# Curriculum Vitae (CV)



**Personal Details**

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Date of Birth : 25/11/1977

Nationality : Bangladeshi

Profession : Humanitarian and Development professional

**Specialization**: Water and Sanitation Specialist, with an interest in piped water in rural & small towns, City Wide Inclusive Sanitation (CWIS), Faecal Sludge Management (FSM), Solid Waste Management (SWM), private sector service providers, climate resilient WASH infrastructure development, policy influencing, institutional system strengthening, capacity building, and market promotion for WASH demand creation.



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| **About me** |
| A humanitarian and Development professional, WASH specialist in the fields of water supply, sanitation, waste management, and climate change adaptation with an interest in Piped Water Supply, FSM, SWM, Integrated Waste Management, CWIS, private-sector engagement in water and sanitation service delivery business, institutional system strengthening for functional WASH service delivery, policy advocacy & influencing, and capacity building.  I am a Civil Engineer and an MBA from the most reputed universities in Bangladesh. At present, I’m working as WASH specialist at Islamic development Bank (IsDB) to oversee the WASH projects in Bangladesh. Before that I was Team Leader - WASH System at WaterAid Bangladesh, and also the team leader of Bangladesh Municipality Water Supply and Sanitation Project (BMWSSP)- DPHE, funded by the World Bank and AIIB for leading the key experts of the team to conduct the water and sanitation landscape assessment covering the entire service chain followed by the development of citywide inclusive water and sanitation improvement plan, design & estimate of the water supply and sanitation technologies includes piped water supply with treatment plant, household toilet, public toilet, community toilet, DEWATs, and treatment plants for both solid waste & faecal waste. I have developed strategies, training manuals and provided training to municipality and DPHE officials for the engagement of private operators to provide water supply and waste management (FSM & SWM) service delivery under public and private partnership (PPP) arrangements and I have also developed strategies to engage self-help groups (vulnerable women from traditional pit emptiers) to operate the public toilets in small towns in Bangladesh and provided training to both DPHE & municipality staff on it.  I joined WSUP in April 2013 as Head of WASH and from January 2023, I worked as the Country Manager of WSUP in Bangladesh. I provided the strategic direction and leadership management of WSUP’s Programme in Bangladesh. In the span of 11 years with WSUP, my portfolio covers leadership management and support to the WSUP programme team in Bangladesh by building capacity for strengthening country programme delivery. I managed all the resources of WSUP in Bangladesh. I also provided support for evidence generation and policy advocacy for influencing to scale the WSUP’s best practices, including developing the Bangladesh country strategy within the parameters of WSUP's Business Plan and managing, supervising, and developing the WSUP team in Bangladesh. Besides, I was responsible for private enterprises' engagement in the water and sanitation (FSM and SWM) service chain through facilitating institutional strengthening, capacity building, and community awareness & market promotion for sustainable WASH demand creation.  As WASH lead, I got opportunities to demonstrate scalable service delivery models on water supply and sanitation service chains, particularly piped water supply in rural areas and also in small urban towns, improvement of household toilet, FSM, SWM, CWIS, innovative sales & marketing strategy for sustainable water and sanitation demand creation. I had introduced innovative climate-resilient piped water supply with overhead reservoir tank & community stand points in the low-income urban slums and water safety plan to ensure the quality standard. I played a pivotal role in promoting the scale of the models by building partnerships with different public & private partners. Also demonstrated sustainable O&M arrangement for water supply & sanitation infrastructure in rural and urban slums.  I spent nine years with CARE under USAID funding food security nutrition programme in Bangladesh as a Regional Infrastructure Manager for infrastructure (focusing on WASH) interventions management & implementation in rural and urban areas of Bangladesh before working at the WSUP. As a key staff of CARE, I supported the design and estimation of infrastructure interventions including piped water supply and sanitation solutions both in rural & urban centres. I managed the multi-disciplinary team to deliver the programme effectively and efficiently on time.  I started my professional career as an Environmental Engineer with the NGO Forum for Public Health in 2001 to innovate and develop a number of water supply and sanitation technologies as part of arsenic mitigation programme and to address the sanitation challenges. I developed several alternative arsenic mitigation water supply technologists for rural areas in Bangladesh along with training modules and provided training for the implementation of water supply and sanitation options in rural and urban areas in Bangladesh.  Throughout a career span of around 22 years, I have gathered a significant level of experience and expertise in areas of institutional system strengthening, capacity building, research into practice, influencing, policy advocacy, programme design, management, and implementation. I have also experienced in partnership, donor and contract management on a wide range of sectors across Inclusive water supply & sanitation, FSM, SWM, private sector engagement in water & sanitation business, entrepreneurship development, climate change, climate resilient WASH infrastructure development, design & estimation and BoQ of water supply and sanitation solutions including public toilet & integrated waste management treatment plants, economic development, livelihood, health and nutrition, environmental and social management, and pro-poor market development. My contribution to the LGIs system strengthening, capacity building, private enterprise engagement in water supply and sanitation business (SWEEP model), community awareness & market promotion for sustainable WASH demand creation, simplified sewer systems in densely populated difficult-to-reach low-income urban communities, and integrated waste treatment plants both for faecal and solid waste in small towns are well recognized.  **Organisations:** I have worked with WaterAid, WSUP, CARE Bangladesh, DAM, and NGO Forum for Public Health. |

