

With the support of



ASSOCIATION OF LOCAL DEMOCRACY AGENCIES

**"LEADERSHIP AND COMMUNICATION
SKILLS FOR LOCAL AUTHORITIES"**

WITH THE SUPPORT OF LOCAL GOVERNMENT INITIATIVE - BUDAPEST

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Mr. Gianfranco Martini - *President of the ALDA*

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President of ALDA - Gianfranco Martini

Events taking place over the last decade of the twentieth century have to a large extent affected Europe, its people, institutions and culture. A period of the History of Europe marked by the fall of Berlin wall, collapse of the Soviet Union and the communist regimes in Eastern Europe and the war in former Yugoslavia is now over. Beginning of the 21st century has brought forward farreaching structural changes characterized both by diversities and common values.

Among them, a crucial issue of incontestable relevance refers to the establishment of new political, legal and institutional frameworks for the central national authorities as well as for the local and regional tiers of government. This long term process implies a need for changes in the institutional structures as an embodiment of

economic and cultural transition, but also a need for education and training of new local and regional elected councilors and leaders.

The Congress of Local and Regional Authorities has always paid a particular attention to various training programs for elected leaders at local and regional level. Local Democracy Agencies (LDA-s) as implementing agencies of respective programs act locally in fulfillment of the very mission of the Council of Europe based upon the partnerships between territorial authorities and NGO-s.

So far, ten local democracy agencies are working successfully in Croatia, Bosnia and Herzegovina, the Federal Republic of Yugoslavia (Serbia and Montenegro) and Macedonia. A new LDA is going to be established in Kosovo within the end of this year.

Their overall activities are concentrated on a wide range of objectives and just to mention some of them which are related to a common concern: to rebuild, step by step, confidence and stability after the war which had hugely affected the region and after signing the Dayton Agreement (1995) which nevertheless has left many problems to be resolved. We are committed to building a civil society capable of meeting the challenges of new development, in peace and solidarity, in a multiethnic, multiconfessional and multicultural context. Apart from the



substantial material and economic reconstruction in respective countries, activities of LDA-s are certainly essential and urgent as to paving the way to long-lasting perspectives for peace and stability in the region.

Our publication which is here offered to the readers' public and to all those who are following with interest the developments in Southeast Europe, has been made possible owing to the support of Local Government Initiative that we all thank very much. The activity presented in it is related only with a single, but important aspect of the ongoing transition in this region, and that is the education and training for local authorities. Their essential role in a pluralist consolidated democracy is even more important in the process of building up a democratic structure after a "dark " period. This training has a specific approach which goes deep in the cultural and professional experience of the trainees who are being prepared to participate

in a long-term experience of freedom and democracy. They are involved in establishing a complex but important balance between innovations and acquired principles and cultural transition.

We don't want to make a detailed description of the booklet. It will be the readers themselves who will evaluate the experience acquired through a wide thematic scope of training incorporated in its content.

Once again, on behalf of the Association of the LDAs, I would like to express my gratitude to the Local Governance Institute, Budapest, to the LDA-s and their delegates, the local authorities, the partner NGO-s and to all trainers and trainees who have been part of this experience.

A particular thanks goes to the members and collaborators of the ALDA and to the members of the Congress of the Local and Regional Authorities of the Council of Europe.



Being together is the beginning, learning together is a progress, Working Together is a success.

Chapter I: The beginning

This story begins in October 1997, when I participated as a representative of Partners Romania Foundation for Local Development at “Etica ‘97”, the Fair of non-profit organizations, held in Gorizia, Italy and where I had an opportunity to meet various, interesting people and organizations.

At that time, however, I could not imagine that one of them would be our future friend and partner! It was Mrs. Antonella Valmorbida, Delegate of the Local Democracy Agency in Sisak, Croatia.

At the beginning, our contacts and network were spread only in 6 countries, and our Regional Program “Working Together” and its Regional Support Center for CEE Countries, with programs in English language, had not yet become a reality. We shared the same vision, we spoke about the effectiveness of participatory and interactive training process for adult people, about the idea of building a network of trainers and training organizations from Central and East Europe in order to learn together and exchange experience, about the importance of capacity building in local governance and leadership. The LDA Sisak participated at the 1st Steering Committee of the Regional Program “Working Together”.

Chapter II: The progress

The LDA participated actively in many of the Training of Trainers Programs we succeeded to organize under the Regional Program “Working Together”.

The representative of the LDA network identified the ways to disseminate the information and to replicate the training programs for the whole organization. In 1999, the Association of the Local Democracy Agencies was established thus making a vision become true and offering them an opportunity to work and learn together.

Chapter III: The success and the future

We succeeded to initiate a series of partnership programs bringing successful results for both organizations:

- The Regional Program “Working Together” is of great relevance because we gained a member-network capable of multiplying and disseminating the knowledge and skills through a small network of specific organizations;
- The network of LDA-s is increasing its capacity, making use of the newly acquired knowledge, skills, and experiences received through the support offered by the Regional Program “Working Together”.

