

Center for communication and information technology- IMPLEMENTING PMI

Primaria Sector 3 Bucharest

Introduction

The Primaria of Bucharest sector 3 has undertaken the ambition to implement Public Management Instruments within its organization. This is done in order to reach certain goals and objectives. The aim is to implement PMI in the Primaria Sector 3 organizations planning & control structure. After a training session in November 2013 the next step is taken: the start of the actual implementation. In order to achieve the desired result a BMC expert will advise and assist us. This project plan serves as a guideline for the whole organization. The project plan is used by the project team to maintain control of the project, but also to communicate with the city council and mayor.

In order to achieve these results Sector 3 is participating in a pilot project, funded by the Dutch Ministry of Foreign affairs to implement 'Public Management Instruments' (PMI) in Romanian municipalities. Sector 3 is proud to be included in the initial phase together with four other municipalities. These instruments will help to give insight in activities, map the budget (income and expenses) and give more control over the organization. This plan describes the steps needed to take to implement PMI in our municipality. Products that are going to be developed include a policy plan (including a multi-annual budget), departments plan, interim-executive reports and an annual statement. To get to know the PMI way, Primaria sector 3 is running a pilot project with the PMI instruments. The pilot project started to develop a brainport as is in Eindhoven in the Netherlands. Due to legislation in Romania the idea had to be abandoned. The Primaria sector 3 is not allowed to have direct communication with universities and nationwide companies. That's why the project shifted from a brainport development to the founding of an center of information technology and communication.

The challenge

Sector 3 faces many challenges, for instance Sector 3 Bucharest is responsible for the education of high school students in the sector. However Sector 3 lacks funds and has to rely more often than not on European money. Which is not enough to cover all the educational needs. This causes problems: The students don't get enough information and training on the latest information technology. In a world where there is more and more need for skills in information technology this is a not wanted situation. Due to legislation in Romania Sector 3 can not expand her influence out of the borders of the municipality and local legislation. Contact with universities and national business is prohibited. Still Sector 3 want to extend the educational program with information technology. Also they want to invest in a student information system that makes it possible to control the progress of the students.

The Policy plan is to get more educational activities in sector 3, training highschool students. Therefore the policy plan has to be translated to an dedicated project: Center of communication and information technology

The base of the project is the partnership between highschools and Primaria sector 3. The project consists of 4 steps.

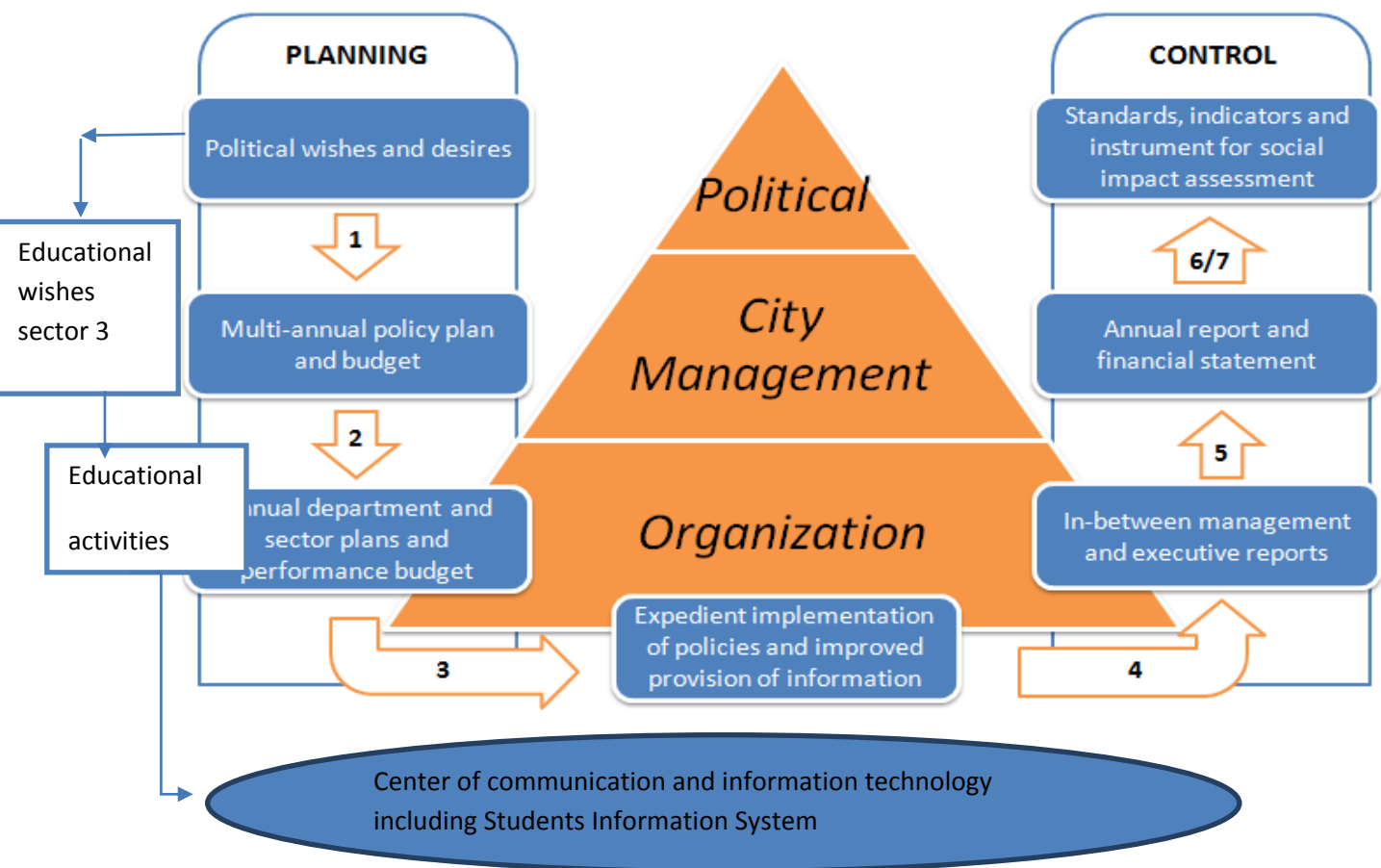
1. Setting up a center of communication and information technology including social media using an existing building.
2. Implementing Student Information System (SIS).
3. Extra training in communication and information technology.
4. Set up a virtual library and promote the use of it.