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| **Key Qualifications:** |
| Over 23 years of diversified experience in the WASH development sector, I have collaborated with a wide range of national and international organisations, government departments, and development partners in Bangladesh. This extensive career has enabled me to cultivate rich skillsets in various domains, as outlined below:  **Expertise in Water, Sanitation, and Hygiene (WASH) Programmes:**   * Proficient in designing, executing, and managing WASH programmes includes water supply, sanitation, hygiene and menstrual hygiene in rural and urban areas in Bangladesh via multiple strategies like innovation & development of different alternative water supply solutions as part of arsenic mitigation programme with NGO Forum for Public Health; Community-Led Total Sanitation (CLTS) with organisations like Plan International, WaterAid Bangladesh, World Bank Dhaka, Ahsania Mission (DAM) and CARE Bangladesh; Piped water supply in rural and urban slums with NGO forum, CARE Bangladesh and WSUP. Implementation of CWIS covering the entire service chain including FSM, SWM, drainage and piped water supply with treatment facilities in 30 municipalities with DPHE & World bank; Innovation of sanitation solutions and sanitation Marketing with UNICEF and WSUP; design & installation of piped water supply in urban slums of 4 cities with WSUP covering 200,000 population. Institutional system strengthening and capacity building of service providers with WaterAid, DPHE, WSUP and CARE. Evidence generation, research into practice through policy advocacy and influencing at local and national level with WSUP. * Under my leadership with WaterAid, DPHE and WSUP, I conducted WASH landscape assessment followed by Citywide integrated Sanitation (FSM & SWM) Improvement Plans (SIPs) in 35 municipalities, and 02 cities in Bangladesh. I have provided support to design, estimate & BoQ of integrated waste management treatment plants (solid waste and faecal waste), public toilet, and Household toilet. * Versed in engaging local governments for system strengthening to improve governance, community-driven participatory city-wide inclusive water and sanitation improvement planning ensuing gender & social inclusion, resource mobilisation & allocation, and participatory monitoring following CWIS approach in various WASH projects.   **Programme Management Acumen:**   * Proficient in end-to-end program management over 18 years and successfully completed number of programmes in coordinating with stakeholders and adhering to donor guidelines / compliance, primarily during my tenure as Technical Manager & Regional Manager with CARE for 8 years and WASH Lead & Acting Country Manager with WSUP for 11 years and Team Leader at WaterAid Bangladesh. * During this period, I have performed managerial responsibilities at the senior level. staff supervision, programme implementation, partnership management, finance management, and other administrative functions have been performed effectively and efficiently with maintaining donor and host country compliance. * I have experience in fund forecasts of contract awards & disbursements, tracking & analyzing the project variance, and taking corrective measures to complete the project effectively & efficiently in consultation with the concerned stakeholders, including executing agencies (EAs), contractors, consultants, and project beneficiaries.   **Institutional system strengthening:**   * I have developed the first public-private partnership (PPP) model for faecal waste management services by engaging private enterprises in urban Bangladesh with WSUP in 2015 and gained extensive experience to provide FSM service delivery through institutional system strengthening. As a team leader of BMWSSP of DPHE funded by the World Bank, I have provided support for development of water supply & sanitation improvement planning and provided technical support for the implementation of a city-wide improvement plan for effective WASH service delivery in 30 municipalities across Bangladesh. I have applied my PPP experience to support municipalities under this BMWSSP through system strengthening by building their capacity to engage the private sector in delivering safe and affordable water supply and sanitation services; to strengthen regulatory capacity; and to promote alignment of these activities with DPHE and wider government authorities. * As part of the institutional system strengthening, I have provided support for establishing WASH steering committees in 35 municipalities, which includes government staff, would remain functioning at the end of the project to continue system and coordination for services. Under my leadership, I provided direct on the job facilitation support for the establishment of the Committee within LGIs, who take responsibility for effective and sustainable WASH service delivery in terms of planning, implementation, supervision, and monitoring. These committees received significant direct facilitation support during the project launch phase to strengthen and build their capacity and to develop the right internal systems within LGIs to provide functional WASH service delivery, ensuring these structures are well embedded prior to project’s exit. This is an area that I continually review and develop with each iteration to improve the effectiveness of the support provided. * Provided facilitation support in addition to issue-based capacity building initiatives on policies, strategies & guidelines to the municipalities (small towns) to prepare annual plan and budget with increased resource allocation for WASH.   **Communication, and Development:**   * Experienced in developing communication materials, strategies, tools, implementation guidelines, capacity building training modules, and manuals on different issues like water, sanitation, hygiene, water safety plan, menstrual hygiene, and women empowerment. * Developed professionalised WASH capacity building module (package orientated) specifically at LGIs, service providers, WASH enterprise, municipality / utility officials, civil society organisations. The capacity building package includes customer relationship management and service monitoring & regulatory enforcement for municipality officials; construction quality control for WASH infrastructure including rural and small-town piped water supply interventions; financial planning & business management; record keeping including innovative demand creation sales & marketing strategies for private WASH enterprises. * Developed Standard Operating Procedures and O&M guidelines for WASH facilities (piped water supply, public toilet, waste collection & transportation vehicles and treatment plants). * Developed training module on occupational health and safety through identification of probable risk on desludging of pit /septic tank and its control measures including the selection of appropriate PPE. * Developed training module on arsenic mitigation, water safety plan and water supply service delivery model in low-income communities. * Development of standard operating procedures for effective O&M of treatment plants and collection & transportation vehicles of solid waste and faecal waste management. I have also developed the business model for FSM and SWM service delivery and conducted the financial analysis to make the business/model sustainable and financially viable. * Developed private enterprise and self-help group engagement strategy under BMWSSP of DPHE to operate the public toilets, waste collection & transportation vehicles, and integrated waste treatment plant under PPP arrangement in 30 municipalities. * Develop integrated solid waste management and pit emptying marketing and education materials as part of integrating city development initiatives and providing training to municipality officials. * Developed strategic & technical guidelines for the number of WASH projects delivered by partners and innovated & demonstrated climate-resilient water supply and Sanitation options (FSM & SWM) covering the entire service chain in different cities & municipalities that would lessen the risk of climate change for extremely poor vulnerable communities. * Extensive experience in preparing project completion reports, including quarterly, semi-annual, and yearly reports for organisational internal and donor purposes.   **Capacity building:**   * Proven skills in facilitating training, orientations, workshops, and exposure visits for a varied audience, ranging from local entrepreneurs and development professionals to government officials. * Expertise in partner capacity assessment and building the technical capacity of executing agency and service provider staff on the technical, management, and business aspects so that they can demonstrate their ability in smooth implementation for undertaking capacity building initiatives. * I am working as a Master Trainer of training courses on Water Safety Plan (WSP), CWIS, FSM, SWM, Climate Resilient Water and sanitation infrastructure, Integrated Treatment plants (Faecal waste and solid waste), private enterprise engagement in sanitation business, innovative sales & marketing for sustainable water & sanitation demand creation, DEWATs, and Rainwater Harvesting * Facilitated training sessions on business planning and management, market promotion using the developed marketing playbook and other key topics. * I have arranged and facilitated a large number of workshops / trainings on water supply, sanitation, waste management and climate change issues.   **Influencing and leadership in the sector:**   * I have extensive experience in collaborating with a wide range of stakeholders, including government agencies, Local Government Institutions (LGIs), IFIs, MFIs, city authorities, utilities, social enterprises, consultants, NGOs, INGOs, development partners, UN agencies, academia, and research organisations. * Under my leadership with WSUP and BMWSSP of DPHE, provided support to municipal staff to; form WASH steering committee, link DPHE and municipality, incorporate WASH in development plans, to engage with (and build capacity of) local service providers, for effective WASH service delivery, and transition costs for WASH services into municipal budgets. * Influenced the LGIs to support the hardcore poor with subsidy following pro-poor strategy for ensuring water service to the Low-Income Communities by providing additional water points, extension of pipe network and stand posts. * Under my leadership, I sensitised the community people for demand creation among the Low-Income Communities and raised voices for water and sanitation rights and also sensitised the municipality for ensuring water quality through introducing water safety planning (WSP). * Sensitised municipality to move for hygienic latrines by removing all un-hygienic latrines (i.e., serving notice, imposing penalty, dismantling the unhygienic latrines polluting the environment).   **Partnership management:**   * Skilled in partnering with the private sector, LGIs, and microfinance institutions to foster WASH market development, technology adoption, sustainable WASH demand creation, and capacity building. * I have demonstrated my ability to work with partners including IFIs, development partners, and NGOs. I worked in a partnership approach with them at different times. I have established a good relationship, developed mutual trust, and implemented the WASH programme activities efficiently and effectively with the partners.   **Specialisation in Gender and Diversity:**   * Foundation experience gained on gender and diversity as local gender focal point during the work with CARE Bangladesh under USAID funded largest food security health & nutrition programme. I performed as a local gender focal point including implementation of the women empowerment interventions by introducing alternative income generating activities. I was actively involved in the development of women empowerment Theory of Change (ToC), guidelines, designing programs, and implementation of gender, diversity and women empowerment activities as part of the program initiative. * As team leader under BMWSSP of DPHE, I have developed the women self-help group engagement strategy and capacity building modules for female pit emptiers to operate the public toilet. I have also formulated training manuals on gender equity and social inclusion focused on the operation and maintenance of waste collection & transportation vehicles, treatment plants (FSM and SWM), and piped water supply. * Besides, as WASH lead with WSUP, I have developed gender-biased Behaviour Change and Communication (BCC) materials, behaviour change signage/ messaging programmes for effective utilisation and responsive maintenance of shared water & sanitation facilities in low income communities.   **Research and Assessment Capabilities:**   * Adept in conducting institutional evaluations, action research, situational analyses, needs assessments, and both baseline and endline surveys. Skilled in participatory community mobilisation and stakeholder analysis. This comprehensive experience has equipped me with the versatility and expertise to excel in various roles and settings within the development sector. * I was involved in developing monitoring tools and rollouts in WASH projects. I have also extensive experience in developing monitoring frameworks, target setting, monitoring, and evaluating WASH development projects, particularly in progress monitoring and environmental monitoring. Have practical experience applying modern monitoring tools in different climate-resilient infrastructure partnership projects. * Conducted research on different WASH issues to build the evidence base, using data generated, converting research into practice by organising knowledge dissemination and influencing strategy workshops with sector partners. |

