



Research Article

Problems and challenges of public administration in Bangladesh: pathway to sustainable development

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The paper seeks to find out the major problems and prospects of public administration in Bangladesh and pathway to Sustainable Development. The Public Administration in Bangladesh still faced by corruption, violence, absence of rule of law, outdated laws, non transparency, lack of professionalism, abuse of human rights, non accountability, and serious politicization of all government institutions even the judicial system. The study is descriptive in nature which is based on extensive literature review and secondary sources. It is observed that we need a group of educated expert administrator and strong political leadership with commitment to fight against corruption, non accountability, non transparency and inefficiency. The implementation of rule of law with strong moral ground is necessary for ensuring good governance and sustainable development. The findings of the study will help administrator, public, student, researcher, political leaders and policy makers for designing future sustainable development policy and program.

Keywords: Public administration, governance, pathway, sustainable development, Bangladesh.

INTRODUCTION

Bangladesh is a developing country in terms of a large population, low per capita income, persistent trade deficit and an economy dominated by agriculture. The Cabinet of Bangladesh is the chief executive body of the People's Republic of Bangladesh. The Cabinet is the collective decision-making body of the entire government under the Office of the Prime Minister, composed of the Prime Minister and some 31 Cabinet Ministers, 17 State Ministers and 2 Deputy Ministers. A minister is in charge of a ministry and is normally the "political head" of that ministry. A ministry consists of at least one division. A secretary or, in his absence an additional secretary, is considered the "administrative head" of the ministry. He/she conducts and looks after the duties of a division, which includes routine operation, supervision of its

staffing and organizational processes. He/she is also the adviser to the minister regarding policy and administrative issues. A division can further be divided into wings. A joint secretary is the head of a wing and has the power to submit cases directly to the minister for decisions.

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In practice, such cases are first submitted to the secretary/additional secretary for his consideration before being placed before the minister. A wing is composed of branches. The head of a wing- a joint secretary-supervises the activities of the branches within his wing. Each branch is under the charge of a deputy secretary. Below the branch is the section. Headed by an assistant secretary, it is the basic working unit of a division.

The two-tier administrative system exists in the government of Bangladesh. The central secretariat at the national level consisting of the ministries and divisions is the upper tier to provide policies and to perform clearinghouse functions. The other tier consists of 'line' departments attached to the ministries and divisions that are mainly responsible for general administration, service delivery to citizens and implementation of various government development programs at the sub-national level. (Ahmed, 2002: 327). Though Bangladesh has passed more than 45 years, but yet it could not achieve a significant development. The main challenge is to develop a governance model that will fit to the current economic and political condition of the country. In addition, a pro people approach by strengthening the local government system should implement to achieve the goal of public administration. For ensuring sustainable development in every sector it is necessary to strong political willingness, professionalism, ethics, accountability, transparency and rule of law.

Sustainable development is a multi-dimensional concept which encompasses of ecological, socio-economic and politico-cultural sustainability. So, it requires all individual and collective efforts as well as all levels of government efforts for fulfillment of the basic needs for betterment of the life. In this process, government is the main and largest stakeholder. Human development is a major challenge of the government of Bangladesh. People's participation at the decision making levels is one of the indicator of human development. So, peoples' participation is necessary for ensuring sustainable development.

It is important to consider specific issues in public administration fields such as human services, public housing, transportation, environmental protection on the basis of problem issues, generational and time issues, biological (genetic diversity, resilience, biological, productivity), economic (efficiency, equity, social welfare), social (citizen, participation, social justice) issues. Jahan (2006) reported that a general perception on civil servant is very common all over the world that they are unwilling to listen the needs of the people. Two main reasons for inability to take action identified by Alkadry (2003: 184-88). The reasons are: firstly, bureaucracy is a formal, rule-base organization design to limit the caution and bound the plan and empowerment of individual bureaucrats. Second, there is the bureaucratic experience. A bureaucrat is subject to a combination of conflicting social, political and other pressures; for

internalizing organizational norms and avoiding risks the bureaucrat learns to compete with these pressures. The situation of the public administration is not different from mentioned reasons. Though, Bangladesh wants to be middle income country by 2021 and high income country in 2050. So, it is necessary to examine the problems and challenges of public administration in Bangladesh and how do we become middle and high income country by mentioned time considering all the components of sustainable development.

