

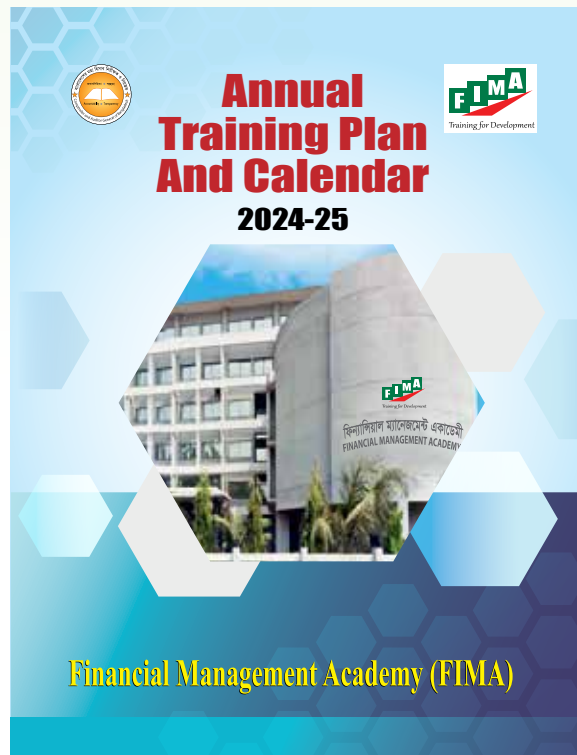


Annual Training Plan And Calendar 2024-25



Financial Management Academy (FIMA)

Annual Training Plan and Calendar 2024-25





Message from Director General

It is with great pleasure we present the Annual Training Plan and Calendar of the Financial Management Academy for FY 2024-25. It outlines our training initiatives, designed to enhance the skills and knowledge of the officials of the Bangladesh Audit and Accounts Department as well as those of different ministries and departments.

As we navigate through an ever-evolving financial landscape, we must equip our trainees with the latest tools, techniques, and insights required to excel in their roles. The training programs outlined in this document have been worked out to address the evolving professional needs of the trainees.

Our training plan for this year focuses on a range of critical areas of public financial management (PFM), auditing standards, regulatory compliance, risk management, and the integration of technology in the PFM systems processes. Each session is designed to be interactive and practical, to make sure that the participants can apply their learning directly to their work environment.

We have also introduced several new modules this year, reflecting the latest innovations in financial management. These modules aim to provide our trainees with a competitive edge, enabling them to meet emerging challenges.

This training plan is flexible to accommodate any changes that may take place during the year. A half-yearly review will be carried out to take stock of the progress of implementation and make necessary adjustments where relevant.

I would like to take this opportunity to express my profound gratitude to the Comptroller and Auditor General of Bangladesh for his generous support and valuable guidance.

Let me place on record my sincere appreciation to our dedicated faculty, resource persons, and administrative staff, whose unwavering commitment and hard work have made this training plan possible. I also express my gratitude to the Training and Coordination Expert of the EU-supported TA Project for his advisory support.

As we embark on the new year, I encourage all participants to take full advantage of the training opportunities available.

I extend my best wishes to all for a productive year ahead.

August 2024



Ayesha Khanam
Director General

FIMA Annual Training Plan and Calendar Committee 2024-25



Ayesha Khanam
Director General



Amirul Islam
Director (Admin)



Johora Tara Begum
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1. About FIMA

1.1 Introduction

The Financial Management Academy (FIMA) is the training wing of the Office of the Comptroller and Auditor General of Bangladesh. It is one of the premier training institutions in the country. It specialises in providing training across various domains of public financial management (PFM) such as budget preparation, budget execution, accounting and reporting, and auditing together with emerging issues like IT audit and auditing in IT environment to make the training programme relevant in the current context.

The Academy is led by a Director General. Apart from organising the flagship courses – departmental, foundation, basic and CPD – on a regular basis, FIMA also arranges different specialised courses which include, among others, revenue auditing, bank auditing, climate performance auditing, environmental auditing, IT auditing, procurement auditing and the like. FIMA offers these programmes to the personnel of Audit and Accounts Department. In addition, FIMA also designs and delivers courses, on demand, for its external stakeholders such as ministries, divisions, and public sector organisations.

Over the past five years, on an average, FIMA has imparted training to approximately 2500 officials per year belonging to the Audit and Accounts Department and other departments across the government. FIMA also facilitated and organised trainings for ITC ILO, the UN and the CIPFA, UK in the recent past. In addition, FIMA has gathered experience in providing training to the auditors of other SAIs like SAI Sri Lanka, SAI Cambodia, SAI Mongolia, SAI Vietnam, SAI Philippines, SAI Maldives and SAI East Timor on Government Financial Management and Climate Performance Auditing.

1.2 Location

Financial Management Academy (FIMA) is located at A/7, Lalasarai, Mirpur-14, Dhaka-1216. It is adjacent to the Centre for the Rehabilitation of the Paralyzed (CRP) and Government Homeopathic Medical College and Hospital, Dhaka.



1.3 Vision

Building FIMA as a center of excellence to develop professional competence of public servants for efficient management of resources.

1.4 Mission

- (a) Developing effective human resources through quality training.
- (b) Developing network with the peer (in-country and overseas) training institutions to exchange new and innovative ideas on emerging issues relating to Public Financial Management.

