



Curriculum Vitae  
OF  
**DR. ATM SHAMSUL HUDA**  
**Chief Election Commissioner**

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**Key Qualifications**

Born on July 10, 1943, Dr. ATM Shamsul Huda retired in 2000 from a highly distinguished 34-year civil service career in the Government of Bangladesh. In the course of his service career, he has held the highest executive positions in the Ministries of Water Resources and Finance (Banking Division). He also worked as the Managing Director of the Bangladesh Agriculture Development Bank with the status of a full Secretary to the Government. He has a vast knowledge of and experience in the workings of the government and has been instrumental in designing and carrying out institutional development program in various public sector organizations. In his capacity as Secretary, Ministry of Water Resources, he was instrumental in carrying out wide-ranging reforms of the water sector institutions through a process of restructuring, merger and transforming public sector entities into private trusts. Following through a process of natural attrition, he succeeded in reducing the staff of Bangladesh Water Development Board, an agency under the Ministry of Water Resources from 25000 to 8860 over a period of seven years. He saw through the creation of the Water Resources Planning Organization as the exclusive agency of the Government for macro-level water resources planning. He also spearheaded the creation of the Institute of Water Modeling as a private trust by converting a publicly funded development project and also took the necessary steps for the creation of Center for Environment and Geographic Information System as another trust. As Joint Secretary of the Ministry of Agriculture and Forest, he successfully carried out the merger of six extension-oriented departments into the Department of Agricultural Extension. He has also experience of leading multidisciplinary team of experts for accomplishing specific tasks on highly sensitive and contentious issues. He worked as the leader of the local team engaged in the flood policy studies as well as in the development of the conceptual framework for national water management planning. Dr. Huda is also experienced in policy-making in integrated water resources management and in rural credit. He developed the National Water Policy approved by the Government in 1999 and designed the conceptual frame-work for the National Water Management Plan finalized by the Water Resources Planning Organization, an attached organization under the Ministry of Water Resources. As Managing Director of Bangladesh Agriculture Bank, he designed and delivered two agricultural lending programs for small and medium-scale farms and agribusiness. After retirement, he has worked on a number of projects as consultant financed by the World Bank, the ADB, the Danida and the Dutch. Dr. Huda holds a doctorate in Public Administration and an MPA from Syracuse University, USA and has many publications to his credit.

Year	Degree	Degree Awarding Institution	Class/Division
1958	Matriculation	East Pakistan Secondary Education Board	First Division
1960	Intermediate of Arts	East Pakistan Secondary Education Board	First Division
1963	B.A. (Hons) in History	Dhaka University	First Class First
1964	M. A. in Modern History	Dhaka University	First Class First
1966	Central Superior Services Examination	Central Public Service Commission	Fourth
1975	Masters in Public Administration	Syracuse University, USA	-
1979	PhD in Public Administration	Syracuse University, USA	-

## Professional Experience

1996-2000

**Secretary**, Ministry of Water Resources, Government of Bangladesh. Responsible for policy-making for integrated water resources management and development. Also responsible for coordination and ministerial assistance to the execution of various water-related projects. A few of the tasks accomplished are noted below:

- Drafted and processed the National Water Policy (NWPo) through innumerable consultations involving all water user Government Ministries and Agencies under their control, members of the civil society, NGOs, professional bodies, academic institutions and donor agencies
- Processed the Policy through the National Water Resources Council chaired by the Prime Minister and got it approved by the Cabinet for publication in January 1999 • Drafted the Bangladesh Water Development Board (BWDB) Act, 2000 incorporating the policy directions given in the NWPo and through a Consultative process achieved consensus on the final draft that was passed by the National Parliament
- Carried out a thorough reorganization of the BWDB by (i) downsizing its manpower through a planned process of natural attrition from about 25,000 to 8860 (ii) giving the much-needed multidisciplinary focus in the mix of its manpower by creating such positions as those of sociologists, economists, environmental, fisheries, forestry and water management experts (iii) cutting down on hierarchical layers by abolishing the so-called secretariat of the BWDB (iv) eliminating duplication and overlap by abolishing the Land and Water Use Directorate which was running parallel to the Department of Agricultural Extension (v) outsourcing positions of guards, sweepers, malis and others for reducing financial burden, and (vi) banning recruitment of employees on work-charged, contingency or muster roll that have been source of corruption and misuse of fund
- Drafted the Recruitment Rules for the BWDB to bring about fairness and transparency in the recruitment process.
- Guided and steered the formulation and finalization of the revised Guidelines for Participatory Water Management for use by all water sector agencies
- Led a team of local experts in developing the conceptual framework for the National Water Management Plan
- Spearheaded the transformation of the publicly-funded Surface Water Modeling Center as a private trust
- Took the preliminary steps for creating the Centre for Environmental and Geographic Information System as another trust

1994-1996

**Secretary**, Banking Division, Ministry of Finance, Government of Bangladesh. Responsible for policy-making in the financial sector, including implementation of financial sector reform program funded by the IDA. Specific accomplishments include;

- Guided and steered the drafting of the Bankruptcy Act, 1996
- Determined the criteria for fixing the strength of manpower for branches of differing volume of business for the nationalized banks

