



The Role of Bureaucracy to Poverty Alleviation in Bangladesh

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ABSTRACT

Bureaucracy plays dominant role in the development of the society and it is the cornerstone of modern society. Bangladesh has seen bureaucrats a continuous role in policy formulation and policy implementation. The bureaucracy, in present Bangladesh originates from the bureaucracy in British India. The bureaucracy in this portion of the subcontinent has experienced several ups and downs throughout the three distinct periods of British, Pakistan and Bangladesh era. The bureaucracy in Bangladesh is repeatedly apparent with the issues of corruption, nepotism, inefficiency, lack of accountability and transparency, etc. It is sometimes represented bureaucracy as an undesirable rather progressive facilitator to the progress of the country. Still bureaucracy plays traditional role and calls for a better system to meet the changing needs of the society. The service which citizen get and the services of the public servant render, the people are disappointed with their performance quality. At present people are conscious of their rights. This paper discusses the loopholes of bureaucracy and provides recommendations to make bureaucracy efficient and meet the demands of the citizens due to the changing needs of the time.

Keywords: *Bureaucracy, Globalization, Administration, Change, Reform*

INTRODUCTION

Bangladesh is predominantly an administered polity. There is hardly any sphere of public life beyond the purview of direct contact with the government and its functionaries. The entire governmental system is divided into three sub-systems i.e. the executive, legislative and judiciary with distinctive duties and responsibilities, role and functions, all of which are governed by established laws, rules and regulations. Among these three sub-systems the executive branch has the direct responsibilities for bringing about socio-economic change and development in the country through implementation of public policies and programmes. But due to several problems, dislocations and malfunctions arising out from within and outside of this bureaucratic organization it is not working well for doing good and fulfilling the needs, demands and aspirations of the common people as well as the taxpayers by whom the civil servants are being paid. There is lack of efficiency, accountability and transparency in bureaucratic system. The paper aims at addressing some measures of increasing efficiency and accountability in the bureaucratic system of the country. For greater understanding of the intricacies of this paper some related issues i.e. the conceptual framework of the Bureaucracy, its origin and present status, new challenges before bureaucracy and last but not the least some measures for making it accountable and bringing efficiency are elucidated. The paper is basically written by following the content analysis method incorporating the suggestions and recommendations of various reports on public administration reform commissions and some other legal documents of Bangladesh.

In the case of Bangladesh, it is not an exception that as the attainment of Bangladesh's determinations headed for economic and social progress to a large degree on the administrative reform effort. The executive

organ of the government is more powerful than other organs, that rearranging the executive organ is one of the crucial improvement programs in various developing nations (Kim & Monem, 2009:1). In Bangladesh, the dominant character of bureaucracy in the state is familiar with the politicians, academics and general citizens to a great extent. Bangladesh has been and remains designate to an administrative government where bureaucrats have played a serious part both in policy construction and policy execution. Public statements aside, the politicians who are in authority have had to be contingent profoundly on the proficiency of the bureaucrats. Fragile political organizations, a dispute over the system and the functioning of the regimes, greed for authority and power of politicians have entirely backed on diverse point of bureaucratic ascendancy over the state activities. Bureaucracy as a result, is entirely vitiated by numerous complications.

The speed of modifications everywhere in the world has been a pretense growing contests to the old-fashioned character of government as supplier of public goods and services. It is demanding determinations to reconstruct the public sector as per proficient to harmonize with the shifting prospects of people. Academics and specialists from all around the world have been placing efforts in shaping the public sector by means of a system that is more appropriate for the 21st century through getting instructions from previous practice and getting into understanding contemporary actuality. Transforming from a mechanical configuration the moving world puts emphasis on heavily an organizational structure that is collective, reactive, well-organized, and economical and that generates better horizon for citizen involvement in governance functions. To reconstruct the public bureaucracy for forthcoming age, it is important that the reform determinations are genuine, founded basically on the previous practice and contemporary issues and are in orthodoxy with the local perspective (Khan & Naziz, 2013: 123). This paper centered on the analysis of secondary foundations of literature. Consequently, this paper first briefly reviews the historical background and past experiences of bureaucracy, present trends and issues of bureaucracy, followed by a discussion the paper prescribes some recommendations for better performance of the bureaucracy according to the changing needs of the time.

