

## **CURRICULUM VITAE/ RESUME**

**Professor Musleh Uddin Ahmed, PhD**  
**Department of Public Administration**  
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Date of Birth 05 October, 1958

Nationality : Bangladeshi by birth

Areas of Interest: Local Governance, Local Resource/Revenue Mobilization, Fiscal Decentralization & Capacity building; Project Appraisal & Evaluation; Training Need Assessment & Materials Development; Public Sector & Human Resource Management.

Computer Knowledge: Working Knowledge on Word Perfect & MS Word

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### **I. TEACHING EXPERIENCE RECORD:**

July 29, 2011 to till date **Professor (Grade-1), Department of Public Administration, University of Dhaka, Bangladesh**

August 20, 2000 to July 28, 2011 **Professor, Department of Public Administration University of Dhaka, Bangladesh**

(Task include teaching and research courses have been offering on governance and administrative reorganisation, human resource management, management of banking and financial institutions including financial management and local resource mobilisation, urban governance, administrative law and ethics and project management, appraisal and evaluation. in final year honours semester and post graduate level and Supervising M Phil and PhD students.)

December 14 to December 19, 2019: Visiting Special Speaker, **Yamaguchi University, Japan**  
(Graduate School of Economics, Lecture on Contemporary Issues of Public Administration, Public Policy & HR management in Developed and Developing Countries for Graduate Students)

December 16 to December 20, 2018: Visiting Special Speaker, **Yamaguchi University, Japan**

(Graduate School of Economics, Lecture on Local & Urban Governance and Contemporary Issues of Public Administration in Developed and Developing Countries for Graduate and Under Graduate Students)

- September 30 to December 31, 2016 **Visiting Professor, Yamaguchi University, Japan**  
(Graduate School of East Asian Studies, Master of Public Administration 4 Credit Course on Human Resource Management in Public and Private Sectors)
- February 16 to March 02, 2013 **Visiting Professor, Yamaguchi University, Japan**  
(Graduate School of Economics, Master of Public Administration 2 Credit Course on Local Governance in Developed and Developing Countries)
- February 14 to 29, 2012 **Visiting Professor, Yamaguchi University, Japan**  
(Graduate School of Economics, Master of Public Administration 2 Credit Course on Public Financial Management)
- January 2001 to June 2001 **Guest Professor, Bangabandhu Agricultural University, Joydebpur, Gazipur** (Post Graduate Course on Project Management under Faculty of Social Sciences )
- May 1994 to August 2000 Associate Professor, Department of Public Administration, University of Dhaka
- November 1991 to May 1994 Assistant Professor, Department of Public Administration, University of Dhaka
- August 1989 to November 1991 Lecturer, Department of Public Administration, University of Dhaka, Bangladesh

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**II. PROFESSIONAL & ADMINISTRATIVE EXPERIENCE RECORD:**

- April 28, 2003 to  
October 22, 2006: **Vice Chancellor**  
**Shah Jalal University of Science & Technology**  
**Sylhet, Bangladesh**
- February 14, 2002  
to April 27, 2003: **Pro-Vice Chancellor**  
**Shah Jalal University of Science & Technology**  
**Sylhet, Bangladesh**
- January 01, 2005  
to May 30, 2006: **President of the Association of Universities in Bangladesh (AUB)**  
– An apex body of Public Universities of Bangladesh.  
**Chairman of the Vice-Chancellors’ Standing Committee**

*Chairman of the Inter University Sports Board*  
*Chairman of the Inter University Cultural Board*  
*Member of the Council of Commonwealth Universities*

February 2006 to  
April 2006 :

*Coordinator of the Vice-Chancellors' Committee of Unified Grading Structure of Public and Private Universities of Bangladesh constituted by the University Grants Commission of Bangladesh for implementing unified grading system of all the Public and Private universities.*

2003:

*Member (part-time) of the University Grants Commission (UGC) of Bangladesh*

2004 :

*Member of the Finance Committee of University Grants Commission (UGC) of Bangladesh*

03 October 2005 to  
21 October 2005:

*Government Delegate Member of the 4 (four) member delegation team headed by Minister of Education, Government of Bangladesh in the 33<sup>rd</sup> Session of UNESCO's General Conference Ministerial Round Table on Education for All in UNESCO HQ, Paris.*

February 1993 to  
July 1996:

Elected Member of *Dhaka University Syndicate*- A highest administrative body of the University of Dhaka.

October 1994  
to October 1996 :

Member of the *Finance Committee*- A highest financial body of the University of Dhaka.

August 2000 to till date:

Member of the *Academic Council*- A highest academic body of the University of Dhaka.

