

→ Raising quality standards of services delivered to citizens

Country Romania

Project title An approach for improving internal management in the town hall of Medias

Twinning Municipality of Skasterlan (the Netherlands)
County of Medias (Romania)

Project period 1 November 2006 to 30 September 2007

Project budget € 67,895

Project objective

Improve the quality of internal organization of Medias town hall to assist in raising quality standards of services delivered to citizens.

Project summary

The project focused on concrete management themes and issues such as management skills of local government professionals in strategic, financial planning and accessing EU funds and in improving the internal and external communication and descriptions of organizational tasks.

Core information

Medias, with a population of 55,000 is the second largest town in Sibiu County. Medias is the second largest regional industrial centre, especially in marsh gas exploitation. The town has much impressive and different architecture and with its medieval fortifications, is one of the best preserved historical centres in the region.

Problem analysis

The main problem was related to poor internal management in Medias town hall due to particularly underdeveloped knowledge in obtaining EU and other funding for better local development; to support the local development plan, a low capacity in prioritizing solutions addressing citizen needs, poor communication with clients, and inappropriate recruitment and selection tools. Current project assistance focused on the issues above with the aim of better responding to citizen needs.

Project implementation

The main actions undertaken included an awareness campaign on the importance of clear financial planning, and creating an EU fundraising unit at organization level. Training in internal and external communication was organized and know-how and experience shared by organizing site visits to the Netherlands. Training was delivered in human resources management with a focus on policies, recruitment tools, job descriptions and team building. Furthermore a workshop was organized focusing on the links between finance and strategies, human resources management and communication as well as on their impact on the overall policy of the organization.

Process management

The project was designed, implemented and targeted to both the decision makers (councillors, mayor, and top managers) as well as to technical staff. This assured both the sustainability of the actions foreseen and ensured approval of the documents produced. The project had an impact on improving the organizational structure of the local government by creating new units (human resources, European funds). Additionally, the project generated improvements related to the tools used in human resources management as well as in communication channels inside the organization and with citizens (communication information centres).

Recommendations: do's and don'ts

- Obtain agreement of key decision makers at an early stage of the project to facilitate implementation of activities foreseen;
- Ensure good internal and external communication as communication is the key to successful project implementation.