

# CURRICULUM VITAE

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1. Permanent Address : Vill: Fatehpur, P.O. Madanhat, PS: Hathazari  
Dist: Chittagong
2. Present Office Address : Professor  
Department of Public Administration  
University of Chittagong,  
Chittagong
3. Age : Fifty one Years (Date of Birth 04.05.1955)
4. Work Experiences : 25 Years
5. Academic Qualifications : Ph.D Development Studies, University of Wales, Swansea, UK, 1991.  
M.Sc (Econ) Social Sector Planning and Management, University of  
Wales (Centre for Development Studies), Swansea, UK, 1987.  
M.A Politics and Administration, University of Chittagong, 1978.  
B.A (Hons), Politics and Administration, University of Chittagong,  
1977.
6. Specialisation as a career teacher and development practitioner (consultant) : **Politics, Governance, Public Sector Management, Development Administration with specialisation in Social services Planning and Management in rural and urban settings, Decentralisation, Local Government (Urban & Rural), Micro-Credit, Rural Development, Co-operatives, NGO Activities, Community Mobilization and Institutional aspects of Water Sector Management and Public Relations.**  
**Teaching** career began in 1981 as Faculty member of BARD, Comilla as trainer, later it has been extended to various dimensions, such as preaching and teaching to Development Activists ranging from illiterate villager, local govt leader, NGO worker and grass root level beneficiary to high level development professionals from home and abroad; academic teaching in Under Graduate and Post Graduate classes, supervision and guidance to M. Phil and Ph. D in Bangladesh, India and the UK students..  
As **consultant and activist**, most of the contributions were made in the in broader field of Local Government (Urban and Rural), Institutionalisation of community participation, development of grassroots level groups, Organizing NGO activities, coordination of GO and NGO activities, capacity development of public sector agencies in designing and implementing community level projects.
7. Substantive Job : **Professor, Department of Public Administration, University of Chittagong, Chittagong.**
8. **Employment & Consultancy Records and Experiences** :
- 8.1 **International Assignments:** : To assisted the government of the Republic of Maldives to set-up cooperative in 15 islands under Tsunami Emergency Assistance Project under the Ministry of Fisheries. Agriculture and Marine Resources.
  - a) **Community Development and Cooperative**

- Expert:** Appointed by Asian Development Bank, Manila, from January to July 2006.
- b) Staff Consultant** by Asian Development Bank
- C) Completed short-term orientation assignments on the VDCs of Nepal and Local government and community development in Sri Lanka under the sponsorship of FMIST Nepal and Strommy Foundation of Norway in 2003 and 2006 respectively.**
- 8.2 **National Level Consultancies** :
- Community / Institutional Expert in BWDB
  - Local Governance Expert
- 8.3 **Consultant Sociologist and Institutional Expert:** Advisory Technical Assistance Team, Small Scale Water Resources Development Project-2 (2002 onward) is being implemented by LGED with ADB-GoN assistance. :
- 8.4 **Professor,** Department of Public Administration, University of Chittagong, March, 2000
- 8.5 **Consultant Sociologist,** Advisory Technical Assistance Team, Small Scale Water Resources Development Project-1 (An ADB-GON Funded Project), LGED, LGED Bhaban (Level 11) Agargaon, Dhaka. (October 1997 to October 2000 )
- Participated in Midterm Evaluation Mission Jamuna-Meghna River Erosion Mitigation Project as Institutional Expert twice in 2004 and 2006 and produced ‘Aide Memoirs’ with the team and also separate specialized reports for the ADB and the project.
- I myself was oriented on the structure and functions of the LGIs there and in course of interaction provided with some of our experiences from Bangladesh.
- Engaged as Independent Member of Panel of Expert (POE) for 5 weeks in a BWDB project called *Januma-Meghna-River Mitigation Project* since December 2005.
  - As Governance and Training Specialist completed three works for Democracy Watch (1) and Power and Participation Centre (2) in 2005 on Local Government
- Providing all sorts of technical assistance regarding social and institutional aspects of a water sector project being implemented in 61 districts of Bangladesh. Research, evaluation, planning and organizing training courses, organizing publicity liaison among LGIs, local administration and NGOs, conflict mitigation and public relations are also some of the key responsibilities associated with the position.
- Course teacher of the courses such as, Constitutional and Administrative Law, Local Government, Rural Development and Poverty Alleviation, Public and Private Sector Development Administration and Planning and Management of Social mobilization/Services.
- Responsibilities and Job Performed.**
- a) Assisted LGED and Project manager in managing people’s organisation in 300 subprojects at different unions of 249 thanas under 37 districts of the western half of Bangladesh..
  - b) Designed and implemented training programmes for elected *Union Parishad* executives, Water Management Co-operative Associations (WMCAs) and field level staff of LGED.
  - c) Designed and implemented a system for monitoring social and institutional progress of 300 WMCAs and also 350 field staff.
  - d) Trouble shooting and conflict resolution at the field level.
  - e) Promotion of social development and income generating /livelihood improvement activities among the WMCA members.
  - f) Promotion of people’s participation for the construction of various water management structures such as embankment, regulator, sluice gate, box culvert etc and also help to evolve a completely user- managed operation and maintenance system for those

