

## **Insertion of a unit for monitoring and evaluation of the management cycle of social projects in the municipality of Sucre**

## **Inserción de una unidad de monitoreo y evaluación del ciclo de gestión de proyectos sociales en el municipio de Sucre**

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**DOI:** 10.35429/JLDE.2021.8.5.1.18

Received January 28, 2021; Accepted June 21, 2021

### **Abstract**

The evaluation of the projects context even in the politics publics, such as the initiatives of the civil society have as operational tools for programs or projects. The problems or social needs are translated into these operational tools. This research paper was made on the basis of surveys, questionnaires to every representative from every quarter of the district of Sucre, at the same time it was made a constantly follow to arrive to the prime goal and show the institutional issues and limits which generate petition of professionals in the area of public management in Sucre. In an optic of effectiveness, efficiency, The training of professionals in programming and social assessment involves the ability to formulate and evaluate projects, within the framework of the need to optimize, through programs and projects, public resources. It is very important to comply completely from the cycle of projects that made better the satisfy of the truth needs of the population being the end of the goal of the public precinct. Finally, we characterized the performance of the evaluative models in the social sectors, with reference to their special features for an adequate evaluation, being more effective with an instance specifically responsible for monitoring and evaluation of the project management cycle.

### **Resumen**

La evaluación del contexto de los proyectos incluso en las políticas públicas, como las iniciativas de la sociedad civil tienen como herramientas operativas para los programas o proyectos. Los problemas o necesidades sociales se traducen en estas herramientas operativas. Este trabajo de investigación se realizó en base a encuestas, cuestionarios a cada representante de cada barrio del distrito de Sucre, al mismo tiempo se hizo un seguimiento constante para llegar al objetivo principal y mostrar los problemas y límites institucionales que generan la petición de los profesionales en el área de la gestión pública en Sucre. En una óptica de eficacia, eficiencia, La formación de profesionales en programación y evaluación social implica la capacidad de formular y evaluar proyectos, en el marco de la necesidad de optimizar, a través de programas y proyectos, los recursos públicos. Es muy importante cumplir cabalmente desde el ciclo de proyectos que hicieron mejor la satisfacción de las necesidades de verdad de la población siendo el fin de la meta del recinto público. Finalmente, caracterizamos el desempeño de los modelos evaluativos en los sectores sociales, con referencia a sus características especiales para una adecuada evaluación, siendo más efectiva con una instancia específicamente responsable del seguimiento y evaluación del ciclo de gestión de proyectos.

**Citation:** CARABALLO, Leonor, FLORES, Alexander, PADILLA, Paulino, RÍOS, Carol and VELÁSQUEZ, Inés. Insertion of a unit for monitoring and evaluation of the management cycle of social projects in the municipality of Sucre. Journal-Labor and Demographic economics. 2021. 5-8: 1-18

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## Introduction

Due to the effects of growth and greater development that Public Institutions have experienced in recent years, the consolidation of a globalized space, as well as the presence of new National guidelines, institutions currently face highly complex challenges and from of the Popular Participation Law (Law No. 1551 of April 20, 1994), the Central Government grants new and greater responsibilities, competencies, obligations as well as economic resources for tax sharing to the Municipalities, which are invested to through the execution of projects in coordination with the management and execution of plans and programs, with the aim of satisfying the great and multiple needs of its inhabitants for living well.

The Municipal Governments for a better administration and a transparent distribution of the economic resources, do it through the elaboration of the PDM (Municipal Development Plan) and the POA (Annual Operative Programming); which are framed in a participatory planning (Main instrument of regional development) through summits, with authorities and representatives of the entire Municipality, where they manifest and make known the supply and demand of their needs, from this it is intended to achieve development sustainability of the municipality.

Although the projects are inserted in the POA for their execution during the corresponding period, which according to the Resolution of the Municipal Council, in its First Article states; "institutionalize the methodology of the QUALIFIED DEMAND APPROACH in the pre-investment and investment stages of projects from the validity of the resolution, at the Municipal level (either by direct administration or by third parties)". It also states in its Second Article that "the inclusion of the elements of the Qualified Demand Approach methodology in the specifications must be made mandatory by the contracting entities (Municipal Executive, NGOs. And others)". In its Third Article, it states that "the Municipal Government, the Surveillance Committee, the Center, the leaders of the communities, neighborhood associations and civil society as a whole are in charge of monitoring and controlling the application of the processes that the methodology of the Qualified Demand Approach implies", are the product of a Municipal process.

## Background

During previous administrations, Bolivia, for a better investment of its resources, has been carrying out different plans, looking for different strategies, methods and other development programs, before this arises the need to delegate powers, organizing in different competencies. To comply with the efficient investment of resources, a study is made of policies that contribute to good administration, such is the case of the qualified demand approach.

The challenge is not only to start from a demand, it is about maintaining an "attachment" and link to it throughout the duration of a project. It is about the interested group or community having tools and instruments to verify the permanence of the genuineness of their demand. (Qualified Demand Approach: ATTICA, Page 3.) According to Lic. Janneth Mónica Thompson Baldviezo in her book "project management cycle" indicates that projects follow a cycle that consists of: Idea, Design, Execution and Evaluation, within which the Methodology cycles are also found "Approach Demand Qualifies". On which this research work will be based. In order to comply with the aforementioned, the idea of creating a specific unit for monitoring and evaluating the management cycle of social projects arises, thus achieving an efficient administration of public investment.

## ProblemStatement

Based on the Public Investment Regulations, all public sector Institutions (Municipalities) are obliged to execute economic resources, based on projects, with the purpose of improving living conditions or solving population problems; whose design must be the result of a participatory process, constituting the beneficiary group in the main actor, who defines the lines of action.

Currently in the Municipality of Sucre, the execution of the economic resources available (TAX CO-PARTICIPATION, IDH, HIPIC II, OWN RESOURCES AND OTHERS), carried out through projects aimed at the health, education, productive infrastructure, agriculture, livestock, fruit growing and other sectors, whose results of the project cycle management are not known, due to the inexistence of a responsible Municipal instance or unit.

