

Rediscovering the challenges of seeding Good Governance in Bangladesh: A bureau-pathology

Md. Shirajis Shadik¹

¹Department of Public Administration, University of Barisal, Barisal-8200, Bangladesh.
Corresponding Author: Md. Shirajis Shadik¹

Abstract: This paper is designed to discover the challenges of culturing Good Governance in Bangladesh from the changing angles and perspectives. Bangladesh is a unique socio-economic structure where unorthodox political regime exists since independence which is not wholly endemic or peculiar but again not comparable to other third world phenomena. The pillars and theoretical meaning of Good Governance were also revisited during this study. The paper is grounded on secondary information, which includes recent publications, journals, books, Newspaper Reports, and Research Reports. Appropriate literature has also collected through from different books and publications including online publications. The conclusions and recommendations drawn here are expected to be useful for both academics and practitioners.

Keywords: Governance; Good Governance; Challenges of Good Governance in Bangladesh; Key elements of Good Governance; Pillars of Good Governance

Date of Submission: 28-08-2016

Date of acceptance: 08-09-2017

I. INTRODUCTION

Governance is a 'fashionable term' which has its origin in the prehistoric period of time (Weiss, 2010). It has its origin in that time when man started living in groups and chose a 'group leader' to anchor them and to lead them forward. The leader brought about harmony in his group and played an interactive role. So, governance was evident in those primitive days within groups and tribes. From then on Governance means the coordinating task which simply means serving, feeding and nurturing the stakeholders and it can be found anywhere whether that's a state or an organization. In normative view, governance itself a positive word which is all about positive tasking. Nonetheless the idea of 'Good Governance' emerged with the popularity that owes something to the fig leaf (Grindle M. S., 2010). Good Governance is well accepted and being welcomed by intellectuals, academics and practitioners more than any idea ever received such a huge embraces. It has core building blocks like predictability, accountability, transparency, and the rule of law. It's also a tool to gauge 'exploring institutional failure and constraints on growth' (Grindle M. S., 2010). The reason behind the emergence of 'Good Governance' as the word 'governance' became as elastic as the word "downtown" (Exporting good governance, 2007). So, governance started failing to mean something in 'particular' rather it was being highly used but poorly conceived. But as it is told earlier that the emergence of Good Governance has brought a lot of positivity (in normative terms) which is perfect to serve the stakeholders that's previously failed by 'Governance'. But the actual picture is far more disappointing and dissatisfactory. From the perspective of Bangladesh, we have not even being able to seed it deeper and get the giant tree of Good Governance. Rule of law and the Democracy itself are the most controversial issues. People here are yet to be ruled by law. Being ruled by law reduces the possibility of having violence and maladministration we are observing here. The famous German Philosopher Kant once uttered "People, who feel secure and free, governed by the rule of law and not of men, are much less likely to go to war with each other - either within or across borders - than those who don't" (Musarrat, 2013). Accountability and transparency has its roots evolved here but still it's vulnerable to challenging disasters. However the question is how much transparent and accountable our public authority should be and how much it can claim right now. Good Governance has created and employed some yardsticks regarding this but yet to be clarified here in Bangladesh. This paper intends to revisit the theory and practice of Good Governance in Bangladesh with an intention to discover the core challenges that is still hindering to have the fruits of Good Governance. It took extensive revisiting the current wisdom carrying books and articles of 'Governance' and 'Good Governance' and again some practical experimentation were undertaken analyzing the issues and cases being observed in the reports of different international organizations and in national newspapers.

Corresponding Author: dushahazada@gmail.com

II. CONCEPTUAL FRAMEWORK

A. Governance

Governance is the concept describing the art of managing people and resources. Governance can be used in numerous perspectives such as corporate governance, global governance, national governance and local governance. The word 'governance' is derived from the Greek verb *kubernáō* which means to steer and was used for the first time in a metaphorical sense by Plato (Kjaer, 2005). Although it's an age-old topic, now-a-days it's being re-discussed in the arena of both academics and practitioner. Governance is the decision-making process and the way by which decisions are implemented which is used in several contexts (UN-ESCAP, 2010). William W. Boyer defines governance as the action of government and with its collaboration with non-government partners in the process of leading in their combined relationship with the economy and public policy (Khan A. A., 2010). So, act of administering control over the activities taken by a sovereign government is called 'governance'. Land-ell-Mills and Serageldin have taken governance to denote by what means people are ruled, how the affairs of a state are managed and controlled and it refers to a nation's system of politics and how this purposes in relation to public administration and law (Khan M. M., 1996). Grindle (2010) argues that governance contains the institutions, systems, 'rules of the game' and thus determines how decisions are made and resources allocated. From all the definitions mentioned above its clear that governance does deal with setting up certain rules and executing those rules in an appropriate manner. Exercising authority through an inter-linked institutional set-up is the motto of governments throughout the universe.

