOEs has considerable effect on fiscal management and service delivery. As extra-budgetary institutions, SOEs do not benefit from the same level of attention and control as institutions and transactions under the scope of the budget. Financial and governance related data on SOE is fragmented and performance is not monitored effectively. Fiscal risks, debt and contingent liabilities aggregated for all SOEs are unknown. In this respect, the GOB has initiated strengthening the fiscal monitoring of SOEs and launching a new system of independent performance evaluations under this component.

57. Outputs:

- TOR of SOEs' Independent Performance Evaluation Committee has been finalized and draft of SOEs' Independent Performance Evaluation Guidelines is in the final stage. The Guidelines consist of composition of Independent Performance Evaluation Committee, the roles, responsibilities, methodology and procedures for carrying out Independent Performance Evaluation (IPE) of selected SOEs;
- Draft Procedure to regulate SOEs' Debt and Contingent Liabilities has been prepared;
- SOE MC has prepared a draft SOE reporting template that will be used to collect financial and non-financial data from SOEs. As part of the process to discuss the SOE Reporting Template a workshop was held to further strengthen the officials of the SOE MC understanding of the variables included in the SOE reporting template. The data from the reporting template will contribute to the debt and contingent liabilities statement;
- A delegation from the SOE MC participated in the 12th Meeting of the OECD Asia Network on Corporate Governance of SOEs. Bangladesh delegate participated in a peer-to-peer knowledge exchange meeting to gain insights into the performance evaluation process of Government-Owned or Controlled Corporations in the Philippines.



OCED KE visit in Philippines

58. Challenges and mitigations: Establishing a Performance Evaluation System for the first time in Bangladesh requires strong political support and strengthening the technical expertise of the officials of the SOE MC is a challenge. Formal consultations with SOE Management Committee/Board to sensitize them on the Performance Evaluation Guideline will continue. World Bank is providing Technical support for the finalization of the Performance Evaluation Guideline. SOE MC will organize a workshop to discuss the Performance Evaluation Guideline. Representation

from Policy makers, GOB senior officials and media needs to be there to ensure stronger commitment. The World Bank team will continue to provide Technical support to identify appropriate capacity building opportunities for the SOE MC Officials. Access to SOEs' accurate information and data seems to be difficult, as there is no database for SOEs. Reliable and timely financial reporting by SOEs has also been considered as a big challenge. In order to finalize the SOE Reporting Template, the officials of the SOE MC requires further capacity building. Many of the items included in the SOE reporting template such as Contingent Liabilities, Statement of Changes in Equity are beyond the technical capacity of most of the officials of the SOE MC. Consequently, further capacity development opportunities will be required.

59. Projects/schemes contributing to this component:

- a. Scheme on “Strengthening of State-owned Enterprises’ Governance”:** The non-ADP scheme on “Strengthening of State-owned Enterprises’ Governance” has been approved for an amount of BDT13,356 Lac (US\$15.9 million) in December 2019 and has a closing date of 30 June 2023. The scheme is implemented by the SOE MC of Finance Division under the WB co-financed SPFMS.
- b. SPEMP BETF: Subtasks-SOE Governance:** The objective of this work stream US\$700 thousand (2018-2020) is to support the government to strengthen corporate governance of SOEs. There is a significant need for strengthening GOB oversight, performance management and fiscal risk monitoring mechanisms for SOEs. This SOEs area of the work stream includes 3 themes:


 - **Ownership model and institutional framework.** Diagnostic study analyzing the ownership, legal and regulatory framework and corporate governance of the SOE sector through various dimensions. Strategic advice for designing of SOE institutional model including Audit Committee arrangement, legal and regulatory frameworks.
 - **Performance and financial management of SOE.** Technical assistance to improve financial and non-financial performance monitoring of SOEs. Develop new harmonized financial reporting framework and formats for SOEs.
 - **Capacity building.** International peer-to-peer exchange of experience with institutions with similar mandates. Intensive training programs to increase capacity of SOE officials.
- **Next steps:** SOE MC will finalize the independent performance evaluation guideline and policy and procedures to regulate debt and contingent liabilities (including the SOE reporting template). Templates for SOE financial reporting framework will also be updated and developed. Workshops/Seminars will be arranged with relevant stakeholders for finalization of SOEs' Independent Performance Evaluation Guidelines. SOE MC will monitor the publication of SOEs'/Autonomous Bodies audited financial statements in the respective websites. On-boarding of an international legal consultant is currently underway. The consultant will review the draft manuals to ensure that the content and proposed reform procedures well fits in the existing legal regime of corporate governance and transparency, and doesn't contradict, override or overlap with the existing laws and regulation, and the reporting and other obligation under the proposed manuals for SOE MC and SOEs' will not create a ground of litigation. The appointment and completion of review is expected to complete by April 30, 2020.

C-10 Financial Reporting

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
CGA & Expenditure Management Wing, FD	34, 35, 36	8, 9	

- 60. Objective:** Accounting and Reporting allows the government to keep records of the funds being used by the different entities and to have financial information for supporting budget implementation decision making. In the latest PEFA assessment, Bangladesh received a score of D+ (on a scale of A to D, where A is highest) for PI-29, annual financial reports. The reasons behind such low scores are that reports do not allow for revenue comparisons with the budget, they are based on a combination of national and international standards, and they are submitted for external audit more than 2 years after fiscal year-end. Hence, Component 10 in the PFM action plan focuses on improving the quality and timeliness of Government-wide in-year and year-end reporting and instituting a modern internal audit function.
- 61. Outputs:** New templates for the Finance and Appropriation accounts in compliance with IPSAS has been drafted and submitted for the approval of Comptroller and Auditor General.
- 62. Challenges and mitigations:** SAEs continue to play a significant role of Bangladesh’s public sector but have substantial challenges in financial reporting. To improve the quality and timeliness of Government-wide in-year and year-end reporting, central consolidation with SAEs and extra-budgetary funds is a challenge. Developing specialized modules and interfacing such entities’ systems with iBAS++ requires time, careful planning, and regular engagement. Continuous progress in iBAS++ and rigorous capacity building activities will provide the foundation for better reporting under this component. Scheme on Internal audit and audit follow up has been prepared, however the approval is still in process. Sensitization of the selected MDAs about the formation of the respective internal audit units still remains as a challenge. Coordination and consultation have been carried on fast-tracking the approval of the scheme on Internal Audit and Audit follow up. Interministerial meeting would be helpful to sensitize the MDAs’ for introducing an Internal Audit Unit at their respective MDAs’.
- 63. Projects/schemes contributing to this component:**
Scheme on “Improving Pension Management System and Quality and Timeliness of Financial Reporting”: The non-ADP scheme on “Improving Pension Management System and Quality and Timeliness of Financial Reporting” was approved in October 2019 with total funding of BDT10,164 lac (US\$12.1 million) and has a closing date of 30 June 2023. The program is implemented by the CGA of Finance Division under the WB co-financed SPFMS.
- 64. Next steps:** CGA to coordinate with the OCAg and their taskforce established last year for expediting the timeliness of the audited financial statements of the government. Expenditure Management Wing to finalize and get the necessary approval of the Scheme on Internal Audit and Audit Follow up. Finalization and approval of Model Internal Audit Charter and Risk Based Internal Audit Manual will also be initiated by the PIT. Meeting with all the selected MDAs sensitizing them on the formation of Internal Audit Units will be arranged shortly.

C-11 Strengthen External Scrutiny and Oversight

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
OCAG	37 - 40	-	

65. Objective: External auditing is the important aspect of PFM cycle as the audit reports are meant to hold the budget-holders accountable on the use of public funds and strengthen citizen engagement. The Comptroller and Auditor General of Bangladesh has the constitutional mandate to audit all government accounts and financial statements. In the latest PEFA assessment, Bangladesh received score of D+ for PI 30 and C+ for PI 31 due to the fact that external audit reports are 2 years behind. To address this issue, Component 11 focuses on strengthening the audit capacity of the office of CAG to carryout risk-based audits accounting to international standards and to improve the timeliness of the audited financial statements. Risk-based audit methods helps to establish proper internal audit arrangements with appropriate structure particularly regarding organizational independence; reporting to the audit committee; use of professional audit methods, including risk assessment techniques to provide assurance to management on the performance of the internal control systems.

66. Outcomes:

- Capacity building exercise as part of the iBAS++ IT Security Assessment have been done and the recommendations were discussed with OCAG. Concrete steps will be taken to strengthen the capacity and professionalization of the audit staffs;
- On November 17, 2019 the South Asia Accountability Roundtable was organized on “Promoting Accountability and Integrity in Government Spending” with the aim of convening high level representatives from financial accountability actors. There was remarkable participation from Anti-Corruption and major stakeholders from various local and international institutions. The conference was a great success in underscoring the need for greater public accountability and the need for an enhanced institutional collaboration to achieve this purpose.



South Asia Accountability Roundtable-group photo

67. Outputs:

- Considering the limited functionalities and usage of existing Audit Monitoring Management System (AMMS), there was a gap assessment done by Ernest & Young and the report will be finalized with recommendations;
- The professional certification of auditors has commenced. The CIPFA training commenced in August 2019 with e-learning courses; six participants were enrolled in the strategic level; however, four of them deferred to a later date and two participants enrolled in Governance, Public Policy and Ethics (GPPE) module of Advanced Diploma Level;
- Two ToRs for preparation of Audit Procedure Manual and Accounting Procedure Manual has been drafted recently under FAAT Project.

68. Challenges and mitigations: The main challenge faced in the professional development of the auditors is time constraints. Many of the auditors from OCAAG that have been selected to partake in the respective training programs organized under the SPEMP BETF have concurrent work and other academic obligations resulting in lack of attendance or concentration. It has been suggested to restrict participation in two courses simultaneously to ensure better focus and improve pass rates of training programs. The OCAAG will be advised to offer work flexibility to allow for sufficient study time for the examinees. It was also agreed that OCAAG will prepare a plan, following completion of the accreditation of the auditors to introduce the CIA, CIPFA, CISA training courses at FIMA. However, it appears that other trainers must be recruited for the purpose of conducting these courses. Another challenge is delays in setting up the computer systems in Financial Management Academy (FIMA) that would fulfill the goal of institutional capacity building is now expected to be done shortly. For the successful implementation of the activities under this component OCAAG is currently looking for additional funding which will be utilized for the procurement of IT systems/ equipment, workshop/training and regular operational matters. While capacity building and technical assistance support is available from the DP managed programs (SPEMP & EU TA), OCAAG does have other equipment and logistics needs. OCAAG is currently working on drafting a formal proposal for the funding for the implementation of the activities under this component. The formal proposal will be submitted to Finance Division shortly.

69. Projects/schemes contributing to this component:


a. SPEMP BEFT- Sub-tasks- Fiscal Accountability & Transparency: The objective of the Accountability & Transparency work stream US\$600 thousand (2018-2020) is to promote fiscal accountability through strengthening external scrutiny, legislative oversight and transparency of the budget. The sub-tasks have the following major activities:

- Provide support for higher level qualification of the auditors who have previously completed different levels of CIPFA courses under SPEMP-B and other professional courses of auditors such as Certified Internal Auditor (CIA), CFE, CGAP, IPSAS and CISA;
- Roll out and mainstreaming of ISSAI compliant audit into regular audit activities and implement to all the audit directorates to enhance fiscal transparency;
- Assess and identify the causes for delay in preparation and approval of financial statements and analyze the related political economic considerations and support for preparation of a strategy paper to improve timeliness of audited annual financial statement;
- Bring all the institutions of accountability (PAC, OCAAG, Anticorruption Bodies, Media) in one platform by organizing an international conference with an aim to raise awareness as to different tools and approaches for achieving financial accountability and generate ideas for how accountability stakeholders can collaborate and collectively promote and ensure financial accountability and transparency of government;

b. EU-funded Technical Assistance "Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh" (EUR10m, 36 months): The Financing Agreement was signed in June 2019 and the implementation of the program will start from July 2020 and have a closing date of June 2023. The overall objective of this program has one activity related to support the OCAAG to carry out its modernization program. With regards to component with OCAAG, main activities will focus on: (i) audit planning and methodology, (ii) professional development and capacity building (particularly through FIMA).

70. Next steps: Finalizing the new Finance and Appropriation Accounts templates and implementing the usage of these templates; Strong monitoring via periodic meetings with the OAG is required whereby a dedicated team will co-ordinate with the program facilitators for the proper implementation of the training programs (CIPFA, CISA, CIA); Focus on setting up of the computer system to conduct CIPFA, CIA and CISA for faster institutional capacity development of FIMA; Formal proposal is to be submitted to the Finance Division for additional funding; Initiate the procurement of required infrastructure for appropriate deployment of the AMMS software.

C-12 Strengthen Parliamentary Oversight and Scrutiny of Public Expenditure

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Public Accounts Committee	41, 42	-	

71. Objective: The Public Accounts Committee of the Parliament conducts proceedings on the audit reports and issues directives to uphold accountability in cases of misuse of public funds/authority and to recover such losses. The PAC has improved lately but still needs to make progress in the timeliness and effectiveness of its responses and corrective actions. This component focuses on supporting PAC for timely scrutiny and strengthening the MIS to improve its use to support Parliamentary Committees.

72. Outcomes: The PAC has improved the timeliness (at least twice in every month) of the review of Audit reports and scheduling meeting to discuss about the findings. Currently, the process of hearing on audit observations happen twice a month, while recommendations or minutes are shared just before the next meeting which seems relaxed, focus should be given to make this process faster.

73. Challenges and mitigations: Receiving audit reports from CAG regularly and in a timely manner is a big challenge. Parliament Secretariat needs to coordinate with OAG and keep an active liaison for receiving audit reports regularly and in a timely manner so that PAC meetings are done more frequently. Current MIS system needs to be strengthened for the greater use of scrutiny of the reports. While capacity building and technical assistance support is available from the DP managed programs (EU TA), PAC does have other equipment and logistics needs and looking for financial support in this respect. Formal proposal for the financial support needs to be prepared and shared with Finance Division. EU supported program will contribute to the capacity building activities. Increased number of officials with expected skill set and enhancing capacity of the exiting officials of PAC are also necessary.

74. Projects/schemes contributing to this component:

EU-funded Technical Assistance “Supporting the implementation of the PFM Reform Strategic Plan in Bangladesh” (EUR10m, 36 months): The Financing Agreement was signed in June 2019 and the implementation of the program will start from July 2020 and have a closing date of June 2023. The objective of this program includes to support the three Parliamentary Financial Oversight Committees to fulfil their respective mandates. With regards to the component with the National

Parliament, main activities will focus on (i) legislative framework, (ii) professional development and capacity building, (iii) information technology, (iv) Public Interest Related Information Disclosure Act 2010 and other relevant Legislation.

75. Next steps: Coordination meeting with OCAg needs to be scheduled to discuss the regular submission of audit reports. A proposal for financial support for full functioning MIS system is to be prepared and submitted to Finance Division.

