

MANAGEMENT OF MONITORING AND EVALUATION Ž OF LOCAL DEVELOPMENT

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ABSTRACT

This paper presents the results of the research of current management practice for monitoring and evaluation of local development strategy. We started from the analysis of the situation in local government units of Bosnia and Herzegovina and we focused on the application of modern scientific methods of strategic management. The aim of this research was based to create management methodology which implementation will improve management process of local development. The results show that the application of appropriate methodologies at the stages of planning, design and implementation, using qualitative and quantitative criteria of efficiency and effectiveness could enhance the strategic planning process, which will result in increased levels of efficacy parameters.

Keywords: monitoring and evaluation, management, local government, local development, strategic planning

1. INTRODUCTIONS OBSERVATIONS

Monitoring and evaluation are key features of good managing and they present mechanisms, which are providing knowledge of good practice and monitoring of implementation and performance of defined plan. Based on information obtained through this, management manage to follow good practice of projects, to learn more about how realization of some objectives seems at the field (Bortz, J., Döring, N., 2006, p. 17). The most common association of words monitoring and evaluation are that they presents control activities which are carried out by management in order to check whether is something what we are doing is what we should be doing and whether it was successful as it should be. Monitoring and evaluation present an integral part of every project. Authors of project should be considering about monitoring and evaluation at the stage of its preparation (Milosevic, M., 2005, p. 14). This process should be an integral part of the strategy, because it provides insight into the flow of a strategy. The functioning of this process, on sustainable way, involves various activities which are need to be developed at different times (Lončerević, R., 2007, p. 357). Nowadays, a new collaborative models of the latest technology are used in the modern world and countries in transition. These models has great influence on management and on enactment of effective business decision (Cvetkovic, M., 2009, p. 295). Management information provides assistance to management in enactment of important decisions for the development of the project (Bagaric, I., 2010, p. 5). This paper provides a picture of a monitoring and evaluation activities, which are conducted by local communities, in order to check and to improve the quality of work. The process presented in this paper will refer to the broader meaning of this concept i.e. will give answer to the general question: "how to do monitoring and evaluation of

local development strategy?", with special reference to Bosnia and Herzegovina. This research intends to define the management process of monitoring and evaluation; to ensure continuous monitoring of project implementation, with additional reporting, controlling and final evaluation; and also to update strategies and plans, in accordance with the findings and recommendations of the evaluation.

2. SPECIFICATIONS IN PROCESS OF MONITORING AND EVALUATION OF LOCAL DEVELOPMENT STRATEGY IN BOSNIA AND HERZEGOVINA

The guiding principles of management of monitoring and evaluation in Bosnia and Herzegovina are very similar. In essence, these are the following principles: development of the project, when we have a basic knowledge of the situation in which intervention is planned; involvement of relevant stakeholders in a participatory process of creating and evaluating; development of logical sets of clear objectives which could realistically be achieved in a specific time; explication of principle of relationship between cause and effect, and external factors that have an impact on the project; establishment of system, which includes indicators that will show whether the objectives are achieved and to provide information that contributes to effective management. Planning of the project also includes plans for monitoring and evaluation, and if it is necessary a collecting of basic data, and providing adequate resources for funding of these plans. Organizing of the process of monitoring and evaluation in Bosnia and Herzegovina, by the team leader, requires testing in their preparing; requires doing a lot of things for good understanding of the different processes and their interaction. System of monitoring and evaluation of local development strategy in Bosnia and Herzegovina, through the prism of human resources, is encountering the problems in most cases, which also has negative reflect on the implementation of quality monitoring and evaluation. Methodology of local development strategy in Bosnia and Herzegovina constantly presents a subject for discussions.