- structures.
- g) Defined PRRA system of SSWRDSP and followed-up the PRRA for two years (1999-2000)
  - h) Assisted Project Director in implementing the project specially by giving inputs through evaluation and research.
  - i) Assisted Project Director during Review and Evaluation Mission.
  - j) Designed research and evaluation programs for outside/independent consultants and liaison with the officials of donor agencies such as ADB and GON.
  - k) Assisted and guided 5 other consultants working in different aspects of the project such as land acquisition, cooperative development, gender and development, sociologist and poverty alleviation, livelihood improvement, operation and maintenance of hard structure.
  - l) Publication and editing of various publications, training materials and a quarterly bulletin.
  - j) Supervised production of four documentaries on water resources.
- 8.6 **Associate Professor**, Dept. of Public Administration, University of CTG. From July 1994–Sept. 1997.
- a) Taught Local government, Rural Development, Poverty Alleviation and Management of Social Services at Under Graduate level and Development Administration and Administrative Law at Post Graduate level.
  - b) Completed some consultancy assignments on local Government sponsored by UNICEF, UNDP, WB, CHTDB and NGOs during the period institutional development.
- 8.7 **Joint Director**, Public Administration and Local Government Division BARD, Comilla 1991-1994
- a) Designed, organised and directed training courses for the officials of local government, local administration and NGOs.
  - b) As Project Director, implemented a pilot project known as Comprehensive Village Development Programme for two years (1992 – 1994)
  - c) Completed a good number of research, evaluation and consultancy works many of which have been published (may be seen in the publication list).
- 8.8 **Deputy Director**, Public Administration and Local Government Division, BARD, Comilla (1988-1991)
- a) Worked as the Deputy Project Director of a project known as Model Village for Rural Development for 18 months.
  - b) Contributed in various training programmes of BARD as resource person and training manager.
  - c) Took part jointly and individually in various research programmes & projects (Publication list may be consulted).
  - d) Part of the period was spent in UK for higher studies.
- 8.9 **Assistant Director and PRO**, Public Administration and Local Government Division, BARD, Comilla (1980 – 1988)
- a) Looked after the activities of Public Relations, Protocol and publications sections under the supervision of Director General and Director Administration of BARD.
  - b) Attached to Kotowali and Burichang TTDC/UZP, two *Union Parishad* and exclusively with one village to observe long term Socio-economic changes for three years (1983 – 86).
  - c) Part of the period was spent in UK for higher studies.
- 8.10 **Assistant Public Relations Officer**, Chittagong Port Authority Chittagong (1979 – 1980)
- a) All public relations functions such as issue of press release, features, stories and arrangement of institutional publicity in the media.
  - b) Publication of year book and monthly news letter.
  - c) Looking after the programmes of distinguished visitors at port.
- 8.11 **Junior Officer – Agrani Bank 1977-1979**
- Performed Normal Banking functions in two of the branches.

