

STRATEGIC PLAN 2026 -2030



The Institute of
Internal Auditors
Bangladesh

THE INSTITUTE OF INTERNAL AUDITORS
BANGLADESH



MESSAGE FROM PRESIDENT

On behalf of the Board of Governors of The Institute of Internal Auditors Bangladesh (IIAB), I am pleased to share our Strategic Plan 2026–2030—a practical, future-focused roadmap to advance internal auditing and strengthen its contribution to governance, risk management and control across Bangladesh.

Anchored in our Purpose and Vision, this plan sets a clear direction to elevate professional stature, deepen adoption of the IIA Standards and build a vibrant community of internal auditors who are recognized as indispensable to protecting and enhancing organizational value.

This strategy also highlights signature initiatives that will accelerate delivery and sustainability: strengthening secretariat capacity and recruiting full-time executive leadership to drive strategic execution; expanding the IIA academic alliance to build a stronger talent pipeline; modernizing the member experience through a dynamic digital service portal; and scaling capability in AI, data analytics and other emerging technologies through targeted CPE, practical workshops and partnerships.

Implementation will be guided by strong governance, measurable milestones and active engagement with regulators, employers, academia and peer professional bodies. I invite every member and stakeholder to collaborate with IIAB as we translate this strategy into outcomes—stronger institutions, greater trust and enduring value for Bangladesh.



M Nurul Alam, FCS, CCEP-I, CGIA
President, IIA Bangladesh



MESSAGE FROM STRATEGY DEVELOPMENT COMMITTEE CHAIR

On behalf of the Strategy Development Committee, it is my privilege to present the IIAB Strategic Plan 2026–2030. Mandated by the Board, we blended strategic workshops, stakeholder insights and benchmarking of international practice—aligned with the IIA’s global direction—to position IIAB for a fast-changing governance landscape.

The plan advances five value drivers: professional upscaling; collaboration and partnerships; organizational resilience; emergent technologies; and stakeholder acknowledgment. It is underpinned by signature initiatives that make the strategy actionable—strengthening executive leadership capacity; expanding the IIA Academic Alliance to build a stronger talent pipeline; enhancing CPE through market-responsive programs, including CIA support; and modernizing member engagement through a dynamic digital service portal.

Recognizing rapid digital transformation, the strategy also prioritizes capability-building in AI, data analytics, automation and cybersecurity fundamentals so members can deliver deeper assurance and advisory value in technology-enabled organizations.

We designed this strategy to move from intent to implementation through clear initiatives, milestones, ownership and transparent reporting. As Peter F. Drucker observed, “Plans are only good intentions unless they immediately degenerate into hard work.” Our shared task is disciplined execution—through partnerships with regulators and industry forums, stronger stakeholder communication and measurable outcomes that elevate trust in internal audit in Bangladesh and strengthen the profession for tomorrow.

I extend sincere appreciation to the Board for its guidance, to Committee members and stakeholders for their substantive contributions.



Nanda Dulal Saha, FCA (ICAB), ACA (ICAEW)

Chair, Strategy Development Committee & Vice President, IIA Bangladesh



MESSAGE FROM SECRETARY GENERAL

As Secretary General—and as a member of the Strategy Development Committee—I am proud to share the IIAB Strategic Plan 2026—2030.

This plan reflects extensive dialogue with our members and stakeholders, alongside disciplined benchmarking of global good practices, translated into priorities that respond to Bangladesh’s evolving assurance needs.

Our focus now is execution. We will convert this strategy into detailed annual workplans, timelines and transparent progress reporting.

We will strengthen member services through a modern digital portal that improves access to learning resources, training calendars and community connectivity. We will also expand high—impact professional development—particularly in AI, automation, cybersecurity fundamentals and data analytics—so our members can audit confidently in technology-enabled environments.

In parallel, we will intensify engagement with regulators, industry forums and universities, including expansion of the Academic Alliance, to grow the profession and reinforce consistent implementation of the IIA Standards.

I look forward to working with the Board, the Committee and our volunteers to deliver measurable value to members and to the wider public interest.



Nausheen Ahmed, CIA, CISA, CRMA, IAP, CC (ISC2)
Secretary General, IIA Bangladesh

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Member, IIAB

Md. Zahed Sharif

Member, IIAB

"On March 9, 2024, the board delegated this group to develop a five year strategic plan for IIAB."

EXPLORATION OF VARIED PROFESSIONAL STRATEGIES AND APPROACHES

Strategies Review:

IIA Vision 2035

IIA Global Strategy 2026-30

IIA Canada Strategy 2019-2020

IIA Indonesia Strategic Plan 2021-2024

IIA Kenya Strategic Plan

Websites

IIA Global

IIA Philippines

IIA UAE

ICAEW

Other Documents use

ACIIA 2023 Documentation

Other professional institutes activities

Key Milestones



IIAB'S PURPOSE & VISION:

IIAB's PURPOSE

To advance the internal audit profession in Bangladesh by advocating and promoting internal audit's value to key stakeholders.