3. RESEARCH METHODOLOGY

Primary data were collected by field research, which we realized by survey with objective to collect data of the status and experiences of local governments units in Bosnia and Herzegovina. We used the intended sample method. In this paper, we chose 145 local government units from the territory of Bosnia and Herzegovina, which are considered to be representative for the performing of general conclusions about subject that has being investigated. The total of sample size is 56 of 145 communities (50 valid questionnaires and 6 questionnaires that are not valid for analysis). From the total number of valid questionnaires, 19 valid questionnaires are from municipalities of the Federation of Bosnia and Herzegovina, 30 valid questionnaires are from municipalities of the Republic of Srpska, and one valid questionnaire is from the Brcko District of Bosnia and Herzegovina. Questionnaires of 6 municipalities are not valid for the analysis, because these communities have not developed a local development strategy. The collected data were processed by the IBM's programme "SPSS 19" and Microsoft's software package for the spreadsheet "Excel 2010".

4. INTERPRETATION OF RESEARCH RESULTS

The attitudes of examinee from the sample of municipalities of the Federation of Bosnia and Herzegovina, the Republic of Srpska and the Brcko District of Bosnia and Herzegovina about monitoring and evaluation of local development strategy were tested by analyzing 15 questions by which we wanted to verify system of monitoring and evaluation of local development strategy, the ways of their performing, the ways of gathering information, to reveal who is responsible for monitoring and evaluation and other relevant areas in the domain of management of monitoring and evaluation of local development strategy. We will show the empirical research results, which are related to the fortification of the systems and methods of performance and competence over monitoring and evaluation of local development strategy of municipalities in Bosnia and Herzegovina.

4.1. The system of monitoring and evaluation of local development strategy

The purpose of monitoring and evaluation is measurement and assessment of achievement in order to effectively manage with the final results and achievements. Monitoring should provide indications for those who directly manage and for those who are interested on progress in achieving the results or on absence of thereof. The evaluation should systematically and objectively assess the progress towards

achieving the final results. How the situation looks like in the municipalities in Bosnia and Herzegovina, in terms of ownership of monitoring and evaluation, we will present in Figure 1.

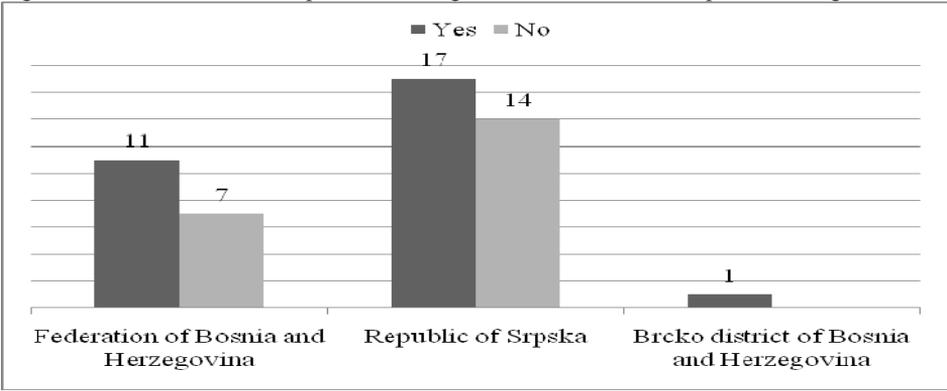


Figure 1. The system of monitoring and evaluation (Abadzic, 2012, p. 140)

Ownership of the system of monitoring and evaluation of implementation of local development strategy, was confirmed in 61% of municipalities in the Federation who have filled in questionnaires. In the Republic of Srpska 55% of municipalities have the system of monitoring and evaluating of implementation of local development strategy. Also, the Brcko District of Bosnia and Herzegovina has a system for monitoring and evaluating of implementation of local development strategy.

4.2. Competence for monitoring and evaluation of local development strategy

For successful implementation of the objectives, measures and projects, given in the local development strategy, it is mandatory to conduct a continuous evaluation and monitoring. Competence over monitoring and evaluation of local development strategy is a very important segment of its implementation. To whose competence, this important segment of the local development strategy belongs, we will present, after the analysis of this question in Figure 2.