Objectives of the Study

The broad objective of the paper is to make an extensive study on public administration in Bangladesh. The specific objectives are:

- a) To analyze the current state of public administration in Bangladesh.
- b) To find out the major obstacles to ensuring good administration in Bangladesh.
- c) To suggest some policy and institutional measures to be undertaken for sustainable development and improving governance system of Bangladesh.

Research Methodology

This research study is descriptive as well as suggestive in nature. Research for this study mainly includes secondary resources, consisting of books, newspapers, periodical articles from national and international level. Internet sources have also been used for research. The findings of the study are written in a more qualitative manner rather than in quantitative terms.

Literature Review

Hassan M. S. (2015) observed that public service delivery is an important instrument for boasting up good governance which ultimately contributes to the socio-economic development of a country. However, by applying the benchmark framework and compared with the model developed, it is proved that public sector in Bangladesh is lacking with the effective and quality public service. This condition is very much miserable in the field administration of Bangladesh.

Waheduzzaman (2012) revealed that existing structural, conceptual, and cultural gaps hinder the proper implementation and interpretation of the theory of participatory governance in rural Bangladesh.

Hossen *et al* (2011) observed that strong political leadership with commitment is very necessary to fight against deep rooted corruption, non accountability, non transparency and inefficiency is imperative for establishing good governance and to ensure sustainable development in Bangladesh.

Tesu (2012) reported that coherent strategies for the economic, social, and environmental problems need to be solved in the near future for improving public administration's management.

Fiorino, D. J. (2010) defined sustainability as a system which involves three sub-systems: environmental, economic, and political systems. Public administration maintains an appropriate balance among them for addressing the challenges of governance. Pearce, Markandya, and Barbier (cited in Hempel, 2001) define sustainability as "a non-declining utility function or non-declining capital; non-declining human welfare over time" (p. 47).

Mollah M. A. H. (2008) reported that the terms 'governance' and 'good governance' are increasingly being used in development literature. Intellectuals, bureaucrats and civil society members alike are accepting the spirit of the concept and are conceiving it in the context of their own experience and environment. The Bangladeshi government has recently been under constant pressure from various donor agencies for ensuring good governance. The implementation and achievement of good governance depends upon the transparency, honesty and efficiency of the legislature, executive and judiciary, along with the cooperation of civil society and the private sector.

Good governance is buzzword in this period and has swept public attention for the last decade. It has also become a significant pillar in the consideration of a state's ability to conform to universally acceptable democratic standards. In Bangladesh the present condition of good governance is not satisfactory. There are many problems stimulate as barriers for good governance. To ensure sound local development action should be taken to work towards achieving good governance (Ara and Rahman, 2006). For ensuring good governance system, Bangladesh has taken several initiatives through decentralization and reforms in the governing system mainly in the local government systems through people's participation, (Sarker, 2006; Siddiqui, 2005). For ensuring direct people's participation in local development programs, The Government of Bangladesh has reformed local government institutions in rural areas and formed locally elected management and monitoring committees (Directorate of Primary Education, 1998; Local Government Engineering Department [LGED], 2007). Local people of Bangladesh may get opportunity to participate in local development programs through these committees. Evans (2010) pointed out that "the public administrator's role undergoes a transition from expert to enabler. The citizen's role undergoes a transition as well, from passive observer to active participant" in a strong democracy (p. 877).

Leuenberger (2006) mentioned that sustainability and sustainable development are increasingly used in the field of public administration. Intergenerational equity, reduction of risk, and conservation of resources in administrative planning, sustainability may have a significant contributory role in considering long-run planning of public administration.

