



STRATEGIC



A graphic of a bar chart with seven vertical bars of increasing height from left to right, colored in shades of yellow and orange.

PLAN

2013

2017



Accepted by:
NALAS General Assembly on 19.4.2013

ABOUT NALAS

NALAS is a network of associations of local authorities of South-East Europe. The network brings together 16 Associations which represent roughly 9000 local authorities, directly elected by more than 80 million citizens of this region.

NALAS was created in 2001 following the First Forum of Cities and Regions of South-East Europe (Skopje, November 2000), organised by the Congress of Local and Regional Authorities of the Council of Europe. The Network was established under the auspices of the Stability Pact for South Eastern Europe and the Council of Europe. During the first years, NALAS functioned as an informal organisation with regular meetings, seminars and training programmes. In July 2005 NALAS became an officially registered association with its seat in Strasbourg. The NALAS Secretariat was established in March 2007. It is based in Skopje and responsible for the overall co-ordination and the implementation of the activities.





Network of Associations
of Local Authorities
of South-East Europe
(NALAS)

STRATEGIC PLAN 20**13**-20**17**

Accepted by NALAS General Assembly on 19.4.2013

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MESSAGE FROM NALAS PRESIDENT

We are pleased to present the NALAS' Strategic Plan 2013-2017. This document was prepared in participatory process and will guide NALAS' work over the next five years.

During the period of NALAS' last Strategic Plan 2009-2012, NALAS positioned itself as a knowledge centre for its members and as a viable representative of South-East European Local Government Associations and Local Governments within the European and broader international scene. Today NALAS has more, 16 members representing roughly 9000 local authorities and coordinates the Governance for Growth pillar of the South East Europe 2020 Strategy. The 5 NALAS Task Forces address priority topics of fiscal decentralisation, urban planning, solid waste and water management, energy efficiency and sustainable tourism. Their results as well as the results of other support programs for our members like shadowing and quick response are successfully used for government negotiations as well as for strengthening the institutions and their services. The most notable achievement was the turnaround in the LGA scene in Moldova. 8 different mainly dysfunctional associations consolidated under one common umbrella (CALM) which is now an active association and an accepted negotiation partner of the Moldovan Government.

NALAS' Strategic Plan 2013-2017 gives continuity to the achieved results. We want the NALAS Knowledge Centre to be the main

knowledge platform in South-East Europe (SEE) for and actively used by local governments (LGs) and to make NALAS the market leader for scaling up good local government practices.

Improved and expanded NALAS services will further strengthen Local Government Associations (LGAs) and their member local governments in the decentralization process. At the European level, the new strategy focuses on making the interests of SEE Local Governments visible and taken into account by European institutions. In this period, NALAS will further work on its financial sustainability, putting into practice its long term financial sustainability plan. Last but not least, NALAS will engage for an enhanced inclusion of young people and women in local government affairs in South East Europe.

We thank the Swiss Agency for Development and Cooperation, the German Ministry of Economic Development and Cooperation (BMZ) and all other partners and stakeholders for their continuing help toward achieving these goals and thus contributing to make our vision a reality.



Anton Peršak
President of NALAS
Mayor of Trzin Municipality, Slovenia

INTROD

The previous 2007 – 2012 strategic plan provided a clear frame for NALAS activities which resulted in establishing a sophisticated Knowledge Center, today being regarded as the main regional knowledge hub for local government affairs in South East Europe.

MAIN ACHIEVEMENTS Following the strategic objective to strengthen LGAs, the network so far has made a lot of progress in establishing support programs including Quick Response, Peer Review, and Shadowing, as well as other demand based interventions targeting mainly weaker associations on their request. The most notable achievement has been the turnaround in the LGA scene in Moldova helping the local authorities to consolidate their association under one common umbrella (CALM) which derived from at the time 8 different mainly dysfunctional associations. The other package of achievements focused on strengthening Local Governments. To reach this objective, the 5 NALAS Task Forces worked hard to address priority topics of fiscal decentralisation, urban planning, solid waste and water management, energy efficiency and sustainable tourism. Task Forces gathered over 100 most distinguished practitioners / experts on the respective field from all NALAS member associations and their local governments. The Task Forces became the “mini professional networks” where the issues were identified, prioritised and addressed. A number of projects were born to address specific issues of relevance. Over 15 publications produced in this period capture the state of the art of problems and solutions, of good practices and lessons learned. During the past 5 years, NALAS made substantial progress in international positioning as a relevant player in the sector and in internal institutional consolidation including a realistic long term financial sustainability plan.



UCTION

WHAT'S NEW? The new strategic frame 2013 – 2017 builds on the current achievements and makes a huge step forward in improving access to knowledge through E-learning, scaling up and other mechanisms. The new strategy has also sharpened the focus on European affairs, promotion of European values and strengthening the participation of local governments in EU integration process. The strategy also calls for further financial and institutional consolidation of the network.

