



Pen Portraits of Resource Persons

Training on Feasibility Study

Venue: Palm View Restaurant, Army Golf Club, Airport Road, Dhaka-1206

Date: 26 - 28 August 2025



Abdul Baki

Former Member (Secretary), Planning Commission, Govt. of Bangladesh

Mr. Abdul Baki is the Former Member (Secretary) of the Planning Commission, Government of Bangladesh. He joined the Bangladesh Civil Service in 1993 and holds a Master's degree in Economics from Jahangirnagar University, as well as a Master's in Governance and Development from BRAC University.

With over 30 years of experience in the public sector, Mr. Baki is a motivated, analytical, and results-oriented management professional. He is recognized for his leadership skills and his ability to build and sustain highly successful teams. He has demonstrated a strong capability to increase organizational value, enhance profits, and reduce risks by developing and leading innovative initiatives throughout all stages of management.

Mr. Baki's extensive experience in field administration encompasses areas such as law and administration, the lower judiciary, land management, human resource management and coordination, project management, and public sector training management. He is skilled in project preparation, implementation, monitoring, and evaluation, curriculum design, research and evaluation, and managing relationships with development partners. Additionally, he has expertise in debt management, debt servicing, negotiation, and the administration of national planning programs and projects.

He has published extensively in national and international journals on various socio-economic and contemporary issues. Notable works include "Bangladesh: Unlocking the Potentials of Demographic Dividend," "Poverty Reduction, Growth Performance, and Governance: Policy Implications for Bangladesh," "A Study of Policymakers' Understanding of Response to Climate Change in Bangladesh," "Micro Credit Programme – A Comparative Study between GO and NGO Operations," and "Bangladesh at 50."

Mr. Baki is an active member of several professional bodies, including the Bangladesh Economic Association, Jahangirnagar University Economic Association, Bangladesh Administrative Service Association, Australia Alumni Association Bangladesh, and BRAC University Alumni Association. He has represented the Bangladesh government as the head or a member of delegations at numerous international conferences, seminars, meetings, and events.



Md. Shamimul Haque
Additional Secretary (Planning)
Ministry of Industries

Mr. Haque completed his Masters in Public Procurement Management Institutions from University of Turin, Italy and completed his Honours in Statistics from Dhaka University. Mr. Haque has about 21 years working experience in different ministries. Currently he is working in Ministry of Industries as Additional Secretary. Mr. Haque has much experience in conducting training on Project Management in National Academy for Planning and Development (NAPD), Bangladesh Public Administration Training Centre (BPATC), Bangladesh Institute of Administrative Management (BIAM) and Bangladesh Institute of Management (BIM), Bangladesh Petroleum Institute (BPI), BCS Admin Academy, BCS Economic Cadre Academy etc.



Dr Anjan Kumer Dev Roy
(Additional Secretary)
Ministry of Planning, Planning Commission

Dr Anjan Kumer Dev Roy is working as Additional Secretary, Ministry of Planning, Planning Commission. He received his PhD in Resource Economics and Environmental Management from the University of Southern Queensland, Australia in 2013, MSc in Project Planning and Management from the University of Bradford in 2000, UK and BCom (Hons) with MCom in Marketing from the University of Dhaka.

Dr Roy has been working in different ministries since 22 February 1998 under different capacities including Joint Secretary and Deputy Secretary as a member of Bangladesh Civil Service (Administration) Cadre. He was also working as Adjunct Research Fellow, Teaching Assistant and Tutor at the University of Southern Queensland, Australia and investigated community resilience, resource sustainability issues and policy implications in Australia and Bangladesh. He worked as an Environment Advisor at the United Nations Development Programme (UNDP), Environment and Forest Branch Head of Bangladesh Planning Commission, Community Empowerment Training Curriculum Designer and Member of the “Core Committee” for Bangladesh’s 7th Five Year Plan Formulation. He is skilled in using SPSS quantitative data analysis. His work interests are in community engagement approaches in resource management. His community engagement projects are funded by international and institutional bodies such as Australian’s Endeavour International Post Graduate Research Scholarship (E-IPRS), Australian National University, University of Southern Queensland, the UNDP, Australian Red Cross and Condamine Alliance in Australia,. He has 19 reports including 12 published journal articles and 1 book. Many of them are published in ‘A’ ranked and high Impact Factor journals. He always focus on KPIs and deadlines for his achievements.



Md. Sayduzzaman

Additional Secretary

Division Chief, Agriculture, Water Resources and Rural Institutions

Division, Planning Commission

Mr. Zaman completed his MA (Econ) in Environment & Development from the University of Manchester, UK. Mr. Zaman has about More than 30 years of experience in public sector development planning and managing resources (both domestic & foreign) for implementing projects and programs in Bangladesh. Mr. Zaman has much experience in conducting training on Project Management and Project Financing.

