

→ Raising local government strategic and financial planning capabilities

Country Romania

Project title Raising local government strategic and financial planning capabilities

Twinning Municipality of Leek (the Netherlands)

Municipality of Dumbraveni (Romania)

Project period 1 September 2006 to 30 September 2007

Project budget € 69,931

Project objective

Provide the municipality of Dumbraveni with new skills in strategic and financial planning, raise staff qualifications and clearly describe job tasks in the town hall.

Project summary

Financial assistance was focused on training sessions delivery and providing advice on improving financial and human resource management. Emphasis was also placed on local authority staff acquiring information technology knowledge and skills.

Core information

Dumbraveni has a population of 8,500 and is situated in Sibiu County, in central Romania. Its economy is agriculture-based, and includes 40,000 square meters of vegetable and flower glasshouses and hemp production.

Problem analysis

Dumbraveni experienced insufficient human resources capacity, both in quantitative and qualitative terms. Dumbraveni thus had insufficient capacity to provide certain necessary services to its citizens. The local government is responsible for identifying solutions to provide better services and for improving financial and strategic management. It also seeks upgraded human resource management, to attract projects supported by various donors and to be able to assure co-financing for potential projects.

Project implementation

The project focussed on the delivery of financial and strategic management training and on training delivery on human resources management (to management staff and civil servants from the Human Resources

A practice to improve internal management of local governments

Department). Job descriptions were drafted. A training on long term budgeting was delivered which was useful in designing project proposals that entail co-financing issues with long term perspective. Visible improvements in internal management structures were achieved, particularly a new organisation chart, job descriptions, and awareness raising on modern human resources management techniques as management tools.

Process management

The process was supported by including the mayor and a local councillor in the Romanian project team. Furthermore, project support from the mayor rose as project results became visible during implementation. The process change was spread over the entire local authority, as it targeted almost all departments of the organization (Financial, Human Resources, Public Procurement and Judicial Departments).

Recommendations: do's and don'ts

- Be supportive and open to collaboration with all foreign and local partners;
- Be patient as the impact of project activities may sometimes only be visible in the long term;
- Do not ignore the basic rules of communication;
- Do not disregard the experience and cultural differences of partners;
- Good organization of the local government is a vital condition for improving results and increasing the effectiveness of services for citizens.