After an analysis of public investment in the Municipality of Sucre, it is observed that both Authorities and administrative personnel apparently do not fully know the situation of the executed projects, that is to say, that the evaluation stage has not been fulfilled; situation that is detrimental to good public administration.

It was possible to identify that the Autonomous Municipal Government of Sucre lacks a specific unit or suitable professional staff to adequately develop the monitoring and evaluation process of the project management cycle, generating or causing disinformation in this regard, Dissatisfaction of the needs of the beneficiaries, Projects without social impacts - paralyzing their execution, Little participation of the beneficiaries during the entire process of elaboration and execution of the project, disfavoring the construction and analysis of the reality of the Municipality to subsequently design responses to their problems and develop concrete actions and make effective relationship between Civil Society – State – development, so that Social actors are protagonists of their own destiny, achieving true democratization in decision-making for Municipal and National development.

To what extent is the project management cycle fulfilled, in relation to the Municipal Participatory Planning regulations in the Municipality of Sucre?

### **Importance or justification**

Currently, the Municipal Government of Sucre has the following regulations: Government Administration and Control Law (SAFCO) No. 1178, Popular Participation Law No. 1551, Municipalities Law No. 2028, Municipal Ordinances and Resolutions, which regulate the management transparency of economic resources, as well as the monitoring and evaluation of projects included in the Annual Operational Programming (POA).

The purpose of this research work is to provide information regarding the importance of fully developing the project management cycle, since projects of a different nature were executed, are executed and will be executed in the Municipality, from which it is not known if the project cycle is fulfilled (idea, design, execution and evaluation).

On the other hand, it has been seen that the beneficiary community or group does not take ownership of the project either due to minimal participation in planning and especially in the design and evaluation stages; in the evaluation phase or stage, it is not evaluated based on the indicators that refer to the project's objectives, as a consequence of which many of the projects remain as white elephants that do not satisfy the needs of the target population.

The Municipal Executive, although it has personnel from the area, this is not enough to achieve the objective of this research topic, even more so when you want the personnel to work together with the direct beneficiaries, thus achieving an efficient investment of the resources. economic resources available to the Municipality (TAX CO-PARTICIPATION, IDH, HIPIC II, OWN RESOURCES AND OTHERS) and are distributed in a transparent manner, since the ideas must come from the beneficiaries, take ownership of their project and meet the needs of beneficiaries through sustainable projects.

The present investigation aims to achieve and generate reliable information, referring to the fulfillment of the project management cycle based on the methodology of the Qualified Demand Approach in the Municipality of Sucre, this process being a fundamental element to execute, make transparent and satisfy the needs of the society.

Another important aspect is the fact that the Municipality of Sucre currently lacks an official designated specifically for the monitoring and evaluation of project management processes, a situation that is detrimental to agility, consequently the projects are delayed, they do not achieve the objectives set out in their design, disagreement and little participation of the beneficiaries.

### **Goals**

#### **Overall Objective**

Propose the implementation of a unit for monitoring and evaluation of the application of the management cycle of social projects, to carry out an adequate follow-up of public investment, taking into account the regulations of Participatory Planning in the Municipality of Sucre.

### Specific objectives

- Design the incorporation of an organizational body responsible for monitoring and evaluating the project management cycle in the Autonomous Municipal Government of Sucre.
- Analyze the current process and the limiting phases of compliance with the project management cycle in the Municipality of Sucre.
- Demonstrate the importance of the efficiency and effectiveness of fully complying with the management cycle of municipal projects aimed at facilitating the transparency of economic resources.
- Propose the management model of the Monitoring and Evaluation Unit of the project management cycle, structural, functional and positional.

### Hypothesis

The satisfaction of the needs and the social impact is achieved through the follow-up and fulfillment of the project management cycle, the active participation of the population, the insertion of a new monitoring and evaluation unit in the Municipality of Sucre, for a better resource management.

### Operationalization of variables

Variable	Dimension	Indicator
Satisfaction of needs and social impact Follow-up and fulfillment of the project management cycle	Quality of service	Immediate and continuous attention Bureaucratic care
	Impact	High social satisfaction, greater project execution and better development Little social satisfaction and considerable execution of projects
The active intervention of the population	Achievement of the Design of the Phases and Processes	Strong controls: Completely Partially Occasional
Insertion of a monitoring and evaluation unit in the Municipality of Sucre	Democracy	Intervention Transparency Establish concrete actions to make the tasks a reality
Efficient resource management Satisfaction of needs and social impact	Management by results	Objectives achieved (goals) Concrete actions Performance
	Strategies	Development models
Follow-up and fulfillment of the project management cycle	Have done	Weather
	Effectiveness efficiency	Attitude ability purpose

**Table 1**

### Methodological development

#### Materials and methodology Method or inquiries of the theoretical type

With the application of these methods, they contribute to the development of scientific theories, essentially relieving the object of the investigation with the existing theoretical aspects on the subject, which are evidenced:

#### Analysis-Synthesis Method

This method was applied in the elaboration of the research diagnosis that allowed knowing the reality of the context and making a systematization that served as the basis to continue with the work of the object of study. On the other hand, it is used to be able to carry out an analysis of the present research topic throughout the elaboration process, in relation to the different ideologies and characteristics that arise according to the progress of the work.

#### Historical Method

It will allow to know the characteristics, antecedents, causes and historical conditions in which the research topic arises and develops, for which an objective description was made, as a basis for the development of the topic of study, applying in the background, the justification, in the theoretical framework, in addition to knowing the events and studies that have been carried out in relation to the subject under investigation.

#### Logical method

This method implies the development of the historical, the rationalization, the conceptual abstraction, the investigation of the general, which allowed a description and support of the subject, since it is framed in Constitutional Norms, Laws, Supreme Decrees, Regulations and other Provisions. Legal in force in the Country and therefore in the Municipality, the same expressed in the legal framework.

#### Hypothetical deductive method

This method was used or applied throughout the research development process, taking into account the characteristics of the problem from the general to the particular and the analysis of empirical data: which helped to formulate and propose the hypothesis.

**Cause Method**

It was used in the analysis of the problem situation, reasoning between cause and effect.

