



A Critical Analysis of Good Governance and Enough Good Governance in Bangladesh.

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Abstract:

Governance and Good Governance are two important terms in development process for both developed and developing countries. Governance is the manner in which power is exercised in the management of a country's economic and social resources for development. Good governance means an ideal governing system. The basic traits of good governance are: participation, accountability, transparency, rule of law, effectiveness and efficiency, responsiveness, and equity and inclusiveness. The concept of good enough governance is a practical approach to the ground realities of a country. Instead of bringing changes in all aspects of public sector, it suggests that actions aiming changes should be prioritized taking into consideration the realities of the context. It advocates gradual changes in the public sector. Although good enough governance may appear feasible for the sake of economic and political developments in short run, the target should always be established good governance for the country. By analysis of good governance in Bangladesh, we see that all the symptoms of an under developed polity in Bangladesh. In order to establish good governance in Bangladesh, the government of Bangladesh needs to address issues like corruption, political interference in administration, misuse of power and resources, lack of political and bureaucratic accountability, non-transparent administration, less participative decision-making process and so on.

Key words: Governance, Good governance, Bangladesh.

1. Introduction

The terms 'governance' and 'good governance' have made recurrent appearances in recent times in development literature. Good governance has swept public attention in the arena of modern globalization. The term 'governance' refers to the manner in which power is exercised in the management of a country's economic, political and social resources for long term development. In today's modern world political and economic, the word "good and quality governance" has gained popularity. According to ADB (2005) 'governance is about the institutional environment in which citizens interact among themselves and with government agencies and officials. In order to solve various issues and advance socioeconomic development in emerging nations, good governance is seen as a necessary condition. The term 'good governance' usually requires an accountable government, an independent judicial system, freedom of thought and expression, predictable policy making, a people-oriented bureaucracy, rule of law and desirable state affairs. According to the international aid front, the concept of 'good governance' has been a general guiding principle for donor agencies, policy makers, development practitioners for over a decade. This concept emerged in the 90's and became the well-known term in the both developed and developing countries. Now it is considered as a significant pillar in the consideration

of a state's ability to conform to universally acceptable democratic standards (Ara and Khan, 2006). Good governance is deemed as an imperative for development because it encompasses the mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and resolve their differences (Ahmed, 2007).

Bangladesh Government recognizes the importance of good governance and adopted it as a strategy to accelerate poverty reduction in the Poverty Reduction Strategy Paper (PRSP) (Ahmed, 2007). Bangladesh shares many of the same problems as other developing nations, including a leadership crisis, a lack of transparency and accountability in the administration, ineffective political institutions, and a public sector that is unable to meet the demands of its citizens. Public services are also ineffective, and the environment is not conducive to the proper growth of the private sector. Effective demographic governance continues to be the elusive golden deer that the nation assiduously sought but could not obtain due to such poor performance in governance systems. Examining how Bangladesh compares to other countries in terms of good governance is important given this context. The purpose of the current article is to critically assess the current status of good governance in Bangladesh and to identify the barriers standing in the way of effectively implementation of good governance.

This paper consists of following sections. Section one introductory section, section two conceptual framework on governance, good governance and poor governance, major traits of good governance and enough good governance. Section three states the good governance scenario in Bangladesh. Section four analyses the major obstacles of good governance system in Bangladesh. Section five shows the prospects of implementation of good governance in Bangladesh and reforms taken by government for ensuring good governance system in Bangladesh. Section six provides recommendations and concluding remarks for good governance system in Bangladesh.

1.1 Objectives of the Study

This study based on the following objectives:

1. To develop conceptual framework regarding perspectives, issues and concerns of good governance.
2. To analyze the current scenario of good governance and enough good governance in Bangladesh.
3. To identify the main obstacles for proper implementation of good governance in Bangladesh.
4. To propose some policy suggestions for proper implementation of good governance system in Bangladesh.

2. Conceptual Framework:

2.1 Concept of Governance

'Governance' is the manner in which power is exercised in the management of a country's economic and social resources for development in transparent and an efficient manner. According to Oxford Dictionary 'Governance is the action or manner of governing a state, organization, etc.' According to UNESCAP, governance is the process of decision-making and the process by which decisions are implemented. WB defines 'Governance is the method through which the power is exercised in the management of a country's political, economic and social resources for development. UNDP defines 'governance is the exercise of economic, political and administrative authority to manage a country's affairs at all levels (UNDP).