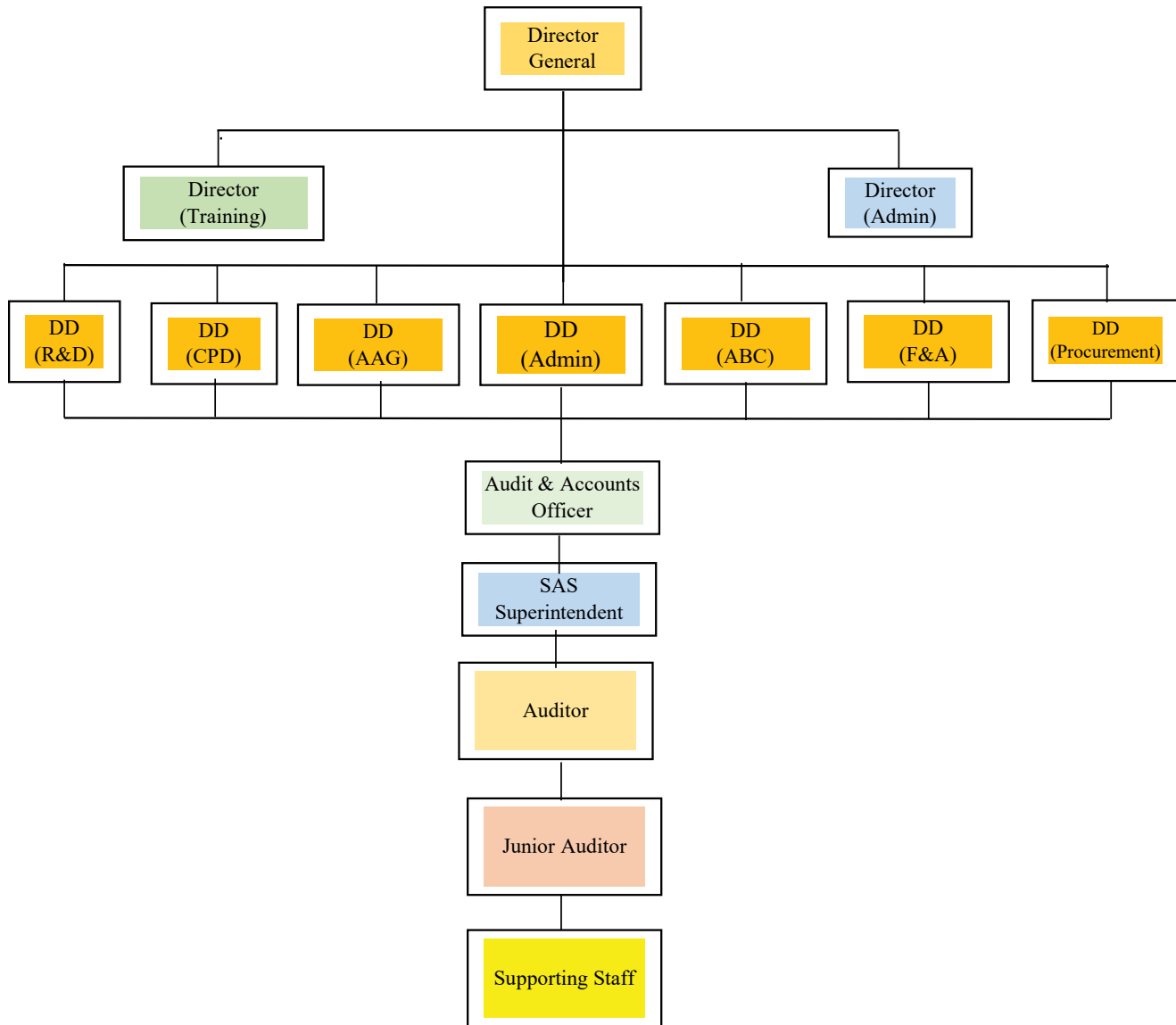
1.5 Functions of FIMA

The major functions of FIMA are to

- build the capacity of OCAg personnel through providing trainings as set out in the Operational Plans linked to achieving the outcomes outlined in the Strategic Plan 2021-25
- conduct the departmental training for the newly recruited BCS officers
- arrange Foundation and Basic training courses respectively for SAS (Apprentice) and Auditors
- design course curriculum and training module for various training courses
- publish journals on financial management
- organize seminars and workshops on emerging issues
- publish annual training plan and calendar, and annual activity report.

1.6 Organogram of FIMA

The Director General of FIMA is assisted at the administrative level by 2 (two) Directors, 7 (seven) Deputy Directors, 6 (six) Assistant Directors, and 8 (eight) Audit and Account Officers. Additionally, there are 3 (three) Auditors and 4 Superintendents.



2. Training and Other Facilities

2.1 Classroom

Financial Management Academy (FIMA) takes pride in providing state-of-the-art classroom facilities that create an optimal learning environment for its participants. These facilities are designed to enhance the learning experience and promote collaboration among participants.



Here are some features to be found in FIMA's classroom:

Spacious and Well-Equipped Classrooms: FIMA ensures that its classrooms are spacious enough to accommodate students comfortably. The classrooms are equipped with necessary furniture to provide a conducive learning environment. Adequate lighting and cooling contribute to a comfortable atmosphere for focused learning. Sitting arrangement in the classroom may be of workshop style with round table and general gallery sitting style.

Audio-Visual Technology: FIMA understands the importance of visual aids and multimedia presentations in modern education. Therefore, classrooms are equipped with audio-visual technology, including projectors, screens, LED monitors and sound systems. These tools enable instructors to deliver engaging lectures, showcase presentations, and incorporate multimedia content into their teaching methods.

High-Speed Internet Access: FIMA lays emphasis on the access to online resources. Therefore, its classrooms are equipped with high-speed internet connections, enabling students to leverage online research, access e-learning platforms, and engage in interactive online activities as part of their coursework.

Breakout Areas and Refreshments: To facilitate breaks and relaxation, the academy offers designated breakout areas where students can unwind, socialise, and recharge. Refreshments such as coffee, tea, and water are made available to keep students refreshed and energised during their study sessions.

2.2 Library

FIMA has a rich library with a collection of over 20,932 books, journals, and magazines on financial management, accounting, auditing, taxation, history, cultures and so on. It keeps its collection up to date, ensuring the availability of the latest publications and resources. To enhance accessibility, the library is equipped with computers and internet connectivity. This enables participants to access the most recent information pertaining to their areas of study. The library's spacious reading room is open for use from 9:00 am to 9:00 pm, providing ample time for individuals to immerse themselves in their chosen materials. Participants, as well as officers and staff, have the privilege to borrow books of interest from the library, facilitating further exploration and study beyond the library premises.

2.3 Computer Lab

The academy is equipped with two computer labs, one situated on the fourth floor of the academic building with a capacity to accommodate 40 participants. Additionally, an extended campus on the eleventh floor of the Audit Complex in Segunbagicha, Dhaka, houses another computer lab. This lab is equipped with 32 computers. Both computer labs serve as venues for conducting various training courses, including IT audit training, iBAS++, AMMS and e-GP trainings. These labs are well-equipped to facilitate hands-on practical exercises and provide participants with an appropriate environment for learning technical skills.

2.4 Seminar Room

The third floor of the academic building of FIMA has a well-decorated seminar room. With a capacity to accommodate approximately 60 participants, the seminar room provides an ideal setting for participants to engage in workshops, seminars, and other interactive activities. It serves as a versatile venue that facilitates effective communication, collaboration, and knowledge sharing among participants.

2.5 Conference Room

FIMA has a well-furnished conference room which is located on the second floor of the academic building. This conference room serves as a designated space for official meetings and discussions. It is equipped with facilities to support both oral and visual presentations, enabling effective communication and sharing of information during meetings. The conference room provides a comfortable environment suitable for productive discussions.



2.6 Auditorium

FIMA houses a fully equipped auditorium situated on the first floor of its main building. With a capacity to accommodate approximately 200 individuals, the auditorium serves as a venue for various programmes and events. It plays host to a range of activities, including the inauguration and valediction ceremonies, the opening and closing programmes of various courses, observance of national days, cultural events like mess nights and pithauthshob (a traditional food festival), and so on.



2.7 Dormitory

FIMA currently has two dormitories, namely Dormitory-1 and Dormitory-2, equipped with modern amenities. These dormitories have the capacity to house approximately 212 trainees. FIMA places much emphasis



on providing excellent logistical support to ensure the comfort of participants throughout their entire training period. This includes various facilities and services designed to enhance the residential experience and ensure well-being of the trainees during their stay.

2.7.1 Dormitory-1

The building is a six-storey structure designed to accommodate officers ranging from Grade-9 and above. It has 4 VIP rooms and 38 general rooms, with air conditioning throughout the entire facility. Each general room can accommodate two participants, while each VIP room is intended for single occupancy. All rooms are well-furnished, equipped with air conditioning, and Wi-Fi connectivity.