THEORETICAL FRAMEWORK

Bureaucracy: The Conceptual Framework

Bureaucracy, conceived by Max Weber as a legal, rational and normative model of organization has become a persistent concern in the firmament of social science studies that possesses a predominant role for its prolific contribution towards shaping human civilization. Other than developing countries all over the world, bureaucracy represents an efficient organization in modern times. The Weberian bureaucracy is governed by six principles, and the position of the bureaucratic official is also based on six principles. The six principles of bureaucracy are: (i) There are fixed and official jurisdictional areas - ordered by rules, so that official duties are regular activities, based on the ends of the organization; (ii) There is a firmly ordered hierarchy providing for the supervision of lower offices by specified higher ones. Lower officials have the rights of appeal as a counter-balance to the regulated domination from above. Such offices are not ephemeral-they are fixed and then filled by successive incumbents; (iii)The Management of office is based on written documents and a filing system hence clerks to keep the files. The office should be distinct and the segregation of business and family interests is presupposed for all members of the bureaucracy; (iv) Each specialized position demands specific training; (v) Official business should not be a secondary activity, but should occupy the energies of the official full-time; (vi) The rules of the bureaucracy demands relevant learning and expertise based in relevant academic disciplines (Roth and Wittch, 1968: 956-62 quoted in Khan, 1980: 31).

Six principles also guide the position of the officials which are: (i) Office holding as a vocation, requiring a prescribed course of training, the passing of examinations to indicate quality, impersonality in the conduct of the office; (ii) The official enjoys a social esteem in accordance with his rank in the hierarchy; (iii) The official is appointed by a superior authority; (iv) The official enjoys tenure (of office) for life; (v) Security is ensured for the official by the payment of a salary in accord with his status in the hierarchy (and a pension at the end of his service); (vi) Career stages will characterize the official's life and he will expect to be moved from less well paid to better paid offices with time (Ibid:32).

According to Weber, enormous growth of capitalism, size of the states and the organization, Protestant Ethics, impact of cultural, economic and technological advancement and technical superiority of

bureaucracy over other forms of administration resulted in the configuration of bureaucracy (Gerth and Mills, 1958: 196-239, quoted in Sudha, 1994: 69). In the early days of industrial revolution, management was based on personal whim and wishes. Personal subjugation, nepotism, cruelty, emotions were some of the common managerial practices in those days. That is why as a reaction against those odds and in search of order, discipline, stability, structure, rationality, efficiency and economy bureaucracy was developed (Parsons and Henderson, 1947:329-41). In developing the concept of bureaucracy, Weber took into consideration the human society as a whole and wanted to devise a system by which all human institutions could be analyzed, classified and operated (Kapoor, 1986:136). Instead of traditional and charismatic authority, the Weberian bureaucracy has been developed on the basis of legal rational authority. From the definitional point of view, it can be portrayed that bureaucracy tries to establish a relation between legally constituted authorities and their subordinate officials which is characterized by defined rights and duties prescribed in written regulations. Now-a-days it is the supreme powerful institutional arrangement that provides vital inputs to the political process, accomplishes politically determined goals and serves the whole society in various ways (Zafarullah, 1992:3). Actually, bureaucracy originated as a technical term referring to a specific form of organization for administrative purposes that are inevitable for every human organization. Caiden (1971:258-9, quoted in Zafarullah, 1992: 2) has synthesized the idea about bureaucracy in a broader perspective. Bureaucracy is now portrayed as a political actor, an essential ingredient of the political system, a consumer and producer of social products, a power center, a pressure group, a system stabilizer, a change agent, a political symbol, a political stabilizer, a social elite, and an interest articulator, a political, social and economic system, a source of political recruitment, a decision broker and an environmental determinant. In the democratic system, bureaucracy possesses the following attribution in black and white: (i) it is based on the merit principle; (ii) it guarantees financial probity; (iii) it represents political neutrality and impartiality under law; (iv) it is committed to serve any government well; (v) it is accountable at all levels (Stowe, 1992). In the summarized form the basic responsibilities of bureaucracy are: (i) To inform ministers and parliament with complete and accurate data, presented objectively and in time; (ii) To advise ministers - by analysis of data and appraisal of options in which they can have confidence; (iii) To implement ministerial decisions and to administer the legislation; (iv) To account to ministers and parliament for their actions or inactions, with particular reference to the safeguarding of public funds and ensuring effective value for money (Vajpeyi and Kaul, 1993).