THE PROCESS The NALAS Executive Bureau at the meeting of January 2012 in Tirana established a Strategic Planning Working Group consisting of the Liaison Officers Vesna Travljanin, Murat Daudov, Sazan Ibrahim, and François Saint-Ouen, and the Executive Director of NALAS Kelmend Zajazi. The Working Group held two working meetings: one in Istanbul in February 2012 and the second in Bucharest, in June 2012 where the SWOT analysis resulted with identification of key strategic issues.

Former, current and future Presidents of NALAS were also involved in providing inputs in the process by sharing their vision of NALAS in 2020. The discussion then reached the broader membership leaders including the Committee of Liaison Officers (CLO) and the Presidents of NALAS members during the gatherings in Romania in June 2012. This was followed with a comprehensive online survey which gathered additional inputs from all NALAS members focusing mainly on 8 key strategic issues which had been raised during the process. 49 persons answered the questionnaire including 14 Liaison Officers. The result of the survey once again was discussed at the CLO meeting in Cadiz on 25 September 2012 where the main strategic orientation was determined and served as bases for compilation of the Strategic Plan.

OUR VISION

Local governments (LGs) in SEE are a strong pillar of democracy. They are empowered to improve the system of local self-government, have a broad range of adequate competencies, have adopted the best models in the region, offer efficient services to the citizens in line with EU standards and are connected to the world. They have a high level of financial autonomy and have improved access to national, European and international funds. They are able to cope with the global economic crises.

Local government associations (LGAs) in their countries provide quality services and capacity development to their members, enjoy strong support from them and are financially sustainable. LGAs play an active role in putting into practice the principles of good governance and local democracy. They are recognized as the legitimate representatives of LGs in their countries and they actively participate in the development of laws and regulations.

NALAS is the voice advocating towards central governments and international organizations in the region and in Europe for the common interests of local governments of South East Europe (SEE). NALAS supports the development of legislations and the application of the principles contained in the European Charter of Local Self-Government, the European Urban Charter II - Manifesto for a New Urbanity and the UN guideline on decentralization. NALAS members use the network to support each other, share experiences, produce knowledge, cooperate on cross border projects and contribute to an equitable development. The NALAS Knowledge Center is the main knowledge platform of local government affairs in SEE and NALAS is the market leader for scaling up and disseminating pilot decentralization programs and projects. By this, NALAS is the strongest network supporting local autonomy in the region. NALAS is consolidated in SEE and extends support to other local government associations beyond the region.

NALAS Secretariat promotes NALAS mission. It works in close cooperation with members and offers them the necessary up-to-date solutions and structures for advocacy, communication, knowledge production and sharing as well as project management. It also facilitates access to funds for the network and its members. The Secretariat permanently adapts its size in accordance with its tasks and member demands, ensuring its financial sustainability.

European and international organizations, as well as national governments pay attention to the voices of local governments of SEE – either expressed directly or through LGAs or NALAS and take into account their economic, environmental, cultural, social and political interests.

“The citizens of South-East Europe enjoy democracy and regional stability through sustainable cities and communities. With the support of strong local government associations and NALAS, they benefit from efficient services of local governments and an adequate representation of their interests.”



OUR MISSION

We advocate for local self-government development and decentralization and support the application of the principles contained in the European Charter of Local Self-Government, the European Urban Charter II - Manifesto for a New Urbanity and the UN guidelines on decentralization at the Local Level. We represent and protect our members' interests and provide services to them.

We operate as the Knowledge Centre and coordination platform on local government issues in South East Europe. We strengthen the capacity of our members, local government associations, for the sake of better governance through the exchange of knowledge and experience and through local and regional activities such as pilot projects. We facilitate the access of our members to knowledge situated beyond our region. We share experiences and

"We actively support the decentralization process in South East Europe through lobbying and strengthening and connecting our members and thereby contributing to democracy and stability in the region."

knowledge with local governments and local government associations in transition countries. We also support our members in their efforts to become viable representatives of local authorities who are up to negotiate with their national government and international organizations for the benefit of the citizens of the region.

We support our members in building cross-border partnerships between local governments in South East Europe in order to contribute to a modern and efficient local self-government, increased democracy and stability in the region. Thereby, we also contribute to the process of EU integration.

WHAT MAKES NALAS UNIQUE

Our network includes local government associations from the region who represent a significant number of local governments and are the legitimate partners in negotiations with their national governments.

We represent a mosaic of countries in the region with intertwined cultures and traditions, with similar historical and political background and with an EU perspective. Some countries are already EU members, others are candidate countries or potential candidates, yet all still face a lot of challenges in strengthening local democracy.

We have a practical approach in reaching our vision: we work together in task forces and projects and we develop concrete solutions. We value our own expertise and learn from each other.

OUR BASIC VALUES AND PRINCIPLES

EMBRACING DIVERSITY We are open, multi-lingual, multi-ethnic, multi-cultural and inclusive. We promote an equitable development of rural and urban municipalities, young and old, men and women.