Present Status of public Administration in Bangladesh

In the constitution of Bangladesh, the article of 48 to 58 about executive branch, article 65 to 93 about legislature branch, article 94 to 116 judiciary branches and article 59 to 60 about local government have been discussed clearly. Legal Structure of Administration of Bangladesh:

As per the constitution of the republic it comprises three basic organs:

- a) Legislative Branch
- b) Executive Branch
- c) Judicial Branch

a) Legislative Branch

There are 300 seats elected by popular vote from single territorial constituencies and 45 reserved for female members serve five-year terms in Unicameral National Parliament or Jatiya Sangsad. The Parliament of Bangladesh (known as the House of the Nation) is vested with the legislative powers of the Republic. The apex institution in Bangladesh's accountability system is Parliament. It empowers the government and gives it to its legitimacy. The ruler is determined through Parliament elected by citizen.

b) Executive Branch

Prime Minister as Chief Executive holds the all power and a President as the Head of State with very confined powers. The president's duties are normally ceremonial. Cabinet selected by the prime minister and appointed by the president elected by National Parliament for a five-year term. The Prime Minister appoints and heads a Cabinet of Ministers which is collectively responsible to Parliament. The Executive is organized on the basis of Ministries and, within Ministries, by Divisions. A politically appointed Minister heads each Ministry, while a permanent civil servant (usually a Secretary) is the Ministry's administrative head and Chief Accounting Officer. There are currently 37 Ministries and 49 Divisions with close to one million public employees.

c) Judiciary Branch

Supreme Court (the chief justices and other judges are appointed by the president). The Constitution provides for the separation of powers with an independent judiciary, though up to now the administration of the lower judiciary has been in the hands of the Ministry of Law. The Bangladesh judicial system comprises four judicial

Table 1. State of Governance Comparisons

Country	Government Effectiveness	Rule of Law	Corruption Perception	Doing Business	GNI Per Capita PPP
Bangladesh	22.7	27.3	22.8	35.0	1,440
India	53.6	16.7	53.3	27.3	2,960
Pakistan	25.6	19.1	22.8	53.6	2,700
Nepal	24.2	24.9	20.6	32.8	1,120
Indonesia	47.4	28.7	43.9	33.3	3,830
Vietnam	45.5	41.6	33.3	49.2	2,700
Nigeria	13.3	11.5	27.8	31.7	1,940
Kenya	32.2	17.7	18.9	48.1	1,570

Source: Adapted from USAID, 2011 and World Bank Country Assistance Strategy, 2011-2014

institutions: The Supreme Court, The Subordinate Courts, The Magistracy, and The Administrative Tribunals.

In spite of low rankings on indicators of good governance, Bangladesh is gradually developed its economic and social conditions. Though Bangladesh got position at bottom 25 percent of countries due to its political instability, government ineffectiveness, regulatory quality, and corruption in 1988 of World Bank Governance Index, now its position is slightly better, at the 27th percentile (MCC, 2011). According to World Bank Index, the position of Bangladesh with other neighboring countries is shown in Table 1.

If Bangladesh want to be a middle-income country by 2021, it is necessary to move out from continuing political polarization and weak governance and have to adopt the components of sustainable development and respond effectively to the challenge of improving the quality of governance (USAID, 2011).

Major problems and Challenges to Good Public Administration in Bangladesh

The development of Bangladesh is still suffering from numerous and diverse governance-related inefficiencies and complexities, both structural and non-structural despite of the continuing efforts to enhance the quality of governance in the country. The challenge of good public administration in Bangladesh is: how do we ensure basic needs of the people with a continually meaningful participation of rural people?

Institutional problems

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

- **Inefficiency of Bureaucracy:** The inseparable and inevitable part of an organized society is Bureaucracy. But the bureaucracy of Bangladesh is not efficient in management and administration. Our bureaucracy is very poor especially in capacity building and policy implementation. It is not accountable and transparent to the people. The system of bureaucracy is running with an outdated legal structure.