**Empirical methods or inquiries**

The application of these methods allowed the formulation of new theories about the facts and existing theories, through the analysis and direct perception of the object of investigation and the problem..

**The Survey**

With the purpose of fulfilling the objectives, the population of the Municipality of Sucre was surveyed, represented by District authorities, considered as key informants, Municipal Officials who were evaluated for the degree of knowledge of the application of the project management cycle. as part of participatory planning, who will be able to give their opinion, their knowledge, their interests and needs on the subject.

**The interview:**

This technique will be applied to the Municipal Executive and the hierarchical levels of the organic structure of the Municipality (Official Mayor) that constitute key informants of the present investigation, in order to gather information necessary for the achievement of the objectives.

**Bibliographic Method**

This method was applied to determine the ideal bibliographic material that contributed to the elaboration of the theoretical framework of the investigation, for this, different documents, events, facts expressed in different books, laws, etc., which support the subject under investigation, were analyzed and interpreted.

**Instruments****The questionnaire**

This instrument was applied to the entire group involved with a series of questions that were easy to understand. The content of the questions was given according to the object to be investigated.

**Interview Guide**

This instrument was applied to the representatives of the population under study, which allowed obtaining real information, it was structured and carried out according to the objectives of the investigation.

**Contextual framework**

The Municipality of Sucre, like other municipalities, went through different legislative modifications and administrative and functional changes, in order to better manage state resources, in accordance with the regulations required by the Bolivian state.

Being one of the most effective forms of redistribution of resources, the execution of projects, the Municipalities work hard in this area, a situation that allowed us to focus the present research topic, for the achievement of the objectives and an impact on society, it is Compliance with the project management cycle in its entirety is essential, even more so with the implementation of a unit that carries out timely follow-up and monitoring with transparent objectivity.

**Results and Discussion****Results obtained**

Real situations are explained using the inputs generated in documents, interviews and surveys, rescuing and highlighting the information that allows an analysis of the problem in specific topics related to the application of project cycle management and for their respective fulfillment of the objectives set. in this research topic.

**Background of autonomous municipal government of sucre**

Since April 20, 1994, with the enactment of the Popular Participation Law, there has been a complete change with a new philosophical conception of Municipal action, giving it a leading role as a generator of economic and human productive development policies within its territorial jurisdiction. with autonomy and its own management, its own legal regulations, its own administration and inspections.

Based on these antecedents, each Municipal Government of the 327 Municipalities that exist in the country must implement its own internal regulations for expenses, follow-up and control within the framework regulations of Law 1178 and other laws in force. (Sucre Municipal Development Plan 2010-2014)

### **Mission of the Autonomous Municipal Government of Sucre**

#### **Institutional mission:**

The institutional Mission is the reason for being the institution, it is the element that defines it, distinguishes it from others and contextualizes it in relation to what the population has delegated to it, it reflects the social demand.

In this understanding, the mission of the Municipal Government of Sucre is:

“The Municipal Government of the Capital Section of Sucre is a public, autonomous and legitimate entity, with administrative, supervisory, operational and regulatory powers and competencies, aimed at generating the conditions for the integral and sustainable development of the Municipality, prioritizing the participation of the population and the honest, efficient and transparent performance of the municipal server, committed to improving the quality of life and well-being of the population” (PEI, institutional strategic plan, 2010-2014).

#### **Institutional view:**

It represents the desired and feasible situation that the highest authorities of the Municipal Government intend to achieve by 2014, it expresses the aspirations, challenges and values on which the institution will base its work. It is the principle that guides the allocation of resources, effort and motivation of all members of the institution.

"Organized Municipal Government, with management capacity, economically strong, with qualified human resources, provider of quality services, that enjoys credibility and legitimacy, to lead, coordinate and agree on the comprehensive development of the Municipality of Sucre" (PEI, strategic plan institutional , 2010-2014).

### **Planning of the autonomous municipal government of sucre:**

According to the investigation, it was perceived that the planning capacity of the Municipality of Sucre is in a medium-high degree, this means that this Institution makes its Annual Operational Plan (POA) in a reasonable time and that there is coherence between the POA and other instruments. medium and long term planning. But in reality, planning is not widely used to carry out the operations (activities) of the Municipality, such is the case in the prioritization of projects, unfinished projects, it is worth mentioning on the other hand that many projects are carried out by policy according to mention the majority of the presidents of Barrio.

The study doubts that these are the only causes for non-compliance with the planning process, and suspects that they are rather the result of the influence of the National Government, although it recommends the preparation of a specific study to clear up any doubts. Therefore, the Municipal planning is not coordinated and is not very compatible with the other planning of the different instances. A rule requires that the Municipal Government certify to the National Government the coherence between the Departmental and National plans, but this rule is not complied with.

On the other hand, it was verified that in the Municipality there is no specific person responsible for monitoring and evaluating the project management cycle.

### **Management capacity (internal functioning).-**

The Municipal Government of Sucre currently and according to its institutional strategic plan works based on:

#### **Strategic management**

- Planned execution of municipal and institutional development.

#### **Political management**

- Promotion of the participation of the actors of the municipality in the management and execution of municipal public policies – Strengthening of work in municipal institutional networks.

- Maintenance of permanent communication with social actors and institutions relevant to the development of the municipality.

### **Institutional development management**

- Maintenance of a decentralized organizational structure in accordance with the strategic objectives of the Municipal Government, with criteria of efficiency, effectiveness and equity.
- Continuous improvement of institutional efficiency and effectiveness, achieving modernity and greater proximity to the population.
- Development of a timely information and communication system for officials and at the different levels of the organization.

### **Financial management**

- Reorganization of municipal finances.
- Permanent updating of the assets of the Mayor's Office.
- Increase in the capacity to collect own resources.
- Increase in financial resources for investment.
- Management of resources with efficiency, transparency and social equity.

### **Infrastructure investment management**

- Permanent improvement of technical capacities for the design and execution of public investment projects.
- Total execution of the public investment budgets of the annual procedures.

### **Management of programs and services**

#### **General**

- Permanent improvement of the quality of provision of municipal services based on the needs of the users.

- Modernization of technical processes and technological innovation.

