

Problems and Possibilities of Good Governance in Bangladesh: Hurdles to Achieve Sustainable Development

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Abstract:

Considering Bangladesh's history of tumultuous politics, the country is gradually improving in terms of political stability and governance. Unfortunately, development has not been stable, mainly due to political will and commitment. Democracy and governance in Bangladesh, still plagued by violence, corruption, outdated laws, abuse of human rights, absence of rule of law, non accountability, and heavy politicization of all government institutions including the judicial system. It is observed that we need strong political leadership with commitment to fight against deep rooted corruption, non accountability, non transparency and inefficiency is imperative for establishing good governance and to ensure sustainable development.

Keeping all these issues in consideration, this research paper discusses governance and good governance related issues and sustainable development. It also provides a set of recommendations based on this analysis. The study is explanatory in nature which is based on extensive literature review and secondary sources.

Keywords: Governance, Good Governance, Sustainable Development, Transparent and Efficient, Politicization, Accountability, Political will and Commitment, Outdated Laws.

1.0 Introduction

Bangladesh - a typical developing country in South Asia in terms of a large population, low per capita income, persistent trade deficit and an economy dominated by agriculture - has increasingly moved towards a market-based economy since the mid 1970s as a result of receiving assistance under structural adjustment programs of World Bank, IMF and other donor nations. Despite these foreign assistance poor governance remains a big challenge for us. It is observed that both internal and external factors such as politics, public pressure and donor country's conditions on reform are slowly generating paradigm shift towards good governance and sustainable development. However, the paradigm shift towards good governance needs to pick up more speed to establish as a Bangladesh globally competitive nation.

It has been almost 40 years our country got its independence, but yet it did not achieve any significant result in governance. The core challenge lies in developing a governance model that fits the current economic and political condition of the country. The other major bottlenecks are its slow monolithic non transparent, bureaucratic structure, rampant corruption in public offices not only puts Bangladesh in TIB (Transparency International Bangladesh) top corrupt list of nations but also raise the cost of living in this country. The legal frame work of the country dwells on the rules set by the British colonial rulers- A master and servant mindset of governance, which is proving to be ineffective and highly inefficient considering today's global information age economic environment. Though legal reforms are slowly taking place in public administration but due to lack of enforcement as well as political commitment, government offices have no other alternative but to follow inefficient outdated laws. In addition, Politicization, favoritism, nepotism and corrupt practices in recruitment and

placement of government employees are also major obstacles to good governance in Bangladesh. Strong political willingness to fight against corruption, ensure the accountability, transparency and rule of law has become imperative for establishing good governance. In addition, a pro people approach by strengthening the local government system is a must to achieve the goal of good governance.

“Good governance for sound development” is a campaign echoed in Bangladesh as across the world. It is believed that good governance is such types of government process where important decisions are taken by concerned organizations through a participatory method justifying the views of the civil society, have accountability and transparency as well as application of rule of law in every government action. This paper discusses various aspects, elements, expectations, and impact of good governance.

1.1 objectives of the Study

The broad objective of the paper is to make an extensive study on good governance. In addition, this paper discusses present condition, importance and our expectation about good governance in Bangladesh. The specific objectives are:

- To discuss good governance, poor governance and its aspects and importance in Bangladesh.
- To find out elements, features, expectation, challenges and impact of good governance
- To suggest measures that ensure good governance in Bangladesh

1.2 Research Methodology

This research study is descriptive as well as suggestive in nature. Research for this study mainly includes secondary resources, consisting of books, newspapers, periodical articles from national and international level. Internet sources have also been used for research. This study basically covers a period of 12 years starting from 1997 to 2008. An attempt has also been made to include the latest information whenever available. A few primary data were collected through interview and discussions with some officials and experts on governance. The report also presents simple figures on governance models. The findings of the study are written in a more qualitative manner rather than in quantitative terms.

1.3 Limitations of the Study

Though there is a good number of secondary data available through books, newspaper and articles but major limitation remains in finding recent quantitative data on this subject. Besides, it was also difficult to gather information from the government offices as they were reluctant to provide information for the study.

1.4 Literature Review:

Good governance is buzzword in this era and has swept public attention for the last decade. It has also become a significant pillar in the consideration of a state’s ability to conform to universally acceptable democratic standards. In Bangladesh the present condition of good governance is not satisfactory. There are many problems stimulate as barriers for good governance. To ensure sound local development action should be taken to work towards achieving good governance (Ara and Rahman, 2006).

The term good governance after its first introduction by the World Bank in 1989 to characterize the crisis in sub Sahara Africa as a crisis of governance has become increasingly popular and favorite among the donors good governance is now viewed as essential for promoting economic growth and alleviating poverty in the development countries. Without good governance it is assumed that the benefits of the reforms will not reach to the poor and the funds will not be used effectively (Azmat and Coghill).