TRANSPARENCY We operate in an accountable and transparent manner - both internally and towards external stakeholders.

EQUAL TREATMENT We guarantee equal conditions and opportunities for all our members.

PROMOTION OF EUROPEAN VALUES AND PRINCIPLES We promote relevant international principles such as those contained in the European Charter of Local Self-Government, the European Urban Charter II - Manifesto for a New Urbanity and the UN guidelines on decentralization.

BOTTOM UP Our *raison d'être* is to support local self-government through strengthening and supporting our member local government associations. We base our work on the common interests and identified priorities of local governments and we tend to be visible towards them.

NETWORKING We give preference to projects that strengthen the network.

LOCAL KNOWLEDGE Although we also facilitate the access of our members to knowledge situated beyond our region, we put our focus on disseminating knowledge from the region, developing knowledge from our own experience, learning from each other, and promoting the involvement of local experts.

KNOWLEDGE SHARING We share our knowledge with local governments and local government associations.

PARTICIPATION NALAS members continuously and actively participate in the network. While representing NALAS, they represent and advocate for the interests of all members, not only their own.

SUSTAINABILITY We strive towards reaching institutional and financial sustainability. Concerning the minimal organisational structure and services of the NALAS secretariat, we want to use donations, membership fees and income generating activities to become independent from external funding.



OUR STRATEGIC OBJECTIVES

- A VIEW OF FUTURE GROWTH

STRATEGIC OBJECTIVE 1: Knowledge Center – E-Academy

1.1 Develop e-learning platform and run it through LGAs

- Build partnerships with universities
- Develop business model: Combine e-learning service with cross financing e-services
- Integrate e-learning in scaling-up services

1.2 Improve functioning of Task Forces

- Strengthen links with national committees and national expert networks
- Develop strategic plan for each task force
- Integrate task forces in e-learning services
- Integrate task forces in quick response mechanism
- Integrate task forces in scaling up services

1.3 Increase use of new social media and networking through videoconferencing

1.4 Become market leader for scaling up/dissemination services in SEE

- Build strategic alliances with donors and project implementing agencies (SDC, GIZ, USAID, WBI...)
- Scan the availability of good practices and knowledge already produced by others
- Develop business model and modularized packages in cooperation with LGAs
- Proactively market scaling up services to donors and (pilot) projects
- Implement regular monitoring (clients statistics) on clients reached, composition of user groups, customer satisfaction, results...

1.5 Strengthening of the network of Knowledge Management Assistants (KMAs)

- Involve KMAs in TF meetings
- Capacity building activities for KMAs
- Regular info sharing with KMAs on Key NALAS developments

NALAS Knowledge Center is the main knowledge platform in South-East Europe for and actively used by local governments

RESULTS

- E-learning credited and actively used in several NALAS member countries;
- Results of projects, programs and task force activities reach broad number of municipalities and improve their performance;
- Additional appreciated services offered by LGAs to their members;
- Financially and organisationally viable business plans in implementation, contributing to NALAS' and LGAs' financial and organisational sustainability;
- Knowledge sharing environment in SEE has improved.

KEY RESULT INDICATORS

1. **Number of clients reached with each service (where possible differentiated by country, sex, function, and size of municipality he/she belongs to)**
 - **Target 1:** At least 5 LGAs have introduced e-learning courses
 - **Target 2:** 200 attendees of courses annually with an increasing trend of 20% per year
2. **Clients satisfaction with services (including examples of/reasons for usefulness, changes)**
 - **Target 1:** 80% satisfaction from quality of e-learning courses and other knowledge products
 - **Target 2:** 40% apply the knowledge gained from e-learning courses and other knowledge products
 - **Target 3:** 50% of attendees of e-learning courses remain active in alumni activities
3. **Functioning sustainable business model for all knowledge services offered**
 - **Target 1:** At least 4 business models
 - **Target 2:** At least 5 development agencies / programs are clients of NALAS scaling up services
 - **Target 3:** Two new scaling up methods / packages introduced

STRATEGIC OBJECTIVE 2: Services for Members

- 2.1 **Continue and improve work of task forces on common challenges in priority areas**
 - Fiscal decentralization
 - Urban planning
 - Water and waste management
 - Energy efficiency
 - Sustainable tourism
- 2.2 **Build new task forces or integrate new topics in existing task forces (such as: environment, climate change, urban transport, gender and youth, equitable development)**
- 2.3 **Institutionalize NEXPO**
 - Business plan and growth strategy
 - Documented process routines and checklists
 - Matchmaking services

Improved and expanded NALAS services strengthen Local Government Associations and their member local governments in the decentralization process



2.4 Continue and improve services for institutional development and lobbying of member LGAs

- Quick response
- Shadowing
- Peer reviews
- Conferences and workshops
- NALAS LGA's expert networks
- Direct support for weaker members

2.5 Look for opportunities to participate in LG reform programs in South Caucasus, Ukraine and other emerging democracies

RESULTS

- Improved macro frame for Local Governments;
- More favourable inter-governmental fiscal relations;
- Improved planning processes and more citizen participation;
- More efficient and effective municipal services;
- LGs prepared to meet EU requirements;
- More gender equality at LG level;
- Reinforced LGAs negotiation power;
- Improvements in LGAs structure including networking capabilities;
- Improvements in LGAs service delivery to their members;
- Improvements in LGAs financial sustainability.