July 27, 2012 to July 29, 2015

*Chairman, Department of Public Administration,  
University of Dhaka, Dhaka-1000, Bangladesh*

March 1995  
to May 1998  
of Kabi Jasimuddin Hall, University of Dhaka

House Tutor and also worked as Acting Provost

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### **III. MAJOR EXPERIENCES IN RESEARCH. COLLABORATIVE RESEARCH & CONSULTANCY:**

November 10, 2014 to March 09, 2015 (UNDP, UNCDF, EU & DANIDA): Worked as Consultant/Researcher for the preparation of **Joint Monitoring and Backstopping Guidelines and Strategy** for the local government in south and south-east asian countries with special focus on local government in Bangladesh and development of training modules on strengthening local governance for pro

poor development for the training of high level government officials, local government elected functionaries and UNDP/UNCDF project personnel **organized and funded by the UNDP-UNCDF in cooperation with the Government of Bangladesh (Ministry of Local Government, Rural Development and Cooperatives).**

November 21, 2013 to March 30, 2014 (HALG, Netherlands): Worked as Consultant & Trainer for the **preparation, development and delivery of training modules on concepts and issues of decentralization, delivery of public services, strengthening & capacity building of local governance** for pro poor development for the training of high level government officials and UNDP/UNCDF project personnel conducted by **the Hague Academy For Local Governance (HALG), Netherlands, organized and funded by the UNDP-UNCDF in cooperation with the Government of Bangladesh (Ministry of Local Government, Rural development and Cooperatives). My assignment to prepare training module, conducted/delivery training and workshop/panel discussion session on Current State of Decentralization in Bangladesh in a training course on Decentralization and Local Development in Bangladesh from 21 November to 07 December and 8 December to 12 December , 2014.**

March 15,2013 to July 15,2013 (NU, EU & Christian Aid): Worked as Team Leader/ Principal Evaluator of the Project Evaluation Report on **'Strengthening Citizen Participation in Improving Local Governance' Project Implemented by Nagorik Uddoyug (NU) from 15 March, 2010 to 14 March, 2013 under the technical and financial support from European Union (EU) and Christian Aid.**

February, 2011 to September, 2011 (**UNDP**) : Worked as National Consultant for Assessment of Local Government Union Parishad Fund Flow Process. The assignment to *asses funds flow to Union Parishads* is a study commissioned by the Government of Bangladesh (Ministry of Local Government, Rural development and Cooperatives) with support from UNDP/UNCDF, to prepare for the successor programmes to the Local Government Support Programme (LGSP), and notably its Learning and Innovation Component (LIC). **Assessment of Union Parishads Fund Flows to map out of the current fund-flow system reaching UPs through various channels of Government and other projects and programmes.** The assignment is expected to provide context and input into the design of the UP and UPZ fiscal grants under LGSP/LIC successor programs. The specific objectives of the Fund flow study are to provide a comprehensive overview understanding of the various types of transfers to UPs and get a better understanding of the various aspects of UP grants and financing i.e., types and levels of available (financial) resources, nature of the funds received, level(s) of fiscal autonomy of UPs, funds flow mechanisms (including allocation mechanisms, formula, time lines, requirements, etc) and interplay between the various funding streams. The study was jointly conducted by Gerhard van 't Land (task leader for this assignment) and Jesper Steffensen (overall coordinator of the four studies).

July 2010 to November, 2010 (*UNDP*): Worked as National Consultant for conducting pilot in Local Government Union Parishad Revenue/Resource Mobilization. ***The assignment to Pilot Union Parishads Revenue/Resource Mobilization with the developed framework of Piloting Strategy and Action Plan for Enhancing UP Revenue/ Resources***, commissioned by the Government of Bangladesh (Ministry of Local Government, Rural development and Cooperatives) with the financial support & cooperation of UNDP, UNCDF, EC and DANIDA which prepared by myself for the Local Government Support Programme (LGSP), and notably its Learning and Innovation Component (LIC). Piloting is conducted on the basis of the two Manuals, one on improved and effective methodology of Tax Assessment, and another one on efficient Tax Administration and Collection Procedure in Six LGSP-LIC Districts implemented by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives.

November 2009 to June 2010 (*UNDP*): Worked as National Consultant for the ***Development of Local Government UP Revenue/Resource Mobilization Piloting Strategy and Action Plan for enhancing local revenue/resource mobilization; conducted and supervise baseline survey of UP revenue and resource base and exploration of new sources of taxes/rates; prepared two training and operational manuals, one on improved and effective methodology of Tax Assessment, and another one on efficient Tax Administration and Collection Procedure for UP chairmen, members, secretary, tax collectors, LGSP-LIC project team members***. The assignment also facilitate a national level workshop for UNDP, UNCDF, EC, DANIDA, functionaries of local government ministry and LGSP-LIC project team to present strategy and action plan and several other six district level workshops to get idea of comprehensive overview and understanding of the strategy.