**Education and Professional Status:**

* B.Sc in Civil Engineering from Bangladesh University of Engineering & Technology (BUET) (passing year- 2001)
* Master of Business Administration (MBA) from Daffodil International University, securing CGPA 4:00 in a scale of 4:00 (Gold Medallist) (passing year- 2021)
* M.Sc in Civil and Environmental Engineering from Bangladesh University of Engineering & Technology (BUET), Bangladesh, (Theory) in 2006
* Course on "Governance in urban Sanitation" from Unitar (United Nations Institute for Training and Research) (Sept. to December 2013)
* Course on "Urban Sanitation Modelling" from UNESCO-IHE (May to October 2014)
* Course on “Faecal Sludge Management” From BUET (March-August 2016)

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| Language Skills: | | | |
|  | Speaking | Reading | Writing |
| English | Excellent | Excellent | Excellent |
| Bengali | Native | Native | Native |

**Summary of Professional Experience**

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| Employer | Title | Month Year – Month Year | Reason for Leaving |
| Islamic Development Bank | WASH Specialist (Consultant) | May 2024- ………………. | …………………… |
| WaterAid Bangladesh | Team Leader-WASH System | January 2024- April 2024 | Better Opportunity |
| Water & Sanitation for the Urban Poor (WSUP) | Acting Country Manager | January 23- January 2024 | Better Opportunity |
| BMWSSP of DPHE funded by World Bank & AIIB | Team Leader | Nov 2021- Jan 2024 | Better Opportunity |
| Water & Sanitation for the Urban Poor (WSUP) | WASH Lead | April 2013- Jan 2024 | Better Opportunity |
| CARE Bangladesh | Regional Infrastructure Manager | Feb 2006-Apr 2013 | Better Opportunity |