Good governance means an efficient, open, accountable and audited public service which has the bureaucratic competence to help design and implement appropriate public policies and at the same time an independent judicial system to uphold the law (Leftwich, 1993). Good governance is a system of governance that is able to unambiguously identify the basic values of the society where values are economic, political and socio-cultural issues including human rights, and pursue these values through an accountable and honest administration." (V.K. Chopra, 1997) The UNDP defined good governance as: “The exercise of political, economic and administrative authority to manage a nation’s affaires is

the complex mechanisms, processes, relationships and groups articulate their interests, exercise their rights and obligations and mediate their differences" (Ncube, 2005).

Good governance is not only for a type of government and its related political values but also for certain kinds of additional components. It implies government that is democratically organized within a democratic political culture and with efficient administrative organizations, plus the right policies, particularly in the economic sphere (Smith, 2007). Good governance has been thought of consisting of three main components, or levels, ranging from the most to the least inclusive: systemic, political and administrative (Leftwich, 1993, p1). Good governance, considered an imperative for ensuring human rights, equitable economic development, and making the planet earth a good abode for the generations to come remains elusive (Muhith, 2001: 16).

"South Asia is united by a common thread of 'misgovernance'" (Rehman, 2000). Good governance is, among other things, participatory, transparent and accountable governance system (Dwivedi quoted in Jain, 2007, p170). Good Governance ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the vulnerable are heard in decision-making over the allocation of development resources (ibid, p107).

Good governance and sustainable human development, especially for developing nations, also requires conscientious attempts at eliminating poverty, sustaining livelihoods, fulfilling basic needs, and offering an administrative system, which is clean and open. It is important that these characteristics are not only enshrined in a constitutional document but also are practiced (Dwivedi, 1987).

Bangladesh can be considered as a 'weak state in a strong society' (Migdal, 1988; White, 1994, 1999) or a 'society without citizens' (Wood, 1997). Lewis (2001) strongly supports this and mentions that if we assess Bangladesh according to the formal presence of power then it obviously a strong society but if we measure the quality of the services it provides to its citizens then it must be categorized as a weak state. In Bangladesh both political and public officials are not accountable and decision-making process is not transparent. The parliamentary government has been far away from satisfactory (Ara and Khan, 2006).

Corruption is a big obstacle in the pave of good governance in Bangladesh. The World Bank has cancelled and demanded refund of Taka 68 million from three projects on the ground of corruption (Ara and Khan, 2006). A most crucial prerequisite of good governance anywhere in the world is the minimization of corruption in the government machinery. The general lack of political wills to fight corruption in government is evident from the fact that after more than 30 year of independence only now the independent Anti- corruption commission is being set up (Ara and Khan, 2006).

It is a high priority of good governance to set up the office of Ombudsman to cope with irregularities and corruption in public expenditure management and government organizations. Although still it seems a far-reaching objective, but establishing Ombudsman will definitely help the governance to be good enough. By reducing corruption in government bodies, it will definitely help accelerating economic growth as well as poverty reduction (Hossain, 2005). Corruption, bureaucratic inefficiency, political interference in administration, nepotism, misuse of power and resources, improper and non-observance of the rule of law, non-accountable and non-transparent administration etc. are the common features of our government. This culture has evolved mainly due to lack of democratic practices, as well as good governance by the political parties in this country. (Sobhan, 2000)

It is obvious that good governance is a must for the development and growth of a nation (World Bank, 1997). And, the most important distinction among countries relates not to their form of government but to their degree of government (Huntington, 1968). Terror and arms cadre driven politics and politicized state institutions have always had a bearing on governance and Bangladesh is no exception to that (Quddusi, 2008). As government has to function through various systems and processes of the government machinery and private initiatives, the precondition is that the machinery and processes be good, flexible, sound, efficient, cost effective and objective in approach. A nation's governance plays the vital role in shaping the destiny of its people (Ghosh, 2003:28).

'Good Governance is perhaps the single most important factor in eradicating poverty and promoting development' Ex-UN Secretary General, Kofi Annan . "Good governance is important for countries at all stages of development. . . . Our approach is to concentrate on those aspects of good governance that are most closely related to our surveillance over macroeconomic policies—namely, the transparency of government accounts, the effectiveness of public resource management, and the

stability and transparency of the economic and regulatory environment for private sector activity”.
 (Michel Camdessus, IMF Managing Director, July 2, 1997)

2.0 Governance and its Aspects

2.1 Governance

The concept of "Governance" is not new. It is as old as human civilization. Simply put, "Governance" means: The process of decision-making and the process by which decisions are implemented (or not implemented). Governance means exercising political power to manage a nation affair. Today, governance is seen as a reflection of the role of the state in giving direction to a country and political regime for development. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. Though its importance has got universal acceptance, it is not defined in a uniform way by the theoreticians and practitioners. Even, there is no widely accepted single definition of governance itself.

The 1992 Commission of Global Governance defines governance “as the sum of the many ways individuals and institutions, public and private, manage their common affairs.” The World Bank defines governance as the manner in which power is exercised in the management of a country’s economic and social resources. The UNDP views governance as the exercise of economic, political and administrative authority to manage a country’s affairs at all levels.