IIAB's VISION

Internal audit professionals are universally recognized as indispensable to effective governance, risk management and control. To provide dynamic leadership in Bangladesh, ensuring internal audit professionals are recognized as vital to enhancing and protecting organizational value.

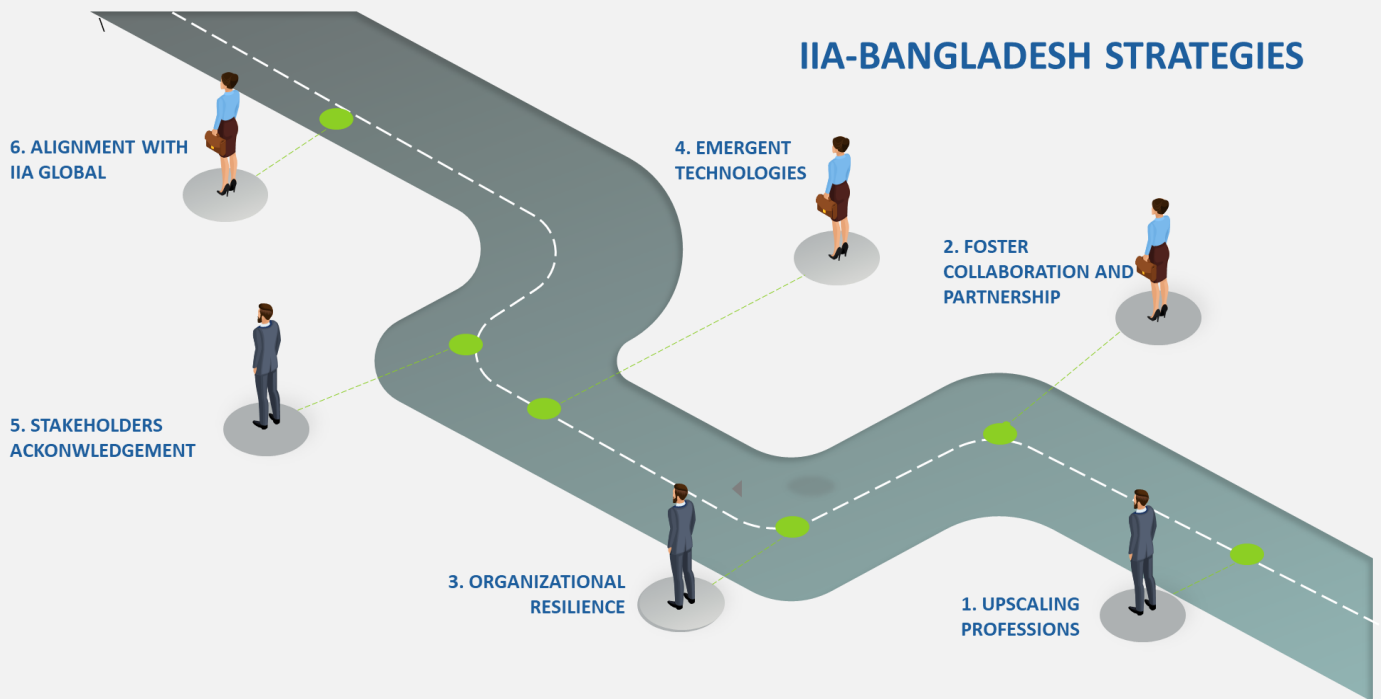
STRATEGIC OBJECTIVES:

Together, we will:

- Elevating the stature and demand for the Internal Audit profession in Bangladesh.
- Bringing internal auditors together to create a vibrant and viable future.
- Establishing a touchstone for current and future initiatives to advance the profession and the public interest in Bangladesh.
- Updating and enhancing current perceptions of internal auditors so that their value is understood and so that talented future professionals will choose this field.
- Increasing awareness of and facilitate the implementation of IIA standards within the different industries of Bangladesh, ensuring alignment with global best practices.
- Providing a path for the profession as it navigates a world in transformation.

STRATEGIES PLANNING PROCESS





KEY INITIATIVES

Value Driver	Initiatives	Status
<p>1. UPSCALING PROFESSIONS</p> <p>In essence, an upscaling profession is one that is well-equipped, respected, and able to effectively meet the challenges and demands of its stakeholders. Activities to be performed to make stronger professions include but will not be limited to:</p>	<p>Data collection & Directory: Collect latest information of community and develop a directory, IA community group platform.</p> <p>IIA community building: Reinforce the community building activities, strategic alliance, insight sharing, networking events every year etc.</p> <p>Promote IA Critical role in governance: Create awareness about IA role in governance- Website, social media, periodical Publication/newsletter etc.</p> <p>Collaborating with industry stakeholders: Partner with organization, business forums, audit committees and other professional organizations to promote best practices and address challenges, opportunities.</p> <p>Awareness campaign: Launch campaigns to raise awareness of the value and importance of internal auditing among organizations, stakeholders. Engage with regulators and policymakers to promote supportive policies i.e. BB, Govt.</p>	<p>Started</p>