C-13 Procurement

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Central Procurement Technical Unit	43 – 46	-	

76. Objective: Procurement is a major component of the national budget of Bangladesh. The country is rapidly transforming its public procurement environment by shifting gradually from traditional procurement practices to international standards through digitization of systems. The Public Procurement Rules 2008 has reference for the introduction of e-GP over time in the country. Digitizing Implementation Monitoring and Public Procurement Project for Bangladesh is supporting towards a better Procurement management system in Bangladesh especially digitizing and strengthening the capacity of procurement professionals. This component of procurement aims for the expansion of e-GP system that will improve procurement related governance issues at local level providing greater transparency with reduced discretionary authority for all sector operations in Bangladesh.

77. Outcomes:

- Now Bangladesh is running on a single e-GP portal. e-GP system consists of a comprehensive set of interlinked modules, such as, Centralized Registration, Workflow M management System, e-Tendering, e-Contract Management System (e-CMS), e-Payments, Procurement Management Information System (PROMIS). In Bangladesh about 70 percent of the entire procurement is under e-GP. Average procurement time (invitation to contract signing) decreased from 94 (FY11) to 59 (FY19) days in case of Open Tendering Method (OTM) works in. This improved procurement system has saved US\$1.3 billion of GOB expenditure since 2011. Moreover, this system has been contributing by reducing procurement expenditure of US\$150 million each year;
- The CPTU has progressed significantly in the component of professionalize procurement and citizen’s engagement;
- Government Tenderer’s Forum (GTF) has been formed in all districts.

78. Output: An on-line contractors’ database with certified qualifications and experience of the firms, especially for the civil construction works has been developed.

79. Challenges and mitigations: Limited in-house technical specialist skills to analyze, deal, and provide with complex and sensitive procurement issues which is now mostly dependent on consultant’s support. Inadequate staffing with skilled IT professionals that are required to follow technology architecture & processes for ensuring smooth operations and cyber security of the e-

GP system. Long term hierarchic structure for decision making negatively impacting upon resolving issues related with the technology investment, resource allocations, hiring people, developing standard technical procedures and guidelines for managing the e-GP platform efficiently & effectively. CPTU is currently working to restructure the existing system to ensure greater transparency and efficiency. The delay in making decision is one of the key challenges and transforming the current state as unit into Bangladesh Public Procurement Authority (BPPA) would make the process faster.

80. Projects/schemes contributing to this component:

Digitizing Implementation Monitoring and Public Procurement Project: GOB has been implementing Digitizing Implementation Monitoring and Public Procurement Project of US\$100 million since 2017 and has a closing date of 30 June 2022. Aim of this project is to improve public procurement performance and enhance capacity for implementation monitoring of development programs/projects. The project has four components that supports:

- Component 1: Restructuring CPTU and Institutionalizing e-GP
- Component 2: Enhancing Digitization of Public Procurement
- Component 3: Professionalizing Procurement and Citizen Engagement
- Component 4: Digitizing Project Implementation Monitoring

81. Next steps: The enactment of Bangladesh Public Procurement Authority (BPPA) Act is in process and will be finalized soon. Some major contracts for e-GP enhancement, Operation and Management (O&M) will be concluded with the successful applicants and contract will be signed. Standard Tender Documents (STDs) will be translated to Bangla. More focus will be given bringing International Tendering and Service procurement under the purview of e-GP.

C-14 PFM Leadership, Coordination and Monitoring

Wing, Division	Activities from Action Plan	Corresponding DLI	Progress Status
Budget Wing, PECT, IPF, FD	47 - 50	10	

82. Objective: PFM reform agenda is aimed at improving the functionality, efficiency, and effectiveness of the PFM systems, introducing changes in PFM systems, processes, and practices, and enabling better coordination among various stakeholders of the PFM systems. Thus, component 14 of the PFM Action Plan spells out all details and requirements to begin its implementation, including the establishment of the PFM governance structure to lead and support the reforms.

83. Outcomes: A two-tier governance structure comprising of Steering Committee (SC), and Program Execution and Coordination Team (PECT) are in place with a defined ToR. They are supported by 13 Program Implementation Teams (PITs) that are leading the various PFM reform components. Learning Hub on PFM Reform is activated through recruitment of three full-time staff at IPF.

84. Outputs:

- The first stakeholder retreat was held on 23-25th January at Habiganj, where all institutions have actively participated to share their progress according to the activities mentioned in the PFM Action Plan 2018-2023. This Retreat was inaugurated by the Finance Secretary, Mr. Abdur Rouf Talukdar;
- PFM Pocket book, PFM Implementation Guideline and PFM Field Inspection-How to note have been drafted to support the successful implementation. First PFM Field inspection try-out done in April 2019 and the report was prepared to share the learning and experience visiting Deputy Commissioner's office, Civil Surgeon's office and primary school and Upazila Nirbahi Office;
- IPF have finalized five research areas to initiate the formal process of conducting research and study;
- Knowledge Exchanges (KE) to Mozambique and Philippines were successfully completed as well as a delegation from Mozambique visited Bangladesh in August 2019.



Field inspection try out in April 2019



KE visit of GOB officials to Mozambique

85. Challenges and mitigations: As the PFM Action Plan is still at the early phase of implementation, it is very crucial to keep the PECT and PITs active and motivated throughout. Implementation of the PFM Action Plan significantly relies on the existing implementation agencies whose capacities are known to be required further strengthening. Two out of eight PECT members are yet to join and the program urgently needs them for better coordination. Some of the PIT members are new to the reform agenda and will require additional support. Implementation Support Consultants (ISCs) expected to provide technical support and enhance coordination are not yet on board, which is creating an impact on the pace of implementation. ISC recruitment circular has recently been issued and the formal process of screening the applications will resume shortly. The engagement of verification agencies has been delayed which ultimately deferring the verification process and the disbursement of next tranche to GOB. Eleven consultancy firms have applied for the verification of third party and out of eleven, five have been shortlisted. A request for proposal has been issued to the shortlisted firms accordingly.

86. Projects/schemes contributing to this component

- a. Scheme on “PFM Reforms Leadership, Coordination and Monitoring”:** The non-ADP scheme on “PFM Reforms Leadership, Coordination and Monitoring” was approved in May 2019 with total funding of BDT14,000 lac (US\$16.6 million) and has a closing date of 30



Participants of first PFM Action Plan Stakeholder retreat

June 2023. The program is implemented by the Finance Division under the WB co-financed SPFMS.

- b. **SPEMP BETF sub-task on Change Management:** The objective of PFM reforms leadership, coordination and monitoring/ Change Management sub-tasks US\$840 thousand (2018-2020) is to play a pivotal role in the success of the implementation of the PFM Action Plan 2018-2023 and managing the change process. Effective Change Management is crucial to the success of the public financial management reform agenda in Bangladesh. This objective of this sub-tasks is to anchor the governance structure, ensure adequate monitoring and creating the space for effective and systematic learning and course-correction during implementation.

- 87. **Next steps:** Third party verification agent will be appointed shortly. Recruitment of ISCs and ISCs training will also be arranged by May 2020. First Steering Committee meeting will be held in March 2020. Workshops to finalize PFM Pocket book, PFM Field Inspection- How to note and PFM Implementation Guideline will be done in third week of March 2020. First formal PFM field inspection will be organized and a team with representations from GOB, World Bank and DPs will visit a District and other significant GOB offices. Focal points to the counterpart PFM institutions will be selected shortly. A Competency Framework (CFW) and Training Needs Analysis (TNA) will be done focusing on roles and responsibilities needed to be played by PFM reform institutions and specific skill-sets and knowledge required of each role.

3. GOVERNANCE STRUCTURE

- 88. The PFM reform program has a two-tier governance and coordination structure - comprising a Steering Committee and a Program Execution and Coordination Team (PECT). Such governance and coordination structure of PFM reforms is providing a mutual learning and accountability platform among the relevant institutions for a sustained use of improved PFM procedures and systems.

- **Steering Committee:** The Steering Committee is headed by the Finance Secretary and has representation from Cabinet Division, OCA, CGA, NBR, Economic Relations Division, and Planning Commission. It oversees the implementation progress, provides policy guidance and ensures an enabling environment for reforms to succeed and sustain, and decides on possible course-corrections based on implementation lessons and suggestions from the PECT.
- **PECT:** PECT is leading the coordination of the PFM reforms. The roles of PECT involves leading the coordination of the reforms with an active support from the line ministries as well as the development partners, developing progress and performance indicators for each (activity) cluster, supporting the capacity development of each PIT to develop effective PFM-focused monitoring, preparing semi-annual Progress Reports, developing a detailed communication plan, and creating a PFM Reform Learning Hub in IPF.
- **PITs:** In close coordination of PECT, 13 PITs formed in different PFM institutions have the primary accountability of implementing the respective PFM Action Plan components,

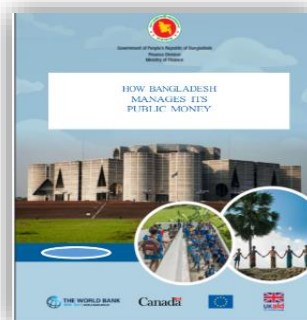


Program Execution and Coordination team (PECT)

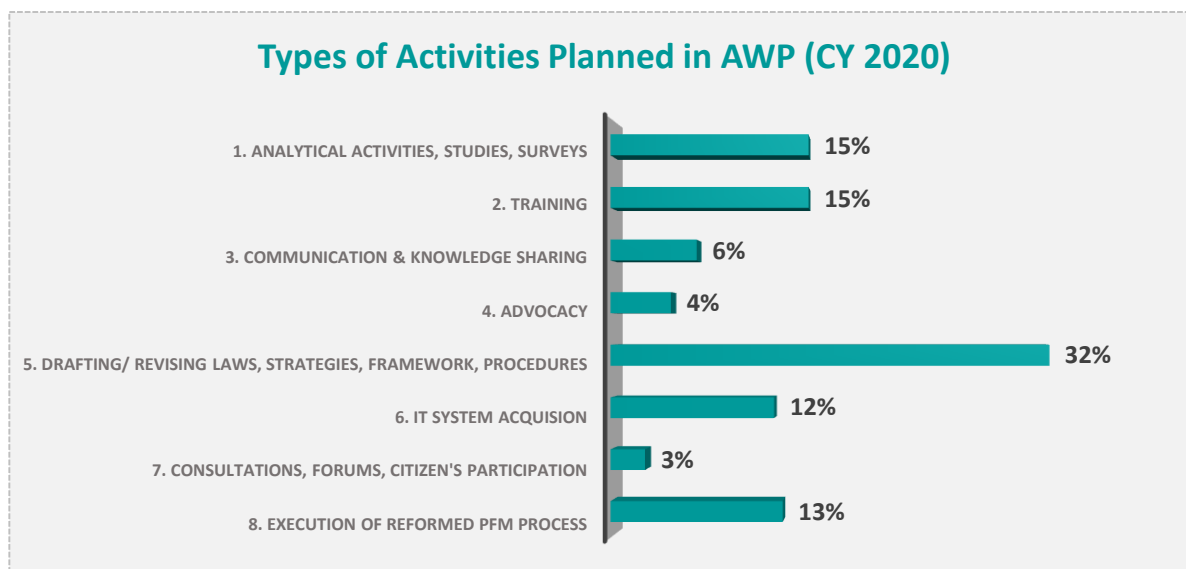
preparing implementation documentation such as work plans and budget allocation, providing financial oversight on program implementation, and achieving the performance targets.

- **ISCs:** The implementation support consultants will be shortly deployed to facilitate PITs active functioning and third-party verification agent are being engaged. Preparation of the semi-annual progress reports along with the semi-annual retreats and regular PFM field inspections are important coordination instruments.

89. Annual Work Planning guides smooth implementation and timely monitoring, the action plan activities and sub-activities are divided into steps/tasks that are assigned to the individual implementers in the PITs or other officials of the implementing institutions. This is being done through an Annual Work Plan (AWP). It is the process of planning what needs to be done, when it needs to be done, by whom it needs to be done, and what resources or inputs are needed to do it. The AWP template combines both the planning and actual progress reporting. There are 8 types of activities in the AWP. During the first few years of implementation of reform activities, the percentage of activity type 5 (Drafting/ revising Laws, Strategies, regulations, framework, procedures), activity type 1 (Analytical activities, studies, surveys) and activity type 2 (Training) is comparatively higher as the program invests heavily in developing procedures and building capacities. The chart below shows the analytics of the type of activities performed during this reporting period:



PFM Pocket Book



90. The annual plan, once approved by the PIT head, will be frozen for the six-months of implementation after which a new annual plan will be approved on a rolling basis. The new annual plan will drop the first two quarters of the previous plan and include the subsequent two quarters. The actual progress line will be used to capture the detailed status, achievements, progress, and challenges that may include deviations from the plan. These reports prepared by the PITs will be used by the PECT as an input to prepare the **semi-annual progress report** on the implementation of the PFM Action Plan and discussion in the **semi-annual retreats**.

4. OVERVIEW OF PFM ACTION PLAN FINANCES

91. The PFM Action Plan has a total funding allocation of about BDT447 crore² (US\$53 million). The breakdown by recipient is presented in the table below for expenditures from Sep 2018 to Dec 2019.

OVERVIEW OF PFM ACTION PLAN FINANCES							
Component Name	<i>amount in lac BDT</i>						
	DP fund (Special A/C-outside treasury)	DP fund (on Treasury)	Government Own fund projects	Donor executed (incl. SEMP, BETF, SPIMPS, UNDP, EU TA, SAARTAC etc.)	Government's operating cost allocation/ Government co-financing to DP projects	Total (in lac BDT)	Percentage for each component
C-1 Revenue and Expenditure Forecasting	NA	NE	NA	43	163	206	0.5%
C-2 Domestic Resource Mobilization	614	13,326	346	264	12,552	27,103	60.6%
C-3 Debt Management	NA	NE	NA	34	214	248	0.6%
C-4 Planning and Budget Preparation	NA	NE	NA	159	417	577	1.3%
C-5 Public Investment Management	206	NA	NA	NA	96	301	0.7%
C-6 Public Sector Performance Management	NA	NA	NA	48	NA	48	0.1%
C-7 iBAS++ /BACS Implementation	NA	NE	1,255	342	279	1,877	4.2%
C-8 Pension Management	NA	26	NA	NA	881	907	2.0%
C-9 State Owned Enterprises' Governance	NA	NE	NA	119	104	223	0.5%
C-10 Financial Reporting	NA	NE	NA	NA	109	109	0.2%
C-11 Strengthen External Scrutiny and Oversight	NA	NA	NA	234	NA	234	0.5%
C-12 Strengthen Parliamentary Oversight and Scrutiny of Public Expenditures	NA	NA	NA	NA	NA	-	-
C-13 Procurement	9,740	NA	NA	NA	2,296	12,036	26.9%
C-14 PFM Reforms Leadership, Coordination, and Monitoring	NA	491	NA	373	NA	865	1.9%
TOTAL (in lac BDT)	10,560	13,844	1,601	1,617	17,112	44,733	100%
TOTAL (in mil USD)	13	16	2	2	20	53	
Percentage for each source of fund	23.6%	30.9%	3.6%	3.6%	38.3%	100%	

Overall Contribution of GoB 42%

Overall Contribution of DP 58%

Note:

- "NA" denotes that there is no project under this item
- "NE" denotes that the item has budget allocated, but the expenditure has't started yet
- Conversion rate has been considered as BDT 84 for USD 1.