According to UNDP (1997), three key actors in governance are: state/ public sector; business sector; and civil society. It has now become an important term recent global politics and economy that ensure goodness and quality of governance. Basically, the term governance refers to the development of government styles in which boundaries between and within public and private sectors have become blurred. It is not only occupying central stage in the development discourse but it is considered as the crucial element to be incorporated in the development strategy. It also may be termed as a mechanism through which relationship between those who govern and those who are governed is expressed. The concept of governance can be applied in different contexts such as global, national and international. Governance has three legs such as economic, political and administrative. Economic governance includes decision making processes that affect a country's economic activities and its relationships with other economics. It clearly has major implications for equity, poverty and quality of life. Political governance is the process of decision making to formulate policy. Administrative governance is the system of policy implementation. According to Institute on Governance (IOG, 2006)

‘governance as the process whereby societies or organizations make their important decisions, determine who has voice, who is engaged in the process and how account is rendered.

Therefore, we say that governance includes: the *process* by which governments are selected, held accountable, monitored, and replaced; the *capacity of governments* to manage resources efficiently and formulate, implement, and enforce sound policies and regulations; and the extent of *participation of the citizens* in the affairs of the state.

The four pillars of governance are accountability, transparency, predictability and participation which can be expressed in the following table -1:

Accountability (Building government capacity)	Transparency (Information Openness)	Predictability (Legal framework)	Participation (Participatory Development Process)
<ul style="list-style-type: none"> Public Sector management Public Enterprise Management and reform Public Financial management Civil service reform 	<ul style="list-style-type: none"> Disclosure of information 	<ul style="list-style-type: none"> Law and development Legal frameworks for private sector development 	<ul style="list-style-type: none"> Participation of beneficiaries and affected groups Public sector/Private sector interface Decentralization of public and service delivery functions. Empowerment of local governments Cooperation with non-government organizations

Table-1: The four pillars of governance

2.2. Concept of Good Governance

The concept of “Good Governance” arose in the 1980s in the International Finance Institutions (IFI’s) such as the World Bank, the IMF, UNDP, and OECD as a positive extrapolation from the negative experiences that these organizations had in the “developing countries” by observing that their financial aid seemed to have had no effect. ‘Good governance’ means an ideal governing system. Good governance is sound governance that works. The concept centers on the responsibility of governments and governing bodies to meet the needs of the masses as opposed to select groups in society.

According to Kofi Anan, Former UN Secretary General ‘Good governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency; and capacity in public administration.’

Good governance is, among other things, participatory, transparent and accountable. It is also effective and equitable and it promotes the rule of law. Good governance ensures that political, social and economic priorities are based on broad consensus in society and the voices of the poorest and the most vulnerable are heard in decision making over the allocation of development resources. It is epitomized by predictable, open and enlightened policy making, a bureaucracy imbued with professional ethos acting in promotion of public good, the rule of law, transparent process and a strong civil society participating in public affairs. It also implies a democratic structure, human rights and freedom of press and media which ensures sustainable economic and social development and institutional growth. In broad sense, Good Governance is defined as the existence within states of political accountability, bureaucratic transparency, the exercise of legitimate power, freedom of association and participation, freedom of information and expression, sound fiscal management and public financial accountability, respect for rule of law, a predictable legal framework encompassing an interdependent and credible judicial system, respect for human rights, an active legislature, enhanced opportunities for the development of pluralistic forces including civil society and capacity development.

According to World Bank, ‘good governance’ involves “an efficient public service; an independent judicial system and legal framework to enforce contracts; the accountable administration of public funds; an independent public auditor, responsible to representative legislature; respect for the law and human rights at all levels of governments; a pluralistic institutional structure, and a free press” (Rhodes,1996). World Bank (1992) identified a number of parameters of good governance such as:

1. The legitimacy of a political system which can best be achieved through regular elections and political accountability;
2. Freedom of association and participation by various socioeconomic, religious, cultural and professional groups in the governance;
3. An established legal framework based on rule of law and independent of judiciary to protect human rights and secure social justice;
4. Bureaucratic accountability including transparency in administration;
5. Freedom of information and expression;
6. A sound administration system leading to efficiency and effectiveness; and
7. Cooperation between the government and Civil Society Organizations (CSOs), which have significant implications for implantation good governance in developed and developing countries.

United Nations (UN) has identified eight basic elements of good governance: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and rule of law (Ara and Khan, 2006, Grindle, 2007). Different multilateral organizations and donor's agency like The United Nations Development Programme (UNDP), The Organization for Economic Cooperation and Development (OECD) equate good governance with better economic management emphasizing on accountability, transparency, participation and predictability.