- **Nepotism:** Nepotism means special favor to some special people. It is another curse of our politics and administration. The rulers give privilege and unfair advantage to their family members, kiths and kens on public resources, that is why mass people are deprived from these opportunities.

- **Politicization:** Politicization is very common in every institution in Bangladesh. Politicization in government institutions including the police not only increases inefficiency and corruption but also increases human rights violation, especially on the opposition political parties by filing false cases. The politicization of the civil service is largely responsible for the lack of good enough governance (Jahan, 2006).

- **Improper and non-observance of the rule of law:** There are enough laws but it is very rare in implementation in Bangladesh. It is verily used for curbing opposition parties. As a result justices suffer and denied to the common people although that is an important part of good governance.

- **Improper use of resources:** There is a common tendency of administrator to neglect the monetary system and other properties in Bangladesh. The fund flow is not timely and smooth to the local government. That is why; this fund is not utilized properly and very often diverted to other purposes. So, the general people cannot get benefit from it.

- **Poor decision making and planning:** In every institution, there is a lack of proper planning and decision making process. That is why some development works

cannot implement properly and people suffer for water, electricity, gas etc. But no effective measures are yet to be taken by the administrators.

- **Shortage of trained personnel:** There is a shortage of trained personnel, which is the most obvious and widely noted difficulty. The shortage of trained personnel generally affects all levels of administration, but in particularly acute with regard to support administration i. e. middle- and lower-level personnel and local administrators.

- **Great waste of limited talent:** There are often large numbers of skilled people in administration but with the wrong skills, eg. People who studied liberal arts become an administrator. This is a very common phenomena in Bangladesh that administrator comes from various disciplines through public service recruitment examination who have no knowledge on administration but knowledge on other subjects.

- **Rapid Turnover:** Sometimes it is observed that a skilled administrator is shifted around from one position to another due lack of skilled person in another department. Some of it is voluntary and due to the lack of uniform systems of pay, classification, and advancement.

- **Lack of coordination:** There is a lack of coordination in implementation of policy and project at the top as well as field level of administration. The major aspects are coordination of the several departmental objectives in one over-all, balanced plan, and co-ordination of planning, financing, and execution and coordination of departmental objectives seems to require a planning unit independent of any particular ministry.

- **Unreliable local administrator for tax collection:** Government is incapable of collecting the tax revenue that is due them. The marginal revenue falls short of the marginal cost of tax collection due to unreliability of local administration. That is why; tax collection could not reach at desirable level.

- **Transparency:** Public administration has to ensure citizens the availability of information which is deemed public. But there is a lack of transparency in every level of administration in Bangladesh. It should be an organizational goal so that administration can transparent especially related to public service. So, it has to be taken into account when conducting all public business.

Political problems

- Political interference to administrative task.
- Recruitment: Ruling party leaders insist recruitment agency to recruit their part activist though

he/she is not qualified. The quota system deprives the meritorious from recruitment as administrator. Defective recruitment procedure is responsible for the lack of good enough governance (Jahan, 2006).

- Promotion: There is very common scenery in every organization that the followers of ruling party get promotion without qualification.

- Ignoring talented administrator.
- Lack of political ideology.
- No accountability of activist to party leader.
- Politicization of the bureaucracy blurs the formerly hard distinction between government and administration (Jahan, 2006).

Cultural Problems

- **Ingrained conservatism:** The bureaucracy's adjustment to the tasks of development is crucial due to bureaucracy's significant political role in Bangladesh. The ingrained conservatism of most of these bureaucracies thus becomes a major obstacle.

- Authoritarian Leadership is common in every government organization.

- **Corruption culture:** Corruption is very common in every office as like culture; it is due to lack of uniform system of recruitment system, qualification, pay and classification, opportunity for advancement, satisfactory office environment, satisfactory retirement provisions. Another culture is the bribery for recruitment of a desirable post that is why administrator takes bribery from public for recovery of that money. A Transparency International survey found that the police sector is the most corrupt: 97% of households completely or generally agree that it is just about impossible to get help from the police without influence or bribe. 33% households had to pay bribe for getting an electricity connection, 74% households had to use "extra-regular" methods for getting their children in school (Mukherjee *et al.*, 2001).