Public Management Instruments (PMI)

In short, public management instruments are various products who are responsible for increasing the flow of information and make sure to think beforehand over the various choices. It combines all three layers within a typical It is important for Primeria sector 3 to make the right choices, to know in detail the budget and to allocate the right means to the right place. To prioritize, think about the needs of the citizens and work as efficient as possible. Therefore there is the need to adjust the administration, state goals clearly and make a realistic budget. The council and the mayor need to be able to make good decisions and to have a clear long term strategy.

The PMI organization and has a top down planning structure, and a bottom-up control structure. It follows from abstract political wishes to concrete actions and budgets. It is a way to present information and manage the organization. Furthermore it can be used to communicate with citizens or to justify policy on the county/central government level. PMI can be displayed in figure 1:

Figure 1: PMI in practice for Center of communication



The three leading questions are in figure 1 are:

- What: more (high) educational activities in sector 3
- How: through: providing highschool students a place to deepen their study.
- Budget: how is it divided, monitored and evaluated?

Figure 1 shows the three organizational levels and the products associated with them. Politics provide the framework and directions, management translates the framework and directions into actions and budget and last but not least departments take this to devise well developed plans.

Through interim-executive reports (ca. twice a year) the council and mayor are informed about the progress being made. And if needs be can adjust policy/budget to steer the municipality in the right direction. At the end of the year an annual statement will explain what has been done and how much it has cost.

How to use PMI

It is the desire to implement PMI in the whole organization. This means a new way of working. This means more intensive contact with the mayor and the council, providing more documents and have more insight in the things to do. Basically this means implementing a Planning and Control cycle as shown in figure 1. A typical cycle consists of four years, starting in 2014, and would look like this:

- March 2014: elections. A new coalition is formed. This coalition has expressed the desire to work together and to realize the wishes they promised in their election campaign. In the next few weeks representatives from the coalition work on a political agreement in which all parties agree to adhere to goals, wishes and desires put down on paper. This requires some sacrifices and compromises. In the end a document is created in which the coalition puts himself to the task to realize the goals stated here in the next few years

- The political agreement is then used by the civil servants to be translated in a working (multi-annual) policy document including a four year budget. This document will cover 2015-2018. This is ready on November 2014. Different themes are recognized (for instance, education, youth, public space etc.). These are called programs. The programs can be structured into projects just like the one in this paper. Every project will contain:

1) What do we want to achieve with this project?

2) What do we want to do to achieve our goals (see 1)

3) What will it cost us to achieve our goals?

4) Social effect indicators which can be used to measure our progress. i.e. How many students are dropping out, how many students have their degree in information technology and social media.

5) An introduction which states what the program will cover, explain what the project is about and who is responsible.

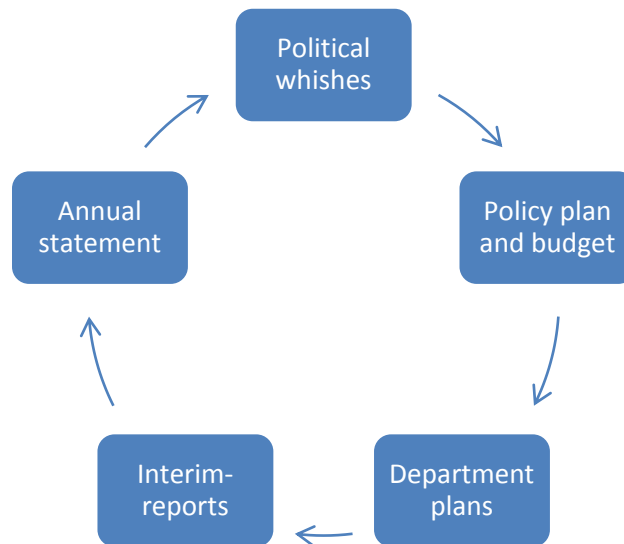
It's important that the budget is structural sound, so in the course of four years the balance between expenses and income should be zero. However this can differentiate per year. If foreseen a (incidental) rise of income or reduction in expenses can increase the expenses in the next year, as long as this matches reduced cost or increased income from the year before. Making the budget structural sound is difficult. It might be so that not all wishes or goals can be realized because there is no budget. A dialogue with the mayor and city council needs to be established in order to make choices. The mayor and city council should prioritize. Each year in November the policy plan is

