

# **Project Plan PMI**

*Piatra Neamt*

*July 2014*

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## Introduction of the PMI project

Piatra Neamt participates in the project "Introduction of the management and policy instrument (PMI) in Romania". This project aims to improve good governance and democracy at the local level.

Within this project, five municipalities were selected. Piatra Neamt is one of them. This means that the municipality will work with PMI from the perspective of a specific group of projects.

### Aims of PMI

PMI has three main aims which are explained below:

Obiectivele PMI	
<b>Intarirea pozitiei consiliului local</b>	Crearea de informatii face posibila guvernanta pe baza politicilor strategice. Acest lucru permite consiliului local sa judece mai bine rezultatele avand in vedere cunoasterea eficientei si a efectivitatii
<b>Cresterea controlului organizational</b>	Management integral, control concentrat pe output-uri, indicatori (de efect), masuratori calitative. Toate acestea duc la cresterea promptitudinii
<b>Concentrare asupra cetateanului</b>	Flexibilitate organizationala, delegarea responsabilitatilor, focus extern

In order to realize these goals, PMI uses three questions:

Buget	Declaratii
<b>Ce vrem sa realizam?</b>	<b>Ce am realizat?</b>
Aici sunt relevate ce scopuri (efecte sociale) ale programului trebuie atinse	Este explicata masura in care scopurile propuse sunt de fapt atinse, gradul de realizare a obiectivelor; este comparata intentia cu gradul de realizare;
<b>Ce vom realiza?</b>	<b>Ce am facut?</b>
Identifica activitatile ce vor fi implementate pentru a atinge obiectivele	Explica gradul in care activitatile planificate sunt de fapt realizate
<b>Cat va costa?</b>	<b>Cat a costat?</b>
Care costuri si beneficii monetare sunt asociate cu activitatile implementate pentru atingerea obiectivelor	Costurile realizate asociate cu activitatile si prin urmare costurile pentru atingerea obiectivelor

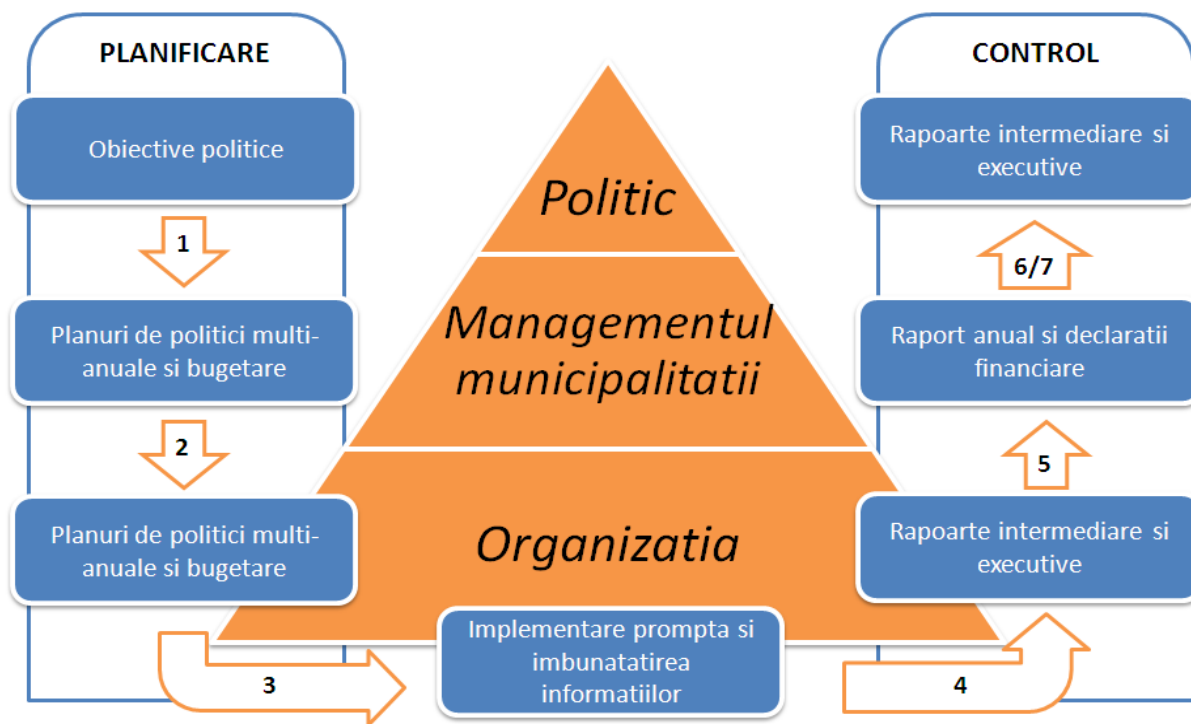
These questions each have their equivalent on the planning and on the control side. They help to make a clear distinction between goals (the first question), activities (the second question) and budget (the third question).