- Deconcentration of services.

- Transparency in service management

- Complementarity of actions of the Major Officials, (PEI, institutional strategic plan, 2010-2014).

Despite the fact that the Municipality of Sucre has its management strategies well established and planned: these are not respected or applied, although they apply they are a minimal part, which is why there are projects that are not in operation and that do not meet their objectives, therefore they do not manage to satisfy the needs of the beneficiaries, on the other hand, the participation of the population in the different planning is very fragile, in this way the real needs are not prioritized and even less solved.

What is necessary to implement in the Municipality of Sucre, is the Management of monitoring and evaluation of projects to have a clear description of the procedures necessary to have an adequate diagnosis of the problems faced by the target population of a project, its characteristics, causes and effects, in order to identify potential solutions.

### **Organizational analysis**

From the Political Constitution of the State, organic law of Municipalities, law 1178 and Supreme Decree, internal regulations of debates, manual of functions that allows delineating the area of work of officials.

The organizational structure of the Municipal Mayor's Office is made up of two large government instances; the Municipal Council and the Municipal Executive. The former is constituted as the deliberative, regulatory and supervisory entity, and the latter as the executing entity for policies and actions in accordance with its legal mandate. (PEI; Institutional Strategic Plan of the Municipality of Sucre 2010-2014). The organizational structure of the Municipal Government of Sucre is presented below.

The Institutional Strategic Plan 2010-2014 among the various formulated objectives, raised one referred to the evaluation and follow-up. Said objective points out the need to apply monitoring and evaluation systems of the effects of its management and accountability, as emerging actions during this period the municipality managed to train officials in monitoring and evaluation strategies, methodologies and instruments. Likewise, the Mayor's Office had the support of PADEP-GTZ to carry out training in Participatory Management and Accountability, the effect of which is translated into transparent processes and actions and management results.

Although the Municipality of Sucre has personnel to execute projects, this is not enough to achieve the objectives of the subject under investigation, for that reason the planning of personnel lacks coordination with the POA, in addition it does not contain an analysis of the dimensioning of the workload by organizational unit, and from the internal supply of personnel to match the quantified demand for personnel.

There is no position evaluation proposal that supports the current salary scale, and the budget allocation for some specific levels and positions responds to the person's profile and not to the position's profile.

Due to budgetary limitations, the organic structure does not reflect the minimum requirement of human resources for the operation of the different functional areas, causing a movement of people that translates into the existence of a formal and a real (informal) staff payroll.

### Analysis of the results and discussion

In order to meet the objectives of this research topic and to demonstrate the hypothesis, the data obtained from the interviews, surveys and bibliographical studies are analyzed:

#### Current process - limiting phases of the project cycle

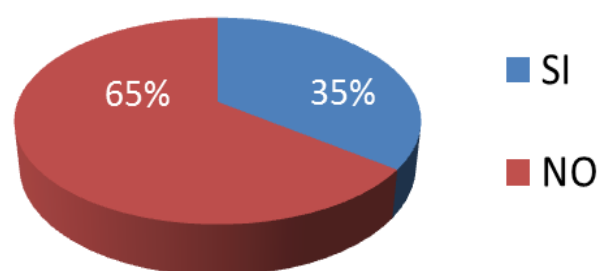
The municipality of Sucre at present, for the development of the projects, has been carrying out based on the plans, it is worth mentioning the POA, PEI, PDM, of which some limiting phases of the project management cycle are noticed.

### Methodology of the qualified demand approach

The challenge is not only to start from a demand, it is about maintaining an "attachment" and link to it throughout the duration of a project. It is about the interested group or community having tools and instruments to verify the permanence of the genuineness of their demand.

Answer	Quantity	Percentage
And It Is	71	35%
No	130	65%
Total	201	100%

**Table 1** Knowledge about the methodology (EDC)

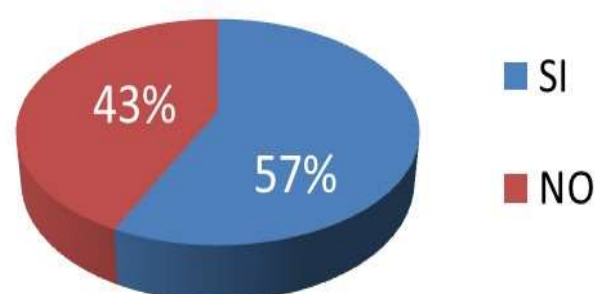


**Figure 1**

Taking into account that in the Municipality of Sucre, the project management methodology (Qualified Demand Approach) has been institutionalized through a resolution, the majority of the population does not know and it is not applied, resulting in a lack of knowledge of 65%. in the District representatives and officials only know 57%.

Answer	Quantity	Percentage
And It Is	4	57%
No	3	43%
Tosuch	7	100%

**Table 2** Knowledge about the methodology (edc) of officials



**Figure 2**



This reflects that the Municipality does not make known about its different resolutions that are for the benefit of the population for its active participation, it also does not have a good coordination between authorities and population being the direct beneficiaries.

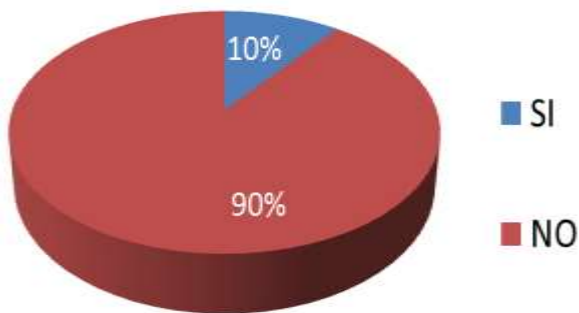
**Execution of social projects in the municipality of sucre**

According to data obtained from the surveys, since the promulgation of the Popular Participation Law in the Sucre Municipality, on average between 3 and 4 projects have been executed per District with Municipal resources according to data obtained from the direct beneficiaries. This reflects the current situation of project executions, qualified at a minimal conclusion of projects in the municipality, since various limitations such as: scarce economic resources, lack of prioritization of projects, poor coordination of authorities with beneficiaries, weak participation of the population, insufficient human resources, among others.