Both the ground floor and the fifth floor of the building are home to cafeterias that are well decorated, providing a pleasant dining time for residents. Additionally, there is a barbecue arrangement on the rooftop of the dormitory, offering a space for leisurely gatherings and outdoor cooking activities.



2.7.2 Dormitory-2

This building is a six-storey structure designed to accommodate officers below

the rank of Grade-10. It consists of 32 rooms designated for female participants and 34 rooms for male participants. Each room is designed to accommodate two participants comfortably. The building is equipped with modern amenities, including Wi-Fi connectivity, to cater to the needs of the residents. On the ground floor, there is a smartly decorated cafeteria where participants can enjoy their meals and socialise.

2.8 Cafeteria

FIMA has three cafeterias which can accommodate 165 trainers and trainees at a time. Located on the ground floor of both dormitories and on the fifth floor of Dormitory-1, it can meet the demand of the trainees for breakfast, lunch, and dinner. In addition to the main cafeterias, there are several tea and refreshment arrangements located near the classrooms within the



training complex. These areas are equipped with pantries where morning and afternoon snacks are served to the participants. These arrangements ensure that participants have easy access to refreshments during breaks.

2.9 Gymnasium

FIMA has constructed a modern gymnasium on the fourth floor of Dormitory-1 and Dormitory-2. This facility is available to both male and female participants, who can utilise it according to their choice. The gymnasium provides a revitalizing environment for participants, enabling them to remain fit both physically and psychologically. This, in turn, allows them to concentrate on demanding classes.

2.10 Prayer Room

For the male staff of FIMA, there is a prayer room on the first floor, and for the female staff, there is another prayer room on the third floor. FIMA makes an effort to create a peaceful environment for prayers.

2.11 Garden

The training academy's garden is a serene and well-maintained outdoor space designed to provide a peaceful environment for learning and relaxation. Nestled within the academy's campus, the garden serves as a retreat for students, staff, and visitors alike. Amidst the trees, there are seating areas to provide spaces for enjoyment and interaction.



2.12 Recreational Respite

The ground floor of both dormitories at FIMA houses the TV room and indoor games facilities. Within these spaces, participants can enjoy recreational activities such as table tennis, carom, and ludo. Additionally, adjacent to the FIMA garden, there is a play-ground where the participants can play badminton, volleyball and lawn-tennis and other outdoor games.

FIMA organises various sporting events and tournaments and friendly competition among the participants to promote a sense of camaraderie. These activities allow them to unwind, socialise, and participate in healthy recreational pursuits.

2.13 Transport Facilities

A minibus is provided for the convenience of trainees and FIMA faculty members for their daily commuting needs and transportation during field attachments. Additionally, separate transportation facilities are available for the remaining FIMA officials. This ensures that all officials working for FIMA have access to suitable transportation arrangements.

3. Training Methodology

3.1 Training Methods

FIMA utilizes the expertise of the IDI accredited OCAG officials well developing the learning materials. FIMA generally customises the Systematic Approach to Teaching (SAT) method of IDI in the context of SAI Bangladesh. This approach includes five phases of learning – Analysis, Design, Development, Delivery, and Evaluation – phases which is depicted in the following diagram:

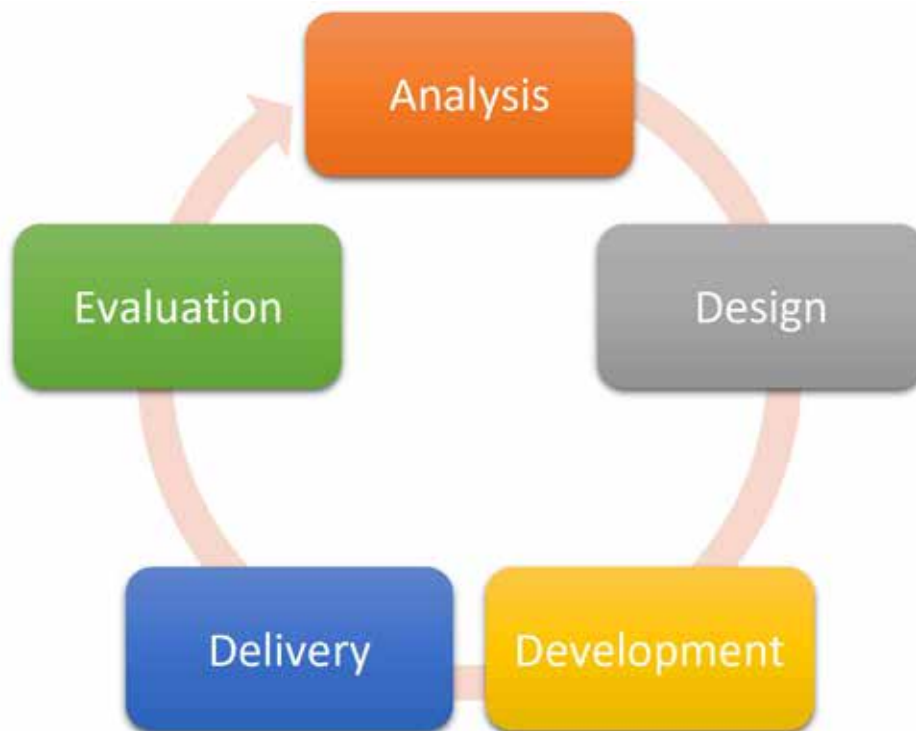


Figure: Systematic Approach to Teaching

3.2 Analysis Phase

In the analysis phase, key decisions about the training programme are made at FIMA. The information regarding the areas of training, the frequency of the training, the number of batches, the level and profile of participants, availability of resource pools are gathered at this stage.

In the analysis phase FIMA follows the steps including:

- Checking the need for training
- Conducting task analysis
- Conducting learner analysis
- Conducting technical analysis
- Conducting cost analysis
- Planning for monitoring and evaluation

3.3 Design Phase

In the design phase, FIMA decides on the overall structure of the training course with the list of possible course modules. Then the individual module learning objectives and the key concepts to be covered in each module are decided. Based on this, an individual module is designed with different learning elements and activities. At this point, the effective delivery mode for the module is considered. Output document of a module design process is a Module at a Glance or MAAG document. Based on the MAAG, individual elements of the module content are prepared in the development phase.

3.4 Development Phase

Development process includes developing the different learning contents with appropriate delivery tools for module facilitation. It covers the quality characteristics of the content development as well. The technological part of development by applying specific software or audio and visual solutions and for setting the learning management system configurations is managed by technical experts.

3.5 Delivery Phase

Effective delivery of training depends on well-designed and developed module at a glance, learning plan, facilitator guide and comprehensive course material. Although different methods are available, in this phase the focus will be on facilitated or instructor-led training. This is the preferred delivery approach that is used in FIMA. Preparation for the delivery of the training at FIMA is taken care of in advance to ensure smooth operation during the delivery phase. FIMA follows, among others, the following methods while delivering the courses:

- Lecture
- Discussion on lecture
- Group discussion and assignment
- Role play
- Brainstorming and case study
- Field visit/ Practical work
- Simulation exercise
- Demonstration
- Audio visual system
- Quiz/Class test
- Attachment of the trainees with different offices

3.6 Monitoring and Evaluation Phase

In this phase, FIMA focuses on monitoring and evaluation. The different phases of design, development and delivery of the training course must all work towards the achievement of our intended results and learning objectives. Monitoring and evaluation is seen as the link between the different phases of the methodology to ensure that the training course is focused

on achieving the intended results and outcomes identified at the planning stage. The following mechanisms are in place to ensure monitoring and evaluation:

Dedicated CMT: A dedicated course management team is in place for each course delivered at FIMA. This comprises a course director, a course supervisor, a course coordinator, a computer operator and other support staff. From ensuring the trainability of the participants to the handing over the certificates are managed by the team in compliance with their respective charter of duties.