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| **Professional Experience** |
| 1. **May 2024 to present**   **Employer: Islamic Development Bank (IsDB)**  **Position: WASH Specialist (Consultant)**  **Key responsibilities:**   * **Engagement with Govt executive agency** including senior level govt. officialsfor expediting the IsDB -fortified project’s progress through providing the technical, managerial & strategic direction and guidance. * **Field activities/ownership**: Engagement with both executive agencies and city authorities though establishing functional coordination mechanism to ensure the land availability for the construction of sanitation infrastructures. Also provide strategic direction & guidance to ensure the functional O&M arrangement by engaging private enterprises through institutional systems strengthening (IMIS), capacity building and social awareness. * **Project prospects Pipelines:** Engagement with government planning departmentto identify WASH pipeline projects and follow-up with regards to readiness (feasibility studies/PDPP etc) and possibilities for co-financing with other IFIs.  1. **January 2024 to April 2024.**   **Employer: WaterAid Bangladesh**  **Position: Team Leader- WASH System for Health (WS4H)**  **Key responsibilities:**  The Team Lead, WS4H provides leadership and support to the WS4H programme team in WaterAid Bangladesh. This will be accomplished by building and strengthening programme delivery and by providing strategic analysis & support. They are accountable for managing all the resources of the WS4H Programme in Bangladesh and responsible for maintaining effective management of the WS4H programme through team members in WAB and in other cities. This strategic and leadership role includes developing the WS4H programme implementation strategy within the parameters and includes the management, supervision and development of the WS4H staff team, also helping identify and hire new staff where needed.   A Team Lead, WS4H ensures effective management and efficient delivery of WASH Systems for Health (WS4H) project. They will work effectively with the Director, Programmes and Policy Advocacy to support the overall strategic development and to ensure effective operational delivery of the programme. They will also work with various functions within the Organisation including: WaterAid Advisory & Technical Backstopping Team to strengthen project implementation, innovation and influencing; Evaluation Research and Learning (ERL) to ensure Programme maximises the understanding of its impact; Partnerships management and effective communications for efficient programme delivery; and, People & Organisational development to ensure the development and support of the WS4H project staff and change management. The key responsibilities are:  **Strategic direction and planning**   * Work closely with the Director, Programmes and Policy Advocacy and other colleagues in both the WaterAid and the team in the country. * Provide strategic direction for the WS4H project which aligns with WaterAid Bangladesh Aims and contributes to achieving the aims. * Ensure that the appropriate translation of the programme and leading of strategies are in place to ensure the long-term sustainability of WS4H project delivery to the intervention communities in urban & rural contexts in country * Lead on the roll out in country of WaterAid Bangladesh’s Learning & Development strategy, helping to role model and embed a culture of reflection and learning in the team   **Representation and liaison**   * Represent WaterAid Bangladesh, building and maintaining relationships with in-country service providers, government, funder representatives, national and international development partners, the private sector and those which have international significance to WAB globally. * Where and when necessary, due to geography or function, delegate the responsibility of representing WAB to a colleague so that they can engage with WASH and government stakeholders * Support effective liaison with the other programmes and staff, in pursuit of achieving highly integrated programme direction and delivery   **Leadership and management**   * Lead, motivate, and manage the WS4H project team in a structured, supportive style adhering to the latest practices and policies within WaterAid Bangladesh, celebrating success and ensuring appropriate staff recognition * Adopt leadership communications to embed WaterAid vision, values, priorities and aims * Ensure the WS4H programme is effectively delivered in-country, through sensitive leadership of the WS4H team, efficient allocation of the resources available and by working with other WaterAid functions.   **Management of the team**   * Ensure that work is appropriately delegated, and team members are empowered to carry out tasks independently, where appropriate to their skills and capacity. * Manage staff performance, motivation, cohesion and retention according to WaterAid policies including annual staff appraisals, and in consultation with the People & organisational development function in the WaterAid Bangladesh. * Be responsible for staff well-being, including nurturing a culture of equality and diversity * Work with the people & organisational development in WaterAid Bangladesh to develop the capacity of the team, enabling a greater degree of professional growth, self-reliance and confidence for the future. * Support effective communications and joint working within the team and with other teams across the organisation   **Management of WS4H programme**  Be responsible for delivering against WS4H programme in country, including setting targets, monitoring and reporting  **Finance**   * Be responsible for approving expenditures and disbursements which fall within the Team Lead-WS4H financial delegated limit. Recommend to the Director, Programmes and Policy Advocacy and or Country Director all contracts and procurement that exceed the financial delegated limit and provide reliable information to the required detail to enable approvals to be implemented for those expenditures and disbursements   **Project Management**   * Be cognisant of the wider implications of the programmes, working effectively with other WaterAid Bangladesh programme and functions: Technical, Finance, People & Organisational development, advocacy, monitoring, as appropriate * Take responsibility for the provision of accurate programme management reporting by ensuring that efficient and adequate project management procedures and tools are in place to enable monitoring of project and accurate reporting of progress to funder, and in-country staff * Through the Team Leads regularly review the progress of project against milestones and take corrective action where necessary, raising issues with the management as required * Support Team members in their relationship management with stakeholders, facilitating their ability to proactively identify opportunities as well as respond to existing relationships * Ensure WS4H programme have a Risk Register, including a category for safeguarding risks, and ensure proactive management of risks, seeking advice from the Risk & Assurance staff as needed   **Approach and quality**   * Retain an entrepreneurial approach to delivery of WS4H Programme, proposing creative solutions, reducing inhibiting business factors and looking for market-based solutions supported by the team members. * Engage in an influencing approach for the delivery of WS4H Programme, advocating for policy and regulatory enabling environments for the sustainability of WASH service delivery to the intervention communities * Be responsible for quality assurance of the services and activity delivered by the team, ensuring appropriate checks and sign offs are in place and adhered to * Champion best practice in embedding the WaterAid Bangladesh values and a learning culture within the team   **Business Development & Communications**   * Lead in public communication and building a strong and positive WaterAid Bangladesh brand visibility and recognition in-country, working closely with the Communication Team In Bangladesh * Identify and discuss with the Business Development team any potential future funding opportunities which present themselves in-country and provide advice on their suitability and potential alignment with the WaterAid Bangladesh strategic aims   **Compliance**   * Ensure systems are in place to achieve compliance with local legal, Health & Safety standards and with WAB’s standard operating policies and procedures, including but not limited to maintaining an up to date Health, Safety & Security Plan * Ensure contracts are issued to WAB’s standards / funder requirements and are managed effectively * Ensure strict adherence to WaterAid’s ethics and safeguarding policies and pro-actively encourage transparency and openness in all activities  1. **January 2023 to Jan 2024.