KEY RESULT INDICATORS

1. Annual Member Satisfaction Survey of NALAS services;
 - Target 1: 80% member satisfaction
2. Knowledge (data from analysis, overviews and recommendations from NALAS Task Forces) is used by LGAs for policy argumentation in their policy process;
 - Target 1: At least 10 times per year by at least 6 member LGAs
3. Number of successful negotiations: number of policies, laws and regulations adopted, which strengthen local governments in providing better services for citizens, meet EU requirements and were influenced by the results of NALAS task forces and/or other NALAS activities;
 - Target 1: At least 5 per year by at least 3 member LGAs
4. Improvements in structure and services: Each member LGA improves services due to NALAS interventions;
 - Target 1: at least each member LGA improved one service by 2017
5. Number of LGAs who introduced paid services developed in collaboration with NALAS.
 - Target 1: at least 6 LGAs

STRATEGIC OBJECTIVE 3: European role

- 3.1 Lobby and represent members' interest towards the EU
- 3.2 Improve access to EU funds
 - Collect and disseminate information about available EU funding
 - Establish a fund to bridge pre-financing requirements for LGAs and LGs to access EU funds
 - Develop and implement relevant EU funded projects
- 3.3 Assess feasibility to open a joint representative office in Brussels
- 3.4 Follow and comment on EU draft policies
- 3.5 Increase engagement of LGA representatives in the Joint Consultative Committees of the Committee of Regions
- 3.6 Develop a SEE cooperation group among members of the Congress of Local and Regional Authorities of the Council of Europe
- 3.7 Lobby for opening a Covenant of Mayors Office in SEE and running it

Interests of SEE Local Governments visible and taken into account by European institutions

RESULTS

- Functioning SEE cooperation group (structure, processes, strategy/targets);
- Member LGAs have increased interaction with EU institutions in Brussels and Strasbourg;
- Increased presence and visibility of NALAS and member LGAs in the European arena;
- SEE local governments' interests visible and taken into account by European institutions;
- NALAS and members able to decide about opening a joint representative office in Brussels.

KEY RESULT INDICATORS

1. Compliance of SEE cooperation group with its agreed upon structure, processes, strategy/targets;
2. Number of joint initiatives of the network and member LGAs with international partners;
 - **Target 1:** 6 initiatives by 2017
3. Number of international papers, declarations, etc. influenced by and / or referring to NALAS and/or the SEE cooperation group.
 - **Target 1:** 2 documents per year



STRATEGIC OBJECTIVE 4: Financial sustainability of NALAS

SUSTAINABLE RESOURCES

- 4.1 Annually increase membership fees according to approved model
- 4.2 Establish (trust) fund and lobby for donor (and EU governments') contributions
- 4.3 Develop and implement business plans for paid services

OTHER RESOURCES

- 4.4 Develop scaling-up business model and finance significant part of Knowledge Center through selling scaling up services
- 4.5 Increase revenues and covering costs through running EU-projects
- 4.6 Continue institutional development cooperation with GIZ and SDC
- 4.7 Continue co-financing activities with strategic partners
- 4.8 Build other partnerships and synergies
- 4.9 Utilise implementation capacity of member Associations by delegating project management responsibilities through contracting and sub-contracting
- 4.10 Limit running costs through:
 - replacing some face to face meetings with videoconferencing
 - set ceilings for reimbursement of travel costs
 - bargain better prices for accommodation services, etc.

RESULTS

- NALAS able to finance its growing services and functions
- NALAS able to survive financially without projects
- A financially viable NALAS is an even more attractive partner in development cooperation and also has stronger bargaining power ("in the driver's seat" - ownership)

KEY RESULT INDICATORS

1. Core functions of NALAS covered by sustainable revenues
 - **Target 1:** minimum 150.000 Euro generated annually through sustainable resources as defined in NALAS Financial Plan by the end of 2017
2. Financial objectives that are documented in the financial plan 2013-2017 are reached

LOGICAL FRAMEWORK

NALAS STRATEGIC PLAN 2013 – 2017

INTERVENTION LOGIC	
Vision	"The citizens of South-East Europe enjoy democracy and regional stability through sustainable cities and communities. With the support of strong local government associations (LGAs) and NALAS, they benefit from efficient services of local governments and an adequate representation of their interests."
Mission	"We actively encourage the decentralization process in South East Europe through strengthening and connecting our members and thereby contributing to democracy and stability in the region."
Strategic objectives	<ol style="list-style-type: none"> 1. Knowledge Center – E-Academy. NALAS Knowledge Center is the main knowledge platform for and actively used by LGs in SEE 2. Improved Services: Improved and expanded NALAS services strengthen LGAs and their member LGs in the decentralization process 3. European Role: Interests of SEE Local Governments visible and taken into account by European institutions 4. Sustainability: Financial and institutional sustainability of NALAS