August 2009 to October 2009 (*UNDP*): Worked as National Consultant for the ***preparation and development of training modules and operational manuals on Office Administration, Local Resource Mobilization, Financial Management, Development Plans and Programmes, Environmental Management and Gender related activities for the Training of Chair and Vice-Chairs of newly created Upazia Parishad***. The assignment to prepare training manuals for NILG commissioned by the Government of Bangladesh (Ministry of Local Government, Rural development and Cooperatives) with support from UNDP/UNCDF. The assignment is expected to provide context and input into the design of the UZP successor programs.

May 1998 to July 2000 (*UNDP*): Worked as Senior National Consultant of UNDP for ***Local Governance (Specific area: Training Specialist on Office, Human Resource, Project Appraisal and Monitoring, Financial and Credit Management of 4471 Union Parishad and 209 Pourashava (Municipality) elected representatives in a project on "Building Capacity for Local Governance"*** – a UNDP and Government of Bangladesh jointly sponsored project implementing by the National Institute of Local

Government (NILG), Dhaka. The major focus is on the survey of organisational and training needs assessment for elected representatives and other official functionaries of local government institutions (LGIs) in Bangladesh for nationwide training of elected local representatives and other functionaries (4471 Union Parishad & 203 Pourashava elected representatives and other functionaries as well as Upazila and Zila Parishad elected representatives), conduct and facilitate participatory consultations/workshops with male and female elected representatives, monitor the gender aspects and sensitive to gender mainstreaming of the training programme. The major tasks also include writing, preparation and design of Local Government Reference/Operational comprehensive user-friendly Training Manuals for Union parishad and Pourashava elected representatives and officials to conduct training courses for ensuring good governance and strengthening institutional capacity building of LGIs and NILG. Specific tasks also include official procedures, conduct of business, local resource mobilisation, local level planning and local budget preparation, accounting and audit system, local micro-credit distribution and credit management aspects of local representatives and officials. It also involves conduct of orientation, basic training courses for trainers of local government representatives and functionaries as well as organize, supervise and monitor the training courses of elected representatives and officials.

January 2005 to October 2006 (*EU*): Worked as **Project Manager and Regional Coordinator of Code-Witz Asian Link Project** for better Project Management and Programming Skills. Sponsored and Financed by European Union (EU) Other International partners are University of Applied Sciences, Berlin, Germany and Tempere Polytechnic University, Tempere, Finland.

April 2005 to October 2006 (*EU*): Worked as **Regional Project Coordinator of Asia-Pro-Eco INNWA Project on Waste Water Management and Pure Drinking Water project**. Sponsored and finance by European Union (EU), other partners are University of Applied Sciences, Karlsruhe (UASK), Germany Institute of Membrane Technology at CNR (ITM), Calibra University, Italy and Jiangsu Polytechnic University, Jiangsu, China.

December 1999 to June 2000 (*IHS*): Worked as **Team Leader & Principal Researcher/Consultant** of Support for implementation of National Plans of Action (SINPA) – Bangladesh under the Technical Assistance from the Institute for Housing and Urban Development studies (IHS), The Netherlands & Implemented by Rehabilitation and Development Organisation for Landless (RADOL), Dhaka in a project on **“Organisational and Training Needs Assessment of Tangail Pourashava” – funded by the Government of the Netherlands**.

June 1999 to December 1999 (*WFP*): **Team Leader and Principal Researcher (Gender Specialist)** for World Food Programme (WFP) Sponsored Research project on **“Elected Women Members of Local Government (Union Parishad) in Bangladesh: A Socio-economic Study”**.

- April 1998 to January 1999 (**UNESCO**): Research Associates in UNESCO & ELOSS joint Research Project on “Human Resources System Challenge” **Study on Human Settlement Development, (Specific Area : Metropolitan Planning and Governance in South Asia : A Case study on Dhaka Metropolitan City)**, Project Director Professor Suskia Sassen of Chicago University.
- July 1997 to Oct 1998: (**LOS SENTERET**): Team Coordinator, the Bergen-Dhaka Date Management Project on **‘Violence in Local Union Parishad Election: Threat to Local Level Democracy in Bangladesh’**, Sponsor: **LOS SENTERET** and Department of Organisation Theory, University of Bergen, Norway under *The Bergen Dhaka Administrative Development Project*,.
- July 1997 to May 1998 (**UNCRD**): Country Researcher, **‘Metropolitan Planning and Governance in Dhaka Metropolitan Area’** Sponsor : **United Nations Centre for Regional Development (UNCRD), Nagoya, Japan**.
- May 1997 to June 1997 (**UNCRD**): Contributed to the preparation of Bangladesh *country paper on Metropolitan & Municipal Governance* Sponsor: **United Nations Centre for Regional Development (UNCRD), Nagoya, Japan and Asian & Pacific Development Centre (APDC), Kuala Lumpur, Malaysia**.
- July 1993 to June 1997(**LOS SENTERET**): Team Member, **Local Level Institution Building Project on ‘Preconditions and Forms of Local Democracy’** Sponsor: **LOS-SENTERET** and Department of Administration & Organisation Theory, University of Bergen, Norway *under The Bergen Dhaka Administrative Development Project*,.
- July 1993 to Dec. 1993 (**CARITAS**):-- Research Associate in Research Project on **Mentally Retarded and Physically Handicapped Bangladesh: The study of a Thana**, - A joint Research Project with CARITAS, Netherlands & Organisation for Development and Research (OSDER) a development NGO in Bangladesh, Dhaka.
- May 1979 to August 1988 Research Associate of Organisation for Development and Research (ORDER) South Asia Bureau Chief of Los Angeles Times (USA)
- May 1986 to August 1988 Research Associate of South Asia Bureau Chief of Los Angeles Times (USA)
- Tasks included questionnaire design, administering questionnaire and conducted interview with different stakeholder related to community development.