### The 7 stages of PMI

In short, the instruments of public management represent various products/activities that are responsible for increasing the flow of information and makes it possible to plan ahead to make different choices. It is important for the municipality of Piatra Neamt to make appropriate choices, knowing in detail the budget needs and to allocate the right tools at the right time. In order to prioritize, the needs of the citizens will be taken into account as well as working as efficiently as possible. Therefore there will be the need to make adjustments, to formulate clear goals and to make realistic budgets. The City Council and the Mayor should be placed in a situation where they can make good decisions and take a clear long-term strategy.

In working with PMI there are 7 phases. In the figure below they are presented shortly. In the next chapter of this project plan the phases are described specifically for the case of Piatra Neamt.

Fig. 1



## The case of Piatra Neamt

### Introduction to the case

The municipality of Piatra Neamt chose to apply PMI because this new way of doing things means a more intense contact with the mayor and the local council, it means providing them with more documents and information on what must be accomplished for the development of tourism, which would lead to more control and a broader base of information which will contribute to an improved decision making. In order for the decision makers to take better decisions, they need to know in detail the budget they need to allocate and what the right tools for the right time are; in this regard the planning and control offered by PMI are very useful. We will also take into account the needs of the citizens and will communicate with them in order to justify for the policies that are followed. Thus, the position of the mayor and of the city council will become stronger, the organizational control will be improved and the focus on the citizen will be improved.

An important document for the local community development programming, conducted by the City Hall of Piatra Neamt, is the development strategy of the municipality of Piatra Neamt 2008-2015. The strategy's vision is to transform Piatra Neamt into a city where it is pleasant to live, do business and tourism, a city of ecological solutions. The main factor of development should be the exploitation of local tourism potential. Specific measures are set within the four priority areas of the strategy to be achieved through the implementation of projects. This strategy is currently under review on the one hand to the new socio-economic conditions that resulted from the economic and financial crisis as well as to the requirements of the new EU programming period 2014-2020.

The challenge that lies in front of Piatra Neamt city is to make the transition to a major tourist resort, so that by using the available natural resources: the beauty of the landscape,

climatic conditions, the monuments of art, historical ruins, folk tradition, tourism will become a real way of economical development of the area.

One of the objectives is to improve the city's business environment through tourism development. The field of tourism has been chosen due to the following reasons:

- There is some important natural and anthropic potential;
- The city holds notoriety and a proper infrastructure;
- Tourism is a service industry so the small business that act in this field do not need important investments;
- The collateral effects are more prominent in comparison to other industries (for example the demand creates new jobs faster in comparison to other sectors)
- The online touristic service is easier to sell online in comparison to other products;
- Tourism is a clean industry, do not produce waste and does not pollute;
- The effects at the level of the community are on long term and are visible faster;
- As a municipality, your own inhabitants also benefit from the touristic infrastructure;
- Tourism needs less specialized and technical know how in comparison to other industries.