Weber (1958: 196-239, quoted in Sudha, 1994:69) thought that it would be most efficient form of organization possible, for in its mechanism, precision, speed, un-ambiguity, knowledge of the files, continuity, discretion, unity, strict subordination, reduction of friction and of material and personal costs are raised to the optimum point in the strictly bureaucratic administration. Zafarullah et. al. (1991) elaborates that Weberian bureaucracy was most advanced form of human organization that society had devised and the most rational means for the performance of collective task, especially those requiring large scale organization. However, to a social scientist it is neither efficient nor inefficient but a particular manner in which people organize themselves and resources available to achieve certain objectives. Whatever jurisdictional power bureaucracy enjoys but for analytical purposes, there appears to be an underlying assumption in the literature of comparative public administration that a public bureaucracy is a sub-system of the political system in which it operates. Such an assumption might imply that bureaucracy has greater interaction with the political system than with the economic and socio-cultural system (Arora-i, 1979:85). Furthermore, Max Weber (1958, quoted in Sudha, 1994:64) deemed that societal goal could only be achieved through power politics. Considering the negative aspects of the bureaucracy, it becomes characterized by buck-passing, red tape, rigidity, inflexibility, excessive impersonality, over secretiveness, unwillingness to delegate and reluctance to exercise discretion (Heady, 1959).

Human institutions everywhere have their roots deep in the past. Bangladesh inherits its administrative system from Pakistan through British rule. The British colonial rulers founded the cornerstone of today's administrative system in a manner that it could facilitate their very purpose of surplus extraction from this self-sufficient repository of enormous resources (Alavi, 1973). During internal colonialism of Pakistan which was still very much in the British style - the Pakistan bureaucrats performed in the same manner of what the Britishers did. In the wake of a nine months bloody, armed struggle, Bangladesh achieved its desired independence. Following the independence, with its revolutionary zeal and enthusiasm, Bangladesh government embarked on a multi-functional campaign to refurbish sectors of society i.e. its economy and administration. But because of the very real institutional strength of that anti-participatory, centralized British-founded bureaucracy, no reform measures gained momentum. Despite the establishment and

attempts of the innumerable committees and commissions to reform civil service the strategic system of an administrative system the institutional and structural continuity is going on without having any substantial change till this day (Rahman, 1987). In every society public bureaucracy plays a sine-qua-non role in the entire developmental process of the society through a structured social, political, economic and institutional set-up. Bangladesh is no exception to this phenomenon. Bangladesh bureaucracy that is inherited from colonial rulers- connotes the idea of a monopolized, omnipotent and overdeveloped organization. The all pervasive role, presence and function of bureaucracy in Bangladesh are essentially deemed to be an instrument of oppression and sufferings and it gives a notion of despondency to the common people. Bureaucracy in Bangladesh is in a mess from the very inception of its origin. It is sagacious to envisage that in comparison with the performance of today's civil service in Bangladesh, colonial bureaucracy was more effective and efficient to cater the needs of that contemporary time (Kabir, 1991:243). After achieving the independence, administrative system of Bangladesh required to be moulded and equipped with new structure and function to cope with the new hopes and aspirations of the country. But the performance of our bureaucratic system has been deteriorating day by day. Now-a-days it is in a jeopardy that causes untold sufferings to the people of this deltaic and riparian fertile land. The dismal feature of Bangladeshi bureaucracy can be epitomized as under.

The structural composition of today's bureaucracy -was inherited by the colonial rulers whose legacy we are to adorably continue till date. Despite some ominous features no substantive change is yet to take place. These colonial hangovers in bureaucracy represent an utterly frustrated scenario. The colonial hangover precipitated to the existing bureaucratic system can be epitomized as constant "siring" of the bosses; standing up from the seat when boss enters into room; receiving and seeing off bosses at airports, railway station and lunch terminals; offering elaborate farewells and receptions to bosses through speech making, giving presents, refreshments and garlanding; using subordinate employees for personal purposes without any compensation; offering banquets and special gifts during inspection and visit etc. Sometimes offering of these outmoded courtesies or niceties of etiquette are extended to the wives and children of the superior authority (Siddiqui, 1996:9-12).

