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TECHNICAL FACULTY IN BOR
MANAGEMENT DEPARTMENT*

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STRATEGIC MANAGEMENT**



**XII STUDENTS SYMPOSIUM ON STRATEGIC
MANAGEMENT**

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ON STRATEGIC MANAGEMENT**

**XII STUDENTS SYMPOSIUM ON STRATEGIC
MANAGEMENT**

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STRATEGIC MANAGEMENT OF THE PUBLIC SECTOR IN THE REPUBLIC OF MACEDONIA

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Abstract: The strategic management is a continuous process with defined modes of action and should be applied to all of the organizations regardless of whether they are private or public organizations. Therefore, the strategic management includes the following actions: overall analysis of the situation in the organization, monitoring and evaluation of authorities, the working environment, the vision for development in the future and the results and effectiveness of the intended programs. Through strategic management, organizations shape the most important strategic plan, examine the conditions in which they exercise their activity and attempt to find the best ways to deliver the strategic plan. The purpose of this study is to define the application of the strategic management in the public sector in the Republic of Macedonia. The research subject of this paper is to outline the positive and negative effects of the regulatory laws aimed at the establishment and implementation of strategic management in the public sector. Therefore, the research methodology is based on analysis of legal documents and regulations in the field of strategic management and strategic planning of human resources in the state authority. For that purpose, an interview was conducted aimed to perceive the function of the strategic management in the public sector and the methods used of the strategic planning. The interview was completed on 30 public servants employees in twenty state authorities. The survey results suggest that there have been efforts to establishment of legal aspect of organizational units for strategic management and that there has been a positive effect in terms of resolving the tasks in organizations through established uniform rules, backed up by financial structure.

Keywords: strategic management, public sector, public administration, strategic planning

1. INTRODUCTION

Based on the Strategic Plan and regulations, and the need to strengthen the capacity of the "center of government" and the ministries for creation of consistent policies, analysis, coordination and effective implementation there have been new formations within the General Secretariat. In order for the General Secretariat to strengthen the capacities of the ministries for preparation of high quality proposals, consultation and impact assessment, in January of 2007 issued a manual for policy creation. In 2006, the General Secretariat organized two training courses for improving the work of the ministries for preparation of legislation and policy development and in February of 2007, conducted training on the implementation of the manual policy.

The General Secretariat of the Government in February of 2007 adopted Guidelines on the form and content of the preparation of the strategic plans of the ministries and other state authorities. Strategic plans include the following elements: a description of the state administration authority, its goals and priorities, program objectives, the results, consultation

procedures, the impact on laws and regulations and the impact on human resources plans and its implementation. For easier implementation of its instructions the General Secretariat prepared a manual for strategic planning (20).

According to the manual of the Government as stated in Article 23, paragraph 3, the Government decides on the strategic priorities in accordance with the methodology for strategic planning and preparation of the annual work program and the Government makes decisions on strategic priorities in accordance with the Methodology for Strategic Planning (19). The role of the General Secretariat of the Government in the process of strategic planning is defined in Article 24, under which the General Secretariat is responsible for the coordination of the process and to ensure compliance of the strategic plans of the ministries and other state authorities. The methodology for the strategic planning and preparation of the annual program of the Government defines the phases and procedures in the process of strategic planning including time frames for achieving concrete measures and activities, connection with the budget process by clearly defining the responsibilities of the General Secretariat and the Ministry of Finance as responsible state authorities for the coordination of both processes (20).

Hence, the purpose of this paper is to determine the implementation of the documents by the public sector and its advantages and disadvantages. The adoption of these documents has imposed the need for the state authorities to establish organizational units for strategic planning in the form of units or departments for strategic planning. Sectors need to employ professional public servants able to respond to the request and the strategic plans need to be implemented in accordance with the rules for strategic planning.

For a complete realization of the strategy of the state authorities, the responsible authorities have an obligation to design strategy for human resource management that will be incorporated into the overall strategy of the organization. As a result, the responsible authority is forced to adapt their decisions regarding the hiring, firing, training and compensation programs in accordance with the legislation of the work performed, concerning the management of human resources. In order for the organization to successfully perform its strategy, it is necessary to pay attention to the ability of responsible authority, the managers need to know how to manage human resources and be able to make decisions quickly and decisively at a time. The strategic planning is a process that determines priorities and goals of the public administration and defines ways of their realization. This purpose defines measures, assets, projects and budget for implementation of the strategy, according to the particular activity of the organization. Strategic planning has a major task to fulfill the mission and the vision of the organization arising from the responsibilities of the organization. The strategic planning is a continuous process with predefined modes of action. Therefore, the strategic planning includes the following actions: overall analysis of the situation in the organization, monitoring and evaluation of the authority, advantages and disadvantages, the working environment, the vision for the development in the future, policies and programs and the results and effectiveness of the intended programs and its policies.