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#### **IV. ACADEMIC AND PROFESSIONAL PUBLICATIONS:**

##### **A. BOOKS**

- i. Development Administration Concepts and Issues, Dhaka: ORDER Publication, 1988 & 2000 (1st & 2<sup>nd</sup> Edition), & RRS Publications (3<sup>rd</sup> Edition), 2014.
- ii. Project Management & Bangladesh. Dhaka: OSDER Publications, 2000 (1st Edition), & RRS Publications (2<sup>nd</sup> Edition), 2014
- iii. Metropolitan & Urban Local Government in Bangladesh: Issues and Problems. Dhaka: RRS Publications (1st Edition), 2014

##### **B. CHAPTERS IN EDITED BOOKS:**

- i. “E-government Approaches to Facilitate the Process of Democracy in the Administration of Bangladesh : Rhetoric or Reality” in Dr. Inderjeet Singh Sodhi (ed)

book on Trends, Prospects & Challenges in Asian E-governance. Hersey, USA: IGI Publications, 2015. (co-author).

- ii. “Local self-government System in Bangladesh”, in Prof. Abul Kalam (ed.), *Bangladesh Internal Dynamics and External Linkages*, Dhaka : University Press Limited, August, 1996. pp. 73-89.
- iii. “Metropolitan Planning and Governance in Dhaka Metropolitan Area’ Nagoya, Japa: United Nations Centre for Regional Development (UNCRD). May 1998.

### **C. PUBLISHED ARTICLES:**

**48 Articles: 1 in Japan, 1 in Thailand, 1 in Hong Kong, 12 in India, 9 in Pakistan and 23 in Bangladesh.**

1. . ‘Local Government Decentralization Efforts for Revenue/Resource Mobilization in Developing Countries: *Rhetoric or Realities in Bangladesh*’ in the *Journal of East Asian Studies*, Yamaguchi University, June 2016.
2. “Financial Resources and Revenue Mobilisation of Rural Local Government Institutions in Some Countries: The Case of Rural Union Parishad in Bangladesh, Dhaka. Society & Change (Paper accepted for publication, 2019).
3. “Democratic Decentralization in Bangladesh: An Analysis” in *Social Science Review*, The Dhaka University Studies, Part-D, Dhaka, Vol. 27, No. 2 , December 2010, pp. 37-48 (Co-author).
4. “Rural Development Efforts, Agricultural Production, Land Ownership Pattern and Tenancy Relationship in Bangladesh: An Overview”, in *Thai Journal of Development Administration* (National Institute of Development Administration), Bangkok, Vol. 30, No. 2, April-June 1990. pp 78-93.
5. “Rural Development Programmes of Bangladesh : A Review” in *Asian Profile*, (Asian Research Service, International Centre for Asian Studies), Hong Kong, Vol. 20, No. 6, December 1992, pp 501-520.
6. “Issues and Problems of Local Government Finance in Bangladesh: A Study of Selected City Corporations and Pourasavas” in *Nagarlok* (A Journal of Indian Institute of Public Administration), New Delhi, Vol. XXVII, No. 2, April-June 1995, pp 67-83.
7. “Experimentation in Redesigning of Public Administration System: the Politics of Administrative Reform in Bangladesh” in *The Administrator* \_ A journal of the Lal Bahadur Shastri National Academy for Administration, Vol. 42, No. 4, October-December 1997, pp 87-100.
8. “Financial Management of Municipal Corporation in Bangladesh with Special Reference of Dhaka Municipal Corporation” in *Quarterly Journal of the All-India Institute of Local Self-Government*, Bombay, Vol. LX, No. 3, July-September 1989, pp 122-127.
9. “Role of Local Government Institutions in the Development Process of Bangladesh; An Analysis”, in *South Asian Studies*, (University of Punjab), Lahore, Vol. 6, no. 1, January 1989. pp 1-11.
10. “Upazila System in Bangladesh: Financial Performance”, in *Urban India* (National Institute of Urban Affairs), New Delhi, Vol. ...., No. 2, July-December 1991, pp. 83-91.