## 9. Involvement with Different Organisations as Activist

- 9.1 Chairman  
Board of Trustees  
*Coastal Association for Social Transformation (COAST Trust)*, an NGO Work with 60,000 households of the coastal areas of Bangladesh (since 1998).
- 9.2 Member, *Asiatic Society Bangladesh (An Academic Research Institution)*  
Member, *Bangladesh Society for Training and Development (BSTD)*  
Member, *Community Development Library (NGO)*  
Member, Board of Directors, *Polly Bikash Kendra (NGO)*  
Member, *Local Government Support Group* led by Professor Mohammad Younus, Managing Director, *Grameen Bank*.
- 9.3 Chief Advisor – *Campaign for Good Governance* – a network of 600 small NGOs of the country.
- 9.4 Member, *Committee on Urban Local government* and Chairman, *Municipal Act Amendment sub-Committee*.
- 9.5 Member (executive body), *Citizen for Good Governance (in Bangla SUJAN)*

## 10. Experiences as Project Manager:

Since my joining in the Public Administration Division of BARD in 1981, I have been contributing to the institutional aspects of local government and rural development vis-à-vis poverty alleviation programmes in various capacities. Some of those contributions are recorded as publications, which may kindly be seen in the list of publications. Beside these, I also worked for two years (1992-94) as Project Director of an Action Research Project known as *Comprehensive Village Development Programme (CVDP)* being implemented in four different locations of four *upazils* (Sub-district level administrative unit) under Dhaka, Chittagong and Sylhet Divisions.

The CVDP is basically an institution building programme which ultimately incorporated empowerment, capacity building, legal literacy, credit, income generation, employment creation and development of social services such as health, education, housing, family welfare from within. So far the project achieved remarkable successes in beneficiary coverage (12000 persons), capital formation (Tk. 1.8 million), income generation, employment creation and various social development programmes such as health, education, family planning, women's participation and children's development with community participation (1994)

The project has become National program of the Govt. of Bangladesh since 2004.

## 11. Other experiences as socio-economic consultant

- i. Member of a 10 member Task force Constituted by Ministry of Water Resources since April 2000 and produced a Participatory Guidelines for Water Sector Development in Bangladesh.
- ii. Prepared a report for World Bank, Dhaka on the Institutional arrangement of all future water sector projects with the involvement of *local government at district, upazila and union levels* (June, 1999).
- iii. Prepared a report for Cord-AID (a Dutch NGO) on the Conceptual and Interventional aspects of hardcore poor in Bangladesh. Title of the report, "*The Hard Facts of Hardcore Poor – New Challenges for NGOs*", May 2001.
- iv. Prepared a study report for a LGED project (RRMIMP-II) supported by World Bank and SDC on "Local Resources Mobilization by *Union Parishad*", June 2001.
- v. Worked for UNICEF, Dhaka as local consultant in conducting a National Level Survey and producing a survey report on Child Survival Development (Jointly published by Bangladesh Bureau of Statistics and UNICEF, Dhaka) under the title *progther pothey* (Road to progress) for three consecutive years since 1994.
- vi. As UNICEF consultant completed another sample survey on the Primary School Sanitation in Chittagong and Sylhet Divisions in 1995 and as follow up of the survey also designed a pilot programme to help UNICEF in implementing a *school sanitation and water supply project* with greater community participation. Currently the school sanitation and water supply system of UNICEF (Bangladesh) is being implemented on the basis of the institutional design recommended in the report.
- vii. Completed an evaluation on the *Integrated Community Development Programme* (An UNICEF assisted programme) of the Chittagong Hill Tract Development Board in December 1995 in which Hill District local Government Council and Union Parishad got special emphasis.
- viii. Prepared a *comprehensive training manual for District, Thana Union and Village level LG officials and public representatives* to make them able to plan, monitor, implement and evaluate social development Programmes. UNICEF supported the Project. (March - June 1996).

