

## *Curriculum Vitae*

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**NAME:** *Dr. RIZWAN KHAIR*

**PRESENT POSITION:** Associate Professor, South Asian Institute of Policy and Governance, North South University (from May 2019)

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### **TEACHING AREAS**

- Public Administration/ Public Sector Management
- Public Sector Reforms
- Public Policy Analysis,
- Managing Development
- Introduction to Political Science
- NGOs and Civil Society
- Introduction to Governance
- Strategic Management
- HRD
- Negotiation and Conflict Management

### **RESEARCH INTERESTS**

- New Public Management and government organisations
- Public Policy Making
- Gender and Governance
- Sustainable Development
- E- Governance
- State Society Relations
- NGOs
- Administrative Ethics and Accountability
- Bureaucratic Politics
- Development Management

### **PUBLICATIONS:**

#### **Books & Book Chapters**

1. Khair, R. (2020) 'Participatory Policy Process in Bangladesh: Efforts in Search of Participatory Governance' in Nizam U. Ahmed (ed) *Parliament, Public Policy, Local Government and Public Service Delivery in Bangladesh*, University Press Ltd., Dhaka
2. Khair, R. and Shahan, A.M. (2020) 'Capacity Building and Public Sector Planning in Bangladesh', in Q. Alam *et al* (ed) *Economic Development of Bangladesh in Asian Century: Prospects and Perspectives*, Routledge.
3. Shahan, A.S. and Khair, R. (2020) 'Social Accountability Through Social Media: Developing a Framework for Analysing Bangladesh's Experiences', in M.A. Alam, Q.Alam, R. Khair and M.R. Karim (ed) *Managing Change for Better Public Service Delivery*, Routledge.

4. Shahan, A. M. and Khair, R. (2018) 'Inclusive Governance for Enhancing Professionalism in Civil Service: The Case of Bangladesh' in Nizam U. Ahmed (ed) *Inclusive Governance in South Asia: Parliament, Judiciary and Civil Service*, Palgrave Macmillan.
5. Alam, Q. and Khair, R. (2014) 'Development of Human Capital in Bangladesh Public Service: Its Drivers and Consequences' in Nizam U. Ahmed (ed) *40 Years of Public Administration and Governance in Bangladesh*, University Press Ltd., Dhaka.
6. Aminuzzaman, S. M., Khair, R. and Basu I.(ed) (2013) - *Governance at Crossroads: Insights from Bangladesh*, IGS, BRAC University.
7. Co-Editor with Naimur Rahman and Nuzhat Jabin of e-book "Accountable Governance for Development- Setting an Agenda Beyond 2015", Affiliated Network for Social Accountability- South Asia Region and IGS, BRAC University, June 2013.
8. Alam, M.S, and Khair, R. (ed) (2006) 'Administrative Reforms in South and South East Asia: Trends, Lessons and Challenges', Bangladesh Public Administration Training Centre, Dhaka.
9. Khair, R. (ed) 'Abstracts of the Research Projects of BPATC (1986/87-2003/04)', Bangladesh Public Administration Training Centre, Dhaka, 2005.

### **Journal Articles**

1. Islam, M.Z., Khair, R. and Karim, R. (2015) "Effect of Motivation on Performance: Evidence from Bangladesh Civil Service", *PROSHIKHYAN: A Journal of Training and Development*, July-December, 2015.Vol. 23, No.2.
2. Islam, M.Z., Mukhtar, U. & Khair, R. (2014) 'Relationship Between Training and Organisational Effectiveness: An Empirical Evidence of Bangladesh Civil Service', *SAARC Journal of HRD*, Vol-10, No-1.
3. Islam, M.Z., and Khair, R. (2012) 'Preparation of E-Government in Bangladesh: An Exploratory Analysis', *JU Journal of Information Technology (JIT)*, Vol. 1
4. Khair, R. and Shahan, A. M. (2012) 'The Complementarity of Politics and Administration in Developing Countries: A Theoretical Paradox?' *Nepalese Journal of Public Policy and Governance*, Vol-XXXI, No-2, July/ December 2012.
5. Khair, R. (2005) "Sustainable Development, Participatory Practices and Environmental Policy Initiatives in Bangladesh", *Bangladesh Journal of Public Administration*, Vol: XIV, Nos. I and II, 2005, pp.1-33.
6. Khair, R. (1999) "In Search of a Performance-based Civil Service in Bangladesh: Overcoming the Cultural Barriers", *Bangladesh Journal of Public Administration*, Vol: VIII, Nos. I and II, 1999, pp.61-72.
7. Khair, R. (1999) "Contracting Out in the Public Sector: Concepts and Issues", *Lokproshashan Samoeeky*, Vol: 13, June 1999, pp.125-139.
10. Khair, R. (1997) "New Public Management: Panacea for Reforms in the Public Sector?", *Bangladesh Journal of Administration and Development*, Vol: 4, No. 2, July-December 1996 and Vol: 5, No.1, January-June 1997, pp.67-76.