He Involved in the formulation of Public Investment Management (PIM) Guideline (2023); Green Climate Resilience Development (GCRD) Guideline; Guidelines for Formulating, Processing, Approval, and Revision of Development Projects in the Public Sector (June 2022); Project Assessment and Appraisal Format such as Ministry Assessment Format (MAF) and Sectoral Appraisal Format (SAF). He also plays vital role in some of the initiative for efficient and effective Public Investment Management in Bangladesh. Under his direct supervision and monitoring a web-based ADP/RADP Management System (known as AMS) has been developed to digitized the preparation Annual Development Program (ADP).



Mohammad Rafiqul Islam

Director (Training)

Bangladesh Power Management Institute (BPMI)

Mr. Islam, an experienced learning and development professional, designs the training programs as per both the industry and company requirements. He keeps update his programs so as to meet the future needs and makes sure his training programs easily understood by the participants and participants take home easy learning. He can assure a positive & valuable change in the participant's behavior at the end of the training program.

Mr. Islam's earned his first University Degree (Graduation and Post-graduation) in Economics at University of Dhaka, and also did his MSc in Environmental Science, and MBA (Fin). He also accomplished two Post-Graduate Diplomas in "Development Planning", and "Int'l Diploma in Supply Chain Management". Mr. Islam's certified as trainer and Lead Auditor at various accredited body and int'l organizations like IQMS-IRCA (UK), ITC (Geneva), IRQAO- USA, APO (Japan). He has developed his expertise in Project Management, Supply Chain Management, Public Procurement Management, TQM, 5S, KAIZEN, Six-Sigma, Project Management Practitioner, HR, Customer Service, Productivity & Innovation, ISO 9001 (Quality Management System), 14001 (Environmental Management System), 14051 (Material Flow Cost Accounting- General Framework), BS-OHSAS 18001, OHSMS ISO 45001 (Occupational Health and Safety Management Standard), ISO 50001 (EnMS), ISO 21500 (QMS in Project), ISO 29990, (Learning services for nonformal education and training), 55001 (Asset Management System Requirement), and ISO 34414 (Human Resource Management- Guidelines for Internal and External Human Capital Reporting), Baldrige Performance Excellence Framework (US Standard).

Currently, Mr. Islam is a Director of Training in Bangladesh Power Management Institute (BPMI), Power division, Ministry of power, Energy and Mineral Resources as Director (Training). Before

joining BPMI he was associated with Bangladesh Rural Electrification Board (BREB). He had served with the government and different development partners for more than 32 years such as IFDC/USAID (Assistant Specialist), NORAD (Project Office), UNDP (Procurement Specialist) for about six years. Besides, Mr. Islam regularly conduct sessions with different training institutes and Universities such as BUP, DIU, NAPD, BIM, NATA etc. as facilitator, adjunct faculty.



Muhammad Shamsur Rahman
Executive Director (Physical Infrastructure), IIFC

Mr. Rahman is Executive Director (Physical Infrastructure) of Infrastructure Investment Facilitation Company. He obtained his engineering degree from Bangladesh University of Engineering and Technology (BUET) in 1988, Masters in Business Administration (MBA) from the Institute of Business Administration of Dhaka University in 1994, Postgraduate Diploma in Islamic Banking and Insurance from UK and Chartered Financial Analyst (CFA) Level I from CFA Institute, USA in 2000.

He was the team leader for multiple PPP transaction advisory assignments including PPP Transaction Advisory Services for “Development of Textile Mills at Demra, Dhaka and Tongi, Gazipur through PPP, construction of Khan Jahan Ali Airport Through PPP, the Development of a Coal Terminal (Bulk) for Payra Port under PPP Modality. As a team leader he coordinated amongst the team members, ensured quality of deliverables, timely delivery of the reports, prepared transaction structure, and managed the preparation of the IFB documents, concession agreement and also the bid process.

Mr. Rahman is one of the pioneers who made the government and private sector stakeholders aware of the PPP potentials in Bangladesh. He has been serving as a PPP Expert for the last 17 years. He possesses an attractive combination of commercial and PPP skill. He contributed significantly in more than 40 PPP projects. He has a multidisciplinary experience with a diverse set of skills in PPP capacity development, policy development, institutional reform, regulatory framework development, PPP commercial analysis and model preparation, risk analysis, enterprise restructuring etc.