Government is one of the main actors in governance. It also has some other actors. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, institutes, religious leaders, , political parties, the military etc. The situation in urban areas is much more complex. **Figure 1** provides the interconnections between actors involved in urban governance. At the national level, in addition to the above actors, media, lobbyists, donors, Multinational Companies, etc. may play a role in decision-making.

Similarly formal government structures are one means by which decisions are arrived at and implemented. At the national level, informal decision-making structures, such as "kitchen cabinets" may exist. In urban areas, organized crime syndicates such as the "land Mafia" may influence decision-making. In some rural areas locally powerful families may influence decision-making. Such, informal decision-making is often leads to corrupt practices.

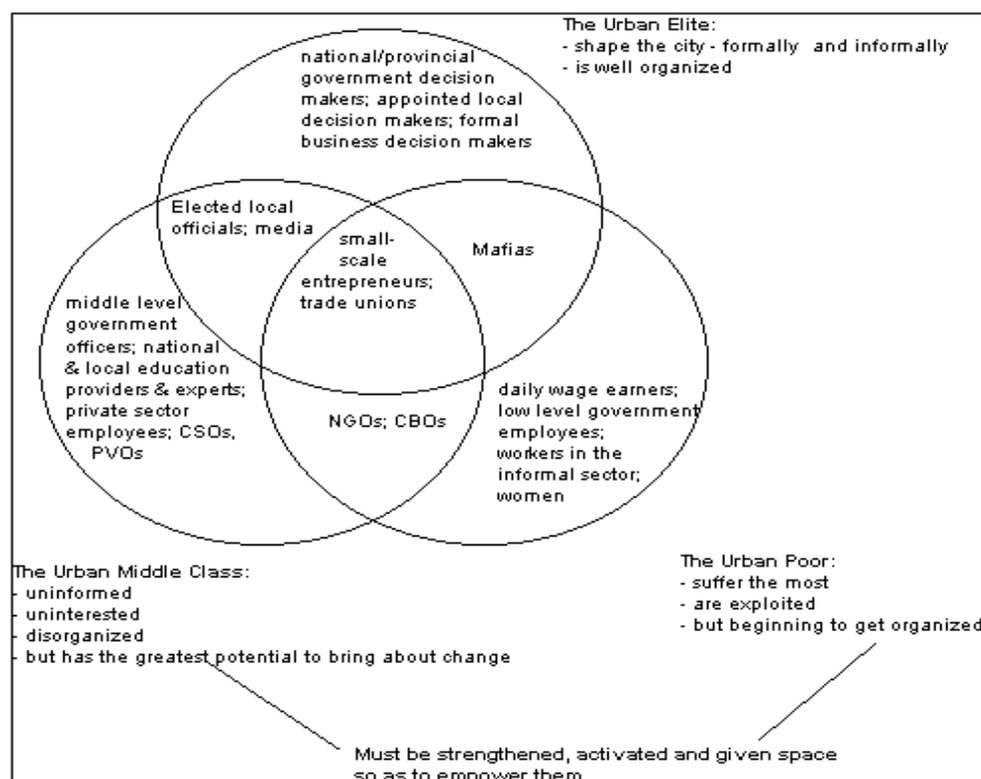


Figure 1: Urban actors

2.2 *What we meant by Good Governance*

In general sense good governance means an ideal governing system that is inevitable for political, economic, social and cultural development of a country. Ideal governing system means the ideal orientation of a state that works best to achieve self-reliance, sustainable development and social justice and the ideal functioning of government that operate most efficiently. The true test of "good" governance is the degree to which it delivers on the promise of human rights: civil, cultural, economic, political and social rights.

Good governance also includes these elements- participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society. In the white paper by the Commission of the European Communities which suggests that good political governance must be: coherent; proportional; open; effective; participatory; and accountable.

The Development Assistance Committee (DAC) of the Organization of Economic Co-operation and Development (OECD) has highlighted several aspects of good governance. Some of these include:

- the promotion of democracy and respect for human right;
- the strengthening of transparent, accountable, national and local government;
- the reinforcement of rule of law, including fair and accessible legal and judicial systems;
- the promotion of independent media and the dissemination of information;
- anti-corruption initiatives; and
- Efforts to reduce excessive military expenditure.

In essence, good governance can be applied at international, national, local, and organizational levels and to manage many types of resources. Although terminology may differ, the principles of good governance as recognized worldwide are similar.