Another deplorable vile in bureaucracy is factionalism among various groups, i.e. generalist versus specialist group, freedom fighter versus non-freedom fighter, B.Sc. engineer versus diploma engineers, CSP versus BCS, direct officers versus promoted officers, administration cadre versus other cadres, cadre versus en-cadred officers (Ibid:18-21). The negative impact of such factionalism hardly needs to be elaborated which actually led to total demoralizations, utter negligence of work, ugly acrimony and serious strife and tension in the bureaucracy. Since 1972 severe erosion of merit based recruitment through introduction of spoil system of recruitment, district and freedom fighters quota along with women quota etc. posing a threat to regular career advancement. Sometimes these functionalisms get patronisation from political consideration. It is more evident in case of giving promotion, transfer and posting of higher civil servants and strategic positions. It is not a recent phenomenon. Such politicization of administration hampers bureaucratic performance to a great extent which is no way desired in the milieu of democratic governance. Bureaucracy in Bangladesh is castigated for its below-standard performance. Low performance of bureaucracy can be obtained from a study conducted by UNDP(1988) on "The Utilization of Project Aid in Bangladesh" which reveals that the delays in implementation of projects increases the project cost by 35-40% on an average. It increases not only cost but it also prolongs the implementation period by 60% as compared to the time frame anticipated at project approval. Another study titled " Public Administration Efficiency Study" by GOB/ USAID (1989, quoted in Task Force Report, 1991:119) discloses that wide spread corruption and inefficiency plague delivery of goods and services by the public sector - from telephone and power connection to supply of agricultural inputs and credits. Inefficient project implementation continues to impose a heavy burden on the economy in terms of cost overruns and delayed flow of benefits. Another side effect of delay is the increase in staff and consultant-related expenditures at the cost of capital investment. New projects are undertaken while earlier investments remain idle or underutilized. Corruption-driven procurement of unsuitable or uneconomic plant, machinery and equipment, is whittling away project benefits and in many cases diverting resources to unnecessary investments. A new administrative culture of subservience and sycophancy has replaced old values of pride of performance and upholding of public interest. The trend has been reinforced by the eager participation of a section of senior officials in a rat race to curry favor of politician or amass wealth (Task Force Report, 1991:222). Due to despondent result emanating from frequent changes of policies and programmes and its aftermath, half-hearted implementation or non-implementation of the undertaken programmes by the previous government,

lack of commitment and coordinated efforts, no commendable success is yet to achieve for its development and thus to address the problem of grueling poverty, mal-nutrition, mass illiteracy, unemployment, disease and death that engulfed the entire county. Several reform measures to refurbish its local government/ decentralization policy were also initiated but these naive attempts have been thwarted by the anti-participatory bureaucratic system and unfortunately the institutional and structural continuity is going on without having any substantial change in its oligarchic form and practices. These efforts were only carefully confined to electoral process rather than devolution of power to representative bodies who need to engage themselves in the countries decision making process (Rahman and Kamal, 1991). Poor performance occurs from the unaccountability, ineptness, obstinacy, strict rigidity and lack of transparency. Moreover, buck passing, misuse of power, corruption, favoritism, nepotism, fractional practices, procrastination are rampant in our bureaucracy. The culture of avoidance of responsibility and militant trade unions with their illogical demands, labor unrest, unnecessary hartal, strike and seizure causing low productivity and closure of industrial units every year.

One of the common criticisms of bureaucracy has been its inflexibility and failure to adapt to changing circumstances. Rules and procedures were blatantly violated in pursuit of money and extra favors or benefits. A significant portion of the resources meant for the poor was siphoned off and misappropriated by people with power and authority, the very group from whose clutches the poor were intended to be saved. Institutional checks on misuse and corruption were weakened and cynicism replaced idealism and public morality (Task Force Report, 1991:220). Research shows that in developing societies, rules are used for promoting the self-interest of the bureaucrats and there is a big gap between what is intended and what is affected. So has been the case of Bangladesh.