Pre- and Post-Course Evaluation: At the start of each course a pre-course evaluation is conducted to measure the current level of knowledge while measuring the growth of learning at the end of the training post-course evaluation is also conducted and necessary adjustments are made in the subsequent courses.

Individual Session and Resource Person Evaluation: For every course delivered at FIMA, there is a prescribed form to be filled in by individual trainees to evaluate the effectiveness of the session and the quality of the trainers against the KPI set in the form. Trainers who scored below 85% are not considered for further sessions.

Course-end Evaluation: At the end of the long, medium, and short-term courses, a comprehensive course evaluation is carried out where the quality and the effectiveness of the course and the performance of the management team are comprehensively evaluated by the participants. The participants are also asked to make suggestions for further improvement of the contents and the management of the course.

Review of Course Materials: After the completion of all types of courses, a committee is formed to review the session materials to check whether they comply with the model and structure prescribed by FIMA. All the feedback and evaluation are also reviewed and necessary actions are recommended to enhance the quality of the course.

3.7 Resource Persons

FIMA has an inventory of resource pool comprising IDI-accredited learning specialist, CIPFA, ACCA, ACMA, CISA, MCIPS professionals. The faculty working at FIMA are also highly qualified. Experienced and high-ranking government officials - retired and in service - are invited to deliver extension lectures for long courses. Subject matter experts conduct sessions in their relevant fields. FIMA faculty members also conduct regular sessions in the training classes throughout the year.

4. Annual Training Plan for FY 2024-25

FIMA intends to deliver the following training programs in FY 2024–2025:

Proposed Training Plan for FY 2024-2025

Sl No	Name of Training	Level of Officers	No. of Batches	No. of Participants	Course Duration
1.	Departmental Training Course for AAG	Newly recruited BCS Audit & Accounts Cadre	2	60	1 Year
2.	SAS-Apprentice Foundation Training Course	Newly recruited SAS-Apprentice	1	130	4 Months
3.	SAS/SRAS Part I Training Course	SAS Apprentice, Auditor, and Junior Auditor	3	150	1 Month
4.	SAS/SRAS Part II Training Course	SAS Apprentice, Auditor, and Junior Auditor	2	100	1 Month
5.	CIPFA Strategic Level Training (Under EU Support)	Candidates at Strategic Level	2	20	2 Week
6.	CISA Professional Course (Under EU Support)	Auditor and above	4	48	2 Week
7.	Training Course for CPD (Grade-3)	Grade 3	1	26	1 Week
8.	Training Course for CPD (Grade-4,5)	Grade 4,5	1	30	1 Week
9.	Training Course for CPD (Grade-6)	Grade 6	1	30	1 Week
10.	Training Course for CPD (Grade-9)	Grade 9 or equivalent	2	60	1 Week
11.	Training Course for CPD (Grade-10)	Super or equivalent	4	140	1 Week
12.	Training Course for CPD (Grade-11)	Auditor	6	240	1 Week
13.	Senior Scale Refreshers' Course	38th BCS Batch	1	43	1 Week
14.	Training in Budgeting and Accounting Systems (TIBAS)	Grade 9 and above	2	50	2 Weeks
15.	Specialized Training (IT Audit, Performance Audit, Revenue Audit, Procurement Audit, Financial Audit)	Auditor and above	5	150	1 Week
16.	Basic IT Training	Auditor and above	10	300	1 Week
17.	Command Change Training on Promotion	SAS/SRAS Superintendent	3	90	1 Week
18.	Training on Finance & Appropriation Accounts Audit	Auditor and above	2	50	1 Week
19.	Training on Project Accounting and Auditing	Auditor and above	1	25	1 Week
20.	Training on Public Works	Auditor and above	1	30	1 Week
21.	Training on Public Procurement	Auditor and above	2	60	1 Week
22.	Training on Manners & Etiquette	MLSS and equivalent	1	30	2 Days
23.	Basic Training for Computer Typists	Newly Joined Computer Typist of CGA office	3	120	1 Week
24.	Workshops/Seminars	Grade 9 and above	5	150	1 Day
25.	Request Courses	As Per Request			
	Total		65	2132	

Month Wise Training Calendar for FY 2024-2025

Jul-24	Name	AAG (B-41)				SAS Ap (B-3)				RC	Total
	Participants	24				130				*	154
Aug-24	Name	AAG (B-41)				SAS Ap (B-3)				RC	154
	Participants	24				130				*	
Sep-24	Name	AAG (B-41)				SAS Ap (B-3)				RC	154
	Participants	24				130				*	
Oct-24	Name	AAG (B-41)	Manners & Etiquette			SAS Ap (B-3)				RC	254
	Participants	24	30			130		IT Audit	Computer Typist (B-8)	*	
Nov-24	Name	AAG (B-43)	CPD (G-10)			Public Works	SAS Part-II (B-1)			RC	284
	Participants	35	35			30	50	Computer Typist (B-9)	Basic IT	*	
Dec-24	Name	Procurement (B-1)				SAS Part-II (B-2)	CISA			RC	264
	Participants	30				50	12x2=24	Computer Typist (B-10)	Finance & App A/C	*	
Jan-25	Name	AAG (B-43)	CPD (G-10)			Procurement (B-2)	TIBAS			RC	255
	Participants	35	35			30	25	Performance Audit	CPD (G-3)	*	
Feb-25	Name	AAG (B-43)	SSR Course			CPD (G-4,5)	CPD (G-11)			RC	233
	Participants	35	43			30	40	Project Accounting	CPD (G-6)	*	
Mar-25	Name	AAG (B-43)	CCP			Procurement Audit	SAS Part-I (B-1)			RC	280
	Participants	35	30			40	50	W/S (B-3)	Basic IT	*	
Apr-25	Name	AAG (B-43)	CCP			CPD (G-9)	CIFPA			RC	295
	Participants	35	30			30	20x2=40	CPD (G-11)	Basic IT	*	
May-25	Name	AAG (B-41)	TIBAS			Revenue Audit	SAS Part-I (B-3)			RC	279
	Participants	24	25			30	50	CCP	Finance & App A/C	*	
Jun-25	Name	AAG (B-41)				CPD (G-9)	Basic IT			RC	114
	Participants	24	24			30	30	W/S (B-5)	Basic IT	*	

RC= Request Course, SSR= Senior Scale Refresher, CCP= Command Change on Promotion, CPD= Continuous Professional Development, TIBAS= Training in Budgeting and Accounting System. The number of participants will be as per demand*