Poor Governance: For better understanding of good governance let have a look on poor governance-

A World Bank booklet cogently summarized the major symptoms of poor governance. These are:

- Failure to make a clear separation between what is public and what is private hence a tendency to direct public resources for private gain;
- Failure to establish a predictable frame work of law and government behavior conducive to development or arbitrariness in the application of rules and laws;
- Executive rules, regulations, licensing requirements and so froth, which impede, functioning of markets and encourage rent seeking;
- Priorities, inconsistent with development, resulting in a misallocation of resources;
- Excessively narrowly based or non-transparent decision making.
- The other symptoms of poor governance are "excessive costs, poor service to the public and failure to achieve the aims of policy. (The British Council, 1991)

2.3 *Elements/ Principles of Good Governance*

The principles of good governance may be showed into different ways-----

- a) A number of multilateral organizations like the United nations, World Bank and **OECD** generally equate good governance with sound economic management based on Accountability; Participation; Predictability; and Transparency.
- b) The UNDP (1977) has identified following five basic principles of good governance namely - Legitimacy and voice, Direction, Performance, Accountability, Fairness.
- c) According to D. Bandyopadhyay, some of the main elements of 'good governance' are:
 - Accountability - both financial and political;
 - transparency both financial and political;
 - easy access to information;

- popular participation in decision making and implementation;
- responsiveness;
- efficient delivery system of services and goods; and
- enforcement of rule of law;

2.4 Features/ Characteristics of Good Governance Good governance must have the following 8 major characteristics-----

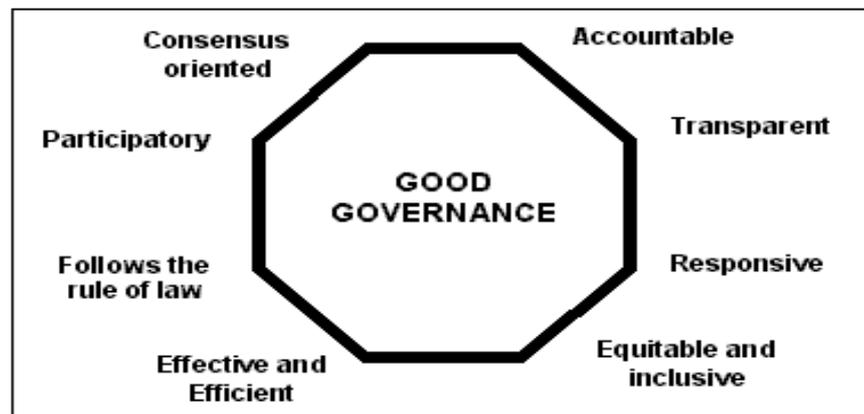


Figure 2: Characteristics of good governance

3.0 Importance of Good Governance in Bangladesh

Bangladesh needs Good Governance to improve its poor economic, social and political condition and to provide the environment for private sector development and employment generation. Weak capacity and corruption have made some of the government perform poorly, with negative impacts on poverty and stability. Good governance i.e. sound fiscal, monetary and trade policies create a positive environment for private sector development. A dynamic private sector creates jobs and income, generates wealth and ensures resources are used efficiently. Good governance focuses on private sector growth in developing countries, encouraging responsible fiscal and monetary policies and creating the environment for efficient production, through appropriate trade, exchange rate, taxes and pricing policies; promoting deregulation and competition; and improving the appropriate legal, judiciary and regulatory environment. Many recent cross-country studies have come up with arguable evidence that the economic growth and poverty reduction are positively related to the institutional quality in a given country. The better institutional quality implies effective judiciary or legislative mechanisms, the rule of law, political transparency/stability, civil liberties and rights, freedom of media, etc. If the countries strengthen their institutional arrangements, then their economic efficiency improves.

There are many studies, which present the governance and development inter-linkage. We would briefly illustrate only few frequently cited works in the literature. The World Bank (1992) in its report on 'Governance and Development' provided a detailed analysis to indicate how important it is now to look comprehensively at the institutional environment in order to pursue a constant effort for overall development. Then, in the Interim Committee meeting (1996) of IMF, the Fund identified 'promoting good governance in all its aspects, including ensuring the rule of law, improving the efficiency and accountability of public sector, and tackling corruption as the key for economic efficiency and growth' in countries.

4.0 Present Condition: Good governance in Bangladesh context

Governance of an economy embraces all macroeconomic, microeconomic and fiscal policies, public economic agencies, regulatory bodies, company laws and legal institutions connected with economic matters. The weak institutions and policies, outdated colonial laws and inefficiency of the administration resulted in creating conditions for inadequate governance in Bangladesh. There exists a weak Civil Society in Bangladesh, and that includes professional bodies, NGOs, labor unions, media people and other organizations.