B. Good governance

Scholars and policy-makers throughout the world have highly emphasized on the concept of good governance and even they are keen to allot foreign aid on the basis of the indicators of good governance of that particular country. It's the only vital and viable concept to them as 'even its most trenchant critics have been unable to propose a practicable alternative paradigm' (Najem & Hetherington, 2003). Good governance is perhaps best defined by the former UN Secretary General Kofi Annan as- Good Governance is ensuring respect for human rights and the rule of law; strengthening democracy; promoting transparency and capacity in public administration (Weiss, 2010) and again Kofi Annan described Good Governance as "perhaps the single most important factor for eradicating poverty and promoting development"(Seesaghur, 2015). Merilee S. Grindle thus wanted to label it as the ideal form of government putting the question "how government ought to be carried out" (Seesaghur, 2015). V.K. Chopra (1997) explained and made the definition forward elaborating the unambiguous identity of basic values which are economic, political and socio-cultural issues including human rights and told this is only possible of being accomplished through good governance. Good Governance often subsumes 'political and economic liberalisation'(Najem & Hetherington, 2003) and thus neo-colonial set-up is strengthened by the process of good governance in this business venture as the critics criticizing about it. This is an exceptional criticism although there are confusions in the think tanks of third world countries about whether it's a tool used for making prescription on the domestic issues of the third world developing countries or not. But good governance, from the normative view is undoubtedly an ideal form of government but too difficult 'to achieve in full' and 'it is something development supporters consider donating to causes' (Agere, 2000). Good governance is often mistakenly interpreted as making 'correct decisions' but in reality it deals with having good processes than correct decisions. Daniel Kaufman included both "how" and "what" features such as accountability, political stability, effectiveness; rule of law; and control of corruption. Good governance is also labeled as 'culturally sensitive alternative to previous development approaches' and thus removed the fear of cultural colonialism (Najem & Hetherington, 2003). Welsh Ngaire Woods (2007) debated that Good Governance was the aftermath of a long history of donors' effort to bring about a structural change from 1950s to 1970s and having its final inclusion to donors' policy agenda in 1990s. But the question also raised that whether it's a developing world's need or a policy to export or inject into those unhealthy countries. In contrast dependency theorists' labeled it as the extension of modernization theory and just merely having an 'ideological sugar-coating' in its covering (Najem & Hetherington, 2003). But most of the scholars worldwide are not in the consonance of this ideological direction but believe in the positivity of the idea of good governance.

III. THE KEY ELEMENTS OF GOOD GOVERNANCE: BANGLADESH PERSPECTIVE

The actual consonance of the term good governance is much away to be attainable here in Bangladesh. As we know, constraints like corruption, failure to establish rule of law, over-politicization of bureaucracy etc. are the prime problems behind it. There are a lot of indicators, dimensions and key elements of good governance. United Nations Development Programme (UNDP) identified eight key issues to be ensured to attain good governance as the following-

▪ Participation.	Voices of the masses should be adhered indecision making processes through legitimate bodies.
▪ Rule of Law.	Impartial use of legal frameworks.
▪ Transparency.	Transparent processes through free flow of information.
▪ Responsiveness.	Institutions to be responsive to stakeholders.
▪ Consensus Orientation.	Popular consensus to be accounted in decision making.
▪ Equity.	Everyone to have equal opportunity and privileges.
▪ Effectiveness and Efficiency.	Both time and perfection to be maintained.
▪ Strategic Vision.	Long time missions and visions to attain.

Figure 3.1: Key elements of Good Governance(Momen & Begum, 2005)

This indicators are not so lengthy to write but in practice very hard to attain, especially in a country like ours. But from the perspective of Bangladesh, a third-world country but having huge economic potential to be unleashed in upcoming days, it's hard summarizing that which dimension or indicator is proving success and which ones are still in critical conditioned. Dr. Akbar Ali Khan summarized four pillars inevitable to seed Good Governance good enough in Bangladesh. That are-

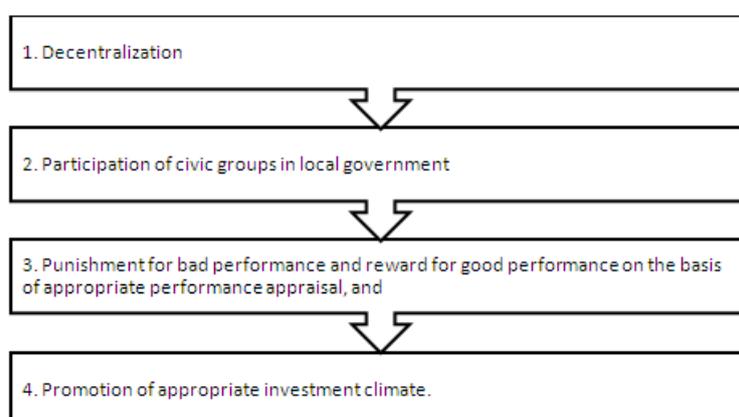


Figure 3.2: Pillars for Good Enough Governance in Bangladesh (Khan A. A., 2010)

Decentralization is needed as a centralized authority often doesn't have proper knowledge to make a decision for the grass-root. Participation of local civic groups is a stabilization tool and again helpful for proper decision making. Good performance ensuring requires both reward and punishment mechanism especially to a country like us. Again it can go to be more authoritative and corrupt while doing this. But rooting good governance in the local sphere should be the prior step of this cultivation.