2. ANALYSIS OF RESEARCH RESULTS

The methodology of the research is based on qualitative analysis and an interview conducted among 30 civil servants in 20 state authorities from various categories of titles. Within the interview, the emphasis was put on the document operational plans and the

procedures relating to the strategic goals of the state authorities. The purpose of this interview referred to determine the extent to which the authorities are accepting to the establishment of strategies in the public sector and whether they are made in accordance with the procedures. In conversation with the respondents, I came to conclusion that all of the respondents are more or less familiar with the strategic plan within the state authority, considering that in the last amendment the formation of the strategic planning within the departments is mandatory. Such units or departments have been established in almost all of the state authorities but only seven of these units consist of trained people who fully exercise their function. The procedure for such strategy in the state authorities is achieved on the basis of the strategic planning manual. Only at the Center for Crisis Management and in the Ministry of Defense, the strategies were prepared based on the rules for planning, programming and budgeting with clear steps of the preparation to the date of its adoption.

Regarding the approach of the strategic plans development, respondents are largely familiar with the role of the strategic plan in the institutions, but the approach to how it will be implemented is perceived as not useful for the functioning of the institutions. This approach is due to the frequent departure from the adopted strategic plans.

The respondents pointed out that one of the largest indicator that shows the departing from the strategic plans is the reduction of the budget for the planned activities or already commenced actions. The strategies are key factors and without written procedures for their certain state authorities will give emphasis on certain strategies. In this context, the respondents noted that budgets are often reduced in cases where the tender has concluded although the Ministry of Finance was informed. In this context, there are non-existent procedures under what circumstances the budget is reduced.

Another indicator suggesting the absence of clear procedures for monitoring the implementation of the strategic plans are the occasional changes of the strategic plans without prior analysis. The state authorities are obliged to follow the standards dictated by the EU or NATO. In the Republic of Macedonia, the State Statistical Office, the State audit Office and the Ministry of defense are ahead of the process of the strategic planning. The overall assessment is that most of the respondents still face a shortage of skilled people and technical resources in order for more effective and efficient strategic implementation.

The results of this research suggest that primer indicator for monitoring the implementation of the activities in the public sector is year-long strategic plans and work programs. These operational plans include objective, time limit for realization, and organizational units responsible for the implementation of the specific activities of the strategic plan. Within this mode the statements of the respondents were as follows: "The basic document which expresses the strategic plan is year-long strategic design, which imposes monthly plans that result in analysis of the overall work within the organization. The implementation of this program is reviewed on a monthly basis. The responsible manager in the organization is obligated to monitor the strategic implementation and to seek for solution if there is problem. The observing of the strategic activities applies only to a general analysis of the work of the organizational units in the public sector for the duration of the implementation of the strategic plan.

3. CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the state authorities are facing a shortage of skilled people, materials and technical resources in order to establish effective and efficient implementation of the strategic plans. Also, the lack of clear procedures makes closing the circle of responsibility impossible. This is due to the fact that there is no human resource strategic plan in the state authority. It is well known that the human resource strategic management is an important component for the efficiency of the organization. The lack of the strategic planning in the public administration lead to the problem of lack of experts in the field of strategic planning.

The lack of clear procedures for the strategic planning provides inconsistent approach to this activity and the employees perceive the strategic activities as obligation rather than useful tool for the functioning of the institutions. This approach is due to the frequent withdrawal from the adopted strategic plans.

The conclusion is that even with clear procedures for strategic planning, the state authorities often reduce the budgets in cases where the tender has concluded. All of these inconsistencies obstruct the implementation of the strategic plans of state authorities. An essential element that is missing in the process of strategic planning in the public sector is an analysis of the strategic plans by measuring the achievements of the employees and the reasons for the lack of implementation of the strategic plans. There is a necessity for a serious approach to the process of strategic planning by analyzing all of the indicators and determining the weaknesses and strengths of the public administration in order for greater achievement of the overall strategy of the Government of Republic of Macedonia.

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