² The total donor contribution amount varies according to the foreign exchange rate at the time of reporting.

5. CHALLENGES

- 92. Establishing effective coordination mechanism (PECT and PITs) in order to do away fragmented implementation of PFM reforms has been the biggest challenge for implementers.** Although necessary coordination instruments (semi-annual progress reports, stakeholders’ retreats, and regular field inspections) and facilitation tools such as ISCs, third-party verification, and various technical assistance are already formulated within the program, it requires continuous attention, coordination and agility to make the reform successful. Furthermore, to support the implementation teams in planning, coordinating and delivering results ISCs will play significant role. The arrangement for onboarding ISCs is currently in place which needs to be fast-tracked.
- 93. Implementation of the PFM Action Plan significantly relies on the existing implementation agencies whose capacities are known to be required further strengthening.** Some of the PIT members are new to the reform agenda and will require additional support. To address this gap, the program invests heavily in the technical capacity building of relevant officials. The uneven skill of implementing agencies to implement and coordinate PFM Action Plan for some components, especially those institutions without an ongoing reform program. The newly drafted Implementation Guidelines for the PFM Action Plan and cross-learning among PITs are aimed at building this specific skill set for coordination (beyond the core technical know-how of each component). For example, the Macroeconomic Wing intending to develop a Macroeconomic forecasting model can connect with the iBAS++ unit and learn how to proceed about acquiring an IT system. The eight types of activities identified in the Annual Work plan (AWP) would help the implementers connect and learn from each other.
- 94. Ensuring continuity of implementation teams is necessary.** Frequent transfer (usually almost every two years or less an officer joins a new workplace) of key officials and the forgone lessons learned from the previous attempts are major obstacles to implement the PFM reform program. Therefore, ensuring continuity of implementation teams and required skill sets for each component with a well-planned succession are needed.
- 95. The PFM reforms experience in Bangladesh and around the world shows that a strong demand for intended improvement in PFM procedures, systems, and behaviors has been a key ingredient of successful reforms.** Nevertheless, this demand-side is not sufficiently strong as it comes from the recent Right to Information 2019 survey and other similar diagnostics. Important start has been made to connect more with demand-side institutions’ through a) consultations and publications on key PFM diagnostics, strategies and approaches and increased collaboration with think tanks and academia; b) continued activity on BACS Facebook and YouTube pages; c) building IPF capacity as an emerging center of excellence on PFM; d) learning events and publications (including the draft PFM pocketbook). The PECT has also supported the development of comprehensive three-pronged communication and engagement strategy for new Program office to strengthen the demand-side for PFM reforms that will be implemented in the months ahead.

6. LESSONS LEARNED

- 96. The PFM Action Plan 2018-23 was articulated based on a thorough understanding of the PFM reform experience in Bangladesh and elsewhere.** Fifty PFM priorities were carefully selected through high-quality technical advice and stakeholder consultations and formally approved. The intensive consultations ensured a high-level of stakeholder ownership and commitment to PFM reforms. The PFM priorities focus on solving functional problems, especially how PFM bottlenecks to public service delivery could be resolved. In many cases, the emphasis builds on business processes that are already in place, rather than to introduce new laws and processes.
- 97. It is too early to extract credible lessons from the implementation of the PFM Action Plan, as many components has only begun to be implemented.** Therefore, the following are a few lessons primarily relating to the overall governance and coordination frameworks put in place.
- 98. A comprehensive governance arrangement for the entire PFM reform coordination and implementation has been set up in order to avoid fragmentation of PFM reforms.** This will enable the Finance Division to provide overall leadership and coordination of PFM reforms steered by several institutions including OCA, NBR, Planning Commission, Cabinet Division, Public Accounts Committee, and various wings of the Finance Division.
- 99. Government ownership and commitment are strong but uneven at the technical level, including due to the heavy program management procedures.** The PFM Action Plan needs strong leadership commitment to give clear instruction and guidance to technical departments and resolve any operational bottlenecks. The Government might have more ownership in certain components such as the internal audit and audit follow-up, Public sector performance management and Parliamentary oversight. The World Bank and donors reiterated the importance of undertaking the Third-party verification.
- 100. Inter-ministry/agency coordination is a key challenge for the implementation of PFM Action Plan.** All of the components require coordination of the FD, NBR, Cabinet Division and high spending ministries in order to deliver the output and outcome. The World Bank team's role is to act as an honest broker where necessary to remove silos within the Government. Even though there is some progress on the collaboration between the FD and Cabinet Division recently on the component of Public Sector Performance Management, leading to good results on APA, it is still require attention.
- 101. Finance Division need to continue to provide hands-on leadership for the effective coordination.** The new Program Execution & Coordination Team has just been established and set to coordinate activities under all components and encourage cross-pollination and learning among reform agencies. The semi-annual PFM Action Plan progress reports and retreats are essential tools of this coordination.
- 102. There is a need to stick to the plan implementation and focus on monitoring and celebrating the outcomes.** There can be pushback by some implementers who may want to restart planning or designing new reform activities outside the Plan, instead of focusing on the Plan implementation.

To manage this risk, regular reminders from the leadership to focus on the Plan implementation will be important.

103. Capacity building investments should be informed by a comprehensive capacity needs assessment. GOB over the years has invested huge resources on building staff capacity in PFM that has led to a significant pool of competent personnel. Going forward, there is a need to identify technical/soft skills that are still lacking and direct the capacity building investments to building those skill

7. ANNUAL WORKPLAN CY 2020

C-1: REVENUE AND EXPENDITURE FORECASTING (MACRO-ECONOMIC WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)	
C1 – Activity 1	Replace macroeconomic models with a dynamic macro-econometric model which enables more robust revenue and expenditure forecasting	1.1 Identify model requirements (with specific purpose and outputs) in consultation with relevant wings	Analytical activities, studies, surveys	a. Study different types of macroeconomic models for forecasting and identify what is suitable	Anarul Kabir	✓	✓			8.5	Model requirement specification approved by Finance Secretary	
				b. Design an outline of the specifications and get them elaborated in consultation with relevant stakeholders and experts.	Khairuzzaman Mozumder	✓	✓					
				c. Finalizing the macroeconomic model requirement after discussing all relevant stakeholders.	Khairuzzaman Mozumder		✓					
		1.2 Consult best practices from similar countries and decide on the specific nature and design of the proposed model	Analytical activities, studies, surveys	a. Consult local experts and arrange workshops on macroeconomic models for forecasting	Abu Diyan Mohammad Ahsanullah	✓	✓				21.5	Different macroeconomic forecasting models studied
				b. Participate in courses on macroeconomic modeling or conduct study tours.	Anarul Kabir		✓	✓	✓			
		1.3 Identify software requirement for the selected model building and application	IT systems acquisition	a. Conduct an internal research to further develop the software requirement for the selected model	Mohammad Mahabub Alam				✓	✓	4.5	EOIs published as per PPR rules and RFAs received
				b. Develop a TOR against the research conducted internally and prepare specifications for the use of a TOR	Mohammad Mahabub Alam				✓			
				c. Follow procurement process and Publish the EOI	Anarul Kabir				✓			
				d. Evaluate EOI and select and make contract with vendor	Anarul Kabir					✓		
		1.6 Identify possible stakeholders and make data sharing arrangement ✓ coordinate closely with the data sources agencies such as BBS, NBR, TDM wing of FD, CGA, Bangladesh Bank, ERD, EPB, NSD, IMED, PC and other agencies, if required	Communication and knowledge sharing	a. Create and approve the list of potential stakeholders	Anarul Kabir	✓					10.5	MoUs approved by Finance Secretary and signed by respective stakeholders
				b. Design the criteria and framework for data sharing arrangement and create a template MoU for stakeholders to sign	Abu Diyan Mohammad Ahsanullah		✓					
				c. Sign MoU with stakeholders	Mohammad Mahabub Alam					✓		
				d. Arrange to have regular coordination meetings	Mohammad Mahabub Alam		✓	✓	✓			

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)	
		1.7 Make a Program Implementation Team and capacitate the team to produce fiscal risk matrix	Execution of reformed PFM process	a. Program Implementation Team formulated	Anarul Kabir						PIT team established	
		1.8 Develop and implement capacity building/ change management plan for the MEW officials	Training	a. Develop TOR for need assessment of change management for MEW officials	Anarul Kabir			✓		70	EOI published, TOR and training module developed	
				b. Core members of MEW receive overseas training on change management	Anarul Kabir		✓	✓	✓			
C1 – Activity 2	Develop scenarios for optimistic and risky fiscal outlooks to drive mid-term budgetary revisions	2.1 Build capacity to carry out the quantification of risks to revenues and expenditures and other fiscal indicators	Analytical activities, studies, surveys	a. Conduct an internal research to develop a framework for quantification of fiscal risks and other fiscal indicators	Mahabub Alam		✓	✓	✓	120	Framework approved by Finance Secretary; Training module developed	
				b. Host internal capacity building workshops/seminars/conferences on the findings of the need assessment framework	Mahabub Alam		✓	✓	✓			
				c. Core members receive training on risks to revenues and expenditures and other fiscal indicators	Mahabub Alam		✓	✓	✓			
		2.3 Ensure collaboration among ministries/ agencies (such as Bangladesh Bank, Bureau of Statistics, NBR, Export Promotion Bureau, Ministry of Agriculture, Ministry of Industries, Ministry of Environment, Forest and Climate Change etc.) to set clear roles and responsibilities for fiscal risk analysis	Communication and knowledge sharing	a. Develop framework/ SOP for quantifying fiscal risks through collaboration among public sector agencies.	Abu Diyan Mohammad Ahsanullah		✓	✓			50	Period of consultation meeting/ knowledge sharing workshops held
				b. Organizing periodic consultation meeting/ knowledge sharing workshops with public sector stakeholders	Abu Diyan Mohammad Ahsanullah		✓	✓				
		2.5 Enhance communication with private sector or academic/ research institutions	Communication and knowledge sharing	a. Develop framework/ SOP for quantifying fiscal risks through collaboration among private sector agencies.	Abu Diyan Mohammad Ahsanullah		✓				40	Period of consultation meeting/ knowledge sharing workshops held
				b. Organizing periodic consultation meeting/ knowledge sharing workshops with private sector stakeholders	Abu Diyan Mohammad Ahsanullah		✓					

C-2: DOMESTIC RESOURCE MOBILIZATION (NATIONAL BOARD OF REVENUE)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)		
C2 – Activity 3	Develop and implement a Medium-Term Revenue Strategy	1.1 Prepare and implement a Medium-Term Revenue Strategy (MTRS), building on the Tax Modernization Plan and TADAT diagnostics	Drafting/revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a. Mapping existing analytics and follow up reform actions b. Stakeholder consultation on problems, causes and solutions (Govt, private sector, civil society and DPs) c. Developing a framework of strategic priorities d. Setting strategic objectives 	Project Director		✓						
		1.3 Publish the preliminary conclusions and recommendations and share with key stakeholders and by 2019, submit tax policy recommendations to the PM, Cabinet and Parliament	Communication and knowledge sharing	<ul style="list-style-type: none"> a. Invitation of budget proposal b. Stakeholder consultation meeting in Dhaka and other districts c. Analyzing the proposals at NBR from 3 policy wings d. Preparing presentations and policy notes for Honorable Finance Minister e. Finalizing presentations and policy notes for Honorable Prime Minister based on feedback f. Presenting the finalized proposal in the Cabinet and The Parliament to be included in the Finance Bill 	Project Director				✓ ✓ ✓ ✓		Change in fiscal policies and duty tax structure through finance bill		
		1.4 Strengthen NBR capacity to estimate tax expenditure and identify and calculate the current impact and trends of tax expenditures and conduct a tax base analysis and forecast various MTRS scenarios (macro-modeling)	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a. Tax gap analysis b. Political economy analysis of the tax regime, c. Tax expenditure analysis d. Revenue forecasting, taxpayer charter 	Project Director		✓						
		1.5 Broaden tax base by introducing taxes for proxies for pollution by tax region; Remove barriers to green technology adoption by offering tax reductions or tax rebates, capital allowances/ accelerated depreciation etc. by tax region	Drafting/revising laws, strategies, regulations, framework, procedures	Establish an independent unit to perform Economic Cost benefit Analysis for any policy changes. The unit will also be responsible for making assessment of policy impact	Project Director		✓						
		1.6 Strengthen the capacity of intelligence, research/statistics	Training	<ul style="list-style-type: none"> a. Creating a functional research unit comprising of economists, statisticians, development practitioners and bureaucrats for conducting Policy Impact evaluation and suggesting Evidence based tax Policy through research outcomes b. Conduct a Capacity Development needs assessment for NBR officials at all levels c. Design and initiate an independent project for capacity development d. Capacity development of the Tax, Customs and VAT academy e. Establishing a regional Tax, Customs and VAT training academy f. Prepare a yearly training calendar g. Arranging specialized training both in home and abroad in the functional areas 	Project Director		✓						

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
				h. Establish an automated central Revenue Reporting and monitoring unit							
C2 – Activity 4	Increase tax collection through improved tax administration	1.1 Ensure harmonization and taxpayer data sharing across various wings of the NBR	Drafting/revising laws, strategies, regulations, framework, procedures	a. Establishing a central independent planning cell for all the three wings of NBR b. Drafting and finalizing of a strategic and modernization plan for NBR	Project Director			√			
		1.7 To develop and establish a system of modern infrastructure and create e-business environment using ICT as an enabler to facilitate the delivery of seamless and quality services to the stakeholders	IT systems acquisition	a. Conducting Business Process Analysis and Business Process Review of Income Tax, Customs and VAT procedure for upgradation of Tax offices, Customs Houses, LC Stations and VAT Commissionerate that are in line with international best practices. b. Assess budgetary and infrastructure facility needs at all field level offices including tools and equipment c. Prepare a field level offices infrastructure requirement plan d. IT unit along with forensic lab to trace data for income tax e. Customs Dog Squad, Customs Chemical Lab, Customs Security Check Point, Non-Intrusive Inspection, Scanners, Electronic Cargo Tracking System, Advanced passenger Information System f. Procurement of hi speed navigational and marine vessel like speed boat, surveillance vessel and helicopters for customs and tax emergency response team g. Establish a separate Business Intelligence and Analysis unit for big data analytics for enhanced Tax and VAT collection	Project Director			√			
		1.8 Successful Implementation of National Single Window and introducing an electronic, online solution for international trade (import, export, transit and transshipment)	Execution of reformed PFM process	a. Law Drafting Committee formation b. Consultation and meetings between law drafting committee and other relevant organizations to finalize the draft. c. Recruitment of consulting firm d. Preparation of initial selection documents for software procurement e. Visiting CLPIAs to understand their business f. Finalizing technical and functional requirements of Certificate License and Permit issuing Agencies'(CLPIAs) to procure BD- NSW Solution, Valuation Database, Cyber Security and Risk Management software g. Capacity building training for NBR and other CLPIAs h. Training to be conducted as per schedule and it's a continuous process. i. Income Tax officials should also be trained and have access to it.	Project Director			√			Draft NSW law will be placed in this Annual Budget; Establish a user-friendly automated electronic system for international trade; Capacity development of relevant officials to run the fully automated NSW system
		1.9 Introducing an automated Customs Bond Management System in Bangladesh	IT system acquisition	a. Purchasing Software for Customs Bond Management System in Bangladesh b. Purchasing Hardware for Customs Bond Management System in Bangladesh c. Orientation and Capacity Building Training for all related stakeholders d. Handing over the project to National Board of Revenue (NBR)	Fyzur Rahman			√			
		1.10 Value Added Tax and Supplementary Duty, Act 2012 Implementation (VAT: Online) Project	Execution of reformed PFM process	a. Printing and publication of awareness building campaign materials and Concierge Booth/ Help Desk in different places and spaces rent for Taxpayer campaign with all campaign activities b. IT Hardware for Development of customized software for VAT Agents and VAT Advisors for VAT Academy including integration with IVAS and NBR Website, Payment system of Bangladesh Bank	Kazi Mostafizur Rahman Commissioner, National Board of Revenue and Project	√	√			10,000	Implementation of the Value Added Tax and Supplementary Duty Act, 2012 will be successful in such a way as to strengthen and modernize the VAT administration in