## **CONSULTANCY WORK:**

1. Carried a consultancy in 2019 on behalf of South Asian Institute of Policy and Governance, NSU on '*Feasibility Study for Establishment of Central Training Centre and Divisional Training Centres in Local Government Engineering Department (LGED)*' of the Local Government Ministry.
2. In 2017 helped in designing and running the Training Course on "*Policy Analysis*" arranged by Bangladesh Institute of Governance and Management under a project funded by ADB.
3. Oversaw (September 2013-March 2014) the activities of IGS, BRAC University regarding research component of '*Local Governance Program - Sharique III*' project funded by SDC.
4. Supervised the activities of *Affiliated Network for Social Accountability- South Asia Region*, housed in IGS and funded by World Bank from 2011 to 2013.
5. Acted as the Advisor (2011-2014) of the consultancy work of the 'Public Private Stakeholders Committee (PPSC)' component of the *Public Procurement Reform Project-II* of the CPTU, Ministry of Planning, GOB. The consultancy was given to IGS, BRAC University under World Bank funding. This work involved research, preparation of reports and secretarial functions of PPSC.
6. Headed the activities of IGS, BRAC University for designing and running the "Civil Service Training Program on Private Sector Development" for Deputy Secretaries of GOB during 2009-2010. IGS worked as academic partner of KDI School of Public Policy and Management, Seoul in collaboration with Bangladesh Enterprise Institute, Dhaka to design and run this programme under funding from International Finance Corporation,
7. Designed and ran 'Sustainable Water Management and Good Governance Course' for officials of Bangladesh Water Development Board during 2007 and 2009 under IPSWAM project funded by The Netherlands Government
8. Work on designing the Organisational Structure of Police Staff College, Dhaka on behalf of Bangladesh Public Administration Training Centre.
9. Carried out consultancy for a PIP at Bangladesh Handloom Board under the MATT –1 Project.

## **RESEARCH RELATED WORK:**

1. Research Director of Research on "*Gender and Representation of Women in Bangladesh Civil Service: An Empirical Analysis of 'Glass Ceiling' Effect*" (2017) funded by Bangladesh Public Administration Training Centre, Dhaka.
2. Key Researcher in a research project on "*Challenges of Innovation Initiatives in Agriculture Sector*" (2017), funded by GIU, Prime Minister's Office, Dhaka.
3. Researcher for report on "*Human Development in South Asia 2014, Urbanisation: Challenges and Opportunities*", Mahbbubul Haq Centre, Lahore.
4. During 2006-08 worked as Research Associate of the project on '*Investigating into Local Resource Mobilisation and Rural Development through Strengthening of Local Government*', funded by SBPATC Project of Bangladesh Public Administration Training Centre, Dhaka.
5. During 2006-08 worked as Research Associate of the project on '*In Search of Improvements in Public Sector Service Delivery in Bangladesh*', funded by SBPATC Project of Bangladesh Public Administration Training Centre, Dhaka.
6. During 2006-2007 acted as Co-Project Director in the research project- '*A Study on 'Social Exclusion' and its Linkage with Poverty, Inequality and Gender Oppression: A Special Reference to Bangladesh*'. Bangladesh Public Administration Training Centre funded the research project.
7. In 2000 worked as Co-Research Director of the research project- '*Employment Status of Women in the Service of the Republic: Cracking the "Glass Ceiling" in Bangladesh*'. The research project was under the UNFPA funded project on 'Advocacy on Reproductive Health and Gender Issues through the Training Institute of the Ministry of Establishment'.
8. During 1999-2000 acted as Project Director in the research project- '*Application and Effectiveness of Computerisation in Government Offices at the District Level: A Study*'. Bangladesh Public Administration Training Centre funded the research project.

9. Worked in 1997 as Research Associate in ‘*Research Study on Women in Development and Beijing Declaration: Dowry Related Violence against Women in Rural and Urban Areas of Dhaka*’-a research project of Bangladesh Public Administration Training Centre, Dhaka.