**   **Employer: WSUP (Water & Sanitation for the Urban Poor)**  **Position: Acting Country Manager**  **Key responsibilities:**  The Country Manager (CM) is a leadership position that supports the WSUP team in Bangladesh, strengthening country program delivery and providing strategic analysis to support the next stage of WSUP's growth in Bangladesh. I was responsible for managing all the resources of WSUP in Bangladesh and maintaining effective management of the Bangladesh portfolio of work through project managers in other cities. This strategic and leadership role includes developing the Bangladesh country strategy within the parameters of WSUP's Business Plan. It consists of the management, supervision, and Development of the WSUP staff team, helping identify and hire new staff where needed.  **Key achievements:**   * **Strategic direction and planning:** Provided strategic direction for the country programme, which aligns with WSUP globally and contributes to achieving WSUP's strategic goals. I ensured that the appropriate translation of vision and leading strategies were in place to ensure the long-term sustainability of WASH service delivery to low-income communities in urban contexts in Bangladesh. * **Representation and liaison:** Represent WSUP, building and maintaining relationships with in-country service providers, government, funder representatives, national and international development partners, the private sector, and those with global significance to WSUP globally. * **Leadership and management:** Lead, motivated, and managed the country program team in a structured, supportive style, adhering to the latest practices and policies within WSUP, celebrating success, and ensuring appropriate staff recognition. I ensured the programme was effectively delivered in the country through sensitive leadership of the WSUP team, efficient allocation of available resources, and working with other WSUP functions. * **Management of the team:** I ensured that work was appropriately delegated, and staff members were empowered to carry out tasks independently, where appropriate to their skills and capacity. They managed staff performance, motivation, cohesion, and retention according to WSUP policies, including annual staff appraisals, and in consultation with the People & Support function in the UK and in the country. * **Management of country program and Finance:** Be responsible for approving expenditures and disbursements within the CM financial delegated limit. Recommend to the Head of Global Programmes and Director of Programmes all contracts and procurements that exceed the CM financial delegated limit and provide reliable information to the required detail to enable approvals to be implemented for those expenditures and disbursements. * **Project Management:** Performed responsibility for providing accurate programme management reporting by ensuring that efficient and adequate project management procedures and tools were in place to enable monitoring of projects and accurate reporting of progress to funders, Secretariat, Board, and in-country staff. |
| 1. **Nov 2021 to Jan 2024.**   **Team Leader- Bangladesh Municipal Water Supply and Sanitation Project (BMWSSP), DPHE. Funded by the World Bank and AIIB**  As part of joint venture partner of consultancy support under BMWSSP, Water & Sanitation for the Urban Poor (WSUP) is supporting the Department of Public Health Engineering (DPHE) in preparing Sanitation Improvement Plans (SIPs) in 30 municipalities. This activity is supported and funded by the World Bank (WB) and the Asian Infrastructure Investment Bank (AIIB). As a Team leader of this consultancy support, I provided design, management, capacity building, institutional and supervision support to 30 Municipalities of Bangladesh to implement Water Supply, Sanitation, Solid Waste and FSM facilities. Under my leadership, I conducted water and sanitation landscape situation analysis followed by a Citywide Sanitation Improvement plan (SIPs) for solid waste and faecal waste management. The SIPs were enabling the municipalities to assess their "needs" to achieve 100% safely managed water supply and sanitation for the management of municipality's solid and faecal waste. I supported the respective cities in implementing the SIPs by effectively utilising the resources from DPHE to increase water supply and sanitation coverage at the household level and in public spaces. The resources were directed towards installing piped water supply with treatment plants and improving the containment standards of existing toilets, commissioning vacuum tankers and garbage trucks to ensure safe collection and transportation of faecal sludge and solid waste and constructing facilities for faecal sludge treatment and solid waste treatment plants. The key responsibilities are:  **Key Responsibilities:**   * Ensured the deliverables under the contract promptly with acceptable standards. * Prepared and implemented an achievable annual work plan. * Developed training modules on technologies including treatment plants and construction of water supply, Solid Waste and Faecal Waste treatment plants and other water and sanitation facilities. * Ensured quality monitoring and delivered training to Pourashava personnel and entrepreneurs/masons. * Trained DPHE, Pourashava, and service provider (to be selected) in regulations, technology both for water supply, solid waste management and faecal waste management, operation, and maintenance of those treatment facilities including water & sanitation safety plan. * Provided training and other support to municipalities to implement the project successfully. * Ensured close cooperation with and assistance to the Project Director of BMWSSP- DPHE for effective and efficient implementation of the project. * Maintained strong relationships with DPHE at national and regional levels and with other government and non-government officials. * Ensured adherence to the Environmental and Social framework. * Prepared and transmitted monthly, quarterly, and annual reports, and periodic financial management reports. * Ensured the transfer of technology in a systematic way and supported quality control of implementation.   **Key Achievements:**   * Conducted WASH situation analysis covering the entire service chain components. The City-Wide sanitation (FSM and SWM) improvement plan for 30 Pouroshava were developed in consultation with the stakeholders in line with IRF -FSM and National Action Plan (NAP) and provided orientation / backstopping support to Paurashava staff for the effective implementation of the plan. * Provided support for selecting appropriate technologies for integrated waste treatment plants (FSM and SWM), including design, drawing and estimate, and BoQ. Also developed integrated waste management (solid waste and faecal waste) service delivery models and provided training to concerned staff for quality implementation * Also facilitated Project Pourashavas in preparing the water supply improvement plan and providing hand-holding support to them for the implementation of the plan. * Facilitated municipality to install the piped water supply with treatment facilities to ensure the quality water supply service delivery. * Under my leadership, a piped water supply network including production well with treatment plant designed for 30 municipalities, 18 integrated faecal waste and solid waste treatment plants and also 72 public toilets have been designed for 18 municipalities, and prepared estimation and BoQ of those infrastructure facilities. * Developed guidelines for faecal waste and solid waste collection and transportation, and also developed operational guidelines for waste treatment plants. I have also developed the operational guidelines for private operators to operate the WASH infrastructure facilities. * Developed private enterprise engagement strategy for public toilet, vacuum tanker and treatment plant operations and maintenance. * Developed O&M strategy to operate piped water supply by engaging private operators in 30 municipalities. * Developed business model with financial analysis for public toilet, vacuum tanker and treatment plan operations and maintenance. |