IV. FROM 'GOVERNANCE' TO 'GOOD GOVERNANCE': WHEN & WHERE TO FIND THE LIGHT-HOUSE?

Intellectuals worldwide were keen and eager to find a solution to bring about political and economic development having severe brainstorming and resurrection. In 16 century's Europe, the state was the Centre of all development purposes and the state needed to provide investments alone (Grindle M. S., 2010). But as days passed, it started showing signs of failure. So the western developed world came forward with experiments and investigations to find a proper governing pattern for the countries having heinous governance problems. And after much brainstorming they came with this particular solution. In the twentieth century donor agencies like US Agency for International Development (USAID), the British Department for International Development (DFID), the Japan International Cooperation Agency (JICA), and the Canadian International Development Agency (CIDA)— have turned their focus from previous 'economic development' to establishing and practicing 'good governance'(Exporting good governance, 2007). They have also based 'their aid and loans on the condition that reforms that ensure "Good Governance" are undertaken.'(UN-ESCAP, 2010). The focus of the major donors of the world became as depicted Welsh &Ngair Woods (2007)-

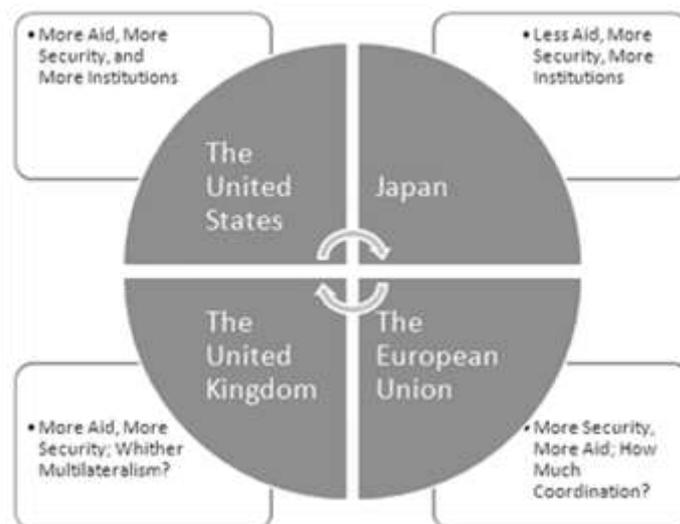


Figure 4.1: Donor Focuses or Motives for Foreign Aid (Exporting good governance, 2007)

Merilee S Grindle (2010) stated an interesting story here. The world observed a rapid growth in the East Asian ‘Tigers’ where state played pivotal role in the emergence of these countries. It was found that under the nurturing of states, vibrant economic development may come. Here the size and armaments of the country didn’t matter; rather quality functioning of the institutions of those countries mattered. So, proper functioning of the state apparatus and participation of all sects’ people is important. Thus Good governance started its triumphing march. But developing world was and even is confused of its implications. According to Akbar Ali Khan, the term governance in industrial countries is a positive concept, which describes things as they are while in developing countries, it’s a normative term suggesting what should be done (Khan A. A., 2010). It’s sometimes confusing for countries like us. But why Bangladesh is yet to seed it well? What is the symbol that’s why we can call here exists a ‘bad governance’ or ‘poor governance’? Why good governance is yet a dream to us? The later symbols show the poor quality of our failure to establish ‘good governance’.

- a. Very centralized power-practice
- b. Highly corruptive atmosphere
- c. High income disparity
- d. Yet an elitist mind-set of bureaucracy
- e. Patron-client relationship to government and the citizens

V. CHALLENGES BEHIND CULTURING ‘GOOD GOVERNANCE’ IN BANGLADESH

Establishing good governance is not an easy task anywhere in this universe. And for a developing country like Bangladesh, it’s a daunting task. We all are aware that Bangladesh stood and still standing as one of the most corrupted country of the world. Again it’s one of the most politically violent countries. In the recent history of Bangladesh shows that religious extremism also nerving its backbone. Dhaka is the 2nd largest polluted city of the world. Our political and electoral systems are often questioned by the international communities. Although Bangladesh has improved in some of the social indicators, but yet poverty, illiteracy and malnutrition are deeply rooted in our society. So, having problems in seeding good governance are usual to be a hard job. And in practice its evident here. Hossain Zillur Rahman (2005) identifies four major problems on the path of Good Governance in Bangladesh. These are as follows:

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

These four major problems claim to be discussed too. Agenda formulation is often prioritized regarding political wish-list. Reform initiatives are not welcomed here as a kid having no inheritors. Again we always focus on the failures and forget to appreciate successes achieved. And government policies taken are not always properly studied or misunderstood. Here it’s tried to rediscover all the problems that are prevalent and prominent in seeding good governance in Bangladesh. And those malfunctioning issues are also discovered that’s hindering the pillars and dimensions to be established here.