#### **UNPUBLISHED CONFERENCE PAPERS:**

1. Khair, R., Islam, M. Z. & Baki, Abdul (2017) ‘Employment Generation, Social Security and Decent Work for Street Vendors: Experience from Bangladesh’, *RDW Conference*, 2017, organised by ILO, Geneva, July 3-5, 2017.
2. Khair, R. and Shahan, A. M. (2012) ‘Exploring the Impact of Democratic Transition on Bureaucratic Discretion’ in *International Conference on Governance and Public Policy in South and South-East Asia*, organised by MPPG Program North South University, Dhaka, 13-14 July, 2012.
3. Khair, R., and Islam, M. Z. (2012) ‘HRD for e-Government in Bangladesh: An Empirical Analysis’ in *NAPSIPAG Conference*, held in Sri Lanka, December 18-20, 2012.
4. Islam, M.Z. and Khair, R. (2013) ‘Worker Compliance Practices in DEPZ. Evidence selected DEPZ enterprises, Bangladesh’, *3<sup>rd</sup> RDW Conference*, 2013, organised by ILO, Geneva, July 3-5, 2013.
5. Khair, R., Islam, M. Z. and Islam, MR. (2014) ‘Key Factors and Readiness Appraisal in PPP: A Study in Infrastructure Development Projects in Bangladesh’, *Dhaka Symposium on Business* arranged on 8-9 December 2014 by Faculty of Business Studies, University of Dhaka in collaboration with Monash University, Australia.
6. Khair, R. (2016) “Capacity Development and Public Sector Reform in Bangladesh”. *Australia-Bangladesh Business Forum 2016*, organised by Monash University, Australia, 7-8 September 2016.
7. Khair, R. and Islam, M. Z. (2017) ‘Performance Appraisal System in Civil Service: Evidence from BCS officials’, *International Conference on Public Administration and Governance*, Department of Public Administration, Rajshahi University, 28-29 January 2017.
8. Islam, M.Z., Baki, A. and Khair, R. (2017) ‘Employment Generation, Social Security and Decent Work for Street Vendors: Experience from Bangladesh’, *RDW Conference 2017* at ILO HQ, Geneva, 3-5 July, 2017.

#### **PREVIOUS WORK EXPERIENCE:**

1. Worked as Director, Bangladesh Public Administration Training Centre (BPATC) from April 2014 till December 2016 and then as Member Directing Staff (P&S) of BPATC from December 2016 till 4 March 2018. Worked involved administrative as well as academic and research activities of the Centre. During this time organised and coordinated two International Conferences arranged by BPATC. The first one was on “*Inclusive and Accountable Governance in South Asia*” held on 20-21 July 2016 and the second one on “*Managing Change for Better Public Service Delivery: South and Southeast Asian Experience*” held on 5-6 November 2017. Worked also as Project Director of “Improving Public Service Through Total Quality Management” project of BPATC, which disseminated the idea of TQM in Public Sector and helped public sector organisations to take up Small Improvement Projects in 64 districts of Bangladesh.
2. Worked as Director, Institute of Governance Studies (IGS), BRAC University from March 2012 till April 2014 and Director-in-Charge from 1 April 2011 till December 2011 on lien from the government. During tenure at BRAC University, designed and started the first post graduate programme on Procurement and Supply Chain Management in Bangladesh and coordinated another Masters programme on Governance and Development. From 2011 till 2014, also supervised the research activities of the Think Tank Initiative Grant of IDRC of Canada. Activities as Director involved overseeing research and publication of two flagship

annual research reports of IGS-*State of Governance* and *State of Cities* reports. Organised and coordinated the International Conference on “40 Years of Bangladesh: Retrospect and Future Prospects” during 26-28 November 2011 organised by IGS, BRAC University in collaboration CDS, Bath University to mark 40<sup>th</sup> Anniversary of Independence of Bangladesh. Then in 2012 Organised the International Conference on “*Governance and Public Service Transformation in South Asia*” on 7-9 December 2012 by Affiliated Network for Social Accountability- South Asia Region; IGS, BRAC University, UNDP; Public Affairs Centre, India; Monash University, Australia and MPPG Programme of North South University, Dhaka. Work in IGS involved providing leadership in academic, research and project/ technical activities of IGS as well maintaining liaison with the Government, partner institutions, donors/sponsors and governance and development networks for various activities of IGS. Acted as the Advisor of the ‘Public Private Stakeholders Committee’ component of the Public Procurement Reform Project-II of the CPTU, Ministry of Planning, GOB, under World Bank funding and supervised the activities of Affiliated Network for Social Accountability- South Asia Region, which was housed in IGS and funded by World Bank.