The effect of improving the business environment through the development of tourism will be able to lead to the following results:

- Increase of the local budget revenues (by increasing the amount of taxes collected), which will be reflected in the improvement of the public services provided to the community (a more user friendly interface with citizens, better roads, green areas, urban furniture, etc.);
- Diversification of services and attractions will lead to the creation of new jobs (in tourism and in other branches that will develop due to the development of tourism) and in this way unemployment will be reduced as well as the use of resources and labor;
- Entrepreneurial initiatives will contribute to the growth of the middle class.

Obtaining the above results, as well as taking into account that of the majority of the tourist facilities the inhabitants of Piatra Neamt will also benefit (pedestrian spaces, landscape paths in nature, the new street market, trails for mountain bikers, road access Cozla, etc.), lead to the conclusion that the development of tourism makes it possible to achieve a political objective in mind:

**The polical objective: raising the standards of living for the citizens of the municipality of Piatra Neamt.**

The activities through which we aim to achieve the objective are the implementation of a group of projects with an impact on the development of the business environment through tourism:

1. Building a bicycle lane in Piatra Neamt - *18,304 km. Value of the project: 2.364.348 lei*
2. Setting up an information and tourism promotion center in Piatra Neamt. Total value: 622.263 lei

3. Rehabilitation and consolidation of the archeological discoveries of the historic and cultural area of the Royal Court Museum II. Total value of the project:
4. The set up of the street market on Muncii street. Total value: 763.433 lei

This group of projects is complimentary to the actions already implemented, or that are in the course of completion within the development strategy for 2008-2014:

*"The modernization of Street 1 Decembrie 1918 continued with the Neamț fortress, which will ensure the connection of Piatra Neamț with East-West future Highway"* SMIS 996; finalized project; total value: 21.818.168 project implemented within the POR 2007-2013, axis 2, DMI 2.1. A non-refundable financial assistance (ERDF + BS)-98% of eligible expenses, of, 69 lei 16.667.851;

*„The modernization of Petru Movila street in Piatra Neamț which ensures the only exit out of town towards the North West part of the county”.* SMIS 1015; finalized project; total value: 10.863.625,12 lei; project implemented within POR 2007 - 2013, Axis 2, DMI 2.1., no reimbursable value – 98% of the eligible costs of 8.280.869,03 lei;

*The creation of urban public spaces in the city of Piatra Neamț, by building a bridge and a parking area in the intersection The Stefan cel Mare Street, Orhei, b-dul Dacia and complex arrangement of the Cuejdiu.* SMIS 11176; completed; total value: 43.772.160 lei; a project implemented within the POR 2007-2013, axis 1, DMI 1.1. A non-refundable financial assistance (ERDF + BS)-98% of eligible expenditure the 34.733.491,63 lei;

*The restoration and valorization of the historical and cultural area of the Royal Court of Piatra Neamț through rehabilitation, equipping and putting into value of sites and heritage buildings: the Ethnographic Museum, the Art Museum, Youth Theatre, the Steeple, the cellar ruins and the ruins of the wall enclosure of the Princely Court and related Museum;* SMIS 5868; total value: 24.543.091 lei; a project implemented within the POR 2007-20135 Axis, DMI, 5.1, with a non-refundable financial assistance (ERDF + BS)-98% of eligible expenses, 17.126.944 lei. The project developed in partnership with the County Council and the parish church of Neamț St. John's Reign; it will be finalized in July 2014.

The restoration and valorization of the historical and cultural area of the Royal Court of Piatra Neamț-by urban furnishings, outfitting of pedestrian and traffic routes - car underground passage, underground parking"; SMIS 11177; worth 32.626.882 lei; project implemented within the POR 2007-2013 ROP, axis 1, DMI 1.1, with a non-refundable financial assistance (ERDF + BS)-98% of eligible expenditure 25.736.167, 24 lei. The project ends in February 2015.

## Stakeholders

There are two types of stakeholders: intern and external. The stakeholders can be political entities and public administration.

- INTERNAL STAKEHOLDERS

- POLITICAL INTERNAL STAKEHOLDERS: THE MAYOR AND THE LOCAL COUNCIL

Between the mayor and the local council there are no subordination reports, the two being authorities of the local public administration that work together in order to put in practice the best decisions that look at the development of the municipality.