- ix. Worked in a three-member research team headed by prof. Harry W. Blair on *Democracy and Civil Society* in Bangladesh for Development Associates Inc. (Management and Govt. consultant 1730, North Lynn st arting ton Virginia) and US - AID, Washington in 1994.
- x. Worked for a UK based television company (Insight News Television Ltd. London SE 8 3TV) in three of their documentary productions on Bangladesh in 1992 and 1993.
- xi. Organised a national seminar entitled *participatory District Planning: A Suggested Model For Action* in July 1995 at BARD Comilla and Seminar proceeding has also been published on the same title jointly supported by GOB and UNICEF.
- xii. Prepared a mid-term evaluation report on the project entitled "*Sustainable Embankment maintenance programme*" implemented by Action Aid Bangladesh (September 1997) with the assistance from Asian Development Bank and GOB.
- xiii. Prepared a report on the future funding arrangement for *South Asia Poverty Alleviation Project* (Kishoregonj, Bangladesh) under the sponsorship of UNDP Dhaka and UNOPS (Kualalampur) in August 1997.
- xiv. Worked for Public Administration Reform Commission as expert on *Decentralisation and the Local Government* (May – October, 1999) and produced a report.
- xv. Member Fact Finding Mission of ADB on Jamuna-Meghna River Erosion mitigation project of Water Board in 2002 and Mission Member in 2004, 2005,&2006,

## 12. **Participation in Voluntary Social Activism on governance in general and local government in particular**

As member of *Local Government Support Group*, “Advisor” of *Campaign for Good Governance (SUPRA)* and Member Central Committee of *Citizen for Good Governance (SUJAN)* participated in various nationwide lobbying, roundtable conferences and campaign activities for strong effective local governance systems that include *Union Parishad, Upazila Parishad, Zila Parishad, Pourashava* and City corporations, participatory PRSP, pro-people budget, free and fair election, reform towards democratisation of political parties, gender sensitive budget, Independent Anti Corruption Commission, etc.

## 13. **Membership in National Level Expert Committees**

1. Member, Committee on Urban Local government (CULG) headed by the LGRD&C Minister formed in 2005.
2. Convenor, of the Sub-committee to formulate the review and amendment report on the **Local Government (Pourashava) Ordinance 1977** and the draft is already completed.
3. Member, Task Force for formulating guidelines for Participatory Water Management. Report prepared and approved by the National Water Council in 2001.
4. Member. National committee on Reorganization of Village Police to recommend the changes in Village police system in 2005. Report submitted for the consideration of the government in 2006..

## 14 **Other International Exposures on various Governance issues**

- Presented academic papers in the Philippines (ADB), South Korea (Seoul Association of Public Administration), Nepal (FMIST), India Kolkata University), The UK (European Network of Bangladesh Studies and University of Bath) from time to time.
- Visited Academic institutions of Singapore, Thailand and Malaysia
- Worked in Maldives and Sri Lanka.
- Visited Saudi Arabia twice for Haj and France, Belgium and the Netherlands as tourist

## **LIST OF THE KEY PUBLICATIONS**

### **A. BOOKS**

1. Ahmed, T (1993) *Decentralisation and the Local State Under Peripheral Capitalism*, Academic publishers Ltd., Dhaka (ISBN- 984-050091) 400 pp.
2. Ahmed, T (1993) *Background, Principles and Strategies of Comprehensive Village Development Programme: A Theoretical Discussion* (in Bangla) BARD, Comilla. 96pp.
3. Ahmed, T and Abdul Quader (1993) *Local Government at the Crossroads: Some Recommendation for Structural Reorganisation* (in Bangla) BARD, COMILLA, 70pp.