- **Corruption: the evil eraser rules**

Here corruption is referred as an evil-eraser as it erases all the good deeds and successes achieved by the government. Corruption means abusing public authority for private benefit. Human greed is the reason behind corruption which is inspired by the illegal desires of our mind. Corruption was rightly observed by Samuel P. Huntington-

“Corruption is behavior of public officials which deviates from accepted norms in order to serve private ends. Corruption obviously exists in all societies, but it is also obviously more common in some societies than in others and more common at some times in the evolution of a society than at other times.”(Huntington, 1968)

There are types of corruption named grand, petty and political corruption according to the rate of money it transfers. Indeed, the World Bank declared that corruption is ‘the single greatest obstacle to economic and social development.’(Grindle M. S., 2010). The Corruption Perception Index (CPI) of Transparency International (TI) shows that we had our position as number one corrupted country for five consecutive years from 2001 to 2005. Again it has found no change in corruption level as till today it’s triumphing its journey (NewNation, 2016). Although we have an autonomous Anti-Corruption Commission (ACC), it’s failing to work for improvement. TI showed corruption in the public sector, particularly political and administrative; conflicts of interest; unauthorized payment in the delivery of government functions, justice, executive, law enforcement and tax collection is the prominent fields of corruption and questioned the government’s capability to control it (NewNation, 2016). Government sectors are blamed to be the most corrupted sectors. Bureaucracy, judiciary, government financial institutions etc. have evidently proved to be corrupted very often. So, corruption is the largest obstacle to establish good governance in Bangladesh. Pillars of Good Governance like accountability and transparency are simply unimaginable to be rooted in this situation. There are a lot of reasons behind this parasitic problem as Monem& Begum (2005) cited the most viable reasons of corruption as-

- ✓ Weakness in public financial management;
- ✓ Low salaries and lack of incentive structures in the civil service;
- ✓ Complex regulatory rules and procedures;
- ✓ Weak public procurement systems; limits to judicial independence;
- ✓ Closed- door practices in the policy development, legislative drafting, and public decision-making; and
- ✓ A culture of secrecy in public administration

There are other reasons that can also be attached to it like-

- ✓ Elitist mindset of bureaucrats and nontransparent system of our bureaucracy
- ✓ Lack of awareness of the citizens about their rights and privileges from the government
- ✓ Monopoly over public goods to be provided by the government
- ✓ Lack of good practices in legal infrastructures

Corruption is supposed to corrode the interrelations and ethical atmosphere of the society. Thus it breaks down all the humanity and state institutions. A section of people start racing to gain more and more money being more and more corrupt. Both economic and political atmosphere breaks down with the social and ethical atmosphere as well.

- **Rule of law: the mighty king yet dissatisfied**

The world witnessed rules of kings, aristocrats, tyrants, fascists, autocrats and again of peoples’ elected representatives. Man at last decided to be ruled by them. But it’s not the best possible solution to rule a country or to rule a community. So, human established ‘rules and laws’ and formed a structure to which everyone were agreed to keep their rights as savings. Thus the form of peoples’ republic started its journey. Man got freedom, equity and equality but that was and indeed is confined in papers all over the world although the intensity of being deprived may vary. Edward Coke is said to be the father of this concept who uttered “that the king must be under God and law and thus vindicated the supremacy of law over the pretensions of the executives” for the first time (www.lawteacher.net).If we look back to the ‘British Magna Carta’ which was the foundation of modern citizen state, we see commitments to establish ‘rule of law’ as-

"No free man shall be taken or imprison or desseised or exiled or in any way destroyed nor will

We go or send for him, except under a lawful judgement of his peers and by the law of the land".(Mollah, 2016)

In Bangladesh, the rule of law still cries of being truly present in the society and it’s the first and foremost precondition to have a civilized society. The constitution ensures that it will be a ‘true’ and ‘just’ society and ‘equity’ and ‘equality’ before law should be established and it’s written in the Preamble of the Constitution of 1972 as-“Affirming that it is our sacred duty to safeguard, protect and defend this Constitution and to maintain its supremacy as the embodiment of the will of the people of Bangladesh so that we may prosper in freedom and may make our full contribution towards international peace and co-operation in keeping with the progressive aspirations of mankind;”(Preamble, 1972). Again in the article 27, 31, 44 102, and 102(2) have similar sayings to establish and execute rule of law in the society. To establish good governance in the society, rule of law is a must. It’s one of the founding pillars of good governance. To have an accountable,

transparent and exploitation free society, we should bring everyone before the law in the same manner regardless of cast and creed. Law should not be in the use of giving someone privileges keeping others in hunger, disaster and misjudged. Rather law should serve all equal and unequivocal and thus establish good governance in the society. Freedom of speech and having fundamental rights ensured is also very important part for bringing good governance. Violent political culture which often insists gun fights, kidnapping and killing and other violent work like oppression of women, issuing fatwa, robbery, murdering, blackmailing etc. keeping us away from both good governance and rule of law. Torture and death in the hand of law enforcing agency is another great threat to it. Separation of power in its fuller extent is a prerequisite to have good governance which claims no political-intervention to judiciary.

- ***Inclusiveness & participation: badly desired till date***

Democratic cultures ensure an inclusive and participatory system of governance through its constitutional and legal basis. The masses have their participatory role through elected representatives and vibrant civil society organizations. Trade unions, women's organizations and other non-government institutions have their roles to play to ensure inclusive governance and thus contributing to good governance process of this country. NGOs as the Civil Society Organizations are working in Bangladesh since the birth of this very nation. Again various donor agencies, UNDP and Bangladesh Government are tending to nurture these institutions in normative terms (Momen & Begum, 2005). In practice, Bangladesh have a lot of Civil Society groups like SHUJON(ShushashonerJonnoNagorik),Bangladesh Rural Advancement Committee (now known as BRAC),Association for Social Advancement (ASA),Transparency International Bangladesh (TI-Bangladesh), BELA(Bangladesh Environmental Layers Association), CAB(Consumers Association of Bangladesh) etc. Although these organizations put their policy suggestions, they are often seen claiming to be not listened to. But good governance claims to be instituted through its effective participation and thus the benefits of having these organizations will trickle down to the masses (Musarrat, 2013). There are critical obtrusive challenges like Political pressure and political instability; Religious conservatism and militancy and threat of terrorism; and Undue interference and control by the Government which contributing these initiatives to be jeopardized. This unwillingness by the state is seriously deterring the process of rooting good governance. Recently Bangladesh Government initiated various e-governance programmes, e-tendering etc. to have inclusion and feedback from its citizens. But effective feedback mechanism is yet a long way to be in place.