#### THE MAYOR

The mayor holds a position of public authority. He is elected through a direct vote and his mandate is of 4 years. He represents the executive power. He proposes to the Local council different measures for the development of the municipality.

#### THE LOCAL COUNCIL

The local council comprises of local councilors elected through a direct vote on a period of 4 years. Piatra Neamt's local council comprise of 24 councillors working in 6 different commissions. They represent the legislative power as they approve through decision the measures to be put into practice.

#### □ OTHER INTERNAL FACTORS

The PUBLIC ADMINISTRATOR is appointed by the mayor and has a management contract with the mayor; he/ she have coordination attributions of the staff and the local public services.

#### THE MAYOR'S STAFF

For the implementation of activities under its jurisdiction, the Mayor's coordinates the town hall's staff. This apparatus functions on compartments according to the law.

Within PMI the mayor proposes to the local council the multiannual policy plan and the multiannual budgets. The local council approves the proposals of the mayor through local council decisions which are afterwards put into implementation through the departments that make up the mayor apparatus which is coordinated by the public administrator and the vicemayors.

#### • EXTERNAL STAKEHOLDERS

This category comprises of:

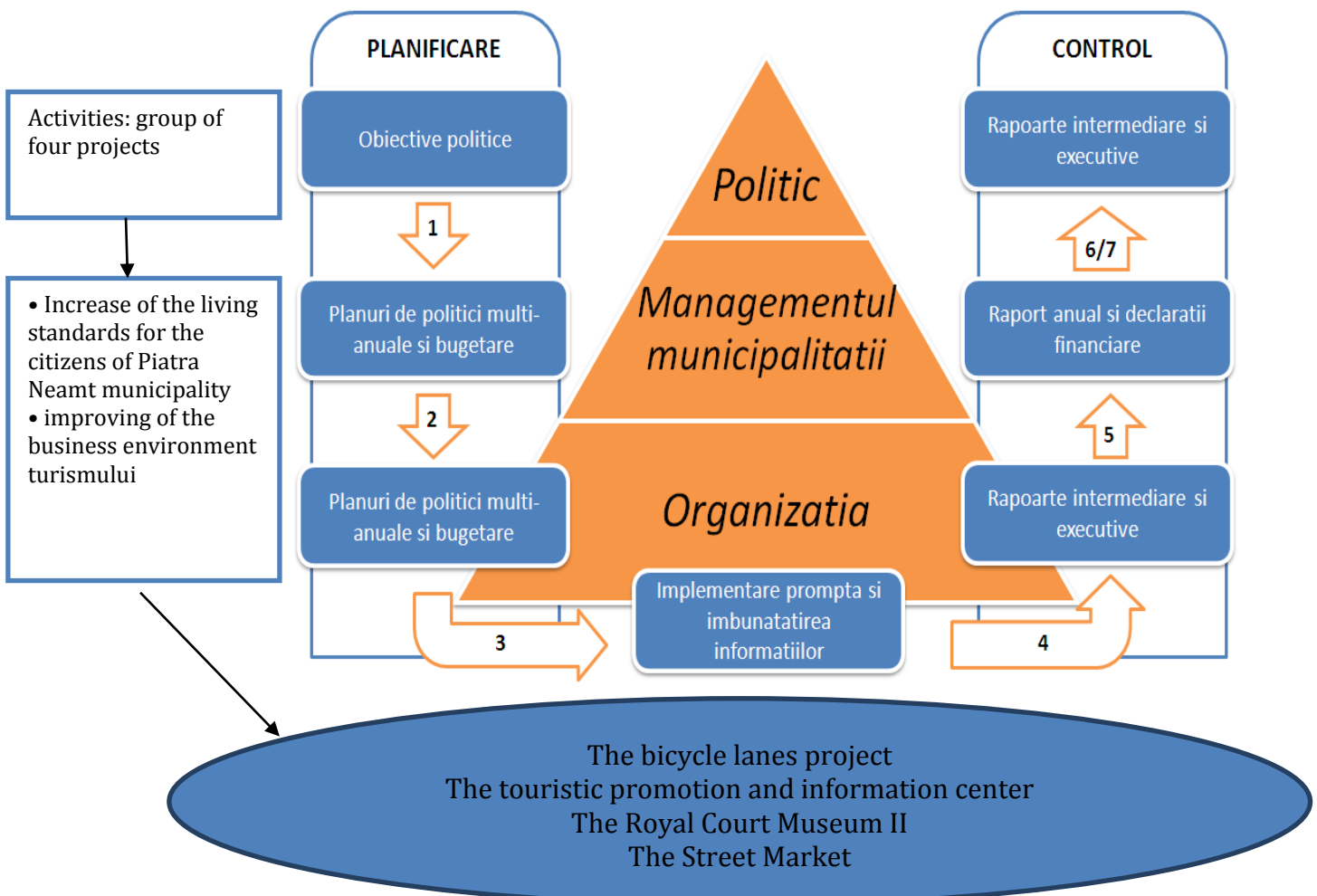
- Companies with activity in the tourism sector: hotels, motels, camping sites, hostels, guesthouses, restaurants (traditional cuisine, fast food), bars, cafés;
- Tour operators: travel agencies and tourist offices, regional and local tour operators;
- Companies/institutions acting in the cultural and leisure field: Youth Theatre, Museums, County Directorate of Culture Neamt, Neamt County Museum complex, etc.
- Firms with activities in the field of transport, trade, construction, food, which could benefit from the development of tourist activity and implementation of the proposed projects;
- Public institutions with a role in the development of the county/region: ADR NE, Neamt County Council, the Prefect;
- Civil society, NGOs that support tourism activity and environmental protection, residents of the municipality of Piatra Neamt.