11. "External Assistance and its Impact on Bangladesh Economy" in *Social Science Review*, The Dhaka University Studies, Part-D, Dhaka, Vol. XVI, No. 1, June 1999, pp. 183-202 (Co-author).
12. "Local Government Fiscal Reform in South Asia: Some Lessons from Bangladesh", in the *Dhaka University Journal of Business Studies*, Dhaka, Vol. XVIII, No. 1, June, 1997, pp. 169-188.
13. "Democracy and development", in *Journal of Administration and Development* (BCS Administration Academy), Dhaka, Vol. 5, No. 1, June, 1997. (Co-author).
14. "Three Decades of Rural development in Bangladesh" in *Administrative Change*, Jaipur, Vol. XVII, No. 2, January-June 1990. pp. 9-35.
15. "Human Development in the Changing World: Western and Islamic Perspective", in *Social Science Review*, The Dhaka University Studies, Part-D, Dhaka, Vol. XVII, No. 2, December 2000, pp.
16. "Redesigning of Public Administration System in a developing Country: The Case of Bangladesh Administrative Reform from 1971 to 1995", in *Social Science Review*, The Dhaka University Studies, Part-D, Dhaka, Vol. XIII, No. 2, December 1996, pp. 47-66.
17. "Rural Development Efforts in Bangladesh and Its Impacts: An Analysis", in *Journal of Rural Development and Administration* (Pakistan Academy for rural Development, PARD), Peshwar, Pakistan, Vol. XXII, No. 2, Spring (April-June) 1990, pp. 1-19.
18. "Financial Relation Between Government and local Authorities in Bangladesh and England", in *Journal of Social and Economic Studies*, New Delhi: Sage Publications, First Issue, New Series, 1989. pp. 29-36.
19. "Political Motive of Administrative Reform in Bangladesh from 1972 to 1981", in *South Asian Studies*, Lahore, Vol. VI, No. 2, July 1989, pp. 1-12. (Co-author).
20. "Management of Municipal Authorities in Bangladesh" in *Urban Management* (Institute of Local Government and Urban Studies, Govt. of West Bengal), Calcutta, Sixth Issue, August, 1993. pp. 43-52.
21. "Central-Local Relationship in Bangladesh" in *Quarterly Journal of the All-India Institute of Local Self-government*, Bombay, Vol. LX, No. 2, April-June, 1989. pp 72-75.
22. "Training for Higher Civil Servants in Bangladesh: Issues and Problems", in *South Asian Studies*, Lahore, Vol. 8, No. 2, July, 1991. pp. 35-50.
23. "Dependency and Rural development Programmes in Bangladesh: An evaluation of the Decades long Rural Development Programmes" in *Social Science Review*, Dhaka University Studies, part-D, Dhaka, Vol. VI, No. 1 and 2, 1989. pp. 16-44.
24. "Local Government Fiscal Reform in Bangladesh: Some Issues and Problems", *Nagarlok-Journal of the Indian Institute of Public Administration*, New Delhi, Vol. XX, No. 1, January-March, 1998. pp. 17-23.
25. "Local Government Zila Parishad System in Bangladesh from Lord Ripon to General Ershad: An Overview", in *South Asian Studies*, Lahore, Vol. 9, No. 1, January 1992. pp. 1-13. (Co-author).
26. "Some Aspects of Pourashava Administration in Bangladesh", in *Journal of Local Government*, (National Institute of Local Government (NILG), Dhaka, Vol. 17, No. 2, July-December, 1988. pp. 17-24.