4. Ahmed, T (1987) *Decentralisation and People's Participation in Bangladesh: A Political Perspective*, BARD, COMILLA, 117pp.
5. Ahmed, T and Das, R.C (1994) *Participatory Village Development Planning*, Comilla, BARD (in Bangla) 48pp.
6. Ahmed, T and Others (1994) *Democratisation of Family Structure for Solidarity and Development*, Comilla, BARD (in Bangla) 38pp.
7. Ahmed, T. (1998) *Two Decades of Local Government Reform Thinking in Bangladesh*, (in Bangla) COAST Trust, Bhola, 150 pp.
8. Ahmed, T. (1998) *Comprehensive Village Development: Institutional Restructuring of Comilla Model*, BARD, Comilla, pp 170.
9. Ahmed, T. (2000) *Reform Agenda for Field Administration and Local Government*, CDL-Coast, Dhaka.
10. Ahmed, T. (1999) *Decentralisation, Field Administration and Local Government*, CDL, Dhaka (Bangla)

#### **B. CHAPTER IN BOOKS**

1. Ahmed T. (1994) Local Resource Mobilisation for Local Level Planning, in Salehuddin Ahmed and A.J. Anwar Jahid (eds) *Local Level Planning in Bangladesh*, BARD, Comilla.
2. Sultan, K. M. T and Ahmed, T (1993) Upzila Training and Development Centre and Decentralised Administration, in M.A. Quddus (ed) *Rural Development in Bangladesh Strategies and Experiences*, BARD, Comilla.
3. Ahmed T. (1992) Political Economy of Administrative Decentralisation in Bangladesh, in Golam Hossain (ed) *Bangladesh: Government and Politics* (in Bangla) Dept. of Government and Politics, Jahangir Nager University, Saver, Dhaka, pp.5-24.
4. Ahmed T. (1995) Poverty Focused Rural Development and Local Government in the South Asia Region, in M.A. Quddus (ed) *Poverty Focused Rural Development*, BARD, Comilla.
5. Ahmed T. and Islam, M.N. (1995) Decentralised District Planning for Bangladesh: A suggested Frame work in M. Abdul Quddus, Bijoy K. Barua and Tofail Ahmed (eds) *Participatory District Planning: A Framework for Action*, Jointly Published by Bangladesh Academy for Rural Development (Comilla) and dept of public Administration, University of Chittagong.
6. Ahmed T (1999) Local Government perspective in Mohiuddin Ahmed (ed) *Bangladesh in the 21<sup>st</sup> century* CDL, Dhaka.
7. Ahmed, T. (2000) Reform Agenda for Field Administration and Local Government in Mohiuddin Ahmed (ed) *Bangladesh in the Next Millennium*, CDL, Dhaka.

#### **C. MONOGRAPH**

1. Ahmed T. and Hoq, M.A. (1986) *The Development officers Training course at BARD: A Follow-up Study*, BARD, Comilla. 58 pp. (Mimeo)
2. Ahmed T. and others (1993) *Rural Administration and Rural Local Government in the Interim Period (1991-92): A Study of two unions and Thanas of Comilla Districts* Comilla, BARD (mimeo), 68 pp.
3. Ahmed T. Obaidullah, A.K.M. and Hoq, M.A. (1984) *Problems and Prospects of Decentralised Administration: Views of Trainees and Case Studies*, BARD, Comilla, 41 pp.
4. Masreque, M.S. Islam M.N. and Ahmed T. (1995) *Empowerment of Women: A Study of Integrated Community Development Programme in Chittagong Hill Districts* UNICEF) Chittagong (unpublished).

5. Ahmed T. and Alam, Syed Ahsanul (1994) *Status of Primary School Sanitation in Primary School: A Complete Survey in 14 Thanas under Chittagong Division*, (unpublished), UNICEF, Chittagong Divisional Office (unpublished).
6. Ahmed T. (1995) *A Study on the Implementation of Latrine and Water Supply System in Primary school Through school managing committees: An Experiment in moulvibazar*, UNICEF, Chittagong Divisional Office (await publication).
7. Quddus, M.A. Ahmed T. and Ali Yeasin (1996) *Integrated Community Development Programme in Chittagong Hill Tract Region: An Evaluation*, Chittagong Hill Tract Development, Comilla.
8. Ahmed T. and Alam, Syed Ahsanul (1997) *Sanitation Situation in Sunamgonj (Bangladesh): Some Policy Recommendations*, UNICEF, Dhaka (await publications)
9. M.A. Quddus, Bijoy Barua and Tofail Ahmed (eds) (1995) *Decentralized District Planning: A Framework for Action*, BARD, Comilla.