3. Worked from December 2006 till April 2011 as Academic Coordinator (Associate Professor), Institute of Governance Studies (IGS), BRAC University on lien from the government. Work responsibilities involved both academic and managerial functions of the MA in Governance and Development Programme of IGS. Also was involved with managing project related functions and training activities of the Institute. Taught courses and lectured on Governance, Public Policy, Public Administration, Strategic Management, NGOs and Civil Societies in BRAC University, North South University, BPATC, BCS (admn) Academy. Worked also involved designing short courses in collaboration with international institutions on Public Governance, Innovation, Negotiation & Leadership, Governance, Democracy and Civil Service Leadership, Civil Service Training Programme on Private Sector Development, and running those courses in partnership with BPATC. Academic work also involved being the focal point for the Certificate Programme on Environmental Governance and Management run by IGS in collaboration with University of Manitoba.
4. Worked from November 2004 till December 2006 on deputation from the government as Deputy Director and Director at Bangladesh Public Administration Training Centre (BPATC), Savar. Work responsibilities involved both academic and managerial functions. Managerial functions included planning and programming of training courses of the Centre, arranging nominations of participants for different courses of the Centre, appointment of training management teams of courses of the Centre, maintenance of training related records, arranging workshops and seminars, developing and maintaining institutional linkages with national and international training and educational institutions. Academic functions involved developing course curricula and modules, conducting training sessions (mainly governance, public sector management, public sector reforms, public policy, management and HR topics) and course-end evaluations of participants as module director of different training courses of the Centre.
5. From April 1997 till February 2001 worked on deputation as Deputy Director in the Bangladesh Public Administration Training Centre (BPATC). Work at the Centre involved training as well as administrative responsibilities. Training responsibilities involved teaching modules on public policy, public administration, development management, public sector reforms, total quality management and GO-NGO relations in the entry-level, mid-level and senior level training courses of the Centre. While the administrative functions included charge as the Finance Officer of the Centre (July 1997 till August 1998) with responsibilities for overall financial management, procurement and reimbursement activities of the Centre. And then from August 1998 till February 2001 was in charge of the IT Department of the Centre and responsible for IT related infrastructure and training activities of the Centre. Moreover, during 1999-February 2001 was involved in activities of ‘Managing at the Top’ Project (MATT-1) as a designated faculty member of the Centre.

6. After joining Bangladesh Civil Service (Administration Cadre) in February 1988, worked in field administration as Assistant Commissioner and Magistrate till June 1992, where the job responsibilities included administrative and judicial functions in areas of development administration, land revenue administration, judiciary related functions, management of local educational institutions and law and order related activities. From June from June 1992 to August 1993 and then again from January 1995 to March 1996, worked as Assistant Secretary/ Senior Assistant Secretary in the Economic Relations Division (ERD), Ministry of Finance, Government of Bangladesh. Work responsibilities included liaison with international organisations and donor agencies (especially World Bank), negotiation related activities of World Bank aided development projects, monitoring and coordination of World Bank led (along with other development partners) development activities and projects of the Government of Bangladesh in areas of health and family welfare, education, gender affairs and public administration, as well as coordination with various ministries and agencies of the Government of Bangladesh..
7. From April 1984 till February 1988, worked as Officer Grade III A and Officer Grade III in National Bank Limited (NBL), one of the first private sector commercial banks in Bangladesh. The job responsibilities in the International Division of NBL included setting up and expansion of the international banking relations of NBL and maintenance of its global international correspondent-banking network. The responsibilities also included preparation, distribution and monitoring of security codes for NBL and looking after staff and other administrative functions of the International Division of NBL.

#### **OTHER ACHIEVEMENTS:**

- Member, Advisory Committee of *National Human Development Report* of Economic Relations Division, Ministry of Finance, Government of Bangladesh.
- Currently Managing Editor, *South Asian Journal of Policy and Governance*, published jointly by SIPG, North South University, Dhaka and CDPA, Tribhuvan University, Nepal
- Editor of *Bangladesh Journal of Public Administration, 2017-18*. Currently Member of the Advisory Board.
- Member of the Editorial Board of the *Bangladesh Journal of Public Administration* during 1999-2000.
- Guest Faculty of National Defence College in area of Public Policy since 2011; Bangladesh Public Administration Training Centre, Savar from April 2018 and Bangladesh Institute of Governance and Management from 2018.
- Founding Joint Secretary of the Alumni Association of St. Gregory's High School, Dhaka.
- Joint Editor of the School and College Student Newsletters/ Magazines.
- Elected to the Executive Committee of the Bangladesh Civil Service (Administration) Association for two consecutive terms



**Dr. Rizwan Khair**