Training Chart 2024-25

SL No	Name of the course	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
1.	Departmental Training Course for AAG	BCS 41	BCS 41	BCS 41	BCS 41	BCS 43	BCS 43	BCS 43	BCS 43	BCS 43	BCS 43	BCS 41	BCS 41
2.	SAS-Apprentice Foundation Training Course	B-3	B-3	B-3	B-3								
3.	SAS/SRAS Part I									B-1	B-2	B-3	
4.	SAS/SRAS Part II					B-1	B-2						
5.	CIPFA Strategic Level Training								B-1				
									B-2				
6.	CISA Professional Course					B-1	B-3						
						B-2	B-4						
7.	Training Course for CPD (Grade-3)							B-1					
8.	Training Course for CPD (Grade-4,5)								B-1				
9.	Training Course for CPD (Grade-6)								B-1				
10.	Training Course for CPD (Grade-9)										B-1		B-2
11.	Training Course for CPD (Grade-10)					B-1		B-2		B-3		B-4	
12.	Training Course for CPD (Grade-11)					B-1		B-2	B-3	B-4	B-5		
											B-6		
13.	Senior Scale Refreshers' Course								B-1				

SL No	Name of the course	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
14.	Training in Budgeting and Accounting Systems (TIBAS)							B-1				B-2	
15.	Specialized Training (IT Audit, Performance Audit, Revenue Audit, Procurement Audit, Financial Audit)				B-1		B-2	B-3		B-4		B-5	
16.	Basic IT Training					B-1	B-2	B-3	B-4	B-5	B-6	B-7	B-9 B-10
17.	Training on Command Change on Promotion									B-1	B-2	B-3	
18.	Training on Finance & Appropriation Accounts Audit						B-1					B-2	
19.	Training on Project Accounting and Auditing								B-1				
20.	Training on Public Procurement						B-1	B-2					
21.	Training on Public Works					B-1							
22.	Training on Manners & Etiquette				B-1								
23.	Basic Training for Computer Typists				B-8	B-9	B-10						
24.	Workshops/Seminars					B-1		B-2		B-3		B-4	B-5
25.	Request Courses	B-1	B-2	B-3	B-4	B-5	B-6	B-7	B-8	B-9	B-10	B-11	B-12

5. Planned Courses

5.1 Departmental Training Course for AAG (41st and 43rd BCS Batch)

This flagship training course is especially designed for Assistant Accountant General (AAG), an entry-level position in BCS Audit and Accounts Cadre. Almost every year, AAGs are recruited in varying numbers to meet the requirements of the OCAG.

FIMA offers a one-year departmental training course for the newly recruited AAGs. All of them are required to take this course designed to provide training on Public Financial Management (PFM) together with the financial laws and rules that apply to public employees. Additionally, they are given sufficient exposure to the country's development and policy landscape so they can see beyond the confines of their assigned job. In recent years, the training has been provided based on a revised course curriculum designed by FIMA and approved by OCAG which covers 11 papers and includes among others constitutional framework, laws, public financial management, statistics for auditors, financial accounting, cost and management accounting, fundamentals of economics, public sector accounting and auditing, etc. In addition to classroom training, this course offers attachment programmes with 3 (three) Accounting Circles and 17 Audit Directorates, and national and international organisations like World Bank, National Defence College, and Foreign Service Academy.

Duration	1 Year
Date	April, 2024 to November, 2025 (41 st Batch) November, 2024 to May, 2026 (43 rd Batch)
Number of Batches	02
Number of Participants	24 in the 41 st batch and 35 in 43 rd batch.
Participants' Level	Newly recruited probationers of BCS (Audit & Accounts) cadre
Course Objectives	<ul style="list-style-type: none"> ● provide a basic understanding of public financial management and related legal and regulatory frameworks. ● familiarize participants with emerging issues and concepts related to government auditing and accounting. ● build managerial and professional capacity and confidence for better service delivery.
Course Contents	<p>Core Area-1: Accounting Paper- I: Financial Accounting Paper- II: Cost and Management Accounting Paper- III: Public Sector Accounting Practical Assignment (Field Attachment)</p> <p>Core Area-2: Auditing Paper- IV: Statistics for Auditors Paper- V: Public Sector Auditing Principles, Standards and Practices</p> <p>Core Area-3: Applicable Laws and IT Paper- VI: Applicable Laws and Regulations Paper- VII: Basic IT Skills</p> <p>Core Area-4: Finance Paper- VIII: Fundamentals of economics Paper IX: Fundamentals of Corporate Finance Paper- X: Public Finance Paper- XI: Communication Skills, Office Management, and Contemporary Leading Issues.</p>
Training Delivery Methods	Lecture, Discussion on Lecture, Group discussion, Assignment, Case study, Attachment, Quiz/Class Test

5.2 SAS-Apprentice Foundation Training Course

In the Audit and Accounts Department, there are Class-II gazetted officers who belong to the Subordinate Accounts Service (SAS) and are known as SAS- Superintendents. They are generally recruited by promotion from the position of Auditors/Junior Auditors once they pass the SAS- Part 1 and Part 2 Examinations. However, there is another stream of personnel known as SAS- Apprentice who are directly recruited by the Bangladesh Public Service Commission through open competition. On being recruited, they are placed at the disposal of different offices within the Department, but they are to pass the SAS/SRAS Part 1 and Part 2 Examination to become regular SAS Superintendents.

In consultation with OCAG, FIMA developed a comprehensive course curriculum for this group of officials to provide them with a 4-month foundation training. The course covers subjects like the Bangladesh Constitution, Rules of Business, Rules of Procedure of Parliament, government accounts, public sector auditing, the CAG's governance framework (legal and operational), financial accounting, service laws, and fundamental IT skills, among other topics.

Duration	4 Months
Date	July, 2024 to October, 2024 (3 rd Batch)
Number of Batches	01
Number of Participants	130
Participants' Level	Newly recruited SAS-Apprentices
Course Objectives	<ul style="list-style-type: none"> • providing the participants with a basic understanding of the country's overall PFM system together with the knowledge resources of the department • building confidence in facing the SAS/SRAS Part I and Part II examination on termination of their apprenticeship period.
Course Contents	<p>The course contents will comprise of a total of 8 (eight) modules as follows:</p> <p>Module-1: Constitution of Bangladesh, Rules of Procedure and Rules of Business</p> <p>Module-2: General Outlines of the System of Government Accounts</p> <p>Module-3: Public Sector Auditing and CAG's Governance Framework (Legal & Operational)</p> <p>Module-4: Fundamentals of Financial Accounting</p> <p>Module-5: Service Acts, Rules and Regulations.</p> <p>Module-6: Financial Acts, Rules and Regulations</p> <p>Module-7: Office Management and Basic IT skills</p> <p>Module-8: Co-curricular Activities and Management Evaluation</p>
Training Delivery Methods	Lectures, Discussion on Lectures, Group discussions, Assignments, Case studies, Attachments, Quizzes/Class Tests

5.3 Training Course for Continuous Professional Development (CPD)

Bangladesh Audit and Accounts Department is one of the largest departments in the government about 12000 employees. It offers different service streams, including audit services, to the stakeholders. The consequence of improved knowledge and skills on the part of the officials of the department due to the regular comprehensive continuous professional development training program can be instrumental for improved service delivery. Realising the importance of this course, the OCAg has developed a CPD training course curriculum for the officials of different layers in the hierarchy of the department.