discussed by the city council and the mayor. If they agree with the policy plan and budget they have now given a mandate to execute the plans and the allocation of means. Without the explicit consent of mayor and city council these budgets cannot be changed!

- With the budget and activities listed, departments can now make their own (detailed) plans on how to execute activities, and reach the goals. Be as specific as possible, as well as with the budget. For instance building a road: who is going to build a road? How much will it cost? How much budget is remaining after building the road? What are our structural maintenance cost? These plans will be send in January to the council and mayor as information. They do not need to approve these plans because they already approved the (bigger) policy plan. However they can provide input.
- In May a progress report will be send to the council and mayor. Are we still on track? How much did we spend so far? How much is available for the remainder of the year? Are there any (big) deviations of our budget and if that is the case why are there deviations? The council and mayor should decide to continue like this or make adjustment in the goals/plans and consequently budget. It might mean that some things cant be done due to spending too much. What to do or don't is for the mayor and council to decide.
- In September 2015 a second progress report is send to the council and mayor.
- In October 2015 the multi annual policy plan and budget for 2016-2019 is devised. Input is gained from the council and mayor, local population and information from the progress report. It should contain the same as before. In November the plan and budget are for approval in the council.
- In January 2016 the annual statement over 2015 is being made. The same format as for the policy plan is used, however we are going to state 1) what we achieved, 2) what we have done, 3) how much it has cost. And lists the reasons (i.e. asphaltizing of the road costed more than projected because raw materials where more than budgetized), Our goal was to asphaltize 65% of the roads, we succeeded in asphaltizing 67% of the roads.
- In January 2016 department plans, in may 2016 a progress report, in September 2016 a progress report, in October a multi-annual policy plan for 2017-2020, in January 2017 an annual statement over 2016 etc. Eventually a new political agreement is made in 2017, which can radically change the wishes, desires and goals.

In figure 2 this is mapped:

Figure 2: Planning and Control cycle.



Each step provides input for the next. Political framework for the policy plan, policy plan for department plans, interim reports for monitoring progress and annual statement provides input for new or changed political wishes.

By monitoring your progress, stating your expenses and income, giving the council and mayor the options to make informed choices and to adjust budget at the right moment it becomes easier to achieve your higher goals.

Objectives: what do we want to achieve

For the founding of the informationcenter an project breakdown is made. The projectbreakdown is:

1. Point out a projectmanager.
2. Agreement whit the educational director
3. Getting information about the schools
4. Contact with the schools
 - a. Ask them if they want to join the Students Information System?
 - b. Ask them what other activities they want?
5. Set up a projectgroup
 - a. Economics
 - b. Investment
 - c. IT
 - d. Education
 - e. Projectmanagement
6. Set up an projectplan with activities
7. Make the place real (existing building or floorspace)
8. Set up the budget and divided the budget among the activities.
9. Finding agreement by city manager and citycouncil
10. Effectuate the building or floorspace.
11. Provide technical en computer infrastructure.
12. Set up Students Information System (SIS)
13. Set up digital library

To underscribe the value of PMI it is important to see this PMI project as a means to achieve an end. It is an instrument used for more insight, more control and better planning. By looking ahead in time, seeing the risks we have and identifying developments we can anticipate faster, be more efficient, let the council and mayor take well informed decisions and have a sound strategy. PMI will contribute to creating an organization well equipped to deal with challenges. In practical sense:

- A political agreement, made by council and mayor at the start of their term of office and includes their goals and desires for the whole term. Input for this can come from survey's and other means.
- Each year a multi-annual policy plan and budget, including a forecast for the next four years. Answering our basic questions (what are we going to achieve, what are we going to do and how much will it cost). This plan is renewed each year based on the changing environment, political circumstances and insights gained from our progress reports.
- Interim – executive reports to inform our council and mayor of the progress being made.
- Department plans stating in detail what the department will do, including a detailed budget and forecast.
- An annual statement defining what we achieved, what has been done and what it has cost.
- A controller specifically responsible for our planning & control cycle. This means safeguarding deadlines for delivering the policy plan, departments plans, interim-executive reports and the annual statement. See attachment 1 for specific task and function.

This makes the Primaria able to:

- Be more in control of our strategy, expenses and progress
- Be able to make more effective and thought off decisions.
- Present our choices and visions to citizens
- Realise our political wishes and desires.
- Be less dependant on other financing programmes.