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
				<ul style="list-style-type: none"> c. Refurbishment of Customs, Excise and VAT Training Academy, Chittagong including its lab, library, medical center etc. d. Training or professional course on audit and risk management/ equivalent course for VAT staff in local institutes [IBA, Dhaka University, ICMAB] e. Lottery for end consumers & retailers under taxpayer communication plan 	Director, VAT Online Project						Bangladesh in order to increase VAT revenue and reduce the current VAT compliance gap
		1.11 Redesigning and upgradation of BITAX system to the tune of digital transformation	IT system acquisition	<ul style="list-style-type: none"> a. Making a thorough assessment of the existing System b. Drawing and designing the system so as to tune the system into real digital transformation c. integration of e-payment system with BITAX d. Integration of the System with ASYCODA++, NSW, Bond Automation, VAT Online, iBAS++, RJSC e. Spacing and Creating profile for all audit firms so that they mandatorily file e-audit report in the system. Making this e-audit report only evidence to be used within the territory of Bangladesh. f. Developing internal SAP Platform Expertise so as to develop and design the system timely and keeping pace with the time g. Extensive Training of Officers and Staffs. Creating Master Trainers of the System h. Making Attractive payments to those devoted for the system. 			v				
		1.12 Prepare Draft of Direct Tax Act	Drafting/revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a. New Act will remove areas of uncertainty b. Modern approach for guarding money laundering through taxing unexplained foreign income and investment can addressed in the new legislation c. Recovery of Arrears can be dealt with new insights d. search and seizure can be effected with the endowment of magistracy power in the new law e. a whole new regime of fresh taxation can be introduced with new tax rates favorable to businesses f. Introduction of inheritance tax and streamlining of wealth tax is the new area can be addressed in the new legislation. 				v			
		1.13 Launching mass campaign for online return submission and tax net expansion	Consultations, forums, citizens' participation	<ul style="list-style-type: none"> a. An enlightening campaign for the taxpayers that there are options for online tax return submission and e-payment. That taxpayers sitting in their room at mid night can pay tax and returns online. b. Online content and courses will be made and campaigned on YouTube, Facebook and other social media. By going through this content taxpayers will be able to learn how to prepare tax return and whether, when, how, why where to pay taxes. c. TVCs will also be prepared in line with social media content. 			v				

C-3: DEBT MANAGEMENT (ECONOMIC RELATIONS & DEBT MANAGEMENT WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C3 – Activity 5	Improve the quality of Medium-term Debt Strategy (MTDS)	1.1 Develop an operational strategy to implement the MTDS and conduct training as needed and design a communication platform for multiple agencies involved (e.g., FD, BB, ERD, NSD, CGA).	Drafting / revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a. Assess the current MTDS implementation mechanism and identify challenges b. Study the DSA template and develop a draft operational strategy addressing challenges and suggesting recommendations c. Collect feedback on the draft strategy and get approval from relevant authorities on final strategy, d. Design and conduct training for relevant stakeholders on the DSF e. Identify the objectives of the multi-agency communication platform, and evaluate current incompatibilities, f. Recruit IT services and communication consultant to design and create the communication platform 	Ekhlalur Rahman	✓	✓	✓	✓	250	Operational strategy for MTDS implementation Communication Platform
		1.2 Hold a Debt Review Summit with all concerned parties to discuss MTDS	Consultations, forums, citizens' participation	<ul style="list-style-type: none"> a) Identify objectives of the summit and design sessions accordingly b) Hire a think tank or agency to manage the event c) Invite all relevant stakeholders and confirm attendance d) Organize the Debt Review Summit and publish results in the multi-agency communication platform and other avenues 	Monjurul Haque	✓	✓	✓	✓	100	Recommendations on DSA implementation, MTDS improvement, and Debt Bulletin
		1.3 Using the 2017 MTDS as the base, develop a plan and procedure to update the strategy annually to reflect data collected from above agencies.	Drafting / revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a) Study the current MTDS and identify areas of improvement b) Conduct an internal research to further develop MTDS implementation operations strategy c) Create a data collection and collation plan for MTDS annual update and integrate into the communications platform d) Analyze the data at regular intervals and update MTDS accordingly 	Ruhul Amin,	✓	✓	✓	✓	100	Updated MTDS
C3 – Activity 6	Enhance the FD management structure and systems to ensure debt data quality, timeliness, and reliability	2.1 Operationalize Debt Database (DMFAS)	Drafting/revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a) Assess capacity of implementing unit b) Hire consultants to provide training to FD employees as required c) Customize DMFAS to include on-lending database 	Monjurul Haque		✓	✓	✓	1,200	Debt database established and updated
		2.2 Assess the capacity and performance of the FD's Treasury and Debt Management Wing	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a) Conduct internal evaluation of the FD's Treasury and Debt Management Wing to identify gaps in skills and resources b) Hire external consultants to suggest recommendations based on gaps identified c) Develop training modules and design training sessions for FD's relevant unit according to the needs identified d) Conduct training sessions for the relevant FD employees 	Ekhlalur Rahman,	✓	✓	✓	✓	100	Enhance the technical skills of TDMW's Officials

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
		2.3 Conduct a comprehensive inventory of all outstanding debt, including contingent liabilities and assumed guarantees (for government banks, e.g.)	Analytical activities, studies, surveys	a) Develop ToR for hiring expert consultants b) Recruit consultants to catalog relevant information c) Create a report based on the findings d) Share with all stakeholders	Ruhul Amin		✓	✓	✓	250	
		2.4 Analyze the data in the new system and make policy decisions based on that analysis	IT systems acquisition	a) Determine the purpose and data requirements of the database b) Develop RFP/ToR for hiring IT consultants c) Follow procurement process and Publish the EOI d) Evaluate EOI and select and draw contract with the vendor e) Create a mechanism for database implementation and management	Ekhlatur Rahman	✓	✓	✓	✓	100	
		2.5 Introduce publication of quarterly debt bulletin and annual debt portfolio report	Communication and knowledge sharing	a) Collect data for the debt bulletin and debt portfolio report b) Create drafts of the bulletin and report c) Get approval of the reports from Secretary d) Publish the bulletin and report on the shared communication platform	Muhammad Monjurul Haque	✓	✓	✓	✓	400	Published Debt Bulletin and Debt Portfolio Report
		2.6 Put in place and expand TSA which includes Special Accounts and EBFs	Drafting/revising laws, strategies, regulations, framework, procedures	a) Identify the objectives for setting up TSA b) Create plan and establish TSA c) Collect data about special accounts and EBFs and include in the TSA d) Regularly update the TSA	Firoz Ahmed	✓	✓	✓	✓	200	Treasury Single Account including all Special Accounts and EBFs
		2.7 Annually publish updated national debt status through media and GoB website	Communication and knowledge sharing	a) Collect data about national debt status through the DMFAS b) Create draft reports on national debt status c) Get approval from Finance Secretary on the final publication d) Hold press conference to publish the report to the media and upload report on GOB website	Begum Habibun Nahar	✓	✓	✓	✓	50	Final publication of the annual national debt status on different media and the GOB website
		2.8 FD's Debt Management Wing to convene monthly meetings of heads of other Debt Management Units	Advocacy	a) Conduct monthly meetings of FD and other Debt Mgt unit heads b) Set standards for data quality and reliability and strategies to measure those c) Collect and use a sample of the available data and review it for quality and reliability d) Identify gaps and suggest recommendations	Ruhul Amin,	✓	✓	✓	✓	50	Higher quality and reliable data collection available for decision-making
C3- Activity 7	Enhance Non-Tax Revenue (NTR) performance	3.1 Develop a web based NTR database	IT systems acquisition	a) Determine the purpose and data requirements of the database b) Develop RFP/ToR for hiring IT consultants c) Follow procurement process and publish EOI d) Evaluate EOI and select and draw contract with the vendor	Ekhlatur Rahman	✓	✓	✓	✓	100	NTR Database. Workshops, seminars on NTR

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				e) Create a mechanism for database implementation and management f) Conduct workshops, seminars on NTR				✓	✓		
		3.2 Policy dialogues, workshops and seminars for awareness building among NTR generating units	Communication and Knowledge sharing	a) Create annual operations plans for the duration of the reform and identify the aims and objectives b) Design activities according to the goals and objectives (dialogue, workshop, seminar etc. c) Invite all relevant public and private stakeholders in NTR generation d) Recruit think tank and event management through procurement process to organize the program	Mojurul Haque	✓	✓	✓	✓	50	A policy paper, with NTR potential and a strategy/plan to enhance NTR through policy measures and better collection
		3.3 Revenue innovation incentives	Drafting/revising laws, strategies, regulations, framework, procedures	a) Study examples of revenue innovation incentives in 3 comparable countries b) Evaluate alternative methods of generating revenue and identify which are suitable c) Design revenue innovation schemes and collect feedback from relevant stakeholders d) All key stakeholders agree to implement the incentives and relevant Secretaries approve the schemes	Firoz Ahmed,		✓	✓	✓	200	New incentives are approved and put in place for innovation in revenue generation
		3.4 Capacity building	Training	a) Conduct needs assessment of skills among relevant agencies and stakeholders align with PFM reforms leadership, coordination and monitoring b) Establish ToR for hiring consultants to provide training based on the needs identified; c) Publish EOI and hire consultants through the recruitment process to train the relevant units; d) Organize training and capacity building sessions to meet the gaps	Begum Habibun Nahar			✓	✓	250	Enhanced skills of relevant implementers of revenue innovation schemes and NTR units

C-4: PLANNING AND BUDGET PREPARATION (BUDGET WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C4-Activity 8	Improve the effectiveness of BMC and BWG	1.1 Assess how the BMC and BWG are functioning and develop a performance improvement program	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a. Current ToRs of BMC and BWG will be expanded to include new functions b. Review and update draft Performance Scorecard with the representatives of the BMCs through 2 half day workshops c. Discuss and agree on an overall performance framework with the BWG d. Pilot Performance Scorecard with at least 3 BMCs and recommend fine tuning e. Build capacity of the BMCs and BWGs using the monitoring framework f. Finalize Scorecard and performance framework g. Approval of the framework and scorecard issued through a GO 	Mohammad Abu Yusuf			✓	✓ ✓ ✓ ✓	200	DLI 2.1 - Monitoring framework (including a performance scorecard) for the BMCs has been drafted, consulted and finalized
C4-Activity 9	Improve the effectiveness of BMC and BWG	1.2 Based on the initial assessment, revise the ToR for the Budget Management Committee	Drafting/revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a. Review and propose amendments to the BMC and BWG ToRs suitable for the committee to review MYPIP/MTBF and FBEs at the workshop b. Review and approval of the BMC ToR by the FD 	Muhammad Faruq-uz-zaman			✓	✓	700	Revised ToR of BMC (linked to DLR 2.1)
		1.3 To make the BMCs and BWGs work more efficiently, rationalize the number of budget planning tools	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a. Prepare ToR for the study b. Prepare selection panel for the study c. Selection and commencement of the study d. Finalize and share the recommendations from the study to the BMCs and BWG of FD e. Final clearance of the new set of tools for multiple planning and budgeting systems 	Begum Liza Khawaja		✓	✓ ✓	✓	1,900	Revised set of tools for multiple planning and budgeting systems (linked to DLR 2.1 & 2.2)
		1.5 Finance Division to deploy a resource pool to support BMCs in various line ministries in a demand-driven approach	Training	<ul style="list-style-type: none"> a. Prepare ToR for external resource to be deployed in the line ministries b. Procurement of external resources and deployment c. External resource person providing regular support to BMC 	Begum Liza Khawaja			✓	✓ ✓		900
C4-Activity 10	Efficient budget release	1.2 Review the current fund release procedures and delegation of financial power in line with the development of Cash Management Policy and Procedure	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a. Prepare ToR for external consultant to review the existing fund release procedure b. Procurement of external consultant c. Consultant to provide recommendations for more effective and timely fund release procedures d. Fund release procedure is approved by Secretary, Finance 	Mohammad Abu Yusuf	✓	✓	✓		240	Updated Fund Release Policy and Procedures (Linked to DLR 3.1)
		1.1 Delink the budget releases and distribution to DDOs/project directors from the submission of the utilization reports for first 2/3 quarters	Drafting/revising laws, strategies, regulations, framework, procedures	<ul style="list-style-type: none"> a. Prepare ToR for individual external consultant to review the Rules of Procedure for fund distribution b. Procurement of external consultant c. Consultant to provide suggestions for changes in authority for fund release d. FD to convene meeting to finalize and endorse fund release procedure e. Circular issued on changes of procedure for fund release 	Shirajun Noor Chowdhury			✓ ✓ ✓	✓ ✓	100	Circular issued to relevant officials Revised Rules of Procedure received and understood by all relevant persons

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		1.3 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	IT systems acquisition	<ul style="list-style-type: none"> a. Prepare ToR for external IT consultant in consultation with iBAS++ team b. IT consultant to provide technical solutions for the monitoring fund release flow c. Meeting at FD to review proposed IT based monitoring d. Consultant help setting up agreed monitoring system e. User Manual and training to use the new monitoring system 	Mohammad Abu Yusuf			✓	✓	1,200	iBAS ++ based IT system in place
		1.4 Effective monitoring of budget execution and timely review and management of outliers	Analytical activities, studies, surveys	<ul style="list-style-type: none"> a. Trained FD officials designated to monitor specific disbursement b. Feedback on the monitoring system and status of monitoring reported to FD c. Amendment and fine tuning of the monitoring tool and guide 	Shirajun Noor Chowdhury			✓	✓	900	Effective monitoring in place Fund release is timely with feedback based on monitoring