Duration	1 Week
Date	<ul style="list-style-type: none"> • Grade:3, January, 25 (1st Batch) • Grade:4,5 February, 25 (1st Batch) • Grade:6, February, 25 (3rd Batch) • Grade:9, April, 25 (9th Batch), June, 25 (10th Batch) • Grade:10, November, 24 (4th Batch), January, 25 (5th Batch), March, 25 (6th Batch), May, 25 (7th Batch) • Grade:11, November, 24 (1st Batch), January, 25 (2nd Batch), February, 25 (3rd Batch), March, 25 (4th Batch), April, 25 (5th & 6th Batches)
Number of Batches	<ul style="list-style-type: none"> • Grade:3, Batch: 01 • Grade:4,5, Batch: 01 • Grade:6, Batch: 01 • Grade:9, Batch: 02 • Grade:10, Batch: 04 • Grade: 11, Batch: 06
Number of Participants	530
Participants' Level	Employees of Grade 11 and Officers of Grade 10 and above will attend the course.
Course Objectives	<p>The broad objectives of the training course are to:</p> <ul style="list-style-type: none"> • enhance the understanding of the participants about the public finance governance and related legal and regulatory framework. • make the participants familiar with the emerging issues and concepts related to government auditing and accounting. • enhance the participant's knowledge about the economic management, public service delivery systems, and emerging developmental issues of the country relevant to government audit to cope with the challenges of ensuring efficient and effective public service delivery.
Course Contents	<p>CPD Senior Management Course (Grade-3) Module 1: Legal and Regulatory Framework of Public Financial Management Module 2: Government Accounting Module 3: Government Auditing Module 4: Strategic Management and Contemporary Issues</p>

	<p>CPD Advanced Professional Course (Grade-4 and 5)</p> <p>Module 1: Legal and Regulatory Framework of Public Finance Management Module 2: Government Accounting Module 3: Government Auditing Module 4: Public Sector in the context of Government Auditing Module 5: Project Management Module 6: Technological Intervention in Public Sector Operations Module 7: Development Planning</p> <p>CPD Mid-level Professional Course (Grade-6)</p> <p>Module 1: Legal and Regulatory Framework of Public Finance Management Module 2: Government Accounting Module 3: Government Auditing Module 4: Public Sector in the Context of Government Auditing Module 5: Strategic Management and Contemporary Leading Issues Module 6: Technological Intervention in Public Sector Operation</p> <p>CPD for Audit and Accounts Officers (Grade-9)</p> <p>Module 1: Public Financial Management Module 2: CAG’s Governance Framework Module 3: Government Accounting Module 4: Government Auditing Process Module 5: Understanding Basic Laws. Module 6: Office Management</p> <p>CPD for Superintendent (Grade-10)</p> <p>Module 1: Public Financial Management Module 2: CAG’s Governance Framework Module 3: Government Accounting Module 4: Government Auditing Process Module 5: Understanding Basic Laws. Module 6: Office Management</p> <p>CPD for Auditors (Grade-11)</p> <p>Module 1: Introducing Audit and Accounts Department Module 2: Office Procedure and Etiquette Module 3: Overview of Government Budgeting Process Module 4: Applicable Rules and Regulations Module 5: Government Accounting System Module 6: Government Auditing Process</p>
<p>Training Delivery Methods</p>	<p>Classroom Lectures, Individual Exercises, Question-Answer and Group Work.</p>

5.4 Training in Budgeting and Accounting System (TIBAS)

FIMA has been conducting this course since 2002 in collaboration with the Finance Division, Ministry of Finance. It provides training on public financial management (PFM) curriculum including budget preparation, budget execution, accounting and reporting, and auditing, among others. All officers from 9th grade to 5th grade working in various ministries, departments, offices, and organisations are potential participants in the course.

Duration	2 Weeks
Date	January, 2025 (1 st Batch) May, 2025 (2 nd Batch)
Number of Batches	02
Number of Participants	50
Participants' Level	Grade-9 and above
Course Objectives	<ul style="list-style-type: none"> • provide the participants with a comprehensive understanding of budgeting principles, including the concepts, processes, and techniques involved in developing, implementing, and monitoring budgets. • develop participants' skills in budgeting, including budget preparation, analysis, and control. • improve participants' ability to make informed financial decisions by providing them with a solid understanding of accounting principles and financial analysis. • emphasize the importance of compliance and accountability in budgeting and accounting processes. • provide participants with practical skills and techniques that can be applied in real-world budgeting and accounting scenarios.
Training Delivery Methods	Classroom Lectures, Individual Exercises, Question-Answers, and Group Works.

5.5 Command Change Training on Promotion

The officials of the department work in several commands namely CGA, CGDF, Railway, and audit. Command Change Training is organised when some officials are posted from one command to another on promotion. For example, if someone is posted to an audit directorate from CGA office, training on the work methods of the new office is necessary for him.

Duration	1 Week
Date	March, 2025 (1 st Batch), April, 2025 (2 nd Batch), May, 2025 (3 rd Batch)
Number of Batches	03
Number of Participants	90 (30 in each Batch)
Participants' Level	AAO/SAS/SRAS Superintendent
Course Objectives	<p>Enhance the understanding of officials posted to new command on promotion so that they can</p> <ul style="list-style-type: none"> • adjust themselves in a new office environment • perform new responsibilities efficiently
Course Contents	<p>Command Change Training on Promotion Posted to (CGA) Office</p> <p>Module 1: Public Financial Management Module 2: Introduction to CGA Module 3: Office Management Module 4: Digital Security and Risk Management</p> <p>Command Change Training on Promotion Posted to (CGDF)</p> <p>Module 1: Financial Management for Defense Services Module 2: Understanding Functions of Different Offices of DFD Module 3: Office Management Module 4: Automation in DFD</p> <p>Command Change Training on Promotion Posted to Audit Directorates</p> <p>Module 1: Public Sector in the Context of Government Auditing Module 2: CAG's Governance Framework Module 3: Audit in IT Environment Module 4: Reporting Results of Audit Module 5: Public Procurement</p>
Training Delivery Methods	Lectures, Discussion on Lectures, Group discussions, Case studies

5.6 SAS/SRAS Part I & Part II

Every year, the OCAG of Bangladesh conducts the SAS/SRAS Part I and Part II examinations following a syllabus. The examinations are open to the Auditors and Junior Auditors working at the OCAG, the Controller General of Accounts (CGA), the Controller General Defence Finance (CGDF), and the Additional Director General (Finance), Bangladesh Railways. These examinations are conducted to open up opportunities for them to move to higher positions in the hierarchy of the department and strengthen the base of professionally qualified staff to render better services to the stakeholders.