| * **April 2013 to Dec 2022.**   **Employer: Water & Sanitation for the Urban Poor (WSUP)**  **Position: WASH Lead**  **Key responsibilities:**  The WASH Lead is a crucial position in WSUP Bangladesh responsible for leading the innovation, strategy development, and implementation to demonstrate market-based replicable and financially viable water supply and sanitation/infrastructures (including FSM & SWM) solutions towards the achievement of citywide integrated, inclusive WASH services. Influence the government to scale the WSUP replicable model through developing country influencing strategy and collective advocacy with other sector partners and effective advocacy, coordination & liaison with different stakeholders. By working with colleagues through supportive supervision and staff management, providing a longer-term vision, strategic direction, and appropriate planning for effectively implementing Bangladesh's water and sanitation programmes, and providing a solid basis for achieving the target. Build institutional and service provider capacity, together with supportive policies, which will sustain the improvement process into the future. Represent WSUP in-country, building and maintaining relationships with service providers, government, local partners, and IFIs. Ensure that the appropriate strategies are in place to ensure the sustainable O&M arrangement of water & sanitation facilities in the intervention cities. Retain an entrepreneurial approach to delivering the WSUP Programme in Bangladesh, proposing creative solutions, reducing inhibiting business factors, and looking for market-based solutions. Review progress against milestones and take corrective measures.  **Key Achievements:**  Over 10 years in WSUP Bangladesh, under my leadership the programme has achieved the following on WASH issues:   * **Evaluate the WASH technologies** and identify the climate-resilient water supply and sanitation (FSM & SWM) solutions covering the entire service chain related to infrastructure problems in water & sanitation to achieve SGD 6 by developing partnerships with stakeholders. * **Climate resilient sustainable piped water supply in low-income urban slums and small towns:** Designed & installed pipe water supply in urban slums with a sustainable O&M arrangement. The water supply systems were implemented in 45 urban slums in Dhaka and Chattogram, covering 350,000 people. I have also evaluated the water supply service delivery models of CWASA in LICs. Provided support to CWASA for developing a sustainable service delivery model with financial analysis. Supervised the design of innovative water options, demonstration in the communities, development of O&M manuals and study of the performance of the water supply options piloted and promoted. I have provided guidance and supervised design and planning of pipe networks for low income community areas and supported Dhaka WASA, Chattogram WASA and Barisal & Rangpur city corporations and 30 municipalities on installation of water supply pipe networks. Planning and facilitating capacity building training for caretakers, DWASA, CWASA, city corporation and municipality staff on DMA management, NRW and customer relationship management. NRW management training helped in understanding the weakness of the network, different types of water losses, data analysis for identifying commercial losses which altogether increased enthusiasm working on NRW. * **Simplified Sewer with Settler & ABR:** Residents of LICs struggle to obtain land for the construction of septic tanks attached to communal toilets. Vacuum Tanker access to these areas – to empty the sludge from the septic tank – is also difficult due to narrow access paths inside the LIC. To address these challenges, I have demonstrated a replicable and financially viable Simplified Sewer System with a Settler and Anaerobic Baffle Reactor (ABR). A total of 15 Simplified Sewer Systems have been implemented in Dhaka, Rangpur and Chattogram covering 150,000 people. * **Innovative Community Latrine Designs:** Introduced innovative community sanitation models for LICs, including latrines with a prefabricated structure suitable to the local context and responsive to the needs of people with disabilities for addressing barriers to safe water and hygienic sanitation. A total of 3,500 community latrines of various models have been constructed under the programme, with a total of 510,800 people benefitting from improved access to hygienic facilities. * **Design and establishment of Faecal Sludge Treatment Plant:** designed the faecal sludge treatment plant (both planted and unplanted drying bed) with subsequent co-composting in Rangpur and Chattogram City Corporation. Developed Standard Operating Procedure (SOP) and provided training to the operator for the sustainability of the system. I have also designed integrated waste treatment plants e.g., Faecal sludge treatment plant and solid waste treatment plant for Pourashava towns. I provided support for technical designs, cost estimates, bill of quantities (BOQ), procurement packaging, project management, monitoring, and Evaluation of these infrastructure projects. * **Conducted Environmental Impact Assessment** for critical infrastructure interventions. Developed environmental guidelines and trained Programme staff to conduct an environmental assessment and implement structural interventions to ensure environmental compliance. * **Community Contracting system:** Introduced innovative infrastructure implementation system by the users and under my managerial & technical leadership, a total of 4,750 infrastructural schemes (water points, community toilet, public toilet, and treatment plant) were implemented in urban low-income communities of Bangladesh and were functioning well. * **Using behaviour change messaging to improve existing communal toilets**: I have played a pivotal role in designing the Behaviour Change (BC) Programme to improve existing communal toilets. During the period of 2015- 2019, a total of 200,000 people – including 109,500 women – have benefitted from the campaign. * **Sustainable O&M arrangement:** Developed & implemented Operation and Maintenance (O&M) guidelines for water supply, community toilet, FSM & SWM service delivery and public toilet operation by engaging private enterprise. * **Private operator engagement strategy:** Developed women's self-help group engagement strategy to operate community piped water supply & public toilet and private enterprise engagement strategy to run vacuum trucks for collection, and transportation of faecal waste and treatment plants. * **Business model development & financial analysis:** Developed business model for piped water supply in urban slums, public toilet in growth centre, and waste management (FSM & SWM) service delivery in 35 municipalities & 3 cities and conducted financial analysis to make the models financially viable. * **Engaged Private Enterprises** to provide FSM & SWM service delivery under a Public-Private Partnership (PPP) arrangement by Vacuum tanker while addressing Citywide Faecal Sludge Management (FSM) challenges. And engaged a