- ***Human rights: safety and security is still in disaster***

When we see the news of seven murders in Narayanganj district or when the home minister himself talk about that the state can't ensure bedrooms security, we, the masses get afraid. Human rights all over the world is a over-talked issue resulting nothing in the end but good governance needed taking a much better care of human rights conditions(UN, 2007). Killing, exploitation, ferocity, discrimination and various types of violence and socio-economic exploitation mechanism are responsible to downsize our human rights condition. Freedom of Expression is violated very often in our country. Bangladesh, now-a-days, is even compared to twentieth century's Latin America in course of human rights violence. The civil authority is highly criticized for not being able to effectively enforce law and order and for being over-politicized. The United Nations mentioned that 'Good Governance and human rights are mutually reinforcing.' (UN, 2007). So, it's needless to say the importance of uplifting the condition of good governance to ensure good governance.

- ***Right to information: pseudo-transparent***

Information is a basic right constitutionally here in Bangladesh. Again the Right to Information Act, 2009 further ensures those citizens' rights to obtain information from government organizations and officials. Non-government organizations are subject to this act too. It's called that information is power. The more information you have, the more potentiality you have. In today's globalization era, information passes through non-physical transport making the world easier to you. Again citizens need to know what the citizen charter is and what are the services offered to them from that particular government agency. Thus they can participate effectively, become benefited and again it ensures the required transparency and accountability of that particular office. It creates an all-end friendly decision making process making the feedback mechanism useful for the public officials too. Moreover it's easier for the government officials to disseminate information more effectively through internet communication and understanding the pulse of the masses is easier in this process. Bangladesh yet lacks the proper mechanism to establish free flow of information. The elitist mind-set of the bureaucrats, failure to adopt administrative reforms, corruptive culture hinders in the way of establishing such feedback mechanism. The press, both printing and electronic media are often get frightened to publish what they really wanted. Official secrecy Act 1935 is yet vehement here. Yet the bureaucracy thinks they can conceal any information for the 'greater good' of the nation. State owned media works an oracle of the party in power. The system of having an Ombudsman is yet unseen. OCAg (Office of the Comptroller and Auditor General) is performing with a question mark of being highly corrupted.

- ***Off-color responsive: delayed-response***

The trends of our bureaucracy are changing a lot to be responsive. But a red tape still consists in the process making it lengthier to respond and delayed response means delay in service delivery. Delayed service delivery doesn't help people to have the time-value of that service. This is inconsistent to good governance.

- ***Equity: still money matters***

It's all about a country where you can buy everything. To mean everything, it literally means everything. Equity and social justice is a long gone issue here. From the theory of Simon Kuznets (1955), we know there are a 'U' relationship between growth and equality where inequality first rises with growth and subsequently falls as a country becomes richer (Kuznets, 1955). And here we have progression in our economy and equity and equality are having a troublesome journey that's very unethical and harmful for the growth of good governance. Income inequality or disparity is being widened every year. The Gini coefficient of Bangladesh was 32.1 and that was medium in tendency in that time. But the real scenario is more alarming than it depicts.

- ***Effectiveness and efficiency: consciousness raised***

The Japanese Kaizens or etc. methodologies for ensuring effectiveness and efficiency are applied here but by the non-government sectors predominantly. The bureaucracy is yet uninterested to have training and motivation to such level to be perfectly effective and efficient. Again we have poor negotiating capacity with the rest world to bring about an effective investment or policy support for us. But consciousness has risen in this particular issue and this is a very good news for the nation to pave the way forward to good governance.

- ***Accountability: still a far-cry race***

Having an independent judiciary, separated from the intrusion of executive branch, is in the heart of our constitution. Good governance claims to have independent judicial system and independent administrative tribunals. A peaceful society depends much on having such systems since no society is free from chaos and cases. It needs proper political will and a healthy amount of investment. The country has taken initiatives like separation of judiciary but still a lot more to go and a more to do. The committees of the parliament like the Public Accounts Committee have been entrusted with ensuring accountability but in practice we see a fewer of such examples. It's for the overall national accountability only the parliament has the legitimacy to do so. But without ensuring this, we can't think of stepping into having good governance.

- ***Strategic vision: still failing to achieve its goal***

Strategic visions, time-bound and realistic are being practiced since the birth of this nation. The five-year planning, PRSPs, MDG and SDG etc. are the examples of such strategies undertaken. But if we enquire the real output of those initiatives, we'll not be as happier we should have been.

- ***Democratic norms: no internal democracy in the political parties***

We are in democracy but our democracy hasn't reached nationwide coverage and in the institutions it is required to. We failed to have vibrant parliamentary session yet spontaneous with effective participation of the opposition. There is weak political practice in the political parties although that always shouts in the name of democracy. Money and mafia controls all-level politics and even the electoral process.