RESULT INDICATORS AND TARGETS		
Measures and Results	<p>1. KNOWLEDGE CENTER – E-ACADEMY: NALAS Knowledge Center is the main knowledge platform for and actively used by local governments (LGs) in South-East Europe (SEE)</p> <p>1.1 Develop e-learning platform and run it through LGAs</p> <p>1.2 Improve functioning of Task Forces</p> <p>1.3 Increase use of new social media and networking through videoconferencing</p> <p>1.4 Become market leader for scaling up/ dissemination services in SEE</p> <p>1.5 Strengthening of the network of Knowledge Management Assistants (KMAs)</p>	<p>1. No. of clients reached</p> <ul style="list-style-type: none"> T1: 5 LGAs introduced E –Courses T2: 200 attendees annually + 20% increase <p>2. Clients satisfaction</p> <ul style="list-style-type: none"> T1: 80 % satisfaction T2: 40 % apply knowledge T3: 50% active alumni <p>3. Sustainable business model of knowledge services</p> <ul style="list-style-type: none"> T1: 4 business models T2: 5 agencies are clients T3: 2 new scale-up methods
	<p>2. IMPROVED SERVICES: Improved and expanded NALAS services strengthen LGAs and their member LGs in the decentralization process.</p> <p>2.1 Continue and improve work of task forces on common challenges in priority areas (FD, UP, SW, EE, ST)</p> <p>2.2 Build new task forces or integrate new topics in existing task forces (such as: environment, climate change, urban transport, gender and youth, equitable development)</p> <p>2.3 Institutionalize NEXPO</p> <p>2.4 Continue and improve services for institutional development and lobbying of member LGAs (Quick response, Shadowing, Peer Review Program, conferences and workshops, expert networks, direct support for weaker members, etc.)</p> <p>2.5 Look for opportunities to participate in LG reform programs in South Caucasus, Ukraine and other emerging democracies</p>	<p>1. Annual Member Satisfaction Survey of NALAS services;</p> <ul style="list-style-type: none"> T1: 80% member satisfaction <p>2. Knowledge is used by LGAs in their policy process;</p> <ul style="list-style-type: none"> T1: ≥ 10 times per year by ≥ 6 LGAs <p>3. Number of successful negotiations influenced by NALAS activities;</p> <ul style="list-style-type: none"> T1: ≥ 5 per year by ≥ 3 member LGAs <p>4. Each LGA improves services due to NALAS interventions;</p> <ul style="list-style-type: none"> T1: each LGA improved ≥ 1 service by 2017 <p>5. Number of LGAs who introduced paid services in collaboration with NALAS.</p> <ul style="list-style-type: none"> T1: at least 6 LGAs



Measures and Results	3. EUROPEAN ROLE: Interests of SEE Local Governments visible and taken into account by European institutions	
	3.1	Lobby and represent members' interest towards the EU
	3.2	Improve access to EU funds <ul style="list-style-type: none"> Collect and disseminate information about available EU funding Establish a fund to bridge pre-financing requirements for LGAs and LGs to access EU funds Develop and implement relevant EU funded projects
	3.3	Assess feasibility to open joint representative office in Brussels
	3.4	Follow and comment on EU draft policies
	3.5	Increase engagement of LGA representatives in Joint Consultative Committees of the Committee of the Regions
	3.6	Develop a SEE cooperation group among members of the Congress of Local and Regional Authorities of the CoE
	3.7	Lobby for opening a Covenant of Mayors Office in SEE
	1. Compliance of SEE group with its processes, strategy/ targets 2. Number of joint initiatives with international partners; <ul style="list-style-type: none"> T1: 6 initiatives by 2017 3. Number of international papers, declarations... influenced by and / or referring to NALAS <ul style="list-style-type: none"> T1: 2 documents per year 	

Measures and Results	4. SUSTAINABILITY: Financial and institutional consolidation of NALAS.	
	4.1	Annually increase membership fees according to approved model
	4.2	Establish (trust) fund and lobby for donor (and EU) contributions
	4.3	Develop and implement business plans for paid services (NEXPO matchmaking, e-learning..., pre-financing fund, consultancies)
	4.4	Develop scaling-up business model and finance significant part of Knowledge Center through selling scaling up services
	4.5	Increase revenues and covering costs through running EU-projects
	4.6	Continue institutional development cooperation with GIZ and SDC
	4.7	Continue co financing activities with strategic partners
	4.8	Build other partnerships and synergies
	4.9	Utilise implementation capacity of member Associations by delegating project management responsibilities through contracting and sub-contracting
	4.10	Limit running costs.
	1. Core functions of NALAS covered by sustainable revenues <ul style="list-style-type: none"> T1: minimum 150.000 Euro generated annually through sustainable resources as defined in NALAS Financial Plan by the end of 2017 2. Financial objectives that are documented in the financial plan 2013-2017 are reached	