C-5: PUBLIC INVESTMENT MANAGEMENT (PLANNING MINISTRY)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C5- Activity 11	Improve public investment formulation, appraisal, and approval process	1.1 Fully introduce Ministry Assessment Format (MAF) & Sector Appraisal Format (SAF) in two Pilot Sectors e.g; Power & Energy (PE) and Local Government & Rural Development (LGRD)	Training	Proper official communication has been made with the pilot sectors. JICA Expert Team Member have been providing OJT (On the job training).	Md. Khalilur Rahman Khan	✓	✓	✓	✓		Skills on Development Project Assessment and Appraisal will be increased
		1.2 Fully introduce Sector Strategy Paper (SSP) & Multi Year Public Investment Program (MYPIP) in two Pilot Sectors (PE & LGRD)	Training	Trainings on SSP & MYPIP are ongoing. Plans have been made for OJT on SSP & MYPIP.OJT will be conducted soon by JICA Expert Team.	Md. Sayduzzaman	✓	✓	✓	✓		Skills on formulation of Strategic ADP/RADP will be increased.
		1.4 Update of SSP of two Pilot Sectors (PE & LGRD) in light of 8 th Five Year plan.	Analytical activities, studies, surveys	SSP of two Pilot Sectors (PE & LGRD) will be updated after finalization of 8 th Five Year plan.	Muhammad Anwar Uddin				✓		Goals of PE & LGRD in 8 th Five Year Plan will be achieved.
C5- Activity 12	Strengthen Strategic linkage between the ADP, FYP and MTBF	1.1 Establish Integrated Public Investment Management System (IPIMS)	IT systems acquisition	a. Develop required Software for the ADP/RADP Management System (AMS). b. Procurement and Commissioning of required Hardware for the ADP/RADP Management System (AMS). c. Piloting for the ADP/RADP Management System (AMS) among 10 (Ten) selected Ministries/Divisions. d. Provide User Training to the Agencies/Ministries/Divisions/Planning Commission.	Md. Sayduzzaman	✓	✓	✓	✓	587	

C-6: PUBLIC SECTOR PERFORMANCE MANAGEMENT (CABINET DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C6- Activity 14	Institutionalize high quality system for producing APAs with meaningful indicators and targets that are aligned to national priorities	1. 1 Train CRU staff as well as APA team members of MDAs to enable them in setting meaningful indicators and targets	Training	Discussion with international organizations to develop training module/visit/training session on Government Performance Management System	Deputy Secretary (Performance Management Policy and Evaluation) and Deputy Secretary (Performance Management Implementation and Monitoring)			✓	✓	1000	Skill and knowledge of CRU Staffs on GPMS will enhance
		1.2 Enhance ICT facilities of the CRU to enhance research and training capacity as well as office environment	IT systems acquisition	Procurement/acquisition of ICT and office equipment	Deputy Secretary (Performance Management Policy and Evaluation) and Deputy Secretary (Performance Management Implementation and Monitoring)			✓	✓	1000	CRU capacity to enhance research and training will enhance
C6- Activity 15	Adopt a comprehensive monitoring system and evaluation framework	1.1 Improve/upgrade the APAMS software	IT systems acquisition	a. Identify areas of improvement in the APAMS software according to future need b. Develop new APAMS software capable of addressing future needs.	Deputy Secretary (Performance Management Policy and Evaluation) and Deputy Secretary (Performance Management Implementation and Monitoring)			✓	✓	150	A better version of APAMS software is build which is user friendly and enables easy and effective monitoring and evaluation of APAs.
C6- Activity 16	Incentive MDAs based on performance	1.1 Design and implement pilot scheme for encouraging initiative and rewarding excellence in performance management	Drafting/revising laws, strategies, regulations, framework, procedures	Develop a guideline to provide incentive to good performing government offices	Deputy Secretary (Performance Management Policy and Evaluation) and Deputy Secretary (Performance Management Implementation and Monitoring)				✓	5	A sound competition among Government offices will develop to perform well in APA
C6- Activity 17	Ensure greater openness and transparency of the APA process	Publish a report on APA (its achievements, challenges, and status of MDAs)	Advocacy	a. Information from MDAs collected b. Vendor selection complete	Deputy Secretary (Performance Management Policy and Evaluation) and Deputy Secretary (Performance Management Implementation and Monitoring)		✓			5	A publication on APA demonstrating the success, challenges and future plan

C-7: iBAS++/BACS IMPLEMENTATION (FINANCE DIVISION, iBAS++ PROJECT UNIT)

**Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)*

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C7- Activity 18	Implement new BACS and enhance the use of iBAS++ information for decision-making	1.1 Prepare the budget for FY120/21 on BACS	Execution of reformed PFM process	a. Develop the methodology and training curriculum	Sheikh Muhammad Salim Ullah		✓			10	Year 1 budget prepared on new BACS
				b. Develop and issue ToR for central technical assistance team to provide on-site support as needed	Sheikh Muhammad Salim Ullah		✓			10	
				c. Onboard central technical assistance team	Nazma Mobarek		✓			15	
				d. Prepare/Modify online tutorials and presentations	Manzarul Mannan		✓			20	
				e. Establish helpline to support the budget preparation process	Manzarul Mannan		✓			15	
				f. Prepare master trainers' training coaches/ facilitators	Abdur Rahman Khan			✓		10	
				g. Selection of CAOs, DAOs and UAOs for BACS training	Sheikh Muhammad Salim Ullah			✓		10	
				h. Training of CAOs, DAOs and UAOs for BACS	Nazma Mobarek				✓	20	
				i. Develop and issue ToR to procure consultants for capacity development need assessment for FSMU staff	Manzarul Mannan			✓		10	
				j. Capacity development need assessment for FSMU staff	Manzarul Mannan			✓		10	
		k. Conduct 1 workshop for capacity development of FSMU staff to provide quality support to LMs	Abdur Rahman Khan				✓	10			
		1.2 Prepare iBAS++ improvement plans to improve system functionality and processes	Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop and issue TOR for consultants to identify and facilitate functional assessment and iBAS++ improvement plan comprising- 1. data & information requirement, 2. report generation, 3. TA requirement, 4. user testing facilitation	Sheikh Muhammad Salim Ullah		✓			10	The iBAS++ improvement plan is endorsed by users and stakeholders, Capacity building trainings provided to LMs/SAEs,
				b. Setup teams in 4 areas	Abdur Rahman Khan		✓			10	
				c. Confer with senior executives of LMs to identify their requirements for the data and information they need for additional analysis and management	Abdur Rahman Khan		✓			10	
				d. Convene a workshop at the IPF for PFM professionals to analyze scope for improved PFM analysis and management	Abdur Rahman Khan		✓			10	
				e. Design outline of new/improved budget and financial reports to iBAS++	Abdur Rahman Khan			✓		20	
				f. Prepare final presentation and seek approval to add outline of new/improved iBAS++ reports	Nazma Mobarek			✓		10	

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)			
				g. Design outline of iBAS++ improvement plan	Nazma Mobarek			✓		20				
				h. Identification of user group to review and endorse iBAS++ improvement plan	Nazma Mobarek			✓		10				
				i. Identify TA requirements of iBAS++ team	Muhammad Ali Prince			✓		10				
				j. Develop and issue ToR to procure consultants to provide TA on new reports to iBAS++ team	Muhammad Ali Prince			✓		10				
				K. Training session with the iBAS++ team to provide TA to LMs/SAEs on iBAS++ functions	Muhammad Ali Prince				✓	20				
				l. iBAS++ improvement plan reviewed and endorsed by the user group	Muhammad Ali Prince				✓	10				
				m. Prepare final presentation and seek approval on iBAS++ improvement plan	Sheikh Muhammad Salim Ullah				✓	10				
		1.3 Implementation of feedback received from the assessment of iBAS++ system security certification	Execution of reformed PFM process	Draft action plan for the implementation of feedback	Sheikh Muhammad Salim Ullah	✓				10		Report on implementation of assessment of iBAS++ system security assessment		
				b. Assign responsibilities and timeframe	Sheikh Muhammad Salim Ullah	✓				10				
				c. Conduct regular meeting to monitor the progress	Sheikh Muhammad Salim Ullah	✓				20				
				d. Report on implementation status	Muhammad Ali Prince			✓		10				
				e. Determine and share the next steps	Sheikh Muhammad Salim Ullah				✓	20				
		C7- Activity 19	Document operating procedures and improve/automate processes to support iBAS++ operations	1.1 Finalize an iBAS++ operating procedures manual consistent with BACS	Drafting/ revising laws, strategies, regulations, framework, procedures	a. Setup the technical team	Sheikh Muhammad Salim Ullah	✓					20	An iBAS++ operation procedure is developed consistent with BACS
						b. Create first draft of the operation procedures	Manzarul Mannan		✓				20	
c. Stakeholder consultation and identification of the areas of inconsistencies	Manzarul Mannan						✓			20				
d. Finalization of iBAS++ procedures	Nazma Mobarek							✓		10				
e. Documentation by iBAS++ development team	Nazma Mobarek								✓	30				
1.2 Map manual processes in accounts offices and manual records kept outside iBAS++	Analytical activities, studies, surveys, etc.			a. Setup the team for identify manual processes outside iBAS++	Manzarul Mannan	✓				10	A mapping of manual processes developed			
				b. Stakeholder consultation and identification of manual processes	Manzarul Mannan			✓		20				
				c. Final mapping of areas and processes identified	Muhammad Ali Prince					20				
						a. Develop and issue ToR to procure consultants	Manzarul Mannan			✓		10	Process flow charts and improvement plan developed	
						b. Study 3 ideal process flow	Abdur Rahman Khan			✓		20		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)	
		1.3 Prepare process flow charts and develop a time-bound process improvement plan	Drafting/ revising laws, strategies, regulations, framework, procedures	c. Stakeholder consultation and preparation of first draft of process flow charts and improvement plan	Muhammad Ali Prince			✓		20	reviewed and endorsed by stakeholders and user groups	
				d. Process flow charts reviewed and endorsed by the user group	Nazma Mobarek			✓	30			
				e. Finalization of process flow charts and improvement plan and submission for approval	Nazma Mobarek			✓	20			
		1.4 Automate funds release and re-appropriation procedures. Check consistency between government's rules/regulation/circulars and iBAS++ operating procedures	Execution of reformed PFM process	a. Setup team to monitor and evaluate the roll out	Sheikh Muhammad Salim Ullah		✓				10	Automated funds release and re-appropriation procedures piloted to 2 autonomous organizations
				b. Develop the monitoring and improvement framework	Abdur Rahman Khan			✓		20		
				c. Roll out approved procedures to 2 autonomous organizations as pilot	Muhammad Ali Prince			✓		20		
				d. Monitor the progress and TA requirements	Nazma Mobarek				✓	20		
		1.5 Prepare a Risk Management Guideline including all procedures and process flows to mitigate fiduciary risk of the system. Two separate User Authentication and Activity Monitoring Units to be set up, one in FSMU-FD and another one in CGA.	Drafting/ revising laws, strategies, regulations, framework, procedures,	a. Setup team to monitor and evaluate the deployment of User Authentication and Activity Monitoring system	Abdur Rahman Khan		✓				10	The first version of the guideline developed by monitoring the progress of established User Authentication and Activity Monitoring system
				b. Monitor and report the progress of the system established at FSMY-FD and CGA	Muhammad Ali Prince			✓		20		
				c. Propose system improvements	Nazma Mobarek			✓		30		
				d. Develop the first version of risk management guideline	Nazma Mobarek				✓	50		
		1.7 Establish secure data transfer with appropriate encryption protocol by obtaining SSL certificates from the Controller of Certifying Authority	IT systems acquisition	a. Setup the team to assess the progress after SSL certification	Sheikh Muhammad Salim Ullah	✓					10	SSL certification monitoring for Year 2019-2020
				b. Identify key steps for continuous system monitoring	Abdur Rahman Khan		✓			10		
				c. Track the monitoring update from BCC	Abdur Rahman Khan			✓		10		
		1.8 Update Business Continuity Management (BCM) plan annually and undertake periodic disaster recovery tests	Drafting/ revising laws, strategies, regulations, framework, procedures;	a. Develop and issue TOR to procure consultants for BCM plan	Abdur Rahman Khan		✓				10	The framework for Business Continuity Plan developed and updated for Year 2019-20
				b. Develop the framework	Nazma Mobarek			✓		10		
				c. Update the framework for Year 2019-20 plan	Nazma Mobarek				✓	20		
		C7- Activity 20	Develop and implement system interfaces with other PFM systems	1.1 Identify interfaces and prioritize development and hold consultations with key stakeholders	Analytical activities, studies, surveys, etc.;	a. Setup the team	Manzarul Mannan	✓				10
b. Study 7 interfaces identified in DLI Technical notes under SPFMS program	Abdur Rahman Khan						✓			50		
1.2 Develop a time-bound interface implementation plan and submit quarterly progress reports	Drafting/ revising laws, strategies, regulations, framework, procedures;			a. Develop and issue ToR to onboard consultant for implementation plan	Muhammad Ali Prince			✓		10	Team comprising external and internal resource has been finalized	
b. Procure consultants and set up team		Abdur Rahman Khan				✓	50					
				a. Develop and issue ToR for developing account closing rules and procedures	Abdur Rahman Khan		✓			20		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C7- Activity 21	Introduce commitment controls for cash management and strengthen the Treasure Single Account	1.3 Identify monthly, quarterly, and annual account closing rules and procedures to control commitments and develop policies and procedures that connect commitments to cash management and cash control	Drafting/revising laws, strategies, regulations, framework, procedures	b. Develop the framework to roll out the new approved FD procedure to improve the fund release	Nazma Mobarek			✓		20	The FD approved procedure rolled out to 2 pilots
				c. Roll out procedure to at least 2 pilots	Nazma Mobarek				✓	30	
C7- Activity 22	Extend and implement Electronic Funds Transfer	1.1 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	Analytical activities, studies, surveys, etc.	a. Develop and issue ToR to onboard consultant for the assessment	Abdur Rahman Khan	✓				20	The assessment for identification of all potential transactions via ETF done
				b. Set up internal team to work with consultants	Muhammad Ali Prince		✓			10	
				c. Prepare the sub sequenced strategy	Muhammad Ali Prince			✓		20	
				d. Conduct force field analysis	Muhammad Ali Prince			✓		50	
				e. Complete the assessment with final report	Abdur Rahman Khan				✓	50	
C7- Activity 23	Develop and implement a DDO module	1.1 Based on the experience of several other countries, develop a web-enabled DDO module for online bill submission	IT Systems acquisition	a. Set up internal DDO module team	Abdur Rahman Khan			✓		10	The ToR issued based on the study done on ideal DDO module examples
				b. Study 3 ideal process flow	Muhammad Ali Prince			✓		20	
				c. Develop and issue TOR to procure consultants	Muhammad Ali Prince				✓	20	
C7- Activity 24	Develop and roll out new iBAS++ modules for specialized public entities (for SAEs and SOEs)	1.2 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	Communication and knowledge sharing;	a. Monitor the progress of 4 SAEs (Public Works Department, Roads and Highways, Forestry Department and Public Health Engineering) in using iBAS++	Muhammad Ali Prince		✓			10	Communication and knowledge sharing done for the 4 SAEs
				b. Prepare a presentation on progress and lessons learned	Muhammad Ali Prince			✓		20	
				c. Knowledge sharing forum/ workshop to promote the iBAS++ and share the lessons learned	Muhammad Ali Prince			✓		30	
C7- Activity 25	Develop a module to inventory, value and register fixed assets	1.1 Develop a classification system to rate the condition and operational utility of all fixed assets	Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop and issue ToR to onboard consultant for the classification	Manzarul Mannan			✓		10	The framework development for the classification system started
				b. Set up internal team to work with consultants	Manzarul Mannan				✓	10	
				c. Start the framework development of classification system	Manzarul Mannan				✓	20	
C7- Activity 27	Configure a centralized pension roll at CGA with EFT/ Mobile banking and ID authentication for all pensioners	1.1 Integrate the pensioner database (created in 2015) with iBAS++, ensure the validity of employees transitioning from the payroll to the pension data base and develop training/support systems	Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop and issue ToR to work on integrating the pensioner database with iBAS++	Manzarul Mannan			✓		20	Pensioner database are integrated with iBAS++ and required data is readily available
				b. Review the existing pensioner database	Manzarul Mannan				✓	20	
				c. Start transitioning from the payroll to the pension data base	Manzarul Mannan				✓	50	