The external stakeholders provide the data for the socio-economical analysis in the field of tourism within the development strategy 2008-2015/ 2014-2020 as well as data necessary to evaluate the results of the implementation of projects that deal with development.

### Using the Public Management Instrument (PMI) in the proposed case study of Piatra Neamt

The organization that requires PMI assumes a structure from top to bottom in terms of planning and from the bottom up in terms of control. This translates from the abstract political desires of the abstract concrete actions and budgets. PMI represents at the same time a way to present and manage the organization. In addition, it can be used to communicate with the citizens or to justify a policy at local or central level. Integrating the above stages, PMI for the case study proposed by the city of Piatra Neamt are presented in Figure 2:

Fig. 2



The three questions figure 2 answers to is:

- What? Improving the business environment through the development of tourism
- How? Through the implementation of a group of 4 projects
- Budget (how much it costs?) How it is divided, monitored and evaluated?

Figure 2 presents the three organizational levels and intermediate outcomes associated with them. The political field provides the framework and directions, the management and translates the framework and the directions into actions and not least the departments take in this information and develop plans.

Through the progress and executive reports (biannual for example) the City Council and the Mayor are informed about the progress made. If necessary, the policy/budget may be amended to place the municipality's project in the right direction. At the end of each year, an annual statement is issued about how much has been achieved and at what cost.

### How do we use PMI?

It would be a challenge to use PMI for the entire organization. This would represent a new way of working. Would mean a more intensive contact with the Mayor and the Council, providing more and more information on what must be done. Concretely it would represent the implementation of the cycle of planning and control as it is presented in Figure 1.

A complete cycle takes place practically over the course of four years, starting in 2014, for example, and looks as follows:

- In October 2014 the development strategy of the municipality of Piatra Neamt for the period 2014-2020 will be finished. This document will be made after a long process of consultation of all stakeholders and following a public debate. The document will be assumed by the political approval through a decision of the Local Council, following a proposal submitted by the Mayor. Basically through the approval of the strategy through the local council decision, the Coalition made up of the members of the Local Council composed of representatives of political parties, the Mayor and the town hall staff express their consent to adhere to the aims, objectives and the desiderata contained in the strategy. The approval of the development strategy of the municipality of Piatra Neamt for the period 2014-2020 will be made in November 2014.