Poor governance stifles and impedes development. In countries like Bangladesh where there is corruption, poor control of public funds, lack of accountability, abuses of human rights and excessive military influence, development inevitably suffers. A landmark study by the World Bank, *Assessing*

Aid – What Works, What doesn't and Why (1998), demonstrated the crucial role that good governance plays in enhancing the effectiveness of aid. The study found that where there is sound country management, an additional one per cent of GDP in aid translates into a one per cent decline in poverty and a similar decline in infant mortality – whereas in a weak policy and management environment aid has much less impact. Findings like this clearly indicate that the 'returns' from development assistance are generally greater in developing countries characterized by good governance. One element of good governance that is needed for sustained development is an economy that operates in an ethical, accountable and appropriately regulated environment, which facilitates competition in the marketplace. Without this, there will be no driver for economic growth and sustainable development will not be possible. A dynamic private sector, operating in a properly functioning competitive market system, creates jobs and income, generates wealth and helps ensure that resources are used efficiently. Simply we can put the criteria-wise picture of good governance in Bangladesh-----

- Participation: yet to avail much
- Rule of law: far behind
- Transparency: that has ever remained paperwork and lip service
- Responsiveness: mere vague term for us
- Consensus Building: rather a fantasy
- Equity and Inclusiveness: miles to go
- Effectiveness and Efficiency: ever with a question mark
- Accountability: is it a futile term?

It is needless to say, Bangladesh is far away from achieving good governance. What's going on in this country can't be termed as democracy, the power of the government is limited to a few powerful persons and more importantly personal or party interest is greater to them. Although the expectation of the country's people is not so high, fulfillment is still beyond imagination. People living here only want the assurance of---

- The Basic needs of the people i.e. food, shelter, clothing, education, healthcare.
- Both socio-economic safety
- Enough employment opportunities for the growing population which also belong to the previous demand.

In brief, people want the ruling party to give some eye-sight towards the welfare of the common people, not just thinking about their own interest.

5.0 Main Constraints/ Challenges to Good Governance in Bangladesh

Despite the continuing efforts of Bangladesh to enhance the quality of governance in the country, it is still suffering, among other things, from numerous and diverse governance-related insufficiencies and complexities, both structural and non-structural. At present, one of the key challenges of good governance in Bangladesh is: how to ensure a continually meaningful participation of rural people, including those at the grassroots level and the poor in local, national, regional and global economics, politics, peace, security and right-based development?

5.1 Corruption

Corruption is one of the biggest obstacles in the way of good governance in Bangladesh. According to Transparency International Report (TIR, GCR: 2003), "Corruption acts to diminish the ability of law enforcement to accomplish its mission. The prevalence of corruption in Bangladesh has not only diminished the ability of the law enforcement but also adversely affected the judiciary, public administration and is impeding the fair functioning of the society."

5.2 Inefficiency of Bureaucracy

Bureaucracy is inevitable in any society or state, an inseparable part of an organized society. But the bureaucracy of Bangladesh is not efficient in management and administration. The capacity of policy implementation of our bureaucracy is very poor. Bureaucrats are not accountable and transparent to the people. Besides, the whole system runs on an outdated legal structure.

5.3 Nepotism and Politicization in Public Administration

Nepotism is another curse of our politics and administration. The rulers give privilege and unfair advantage to their family members, kiths and kens on public resources. So the mass people are deprived from these opportunities. In addition, politicization in government institutions including the police not only increases inefficiency and corruption but also increases human rights violation, especially on the opposition political parties by filing false cases.

5.4 Improper and non-observance of the rule of law

In true and real sense it is said that laws are there but there are applied only in favor of privilege people or class. As a result justices suffer and denied to the common people although that is an important aspect of good governance.

5.5 Improper use of resources

The fund flow in Bangladesh is not smooth to the local government. Beside, this fund is not utilized properly and very often diverted to other purposes. So, the ordinary people can not get efforts, if any, of ensuring good governance.

5.6 Poor planning strategy

It results in deep effect in peoples every day life. Improper planning and use of resources result in threatening scarceness in electricity, water and gas but effective measures are yet to be taken.

Besides these, instability in Citation Hill Tracts and discrimination against the minorities and environmental degradation surround this country

6.0 Result/ What will happen if we can ensure Good Governance

During the last few years it has been increasingly recognized that Bangladesh needs good governance to reducing poverty and increasing prosperity. Ensuring good governance in our country will enable us -----

6.1 Success of Public Programs: Without good governance, the benefits of public programs will not reach their target recipients, especially the poor. Without good governance, the donor funds will not be used effectively, corruption will flourish, and citizens will become increasingly disillusioned with their governments and politicians.

6.2 Relationship among public, private and civil society: Good governance is not only the domain of public sector. Rather, it depends on the relationship and cooperation between different spheres of governance i.e. public, private and civil society.

6.3 Control of Unfair Practices: In Bangladesh, the unhealthy trading practices of private sector have led to the sale of adulterated foods, daily necessities goods and other things at a high price, hoarding, price hikes and artificial crisis. If good governance present in our country's this type of unfair practices may be stopped.

6.4 Control of corruption: Governance in Bangladesh is intimately linked with corruption. Rampant corruption at all levels has made it difficult for entrepreneurs to run their businesses smoothly. If good governance present we would get rid of corruption.

6.5 Good Governance Increases the Public Awareness: Public information efforts with government and civic society are primarily intended to raise awareness, disseminate information about the linkages between good governance and economic and social outcomes.