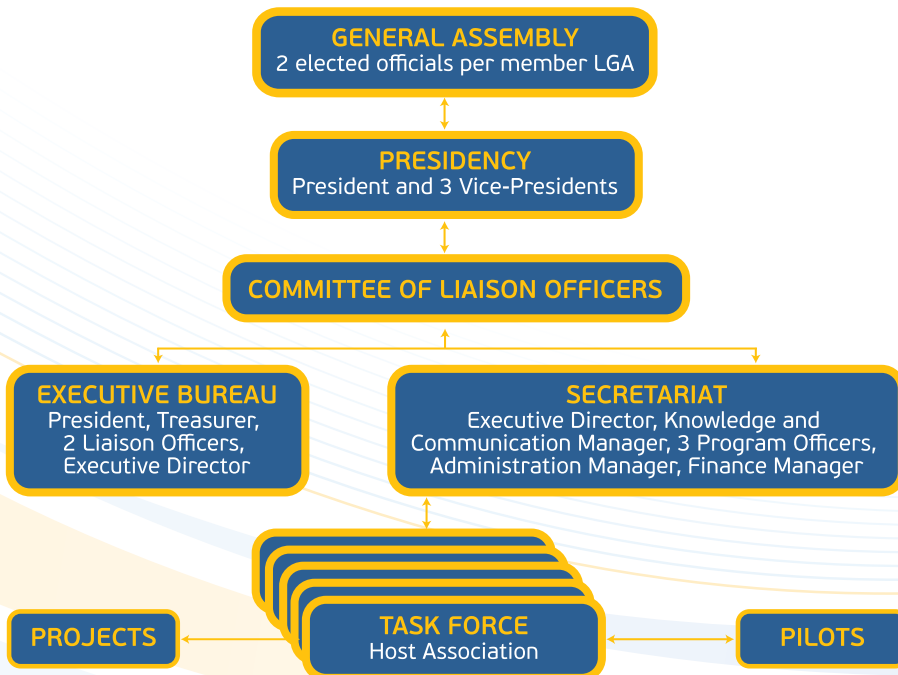
IMPLEMENTATION CONSIDERATIONS

(structure and resources)

Considering the above strategic objectives and introduction of new activity lines, a restructuring of the current NALAS staff is required. A redesign of job descriptions of NALAS program staff should be considered and defined in early 2013. The new strategic plan will affect also the scope of work of the Knowledge Management Assistants whose role might grow in coordination of dissemination activities at national level including their potential role in coordination and delivery of e-learning courses by the LGAs.

The strategy envisages introduction of several new activities such as e-learning, up-scaling, European role, Covenant of Mayors office, etc. Depending on how these new activities will grow and how will they be accepted by NALAS member associations and their member local governments, engagement of additional staff might be needed.

The full-fledged implementation of the activities foreseen in this strategic plan cannot be achieved only by the current level of budget support provided SDC and GIZ/BMZ and by NALAS members through the membership fee, which totals about 4 to 500.000 Euro annually. Additional resources will need to be raised. This is the case especially with the scaling up activities which will entirely depend on the interest of other donors and development agencies to cooperate in this area. Therefore the implementation of such activities cannot be fully predictable.





COMMUNICATION STRATEGY

Due to the fact that NALAS communicates with variety of public, at different levels and with diverse aims, the NALAS Communication Strategy objective is to enhance and improve NALAS communication capabilities and its addressing diverse categories of audience and messages recipients. With the aim of organizing communication more efficiently, audience and messages recipients are divided into two major categories (internal and external audience) with subgroups within each of categories.

NALAS Communication Strategy is created in close cooperation with the Public Relations Officers of member Associations. The Strategy is to serve NALAS as a tool of improved communication with its members, but also as an instrument of positioning NALAS as an important stakeholder within governmental institutions, donors and wider public at European level, when all topics related to local self-governments are in matter.

Communication is crucial to share information and knowledge. Through newsletters, printed publications and its website, NALAS makes knowledge available and reaches out to a broader public.

In times of Twitter, Facebook and other social media, new technologies offer nearly unlimited opportunities to spread information and to reach the users of knowledge more effectively. Direct communication between a large number of associations and interested individuals can be organized easier and contribute to the visibility of NALAS and its members. NALAS comprehensive Communication Strategy has been developed by the NALAS PR Network in 2011 and is being continuously updated to meet member's needs.



NALAS APPROACH FOR PROMOTION OF YOUNG PEOPLE AND WOMEN IN LOCAL GOVERNMENT

Diversity is a value of highest priority in NALAS. As we declare in the statement of our basic values and principles¹ “We are open, multi-lingual, multi-ethnic, multi-cultural and inclusive. We promote an equitable development of rural and urban municipalities, young and old, men and women”. We at NALAS strive to live with this value in the daily operations, events, publications and corporate communications.