Economical problems

- Uneven or unsatisfactory budget allocation.
- Unsatisfactory salary structure.
- Lack of proper audit.
- Claim money by placing fake voucher.

Psychological problems

- Lack of proper motivation.
- No linkage between promotion and reward system.
- No job satisfaction.
- Inter cadre rivalry.
- Lack of leadership capability.

Educational problems

- **Education system:** Though education brings desirable changes in human behavior, our education could not bring any desirable changes in administrators' behavior. The content of the education fail to patriotic and morally standard administration.
- **Lack of moral learning:** The syllabus of education contains so many issues but how moral ground can be improved is still poor.
- **Almost no relation to study subject with job sector:** Most of administrator comes from various discipline with is not related his/her job assignment.
- **Lack of suitable development model:** Our development experts try to implement such development model which is developed in developed western countries with trail that is why it does not work properly. So, it is necessary to develop model by own expert for suitable implementation.

Social problems

- **Lack of rule of law:** Rule of law in Bangladesh is almost absent, so criminal can easily get rid by the interruption of ruling party leader. Miazi et al. (2012) found in a survey that 38.33% respondents answered independence of judiciary, more than 23% of them emphasized separation of power, more than 18% stressed the need of the good willingness of the government for ensuring rule of law in Bangladesh.
- Almost no participation of public in any decision making process.
- Controlled print and electronic media
- Controlled social media
- **Using police to curb opposition parties:** The police department is used by the ruling party to curb the oppositions. That is why; nobody cannot raise a voice against corruption or other righteous issues against ruling party.
- **Lack of corporate social responsibility:** Bangladesh has experienced significantly to the lack of business ethics and the issue of CSR due to absence of good administration. The private sector owners maintain an illegal relationship to avoid corporate social responsibility.

Pathway for achieving Good Public Administration in Bangladesh

Role of Parliament

Bangladesh has a parliamentary democracy since independence in 1971. The parliament should be active with participation of all elected Parliament Members.

There is a tradition in Bangladesh that in every session opposite party avoid the parliament.

The role of Individual Parliament Members:

If good person is elected as a Member of Parliament, he will good for people. But there is no such possibility to get nomination by a good people. Only old activist of the party is considered for nomination at the time of nomination. That is why; it is very limited scope for public to attain such election.

Strong parliamentary leadership:

A leader has to right vision for betterment of the people. But a large number of leaders in Bangladesh are busy to deposit money to their own pocket. They are using general people as an instrument to develop themselves. So, visionary leader is almost absent.

Parliamentary Procedure:

An effective parliamentary procedure is necessary to ensure fair and effective use of power and establish a televised 'question hour', where Prime Minister and other Minister's are subject to direct daily questioning. It is also necessary to ensuring debate corruption issues more frequently in the parliament and fair treatment of all MPs in time allocation and attendance in the parliament.

Strengthening parliamentary oversight:

For strengthening parliamentary oversight, it is necessary to provide enough logistic support to Member of Parliament, training program on government and rules relating to the parliament. There should be provision to keep seat for opposition party leader in various parliamentary committees.

Institutional capacity building:

It is necessary to follow some points for institutional capacity building such as separate the parliamentary secretariat form the public service and ensure its political neutrality, recruit and train parliamentary staff in relevant fields, establishing a research support unit within the parliament.

Developing Moral Ground

For ensuring good public administration, it is a mandatory duty for us to develop people and political leader as morally standard people. Its success depends on the high moral standard of the people as well as of the leader. It we can do it, people must have the spirit of self-control,

patriotism, honesty and discipline in payment of taxes and willing obedience to the laws of our country.