6.6 Good Governance and Corporate Social Responsibility: Absence of good governance Bangladesh has contributed significantly to the lack of business ethics and the issue of **CSR**. In Bangladesh the private sector seems to emphasize earning profits for short-term, ignoring the responsible behavior which are important for the long-run success of their operations. The lack of business ethics by the private sector is linked with governance issues. To get rid of this problem we need good governance.

6.7 The Key to Poverty Reduction & Prosperity: During the last few years it has been increasingly recognized that good governance is essential to reducing poverty and increasing prosperity. Good governance and good social outcomes that reduce poverty and increases in income and improvements in social indicators.

6.8 Mobilization of domestic resources: Mobilization of domestic resources is a way to improve the economy of a country. To get the maximum output by mobilizing the domestic resources we need good governance.

6.9 Promotion of human rights: Emphasizing the strengthening of good governance at the national level, including the building of effective and accountable institutions for promoting growth and sustainable human development and ensure the human rights.

6.10 Other Impacts: Good governance has implications in various substantive fields such as environmental management, HIV prevention, etc. The example of Benin and the improvement of its governance system show that the national effort and international contributions create a virtuous circle.

7.0 Suggestions/ Recommendations to ensure Good Governance in Bangladesh

We shall make short observations on some factors to put in perspective to ensure good governance in Bangladesh-

7.1 Role of Parliament

Bangladesh has a parliamentary democracy following independence in 1971 in which establishment of a sovereign legislature was sought. The main thrust was to ensure the sovereignty of the people exercised through a democratically elected representative body called the legislature. Therefore the parliament has significant role to improve the quality of governance which needs-----

7.1.1 Strong parliamentary leadership: Parliament has a lead role to play in raising issues and putting them on the national agenda. Strong supporting institutions remain essential to ensuring the effective implementation actor such as civil society and the private sectors create a committee for accountability to build consensus on strengthening parliament across party lines.

7.1.2 The role of Individual MPs: Strengthening individual Member of Parliament's (MP) accountability Candidates provide important information prior to nomination, including the declaration of assets and any previous criminal record. Once individuals are elected to parliament, the process should allow for dismissal if it is proven that MPs had falsified their declaration.

7.1.3 Parliamentary Procedure: According to IACC (1999), South Africa, the following efforts should be taken for effective parliamentary procedure:

- Ensure fair and effective use of power ;
- Establish a televised 'question hour', where Prime Minister and other Minister's are subject to direct daily questioning;
- Discusses and debate corruption issues more frequently in the parliament;
- Ensure fair treatment of all MPs in time allocation and attendance in the parliament.

7.1.4 Institutional capacity building: For building institutional capacity the following steps should be followed:

- Separate the parliamentary secretariat from the public service and ensure its political neutrality;
- Recruit and train parliamentary staff in relevant fields;
- Establish a research support unit within the parliament,
- Provide intra-regional training for MPs

7.1.5 Strengthening parliamentary oversight: According to Public Administration Reform Commission (PARC), reports the following recommendations are necessary for effective parliamentary oversight:

- Each MP should be given an office, a personal staff and a small fund to collect information;
- MPs should undergo training about the working of the government and rules relating to the parliament;
- The standing committees on Ministries should normally submit their written reports to the parliament regularly;
- Some important parliamentary committee may be headed by opposition Members

7.2 Ensure Sound System of Education

Where there is illiteracy, there is a difficulty in ensuring good governance. The citizens can acquire qualities of good governance only through literacy. The people should have the sense of understanding political problems. They should possess such qualities as sacrifice, sympathy, selfless service of the country, discipline, fraternity, etc. Education system must make sound to build up future leaders for the country.

7.3 High Moral Standard

The success of good governance also depends on the high moral standard of the people as well as of the government. Where there is dishonesty, black-marketing, hoarding and smuggling and where the ministers and public servants are corrupt, the question of the success of good governance does not arise. People should have the spirit of patriotism, discipline, self-control, and honesty in payment of taxes and willing obedience to the laws of the land.

7.4 Law and Order

The maintenance of law and order in society by the government is another essential condition for the success of good governance. Anarchy prevails where government fails to maintain law and order and the people's faith in government is shaken. They look towards dictatorship in order to get rid of anarchy.

7.5 Independent Judiciary

For the successful functioning of government, people are given fundamental rights and written constitutions are introduced with a view to checking autocratic activities of the government. Where there are no written constitutions, the government can extend and exercise its powers in an autocratic manner. Judiciary is the guardian of Constitution and fundamental rights, and the independence of judiciary from the control of executive has been guaranteed. Such a step will be a great leap forward towards achieving full independence for the judiciary as affirmed by Articles 94 and 116A of the Constitution.

7.6 Efficient Bureaucracy

In the time-bound 'games' of dependency and interdependency per government cycle, the bureaucracy is politicized and polarized. At the end, the departing government leaves behind a more powerful but relatively less competitive bureaucracy. The bureaucracy mentioned could be detrimental to the welfare of the majority of Bangladeshis. This bureaucratic crisis is earnestly being stopped. The absence or the weak presence of balanced and constructive pluralism in local and national governance can isolate a country's bureaucracy and the ruling political parties from the rest of the country's population.