Yet, the data NALAS Knowledge Management Assistants collected in 2011 directly from the Associations revealed a gender imbalance in the structure of the elected local government officials in SEE. Namely, only 8,74% of the mayors in SEE were female and 91,26% were male. The highest percent of women mayors in SEE was reported by the Congress of Local Authorities of Moldova: 161 out of 773 mayors were women (17%). Kosovo, Macedonia and Turkey were on the other side of the scale – the respective associations reported there are not any women mayors in their association. In the constitutional bodies of NALAS the gender balance has been achieved in the Committee of Liaison Officers, Executive Bureau, the Task Forces, the Secretariat, but at the level of NALAS General Assembly only 2 out of 30 delegates are women. Regarding employment of young people, the best score is achieved among the NALAS Knowledge Management Assistants who are predominantly under 27 years old.

NALAS and its member associations have been taking certain steps in this regard: 9 associations have supported the European Charter for Equality of Women and Men in Local Life, and are willing to commit to action planning for its implementation; some associations have their own committees for gender equality (like NAMRB’s Standing Committee on Women participation in Local Government) and others cooperate with national bodies and commissions (like ALVRS); almost all have implemented projects or have been partners in projects targeting gender equality; CALM has even created a Network of CALM Women whose members are female mayors, counselors and other representatives of local authorities.

Regarding youth participation, SOS has created a Committee on Youth Politics in Local Communities, almost all associations have been partners in national projects and some, like NAMRB, have implemented their own projects for youth. An interesting example is the project where AAM published a book of essays of young students titled: “For good local Governance, If I were a mayor...”

¹ See above chapter 5 of NALAS Strategic Plan 2013-2017



NALAS has produced a Report on the Existing Literature on Gender and Youth and has distributed it to all NALAS members. In 2012 NALAS completed a Survey on the Activities of NALAS members in gender and Youth Participation in Local Government.

Based on all available data and reports, NALAS finds it essential to design activities and measures towards enhanced inclusion of young people and women in local government affairs in South East Europe. The strategy for addressing these issues at NALAS includes:

- Promote exchange of experience and successful projects among members;
- Scaling up national projects;
- Sign and become an Ambassador of the European Charter for Equality of Women and Men in Local Life;
- Engage in promotion of participation of young people and women at local elections;
- Strive for greater youth and gender balance in NALAS governing bodies;
- Develop publication policies for balanced representation of female and young issues;
- Include stories on women and young people in LG in NALAS communication materials: newsletter, digest, website;
- Include a section of gender and youth in NALAS Knowledge Tree;
- Establish a Focal point on Gender and Youth in each NALAS member and through them a gender and youth network.

The annual plan and reports in NALAS will address the activities related to youth and gender.

These activities will be implemented by establishing partnerships and using the knowledge of:

- a) CEMR for quality check upon the implementation of the European Charter for Equality of Women and Men in Local Life;
- b) UN WOMEN;
- c) Other relevant partners.

LOGICAL FRAMEWORK

NALAS GENDER AND YOUTH STRATEGY 2013 – 2017

INTERVENTION LOGIC	
Vision	"The citizens of South-East Europe enjoy democracy and regional stability through sustainable cities and communities. With the support of strong local government associations and NALAS, they benefit from efficient services of local governments and an adequate representation of their interests."
Mission	"We actively encourage the decentralization process in South East Europe through strengthening and connecting our members and thereby contributing to democracy and stability in the region."
Strategic objective	Enhanced inclusion of young people and women in local government affairs in South East Europe