Law and Order Situation

The essential condition for the success of good public administration is maintenance of law and order situation in society by the government. If government fail to maintain law and order situation, the people loss their faith on government. So development must be hampered in such situation. It is necessary to maintain good law and order situation for ensuring sustainable development.

Efficient Bureaucracy

Efficient Bureaucracy is necessary for ensuring sustainable development. Because of absence of efficient bureaucracy, the speed of development must be stopped. But in Bangladesh the bureaucracy is politicized and polarized due to political interruption on bureaucracy. The absence or the weak presence of balanced and constructive pluralism in local and national governance can isolate a country's bureaucracy and the ruling political parties from the rest of the country's population.

Police Department Reformation

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

Independent Judiciary

Independent Judiciary is necessary for ensuring sustainable development. The judiciary cannot work independently under administrator of other discipline. If it is absent the social justice will be invisible. So it can control political leaders illegal interruption. Judiciary is the guardian of Constitution and fundamental rights, and the

independence of judiciary from the control of executive has been guaranteed.

Eradication of Corruption

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

Ensuring Education

It is necessary to ensure education for all for a good public administration. Illiterate people can not play any role in the betterment of the society as well as development of the country. Peoples need to understand their own problem as well as political problems. They have to earn some qualities such as discipline, fraternity, sacrifice, sympathy etc. Education also play role for making a good future leader.

Decentralization of Powers

The concentration of power makes the government autocratic. It is necessary to decentralize the powers of governance for the success of the governance. Directly elected local governments should be established according to the decentralization of administrative power which removes channel-based corruption and conspiracy.

Women Empowerment

There is a provision in the constitution of Bangladesh on gender equality, prohibition of gender basis of discrimination and extension of opportunities for women in all spheres of civic life. It should be ensured to implement such provision in practice.

Independent Anti-Corruption Commission

There is an Independent Anti-Corruption Commission in Bangladesh which cannot work independently due interruption of ruling party's political leader. If they can work without interruption they will do better and wipeout corruption from every sector.

Political Stability in Parliamentary System

Political Stability is necessary for sustainable development in Bangladesh. There are so many clashes among the political parties which hampers development.

Implementation of E-Governance

It is an essential item for sustainable development so that people can get service through one counter 24 hours a

day, 7 days a week, without waiting in lines. It is possible if governments are willing to decentralize responsibilities and processes and use electronic means for every Spheres of their work.

Freedom of Media and Speech

Though the Media plays a vital role for public awareness, it is not freedom to publish any news against ruling party. The Media and Speech are fully controlled by the ruling party so that nobody can raise voice against corruption, illegal interruption of ruling party.

Establishment of Democracy

The election should be held on participation of all political parties so that actual representative can be elected and represent the voice of general people. Some Politicians get political benefit in a national crisis by delivering irresponsible and antagonistic speech. Both the ruling party and the opposition should work under democratic norms and values instead of quarrel and selfishness. It is mandatory for us to establish proper democracy for sustainable development.

Better governance for sustainable development

Some scholar defined sustainable development as follows:

“the system does not cause harm to other systems, both in space and time; the system maintains living standards at a level that does not cause physical discomfort or social discontent to the human component; within the system life-support ecological components are maintained at levels of current conditions or better” (Voinov and Smith, 1994).

“the complex of activities that can be expected to improve the human condition in such a manner that the improvement can be maintained” (Munro, 1995).

“development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission, 1987).

Sustainable development is the development which meets all the needs of the people at present, without compromising and hampering the ability of future generations to meet their own needs. The focus of sustainable development is not only on environment but also ensuring a strong, healthy and justified society. It helps to meet the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunity. Government has a responsibility to ensure the basic needs of people today, without compromising those of the future to make to new levels of efficiency and develop new capacities for integrated policy-making around a clear vision for sustainable development especially for a vulnerable community in Bangladesh.