BACKGROUND OF BANGLADESH BUREAUCRACY

Bangladesh in its entire public administration system carries a colonial legacy. For almost two hundred years from now Bangladesh was part of the British Empire. In 1947, the Pakistani rulers switched from the British and ruled the zone, then recognized as East Pakistan up to a rancorous war in 1971 brought about a sovereign state, Bangladesh. A colonial inscription keeps it up in Bangladesh, exclusively in political and administrative activities. The British practice assisted the bureaucracy to turn into an indispensable instrument of governance. By the side of the same period, it is alleged of succeeding the “Pakistani tradition of involvement in power politics” (Jahan, 2006:1).

The bureaucracy in current Bangladesh derives from the bureaucracy in British India. The bureaucracy in this part of the subcontinent has experienced various modifications throughout the three separate phases: the British era (1757-1947), the Pakistan era (1947-1971) and the Bangladesh era (1971-till) (Rahman, 2002:46). The organization and functioning arrangements of bureaucracy in Bangladesh are an inheritance of British colonial rule, which obstructed reform efforts taken place after the independence and produced politicization of the administration and governance system (Mollah; 2011: 137). The politics-administration boundary still rests in a misty zone. There could rise numerous gray spaces if the public administrators are to be given independence, and sections of the public sector are to be amassed-off to the private sector. However yet again at the end of the day, the politicians are in command to be detained in authority for the activities of appointing public servants and private businesspersons. Political duty in critical parts still remains a pointed matter at the milieu of public private interchange and communications. These matters need to be discussed meticulously with the intention of utilizing the welfares of globalization. The western managerial thoughts have to be evidently realized and functioned according to the contextual demands. The Bureaucracy has to renovate, modernize and familiarize to these shifting drifts (Khan, 2003:121).

Backgrounds of Bureaucracy in Bangladesh can be sketched to the past history. Past changes throughout the Hindu, Sultani and Mughal period are vital, so far "modern" bureaucracy in this state has been expressively shaped by practically two centuries of British colonial ascendancy of the Indian subcontinent. Nearly all characteristics of Indian society were swayed and old principal organizations were molded in the British style (Khan, 2000: 64). The basic arrangement of bureaucracy in Bangladesh was recognized throughout the British colonial times.

The British Era (1757-1947)

The British rule, crossing above 200 years, left a different administrative and organizational legacy. An insignificant, but influential set of civil servants, particularly employed and instructed, controlled over an

extremely consolidated administrative arrangement. They were operated as appliances of imperial mechanism, apparently to link the gap concerning the ruler and ruled. Usually, they accomplished two main tasks, such as corrective and revenue management, with certain contribution in judicial matters. The institutionalization of the administrative system was intentionally arranged to stand the expansion of local political organizations (Zafarullah & Khan, 2001). The British colonial administration mechanism, recognized as the Indian Civil Service (ICS) was entirely separated from the common crowds. The associates of the Indian Civil Service (ICS), who was educated in Britain, actually, continued the British colonial customs and standards. The ICS officers were trained enough to retain them isolated from the common masses. Actually, the British colonial rulers utilized the exclusive and consolidated bureaucratic mechanism as a tool of suppression and regulate of the Indian inborn inhabitants so as to make stronger the base of imperial dominance. The exclusive behavior of the ICS officers persists the elites that facilitated to endure the colonial rule, even after Indianization of British Indian Civil Service. In Addition, the entrance into the ICS throughout the colonial rule was tremendously inadequate, and simply the very educated persons amongst the well-off Indians could succeed in entering the civil service career. In the British imperial rule, the bureaucracy was to be fitted so isolated and advantaged section in the society, and was very obedient and devoted to the colonial rule in the conservation of the imperial wellbeing of the colonial rulers that general crowds practiced extreme troubles in interconnecting with the bureaucrats and in getting government facility (Islam, 2011:12).

The Pakistan Era (1947-1971)

Pakistan after liberation in 1947 had innate strong bureaucratic structure. On the central part of this bureaucratic structure was the civil service of Pakistan (CSP). The CSP was actually derivative in arrangement and philosophy from the ICS (Bribanti, 1966:97). The CSP had been advanced, swayed, and acclimatized mostly by its administrative legacy, which was obviously British. Its exclusive character confirmed its special domination over significant policy formulating and policy-implementing point in the territory of public service (Khan, 1979:134).