private operator to operate the solid waste and fecal waste treatment plant. * **Improving the efficiency of the market-led public-private partnership approach to sustainable and affordable sanitation in Bangladesh:** Developed innovative sales and marketing strategies/model to sales agents and small Unilever businesses through iterations of marketing approach. Improved marketing model helped the SWEEP model become increasingly profitable, sustainable, and viable, facilitating its rollout more widely in Bangladesh. * **FSM services in hard-to-reach urban areas**: Introduced small-scale entrepreneurs in densely populated LICs with narrow roads where vacuum tanker access is not possible in providing pit or septic tank emptying services using specialized equipment. The small-scale entrepreneurs transport the sludge to the transfer station using a tri-wheeler, after which sludge is either transported from the transfer station to drying beds for reuse or taken by medium-scale entrepreneurs directly to the final disposal point using a larger-size tanker. * **Capacity-building packages for service providers:** Developed capacity-building training modules and provided training to build the capacity of service providers (both public & private) on technical and business aspects of water supply in urban slums, integrated waste management (FSM & SWM) and public toilet operation. The capacity-building packages for service providers were tailored for city corporations/municipalities and private operators to facilitate the uptake of the WASH facilities /equipment on a viable basis, such that services are delivered in a sustainable manner. * **Advocacy, coordination, and liaison:** Maintained collaboration with a wide range of stakeholders including government agencies, Local Government Institutions (LGIs), city authorities, utilities, private enterprises, consultants, NGOs, INGOs, development partners, UN agencies, IFIs, MFIs, and research organizations to contribute towards the achievement of WSUP’s country business plan objectives. * **Feasibility study and Development of a pilot intervention for the construction of low-cost sanitation systems in Ward 10 for Khulna City Corporation:** I have conducted a feasibility assessment to develop the design of a financially workable pilot sanitation system at the ward level, developed from a detailed field assessment of on-site WASH facilities in Ward 10, including their institutional and socio-economic elements. * **Activating the On-Site Sanitation Market Through New Technologies: Policy and Landscape Analysis for Potential New Sanitation Social Enterprise in Bangladesh:** Identified more than 120 specific partnership opportunities with more than two dozen organizations and institutions, which is being used to guide on-going partnership talks with major stakeholders such as the Chattogram City Corporation. |
| * **Feb 2006 to April 2013**   **Employer: USAID-funded programme in CARE Bangladesh**  **Position: Regional Infrastructure Manager (RIM)**  **Key responsibilities:**  The Regional Infrastructure Manager being a key position in the region was responsible for overall management of the programme including designing, planning, and implementing of infrastructure projects under SHOUHARDO (an integrated USAID-funded largest food security program) program through City Corporation, Pourashava, LGEDs, DPHEs & partner NGOs with ensuring the quality standard and environmental compliance.  **The key achievements:**   * **Project Management:** Formulated infrastructure development plans and targets; reviewed annual Project Proposals of City Corporation, Pourashava, LGED & NGOs and tracked progress and made necessary adjustments periodically. Introduced effective program delivery through effective planning and implementation of water supply and sanitation infrastructure activities at the regional level involving all regional program staff. Prepared budget; monitored activities against targets by taking corrective measures in the stipulated time. Conceived & facilitated the implementation of infrastructure intervention considering urban context, ensuring the technical standard of infrastructure activities, including USAID environmental compliance issues. * **Innovation, design and implementation of water and sanitation solutions:** Under my managerial & technical leadership, a total of 28,352 infrastructural schemes includes Piped Water Supply, Pond Sand Filter, Rain Water Harvesting System, Dug Well, Deep tube well with deep set pump, Arsenic Iron removal unit, Three Pitchers System for arsenic & iron removal, different types of hygienic latrine options like community latrine, household latrine, latrine complex (child friendly, disable friendly etc) have been implemented in the intervention villages & low-income urban slums under SHOUHARDO program funded by USAID those are functioning well. Conceived & developed user-friendly software to estimate cost & materials including cost-benefit analysis for CARE Bangladesh program infrastructure schemes as per design considering community interest and local context. This Software had been designed in such a way, i.e., automated version, that by providing simple inputs, users could get the output/result as per requirement. Using this software, each City corporation/Partner NGO/LGED/ Pourashava technical staff, with the assistance of CARE field staff, prepared the estimation based on a baseline pre- survey report. * **Mobilising Finance to improve water supply source (Deep tubewell) and household toilet:** Developed innovative approaches to improve the water source (deep tubewell) and household toilet improvement by the owner’s effort. Infrastructure capital financing gaps were addressed by building partnerships between MFIs and CARE's food security program, which ultimately improved economic growth and reduced the risk of investment. * **Supervision, capacity building & monitoring:** Assisted CARE & partner NGOs to formulate quarterly work plans. Reviewed regional targets as set by regional and central management and made necessary steps for smooth implementation. Built conception on technical & management aspects of City Corporation, Pourashavas, LGEDs, DPHEs, partner NGOs, GoBs & CARE staff to ensure that technical staff are capable of all required surveys and monitoring through community-led processes to implement the water and sanitation options smoothly. * **Coordination & liaison:** Coordinated and made liaison with implementation partners i.e. 16 Partner NGOs, 9 LGEDs, DPHEs & 10 Paurashavas including City Corporations for organising and effective implementation of infrastructural activities. Mobilise service providers, including the Regional Support Structure, to be More Responsive to the Needs of the Community to ensure smooth implementation of structural interventions in line with the Program principle. * **Documentation & Reporting**: Documented and analysed relevant data and provided reports on a monthly, quarterly, and annual basis to management highlighting areas for improvement. Developed operational strategies, guidelines, and reporting formats on infrastructure issues that significantly contributed towards implementation in the field. |