Clark Helen (2012) mentioned three approaches for achieving sustainable development: First, *active governance*: The governance should be such which care the needs of its citizen and helps to address development challenges by deliberating, targeting, and pro-active planning and delivering reliable and quality services. It advises public administration for collecting revenues honestly, allocate and invest public funds wisely, and manage public goods and services where and when necessary. Second, *effective governance*: It is a requirement for placing the integrated policymaking capacity which is needed to drive sustainable development. Some interlinked development challenges in Bangladesh like economic growth, poverty reduction, social development, equity, and sustainability need to be addressed by the effective governance. Third, *fair governance*: The government should be fair, reliable and accountable at all levels which helps to create a trust between people and government. A meaningful engagement and participation of citizens is necessary for shaping decisions which can impact for corruption free government.

The Sustainable development practices should be incorporated to public administration practices for availing the opportunity to judge systems which respect views already considered valuable in its normative orientation. It increases the awareness of short-run and long-run goals concomitantly considering time, space and generational foresight for planning by using sustainability as a dimension of public administrative value. It also helps to link certain specializations, professionalism and value systems for further improvement of sustainability. (Leuenberger, 2006)

Mudacumura et al. (2006) suggest using the general theory of sustainability to overcome the conceptual limitation of sustainability in Public administration which helps to make a bridge among economic, political, ecological, social, cultural and spiritual dimensions of development with equal consideration to each dimension. The main theme of the theory of Sustainability:

(i) Societal empowerment: Individual may gain control over their own life with full and democratic participation to their community. As a result, people can get access to participate to decision making process and feel the equality in the society like other members in the society.

(ii) Global networking: This networking helps people to solve complex societal problems with taking helps from others. It also provides opportunities to solve such big problems for example environmental problem. It creates an opportunity for government to make a global network for addressing various large issues.

(iii) Holistic Thinking: It is an emerging approach which helps to understand societal complex issues through various dimensions. It provides an opportunity to address sustainable development related issues by thinking holistically that is creating awareness of the

(iv) various interconnected dimensions of development while facing phenomenon of sustainability.

A major part of the population in Bangladesh is vulnerable by experiencing natural disasters, chronic poverty and other societal conflicts. So, an interaction is necessary among public, private, not-for-profit and household stakeholders for addressing these vulnerabilities. Each group has their own interest and pattern of behavior which creates different view point and conflicting actions. In tackling these issues, Mudacumura et al., (2006) suggest three approaches:

(a) A poorer orientation in the options of solving security problems should be addressed by increasing access to services and infrastructure.

(b) Growth-with-equity strategies which provides a favorable environment to reduce their economic vulnerability.

(c) Political rights and participation of the people helps them to take part in decision making process which helps to reduce poverty by articulating and recognizing it in the political arena.

The systems approach in sustainable development is a close match to the ecology of public administration, as it embraces the idea of interdependence of human life, equilibrium, organic systems, and stabilization. The ecology of public administration is closely related to the systems approach in sustainable development which should deal with interdependence of human life, equilibrium, organic systems, and stabilization in a country like Bangladesh. So, the government should consider and include the components of sustainable development in every policy planning.

Conclusion

From the above discussion it is clear that good public administration in all spheres of a country is necessary for sustainable development. Though present condition of the public administration of Bangladesh is not satisfactory, it will be good by adopting some strategies such as recruitment system should be free from illegal political interruption, no politicization allowed, eradication of corruption, improving policy implementation capacity, promoting local governance, ensuring participation and access of rural poor in justice, improving sectoral government. Some other important measure should be taken for sustainable and efficient administration such as efficient parliament and strong by strong leadership, building institutional capacity and strengthening parliamentary supervision. The ecology of public administration is closely related to the systems approach in sustainable development which should deal with interdependence of human life, equilibrium, organic systems, and stabilization in a country like Bangladesh. So, the government should consider and include the

components of sustainable development in every policy planning.

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Accepted February 25, 2017.

Citation: Sarker MNI, Bingxin Y, Sultana A, Shafiullah Prodhon AZM (2017). Problems and challenges of public administration in Bangladesh: pathway to sustainable development. International Journal of Public Administration and Policy Research, 3(1): 016-025.



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