Inside the organizational system exclusive civil servants had to shield themselves as an organization and unsatisfied key administrative reform efforts that endangered to dissolve their connections with the tradition and disruption of their dominant hold above the vital policy making points. Fragile political governance status, the domination of a minority entrepreneurial class, and inter and intraparty disputes on small biased matters backed to the creating and deconstructing of fragile coalitions that upset political expansion. The political dilemma that followed aggravated an aspiring military governance to take hold of government power in participation with the exclusive civil service. A lengthy period of military-bureaucratic domination above the state device, constant political domination, economic disparity between provinces, and disturbing policies to abolish cultural ethics of the Bengalees were contributory in the political fragmentation of Pakistan (Zafarullah & Khan, 2001). Obviously, the CSP measured itself as the legitimate successor to the ICS of entire India.

The Bangladesh Era (1971-till)

Since independence of Bangladesh in 1971, though various reform efforts have been commenced to redesign the functioning and the interaction pattern of the bureaucracy in Bangladesh, the exclusive and influential organizational system is still predominant in Bangladesh. Though several initiatives have been assumed at the contemporary time to eradicate the domination, the generalist civil servants above the specialist civil servants, the specialized generalist civil servants are utmost central point in the arena of civil service of Bangladesh (Islam, 2011:12). Organizationally no key modification was carried in the civil service after the liberation. Secretariat field administration contradiction, functional cadre services at the top echelons of the civil service class-centered employment, and practice have sustained from the Pakistan era. Presently the secretariat comprises of 37 ministries and 43 divisions. Ministries and divisions are largely involved in formulating policy and managing the execution. Every ministry or division has a number of directorates, departments, and attached offices, that effort together by means of the field offices for that ministry or division. Field offices are liable for executing programs, plans, and assignments accepted by the related ministry or division. Most of the ministries have their field agencies at every hierarchical executive entity that is divisions, districts, and upazila. Field agencies of all ministries or divisions of a specific executive entity organized consist of the field administration of the related entity. Therefore, Bangladesh has field administration at different levels, including divisional, district, and upazila levels. Whereas in policy-level harmonization is enabled in the secretariat over the cabinet and interministerial discussion,

management at the execution level is attained through the field administration. In this secretariat-field administration contradiction, the positions in the secretariat are dignified beneficial and pleasing as ministries device the human resource tasks of fully its employees, together with field officers; assign, accept, and distribute budgets; and create policy judgments. Since the British era, the functional cadres have been the top services of the state. Right now, there are 28 cadres in the BCS. Every cadre officials has his place in Class I salary positions and enjoys the equivalent prominence and remunerations (Khan, 2013:206).

The civil service organizations in Bangladesh, India and Pakistan remain to be affected in an important method by British colonial organizational observance and philosophy, though a long time has passed since the culmination of the British rule in the Indian subcontinent. The organizational structures entirely in the three countries still depend on the ascendancy, exclusiveness and suspicion equally within the general people and elected agents. A lot of unsatisfying efforts are the outcome of the absence of political determination and bureaucratic resistance.

PRESENT REALITIES OF BANGLADESH BUREAUCRACY

Similarly, like many other South-Asian countries, Bangladesh has an innate colonial organizational structure categorized by exclusive, protectionist, non-responsive to political direction, political corruption, inconsideration and gripped leadership with sustaining its eminence and freedoms (Khan & Naziz, 2013:125). The bureaucracy of Bangladesh is still now follows a closed system, because of several reasons.