**Phases or stages of the project management cycle**

Answer	Quantit	Percenta
And It Is	30	10%
No	180	90%
Tosuch	201	100%

**Table 3** Knowledge of the project management cycle of district representatives

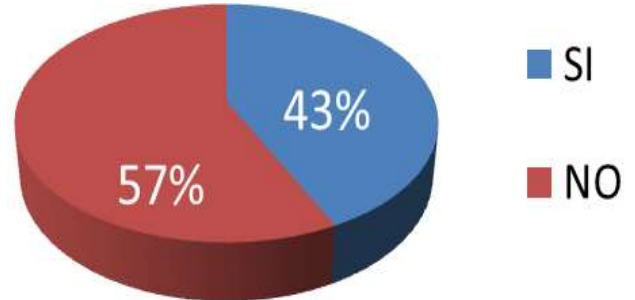


**Figure 4**

From the table and graph, as a result of the entire population surveyed, 10% affirm that they DO have knowledge about the phases or stages of the Project Management Cycle and 90% do not know. But of the 10%, on average they only know between 3 and 4 of the 6 phases or stages.

Answer	Quantity	Percentage
And It Is	3	43%
No	4	57%
Tosuch	7	100%

**Table 4** Knowledge of the project management cycle of officials



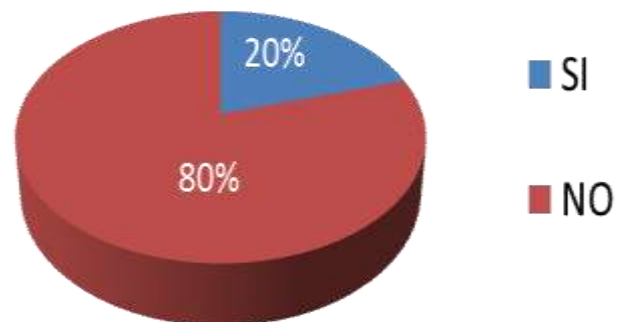
**Figure 4**

Therefore, it is concluded that the population shows little interest in internalizing the phases or stages of the Project Management Cycle and, as can be seen, even the directly related officials do not have knowledge as expected, showing only 43% of knowledge, a situation which is detrimental to the development of the Municipality.

**Distribution of economic resources in the municipality of Sucre**

Answer	Quantity	Percentage
And It Is	41	20%
No	160	80%
Tosuch	201	100%

**Table 5** Adequate distribution of state resources in the municipality of Sucre



**Figure 5**

20% of the entire population surveyed affirm that the distribution of economic resources is correct and 80% believe that the distribution is inadequate, among the most relevant reasons of the interview are:

There is no good participation of the population, difference in the execution of projects from one neighborhood to another due to political preference, lack of coordination between the mayor and the community, poor administration of resources by the authorities, some projects are just paper, inadequate distribution of economic resources to the districts, lack of prioritization of projects by the authorities, there is no equity, inadequate planning.

This indicates that in the Municipality of Sucre, the authorities are not performing a good function in their work, they maintain the political color, in addition they are not complying with what the regulations that regulate the operation of public sector entities say, even more so when we talk about the transparency, fairness, efficiency, effectiveness, good faith, etc.

#### Causes and effects of non-compliance with the objectives of an executed project

171 of 201 respondents (85%), believe that the design objectives of the projects that are executed in the Municipality of Sucre, do NOT achieve their objectives by 100%, due to the fact that timely follow-up is not carried out, there is neglect of the Municipal Authorities and at the same time at the level of the district diligence, everything is political, lack of socialization and compliance, lack of an adequate study, little participation of the beneficiaries, inadequate prioritization of needs, lack of urbanization, the projects are not adapted to the needs of the population, delay in the execution, bad administration, there is no good technical study, little participation of the population of the beneficiaries, they are not concluded, due to the delivery of unfinished works, due to the constant change of authorities.

On the other hand, it is attributed that the projects in the design stage have not carried out a correct survey of the data, which means that there is little participation of the beneficiary population in said stage.

Another factor is the limited knowledge, interest, training and constant changes of the authorities during the execution of projects, they lack knowledge and information on the part of the beneficiaries.

#### Importance of compliance efficiency throughout the project management cycle

Each stage of the cycle has its reason for being and, therefore, it should not be limited to a more detailed repetition of the tasks carried out in previous stages.

To achieve project efficiency, it is important to involve the different actors interested or involved in the project from the beginning of the project cycle, so that they collaborate jointly in its idea, design, evaluation and execution.

A flexible cycle structure is needed that can be easily adapted to various types of projects. The cycle should not be perceived as a linear straitjacket but as a logic of progression of a project. The stages constitute a chronological order of development of the project, in which progress is made on the formulation, execution and evaluation of the same.

#### Participation of the beneficiaries in the elaboration of projects

Answer	Quantity	Percentage
And It Is	58	29%
No	143	71%
Tosuch	201	100%

Table 6 Verification of participation

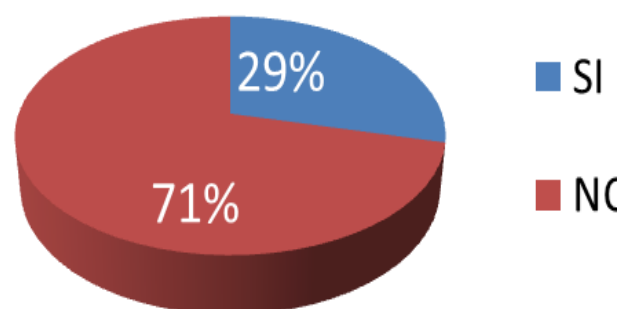


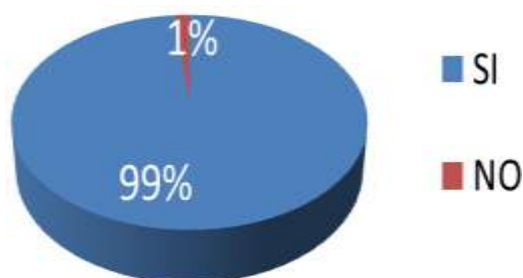
Figure 6

From the table and graph it can be seen that 29% of the surveyed population affirms the participation of the population of their District in the elaboration of projects, and 71% indicates that they do not participate. Therefore, it is concluded that the projects that are executed in the Municipality are more of a technical nature, with minimal planning involving the direct beneficiaries, which is why the projects do not have the expected success and do not achieve the desired impacts in the design of objectives.