- Advised the Government on the Code of Conduct of the Chairmen and Directors of the private sector local banks
  - Formulated the credit policy on advancing industrial loans from the nationalized banks and the public sector financial institutions
  - Developed the issues paper on privatization of nationalized commercial banks.
  - Advised the Government on institutional changes in the delivery of agricultural/rural credit and augmenting the capacity of the NGOs and other private sector institutions as an additional source for rural financing
  - Assisted and supported the Bangladesh Bank in the development of its surveillance and monitoring unit for better control over the activities of the scheduled banks.
- 1992-1994 **Managing Director**, Bangladesh Agricultural Development Bank. Responsible for planning, operating and monitoring a work program for delivering institutional credit to small and medium-scale farmers as well as a program for developing small and medium-scale agro-based industries. Developed and delivered two credit programs for the small farmers
- 1991-1992 **Additional Secretary**, Ministry of Irrigation, Water Development and Flood Control and Chairman, Bangladesh Water Development Board. While holding the first portfolio, Dr. Huda was also the counterpart Team Leader for the UN-sponsored Flood Policy Study, and joint GOB-French pre-Feasibility Study for Flood Protection of Bangladesh. As Team Leader of the government delegation, Dr. Huda helped prepare the Flood Action Plan of 1990. He was also instrumental in the establishment of the Water Resources Planning Organization (WARPO) in 1992 as a successor to the UNDP funded Master Plan Organization.
- 1988-1991 **Joint Secretary**, Ministry of Irrigation, Water Development and Flood Control. Responsible for planning, implementation, monitoring and review of all irrigation projects under the Ministry.
- 1984-1988 **Member**, Directing Staff, Bangladesh Public Administration Training Centre. Was responsible for the design, development and implementation of public administration training courses at the Centre. Coordinated training and research efforts in the field of development generally, and public administration in particular with other training and research institutes in Bangladesh and abroad.
- 1982-1984 **Joint Secretary**, Ministry of Agriculture and Forests. Implemented government decision to merge six extension-oriented departments into the Department of Agricultural Extension (DAE). Was also responsible for planning, implementation, monitoring and review of all development projects undertaken by the DAE and all Research Institutes under the Ministry. Additional responsibilities under this Ministry were:
- Project Coordinator, Bangladesh Jute Seed Project (1982-1984). Responsible for the smooth operation and implementation of the IDA-assisted project.
  - Project Director, Agricultural Management Development Program (AMTI/AMDP) (1981-1984). As an additional charge, was also responsible for the initial design and smooth operation of the IDA-assisted project. Guided the program through local adoption with a plan for its successful institutionalization when the project phased out.
- 1981-1982 **Deputy Secretary**, Ministry of Agriculture and Forest, Government of Bangladesh. Responsible for planning, monitoring and review of projects relating to the Department of Agricultural Extension, Agriculture Development Corporation and Research Institutes.
- 1979-1982 **Deputy Secretary**, Establishment Division. Responsible for the organizational designs and personnel management of all Government Ministries and Departments.

- 1978-1979      **Research Assistant**, Maxwell School, Syracuse University. Assisted Maxwell School in designing and preparing a curriculum for international development, focusing on major issues of economic development from an inter-disciplinary perspective.
- 1978-1979      **Research Assistant**, The World Bank. Prepared individual country institutional briefs on a pilot basis, highlighting the strengths and weaknesses of specific institution towards the implementation of development projects in areas of current and projected bank lending.
- 1972-1975      **Deputy Secretary**, Establishment Division, Responsible for personnel management in the central personnel agency of the government.
- 1971-1972      **Additional Deputy Commissioner**. Responsible for land administration and, management in a district in East Pakistan.
- 1971            **Deputy Director, Food**. Responsible for the procurement, storage, movement and distribution of foodgrains within the province of the Punjab in West Pakistan.
- 1968-1971      **Sub-Divisional Officer**. Chief executive functionary relating to maintenance and development activities in a sub-district both in what is now Bangladesh and Pakistan.
- 1966-1968      **Assistant Commissioner**. On being recruited by the Federal Public Service Commission to the Cadre of the Civil Service of Pakistan (CSP), received training on development administration both at the Civil Service Academy and in the field.

#### **Publications**

1.      *Small Farmer and the Problem of Access*. Dhaka: Bangladesh Agricultural Research Council, 1983.
2.      *Co-ordination in Public Administration in Bangladesh, Savar*, Dhaka: Bangladesh Public Administration Training Centre, 1987.
3.      'The Sociology of Organization Theory: Implications for its Teaching and Practice in Developing Countries', *Bangladesh Journal of Public Administration*. Vo.1 No.1 January 1987.
4.      "Non-Governmental Initiatives for Rural Health Care: A Case Study of Gonoshasthaya Kendra in Bangladesh" in Anil Bhatt *et al* (Eds), *Building from Below: Local Initiatives for Decentralized Development in Asia and Pacific*. Kuala Lumpur: Asian and Pacific Development Centre, 1987.
5.      *Sustainability of Projects for Higher Agricultural Education: A Case Study of Bangladesh Agricultural University, Savar, Dhaka*, Bangladesh Public Administration Training Centre, 1988.
6.      "Sustainable Agricultural Development Strategies: The Case of Bangladesh" in Final Report of ESCAP-CIRDAP National Workshop on Sustainable Agricultural Development in Bangladesh. Dhaka: CIRDAP, 1996.
7.      "Flood Management Issues: The Bangladesh Experience". Paper presented as a member of the Panel of Experts at the International Conference on Mozambique Floods held at Maputo during 22-30 October, 2000.
8.      "Constraints and Opportunities for Co-operation towards Development of Water Resources in the Ganges Basin" in Asit K. Biswas and Juha I. Utto (eds), *Sustainable Development of the Ganges-Brahmaputra-Meghna Basins*. Tokyo: United Nations University Press, 2001.