- ***Extremely centralized bureaucracy: decentralized with ill motives***

Power and authority is centralized in the hands of fewer people who belong to the bottom of the pyramid. The Union Parishad, Upazilla Parishad and recently elected Zilla Parishad have conflicting role to accomplish according to their legal structure. Decentralization is happening but whether they are being able to effectively participate in decision making is a big question-mark. The fruits of decentralization are not reached to the grass-roots yet. Overly centralized bureaucratic norms are caging the lower structure. Again our bureaucracy lacks proper technical and technological capacity of policy implementation.

- ***Capacity building: in a quasi-satisfactory level***

We know we are having a huge population. We are successfully being able to control the growth of our population. Again having huge population can't be a curse to any country as we see the instance of China and the pre-renaissance-medieval Europe. Through effective training, practical teaching and skill-building learning, a man can best be able to prove himself/herself. Although Bangladesh is trying hard to achieve that level, but we have yet a long way to go.

- ***Politicization of administration and nepotism: promoting demoralization***

Political interference is harmful for any non-political or autonomous organization. But in Bangladesh the ruling party rules all the spheres like this till now. Again Nepotism is wide spread everywhere. Giving privileges to family members, kith and kin's to public resources is a common and over-talked phenomenon here. This demoralization process is not yet having a stoppage. Ministers, higher level secretaries or public officials call for lobbying from mere to larger issues of the state.

- **Neo-colonialism and religious dogma: being misinterpreted**

Religious fundamentalism and extremism is making the country chaotic and putting a frightening condition now-a-days. The attack on Holey Artisan Bakery of Gulshan, Dhaka, Bangladesh has pushed the country into newer dimension to establish good governance. Islam is the religion having principles for every aspects of our socio-cultural life. But this is giving scope to few people to miss-interpret it. Although Islam is compatible with democracy and good governance as Najem & Hetherington (2003) expressed-“Islam is compatible with the sort of Western liberal democracy that Good Governance is arguably designed to promote.(Najem & Hetherington, 2003). But we are showing immaturity to fight terrorism. Again as it’s said earlier there is still confusion in our scholarly world that whether good governance is serving the western countries to make us their colony again or not like the idea of free market economy. The idea is getting preference as the World Bank and IMF (International Monetary Fund) preaching and suggesting the idea that are highly criticized for misusing the idea of free market economy and globalization. Again it’s often taken as a cultural imperialism too.

VI. FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

In fine of the study performed it’s clear that the challenges of good governance are interrelated and interconnected. One challenge sometimes boosts or initiates another like the Vicious Circle prescribed by Prof. Ragnar Nurkse and a challenge fulfilled alone can’t bring about the result expected. Here we see how the challenges interact and initiate another-



Figure 5.1: Cyclic Effects of the challenges of seeding Good Governance

Lack of democratic practice and proper policy execution is the initiation or beginning of the challenges. It initiates corruptive culture making the society unequal and unjust and further relinquishing ‘rule of law’ practices. And later challenges like centralization, lack of effectiveness and inefficiency, political instability comes. Bad governance is being increasingly regarded as one of the root causes of all evil within our societies (UN-ESCAP, 2010). There are a lot of crises in the path of establishing good governance in Bangladesh. But we must keep marching forward in this hot weather as our ancestors brought us lights of civilization and blessings of sciences. Failing to meet the desired expectations and it’s getting devaluated and initiating newer sources of ideas which are the future concept of good governance (Grindle M. S., 2010). The recommendations to be suggested for ensuring safer incubator of good governance are not linear. Social problems like corruption, rule of law etc. are so deeply rooted in our culture that it’ll take decades to be uprooted. Scholars like DaniRodrik (2003) suggested transitional, unorthodox, bitty arrangements targeting local constraints as China adopted for their economic development instead of institutional strengthening model suggested by the western wealthy

countries (Exporting good governance, 2007). This model can be effective tool for Bangladesh as Bangladesh also belongs to the same condition of pre-industrial China. Again institutional reform measures failed to draw its expectations in the past. Prof. Khan (2002) thought the same and told “normative approaches that seek to eliminate corruption may be ineffective or counterproductive” (Exporting good governance, 2007). But again scholar Sam Agere (2000) believed that ‘three institutions can be reformed to promote Good Governance: the state, the private sector and civil society’ (Agere, 2000). But reforming this three sectors is literally impossible to a running state. So this opinion goes null and void in the first argument.