27. "Women and Development in Bangladesh", in *Social Science Review*, The Dhaka University Studies, Part-D, Vol. XVI, No. 1, June, 1999. pp. 343-352. (Co-author).
28. "Development Responsibilities and Financial Abilities of the Upazila System in Bangladesh: Some Field Level Experiences", in *Social Science Review*, Dhaka University Studies, Part-D, Dhaka, Vol. VII, No. 2, 1990. pp. 80-102. (Co-author).
29. "Legal Aspects of Municipal Administration in Bangladesh: The Case of Chittagong Municipal Corporation" in *Management Development* (Management Development Centre), Dhaka, Vol. 18, No. 1 & 2, 1989. pp. 23-44.
30. "Local Government Upazila System in Bangladesh: An Overview" in *Quarterly Journal of the All-India Institute of Local Self-Government*, Bombay, Vol. LXII, No. 2, April-June, 1991. pp. 102-104. (Co-author).
31. "Local Government Upazila Parishad System in Bangladesh" in *Quarterly Journal of the All-India Institute of Local Self-Government*, Bombay, Vol. LXIII, No. 1, January-March, 1992. pp. 53-55. (Co-author).
32. "Lord Ripon's Resolution for Local Government or of Contradiction", in *Social Science Review*, Dhaka University Studies, Part-D, Dhaka, Vol. VIII, No. 1-2, January-December, 1991. pp. 107-120. (Co-author).
33. "Politics of Administrative Reform in Bangladesh from 1972 to 1992: A Review", in *Social Science Review*, Dhaka University Studies, Part-D, Dhaka, Vol. IX, No. 2, December, 1992. (Co-author).
34. "Bangladesh Public Service Commission: Issues and Problems", in *South Asian Studies*, Lahore, Vol. 9, No. 2, July, 1992. pp. 34-43.
35. "Issues and Problems of Local Government in Bangladesh with Special Reference to Some City Corporations and Poursavas", in *Journal of Rural Development Administration*, (Pakistan Academy for Rural Development), Peshwar, Pakistan, Vol. XXVI, No. 4, Autumn (October-December) 1994. pp. 17-36.
36. "Problems of Urban Local Government in Bangladesh: A Review", in *Journal of Administration and Diplomacy* (Bangladesh Civil Service Administration Academy), Dhaka, Vol. II, No. 1, June, 1994, pp. 56-71.
37. "Local Government Personnel Management System in Bangladesh: A Study on City Corporations and Poursavas", in *The Journal of Local Government*, Dhaka: NILG, Vol. 23, No. 2, July-December, 1994. pp. 58-77.
38. "Training System in Bangladesh Civil Service: Some Problems and Suggestions", in *Dhaka University Patrika* (Bangla), Dhaka University, No. 50-52, October, 1994, June, 1995 (published in May, 1996). pp. 630-80.
39. "Central-Local relation in Bangladesh: A Study on Selected Poursavas", in *South Asian Studies*, Lahore, Vol. II, No. 2, July, 1994.
40. "Urban Local Government Finance in Bangladesh: A Study on Dhaka & Chittagong Corporations", in *Social Development Review*, Dhaka, Vol. XI, No. I, 1995.
41. "Urban Local Government System in Bangladesh: Some Reflections on Nature and Problems" in *South Asian Studies*, (University of Rajasthan) Jaipur, Vol. 30, No. 1, January-June, 1995. pp. 45-69.

42. "Problems of Urban Local Government in Bangladesh: A Review", in *South Asian Studies* (An International Journal of South Asian Affairs) Lahore, Vol. 12, No. 2, July, 1995. pp. 1-16. (Co-author).
43. "Administrative Reform/Reorganisation in Bangladesh (1971-1995): Politics, Change and Consequences" in *Administrative Change*, Vol. 24, No. 1, July-December, 1996, pp. 59-73.
44. "Role of Parliamentary Standing Committee to Ensure Transparency and Accountability: Some Observations in the Context of Bangladesh", (in Bengali) in *Babsay Proshashan Journal* (Journal of Business Administration, DU) Dhaka, Vol. 23, No. 5, december, 1997.
45. "Local Government System in Bangladesh", (Bengali) in *Unnayan Bitarka* (Unnayan Parishad), Dhaka, Vol. VII, No. 3-4, September-December, 1988. pp. 61-73.
46. "Development: A Conceptual Analysis" in *LOK* (Public) a multi-disciplinary Journal, Dhaka, Vol. III, No. 4, October-December, 1987. pp. 62-75.
47. "Problems and Issues of Rural Local Government in Bangladesh", in *LOK* (Public), Dhaka, Vol. IV, No. 2, April-June, 1988. pp. 26-36.
48. "Control and Accountability of Local Government in Bangladesh", in *LOK* (Public), Dhaka, Vol. IV, No. 3-4, July-December, 1988. pp. 29-41.

**D. MEMBER OF THE BOARD OF EDITORS:**

1. Social Science Review Dhaka University Studies, Part-D, Dhaka University (January, 2013 to December, 2014), Dhaka.
2. *Society & Change*- A Quarterly Journal of the Organisation for Social Development and Research-OSDER.