OECD identifies a set of criteria for good governance such as:

- Legitimacy of government;
- Accountability of political and official elements of government;
- Competence of government to make policy and deliver services; and
- Respect of human rights and rule of law.

The Department for International development (DFID) identifies seven key governance capabilities for good governance such as:

- To operate political system which provide opportunities for all people;
- To influence government policy and practice;
- To provide macroeconomic stability;
- To promote the growth necessary to reduce poverty;
- To implement pro-poor policy;
- To guarantee the equitable and universal provision of effective basic services; and
- To ensure personal safety and security; to manage national security arrangements accountably; and to develop honest and accountable government (Grindle, 2007)

Hyden et al (2004) proposed five dimensions of good governance namely participation, fairness, decency, efficiency, accountability and transparency in each of the following six arenas: civil society, political society, economic society, government, bureaucracy and judiciary for measuring good governance (Grindle, 2007).

Sir Keneth Stowe defines 'good governance' with following traits: political freedom, including free speech and a freely elected parliament; constitutional and judicial protection for the rights of the individual; maintenance of the rule of law by an independent judiciary; maintenance of stable currency; development of a society as a whole by education and health care; and executive accountability to a freely elected legislature (Ara and Khan, 2006).

D. Bandyopadhyay defines 'good governance' with following main elements:

- 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;
- enforcement of rule of law, supplanting the rule of whims and caprices of rulers whether stipendiary or elected; and
- Client/citizen satisfaction; and an overall caring and humane ambience promoting an equalitarian and equities social and economic order.

Thus, good governance means an ideal governing system that is imperative for political, economic, social and cultural development of a country.

2.3. Poor Governance

The opposite of good governance is poor governance which is characterized by arbitrary policy making, unaccountable bureaucracy, unforced or unjust legal system, the abuse of political power, a civil society unchanged in public affairs and wide spread corruption. It also undermines all efforts to improve policy making and create durable institutions.

2.4 Basic Traits of Good Governance

The basic traits of good governance are: participation, accountability, transparency, rule of law, effectiveness and efficiency, responsiveness, equity and inclusiveness and consensus oriented.

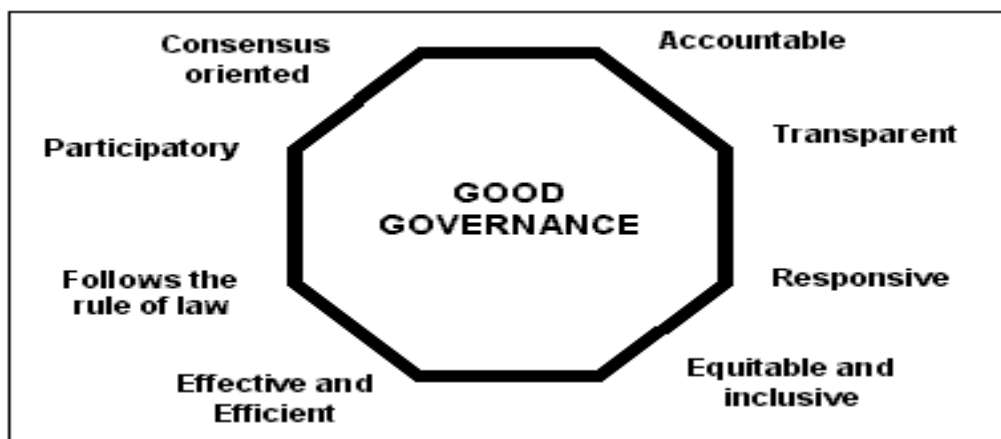


Figure-1: Basic Traits of Good Governance, Source: Governance for Sustainable Human Development: A UNDP Policy Document, 1997

2.4.1 Participation

In a democracy participation means involvement in the decision-making process either directly or through legitimate intermediate institutions or representatives. Participation by both men and women is a key cornerstone of good governance. According to Muhith (2000), good governance by definition enshrines participation. He also states that good governance must reflect the will of the people and at the same time articulate and mould this will as well. This can be achieved through mass participation in governance. Without common people's participation in the governmental system good governance cannot be ensured.