To have the incubator with fair breeding atmosphere of good governance requires proper policy execution in the field level. From the findings of this study we can put the following recommendations to bring such atmospheric and nutritional ingredients for good governance-

- a) Having proper ‘Political will’ of the party in power to hold up the constitution and constitutional bodies above all should be the premier recommendation.
- b) Corruption should have to be minimized and ACC (Anti-Corruption Commission) should be made effective keeping it politically neutral through proper provision of financing.
- c) Growing a democratic culture everywhere especially within the political parties.
- d) ‘Public awareness building’ is essential through proper education-strengthening programmes about how to have better life bringing good governance everywhere.
- e) Hereditary leadership in parties is a threat for good and skilled leaders. So it should be taken into consideration to abolish.
- f) Policy should be purely be formulated by the peoples’ representatives and the proper execution should be given in the hand of the executive branch. Member of the legislature should not intrude or keep their impression in policy execution.
- g) Mobility of the public institutions should be exercised and structural change to e-governance system should be ensured to make it more transparent and accountable.
- h) The role of civil society should be acknowledged and given preferences while making or executing policies.
- i) The Public Accounts Committee and Public Undertaking Committee might be entrusted to the main opposition or any opposition party of the parliament.
- j) Rule of Law, provision of preserving Basic Human Rights, social justice etc. should be ensured. Judiciary should be made independent and political interference to Supreme Court of other courts should not be exercised.
- k) Poverty eradication programmes should be elaborated and continued.
- l) Financial issues should be monitored properly through strengthening CAG (Comptroller and Auditor General) and OACG (Office of the Comptroller and Auditor General). And again it should also be kept outside political entities.
- m) Election commission should be strengthened and kept outside party-politics. They body should be appointed neutrally by the president.
- n) The system of having Ombudsman should be established and retrieved as it’s written in the constitution of the republic.
- o) The Jatiya Sangshad (National Parliament of Bangladesh) should be made vibrant and effective with the participation of all opposition parties.
- p) Red-tapism should be removed from bureaucratic practices through electronization of documents and filing system.
- q) Conflicting politics and politics of non-compliance between main parties should be minimized through consensus building among party leadership.
- r) Politics of money and mafia and having politics of patriarchic system should be declared illegal and proper punishment should be given to those who patronizes so.
- s) Transparent government procurement should be ensured through online bidding. It’s already started being practiced but good governance needs its fuller implementation.
- t) The culture of Tax exemption and whitening black money are harmful for our economy and rule of law. So it should be reconsidered and not practiced further.
- u) ADP (Annual Development Plan) execution and strategic vision should be in time making it effective.
- v) Whistle blowing in ‘complaining processes’ to public bodies should be encouraged.
- w) Reform initiatives of public administration should no more go in vain. It should be ensured for bringing about good governance in the country.
- x) Proper enforcement law and policy and the execution mechanism should be revisited and practiced.

In fine we should believe that Good Governance is our own necessity. Again the donor countries should believe that ‘Good enough governance in Bangladesh cannot be imposed from outside, it has to be

defined in its unique socio-economic and cultural context.’(Khan A. A., 2010) And that’s how we can go forward removing the challenges of good governance to seed properly in our soil.