7.7 Reform of Police Department

In Bangladesh, police are mostly used by the ruling party as a weapon to curb the opposition. In most cases, police are engaged to control political drama (hartal, procession, blocked etc) rather than controlling other obligatory duties like maintaining law and order and curb terrorists etc. Appointment of police, their promotion, transfer etc are mostly done on the basis of political criteria rather than merit, experience and seniority. Sometimes police personnel are sent on forced retirement, made officers on special duty (OSD), given punishment and transferred for political reasons. So clear and distinct principles should be made in their appointment, promotion, demotion to ensure that their jobs are done smoothly, fairly and efficiently and that is one of the important aspects to establish good governance. To keep out police from political influence 'self-governing police department' may be formed like army, navy and air force. To stop corruption in the police department, active counter-intelligence and training on moral issues, increase the salary-bonus, housing facilities, exemplary punishment for crime and irregularities etc may be given.

7.8 Women Empowerment

The constitution of Bangladesh contains the provision of gender equality, prohibition of gender basis of discrimination and extension of opportunities for women in all spheres of civic life. It is also stated in the constitution that the local government institutions be composed of representatives of peasants, workers and women (Article 9); steps will be taken to ensure participation of women in all spheres of national life (article 10).

7.9 Equality Everywhere

Good governance does not recognize class distinctions. It is based on social, economic and political equality. In good governance all are equal before law and there is no discrimination on the basis of caste, color, religion, sex and economic status. Economic equality does not mean that everybody should be given equal emoluments; it means equality of opportunity and a fair and open field for all.

7.10 Annihilation of Corruption

Corruption is the main problem in Bangladesh administration for implementation of any development program. Corruption has engrained in our society. Only it can be wiped out gradually through the process of institutionalization of controlling institutions and it needs a dedicated leader for institutionalization of institutions, which controls the administration.

7.11 Decentralization of Powers

For the success of good governance, decentralization of powers is essential. The concentration of power makes the government autocratic. Directly elected local governments should be established according to Articles 59 and 60 of the constitution with proper powers and independence and the respective local administration with its officials and staff must be vested in the direct control of the local governments. This will on the one hand, decentralize administrative power, functions and responsibilities and as a result channel-based corruption and conspiracy.

7.13 Independent Anti-Corruption Commission

The Independent Anti-Corruption Commission will prove to be sufficiently independent and bold to punish corruption in high places of the government. We must eliminate corruption to help the institutions of good governance function.

7.14 Political Stability in Parliamentary System

There is the issue of political stability in the parliamentary system. The remarkable clause in the constitution allowing the elected parliament to increase their number by 10% had an unexpected effect. It made the governments more stable by allowing the party with the largest number of seats to amplify their position if less than a majority into a majority position. This clause of the constitution having lapsed the next decade may well see the need for coalition governments. Such coalitions are threatened by partners deserting the opposition and causing either a change in government or another election.

7.15 Freedom of Media and Speech

The media, both print and electronic, play an important role in molding public awareness. Unfortunately, the media especially in Bangladesh, especially the state-run ones are controlled by the ruling party. In that state it is a quite tough job to ensure good governance. So to keep the media out of political and bureaucratic interference, a separate media regulatory commission may be formed. For the transparency within the government fabrics Radio and TV should immediately be given autonomy. Operation of private TV channels should be allowed. Transparency and accountability cannot be achieved without an informed public.

7.16 Implementation of E-Governance

Imagine a situation in which all interaction with government can be done through one counter 24 hours a day, 7 days a week, without waiting in lines. In the near future, this will be possible if governments are willing to decentralize responsibilities and processes, and if they start to use electronic means such as the Internet. E-governance refers to the processes and structures pertinent to the delivery of electronic services to the public, collaborating with business partners and conducting electronic transactions within an organizational entity.

In an E-Government there is significant opportunity to explore and exercise good governance. The huge development in the Information and Communication Technology (ICT) all over the world has largely passed by Bangladesh. An efficient telecommunications sector is essential to the process of exploiting ICT potential for government systems. Telecommunications should be expanded with total computerization even across the villages. Given the initial conditions, good governance will not come easy but nevertheless it is important to keep working towards it. It will be possible through the effective use of information and communication technology to link up separate functions that range from the revenue collection to processing bills; and separate organizations in government and private

sector immediately increasing efficiency of governance. With the application of information and communication technology it will be possible to depersonalize the systems, formalize public management processes and reduce profit-seeking opportunities.

7.17 Establishment of an Effective Democracy

Politicians should stop from delivering irresponsible and antagonistic speech is to get political benefit in a national crisis. Both the government and the opposition should work under democratic norms and values instead of confrontation and egoism. A country may have vast resources but still can remain poor if it does not have good governance. Good governance is characterized by an accountable government at the top, an independent and affordable judicial system, freedom of thought and expression, and above all, freedom of choice for its citizenry.