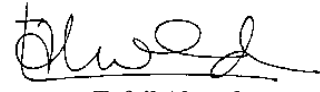
#### **JOURNAL ARTICLES**

1. Ahmed T. (1991) Politics and development at the Grassroots: A Study of Local Leadership in Bangladesh, *Politics Administration and Change*, no 16, pp. 29-44.
2. Ahmed T. (1991) Decentralisation and the Local State, *News letter of the European Network of Bangladesh Studies*, University of Bath, pp. 7-10.
3. Ahmed T. (1986) The Third World Dilemma of Social Work: A case study on developmental rural social work from Bangladesh, *The Journal of Rural development*, vol. xviii (January) No. 1, pp. 1-26 (1019-03411)
4. Ahmed T. (1986) The Chairman of Upazila Parishad (Sub-district Council) in Bangladesh: A Study of Their Backgrounds, *The Journal of BARD*, Vol. xv (July) pp. 1-21.
5. Ahmed T. (1993) Comprehensive village Development: A new Experiment Through Cooperative, *Co-operation*, a journal of Cooperative Directorate of Bangladesh, Dhaka.
6. Chowdhury, M.A. and Ahmed, T (1993) Gender Specific Development Planning in Bangladesh: A Critique, *The Bangladesh Rural Development Studies* (RDA), Bogra, Bangladesh.
7. Ahmed, T. (1977) Inside Political Vacuum (in Bangla) *Bangladesh Political Studies*. 1977, Vol. 1, University of Chittagong. pp.1-5.
8. Ahmed T. (1994) Organising Social Services from the Grassroots; A case study from Comprehensive village development cooperatives from Comilla, *cooperation*. (a journal of Cooperative Directorate), Dhaka.
9. Shah, S.K. and Ahmed, T (1995) The Comilla Model and Future Options for Rural Development in Bangladesh. *The Chittagong University Studies* (Social Science). Vol, xvi, No.1 pp. 1-12.
10. Ahmed T. (1995) Decentralised District Planning in Bangladesh: An Operational Framework, *Development Review*. Vol.7, No.1 &2 pp, pp 57-77.
11. Islam M.N. and Ahmed T. (1996) Gandhi's Concept on Rural Development: An Assessment, *Journal of Asiatic Society of Bangladesh*, Vol. 40 no. 2 pp. 349-356.
12. Begum, S.A., Ahmed T. and Chowdhury M.A. (1996) Community Participation in Promoting Literacy Programme, *The Journal of Rural Development*, Vol. 26, No.2 pp. 32-52.
13. S.K. Saha and Ahmed, T (1998) Rethinking Comilla Model: Future Options for Rural Development in Bangladesh, *The Journal of Rural Development* vol 28, No.2 pp 1-26.
14. Ahmed T. and Masuda A. Chowdhury (1998) Participatory Embankment Maintenance and Resettlement of Destitute: Learning from Self-sustained Embankment Maintenance Programme at Bhola, *The Bangladesh Rural Development Studies*, (RDA, Bogra) .
15. Ahmed, T (2006) Organizational Issues of IWRM: Bangladesh perspectives, the Journal of Rural development, Vol-33, No 2,, July ,pp111-134.

In addition to the above list I have produced as many as 10 more journal articles in *Bangla* and published in various Bangladeshi journals. Besides, I regularly contribute articles as guest columnist in the daily newspapers of Bangladesh

## **REFERENCE**

1. Professor Mohammad Younus  
Managing Director  
Grameen Bank, Mirpur, Dhaka
2. Mr. Abdul Mueyed Chowdhury  
Executive Director  
BRAC, Mohakhali, Dhaka
3. Engr. Md. Shahidul Hassan  
Chief Engineer  
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**Tofail Ahmed**