Rowe and Frewer (2004) define public participation as the practice of involving the people in the agenda-setting, decision-making and policy-forming activities. According to (Paul 1990), participation is an active process by which interests groups influence the decision which affect their well-being. Wolfe (1985) states that participation is the way of generating popular control of issue-agenda, decision-making and implementation. Participation is closely linked with the concept of empowerment. Participation truly means empowering the marginalized and excluded. Gran (1993), Oakley and Marsden (1984) and Oakley (1987) put forward that

people's is the process of empowerment of deprived and excluded (Samad, 2002). Participation is also partnership (Cornwall, 2002). Khan (1998) summarizes the definition of participation are as follows: participation is

- an organized effort to increase control over resources and regulative institutions;
- people's involvement in decision-making, implementation, benefit-sharing and in evaluation of programs;
- people's capacity to take initiative in development, to become "subjects" rather than "objects" of their own destiny; this can only be achieved through a de-professionalization in all domains of life in order to make "ordinary people" responsible for their own well-being;
- Participation involves a reversal of role playing: people should be the primary actors and government agencies and outsiders should participate in people's activities.

Whereas 'deep participation' involves participations in all stages of decision-making, from problem identification to decision making, 'narrow participation' involves only a handful of people or particular interests' groups. However, participation can be wide engaging all walks of people of a society and shallow when the stakeholders are only informed or consulted (Cornwall, 2002). Participation can take various forms; but all types of participation are not real or genuine.

As far as good governance is concerned, participation does not include those which have the show of participation; rather it means participation that transforms 'objects' into 'subjects', 'mute recipients' in 'active decision-makers'. The aim of participatory governance is the recognize voice of each and everyone, regardless of their social status or economic condition or cultural diversity.

2.4.2. Accountability

Accountability is the pre-requisite condition for good governance. It must be ensured in order to improve governance scenario in any country. Paul (1992) states that accountability means "holding individuals and organizations responsible for performance measured as objectively as possible. Samaratunge et al (2008) point out two key elements of accountability: answerability and enforceability whereas 'answerability' means fixing liability for the individuals as well as organizations and enforceability' means to the mechanisms as well as capacity of subjecting the individuals as well as organizations to account for respective performances. Accountability has various forms: political, administrative, legal and professional.

2.4.2.1. Political Accountability

Political accountability refers to democratic pressures imposed by the legislature on politicians and bureaucratic/ public managers. It is an essential precondition for the functioning of a democratic system. It demands that the persons politically in charge of public offices must be accountable to the citizens for all their actions.

2.4.2.2. Administrative/Bureaucratic Accountability

Administrative accountability focuses on the application of supervisory control processes to a wide range of agency activities. It denotes that the civil servants are fully aware of their responsibilities in a multiparty democratic system. It requires effective performance of public agencies and officials in their relations with the public in a transparent manner (Ara and Khan, 2006). Bureaucratic accountability can only be ensured if political accountability is in place.

2.4.2.3. Legal Accountability

Legal accountability involves the enforcement of legal control over the activities of public sector organizations.

2.4.2.4. Professional Accountability

Professional accountability refers to the placement of control over organizational activities in the hands of the employee with the expertise or special skills to get the job done.

Accountability mechanisms are embedded in regulatory and institutional arrangements. Without appropriate and effective accountability mechanisms good governance cannot be ensured.

Haque (2000) enumerates various means of accountability which are as follows:

- external-formal mechanisms: for example, legislative instruments (legislative committees and parliamentary questions), executive means (controls exercised by political executives over public agencies), and judicial or quasi-judicial processes (administrative courts and ombudsmen);
- external-informal mechanisms, such as public hearings, interest groups, opinion polls and media security;
- internal-formal means including official rules, codes of conducts, official hierarchies, and performance reviews; and
- internal-informal mechanisms such as organizational culture, professional ethics and peer pressure.
- Good governance requires that most of accountability mechanisms are effectively in operation in ensuring accountability of those who are in power as well as those who exercise power. It is repeatedly underlined that political neutrality of the civil servants is a precondition of ensuring accountability in a country. In addition, free and fair media and an unbiased, neutral as well as functional civil society are deemed indispensable for good governance. They play paramount roles in not only ensuring accountability but also ensuring transparency.

2.4.3. Transparency

Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It entails free flow of information and direct accessibility to that information by those who are affected by such decisions and their enforcement. The culture of secrecy help breed corruption in government which is probably the 'single biggest factor' hindering development. Corruption not only hinders development but also perpetuates poverty and inequality. Because of corruption about 40% of the population in Asia and Africa live below the poverty line they do not get enough to eat preserve their body weight are physically stunned before they become adults and unable to lead healthy productive lives (Rizvi, 2008). The culture of transparency, accountability and the rule of law are essential to eliminating corruption.

