

## → Creating a Strategic Plan

**Country** Romania

**Project title** Project Management +

**Twinning** Municipality of Deventer (the Netherlands)  
Sibiu County Council, The General Directorate for  
Social Welfare and Child's Protection (Romania)

**Project period** 1 January 2008 to 30 June 2009

**Project budget** € 45.464,77

### Project objective

The project aimed at the design of a Strategic Plan 2010-2013 based on the commitment and involvement of the managers of the General Directorate for Social Welfare and Child's Protection and the managers of the 16 residential centres.

### Project summary

The project was divided in 2 parts. The first part focused on the design of a new cooperation structure between the General Directorate and the 16 residential centres. The second part of the project was targeted at the design of a strategic plan for the Directorate concerning the communication and teamwork between the 16 centres. The management of the General Directorate and the centres were trained in teambuilding, and internal and external communication. Tools were developed to improve the communication between the Directorate and the centres.

### Core information

Sibiu County has a population of 420,000 inhabitants and is situated in Central Romania. The economy is driven by several industrial parks in the county and agriculture (corn, potato, barley and sugar beet). The Sibiu county council consists of 2 municipalities, 9 towns, and 53 communes. There are about 20 departments at the Sibiu county council of which the General Directorate for Social Welfare and Child's Protection is one.

### Problem analysis

The high amount of responsibilities of the General Directorate affects its way to manage the departments in an efficient way. The General Directorate, including the staff of the 16 residential centers, has a total of 573 employees. Due to the lack of structure and insufficient communication between the management of the general directorate and the centres the functioning is not optimal.

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## **Project implementation**

The project started with a SWOT analysis of the internal management and communication structure within the Directorate, and between the Directorate and the 16 territorial units. Based on the analysis elaborated by a team of Romanian and Dutch experts, a plan of required activities to improve the situation was designed. A series of measures was implemented such as a monthly meeting between the three directors and the 12 department heads of the General Directorate, as well as a monthly meeting between the three directors and the 16 managers of the residential centres in the Sibiu County. A Strategic Plan for the General Directorate for the period 2010-2013 was formulated. The directors of the Directorate and the centres were trained in internal and external communication, and team building. A website was developed ([www.dasib.ro](http://www.dasib.ro)) which provides information about the Directorate and its activities and about the Logo-East II project 'Management +'.

## **Process management**

The process was quite delicate because it involved the leaders of different institutions. As the 16 centres were subordinated to the Directorate for a short period only, the cooperation and the communication between the institutions was not quite established. This lack of strategy caused difficulties for the project implementation. Moreover, the project implementers had to stimulate all leaders to collaborate and establish links and connections on professional and personal level. Therefore giving a proper follow up of the Strategic Plan for 4 years will be a huge challenge for the Directorate and the centres.

## **Recommendations: do's and don'ts**

- Develop action plans based on SWOT analysis.
- Monitor the implementation of the action plan.
- Bring the leaders together as often as possible if cooperation is desirable. Be sure that all the communication between them reaches every involved leader.
- Carefully design the trainings for leaders.
- Request full and written commitment of the leaders when you are involving them in this kind of projects.