The strategy will include the development of some priority areas like: "urban development and transport infrastructure", "environment and energy", "tourism and economic development", "human resources development". In order to achieve the objectives within each priority area there will be identified measures and projects, among them being the group of 4 projects for economic development through tourism.

-For the group of projects identified as necessary for the support of tourism for economic development a budget multi-annually budget for the period 2015-2018 will be developed. This document will be finalized in November 2014. Each project will contain the answer to the following question:

- 1) What do we want to achieve through this project?
- 2) What will be doing in order to achieve our results?
- 3) What are the costs for attaining these objectives?
- 4) The indicators that would be used to measure the progress. For example how many km of bicycle lane will be build? How many tourists will visit the Royal Court Museum?
- 5) An introduction that would explain what the project is referring to and who is responsible for its implementation will be done.

It is important for the budget to be well structured, so that over the four years the balance between the expenditure and the revenue is zero. However, it can register different values over the four years. The development of a structured budget is difficult. It is possible that not all the desires or goals can be achieved because there are insufficient funds. In this case we will initiate a dialogue with the Mayor and City Council in order to establish priorities/make choices.

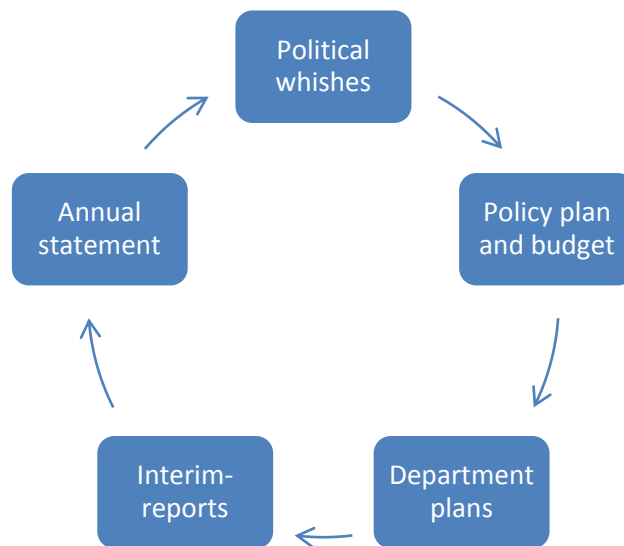
The Mayor and City Council must do this prioritization. Every year in November the annual multi-budget for the projects is discussed by the City Council and Mayor. If they agree on the policy plan and the budget then they just gave their mandate to carry out the plans and the allocation of means for putting it into practice. Without the explicit compliance with the Mayor and City Council these documents 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 in the case of building a bicycle lane: How much will it cost for the realization of the necessary documentation (feasibility studies, technical project)? How much of the budget is left after building the road? What are our structural maintenance cost? These plans will be send in January 2015 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 2015 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 can't 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. We will also provide the information about the justification of the deviations that intervened.
- 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. In the end a new political agreement is made in 2020 by having a new development strategy for Piatra Neamt municipality for the timeframe 2021-2028.

	Responsible	2014			2015												
		Octombrie	Noiembrie	Decembrie	Ianuarie	Februarie	Martie	Aprilie	Mai	Iunie	Iulie	August	Septembrie	Octombrie	Noiembrie	Decembrie	
<i>Action</i>	<i>Name</i>																
<b>Step 1: The development strategy of Piatra Neamt 2014-2020</b>																	
-Finalizing the strategy																	
- Political decision on assuming the development strategy 2014-2020																	
<b>Step 2: Building a multiannual budget for 2015-2018</b>																	
-Building a multiannual budget for 2015-2018																	
<b>Step 3: Department plans, progress reports</b>																	
Setting up department plans for in order to carry out the activities																	
Communicating these department plans to the local council in order to inform them about these plans																	
Doing the progress report																	
Review of the progress report according to the decisions of the local council and of the mayor																	
Transmitting the reviewed progress report to the local council and to the mayor																	
The second progress report																	
Transmitting the second progress report to the council and the mayor																	
<b>Step 4: Structural implementation</b>																	
- Drafting the format for the political agreement																	
- Drafting the process description																	
- Drafting the planning and control cycle and the deadlines																	
- Participation in the final conference																	

The planning and control cycle is presented in figure 3.