2.4.4. Rule of Law

Good governance requires that the state is governed by laws fairly and impartially enforced ensuring protection of human rights. Establishment of rule of law through impartial enforcement of laws is an essential precondition for good governance. It entails that there should be full protection of human rights, especially those of minorities, women, and ultra poor. To establish good governance an independent judiciary and impartial and incorruptible law enforcing agencies are necessary pre-conditions. A sound judicial system is an imperative for good governance. In a democracy as the custodian of the fundamental rights of its citizens enumerated in the constitution and as the medium of checking abuses of power committed by government functionaries the role of judiciary in the establishment of good governance is immense and indispensable. It is through judiciary that people truly experience the working of democracy (Ara and Khan, 2006).

2.4.5. Effectiveness and Efficiency

Making the best use of resources, sustainable use of natural resources and the protection of the environment are prerequisites for good governance. Efficient management of economy is considered as a hallmark of good governance. An efficient and effective bureaucracy, which is accountable, is of vital importance in ensuring good governance. A professional and well organized bureaucracy is generally considered as a means of achieving development. So, the concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

2.4.6. Responsiveness

Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe. It requires that services are delivered to the citizens, who are clients in the modern concepts of

governance within reasonable time limit. Only an efficient, effective and accountable democratic government is responsive to the citizens wishes (Rizvi, 2008). Corruption, nepotism, mismanagement of resources, red-tapism, complex bureaucratic procedures, plethora of rules and regulations and excessive adherence to them, misuse of law in favor of the privileged, bypassing established norms for personal gains, lack of will to perform better, political interference in administration-all these are not only impede the development process but also render the public institutions low responsive.

2.4.7. Equity and Inclusiveness

Equity and inclusiveness mean the assurance that everyone has a stake in the society and not excluded from it. It requires that all groups, particularly the vulnerable and minority have opportunities to improve or maintain their wellbeing.

2.4.8 Consensus Oriented

In a certain culture, there exists a variety of actors and viewpoints. In order to develop a broad social consensus on what is desirable for the entire community and how this might be done, good governance necessitates mediation of the various interests in society. Furthermore, it necessitates a long-term, comprehensive viewpoint on what is required for sustainable human development and how to accomplish its objectives. Understanding the past, present, and future of a particular civilization or group requires knowledge of its historical, cultural, and social settings.

Finally, the parameters of good governance can be classified as institutional parameters such as independent election commission, effectiveness of parliament, efficient bureaucracy, independent judiciary, strong and autonomous local government, freedom of press media, strong and vigorous civil servant, independent and effective anticorruption agencies and non-institutional parameters such as legitimacy of political system, mass participation in the polity, dynamic and efficient leadership, responsiveness of government, accountability and transparency of government, efficient administrative system, respect for the rule of law, decentralization, equal distribution of the state's wealth and resource, respect for human rights, women empowerment, sound education system and combating corruption.

2.5. Good Enough Government

The concept of 'Good Governance' denotes a utopian society, which, according to many can hardly be achieved. It actually alludes to a radical change in every sphere of the public sector. Many even argue that a magic wand is needed in order to achieve good governance. In this regard, Grindle (2004) states that "Getting good governance calls for improvements that touch virtually all aspects of the public sector from institutions that set the rules of the game for economic and political interaction, to decision-making structures that determine priorities among public problems and allocate resources to respond to them, to organizations that manage administrative systems and deliver goods and services to citizens, to human resources that staff government bureaucracies, to the interface of officials and citizens in political and bureaucratic arenas ---Not surprisingly, advocating good governance raises a host of questions about what needs to be done, when it needs to be done, and how needs to be done."

As a matter of fact, it is often contended that good governance agenda, particularly in a developing country, is unrealistically long and growing longer over time (Grindle 2004). Hence emerges the concept of 'Good Enough governance'. The concept calls for actions towards betterment of governance scenario taking into consideration the contextual factors or realities of a country. Good enough governance suggests not all governance deficits need to be tackled at once and those institutions and capacity buildings are products of time; governance achievements can also be reserved. Good enough governance means that interventions thought to contribute to the ends of economic and political development need to be questioned, prioritized, and made relevant to the conditions of individual countries. They need to be assessed in the light of historical evidence, sequence and timing and they should be selected carefully in terms of their contributions to particular ends such as poverty reduction and democracy (Grindle, 2007). The concept of good enough governance is a practical approach to the ground realities of a country. Instead of bringing changes in all aspects of public sector, it suggests that actions aiming changes should be prioritized taking into consideration the realities of the context. It advocates gradual changes in the public sector. However, though good enough governance may appear feasible for the sake

of economic and political developments in the short run, the target should always be established good governance in the country.