INDICATORS OF ACHIEVEMENT		
Measures and Results	1. REPLICATION AND SCALING UP OF SUCCESSFUL GENDER AND YOUTH PROJECTS AT LG AND LGA LEVEL	
	<table border="1"> <tr> <td> 1.1 Promote exchange of experience and successful projects among members 1.2 Support scaling up of national projects 1.3 Monitor results </td> <td> 1. Number of good practices from member countries disseminated. 3 by 2015 5 by 2017 2. Number of good practices replicated in other LGAs, other LGs. 3 practices in 3 LGAs or LGs by 2015 5 practices in 5 LGAs or LG by 2017 </td> </tr> </table>	1.1 Promote exchange of experience and successful projects among members 1.2 Support scaling up of national projects 1.3 Monitor results
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Measures and Results	2. BE AMBASSADOR OF THE EUROPEAN CHARTER FOR EQUALITY OF WOMEN AND MEN IN LOCAL LIFE	
	<table border="1"> <tr> <td> 2.1 Promote the signature of the European Charter for Equality of Women and Men in Local Life in the region 2.2 Support the development and implementation of Gender Action Plans through the exchange and dissemination of good practices 2.3 Monitor progress in cooperation with CEMR </td> <td> 1. Number of new signatures (grouped by country) 3. Number of good practices disseminated. 2. Number of signatories with Action Plans. </td> </tr> </table>	2.1 Promote the signature of the European Charter for Equality of Women and Men in Local Life in the region 2.2 Support the development and implementation of Gender Action Plans through the exchange and dissemination of good practices 2.3 Monitor progress in cooperation with CEMR
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Measures and Results	3. PROMOTION OF PARTICIPATION OF YOUNG PEOPLE AND WOMEN AT LOCAL ELECTIONS	
	<table border="1"> <tr> <td> 3.1 Collect promotional material/good practices 3.2 Elaborate calendar of local elections in the region 3.3 Disseminate material/ copy good practices in local language through member LGAs shortly before and during electoral campaign period 3.4 Keep statistics about results </td> <td> 1. Number of good practices collected and disseminated in number of countries 2. Number of women and young people elected/country </td> </tr> </table>	3.1 Collect promotional material/good practices 3.2 Elaborate calendar of local elections in the region 3.3 Disseminate material/ copy good practices in local language through member LGAs shortly before and during electoral campaign period 3.4 Keep statistics about results
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Measures and Results	4. YOUTH AND GENDER MAINSTREAMING AT NALAS	
	<table border="1"> <tr> <td> 4.1 Strive for greater youth and gender balance in NALAS governing bodies 4.2 Develop publication policies for balanced representation of female and young issues 4.3 Include stories on women and young people in LG in NALAS communication materials: newsletter, digest, website 4.4 Include a section of gender and youth in NALAS Knowledge Tree 4.5 Establish a Focal point on Gender and Youth in each NALAS member and through them a gender and youth network 4.6 Address activities related to youth and gender in the annual plan and reports in NALAS </td> <td> 1. Composition of NALAS bodies 2. Publication policy 3. Number of stories/per year (per material) 4. Gender and youth section in NALAS knowledge tree 5. Focal points nominated, active and networking 6. Info on gender and youth in each annual plan and annual report </td> </tr> </table>	4.1 Strive for greater youth and gender balance in NALAS governing bodies 4.2 Develop publication policies for balanced representation of female and young issues 4.3 Include stories on women and young people in LG in NALAS communication materials: newsletter, digest, website 4.4 Include a section of gender and youth in NALAS Knowledge Tree 4.5 Establish a Focal point on Gender and Youth in each NALAS member and through them a gender and youth network 4.6 Address activities related to youth and gender in the annual plan and reports in NALAS
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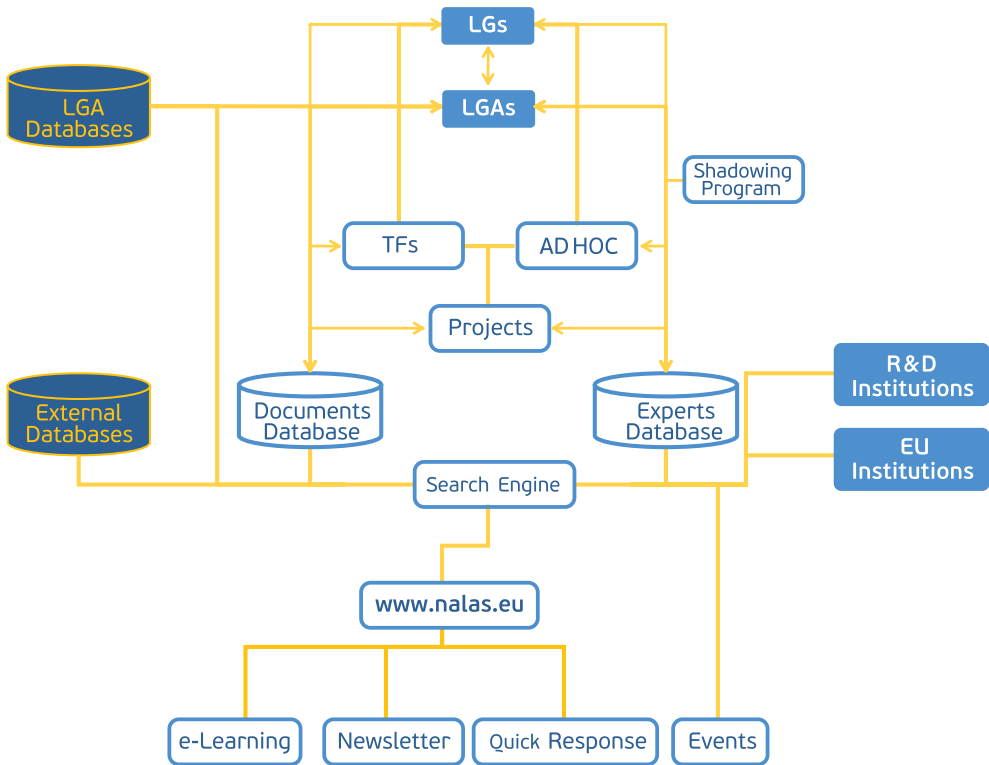
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NALAS Knowledge Management System



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