C-8 & 10: PENSION MANAGEMENT & FINANCIAL REPORTING (CONTROLLER GENERAL OF ACCOUNTS)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C8 - Activity 26	Create a well-functioning CPC and resolve backlog of pension	1.1 Enable a Central Pension Office to be solely responsible for pension benefit award, payment processing across all government pensioners and GPF	Drafting / revising laws, strategies, regulations, framework, procedures	A Central Pension Office, i.e. CAO Pension and Fund Management (CAO-P&FM) has been established and pension payment service functionalities of iBAS++ are now comprehensive. However, GPF functionalities are yet to be tested and rolled out. So, coordination with iBAS++ team for the operational testing of GPF module is the required activity.	Zuhurul Islam	✓	✓			516	A centralized pension roll with EFT payment capability has been established and is operational
		1.2 Establish procedures and guidelines, and apply the necessary resources to address the considerable backlog of pension payments	Execution of reformed PFM process	"Pension Simplification order for Government employees" has recently been issued from Finance Division on 6 February, 2020 for processing pension cases. By following this guideline procedures can be determined to accelerate pension cases.	Nurul Absar				✓	170	The number of cases of delayed pension payments is reduced by 50%
		1.3 Develop a centralized, common shared web-based personnel and pension data base consisting of key dates that will trigger actions under iBAS++	IT systems acquisition	Review the business process to identify gaps between Employee database and Pensioner database and develop necessary software to address the gaps/ issues	Mominul Hoque Bhuiyan	✓				150	A centralized, common shared web-based personnel and pension data base under iBAS++
		1.4 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	Advocacy	Establish a baseline by comparing the employee and pensioners databases and looking for employees that despite reaching retirement age in last four years do not appear in the pensioners database. Thus, the number of delayed pension cases will be calculated	Nurul Absar		✓			200	List of pending pension cases prepared
		1.5 Develop a comprehensive communication and change management strategy and implement required program to this effect	Drafting / revising laws, strategies, regulations, framework, procedure	a. Develop a communication strategy and then undertake Training /A awareness program for the Executive Departments	Johora Tara Begum			✓		100	Change management strategy implemented for this Scheme
				b. Advertisement in newspaper / electronic media/ rally	Mominul Hoque Bhuiyan				✓	50	
		1.6 Conduct seminars and use all available communication means to raise pensioner awareness of their obligations and rights	Advocacy	Awareness campaign/Workshops/Seminars for the pensioners	Mominul Hoque Bhuiyan				✓	180	Stakeholders are aware of pension system

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C8- Activity 28	Maintain accurate records of GPF contributions, balances and outstanding loans and advances	1.1 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	Execution of reformed PFM process	Subsidiary ledger of gazetted officer is in iBAS++. Balance (of July 01, 2018) confirmation in iBAS++ of Gazetted Officers are under process	Nurul Absar	✓	✓			200	A Government-wide annual GPF and pension service report has been produced
		1.2 Produce an annual report on the status of the GPF, indicating summaries of transactions (advances, loans, terminals payments, deposits).	Execution of reformed PFM process	a. Design Annual Report format	Nurul Absar		✓			100	Annual report of GPF status provided in system
				b. Develop business process for ensuring audit trail of individual balances and balances included in annual report	Nurul Absar			✓		127	
		1.3 Identify and implement the policies and procedures for individuals to retain their balances after leaving public service on a temporary basis	Execution of reformed PFM process	Develop Business process for linking treasury challan with individual GFP ledger so that GFP ledger of Govt. employees working on lien or deputation can be updated in iBAS++.	Mominul Hoque Bhuiyan		✓			100	GPF ledger of government employees who are in deputation /lien is in place
C8- Activity 34	Improve the quality and timeliness of Government-wide in-year fiscal reporting	1.1 Assess the utility of monthly reporting, improve the templates and fiscal reporting processes and hold consultations with LMs and SAEs accordingly	Drafting / revising laws, strategies, regulations, framework, procedures	a. Examine the process of existing monthly account and identify gaps	Mominul Hoque Bhuiyan	✓				50	Template of monthly accounts is in place
				b. Update template of monthly accounts in compliance with IPSAS	Mominul Hoque Bhuiyan			✓		50	
		1.2 Develop procedures to collect data from the central bank and other entities including SAEs and EBFs	Drafting / revising laws, strategies, regulations, framework, procedures	a. Automation of Debit & credit Scroll import process from Bangladesh Bank/Sonali Bank	Mominul Hoque Bhuiyan			✓		20	Procedures for data collection are formulated
				b. Automation of Debit & credit Memo import process from Bangladesh Bank/Sonali Bank	Mominul Hoque Bhuiyan				✓	30	
				c. Implementation of iBAS++ in a) Foreign Missions, b) Postal Department,	Mominul Hoque Bhuiyan				✓	50	
1.3 Record Direct Project Aid (DPA) information based on specified format by CGA and produce required periodic reports directly from iBAS++	Execution of reformed PFM process	Develop business process to record DPA/RPA (Special A/c) expenditure in iBAS++ by individual Projects	Mominul Hoque Bhuiyan				✓	200	DPA information are recorded in iBAS++		
		1.4 Improve bank reconciliation		a. Identify Reconciliation gaps	Mominul Hoque Bhuiyan			✓		50	Bank reconciliation improved

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)	
			Drafting / revising laws, strategies, regulations, framework, procedures	b. Develop Reconciliation mechanism	Mominul Hoque Bhuiyan				✓	100	Bank reconciliation improved	
		1.5 Timely clearance of advance/ suspense accounts	Drafting / revising laws, strategies, regulations, framework, procedures	a. Identify different types of advance/ suspense accounts	Anisur Rahman				✓	10	Advance/suspense accounts cleared	
				b. Gap analysis	Anisur Rahman				✓	20		
				c. Develop Procedures for streamlining advance/ suspense	Anisur Rahman				✓	28		
C8- Activity 35	Improve the quality and timeliness of Government-wide year-end fiscal reporting	1.1 Adopt and implement Financial Reporting under the Cash Basis of Accounting (the Cash Basis IPSAS)	Drafting / revising laws, strategies, regulations, framework, procedures	Prepare policy paper for adoption and implementation of IPSAS (Cash)	Mominul Hoque Bhuiyan		✓			58	Financial reporting under IPSAS implemented	
		1.2 Update the Accounting Policy and Procedures Manual and Design and issue new reporting format	Drafting / revising laws, strategies, regulations, framework, procedures	Update Accounts Code aligned with IPSAS (Cash)	Mominul Hoque Bhuiyan			✓		200	Accounting Policy and procedures manual updated	
		1.3 Train CGA and OCAG staff on IPSAS compliance	Training	a. Assess training needs by coordinate with Component -14 to ensure comprehensiveness of training requirements	Anisur Rahman	✓					20	CGA and OCAG staff trained on IPSAS
				b. Provide Professional training on IPSAS	Anisur Rahman	✓					80	
				c. Conduct in-house training	Anisur Rahman			✓			100	
1.4 Establish clear responsibilities within the CGA office to produce timely annual financial statements (AFS)	Drafting / revising laws, strategies, regulations, framework, procedures	Develop time bound action plan for CGA	Anisur Rahman				✓		100	Responsibilities within CGA office to produce financial reports established		

C-9: STATE OWNED ENTERPRISES' GOVERNANCE (SOE WING & MONITORING CELL)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C9 - Activity 29	Strengthen accountability and transparency of SOEs through improved reporting and public disclosure	1.2 Review and update the current financial 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	Drafting/revising laws, strategies, regulations, framework, procedures	a) Conduct study on existing reporting system and best international practices.	Jamal Uddin Khan		✓			350	Updated financial reporting template SOE reporting framework
				b) Create ToR for hiring expert consultant to update financial reporting template and build SOE reporting framework	Ibrahim Khalil,		✓				
				c) Publish EOI and hire consultants for updating templates and developing SOE financial reporting framework	Dulal Mia,		✓				
				d) Collect feedback on the framework and template and get approval.	Ariful Islam			✓			
		1.3 Ensure data collection and quality control of financial and non-financial information produced by SOEs	Analytical activities, studies, surveys	a) Evaluate the current data collection measures to identify challenges and gaps	Jamal Uddin Khan		✓			100	Improved data collection methods
				b) Conduct internal research and create improved data collection and quality assurance methods	Ibrahim Khalil,		✓		100		
				c) Check and improve the data collection and quality control measures	Dulal Mia,			✓		100	Quality control mechanisms put in place
				d) Finalize the data collection system of financial and non-financial information and quality control	Ariful Islam			✓		200	
		1.4 Ensure regular publication of audited financial statements of all SOEs	Advocacy	a) Issue letter to the LM/SOEs to publish audit reports regularly	Jamal Uddin Khan			✓		50	Annual Financial Report of all audited financial statements of SOEs
				b) Conduct meeting with LM and SOEs to audit financial statements at regular intervals	Ibrahim Khalil,				✓	50	
				c) Prepare financial statements to be audited according to the International Accounting Standard	Dulal Mia,				✓	50	
				d) Prepare a summary report of Audited financial statements	Ariful Islam				✓	50	
		1.5 Launch a one-stop shop portal for all SOE information where each SOE's financial and non-financial information are published, in addition to the aggregate picture	IT systems acquisition	a) Conduct an internal research to identify the software requirement for the portal	Jamal Uddin Khan			✓		100	One stop portal for all SOE information
				b) Develop a TOR against the research findings and prepare specifications for the use of a TOR	Ibrahim Khalil,			✓		50	
				c) Prepare EOI and Publish it to the Website/ print media	Dulal Mia,			✓	✓	50	
		1.6 Establish an incentive system that rewards SOEs for improving their transparency and quality of public disclosure	Drafting/revising laws, strategies, regulations, framework, procedures	a) Conduct study of the current system to identify challenges to reporting, transparency, and quality	Ariful Islam		✓			100	Updated incentive system and rewards for SOEs to conduct better reporting and disclosure
				b) Draft incentive instruments and reward systems to encourage better reporting	Jamal Uddin Khan		✓		100		
				c) Collect feedback on the draft from stakeholders	Ibrahim Khalil,		✓		50		
				d) Check and finalize the incentive system	Dulal Mia,		✓		50		

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C9- Activity 30	Inform Policy Makers on Fiscal Risk and Contingent Liabilities	1.1 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 these SOEs are identified as non-performing and high fiscal risk	Drafting/revising laws, strategies, regulations, framework, procedures	a) Conduct a study to find out the potential fiscal risk and contingent liabilities.	Ariful Islam		✓			200	Policies and procedures to identify and assess the potential fiscal risk and contingent liabilities
				b) Design template for collecting data.	Hakim Uddin Shakhawat		✓		100		
				c) Share and collect feedback from stakeholders.	Amdad Ullah			✓	100		
				d) Finalize template and get approval.	Sohrab Hossain			✓	100		
		1.2 Review oversight arrangements on SOEs for ensuring appropriate incentives and empowering stakeholders (e.g., SOE Boards) to manage fiscal risks	Analytical activities, studies, surveys;	a. Conduct study on current oversight arrangements	Hakim Uddin Shakhawat		✓			100	Oversight arrangement reviewed
				b. Design Guideline for empowering stakeholders.	Amdad Ullah		✓		100		
				c. Share and collect feedback from stakeholders	Sohrab Hossain			✓	100		
				d. Finalize template and get approval	Hakim Uddin Shakhawat			✓	100		
C9- Activity 31	Strengthening oversight and performance monitoring of SOEs	1.1 Revamp the role of the SOE Monitoring Cell to focus on SOE performance monitoring and management	Drafting/revising laws, strategies, regulations, framework, procedures	a) Identify new goals, objectives, and activities for the SOE Monitoring Cell	Hossain, Amdad Ullah		✓			200	Overhauled roles for SOE Monitoring Cell
				b) Prepare new roles and responsibilities of the SOE Monitoring Cell personnel	Sohrab Hossain		✓	✓		100	
				c) Collect feedback from stakeholders and finalize the new roles and responsibility	Safique Ahmed Shibly			✓		100	
		1.2 Develop a comprehensive database on all SOEs including their legal framework, rules and regulations, financial and non-financial information and other key corporate governance information	IT systems acquisition	a) Conduct internal needs assessment to identify specifications for the database	Saifullah Panna		✓	✓		100	SOE Comprehensive Database
				b) Develop a ToR according to the needs identified and prepare specifications for the Database on all SOEs	Syed Khalid Bin Hafiz		✓	✓		50	
				c) Prepare EOI and Publish it on the Website/ print media	Fakrul Islam			✓		50	
		1.4 Develop a SOE performance evaluation guideline/ manual consisting of procedures, financial and non-financial indicators, and targets. This would be updated annually	Drafting/revising laws, strategies, regulations, framework, procedures	a) Identify existing performance and Determine indicators of performance for the SOEs	Nayeem Mia		✓			50	Performance Evaluation Guideline SOE Manual
				b) Review collected data/information	Safique Ahmed Shibly		✓			50	
				c) Prepare draft manual with all information about SOE	Saifullah Panna		✓			50	
				d) Share and collect feedback from stakeholders	Syed Khalid Bin Hafiz		✓			50	