3. Good Governance Scenario in Bangladesh

The Bangladesh constitution (Article:10 ensure the attainment of a just and egalitarian society, free from exploitation of man by man ; Article 11: guarantee fundamental human rights and freedom and respect human dignity and worth of the human person ; Article 19: create equal opportunity for all citizens ; remove social and economic inequality between man and man and ensure equitable distribution of wealth and opportunities among citizens ; ensure participation of women in all spheres of national life; Article 20: pay everyone for his work on the basis of the principle “from each according to his abilities to each according to his work”; and allow none to be able to enjoy unearned incomes) provides for all the elements necessary for good governance. Bangladesh is yet to fully develop right policies, environment, institutions, capacity and practice of good governance. However, the scope of good governance in Bangladesh is broad and encompasses a wide range of areas that are essential for building a strong, sustainable, and prosperous society. The scope of good governance in Bangladesh can be divided the following broad areas:

Political Governance: Good governance in Bangladesh includes having a strong and independent judiciary, a well-functioning parliament, and an effective executive branch that is accountable to the people. This also includes ensuring a level playing field for all political parties and maintaining a free and fair electoral process.

Administrative Governance: Good governance in Bangladesh requires having a professional, competent, and transparent bureaucracy that is responsive to the needs of the citizens. This includes promoting merit-based recruitment, ensuring accountability, and providing opportunities for citizen participation in decision-making.

Economic Governance: Good governance in Bangladesh also includes promoting economic growth and development through sound macroeconomic policies, promoting private sector investment, and ensuring equitable distribution of resources.

Social Governance: Good governance in Bangladesh involves providing quality education, healthcare, and social services to all citizens, promoting gender equality and social inclusion, and ensuring the protection of human rights.

Environmental Governance: Good governance in Bangladesh also involves addressing environmental challenges such as pollution, climate change, and deforestation through effective policies and regulations, promoting sustainable development practices, and raising public awareness about environmental issues.

Bangladesh has made significant progress in improving its governance system in recent years, but there are still challenges and areas for improvement. The overview of the good governance scenario in Bangladesh are stated below:

Stable Economic Growth: Bangladesh has achieved remarkable economic growth in recent years, driven by robust private sector investment, a growing export sector, and significant improvements in infrastructure development. The government has implemented a range of policies to promote economic growth, including reducing red tape, improving the business environment, and investing in infrastructure development.

Political Stability in Bangladesh: Bangladesh has made significant progress in terms of political stability in recent years. The government has taken different measures to address political polarization and promote democratic institutions. However, there are still challenges, including the lack of an effective opposition, which undermines the democratic process.

Anti-Corruption Measures in Bangladesh: The government of Bangladesh has taken measures to combat corruption, including enacting anti-corruption laws, establishing an independent anti-corruption commission, and promoting transparency and accountability in governance. However, corruption remains a significant challenge, particularly in the public sector.

Enhance Citizen Participation: The government has taken measures to promote citizen participation in governance, including through decentralization and local government reforms. However, there are still challenges in this area, including limited citizen engagement in decision-making processes and a lack of awareness of citizens' rights.

Development of Socio-economic infrastructure: The government has made significant investments in infrastructure development, including in transportation, energy, and telecommunications. This has helped to

improve connectivity and access to services, particularly in rural areas. However, there are still significant infrastructure gaps that need to be addressed.

Expansion of International Cooperation: Bangladesh has benefited from international cooperation and partnerships to address governance challenges, including through technical assistance, knowledge sharing, and financial support.

Evaluated from the concept of good governance in Bangladesh shows all the symptoms of an underdeveloped polity. Democracy is still fragile and has not been institutionalized. Politics is still a property of a few belonging to affluent section of society. Elections are still expensive and complex affairs and common people are none but passive voters. Power and authority are concentrated at the top echelons of government. Corruption has become so endemic that it has engulfed the entire society. A weak legislature, limited rule of parliament, the dominant executive, dysfunctional bureaucracy, a poorly performed judiciary, politicization of public offices, unsatisfactory law and order situation, lack of accountability and transparency in the state affairs have been impediments to effective governance in Bangladesh. According to Hossain Zillur Rahman, the basic problems of good governance in Bangladesh are as follows:

- A tendency towards encyclopedic wish list in agenda formulation;
- An insufficient appreciation of the institutional and political realities through which reform initiatives have to be carried forward;
- Over focusing on what does not work while ignoring which does work; and
- A lack of clarity as to where the governance agenda best interface with poverty reduction goals.