Value Driver	Initiatives	Status
<p>2. FOSTER COLLABORATION AND PARTNERSHIP</p> <p>Encourage working together for stronger outcomes. Activities to be performed for better collaboration and partnership include but will not be limited to:</p>	<p>Engagement with Govt. regulatory bodies: Establish regular communication channel with various govt department/institute such as ministries including Finance Division, Commerce Division, ICT Division, Bangladesh Bank, NBR, FRC, CAG office, SEC etc.</p> <p>Forming industry Alliance: Create partnership with Key industry forum Ie. FBCCI, BASIS, BDMEA, BCCI etc. to share insight about best practice in internal audit. Attend industry conferences to identify common goals and collaborative opportunities.</p> <p>Advocacy for policy support:</p> <ul style="list-style-type: none"> - Contribute to fiscal policies through advocacy. - Develop position papers outlining the value of internal auditing to share with policymakers. - Contributes to development of Corporate Governance Code of different industries. <p>Private organization and professional bodies relationship: Relationship development with various governing bodies of private sectors, connect to c- suit, HOD-IA in different industries through physical visit, invite in different events etc.</p> <p>Collaboration with local body: I.e. ICAB, ICMA, ISACA, ACCA, ACFE and University Grant Commission & Governing body.</p> <p>Expand IAB's existence on more geographical areas in Bangladesh, like CTG, Khulna etc.</p> <p>Academic Alliance and Talent Pipeline Development: Expand IIA Academic Alliance to onboard more universities, integrate internal audit into university curriculum, Bridge academia and industry collaboration, Develop future-ready internal audit professionals.</p>	<p>Partially Started</p>
<p>3. ORGANIZATIONAL RESILIENCE</p>	<p>Membership Growth & Retain: Implement target (20% new & 100%) marketing campaign to attract new members and retain existing members. Enhance CIA qualified (Certification enhance by 50% by 2028) member through outreach program and promoting the value of CIA.</p> <p>Participating in Govt Project: Collaborate with government agencies on projects related to internal auditing and governance, positioning IAB as a key consultant.</p> <p>Event, training, workshop, conference/summit: Institute offer paid or complementary CPE on various</p>	<p>Partially Started</p>

Value Driver	Initiatives	Status
	<p>topic by analysis industry need, arrange workshop on emergent topic, offer CIA course preparation etc. (Online, Offline, Hybrid).</p> <p>Advisory and Assurance service offer: Offer advisory (Information Technology (IT) Audit and Cybersecurity Advisory, Risk Management Advisory, Financial Advisory and Due Diligence etc.) services to organization to improve internal audit function. Institutes produce publications, reports etc. Institutes offer external assessment services. Facilitate upcoming emerging audit areas such as – ESG, Agile auditing, remote work, third party risk management etc.</p> <p>Onboarding executive Leadership: IIAB will recruit a full-time leadership position, such as a Chief Executive Officer (CEO) or similar C-suite role, to drive strategic initiatives and revenue generation efforts.</p>	
<p>4. EMERGENT TECHNOLOGIES Empowering the internal auditor for technological future and IIAB will take initiatives but not limited to:</p>	<p>AI and Machine Learning: Integrate AI and ML topics in CPE or workshop to ensure members are familiar and use tools to enhance their skills.</p> <p>Automation and systems: Create awareness regarding Audit systems and facilitated the training to members and employer's forum.</p> <p>Dynamic member service portal (Website): Develop dynamic and user-friendly websites which will ensure minimum following services- career opportunities, member directory, news and updates, training calendar, offer courses and services, learning material etc.</p> <p>Data Analytics: Offer targeted training programs on data analytics, including hands-on workshops.</p> <p>IIAB Technical development: Ensure technical and technological support to teams to ensure proper service to members.</p>	<p>Partially started</p>
<p>5. STAKEHOLDERS ACKNOWLEDGEMENT Increasing stakeholder acknowledgment of internal audit's added value, along with growing stakeholder and organizational support and investment.</p>	<p>Engage Business Forums and Industry Groups: IIAB will actively participate in key forums and industry groups to position internal audit as a critical enabler of risk management and governance.</p> <p>Customized Stakeholder Communication: IIAB will tailor communication strategies for senior executives and regulatory bodies, highlighting the specific value of internal audits, such as compliance improvement, fraud prevention, and risk mitigation.</p>	<p>Not Started</p>

Value Driver	Initiatives	Status
	<p>Showcase Audit ROI and Success Stories: IIAB will develop case studies and ROI reports that quantify the impact of audits on cost savings and process improvements. Share these with stakeholders through targeted reports and public forums, emphasizing internal audit’s contribution to maintain compliances, financial stability and operational efficiency.</p>	
<p>ALIGNMENT WITH IIA GLOBAL</p>	<ul style="list-style-type: none"> - Alignment with the IIA Global Vision 2035 - Introduce specialized training modules on emerging topics such as ESG, Agile auditing, culture audit, organizational behavior etc. - Close communication with IIA global leads, way forward of special offers for IIAB Members - Close relationship with IIA Asia Regional leads, collaboration with ACIIA Members bodies - Participating in IIA global/ACIIA seminars, articles etc. by IIAB members - Contribute IIA global development activities through participant in different committees, Survey participation. - Increase the number of exam centers and ensure a high-quality exam environment. 	