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**V. RESEARCH PAPER/MONOGRAPH: TOTAL SEVEN**

1. "Organisational and Training Needs Assessment for Tangail Pourashava" June 2000, Dhaka.
2. "Elected Women Members of Local Government (Union Parishad) in Bangladesh: A Socio-economic Study" December 1999, Dhaka.
3. "Metropolitan Planning and Governance in Asia and the Pacific: A Case Study on Dhaka Metropolitan Area" UNCRD, Japan, February 1998.
4. "Mentally Retarded and Physically Handicapped in Bangladesh: The Study of Gozaria Thana" CARITAS, Netherlands, December 1993. with Mr. Firowz Ahmad.
5. "Participatory Development, Local Government and Rural Urban Realities in Bangladesh: Some Preliminary Observations", Dhaka: Department of Public Administration, University of Dhaka and LOS-SENTERET, University of Bergen, Norway, June, 1995 (Joint Research).
6. "Role of Participation in Project Performance Focus on City Corporation and Union Parishad Sponsored Projects", Dhaka: Department of Public Administration, University of Dhaka and LOS-SENTERET, University of Bergen, Norway, Jan., 1996 (Joint Research).
7. "Participation and Development in Bangladesh: Observations and General Findings of Field Studies", Dhaka: Department of Public Administration, University of Dhaka and LOS-SENTERET, University of Bergen, Norway, February, 1997 (Joint Research).

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**VI. PAPER PUBLISHED IN PROCEEDINGS BOOK/SERIES: TOTAL FIVE**

1. Summary of the paper on “*Sustainable and Accountable Metropolitan Governance in South Asia: A Case Study on Dhaka Metropolitan City in Bangladesh*”, published in proceedings book on “Accountability Across Levels of Governments Globalisation and Decentralisation”, Brussels and Sunning Dale (UK): International Institute of Administrative Sciences (IISA-IIAS), 1999.
2. Paper on “*Metropolitan/Municipal Governance in Bangladesh: Focus on Central-Municipal relationship*”, published in UNCRD proceedings Series No. 27 on “Research and Training on Decentralised and Developmental Governance”, Nagoya, Japan: UNCRD, March, 1998. pp. 7-8.
3. Paper on “*Metropolitan Planning and Governance : A Case Study on Dhaka Metropolitan Area*”, published in UNCRD Proceedings Series No. 28 on Research on Metropolitan Planning and Governance in Asia & the Pacific, Nagoya, Japan: United Nations Centre for Regional Development (UNCRD) June, 1998. pp. 91.
4. Summary of the Paper on “*Failure of Local Government Reform in a South Asian Developing Country, 1971-97: Rhetoric of Decentralisation*”, Published in proceedings book on ‘Administration and Society: Administrative Response to Globalisation and Socio-Cultural Change’, Brussels: International Institute of Administrative Sciences (IISA-IISA), 1995. pp. 78 & 106.
5. Summary of the two papers on “*A Study on the Local Autonomy System in a South Asian Country: The Politics of Decentralisation*” and “*Women and Their Role in Development: Some Experiences from Bangladesh*”, published in proceedings book on “Administration and Society: Administrative Response to Globalisation and Socio-Cultural Change”, Brussels: International Institute of Administrative Sciences (IISA-IISA), 1995. pp. 78 & 106.

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**VII. SEMINARS/WORKSHOPS ATTENDED & PAPER PRESENTED:**

- i. Participated in the International Seminar on “*Human and Medical Sciences of Japan*” in Hamamatsu University of Medical Sciences in Hamamatsu, Japan from 11-23 November 2004.
- ii. Participated in a seminar on “*Information and Communication Technology of Developed and Developing Countries*”, sponsored by Code-Witz Asia Linkage Project and financed by European Union held in University of Applied Sciences, Berlin, Germany and Tempere Polytechnic University, Tempere, Finland from 14-24 April 2004.
- iii. Participated in a seminar on “*Environment and Waste Water Purification*” sponsored by Asia-Pro Eco INWWA Project and financed by European Union held in University of Applied Sciences, Karlsruhe, Germany from 28 November 2006 to 4 December 2006 under joint collaboration with Institute of Membrane Technology, Italy.
- iv. Participated in the “*First Specialised International Conference on Accountability Across Levels of Governments: Globalisation and Decentralisation*” and presented a research paper on “The function of local authorities in development countries: Sustainability, Accountability and Decentralisation, Organised by the International Institute of Administrative Sciences, Brussels and the Civil Service College, Sunning Dale, England in Sunning Dale, 12-15 July 1999.