Although Bangladesh has made significant progress in improving its governance system, there are still challenges and areas for improvement in governance system in Bangladesh. In this perspective, government of Bangladesh needs to continue to invest in institutional strengthening, capacity-building, and reforms to promote transparency, accountability, and citizen participation in governance system.

1. Problems of Good governance in Bangladesh

Bangladesh has made significant progress in improving its governance system. Despite significant there are still several challenges and problems for proper implementation of good governance that need to be addressed. In Bangladesh we have faced a lot of problems in the path of good governance such as lack of free and fair election; problem of consensus building; ineffectiveness of parliament; lack of accountability and transparency; absence of rule of law; absence of real independence of judiciary ; lack of institutionalization of political parties; fierce elite competition; absence of worthy leadership; confrontational political culture; inefficient bureaucracy and public administration; biased press and media; fragile local government system; social inequalities and cleavages; political violence and rampant corruption. In briefly, we can identify the main obstacles of good governance in Bangladesh are as follows: ignorance; corruption; politicization of administration; weak democratic institutions; ineffective parliament; absence of the rule of law and absence of meritocracy etc. However, the key problems in good governance in Bangladesh can be classified as:

Political Polarization: Political polarization is a significant problem in Bangladesh, which has resulted in a lack of consensus-building and constructive dialogue among the political parties. This has led to frequent political violence, strikes, and demonstrations that undermine stability and disrupt the economy as well as overall progress and image of the country.

Corruption: Corruption remains a significant problem in Bangladesh, particularly in the public sector. Despite efforts to combat corruption, it remains a major obstacle to good governance and sustainable development in Bangladesh. Corruption not only hinders economic growth, but also weakens public trust in government institutions, and undermines social cohesion respectively.

Weak Judicial System: Bangladesh's judicial system is often criticized for its slow pace, lack of transparency, and political interference. This undermines citizens' faith in the rule of law and impairs access to justice. There is also a shortage of qualified judges and legal professionals in the country respectively.

Limited Citizen Participation: While the government has made efforts to encourage citizen participation in governance, including through decentralization and local government reforms, there are still significant challenges in this area. Many citizens remain uninformed about their rights and how to engage with the government, and there are limited opportunities for citizens to provide feedback on government policies and programs in Bangladesh.

Limited Capacity: There are several areas of governance where Bangladesh lacks sufficient capacity, including in public financial management, infrastructure development, and public service delivery. This limits the effectiveness of government institutions and their ability to address the needs of citizens.

In order to proper implementation of good governance in Bangladesh, we need to addressing these problems which will require a sustained effort from all stakeholders, including the government, civil society, private sector, and citizens. It will also require strong political will, effective policies and regulations, and investment in capacity-building and infrastructure development.

5. Prospects of Good Governance in Bangladesh

Despite certain issues with the good governance system in Bangladesh, there are great opportunities for its effective implementation in our nation. The government of Bangladesh has undertaken a number of reforms initiatives to improve governance and ensure transparency, accountability, and citizen participation in governance. By taking above initiative, Bangladesh has made significant advancements in social development, women's empowerment, raising the standard of life, and guaranteeing inclusive and equitable growth. The key reforms initiatives for ensuring good governance in Bangladesh are as follows:

Digital / E- Governance: The government has introduced various digital governance initiatives to improve public service delivery and reduce corruption. This includes the introduction of e-governance, digital payment systems, and online service delivery.

Decentralization and Local Government Reforms initiative: The government has undertaken decentralization and local government reforms initiative to promote citizen participation in governance and improve public service delivery at the local level. This includes the devolution of power to local government bodies and the introduction of participatory budgeting system in Bangladesh.

Anti-Corruption Measures for ensuring good governance: The government has taken strong measures to combat against corruption, including enacting and enforcing anti-corruption laws, establishing independent anti-corruption commission, and promoting transparency and accountability in governance system in Bangladesh.

Judicial Reforms initiative for Bangladesh: The government has undertaken judicial reforms to strengthen the judicial system in Bangladesh, including increasing the number of qualified judges, improving access to justice, and reducing political interference in the judiciary system.

Electoral Reforms initiative in Bangladesh: The government has introduced various electoral reforms to improve the fairness and transparency of elections. This includes the introduction of electronic voting machines (EVM), measures to reduce electoral violence, and the establishment of an independent election commission.

Public Financial Management Reforms: The government has undertaken public financial management reforms to improve budget formulation, execution, and monitoring. This includes the introduction of a medium-term budget framework (MTBF), the establishment of a treasury single account, and the adoption of international accounting standards.

Education Reforms initiative: The government has introduced various educational reforms to improve the quality of education and ensure greater access to education for all. This includes the introduction of a national education policy, the expansion of primary education, and the establishment of new universities.