Duration	1 Month
Date (for Part I)	March, 2025 (1 st Batch), April, 2025 (2 nd Batch), May, 2025 (3 rd Batch)
Date (for Part II)	November, 2024 (1 st Batch), December, 2024 (2 nd Batch)
Number of Batches	5
Number of Participants	250 (50 in each batch)
Participants' Level	SAS Apprentices, Auditors, and Junior Auditors
Course Objectives	Open better opportunities for them to prepare themselves for the examinations aimed at deciding on their promotion.
Course Contents	<p>SAS/SRAS Part I Examination Course Paper-One: Office Management Paper-Two: Service Acts, Rules and Regulations (Theory) Paper-Three: Service Acts, Rules and Regulations (Practical) Paper-Four: Communication and Basic It Skills Paper-Five: Financial Acts, Rules and Regulations Paper-Six: Public Sector Auditing and CAG's Governance Framework: Legal</p> <p>SAS/SRAS Part II Examination Course Paper-One: General Outline and Preparation of Government Accounts Paper-Two: Fundamentals of Financial Accounting Paper-Three: CAG's Governance Framework: Operational Paper-Four: Financial Rules for Civil, Defense, Railway and PT&T (Postal)</p>
Training Delivery Methods	Lectures, Group discussions, Assignments, Quizzes/Class Tests

5.7 CIPFA and CISA Professional Courses (Under EU Support)

FIMA facilitates CIPFA and CISA professional courses sponsored by the EU-supported TA project. These courses are designed to help OCAG officials acquire the skills and knowledge they need to succeed in their careers.

Chartered Institute of Public Finance Accountants (CIPFA): CIPFA has four levels of qualifications- starting with the Certificate Level and culminating at Diploma and Advanced Diploma. At FIMA, currently, Certificate Level Training is being imparted by international trainers where Financial Accounting and Management Accounting are taught.



Certified Information Systems Auditor (CISA): This is one of the most recognised professional qualifications for information systems auditors. It is designed for those who want to work in an IT environment. These professional courses are valuable for OCAG officials who are looking to develop their skills and knowledge in the fields of accounting, finance, and information systems auditing

Duration	2 Weeks
Date	February, 25 (1 st , 2 nd Batch) for CIPFA and November to December, 24 (1 st , 2 nd , 3 rd & 4 th Batch) for CISA
Number of Batch	2 batches for CIPFA and 4 batches for CISA course
Number of Participants	20 and 48 respectively
Participants' Level	Grade-11 and above
Course Objectives	<ul style="list-style-type: none"> • improved career prospects: CIPFA and CISA are recognized professional qualifications that can help improve career prospects in the public sector. • increased knowledge and skills: CIPFA and CISA courses will help develop knowledge and skills in accounting, finance, and information systems auditing. • enhanced credibility: CIPFA and CISA qualifications are recognized by employers and can help employees gain credibility in relevant fields. • networking opportunities: These courses offer opportunities to network with other professionals in relevant fields. • access to learning resources: These courses provide access to a variety of learning resources, including textbooks, workbooks, and online learning modules.
Training Delivery Methods	Classroom Lectures, Individual Exercises, Question-Answer and Group Work.

5.8 Senior Scale Refreshers' Course

FIMA arranges this course to prepare the participants from BCS (Audit and Accounts) Cadre who intend to sit for the Senior Scale Examination conducted by Bangladesh Public Service Commission.

Duration	1 Week
Date (for Part II)	February, 25 (1 st Batch)
Number of Batches	01
Number of Participants	43
Participants' Level	BCS (Audit and Accounts) 38 th Batch
Course Objectives	<ul style="list-style-type: none">• prepare the officials for the senior scale examination,• open opportunities for them to move to the higher position in the hierarchy of the department
Course Contents	Paper-1: Bangladesh and Current Affairs Paper-2: Law, Rules and Regulations Applicable to all Government Offices Paper-3: Audit & Accounts
Training Delivery Methods	Classroom Lectures, Individual Exercises, Question-Answers and Group-works.

5.9 Specialized Training (IT Audit, Performance Audit, Revenue Audit, Procurement Audit and Financial Audit)

To meet the requirements set out in the OCAG Operation Plan 2024-25, the Audit Directorates are required to conduct audits on certain specialised areas. To enhance the capacity of the audit teams of relevant Audit Directorates, FIMA will organise at least five training courses on IT audit, Revenue audit, Climate Performance audit and financial audit.

Duration	1 Week
Date	October, 24 (1 st Batch), December, 24 (2 nd Batch), January, 25 (3 rd Batch), March, 25 (4 th Batch), May, 25 (5 th Batch)
Number of Batches	05
Number of Participants	150
Participants' Level	Grade-10 and above
Course Objectives	<ul style="list-style-type: none"> • to provide participants with the technical know-how required to conduct IT audits and audits in an IT environment. • to provide participants with the knowledge and proficiency necessary to conduct compliance, financial, and performance audits.
Course Content	<ul style="list-style-type: none"> • IT Audit Manual • Performance Audit Guidelines, 2023 • Revenue Audit Manual
Training Delivery Methods	Classroom Lectures, Individual Exercises, Question-Answers, and Group-works.

5.10 Training on Finance and Appropriation Accounts Audit

Finance Accounts and Appropriation Accounts are two important sets of accounts of the government through which transparency and accountability of all types of income and expenditure of the government are ensured. Through this training course, the trainees will be imparted practical knowledge about the structure, statements, schedules, etc. of Finance Accounts and Appropriation Accounts. Besides, through this training, basic knowledge on how to audit finance accounts will also be imparted.

Duration	1 Week
Date	December, 24 (1 st Batch), May, 25 (2 nd Batch)
Number of Batches	02
Number of Participants	50 (25 in each batch)
Participants' Level	Auditors and above
Course Objectives	After attending this training course, the participants will be able to <ul style="list-style-type: none">• understand the structure, statements, and schedules of the Finance Accounts and Appropriation Accounts• understand the link among the statements• recognise the data sources of both the accounts• prepare both accounts using dummy data
Training Delivery Methods	Classroom Lectures, Individual Exercises, Case Studies, Assignments

5.11 Basic IT Training

With the increasing penetration of IT in the PFM systems and processes, all officers and staff of Bangladesh Audit and Accounts Department must have a basic orientation about what it is and how it is influencing their work. In the meanwhile, IT systems have been developed across the public sector which implies that the manual operation will be phased out soon. Given the circumstances, there is a paramount importance of providing basic training on IT to those officers and staff who do not have any basic IT exposure. With that broad objective in mind, a course curriculum on basic IT training has been developed based on which training will be provided to them to make sure that all become IT-literate and work comfortably in an IT environment.

Duration	1 Week
Date	November, 24 (1 st Batch), December, 24 (2 nd Batch), January, 25 (3 rd Batch), February, 25 (4 th Batch), March, 25 (5 th Batch), April, 25 (6 th Batch), May, 25 (7 th and 8 th Batch), June, 25 (9 th and 10 th Batch)
Number of Batches	10
Number of Participants	300 (30 in each batch)
Participants' Level	Auditors and above
Course Objectives	<p>The course is intended to give foundational training on basic IT to the officers and staff of the department who are not IT literate. However, after completing the course, the participants will</p> <ul style="list-style-type: none"> • gain first-hand knowledge of hardware, software, and operating systems, along with basic troubleshooting skills • become proficient in software applications for creating, editing, and formatting documents. • gain a comprehensive knowledge of spreadsheet analysis that will enhance the capacity of quality auditing. • gain skills in internet navigation and safe browsing skills and become proficient in e-mail communication • learn file management techniques, such as organizing and backing up digital files • understand online safety and security, including recognizing threats and practicing responsible digital behaviour.
Training Delivery Methods	Classroom Lectures, Practical Exercises, Problem Solving

5.12 Training on Project Accounting and Auditing

Project Accounting and Auditing play a crucial role in ensuring transparency, accountability, and financial control within projects. This training course will provide the knowledge on how to effectively manage project finances, monitor costs, and conduct audits.

