

## **MONITORING THE DECISIONS OF LOCAL GOVERNMENT BODIES IN DEVELOPED COUNTRIES**

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**DOI: 10.5958/2249-7315.2022.00327.6**

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### **ABSTRACT**

*In this paper, In developed countries, Europe, the Americas, Oceania, local governments are talking about the stages of control over the implementation of management decisions.*

*And an attempt was made to analyze the data based on the necessary clear facts. The author has tried to gather information on these topics through several articles and official emails from relevant authorities.*

*By getting that paper reading we get familiar with debates on challenges and tools for monitoring and evaluating support of decentralization and local governance.*

- *Get tips on how to use PM&E tools for strengthening the capacities of stakeholders of decentralization at the national and local level and strengthening accountability systems at the municipal level.*
- *Exchange on their own experiences with supporting the design and implementation of M&E systems*
- *Discuss challenges encountered when assisting partners with the design and implementation of M&E systems and M&E capacity building, including lessons learned.*
- *Exchange on possibilities and obstacles to move towards joint/harmonized approaches.*

**KEYWORDS:** PM&E tools, M&E system, Joint. Harmonized, Decentralization, Strengthening accountability.

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### **INTRODUCTION**

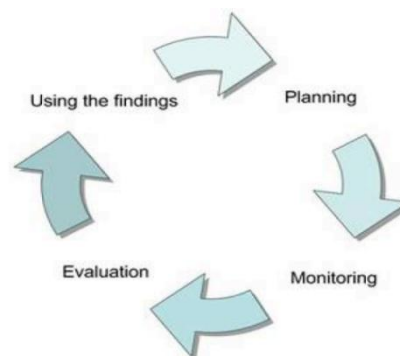
M&E of support to decentralization and local governance is a rather complex and technical topic, which could easily fill a whole day if dealt with in a comprehensive way (e.g. responding to the different needs of governance and sector experts, discussing the specificities of M&E systems for

assistance provided through different aid modalities (projectbased approaches, basket funding, sector budget support). Consequently, the approach we will take in this session is a selective one that will focus on some challenges, trends and examples of approaches that can be of interest for all of you.

We will give particular attention to issues of M&E capacity-building with stakeholders, to the use of participatory M&E tools and to approaches that aimed to help local government and/or national authorities in partner countries to develop their own M&E systems and efforts that comply with some of the orientations put forward in the specific guiding principles of the DPWG-LGD. Definitions and concepts Attention to issues of M&E has increased in the context of the debate on MDGs and the commitments of the Paris Declaration and AAA to result-based management and (mutual) accountability. This is also reflected in the discussion on systems for monitoring support to decentralisation and local governance. Since the start of the millennium in particular, an increasing number of publications and seminars have been dedicated to the topic of M&E of support to decentralisation (Steinich 2000, van Osterhout 2004, Le Bay and Loquai 2008).

Since the beginning of this decade, efforts have been made to promote a consensus on M&E terminology and harmonise approaches to M&E. The work of the ‘DAC Network on Development evaluation’ can be quoted in this context. The specific guiding principles of the iDWG-DLG give orientations on M&E of support to decentralisation and local governance (see below). Yet, there remain differences in the in M&E culture and practice between donors and aid agencies (e.g. with regard to the definition of terms, such as impact and outcome, the definition of terms (impact, outcome), the priority given to M&E in every day work, the preference for specific approaches and methods (e.g. PM&E tools, randomized trials) or the sharing and dissemination of evaluation results. Therefore, it is useful to clarify these concepts for the purpose of the course.

Some basic concepts The terms “monitoring” and “evaluation” are often used together as “M&E”, suggesting a symbiotic relation. This relationship exists, because evaluations require information generated in the course of monitoring. This relationship exists, because evaluations require information generated in the course of monitoring.



**Figure 01-** Monitoring and evaluation in the project cycle

### ***Local Government Differences in General***

As we told above, the vast majority of European countries are member of the Council of Europe. Its Charter denotes the main principles of local governance in Europe that are expected to be respected by all signatures. Because of the crucial importance of the contents of the Charter (describing agreed contextual values about local democracy in Europe) we will first provide the short review of the core principles of the Charter. It first describes the principle of local self-government which should be recognized in domestic regulation, and where practicable in the constitution.

It also stipulates the right and the ability of local authorities, within the limits of the law, to regulate and

manage a substantial share of public affairs under their own responsibility and in the interests of the local population. Furthermore, local governments should have full discretion to exercise their initiative with regard to any matter, which is not excluded from their competence nor assigned, to any other authority.

***Austria:***

The municipal council: (Gemeinderat) is the deliberative body of the municipality. Its members are elected by direct universal suffrage based on the proportional representation system for a five or six-year term depending on the region. The municipal council appoints the members of the local administrative board. The local administrative board (Gemeindevorstand) is the municipality's executive body. It is composed of the mayor, his deputies and members from the different political parties, proportionally to the electoral results of each party. The mayor (Bürgermeister) is elected either by the municipal council or by direct universal suffrage, depending on the region, although the latter method is the most common. The mayor chairs the local administrative board and the municipal council. The regional government (Landesregierung) is the executive board of the region and is headed by the governor. There are two systems for the election of the regional government, depending on the region: the proportional system (almost each party is represented within the regional government) and the majority system (not all parties are represented within the regional government).

***Belgium:***

The municipal council (conseil communal in French and gemeenteraad in Dutch) is elected by direct universal suffrage for a six-year term. It is the municipality's legislative body and decides on local policy. The college of mayor and alderman (college des bourgmestre et échevins in French and college van burgemeester en schepenen in Dutch) is composed of the mayor, his/her aldermen and the president of the public centre for social welfare (see note below). The mayor and aldermen are elected by and from within the municipal council and also sit in the council.

The college is the municipality's executive body. It implements the decisions taken by the municipal council and is in charge of the day-to-day management of the municipality. The mayor (bourgmestre in French and burgemeester in Dutch) chairs the college of mayor and aldermen as well as the municipal council. In Flanders and in Brussels, he/ she is appointed by the regional government at the recommendation of the municipal council for a six-year mandate. In Wallonia, the mayor is directly elected by the population (by "earmarking": the best score on the list with the largest municipal majority), after which he/she is also appointed by the regional government. The mayor is in charge of the municipal administration and heads the municipal police. The provincial council (conseil provincial in French and provincieraad in Dutch) is the deliberative body of the province. It is composed of councillors elected by direct universal suffrage for a six-year term, via the proportional representation system.

***Denmark:***

The municipal council is composed of members elected by direct universal suffrage for four years and by a system of proportional representation. It is in charge of the municipal budget, the running of local institutions and the adoption of local policies. The executive committees are in charge of local administration. Their members are appointed by the municipal council for a period of four years. Permanent committees assist the municipal council in the preparation of its decisions.

The municipal council is obliged to set up a financial committee but may also set up special committees, such as the education committee, the employment committee and the health and social affairs committee. The mayor is elected for four years by the municipal council. He/she heads the municipality's administration as well as the municipal council.

***France:***

The municipal council is composed of councillors elected by direct universal suffrage for a six-year term. This deliberative assembly is headed by the mayor. The mayor and his/her deputies represent the municipality's executive branch. The mayor is elected by and from within the municipal council for a six-year mandate. He/she is in charge of the municipal administration and is assisted by his/her deputies the permanent committee is the region's deliberative body, which assists the council in the execution of some of its competences. The vice-presidents are members of the permanent committee. The president is elected by the regional council for six years. He/she is the region's executive body and is at the head of the regional administration. The president's functions are similar to those of the department's president of the general council.

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