| * **Oct 2004 to Jan 2006**   **Employer: Dhaka Ahsania Mission (DAM)**  **Title/Position: Project Engineer**  **Key Responsibilities:**  The Decentralised Total Sanitation Project (DISHARI) was a joint initiative of Dhaka Ahsania Mission, Plan Bangladesh, WaterAid Bangladesh, and WSP-World Bank implemented in 9 Upazillas. The role of this position was to reach total sanitation which includes hygienic latrines for all, access to safe water, and solid waste management through strengthening the Institutional Capacity of the local government institutions with the engagement of the private sector (local entrepreneurs and water & sanitation materials seller) and local service providers.  **Key Achievements:**   * **Technical Input:** Provided technical input to innovate and promote low-cost water supply and latrine options and to establish a mechanism for sustainability of the existing water points and latrine in project areas. Innovated a sustainable latrine model, which was child-friendly, women-friendly, disaster-friendly, and disabled-friendly. * **Capacity building:** Initiated developing capacity of local mason, water supply and sanitation engineers and facilitated to organise training programs for a clear understanding of technical issues to GoB, NGOs & private sector field staff. * **Generated idea & advised** Paurashavas / small towns to ensure water supply and environmental sanitation and implement solid waste management in the intervention areas. Promoted local sanitation center and promoted private producer to improve availability/supply chain of deep tube well and latrine components. * **Conducted different action research** on water supply and sanitation issues to develop sustainable water supply & sanitation models in project areas. Documented the learning and findings of action research and advocated replicating the idea in other parts of the country. * **Monitored and assessed** the technological effects for ensuring the quality of the project activities on water and sanitation-related interventions. Provided technical inputs to adapt alternative water options and developed a strategy for ensuring the use of safe water at the community level. * **Coordination & liaison:** Maintained a strong network with local NGOs and partnership with relevant stakeholders. * **Conceived & developed** "Bangla training manual" on ‘area wise low-cost latrine options’; Guidelines on "Technical aspect of water supply and sanitation ". Conducted study on 'Development of sustainable low-cost water supply and latrine options in the flood-prone rural and small urban areas of Bangladesh’ as part of climate change effect. |
| * **August 2001 to October 2004**   **Employer: NGO Forum for Public Health**  **Position: Environmental Engineer**  **Key responsibilities:**   * Evaluation of alternative arsenic free water supply options and piloting the suitable options considering social & technical aspects. * Innovation and design of arsenic free safe water supply options considering the local context. * Develop research proposals and conduct research on arsenic or water quality and sanitation issues. * Develop & guide field staff to implement Arsenic Remedial Technologies and Alternative Water Options for safe Drinking Water. * Perform test of water samples and biological samples in Water Quality Testing Laboratory (WQTL) through AAS, others sophisticated instruments & chemical methods. * Monitor water supply & sanitation options in terms of environmental aspects. * Develop training manuals and facilitate training program at different level on WatSan issues specially on arsenic mitigation in Bangladesh.   **Key Achievements**   * **Innovation of water supply technologies:** As part of arsenic mitigation programme, I have developed number of water supply technologies through iterative process (formative type action research) as an alternative arsenic mitigation option considering the local context. The key water supply technologies were: Rural PipedWater Supply with installing arsenic free confined deep aquifer tubewell, Rainwater Harvesting System (RWHS), Pond Sand Filter (PSF), Arsenic and iron removal Technologies as an arsenic mitigation measure. I have developed the training manuals on construction and O&M of each of developed water supply options and facilitated training to NGO Forum and partner NGOs staff. * **Innovation Sanitation including Household Toilets:** I have innovated household toilet technologies considering the local context and market demands. Demonstrated toilet technologies in local sanitation production centres. Developed a catalogue on water and sanitation infrastructures and introduced revolving financing mechanisms for local toilet producers. * **Development of water & sanitation project implementation procedures:** Prepared project implementation guidelines, budget & implementation plan of activities. Developed research proposal and conducted research on arsenic or water quality and sanitation issues. Developed & guided field staff to implement Arsenic Remedial Technologies and Alternative Water Options for Safe Drinking Water. Monitored water supply & sanitation options in terms of environmental aspects. * **Developed training manuals** on water supply & sanitation-related issues. **Facilitated training programs** for both national and international organizations of different levels on WASH issues, especially on arsenic mitigation in Bangladesh. Provided technical support and guidance to the NGO Professionals in arsenic-affected areas on effective arsenic mitigation. |
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| * **TRAINING (General and Specific) Obtained:** |
| * Participated in 5 day-long Training programme on Sustainable Urban Water Supply and Sanitation management offered by the Centre for Science and Environment (CSE), New Delhi – India. * Participated 5 day-long short courses on “WASH in Urban Low-income Communities” (15 - 19 November 2015) offered by WEDC and ITN BUET * Participated in 5 days Training Program on Auto-CAD facilitated by the Institute of Engineers Bangladesh (IEB) * Participated in a 15-day training program "PRA" by CARE Bangladesh * Training on “Application of Geo-informatics for water resources management” using Arc-GIS conducted by ICIMOD Nepal, Government of Bangladesh, and Global Water Partnership South Asia (GWP) * Participated in 3 days Training Program on Motivational Leadership Management by TACK International and CARE Bangladesh * Training on Environmental management in CARE Bangladesh * Participated in a training program “Urban Wash Module at ITN-BUET. * Participated in a training program “Advancing Sustainable Environmental Health” organized by Water Aid Bangladesh. * Participated TOT on “Sustainable Low-cost water supply and Sanitation” * Training received on EPANET software for pipe network modeling, * MS project management from IEB |
| **Key Publications:** |
| * + - 1. Habibur Rahman, (2021), Scaling an innovative PPP model for FSM services in three cities in Bangladesh.       2. Habibur Rahman, (2016) Trialling innovative sanitation solutions for low-income communities in Dhaka, Bangladesh       3. Habibur Rahman, (2018) Tackling the Second-Generation Sanitation Challenge at Scale: Business Solutions for Inclusive Faecal Sludge Management in Bangladesh       4. Rahman H.M, Farwa U.M, Waliul A.K.M.I., Hossain Z., (2014). Report on Analysis of Factors Affecting the Usage, Operation and Maintenance of Community Latrines in Low Income Communities (LICS) in Dhaka City. WSUP       5. Habibur Rahman, S. Drabble, Rouse R., (2017), Faecal Sludge Management: Diagnostics for Service Delivery in Urban Areas: Case study in Dhaka Bangladesh       6. M. Ashraf Ali, M. A. Rahman, F. Begum, H. Rahman., Application of Burke-Litwin model for capacity assessment of city corporations for sanitation services in Bangladesh       7. Yeasmin F; Stephen P. Luby; Habibur Rahman; Rachel Abbott; Peter J. Winch.,(2015)  "Piloting a low-cost hardware intervention to reduce improper disposal of solid waste in communal toilets in low-income settlements in Dhaka, Bangladesh       8. H. Rahman, Sam D, & R. Roufe, (2017) From pilot project to emerging sanitation service: Scaling up an innovative Public Private Partnership for citywide faecal waste collection in Dhaka.       9. Milton.H. A., Habibur Rahman., (2004), Water consumption patterns in rural Bangladesh: are we underestimating total arsenic load? |

**Other Activities/Affiliations:**

* Member, IEB Fellow, Institution of Engineers, Bangladesh

**References:**

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**Certification**:

I, the undersigned, certify to the best of my knowledge and belief that *this CV correctly describes my* *qualifications and experience.* I understand that any willful misstatement described herein may lead to my disqualification or dismissal if engaged.



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