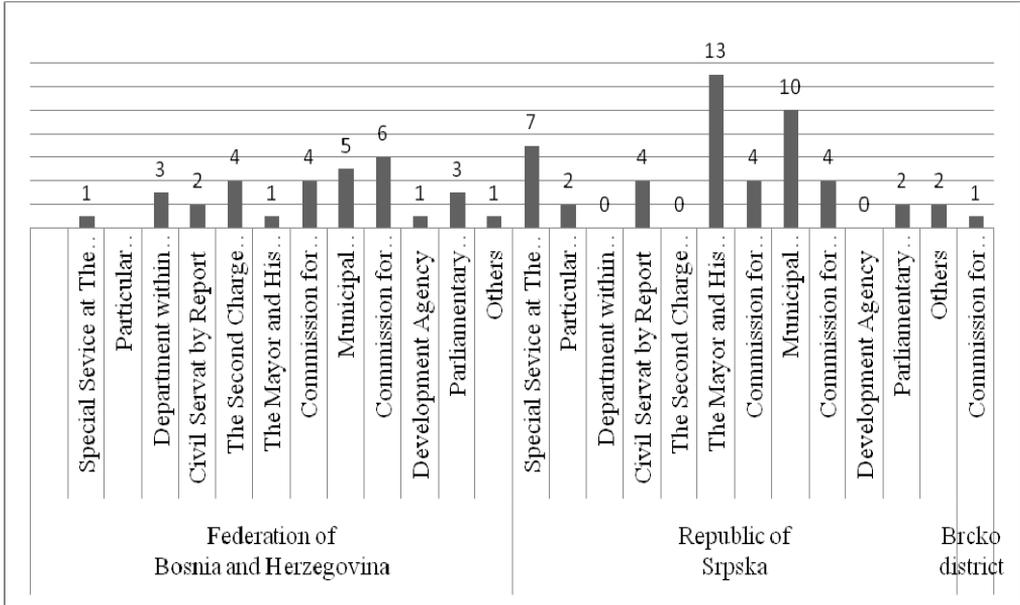


Figure 2. Competence for monitoring and evaluation (Abadzic, 2012, p. 144)

By analyzing the answers of municipalities in the Federation of Bosnia and Herzegovina, who filled a questionnaire, we found the following results: in most municipalities of the Federation of Bosnia and Herzegovina a competence for monitoring and evaluation of local development strategy has the Commission for Planning of Capital Investment (33%) and Commission for Local Development Planning (22%). In the largest number of municipalities of the Republic of Srpska a competence for monitoring and evaluation of local development strategy is controlled by the Mayor and his associates (42%) and Municipal Development Team (32%). Commission for Local Development Planning has a competence for monitoring and evaluating of local development strategy in the Brcko District of Bosnia and Herzegovina.

5. CONCLUSION

Our research was focused on the capacities of local administrations and municipalities in the prosecution of the functions of monitoring and evaluation, and it was divided and focused on the Federation of Bosnia and Herzegovina, the Republic of Srpska and the Brcko District of Bosnia and Herzegovina, taking into account equitable regional representation. We found that the monitoring and evaluation are key functions of good management and that without their integration into all aspects of management policies, programs, projects or performance, success of the management would be brought into question, and that it is necessary to establish a continuous monitoring, evaluation and determination of the systematic promotion of policies, programs or projects within the local development strategy, which includes a variety of principles and actions that need to be developed at different times. We found that the process of monitoring and evaluation are further away from its usefulness, and that monitoring and evaluation system exists, but that in most cases does not work at full capacity. Also, the management system of monitoring and evaluation has fundamental importance, because it is much easier to recognize the possible shortcomings in the work and to complement those capacities which are weak and should be strengthened and improved. We believe that through applying of modern scientific methods of strategic management, a methodology of management of monitoring and evaluation of local development strategy could be created and implementation of this methodology would improve the management process of local development strategy.

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