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				e) Get final approval to the authority	Fakrul Islam		✓			20		
				f) Keep continue communication to the SOEs for the manual to be updated annually	Nayeem Mia			✓		30		
		1.5 Build capacity in the SOE Monitoring Cell to oversee the performance of SOEs and using APRs as a specific reference for linking SOE performance and trends with financial results	Training	a) Finalized need assessment for the personnel of monitoring Cell	Safique Ahmed Shibly		✓			100	Need assessment report and Training workshop reports; Improved capacity of SOE officials	
				b) Organize 4 internal capacity building workshops	Saifullah Panna		✓	✓		100		
				c) Arrange 4 local trainings	Syed Khalid Bin Hafiz		✓	✓		100		
				d) Participate overseas training and knowledge sharing program for capacity building	Fakrul Islam		✓	✓		50		
		1.6 Commission independent SOE performance evaluations each year to validate performance information provided by SOEs	Execution of reformed PFM process	a) Assign independent committee (IPEC) for scoring and evaluation of SOE performance	Nayeem Mia		✓			900	SOE Performance Evaluation reports	
				b) Design parameters for SOEs by IPEC with clear scoring criterion	Safique Ahmed Shibly		✓	✓		900		
C9- Activity 32	Develop and implement a policy framework that enables an effective review of grants to SOEs by FD	1.1 Develop and adopt a policy and procedures manual that enables an effective review of grants to SOEs	Drafting/revising laws, strategies, regulations, framework, procedures	a) Determine objectives for the grants provided to SOEs by FD	Saifullah Panna		✓			100	Policy framework for grants to SOE	
				b) Conduct internal study of current procedures for grant review to identify gaps and needs	Syed Khalid Bin Hafiz,		✓	✓		100		
				c) Develop a draft policy and procedures manual to mitigate the gaps and needs identified in study	Fakrul Islam			✓		100		
				d) Share with stakeholders and SOEs for comprehensive execution	Nayeem Mia			✓		100		
		1.2 Strengthen the analytical capacity of the SOE Monitoring Cell, FD to assess requests for grants to SOEs by each type of grant	Training	a) Train the staff of SOE Monitoring Cell for capacity building	Hakim Uddin				✓		150	Capacity building for SOE grant review
				b) Develop analytical capacity of different types of grants	Hakim Uddin				✓		150	
				1.3 Process grants to SOEs through new policy framework by the SOE Monitoring Cell	Execution of reformed PFM process	Implement the new Policy and Procedures manual for SOE grants through an effective M&E arrangement	Shakhawat Hossain				✓	150

C-10: INTERNAL AUDIT SUB-COMPONENT (EXPENDITURE CONTROL WING, FINANCE DIVISION)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C10 - Activity 36	Institute a modern internal audit function in the	1.1 Conduct detailed study on internal audit options	Analytical activities, studies, surveys	a. Approval of Scheme on "Internal Audit and Audit follow up"	Kabirul Ezdani Khan		✓			3	Internal Audit options determined
				b. Finalize TOR for hiring expert consultant to assess Internal audit practices	Selina Akhter			✓		7	
		1.2 Recruit/post internal auditors	Execution of reformed PFM process	Publish EOI and hire consultants	Selina Akhter			✓		20	Internal auditors recruited
		1.3 Implement the already developed strategy for strengthening internal audit and issue an Internal Audit Charter	Drafting/revising laws, strategies, regulations, framework, procedures	Consultants will finalize the Internal Audit charter	Sulekha Rani Basu				✓	100	An Internal Audit Charter issued
		1.4 Develop a comprehensive program for building capacity to use the internal audit manuals already in place	Drafting/revising laws, strategies, regulations, framework, procedures	a. Arrange workshop to discuss audit charter and risk based manual with Government officials and think tanks to get feedback from stakeholders	Sheikh Momena Moni				✓	70	A comprehensive program for building capacity is in place
				b. Incorporate feedback from the workshop and update charter and manual	Selina Akhter				✓	20	
		1.5 Prepare Risk-Based Audit (RBA) plans concentrating on systemic issues to meet the Committee on Sponsoring Organizations (COSO)	Drafting/revising laws, strategies, regulations, framework, procedures	a. Consultants will prepare RBA plans and share those with COSO	Kabirul Ezdani Khan				✓	50	Risk-based Audit plans prepared
				b. With their feedback plans will be finalized	Selina Akhter				✓	10	
		1.6 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.	Advocacy	a. Arrange workshops to build awareness of Internal audit	Towhidul Islam				✓	20	Training on internal audit imparted
				b. Arrange training for officials for sensitizing to be compliant with rules and regulations as well as to be consistent to government strategy	Kabirul Ezdani Khan				✓	70	

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		1.7 Internal Audit Units established in five large spending and high risk departments and training imparted on risk-based internal audit manual	Execution of reformed PFM process	a. Coordinate with ministry of Public Administration and five LMs to set up Internal Audit Units	Kabirul Ezdani Khan				✓	20	Internal audit units established in five large spending MDAs
				b. Arrange training for officials of five large spending and high risk departments	Selina Akhter				✓	40	
		1.8 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 Section 19 of the Public Moneys and Budget Management Act,2009	Advocacy	Arrange inter-ministerial meetings chaired by Finance Secretary on importance of Internal Audit	Selina Akhter			✓		20	Principal Accounting Officers (PAO) on the relevance of Internal Audit are sensitized
		1.9 Conduct training for audit committees in the selected large spending and high-risk departments	Training	Impart training to Internal Audit Committees	Towhidul Islam				✓	75	Audit committees are imparted training on modern internal audit function
		1.10 Provide sponsorship to selected staff to study for the Certified Internal Auditor (CIA) Program of the Institute of Internal Auditors	Execution of reformed PFM process	Collect nomination of selected staff from MDAs	Kabirul Ezdani Khan				✓	35	Sponsorship to selected staff provided
		1.11 Reward pilot ministries that have undergone risk-based internal audit and those who issue timely internal audit reports	Execution of reformed PFM process	a. Formation of reward-giving committee	Sulekha Rani Basu			✓	✓	30	Pilot ministries that have undergone risk-based internal audit are rewarded
				b. Recommend MDAs that undergone RBA and issue timely Internal audit report	Kabirul Ezdani Khan				✓	20	

C-11: STRENGTHEN EXTERNAL SCRUTINY AND OVERSIGHT (OCAG)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C11 - Activity 37	Roll out ISSAI Compliant entity wide audit	1.1 Implement the ISSAI implementation strategies developed by OCAG.	Execution of reformed PFM process	a. Update the ISSAI (IFPP) implementation strategies developed by OCAG.	Abul Kalam Azad			√	√	50	Updated Strategy
				b. Implement the ISSAI (IFPP) implementation updated strategies.	Zakir Hussain				√	20	
		1.2 Conduct SAI PMF self-assessment by OCAG staff and conduct Peer reviews by developed SAI to evaluate the status of ISSAI roll out.	Analytical activities, studies, surveys	a. Finalize SAI PMF self-assessment by IDI consultation.	Toufique Shafiqul Islam	√	√			--	SAI PMF assessment Report.
				b. Conduct Peer reviews by developed SAI to evaluate the status of ISSAI roll out.	Toufique Shafiqul Islam				√	100	Peer Review Report
		1.3 Prepare quality control process/policy for ISSAI compliant entity wide audit.	Drafting/revising laws, strategies, regulations, framework, procedures	a. Update the quality control policies for ISSAI (IFPP) compliant entity wide audit	Rafiqul islam		√			50	Quality control policies
				b. Prepare Quality assurance manual.	Toufique Shafiqul Islam			√	√	50	Quality assurance manual
		1.4 Prepare handbooks for conducting ISSAI compliant different types of audit (CA, PA, FA) in line with the ISSAI compliant manuals already developed by previous reform initiative.	Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare pocket handbook and checklist for compliance audit, financial audit, Performance audit and other issue based audit.	Zakir Hussain		√	√		100	Pocket Handbook
				b. Prepare manuals and guidelines for Grants based Appropriation audit, Environment audit, Climate audit, Social audit, SOE audit, SDGs Audit.	Maksuda Begum		√	√		200	Audit Manual
				c. Translate all the manuals, guidelines and pocket handbooks into standard Bangla.	Abul Kalam Azad		√	√	√	100	Bengali Guidelines and Manuals
		1.5 Conduct a good number of quality assurance reviews by experts (Both local and international).	Analytical activities, studies, surveys	a. Conduct a good number of quality assurance reviews under the direct supervision of both national and international consultant.	Toufique Shafiqul Islam			√	√	50	Audit QA Report
		1.6 Create avenues for citizen participation to deepen OCAG's commitment towards citizen engagement	Consultations, forums, citizens' participation	a. Arrange workshops, seminar ensuring full participation of auditee institutions and civil society organizations.	Zakir Hussain		√			20	Awareness & Good relationship
				b. Conduct pilot audit on IT Audit, Environment audit, Climate audit, Social audit, SOE audit, SDGs Audit, and some issue-based audit	Maksuda Begum			√	√	100	
C11 - Activity 38	Improve timeliness and disclosure of audit reports and strengthen citizen engagement	1.1 Make all recent audit reports public on website in a user friendly, standardized, and accessible format, and upload annually, and improve timeliness of audit reports and make them publicly available.	Drafting/revising laws, strategies, regulations, framework, procedures	a. Reset/redesign audit cycle to conduct Appropriation/grant audit to prepare and submit the audit reports in time	Abul Kalam Azad	√	√			10	Audit Cycle
				b. Design and update audit report format to make the reports more interesting, appealing, easily understandable and user-friendly	Toufique Shafiqul Islam			√	√	20	Audit Report Format

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				c. Develop a robust website to publish audit reports in different form-for both print and web version after submitting to the honorable president.	Rafiqul Islam			√	√	10	Disclosure of audit reports
		1.2 Review and improve the strategy paper for improved timely responses to recommendations from the PAC.	Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop strategies for improving awareness and timely responsiveness of auditees to implement PAC recommendations.	Zakir Hussain		√	√		20	Improve timeliness
				b. Design follow-up report format to track the implementations progress of PAC recommendations.	Toufique Shafiqul Islam			√	√	20	
		1.3 Improve the methodology and capacity for the audit of Program Effectiveness (performance auditing) and strengthen citizens participation in accountability through performance and environmental audits	Consultations, forums, citizens' participation	a. Prepare pilot follow up report on previous PAC recommendations to assess how well the executives comply with recommendations given by PAC.	Toufique Shafiqul Islam			√	√	20	Pilot follow up report
				b. Design and develop strategies for enhancing Stakeholders (media, citizen, auditees, Civil Society Organizations etc.) engagement.	Zakir Hussain			√		20	Strengthen citizen engagement.
				c. Undertake seminar, workshop, and focus group discussions on specific audit issues to create awareness of stakeholders about OCAG's audit activities.	Maksuda Begum			√	√	20	
				d. Develop strategies to receive and monitor complaints for noncompliance and misuse of public money for improvement as well as promote citizen participation.	Toufique Shafiqul Islam			√	√	20	
C11 - Activity 39	Strengthen organizational and professional capacity of OCAG	1.1 Develop, consult and implement an OCAG organizational restructuring plan.	Drafting/revising laws, strategies, regulations, framework, procedures	Develop a justified OCAG organizational restructuring plan	Abul Kalam Azad	√	√			10	New Re-structuring plan
		1.2 Review the needs assessment of the reorganization.	Analytical activities, studies, surveys	Coordinate with the comprehensive PFM capacity needs assessment carried out under component 14	Maksuda Begum	√	√			--	Need Assessment report
		1.3 Prepare an action plan and budget for a performance improvement program.	Drafting/revising laws, strategies, regulations, framework, procedures	Prepare an action plan and budget for a performance improvement program	Toufique Shafiqul Islam		√	√		10	action plan and budget
		1.4 Develop a staffing plan.	Execution of reformed PFM process	Implement the newly adopted Human Resource (HR) for OCAG staffs	Maksuda Begum	√	√			20	Implement HR Policy
		1.5 Establish capacity building program for OCAG staff.	Training	Undertake on-the-job, knowledge exchange training for the staff in the fields of social, environment, IT and Financial audit	Zakir Hussain	√	√	√	√	50	Capacity Development
				Training for all staffs under OCAG including accounting circles on Audit planning, Report writing, Procurement and other related areas of auditing	Maksuda Begum	√	√	√	√	100	Capacity Development
		1.6 Conduct an institutional assessment and capacity building program, inclusive	Training	Develop a one month overseas leadership training program for mid and senior level officials	Rafiqul Islam			√	√	100	Capacity Development

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		of rewards for completion of training programs.										
		1.7 Develop and implement a change management strategy to include coaching of OCAG senior officials.	Training	Develop and implement a change management strategies including overseas training of OCAG senior officials	Abul Kalam Azad			√	√	100	Capacity Development	
		1.8 Support OCAG's ongoing professional accreditation program of CIPFA and other appropriate programs.	Training	Support OCAG's ongoing professional accreditation program of IPSAS Certification, CIPFA, ACCA, CISA, CFE, CGAP and other appropriate programs	Toufique Shafiqul Islam	√	√	√	√	500	Professional Accreditation	
		1.9 The FIMA, in conjunction with OCAG, will design and implement a training and accreditation program based on international standards.	Training	Strengthen the capacity of FIMA to implement audit training courses to staff of Internal Audit Units established by Ministries, Departments and Agencies management	Zakir Hussain	√	√	√	√	100	Capacity Development	
		1.10 Strengthen FIMA to enable professionalization of the auditors	Training	Design and implement training program on audit AMMS, iBAS++, BACS and other CAATs software	Maksuda Begum		√	√	√	100	Capacity Development	
				Undertake national and international training program for the newly created audit core groups	Toufique Shafiqul Islam		√	√	√	100	Capacity Development	
C11 - Activity 40	Upgrade and sustain IT infrastructure of OCAG and AMMS Software	1.1 Restore the functioning of the AMMS, communicate its purpose and benefits to audit directorates and ensure its sustainable application in the audit process.	IT systems acquisition	Develop full functioning AMMS and includes more features in line with ISSAI, international best practices and OCAGs current practices	Toufique Shafiqul Islam	√	√	√	√	500	Full functioning AMMS	
		1.2 Assess and implement the potential linkages between iBAS++ and AMMS.	Execution of reformed PFM process	Assess and implement the potential linkage between iBAS++ and AMMS as well as other financial software like e-GP, DAMFAS, FABA, ASICUDA and Central Bank Software	Rafiqul Islam	√	√	√		50	potential linkages between iBAS++ and AMMS	
		1.3 Develop and implement options to facilitate computer-based audits.	IT systems acquisition	a. Develop and implement options to facilitate computer-based audits	Rafiqul Islam		√	√	√		50	Strengthen IT Environments of OCAG
				b. Upgrade and sustain IT infrastructure (hardware & software) of OCAG	Toufique Shafiqul Islam			√	√		100	
				c. Strengthen capacity of MIS wing to support the upgraded IT environment	Maksuda Begum			√	√		50	
				d. Establish separate IT wing in all Audit Directorates and FIMA	Zakir Hussain			√	√		100	
				e. Establish networking among all offices under OCAG	Rafiqul Islam			√	√		50	
				f. Create a database to capture all pending audit observations in a platform	Toufique Shafiqul Islam			√	√		50	
1.4 Upgrade and sustain IT infrastructure of OCAG and audit management and monitoring system	IT systems acquisition	Evaluate the report on assessment of the AMMS by Earnest and Young to determine the functional requirements of OCAG regarding the AMMS	Toufique Shafiqul Islam	√	√			50	Requirements for AMMS			

C-12 STRENGTHEN PARLIAMENTARY OVERSIGHT AND SCRUTINY OF PUBLIC EXPENDITURES (PUBLIC ACCOUNTS COMMITTEE)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C12 - Activity 41	Support Timely Legislative Scrutiny	1.1 Strengthen PAC's research and secretarial support services: <ul style="list-style-type: none"> - 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. 	Training	Bangladesh Parliament Secretariat (BPS) requested to Development Partners for preparing work plan for the entire Project period	Additional Secretary (IPA),	√				2,856	Timely PAC responses enable prompt corrective actions.
				Consultant(s)/Firm to be appointed by Development Partners.	Fazlul Haque		√	√	√		
				In consultation with BPS, Development Partners/ Consultant(s)/ Firm will prepare the activity/work plan which to be implemented for strengthening Financial Oversight Committees subject to the approval of BPS.	Faisal Morshed			√	√		
				Action plan to be prepared for the EU support on Public Interest Related Information Disclosure Act	Faisal Morshed			√	√		
C12 - Activity 42	Strengthen the MIS and improve its use for Parliamentary purpose.	1.1 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: <ul style="list-style-type: none"> - 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 Undertakings Committee and Committee on Estimates. - Train staff in the skills necessary to maintain the above. 	Analytical activities, studies, surveys	In consultation with BPS, Development Partners/ Consultant(s)/Firm will survey/study the existing MIS for gap analysis and Strengthen the existing MIS or prepare scope for new MIS. Training of the staff in the skills necessary to maintain the MIS will be arranged with the support from EU	Mizanul Haq	√	√	√	√	2,520	An improved MIS would be able to support many Parliamentary Committees.