7.18 Independent, Impartial and Periodical Elections

Independent, impartial and periodical elections help in establishing faith of the people and the opposition, otherwise the opposition party will not get an opportunity to form the government and there will be no respect for public opinion. In the absence of independent, impartial and periodical elections, the opposition parties shall try to change the government by a revolution with the help of military or by the use of violent force.

7.19. Ensuring active participation of the opposition in Parliament

It is a common practice in Bangladesh that in every session the opposition parties are not participating in parliament to speak for the people. We have to take steps to stop this bad practice in the future.

7.20 Incentive Mechanism

People are rational human beings who respond to incentives. To develop a set of incentives we need to set reform programs, which depends on change-agents, and identifying what are the change-agents. We need to point out the need of incentives for good performances of government servants. Government reforms need to be linked to incentives. Incentives can bring changes in each society.

7.21 Institutional Management

Developing institutional capacity should get priority. A strategy is required for ensuring accountability and transparency, also suggesting introduction of performance evaluating systems for the institutions and incentives for good performance.

7.22. Role of Private Sector

In Bangladesh, the private sector has not been an effective voice against public sector mismanagement as because businesses have no time to waste by raising voice, as time is money. Moreover, there is a tendency amongst executives, the civil society to find everything politically divided, and therefore they conclude there is no basis for collective actions. Public institutions are damaged due to poor management and ineffective public services. Basic collective actions are required in this context. There should be alternative dispute settlement methods.

We need to see again and again why the private sector does not stand together to become an active voice. As a matter of fact, interest groups are fragmented and collective class action does not exist in reality during the time of change with product differentiations and market segments. Once there was a consciousness among some cadres of certain codes of behavior or ethics that they identified with as a whole. This kind of class-consciousness worked well to bind the group together with a prescription of action. With the passage of time, we would not be able to figure out how one can regenerate this kind of a feeling. But already in the process, corrupt bureaucracy has led to regulatory capture by the private sector.

7.23 Institutionalizing Local Government

To institutionalize local government following initiatives should be taken-

- In accordance with the provisions of Article 11, 59 and 60 of the Constitution local government institutions should be set up for ensuring people's participation.
- Every tier of local government should be autonomous and maximum devolution of power to be made to the local government;

- Local governments institutions should be made free from government interference except audit and inceptions of funds provided by the governments;
- In accordance with the provisions in Article 59 (1) of the Constitution the local government administrations and officials must be vested in control of the local government and not under the control of the central government as present provision provide, because a centralized administration tends by nature to be more bureaucratic;
- The term of office of chairman of local bodies should be reduced to 2 years instead of 5 years to make the office of chairman less attractive to moneyed candidates, but more attractive to dedicated persons.

7.24 Establish Office of the Ombudsman

Ombudsman is mandatory for ensuring transparency, accountability and efficiency in the system of governance. It is absolutely necessary for a country like Bangladesh, which has already been ranked as the most corrupt country in the world. It helps protect individual against executive mistakes, protect legal status of individuals, act as impartial agent of citizen, promote transparency and prevent corruption. So Ombudsman must be independent, have power of investigation, given annual report, have a clearly defined jurisdiction and a man of integrity, honesty and outstanding merit should be appointed as an ombudsman.

7.25 Public Expenditure Management

To increase or promote greater transparency in budgetary process is needed a public expenditure management. If reforms are carried out successfully, it will touch on many other aspects of governance, including anti-corruption, improving the management efficiency, transparency and accountability.

8.0 Conclusion:

From the above discussion it should be clear that good governance is an ideal which is difficult to achieve in its totality. Very few countries and societies have come close to achieving good governance in its totality. In Bangladesh Many issues and problems are the barriers to ensuring good governance. Although a lot of measures are needed to be taken for ensuring good governance. Yet, we think, utmost importance needs to be given on making parliament effective by strong leadership, building institutional capacity and strengthening parliamentary oversight to the best interest of good governance. As an optimist, we believe, if sincere efforts can be taken for implementing the above-mentioned steps to make parliament effective and the House plays its role sincerely, Bangladesh will be a model of good governance to the remaining world.

Discussion and debate continue throughout the world about the meaning and dimensions of governance. Yet consensus still eludes as to the accepted and authoritative meaning of the term. The quest for consensus is linked with using the term as a 'tool kit' to understand and analyze the relationship among various governmental institutions and other organizations and group operating with in the society. Although a lot of measures need to be taken for ensuring good governance, yet I think utmost importance needs to be given to make our parliament efficient and strong by strong leadership, building institutional capacity and strengthening parliamentary oversight in the best interest of good governance. I hope, if sincere efforts can be taken for implementing the above-mentioned steps to make our parliament effective and it can play its role sincerely good governance will be ensured. On the other extreme, the oppositions, civil society, social groups and organizations also have the moral obligations to help and cooperate with the governments in this juncture.

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