Besides the above reforms initiative, government of Bangladesh has taken following administrative reforms for ensuring good governance such as: National Integrity Strategy (NIS); Government Performance Measurement System(GPMS); Annual Performance Agreement (APA); Right to Information Act 2009 and RTI implementation; Citizens Charter; Grievance Redress System (GRS); E-governance and Public Service Innovation; Public Hearing; Service Process Simplification(SPS) and Use of social media such as Facebook. Overall, these reforms initiatives are helping to promote good governance in Bangladesh and ensure that

government policies and programs are responsive to citizens' needs and priorities basis. However, there is still more work to be done, and the government needs to continue to invest in institutional strengthening, capacity-building, and reforms to promote transparency, accountability, and citizen participation in governance.

6. Policy Suggestions for Ensuring Good Governance in Bangladesh

In order to solve the existing problems of good governance in Bangladesh, we need collective effort from all stakeholders, including the government, civil society, private sector, and citizens. To address the problems of good governance in Bangladesh we can take the following steps:

Political Reforms: Political reforms are needed to strengthen democratic institutions, promote consensus-building, and reduce political polarization. This could include electoral reforms, political party financing regulations, and reforms to the parliamentary system in Bangladesh.

Judicial Reforms: Reforms are needed to strengthen the judicial system, including increasing the number of qualified judges, improving access to justice, and reducing political interference in the judiciary.

Anti-Corruption Measures: The government needs to take strong measures to combat corruption, including enacting and enforcing anti-corruption laws, establishing independent anti-corruption agencies, and promoting transparency and accountability in governance.

Citizen Participation: The government needs to promote greater citizen participation in governance, including through promoting access to information, creating opportunities for public consultation, and engaging with civil society organizations.

Capacity-Building: Capacity-building is needed to improve public financial management, infrastructure development, and service delivery. This could include improving the skills and competencies of government officials, promoting innovation and technology adoption, and investing in infrastructure development.

International Cooperation: Bangladesh could benefit from international cooperation and partnerships to address governance challenges, including through promoting knowledge sharing, technical assistance, and financial support.

Besides the above measures, the following policies are recommended for ensuring good governance in Bangladesh:

- Law and order situation should be improved further
- Administrative neutrality should be protected and improved
- Administration should be kept free from political pressure
- Size of government should be reduced and private sector should be expanded
- Government should be sincere in removing the political deadlock from the parliament
- Political unrest should be removed to attract foreign direct investors
- Rules of business should be amended giving more administrative and financial powers to department and corporations
- Poor people should be brought under the safety net programmed and implementation life cycle based social safety net program
- Public servants should be trained adequately in administrative ethics and morality
- Administration should be decentralized and making district as the centre of the development and planning
- Rule of law should be applied strictly
- There should be vision for a patriotic and incorruptible bureaucracy
- Nationalism, religious and cultural values should be protected
- All promotions should be merit and quality based
- Measures should be taken to remove and sustainable natural disaster management
- NGO programmed should be closely monitored
- Education should be given highest priority
- Poverty alleviation programmed like Grameen model should be encouraged
- Strict accountability will be ensured everywhere with transparency in all dealings

Finally, solving the problems of good governance in Bangladesh will require a multi steps approach that addresses the root causes of the problems and promotes sustainable solutions for the country. For these reasons

we need to build a strong commitment from all stakeholders to work together towards a common goal of building a more democratic, transparent, and prosperous society.

Conclusion

Good governance is a very important for the overall development of a poor and developing country. But establishing good governance is not easy task. In fact, the desire for good governance is a craving for an ideal situation. Very few countries and societies have come close to achieving good governance in its totally. There are a host of social, cultural, economic, administrative and legal variables which determine the nature and shape of governance in a country. The government of Bangladesh, in order to establish good governance, needs to address issues like corruption, political interference in administration, misuse of power and resources, lack of political and bureaucratic accountability, non-transparent administration, less participative decision-making process and so on. Good governance in Bangladesh cannot be achieved unless there is an urgent, focused and clearly scheduled cultural shift in both political and bureaucratic thinking and doing. To ensure socio-economic emancipation of any poor nation, all major political parties, civil servants, academics and private sector have to come forward to take decisions to ensure good governance. Finally, in order to proper implementation of good governance in Bangladesh, we need to addressing these problems which will require a sustained effort from all stakeholders, including the government, civil society, private sector, and citizens. It will also require strong political will, effective policies and regulations, and investment in capacity-building and infrastructure development.

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