- v. Participated in the “*Twenty-fourth International Congress of Administrative Sciences on Citizen Participation in Government and in the Administrative Function*”, and presented a paper on “Failure of Local Government Reform in a South Asian Developing Country, 1971-97 “Rhetoric of Decentralisation” Organised by the International Institute of Administrative Sciences Brussels and the French Institute of Public Administration held in collaboration with UNESCO, Paris, 7-11 September 1998.
- vi. Participated in the “*International conference of Administrative Schools and Colleges*” as a Panellist on the topic of “*Local Government Training and Management*”, organised by the International Institute of Administrative Sciences Brussels and the Ecole Nationale de Administration and the International Institute of Public Administration held at IIAP, Paris, 14-17 September 1998.
- vii. Participated in a Workshop on “*Enhancing Planning and Governance of Changing Metropolitan Areas in Asia and the Pacific*” and presented a research paper on “*Metropolitan Planning and Governance: A case Study on Dhaka Metropolitan Area*”, Jointly organised by United Nations Centre for Regional Development (UNCRD), Nagoya, Japan, Nagoya Centre for Urban Administration, Nagoya, Japan and National Institute of Public Administration, Kuala Lumpur, 24-25 February 1998, NIPA (INTAN), Kuala Lumpur.
- viii. Participated in a Workshop on “*Metropolitan Governance Research Partnerships*” and presented a Research proposal on “*Metropolitan/Municipal Governance in Bangladesh: Focus on Central-Municipal Relationships*”, Jointly Organised by United Nations Centre for Regional Development (UNCRD), Nagoya, Japan & Asian & Pacific Development Centre (APDC), Kuala Lumpur, 26-27 June 1997, APDC, Kuala Lumpur.
- ix. Participated in a Workshop on “*Institutional Learning and Performance in Developing Countries: The Case of Bangladesh*” Jointly Organised by the Department of Administration & organisation Theory, University of Bergen & LOS-SENTERET, Bergen, 16-25 September 1997, Bergen, Norway.
- x. Participated in the “*Twenty-Third International Congress of Administrative Sciences*” and presented two papers titled “*A Study on the Local Autonomy System in a South Asian Country: The Politics of Decentralisation in Bangladesh & Women and their Role in development: Some Experiences from Bangladesh*”, Organised by International Institute of Administrative Sciences, Brussels, 1-5 July 1995, Dubai.
- xi. Participated in a Symposium on Asian Studies and Presented a paper on “*Rural development programmes in Bangladesh*” Organised by International Centre for Asian Studies, Hong Kong, 26-30 July 1992, Hong Kong.
- xii. Participated and also worked as Rapporteur in the Seminar on “*Quality Assurance in higher Education*” organised by the Commonwealth of Learning (COL), Vancouver, Canada and the University Grants Commission of Bangladesh, 18-20 July 1995, Dhaka.
- xiii. Participated in a Seminar on “*Local Government in Bangladesh*” organised by LOS-SENTERET, University of Bergen, Norway, 3-4 March 1997 BIIS, Dhaka.
- xiv. Participated in a Workshop on “*Database Management*” jointly organised by the department of Administration & Organisation Theory & LOS-SENTERET University of Bergen, Bergen, Norway, 23 August 1997, BIAM, Dhaka.

- xv. Participated in “*National Workshop on Review of Local Government Structure in Bangladesh*”, Organised by the Local Government Structure Review Commission, Government of Bangladesh, 7-8 June 1992, NILG, Dhaka.
  - xvi. Participated in “*National Seminar on Local Impact of Global Transformation with Special Reference to Social Development Issues: Bangladesh perspective*” organised by the Bangladesh Social Science Research Council, ministry of Planning, GoB, 23 September 1995, Dhaka.
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#### **VIII. MAJOR EXPERIENCES AS A TRAINER:**

- i. Working as Trainer/Facilitator on Human Resource Management & Development, Public Service Innovation, Civil Service Training, E- Governance in Public Sectors, Office Management, Mergers & Acquisitions etc for Public Administration Training Centre (PATC), Bangladesh Police Staff College, Bangladesh Civil Service (Administration) Training Academy, National Institute of Local Government (NILG), Bangladesh Institute of Management (BIM), Investment Corporation of Bangladesh Training Institute, Social Islami Bank Training Institute etc.
  - ii. Worked as Trainer/Facilitator on Office & Financial Management, duties and responsibilities of elected local Govt representatives for National Institute of Local Government (NILG) from 1997 to 2000 under UNDP funded Project.
  - iii. Worked as trainer for International Voluntary Services (IVS), Dhaka for their training programme of elected local government (Union Parishad) representative regarding awareness building funded by Asia Foundation, Dhaka in 1998.
  - iv. Worked as Trainer for Khan Foundation, Dhaka for their training programme of elected local government (Union Parishad) representatives from 1998-99 and Non-formal education, Credit distribution, duties and responsibilities of elected local representatives for Organisation of development and Research- An NGO from 1989-98.
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#### **IX. AFFILIATION & MEMBERSHIP WITH PROFESSIONAL BODIES:**

1. Member, International Institute of Administrative Science (IIAS), Brussels, Belgium.
  2. Life Member, Indian Institute of Public Administration, New Delhi.
  3. Life Member, Dhaka University Public Administration Alumni Association (DUPAAA)
  4. Executive Director, Centre for Human Development (CHD), Dhaka.
  5. Former Member, National Press Club, Dhaka.
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***Musleh Uddin Ahmed***