### Participation of the population in the elaboration of projects

Answer	Quantity	Percentage
And It Is	198	99%
No	3	1%
Tosuch	201	100%

**Table 7** Importance of participation

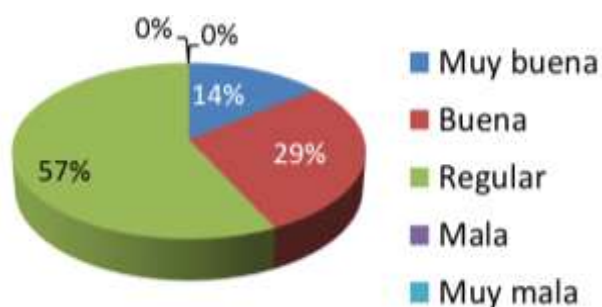


**Figure 7**

From the table and graph it can be seen that 99% of the surveyed population believes that the participation of the population in the development of projects is important and 1% believes that it is NOT, and according to the officials:

Answer	Quantit	Percenta
Very	1	14%
Good	2	29%
Regular	4	57%
Bad	0	0%
Very Bad	0	0%
Tosuch	7	100%

**Table 8**



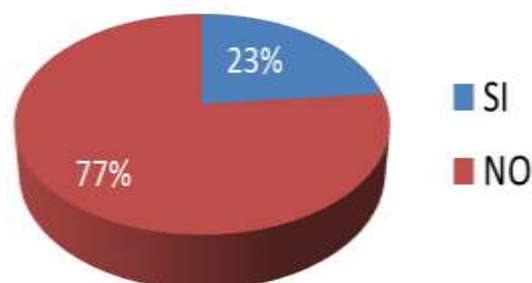
**Figure 8**

The participation of the population in the elaboration of projects is of vital importance so that the project is in accordance with the direct beneficiaries, they know what is being done and why it is being done, they can support control, thus really satisfying their needs that wants to achieve with a social project, in this way to improve the quality of life of each beneficiary and achieve the development of the Municipality.

### Impact of executed projects

Answer	Quantity	Percentage
And it is	47	23%
No	154	77%
Tosuch	201	100%

**Table 9** Satisfaction of the needs of the population with executed projects



**Figure 9**

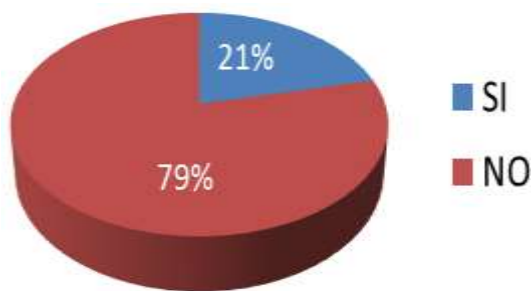
It is observed that 23% affirm the satisfaction of the needs of the population with the executed projects and 77% indicate that the needs are not satisfied. Among the most important reasons for participation are: they can make their prioritized needs known, they are part of social control, they make their participation rights prevail in the different stages of the project cycle.

It can be concluded that the projects that were executed in the different communities are still insufficient to be able to satisfy the multiple basic needs of the population, therefore the authorities should worry more about ensuring the well-being, satisfying the needs of the population and executing more projects. impactful and sustainable.

### Full compliance with project objectives

Answer	Quantity	Percentage
And It Is	43	Twenty-One%
No	158	79%
Tosuch	201	100%

**Table 10** Projects without achievement of objectives according to district representatives



**Figure 10**

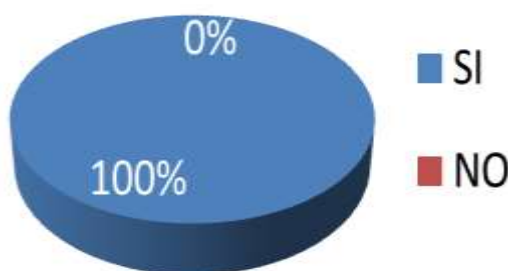
21% of the population is aware of projects that do not fully meet their objectives, such as education, health, micro-irrigation, agricultural, production projects (Poteos, closed parks, Olympic pool, market, pavements) and 79% do not know projects that do not achieve their objectives.

Among the reasons for non-compliance, they indicated that: non-compliance with the project management cycle, when it is not completed until its operation pass where the projects begin to function, inadequate prioritization of the projects, lack of coordination with the beneficiaries, the objectives are not well defined.

With the data obtained, it is concluded that there is misinformation about the projects that were executed and that are executed in the Municipality, since there are unfinished projects or those that have not reached their objectives due to the fact that the project management cycle for its execution. According to officials on the importance of compliance with the cycle:

Answer	Quantity	Percentage
And It Is	7	100%
No	0	0%
Tosuch	7	100%

**Table 11**



**Figure 11**

Among the most important aspects that were evidenced: The project must be executed in cycles, to achieve compliance with the project cycle, because it is participatory, responds to public policies and is transparent, for a better development of the Municipality, only in this way are they visualized results.

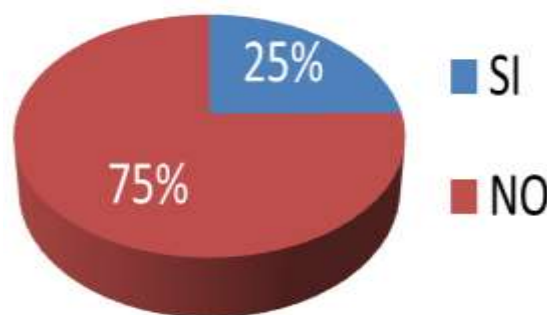
**Body responsible for monitoring and evaluating the project management cycle**

For the achievement of the objectives set forth in the subject, the importance of incorporating the monitoring and evaluation unit of the project management cycle and the fulfillment of the hypothesis becomes evident.