He has a successful experience in corporate management, restructuring and reforms in the state-owned enterprises of Bangladesh. He contributed significantly in corporate reforms of Bangladesh Shipping Corporation, Dredger Directorate of Bangladesh and Biman Bangladesh Airlines. He also played a significant role in managing and framing important policies and guidelines for the government of Bangladesh namely, the Private Sector Infrastructure Guidelines, Economic Zones Policy and Regulatory Framework for Franchising Fixed Line Telephony in Bangladesh.

He worked for IPFF project as Work Package Manager for Capacity Building of Government Officials under IPFF project and led the team for facilitating and organizing large national level training events, awareness creation workshops and special training events on various issues like PPP, project financing, financial modeling etc. for IPFF itself. He developed PPP Capacity Building Plan for IPFF and was responsible for development of training modules, programme, budget, promotional materials etc, and selection of local and international resource persons.



Md. Zahir Uddin

FCMA, FCS, FIPM, M. Com, PGDSCM, LL. B, PGDHRM, RAT
PGDHRM, PDHRM, PGDRCM, CSCM, PGDSSD, PGDCVITM
PGDMC, PGDPM, PGDBCRCM, PGDBC

Executive Director (Finance & HR) and Company Secretary, IIFC

Mr. Md. Zahir Uddin is the Executive Director (Finance & HR) and Company Secretary of the Infrastructure Investment Facilitation Company (IIFC), a government-owned company under ERD, Ministry of Finance. He also serves as a Consultant for IIFC on various projects. Over his career, he has completed around 60 projects for different ministries in various capacities. Before joining IIFC, he was the Executive Director of Ashrafee Group of Companies. He brings over 23 years of experience in Corporate Affairs, Legal and Compliance, Assurance and Taxation, Cost Audit, Finance and Accounting, Human Resource Management (HRM), Performance Management Systems (PMS), Organizational Reform, Capacity Building, and Project Management. He received the HR Excellence Award from the Indian Society for Training and Development (ISTD) in 2023 in India and is a certified Emotional Intelligence graduate.

Currently, he is working on several assignments. He has successfully carried out numerous projects at IIFC. As a Financial Management/Costing Specialist, he conducted a feasibility study for a project aimed at operationalizing the NSDA, building its capacity, and strengthening the Industry Skill Councils (ISC) under the National Skills Development Authority (NSDA). He served as the Institutional Expert for the revision and updating of a previous study report on bus route rationalization and company-based operation of bus services in Dhaka under the Dhaka Transport Coordination Authority (DTCA). As an HR Expert, he completed a feasibility study for upgrading Pabna Mental Hospital to international standards and establishing a full-fledged mental health services unit in the divisional level medical college hospitals under the Directorate General of Health Services.

He was the Financial Analyst for the feasibility study of six PBSs under the Modernization and Capacity Enhancement of BREB Network (Barisal Division) Project under the Rural Electrification Board (REB). As a Corporate Affairs Specialist, he conducted a competency assessment for the capital restructuring of B-R Powergen Limited. He served as the Human Resource Specialist in conducting performance audits of power generation and distribution units of power sector entities under the Ministry of Power, Energy, and Mineral Resources.

For the Bangladesh Petroleum Exploration and Production Company Limited (BAPEX), he was the HR Management Expert for an institutional and capacity needs assessment study, redesigning the existing organogram with personnel allocation and detailed job descriptions. He also worked as a Company Affairs Specialist for Petro Bangla on a competency assessment for share offloading of companies. He acted as an HR Consultant for the Bangladesh Power Development Board (BPDB) project, which focused on the reform of BPDB into a holding company. Additionally, he provided management consultancy services for the North West Power Generation Company Limited, an entity under the Bangladesh Power Development Board, funded by JICA, where Deloitte India led the assignment, serving as the Deputy Team Leader and Performance Management System (PMS) Consultant.

He is a Fellow Member of the Institute of Cost and Management Accountants of Bangladesh (ICMAB) and the Institute of Chartered Secretaries of Bangladesh (ICSB). Additionally, he is a Life Fellow of the Institute of Personnel Management (IPM), Bangladesh, and a Member of the Institute of Management Consultants of Bangladesh (IMCB). He is also a Fellow Member of the Bangladesh Society for Human Resource Management (BSHRM) and a Life Member of the Bangladesh Society for Total Quality Management (BSTQM). Furthermore, he is an Associate Member of the Bangladesh Economic Association (BEA) and a Member of the Institute of Internal Auditors, Bangladesh. He

holds a General Membership with the Bangladesh Society for Training & Development (BSTD), and is a Fellow Member of the Bangladesh Organization for Learning and Development (BOLD). Additionally, he is a Life Member of the Bangladesh Supply Chain Management Society (BSCMS), the Bangladesh Accounting Association (BAA), and a Member of the Dhaka Taxes Bar Association (DTBA).