Bibliography

- [1]. ADB. (2008). In Overview of NGOs and Civil Society in Bangladesh (pp. 1-16). Manila: ADB’s NGO and Civil Society Center.
- [2]. Agere, S. (2000). Promoting Good Governance: Principles, Practices and Perspectives (Vol. Volume 11 of Managing the Public Service: Strategies for Improvement Series). Commonwealth Secretariat, 2000.
- [3]. Chopra, V. (1997). The mirage of good governance. In S. chopra (Ed.), Towards good (p. 32). Delhi: Konark publishers Pvt. Ltd.
- [4]. (2005). Corruption and Good Governance in Asia. In N. Tarling (Ed.). London and Newyork: Routledge.
- [5]. (2007). Exporting good governance. In J. Welsh, &Ngair Woods (Eds.). Ottawa: The Centre for International Governance Innovation (cigi) and Wilfrid Laurier University Press.
- [6]. Good Governance Guide. (2016). Retrieved December 03, 2016, from <http://www.goodgovernance.org.au>: <http://www.goodgovernance.org.au/about-good-governance/what-is-good-governance/>
- [7]. Good Governance Guide. (2016). Retrieved December 03, 2016, from <http://www.goodgovernance.org.au>: <http://www.goodgovernance.org.au/about-good-governance/what-is-good-governance/>
- [8]. (2005). Good Governance in the Era of Global Neoliberalism. In J. Demmers, A. E. Jilberto, & B. Hogenboom (Eds.). LONDON AND NEW YORK: Routledge.
- [9]. Grindle, M. S. (2007). Going Local (DECENTRALIZATION, DEMOCRATIZATION, AND THE PROMISE OF GOOD GOVERNANCE). PRINCETON AND OXFORD: PRINCETON UNIVERSITY PRESS.
- [10]. Grindle, M. S. (2010). Good Governance: The Inflation of an Idea(Faculty Research Working Paper Series). Harvard University.
- [11]. Huntington, S. P. (1968). Political Order in Changing Societies. New Haven and London: Yale University Press.
- [12]. Hyden, G. (1999). Governance and Reconstitution of Political Order. In J. Richard (Ed.), Conflict and Democracy in Africa. Boulder.
- [13]. IMF. (2005, June 20). The IMF’s Approach to Promoting Good Governance and Combating Corruption — A Guide(International Monetary Fund). Retrieved December 03, 2016, from www.imf.org: <http://www.imf.org/external/np/gov/guide/eng/index.htm>
- [14]. Kaufmann, D., &Kraay, A. (1996–2015). The Worldwide Governance Indicators. Retrieved December 10, 2016, from The World Bank: <http://info.worldbank.org/governance/wgi/index.aspx#home>
- [15]. Khan, A. A. (2010). Good Governance and Engineering. In A. A. Khan, Friendly Fires, Humpty Dumpty Disorder, and Other Eassays (pp. 147-158). Dhaka: The University Press Limited.
- [16]. Khan, M. H. (2004). State formation in Palestine: viability and governance during a social transformation: Volume 2 of Political economy of the Middle East and North Africa. Routledge.
- [17]. Khan, M. M. (1996). Urban local Governance in Bangladesh: An overview. Journal of Administration and Diplomacy , 4 (No.1 Jan-Jun).
- [18]. Kjaer, A. (2005). Governance. Cambridge: Polity Press.
- [19]. Kuznets, S. (1955). Economic Growth and Income Inequality. American Economic Review , 45 (1), 1-28.
- [20]. Mollah, M. A. (2016). RULE OF LAW IN BANGLADESH: AN OVERVIEW. Retrieved March 16, 2017, from <https://www.google.com/url?sa=t&rc=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKewih6IL5u9vSAhXL048KHfBQBgQFggkMAI&url=https%3A%2F%2Fwww.scribd.com%2Fdocument%2F38591609%2FUNPAN012077&usg=AFQjCNEv459wDPCgqNuNZJOJgIgbvTaxmGQ&sig2=3Fu-bWR6DDi2SHQ5q5>
- [21]. Momen, N., & Begum, M. (2005). GOOD GOVERNANCE IN BANGLADESH: PRESENT SITUATION AND FUTURE CHALLENGES. Izvorninaucnirad(Dobroupravlanje u Bangladešu) , 159-176.
- [22]. Musarrat, D. R. (2013). National Security and Good Governance: Dynamics and Challenges. Journal of Public Administration and Governance , 177-186.
- [23]. Najem, T. P., & Hetherington, M. (Eds.). (2003). Good Governance in the Middle East Oil Monarchies. London: RoutledgeCurzon.
- [24]. Nath, D. K. (2004). Guide Lines for Good Governance. Dhaka: CIRDAP.
- [25]. NewNation, T. D. (2016). TI finds no change in corruption level. Retrieved March 13, 2017, from <http://thedailynewnation.com/news/81869/ti-finds-no-change-in-corrup-tion-level.html>
- [26]. Poluha, E., &Rosendahl, M. (2002). Contesting ‘good’ Governance: Crosscultural Perspectives on Representation, Accountability and Public Space. Stockholm: Psychology Press, 2002.
- [27]. Poluha, E., &Rosendahl, M. (2002). Contesting ‘good’ Governance: Crosscultural Perspectives on Representation, Accountability and Public Space. Stockholm: Psychology Press, 2002.
- [28]. Preamble. (1972). CONSTITUTION OF THE PEOPLE’S REPUBLIC OF BANGLADESH. Dhaka: PEOPLE’S REPUBLIC OF BANGLADESH.
- [29]. Rahman, H. Z. (2005, February 25). Engaging on Good Governance: A Search for Entry Points. The Weekly .
- [30]. Seesaghur, H. N. (2015). Good Governance with Chinese characteristics: A perspective of China’s Socialist Model. Journal of Public Administration and Governance , 5, 36-45.
- [31]. Siddiqui, K. (1996). General Issues Cutting Across the Bureaucracy. In K. Siddiqui, TOWARDS GOOD GOVERNANCE IN BANGLADESH(Fifty Unpleasant Essays) (2nd(2006) ed., p. 15). Dhaka: The University Press Limited.
- [32]. The World Bank. (n.d.). The Worldwide Governance Indicators . Retrieved December 10, 2016, from <http://info.worldbank.org>: <http://info.worldbank.org/governance/wgi/index.aspx#home>
- [33]. TI. (2017). Transparency International. Retrieved January 6, 20117, from www.transparency.org: <https://www.transparency.org/what-is-corrup-tion>
- [34]. UN. (2007). GOOD GOVERNANCE PRACTICES FOR THE PROTECTION OF HUMAN RIGHTS. New-York and Geneva: UNITED NATIONS PUBLICATION.
- [35]. UNDP. (2002). A Users’ Guide to Measuring Local Governance(United Nations Development Programme). (J. Nahem, Ed.) Oslo: UNDP Oslo Governance Centre.
- [36]. UN-ESCAP. (2010, July 10). What is Good Governance? Retrieved 12 03, 2016, from United Nations Economic and Social Commission for Asia and the Pacific: <http://www.unescap.org/resources/what-good-governance>
- [37]. WB. (1994). Governance. The World Bank’s Experience. WASHINGTON, D.C.: World Bank Publication.
- [38]. Weiss, T. G. (2010). Governance, good governance and global governance: Conceptual and actual challenges. Third World Quarterly(<http://www.tandfonline.com/doi/pdf/10.1080/713701075>) (21:5), 795-81.

- [39]. [www.lawteacher.net](https://www.lawteacher.net/free-law-essays/constitutional-law/rule-of-law-in-context-of-bangladesh-constitutional-law-essay.php). (n.d.). Rule Of Law In Context Of Bangladesh. Retrieved March 16, 2017, from <https://www.lawteacher.net/free-law-essays/constitutional-law/rule-of-law-in-context-of-bangladesh-constitutional-law-essay.php>

Md. Shirajis Shadik. “Rediscovering the Challenges of Seeding ‘Good Governance’ in Bangladesh: A Bureau-Pathology.” *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)* , vol. 22, no. 9, 2017, pp. 21–31.