**Body responsible for monitoring the execution of projects**

Answer	Quantity	Percentage
And It Is	50	25%
No	151	75%
Tosuch	201	100%

**Table 12** Identification of the person in charge



**Figure 12**

25% of the population surveyed affirm that they know the entity responsible for monitoring the projects but they do not state exactly and specifically a person in charge, among them (Works Supervisor, Neighborhood Boards, Surveillance Committee, social control, Planning Department, technicians of the Municipality, Senior Administrative Officer, district council) and 75% do not know said person in charge. Which indicates that specifically there is no said person in charge. On the other hand, the officials mention the following instances:

General Coordination, Planning Directorate and the Institutional Follow-up Headquarters, complementing the interview with the highest Executive Authority, the lack of knowledge and the non-existence of this unit is clearly noted, in addition to the concern.

Due to the lack of a specific instance responsible for the project management cycle (monitoring and evaluation), many projects are not fully complying with the management cycle, in addition to the fact that there is a lack of knowledge of the conditions in which the projects that are executed are found. in the Municipality and is detrimental to a good administration of Municipal resources by the Authorities. Therefore, it is necessary to look for alternatives to have a specific technician in the area.

### Monitoring and evaluation of executed projects

Answer	Quantity	Percentage
And It Is	3. 4	17%
No	167	83%
Tosuch	201	100%

Table 13

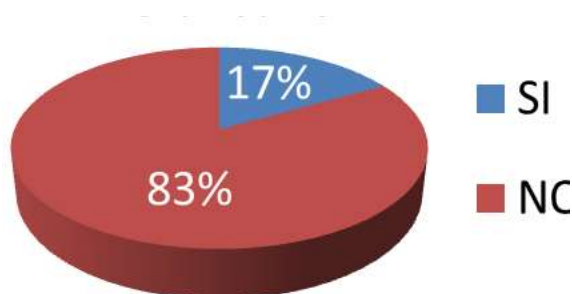


Figure 13

From the table and graph it can be seen that 17% of the entire population surveyed affirms that monitoring and evaluation of the projects is carried out and 83% indicate that it is not being carried out. It is concluded that the executed projects are not being evaluated nor is real and legal timely monitoring being carried out, non-compliance with the project management cycle can be verified in its last stage (evaluation).

### Responsible for the monitoring and evaluation of projects:

Answer	Quantity	Percentage
strongly agree	107	53%
In agreement	77	38%
unwilling	50	7%
In disagreement	2	1%
strongly disagree	0	0%
Tosuch	201	100%

Table 14 Incorporation of the person in charge



Figure 14

From the table and graph it can be seen that 53% of the surveyed population strongly agree that there is an exclusive technician to monitor the different phases or stages of the projects, 38% agree and of the officials it is evident:

Answer	Quantit	Percenta
And It Is	6	90%
No	1	10%
Tosuch	7	100%

Table 15

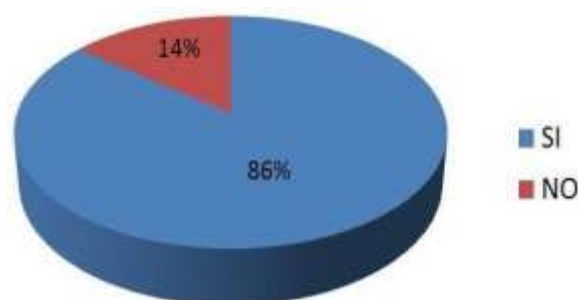


Figure 15

From which it is concluded that it is vitally important to have a person in charge specifically assigned to follow up the different phases or stages of the projects, that is, monitoring and evaluation, for a good elaboration, administration, control and fulfillment of the objectives that are raised in the projects.

Becoming even more effective in the interview with the executive of the Municipality, he is very much in agreement with the insertion of the unit.

### **Proposal**

According to the information obtained and studies carried out, for a better administration of the Municipal resources granted by the State, it is proposed to make the adjustments and application of policies according to the following order:

- As soon as possible, a body responsible for compliance with the project management cycle, monitoring and evaluation should be incorporated into the organic structure of the Municipality, which will allow economic resources to be properly channeled into the projects proposed in the POA, PDM, for the development of the Municipality.
- It has been found factors to consider that determine the success of project management from the direct beneficiaries, officials, bibliographic study, analysis of the regulations that govern the country.
- Avoid the constant change of staff by strengthening their functions in terms of monitoring and evaluation of the project cycle in order to achieve their specialization.
- Implement mechanisms that allow the involvement of social actors in local economic development, optimizing administrative management systems, through the fulfillment of institutional roles, and grassroots organizations.
- Organize and consolidate the inter-institutional coordination instance, between the Municipal Government, grassroots organizations, public and private development institutions for the fulfillment of the project management cycle and achieve an adequate follow-up, monitoring and evaluation of the execution.

### **Project Management Manager**

For the best functioning of the municipal administration, it is of vital importance to incorporate into the organic structure of the Municipality an instance specifically responsible for monitoring the management of projects, whose activities to be developed are detailed below:

#### **Activities**

- Gathering of information related to the municipal demand (project ideas).
- Prepare project profiles based on the demand of the population. Prepare terms of reference and technical specifications for contracting consulting services, in the Final Design stage.
- Monitor the execution of consulting services and project execution.
- Participate in the contracting processes for goods and services.
- Operate in constant monitoring of the execution of projects, for the proper functioning and compliance of the project management cycle.
- Carry out the evaluation with the participation of the beneficiaries to fulfill the objectives of the projects.
- Organize participatory planning processes for the registration of projects in the Annual Operational Programming and Municipal Development Plan.
- Receive all the projects to be executed in the management, for their monitoring, control and filing.
- Preparation of consolidated reports on the progress of the execution of the project to the authorities and beneficiary society based on an evaluation.
- Preparation of final report on the conclusion of each project, for delivery to higher authorities.