RECOMMENDATIONS

Public service areas are still subjective by the hereditary organizations and practices. Weakening in the standard of education at large and higher education status, especially in many developing nations has undesirably affected the quality of civil servants existing at all stages. The clear resolution is to create merit-centered proficient services that are capable of accomplishment in a proper way. There is an aggregate mandate for well-timed and excellent service from the public sector. In the prevailing situation some positive steps are essential to be taken to reorganize the public service. These are:

- A mission speech in the civil service may aid to create a perfect sense of track and promise for civil servants functioning in diverse divisions within an institution.
- Motivation amongst public servants for a feeling of association in the organization;
- Shifting socio-economic situation, particularly increasing necessities for transparency have need of the government for evaluation and amend devices to confirm that public servant's behavior in consistent with ideals and standards. Simultaneously hopes of people from the civil servants have increased in relations of their behavior and presentation. Thus reforms must be suitable to equilibrium principles with modification.
- Reinforce and harmonize regime's determinations to generate a well-functioning bureaucracy. The emphasis contains some tasks such as make simpler the guidelines for the commercial segment, creating bureaucracy more citizen-oriented and accessible and streamlining principles for improved the quality for service delivery.
- It is an extreme necessity of the contemporary time and will remain to inhabit a vital room in any upcoming reform plan. A quantity of reform inventiveness has been implemented in Bangladesh to improve service delivery.
- Promoting and maintaining gender equality is at the top of the reform agenda in many countries, Bangladesh is in the line of increasing needs for gender equality. An all-inclusive policy to promote gender equality in the civil service arena as well as expansion of a fresh equal opportunity procedure like a programme for favorable act in extents of staffing, appointment, training and sexual harassment and arrangement of definite equivalent objectives at various levels have been attained over a specific period of time.
- Well-organized and efficient working of the civil service necessitates optimal operation of IT technology. Upcoming improvement is closely connected with it. Essential to raise the practice of IT technology through stress on more improvement has had an affirmative influence on output, time management and client satisfaction.
- In the existing recruitment rule, there are three methods of recruitment: direct recruitment through open competitive examinations, through promotion and transfer. Class I Officers are employed straight by the

PSC by an open competitive examination into 28 cadres and the additional government service area. Thus, recruitments should be apparent and impartial.

- The assurance of political leadership can act as a powerful force after the execution of administrative reform initiatives. But, in the context of Bangladesh, political leadership is responsible for distracting the comprehensive reform agendas.
- In its place of executing broad-based reform agendas, the successive governments should be interested in small targets, which they can fulfill and keep concentrating on the targets.
- Politicization of administration as a phenomenon is common in almost all countries, it has taken a horrible situation in Bangladesh and its consequences are damaging the fundamentals of the organization. The huge influence of politicization is needed to reduce and to apply the reform of the bureaucracy and install the NPM model.
- Administrative reforms essential to be concentrated on the portion of the government in power. It is now a big point for those successive governments in Bangladesh who have dejectedly become unsuccessful to prove their capability. Numerous factors can be detected that have made silent the capability of consecutive governments to drive through reform inventiveness. The rule of law is in dividing line that affects public lives in all compasses. Therefore, the ability of the government should be amplified to bring success in administrative reform.
- Corruption eradication should be the state's number one important step to be taken into consideration against the alarming rise of political and administrative corruption and its diverse possessions on the society on the whole. It is essential to be assumed by all that abolition of corruption is simply conceivable if resilient political commitment is existent there. Lacking of solid political commitment, reorganization of bureaucracy and an energetic and active civil society for scrutinizing corruption will be a very challenging and nearly an impossible task. Simply drastic and essential policy processes introduced and intensely assisted by a devoted political leadership and maintained and executed by an innovative bureaucracy and supervised by a systematized civil society can regulate the corruption issue in the perspective of Bangladesh.

CONCLUSION

Well, we can roughly say that the part of bureaucrats cannot be overlooked in Bangladesh as a developing country. They play a very important role in our society, the administration and efficient modification. Organizational development is not an easy job, predominantly in a state like Bangladesh which is beset with diverse complications. This does not denote that the regime should be unconcerned toward development. This paper recommends definite procedures for active reform execution. If they can avoid problems like corruption, favoritism, nepotism and make effort with devotion and neutral political approach, then Bangladesh will progress quickly. After the independence of Bangladesh in 1971, Bureaucrats are playing the role of a vibrant protagonist for the progress of the country. The productivity, efficiency and responsibility of the executive also rose to the range of time. But the situation is not sufficient to attain the objective. The political government must promise itself to reform packages, as per they are assured to yield both high political and economic settlements to the regime itself. The regime must act promptly to reestablish discipline in the governing arrangement through positive tools of direction, defense, delivery and regulation before boarding on micro level changes in the organizational arrangement.

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