Fig. 3 : The 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.

### **Presenting the activities/ group of projects that would be implemented:**

The activities that follow the achievement of our objective comprise of the implementation of a group of projects with impact on the development business through tourism.

1. Building a bicycle lane in Piatra Neamt - 18,304 km. Value of the project: 2.364.348 lei  
Estimated starting date: June 2015; Ending date: December 2017
2. Setting up an information and tourism promotion center in Piatra Neamt. Total value: 622.263 lei  
Estimated starting date: October 2014; Ending date: December 2016

For the implementation of this project the project team consists of :

- Mrs. Popîrda Lucica – Project Manager,
- Mrs. Gherasim Liliana – Asistent Manager/Responsible with the project's publicity,
- Mrs. Alina Diaconu – Financial responsible

The implementation team would be completed by the external consultant which will be selected to run the management of the project

3. Rehabilitation and consolidation of the archeological discoveries of the historic and cultural area of the Royal Court Museum II. Total value of the project: 745.000 lei  
Estimated starting date: March 2014/ Ending date: February 2015

For its implementation the project team consists of :

- Mrs. Popîrda Lucica – Project manager,
- Mr. Băluşescu Florin– Technical responsible,

- Mrs. Gherasim Liliana – Responsible with the project’s publicity,
- Mrs. Chiperi Oana – Asistent manager,
- Mrs. Buliga Carmen – Procurement responsible,
- Mrs. Stefan Alina – Responsible with accounting registration of the financial operation
- Mrs. Gavrilut Sebastiana – Financial responsible
- Mrs. Alina Diaconu – Financial responsible

The project is part of a more ample investment in the Royal Court financed through FEDR UE funds and co-financed through the local and national budget. The ruins of the Museum of the Royal Court II have been discovered while doing the works at another project: *“The restoring and valorization of the historical and cultural area of the Royal Court in Piatra Neamt Municipality through urban spacing and pedestrian and traffic constructions – subway passage and parking”*

**4. The set up of the street market on Muncii Street. Total value: 763.433 lei**

Estimated starting date: March 2014

Estimated ending date: December 2015

Project team:

- 1. Aurelia Simionica – Project coordinator**
- 2. Marina Gavril – Chief of the investments and communal administration**

The rest of the projects are to be implemented, for each a graphic of activities will be set and a project team will be nominated with a similar structure as those above. Besides these individual teams of the above four projects, an implementation team for PMI is set up and will consist of:

**Mr. Bogdan Puscasu**, City Manager Piatra Neamt, will have the role of a project manager and controller, responsible for project implementation and coordination of the project team, having responsibilities in the implementation of the policy plan, of the annual and multiannual budgets, reports and interim management executive, in the setting of standards, indicators and tools to assess the social impact, in periodic monitoring and evaluation of the final project and approve promotional materials and publicity of the project. In the relation with the 4 projects Mr. Bogdan Puscasu ensures the overview of the necessary cash-flow for the good implementation of the activities’ graphic.

**Mrs. Aurelia Simionica**, Vicemayor, will take on the role of a technical expert, provides decision support at the same time being part of the executive apparatus of the town hall and is also part of the local council, supports the project manager in the completion of the policy itself and executive and interim management reports, in the setting up of standards, indicators and tools to assess the social impact, in the final and interim monitoring and evaluation of the project. In relation with the 4 projects Mrs. Aurelia Simionica holds the main decision making role, coordinates the activities and monitors the concrete status of the works.

**Mr. Florin Fecic**, Secretary of the municipality, will have the role of legal responsibility, coordinates the SAPL-that makes the connection between the City Council and the Mayor,

provides support to the Manager for the project completion and approval by the City Council of the concrete policy plan, of the annual and multiannual budgets, of the executive and interim reports; he ensures the legality of the actions taken within the projects' implementation.