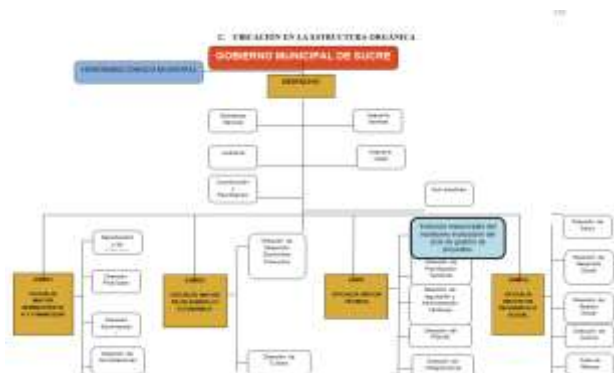
- Carry out an ex-post evaluation of each executed project, Archive and printed record of the documentation of each project for the creation of a data bank.

### Should be able to:

- Identify and formulate social projects, in participatory dynamics with work teams and groups of beneficiaries.
- Coordinate the execution of projects.
- Advise civil society on aspects related to its field of action.
- Will have an organizational, creative and constructive mentality.
- Show a disciplined, innovative and creative behavior at work.

### Professional profile

- Title in National provision at the bachelor's level in Public Management.
- Professional experience minimum one year in Municipalities
- Extensive knowledge of the Laws: Government Administration and Control Law (SAFCO) No. 1178, Popular Participation Law No. 1551, Municipalities Law No. 2028, autonomy framework law No. 031, municipal charter.
- Ease of relationship with the urban and rural population, Teamwork Capacity.
- Management of computer packages (Word, Excel, Power Point, Access, Internet).



Factors to consider for success in project management:



Figure 16

### Evaluation

Among the preponderant factors for the achievement of success or objectives of a project, the following should be considered:

- All people have the right to representation and participation.
- Good and careful planning: Planning must be based on the needs of the population and with their participation.
- The project must cover the real problems of the target groups: For which the responsible body must be able to identify the problems based on their demands from the beneficiaries.
- The interested parties respect their commitments: The beneficiaries comply with their proposed contributions for the achievement of the project's objectives.
- Beneficiaries are clearly divided by gender and socioeconomic group
- Sufficient organizational capacity: The organization must be able to respond to what is required by each project, for a transparent and total fulfillment of each objective proposed in the projects.
- Equitable allocation of costs and benefits between men and women
- Competent and motivated team: The work team must like what they are doing, they must have an adequate degree of training for the responsible body.
- Effective project management: Project development process.

- Ex-post evaluation: Stage of the project that shows the results achieved from the execution of the projects and their impact on the target population.

What will allow a direct relationship between beneficiaries who are the main actors of the administration, good execution and fulfillment of the project cycle, in addition to maximizing resources through sustainable and sustainable projects, which is pursued by the new public management.

### **Conclusions and recommendations**

According to the study carried out and based on documents, research methods and the information available, the following is noted:

- In the development of the investigation, it was identified that there is no staff specifically assigned to monitor the process of project execution.
- It was possible to show that the authorities and administrative personnel lack knowledge about the project management cycle, there is no coordination of activities, lack of internal communication, no information is provided on the results achieved with the projects that are executed, for this reason there is discontent in society and it is detrimental to the development of the municipality.
- Doing an analysis concludes that it is vitally important to fully comply with the project management cycle, since this process marks the path to follow (where we are going to go and how we are going to get where we want to go), on the other hand it allows the compliance with the objectives set out in the project, thus reaching a good administration of resources and therefore the satisfaction of the needs of society and also have accurate information on the destination of State resources.

- In the Municipality of Sucre, despite the fact that there is a resolution that establishes a process to follow in the preparation of projects, there is no timely monitoring of project management, since neither the authorities, and even less the population, are aware of said process.
- According to the diagnosis, it can be seen that the project management cycle is not applied 100% in the Municipality, therefore the projects take a long time, they do not meet 100% of their objectives, the beneficiaries do not take ownership of the project, it generates dissatisfaction towards society.
- The evaluation is a very important stage in the management of projects, since it shows the results that are achieved with the execution of the projects, a situation that the authorities and the population are unaware of, it is worth mentioning that this stage is not fulfilled in the Municipality of Sucre.
- It was also realized that the projects carried out since the promulgation of the popular participation law, despite the fact that all the neighborhoods have carried out at least one project, these did not really satisfy the needs of society, having been carried out with political purposes, due to the little participation of the direct beneficiaries, due to the realization of the projects only from the technical part, due to the weak coordination of the authorities and society and other aspects that went against a good administration and distribution of resources with different projects.
- In general, there is carelessness, carelessness, little interest, initiatives, management capacity on the part of the authorities and little participation of civil society to contribute to the development and growth of the Municipality.



- Ex-post evaluation, since it is the last stage of the project management cycle, its fulfillment is very important, something that is not applied in the Municipality and therefore there is no information regarding the results and impacts that are achieved or simply the fulfillment of the objectives outlined in the projects is not known.
- The misinformation that exists due to non-compliance with the project management cycle is also due to the lack of a database or files of the executed projects.
- For a better administration of state resources, it is suggested that the administrative staff receive training in relation to the project management cycle so that they can contribute to the step-by-step monitoring of the execution of projects, by an external professional (public manager), since the optimal quality of the administration depends on them.
- Develop policies that respond to the needs of the population.

### Recommendations

Framed in the search for the development and growth of the Sucre Municipality, the following recommendations arise based on the results obtained in this investigation:

- The authorities as legal representatives, in compliance with the regulations for hiring personnel, it is suggested to approve and put into practice the proposal of this research topic, which is to hire as soon as possible a responsible body specifically for the monitoring and evaluation of projects, since it is based on the needs of the population.
- Consider the application of the activities, Professional Profile and the incorporation of the Official in the organizational structure according to this research topic, which will allow to contribute to the efficient administration of the use and management of public resources of the Municipality of Sucre.
- The Municipality must adopt strategies or alternatives to enhance the skills of public officials around the administration of the goods that are in its custody and in this way a better execution of economic resources can be carried out.
- In order to undertake an efficient administration process, it is essential that there is good coordination between all the personnel of the Municipality, in addition to updating the personnel, so that good results can be achieved in this way.

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