C-13: PROCUREMENT (CENTRAL PROCUREMENT TECHNICAL UNIT)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

Serial (b)	PFM Action Plan - Activity Title (c)	Sub-activity (d)	Activity Type* (e)	Key Steps / (Current Status & Achievements) (f)	PIT member/ other official responsible (g)	Q3 FY20	Q4 FY20	Q1 FY21	Q2 FY21	Incremental cost lac BDT (i)	Results (j)
C13 - Activity 43	Institutionalize e-GP and strengthen CPTU	<p>1.1 Restructure CPTU and further advance policy reform</p> <ul style="list-style-type: none"> ✓ Update the existing procurement legislations/rules and procurement documents and guidelines ✓ Develop an initiative towards integrated risk management system in linking data analysis with procurement policy making and capacity building. ✓ Restructure CPTU into an Authority with more regulatory power including appropriate organogram with staffing ✓ Institutionalize e-GP operation as service provider either as corporate entity or outsourcing to third party ✓ Continue with enhanced capacity datacenter with provision of further future enhancement supporting GoB's procurement reform programs ✓ Conduct maintenance and enhancements of the system 	Drafting/revising laws, strategies, regulations, framework, procedures	<p>Activity related to promulgation of Bangladesh Public Procurement Authority (BPPA) Act</p> <p>Necessary amendment of existing act (PPA 2006) and rule (PPR 2008)</p> <p>Preparation and setting up of the structure for the BPPA</p>						<p>BPPA in place</p> <p>Amendment of PPA and PPR</p> <p>OCDS in place</p>	
C13 - Activity 44	Enhance Digitization of Public Procurement	<ul style="list-style-type: none"> ✓ Expand the e-GP system ✓ Build awareness of e-GP ✓ Create specific procurement technical support unit within the key agencies ✓ Incorporate bidders' self-evaluation in the automated e-GP system against the evaluation criteria of the bidding document ✓ Update e-GP modules including enhanced security coding features registrations, document validation and payments ✓ Update performance management features including indicators of integrity and provide quarterly reporting to CPTU and other government agencies on performance indicators ✓ Publish information in open data formats ✓ Examine new technology in the e-GP process – mobile, geo-tagging, video, social media, interactive dashboard, discussion board ✓ Ensure compatibility of e-GP contract management module with iBAS++ and interoperability ✓ Provide comprehensive training and capacity building program for iBAS++ and e-GP interface ✓ 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, ✓ asset tracking, online payment, critical activity/path management, upgradation of the system consistent with open contracting data standard. ✓ Develop a citizen engagement web portal including open contracting data by CPTU ✓ Develop an on-line contractors' database with certified qualifications and experience of the firms, especially for the civil construction works 	IT systems acquisition	<p>New contract signed on 5-3-2020 for e-GP system Enhancement, Operations and Maintenance (EOM)</p> <p>Work Plan finalized for e-GP system enhancement and development of new modules, i.e.</p> <p>e-CMS, Reverse auction, Framework Agreement, Comprehensive Bidders' Profile; Business Intelligence (BI) Tool; Integration with other national systems like- NID System, VAT, TIN, IBAS++ system; Business Registration System, Open Contracting Data Standard</p> <p>Contract signed for Capacity Development for e-GP system</p> <p>NOA issued for procurement of IT equipment to strengthen IT infrastructure capacity.</p>						<p>Day to day smooth operations of e-GP System</p> <p>New modules have been developed</p> <p>International Bidding, tenderers database etc.;</p> <p>Data Center Operation in CPTU and BCC;</p> <p>Day to day security monitoring of e-GP system</p>	

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		<ul style="list-style-type: none"> ✓ Frame disposal policy in order to improve sustainable procurement 									
C13 - Activity 45	Professionalize procurement and citizen engagement	<p>1.1 Improve procurement management of SPSOs, IMED and CPTU</p> <ul style="list-style-type: none"> ✓ Create a Procurement Unit/Cell in each of the SPSOs with about 5-10 procurement professionals as the Procurement Knowledge Bank of the SPSOs ✓ Develop and operationalize a system of internal audit/review of procurement functions <p>1.2 Build capacity of procurement officials Selected procurement officials working in the SPSOs to undergo international blue color procurement accreditation program of MCIPS/UK</p> <ul style="list-style-type: none"> ✓ Procurement management training, twinning arrangement, or exposure visits for officials ✓ Design and implement a procurement professionalization program <p>1.3 Strengthen citizen engagement through developing a communication strategy/program per region on the procurement practice of the country</p> <ul style="list-style-type: none"> ✓ Develop innovative ICT tools in the form of a citizen monitoring and feedback portal 	<p>Drafting/revising laws, strategies, regulations, framework, procedures</p> <p>Training</p> <p>Consultations, forums, citizens' participation</p>	<p>5-10 Members procurement cell formed in all SPSOs and need to prepare the ToR for the cell and include all members of the cell in three weeks training;</p> <p>Internal audit team is very much in place. It is working as an aid to external audit and responsible to settle the observations raised by the external audit in liaison with the Administration;</p> <p>The lead consultant ITCILO supported with nominated sub-consultant ESCB has been undertaking three weeks training as well as five days training. MOU signed with FIMA for short term training;</p> <p>Communication continues with BCS Admin Academy, NILG, Tax Academy for other short term training on public procurement;</p> <p>Citizen's Group formed in 48 Upazilas and their ToR prepared and training going on;</p> <p>GTF reconstitution going on in the divisional level and BGTF convening committee already formed</p>						<p>SPSOs have formed and TOR to be finalized</p> <p>Training modules have been finalized;</p> <p>Citizen's Group formed in 48 Upazilas;</p> <p>BGTF formed.</p>	
C13 - Activity 46	Digitize project implementation monitoring of IMED	<p>1.1 Enhance Project Management Information System</p> <ul style="list-style-type: none"> ✓ Develop and expand the current project management information system (PMIS) to collect and monitor real time physical implementation data and financial data. ✓ IMED to conduct review of the current and future data needs to ensure the e-GP platform and current PMIS system supports the ongoing and future monitoring and evaluation needs. 	IT systems acquisition	<p>Short listing process on going;</p> <p>Issuance of RFP;</p> <p>Negotiation to be conducted;</p> <p>Contract signing.</p>							<p>Enhanced and exhaustive PMIS with following features:</p> <p>Data upload, update, inspection, evaluation, trend analysis, integration and report.</p>
		<p>1.2 Integrate PMIS with the e-GP system including contract implementation</p> <ul style="list-style-type: none"> ✓ Reinforce monitoring skills and data analytics ✓ Develop guidelines and expert panels to support monitoring and evaluation (including a skill development plan) 	Execution of reformed PFM process								

C-14: PFM REFORMS LEADERSHIP, COORDINATION, AND MONITORING (BUDGET WING/ PROGRAM EXECUTION AND COORDINATION TEAM)

*Activity Type: 1. Analytical activities, studies, surveys; 2. Training; 3. Communication and knowledge sharing; 4. Advocacy; 5. Drafting/revising laws, strategies, regulations, framework, procedures; 6. IT systems acquisition; 7. Consultations, forums, citizens' participation; 8. Execution of reformed PFM process (such as functioning of BMC or carrying out performance evaluation of SOEs)

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C14-Activity 47	Establish a clear governance/ leadership structure to lead and support PFM reforms	1. 1 Arrange meeting of SC and PECT in a regular interval	Drafting/revising laws, strategies, regulations, framework, procedures	a. Prepare the working paper of meeting of SC and held the meeting of SC	Moin		✓		✓	100	SC meeting held	
				b. Agree on meeting frequency and structure	Moin	✓	✓	✓	✓	50	PECT coordination meeting held	
C14-Activity 48	Establish a comprehensive monitoring and evaluation framework for the PFM reforms	1.1 Establish and Oversee M&E support Group	Drafting/revising laws, strategies, regulations, framework, procedures	a. Develop progress and performance indicators in consulting with Third Party for each component	Moin, & Fatema & 3 rd party		✓			25	M&E support group fully functioning for monitoring and learning/course adjustment purposes	
				b. Develop Monitoring and Timeliness standards and formats	Moin & Saidul		✓			25		
				c. Develop annual work plans for M&E (with quarterly reporting)	Moin & Saidul		✓		✓	25		
				d. Organize training sessions for PEC and PITs	Moin & Saiful		✓		✓	25		
		1.2 Half yearly Reports	Drafting/revising laws, strategies, regulations, framework, procedures	a. Communicate procedures/requirements to PITs	PECT	✓	✓				90	High quality semiannual reports produced for monitoring and learning
				b. Provide tailored support to PITs on challenges and upgrade ICT where needed	Moin, Saiful & Fatema		✓				90	
				c. Perform analysis on monitoring data and compile draft report	Rimi & Fatema			✓	✓		90	
				d. Organize Stakeholder Dialogue to review draft progress and share lessons	Rimi & Fatema			✓	✓		90	
				e. Finalize Report	Rimi & Fatema	✓	✓	✓	✓		90	
				f. Periodic monitoring of data quality and systems and support	Rimi & Fatema			✓	✓		100	
C14-Activity 49	Lead and implement a comprehensive change management program	1.1 Systematic Learning and Sharing of Good Reform Practices (including knowledge events)	Communication and knowledge sharing	a. Design an outline for the frequency, format and audience of the PFM field inspections (drawing on How to Note) for PECT approval Arrange 1 st Field inspection	Saidul	✓				20	2 field inspections performed with clear lessons	
				b. Plan and Organize first series of 2 fields inspections (6 by 2021) at a place nearby Dhaka preferably in Munshiganj/ Narayanganj district in May, 2020	Saidul	✓	✓	✓	✓	20	drawn for follow up (DLI is 6 in FY21)	
				c. Arrange 2 nd Field inspection in Netrokona/ Kishorganj/Sunamgange/ Panchagarh/ Dinajpure district preferably in late June, 2020								
				d. Plan half yearly learning session between PITs and equivalents and other PFM institutions	Saima, Rimi & Fatema		✓				20	PIT quarterly lessons on

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											reform captured by ISC? And discussed between PITs
		1.2 Strengthen IPF as central Learning Hub (center of excellence) on PFM reform	Execution of reformed PFM process	a. IPF further develops and deepens Roadmap and Activity Plan for SC/PECT guidance including staffing/resourcing plan	Khurshid, IPF						Roadmap towards PFM Learning Hub
		1.3 Capacity building and Training for selected change agents	Training	a. Discuss and study good practices from other country cases CF to determine scope	Shahana, IPF	✓	✓	✓	✓		
	b. Draft ToR for consultancy firm with inputs FIMA/IPF etc.			Shahana, IPF	✓	✓	✓	✓		ToR finalized	
	c. Competency Framework & Competency/Training Needs Assessment (TNA)			Shahana, IPF	✓	✓	✓	✓		CF & TNA	
	d. Capacity Development Plan			Shahana, IPF	✓	✓	✓	✓		CDP	
		1.4 Communication and Stakeholder alignment	Communication and knowledge sharing	a. Protocol and frequency for stakeholder retreats agreed	Rimi & Fatema	✓				90	
	b. Communication and Stakeholder Engagement Plan – ToR for consultancy on Communication Strategy			Moin		✓				Communication Strategy prepared	
	c. Advice on Website/Comms			Moin		✓	✓	✓			
	d. Approval of Communication Strategy and Action Plan by SC			Moin			✓			Communication Strategy approved	
	e. Held workshop on the PFM pocket-book, Inspection How to Note, Implementation Guideline for finalizing it			Saima, Saiful & Saidul	✓					PFM Pocket Book, Inspection How to Note & Implementation Guideline	
		1.5 Rewarding performance	Execution of reformed PFM process	a. Discussion on Innovation Grants mechanism	Moin		✓				
	b. Design pilots at individual and team level for PECT guidance			Moin		✓					
	c. Launch Innovation Grants			Moin						Innovation Grants awarded	
		1.6 Leadership skills and Implementation Coaching	Training	a. ISCs are recruited and deployed to PITs and receive initial training from WB	Moin		✓	✓		1000	ISC recruited & trained
	b. Annual work plans are in place for each PIT			Moin, Rimi & Fatema	✓		✓			AWP	

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				c. Progress sessions are facilitated and monitored – proven by weekly and monthly reports	Moin, Rimi & Fatema		✓	✓	✓		
				d. Learning is organized between all ISCs in separate sessions	Helal			✓	✓		
				e. Yearly evaluation process for ISCs in place	Helal			✓	✓		
C14-Activity 50	Commission Studies and Evaluations	1.1 Annual Research Agenda	Drafting/revising laws, strategies, regulations, framework, procedures	a. Ensure IPF ownership and leadership of medium-term research agenda with partners	Sharmin, IPF	✓					
				b. Publish Research Agenda and Note publicly and start call for proposals	Sharmin, IPF	✓	✓				Research Agenda Published
				c. Develop Research Note for Consultation with different stakeholders including agenda for first 2 years (operational research)	Sharmin, IPF			✓	✓		
				d. Organize stakeholder event on research agenda and synergies	Sharmin, IPF			✓	✓		
		1.2 PEFA Self-assessment	Analytical activities, studies, surveys	Coordinate PEFA self-assessment with relevant stakeholders and share lessons aligned with Stakeholder event on Research	GOB & WB			✓			175