Duration	1 Week
Date	February, 25 (1 st Batch)
Number of Batches	01
Number of Participants	25
Participants' Level	Auditors and above
Course Objectives	After attending this training, the participants will be able to: <ul style="list-style-type: none">• understand the funding modalities of donor-funded projects• comprehend the fund release process and Delegation of Financial Power for donor-funded project• understand the procurement guidelines of the donors• understand the accounts preparation process and link with CAFO• comprehend the nuances of DAPP/TAPP• identify the issues in managing project funds
Training Delivery Methods	Classroom Lectures, Individual Exercises, Case Studies, Assignments

5.13 Training on Public Works

Training on public works focuses on developing skills and knowledge related to the accounting and auditing of management of construction and infrastructure projects funded by the government or public entities. This training is an essential course for those involved in public works and those performing audits of public works.

Duration	1 Week
Date	November, 24 (1 st Batch)
Number of Batches	01
Number of Participants	30
Participants' Level	Auditors and above
Course Objectives	<p>The course is intended to provide a comprehensive understanding about audit principles, standards, and methodologies specific to public works covering topics such as risk assessment, control evaluation, evidence gathering, and reporting requirements. After attending this course, the participants will be able to:</p> <ul style="list-style-type: none"> • gain technical competence in auditing infrastructure projects and programs. • ensure compliance with applicable laws, regulations, and contractual obligations. • detect and prevent fraud, corruption, and misappropriation of public funds within public works projects with investigative techniques, data analysis skills, and knowledge
Training Delivery Methods	Classroom Lectures, Individual Exercises, Case Studies, Assignments

5.14 Training on Manners and Etiquette

Manners and etiquette of the support staff in an office gives a reflection about the office management. This training will provide the participants with knowledge about the benefits of good manners, showing respect to superiors, and greeting the visitors on the office campus.

Duration	2 Days
Date	October, 24 (1 st Batch)
Number of Batches	01
Number of Participants	30
Participants' Level	MLSS and equivalent
Course Objectives	<p>After attending the course, the participants will be able to</p> <ul style="list-style-type: none">• learn about the manners and etiquette desirable in the office environment• understand as to how to make themselves presentable in a formal setting.• learn proper table settings during lunch and dinner, use utensils properly, and serve tea and refreshments in a formal meeting.• acquire communication skills, and learn proper use of body language.
Training Delivery Methods	Classroom Lectures, Individual Exercises, Practical Exercises

5.15 Training on Public Procurement

Public procurement is a vital element of public expenditure management. Every year a substantial portion of the national budget is spent for procurement of goods and services. Efficient and transparent management of procurement is, therefore, essential to safeguard public funds. However, because of the complexities surrounding public procurement, it is important to be well-versed in the procurement process, and its regulatory regime. Training on public procurement is, therefore, vital for ensuring its efficient and transparent management.

The officials of both the accounting and audit circles of Bangladesh Audit and Accounts Department cannot dispense with their job efficiently unless they are exposed to adequate training on public procurement. This training will provide them with the essential knowledge and skills to comply with legal and regulatory frameworks, thereby reducing the risk of non-compliance. Bearing this in mind, FIMA will organise a training course for 2 weeks in FY 2024-25 for the officials of different grades in the hierarchy of the department. The training will be conducted by the public procurement professionals of the country.. .

Duration	5 Days
Date	December, 24 (1 st Batch), January, 25 (2 nd Batch)
Number of Batches	02
Number of Participants	60 (30 in each batch)
Participants' Level	Auditors and above
Course Objectives	<p>After attending the course, the participants will be able to</p> <ul style="list-style-type: none"> • equip participants with a thorough understanding of relevant laws, regulations, and policies to ensure procurement activities adhere to legal standards and reduce the risk of non-compliance • foster the use of transparent procedures and accountability mechanisms to reduce corruption and fraud in public procurement • instill a strong ethical framework in procurement practices, emphasizing integrity, fairness, and the avoidance of conflicts of interest • train participants in effective contract negotiation, drafting, and management to ensure that all contractual obligations are met and public interests are protected • introduce participants to e-procurement systems and tools to enhance the efficiency, transparency, and effectiveness of procurement activities.
Training Delivery Methods	Classroom Lectures, Individual Exercises, Case Studies, Assignments and Practical Exercises.

5.16 Basic Training for Computer Typists

Basic training in IT for the computer typists of the department is essential in today's digital world. . FIMA has developed a curriculum for this course at to improve the typing speed and accuracy of computer typists , and thus enabling faster completion of tasks with fewer errors. It also aims to reduce the risk of repetitive strain injuries (RSIs) by teaching proper posture and ergonomic techniques. Additionally, the training familiarizes typists with commonly used software and tools, enhancing their confidence and competence in performing tasks.

Duration	5 Days
Date	October, 24 (1 st Batch), November, 24 (2 nd Batch), December, 24 (3 rd Batch)
Number of Batches	03
Number of Participants	120 (40 in each batch)
Participants' Level	Newly joined computer typist of CGA office
Course Objectives	<p>After attending the course, the participants will be able to</p> <ul style="list-style-type: none"> • enhance the typing speed of participants to enable quicker completion of typing tasks • equip trainees with fundamental computer skills, including file management and basic navigation • provide instruction on document formatting, including the use of word processing tools for alignment, fonts, and spacing • teach effective time management strategies to help participants efficiently handle typing-related tasks.
Training Delivery Methods	Classroom Lectures, Individual Exercises, Case Studies, Assignments and Practical Exercises.

5.17 Request Courses

Along with the flagship and regular training programs for the employees of the Audit and Accounts Department, FIMA also conducts specialised training courses on request from other organisations and departments.

6. Workshops/Seminars

FIMA arranges workshops and seminars on important contemporary issues. In 2024-25, FIMA is planning to organise the following workshops.

Proposed workshops for FY 2023-24

Serial No	Workshop/ Seminar Theme
01	INTOSAI standard TOT workshops
02	Workshop on preparing session materials (9-step model, learning objectives and ELC)
03	Workshop on Agile Audit
04	Workshop on SDGs
05	Workshop on Social Audit

7. Conclusion





The annual training plan and calendar for FY 2024–2025 will be made available to the Heads of the Department of the Audit and Accounts Department for their convenience. This will allow them to choose participants for upcoming training programmes well in advance. It will also enable them to plan ahead and prevent any unexpected disruptions to the department’s functioning. Based on the training calendar, they may consider the training options available for the year and determine which programmes are most suitable for their officers and staff. However, the plan is flexible and may be adjusted to meet the emerging requirements. The successful implementation of this annual training plan and calendar will greatly enhance our academy’s pursuit of excellence and accomplishments.

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Training for Development



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