**Mrs. Dorina Staicu**, Economic Director, will take the role of a financial responsible having the responsibility for implementing the multi-annual investment plan into budgets, preparation of the budget and multiannual sectoral annual budgets, of the financial statements, of assessing the economic impact; within the 4 projects the Economic Director is taking care of the payments.

**Mrs. Lucica Popirda**, Executive Director of the Direction for the Development and Implementation of the Programs will have the role of a technical responsible; she will support the project manager in implementing the project and ensure the technical support in developing the planning documents, the monitoring and reporting of the project; she is the project manager of 2 of the 4 projects hence will make sure that the necessary information are circulated in order to realise the progress and annual report, monitors the activities of the 2 projects and overviews the deadline assumed and holds the projects' activities within the budgetary boundaries.

**Mrs. Irina Gheorghica**, counselor in the Human Resources Department is responsible with the project publicity, ensures the logistic and administrative support, and ensures the project's promotion and publicity.

The nominee manager for each of the four projects will keep contact with the PMI implementation team and provide to the latter the necessary data in order to be able to elaborate the progress reports and the annual statement. These information will be communicated by each of the 4 project managers with 15 days in advance before the deadline of the mid term reports. The mid term progress reports will contain information on:

- The status of implementation of the tourism policy through the 4 projects: activities implemented and to be implemented on each project;
- 
- The steps taken within the organization and evaluation of PMI through the indicator: phases already implemented/ total number of phases
- The concrete effects of the project's implementation (no of business/ no of tourists)

### **Applying PMI to other cases**

- *How can PMI be applied to other cases as well?*

The application of PMI can be broadened while based on the development strategies that will be drafted in the next 7 years, more well defined portfolios of projects will be defined, will have an allocated budget and will be correlated with the financial resources of the local public administration. If the local financial resources are more accurately anticipated then we will be having a lower risk of making adjustments along the way.

The PMI pilot project will be evaluated in Q1 of 2015 by answering to the following questions:

- Have the objectives of PMI been attained? (how many of the 3?)
- Is the model functional? (if all stages have been carried out completely/ observations/ improvement opportunities)
- Feedback from the legislative power (survey of the local councillors having 5 questions)

After the project's evaluation and the completion of the final report, a proposal to gradually apply PMI to other policies will be drafted. The proposal will be forwarded to the mayor.

In the same time information about the benefits of applying PMI within the organization will be transmitted to the political actors and the citizens, local councillors. The latter will have to decide on the application of the model on other policies as well. The municipalities will draw for this an internal procedure of applying PMI at the level of the organization. The responsible person for this task will be the city manager.

- *What is the final and direct result by implementing PMI?*

In practice PMI means:

- A political agreement at the level of the mayor and local council which will include the political wishes and desires for a period of 7 years. This agreement becomes concrete by having the development strategies of the municipality approved and valid for a period of 7 years.
- Every year a policy plan and a multi-annual budget are realized which includes a preview for the next four years. It will answer the basic questions: what do we want, how are we going to achieve this and how much it will cost. The policy plan is renewed every year based on the changes that may occur from the outside environment, from the political circumstances and the information that we obtain from the progress reports.
- The executive and interim reports- inform the Council and the Mayor over the progress registered.
- The departmental plans describe in detail what to do every department, including a detailed budget and a forecast.
- An annual statement describing what we have done, what we did in order to achieve the objectives and how much it cost.
- A controller is especially responsible for the implementation of the planning and control cycle. He is responsible for the compliance with the deadlines for delivering the policy, plan, departmental plans, executive interim reports and the annual statement.

At the end of the four years of implementation, we expect the PMI to bring added value to the activities of public administration by increasing the efficiency and effectiveness of these, due to:

- Better planning in time;
- Prioritize the activities and works and identify of alternative sources of finance;
- Measuring the information level of the citizens and doing a public awareness campaign;
- Assessment of the effects of the implementation of the projects o the community;
- Improve the public management through know-how and good practice.