So, we decided to organize the training of trainers (LDAs staff) in July 2001 in Novigrad, thus making a step forward in our active and innovative cooperation.



The Association of the Local Democracy Agencies coordinates the work of the Local Democracy Agencies and promotes their work, the partnership and the support to the whole programme.

In order to realize this work, the AADL implements the following activities :

- Coordination, networking, promotion, daily support for LDAs;
- Information center and publications for the LDAs;
- Training for the delegates and local assistants (Zavidovici, March 2001);
- Steering committees for the on-going programmes;
- Website for the AADL (www.ldaaonline.org);
- Training for trainers of LDAs for leadership and communication skills (Novigrad, Croatia, 2nd to the 7th of September 2001);
- Contact with the partners of the LDAs and members of the AADL;
- Support and information for the LDAs' delegate;
- Accounting and report for funds;
- Evaluation of the results of the LDAs' programmes supported by the AADL;
- Fundraising;

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A network of local and regional authorities, active partners in international relations for the promotion of local democracy

The network of the Local Democracy Agencies is dedicated to:

- implementation of practical initiatives aimed at consolidation and development of local democracy;
- capacity building of local elected representatives and administrators through training seminars aimed at exchange of knowledge and improving their skills;
- development of a Europe-wide network of citizens committed to respect for human and minority rights;
- establishment of a democratic civil society enabling all its segments in a local community to participate;
- promotion of intercultural dialogue and tolerance;
- human rights protection.



inauguration of the LDA in Niksic (FRY-Montenegro)

11th of May 2001

Local Democracy Agencies (LDA-s) and the Association of LDA-s **are effective instruments at the disposal of local and regional authorities established to contribute to democratic development of local communities in Southeast Europe.**

The Association was set up in December 1999 at the initiative of the Congress of Local and Regional Authorities of the Council of Europe and the LDA partners

It is composed of representatives from all participants in LDA networks: the Council of Europe, the CLRAE, partner towns and regions, LDA host towns, LDA Delegates, partner NGO-s and, generally speaking, all individuals and institutions interested or involved in LDA projects

Its main objectives are:

- Co-ordination of overall LDA activities;
- Fundraising and development of common projects;
- Technical and administrative support to LDA-s and their Delegates;
- Representation of LDA-s in raising voluntary contributions from national, local and regional authorities in Europe, international foundations and other bodies for the purpose of developing general or specific LDA projects;
- Establishing and sustaining the contacts with a wide range of institutions and sponsors upholding a responsible grant management and a proper use of funds;
- Organisation and design of training courses intended for the Delegates, local assistants and other LDA-s target groups;
- Providing a widest possible forum for discussing LDA-s programme strategy and planning.

The Association of LDA-s encourages activities carried out by Local Democracy Agencies and promotes the international role of European local and regional authorities in developing local democracy and respect for Human and Minority Rights.



training seminar for the Delegates

19^{20th} of March 2001 – Zavidovici BiH

THE NETWORK OF LDAS IN FIGURES:

- 10 Agencies
- 4 countries in South-Eastern Europe
- Partners of LDAs
- 90 towns and regions from European States
- 50 NGOs
- 9 years at work in the Balkans
- 40 members of the Association (towns, regions and NGOs from European States)



Some examples of the activities of the LDAs

- Training for local elected representatives and officials;
- Schools of Civil Society (with the support of the Council of Europe's Confidence-Building Measures Programme);
- Pre-election public information activities;
- Training courses intended for young journalists;
- Workshops/seminars on trans-frontier co-operation;
- Initiatives aimed at developing local civil society and more effective participation of young people;
- Programmes devoted to minorities' rights protection and intercultural dialogue.

Partners municipalities, regions and non-governmental organisations

One of the partners appointed as the “**project leader**” takes particular responsibility for managing the network, co-ordinating the projects, raising funds and overseeing the administration and financing.

A host city provides necessary preconditions for establishing the Local Democracy Agency headquarter as a basis for implementation of its activities.

The main target groups are local citizens, NGO-s, elected representatives, local government officials and civil servants.

An Agency is established on agreement determining the practical contribution of partners (cities, regions and non-governmental organisations).

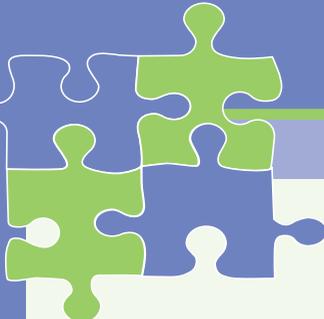
These partners provide technical and financial support and expertise for projects run by the LDA.

Through the network created in this way, the partner authorities have an opportunity to participate, to the best of their capacity and resources, in a convincing and effective policy of international relations. Their involvement reflects a commitment expressed by residents of the partner authorities. Depending on the needs and interests of the host authority, local and regional authorities and NGO-s may take part in an LDA's programme of activities in a variety of ways:

- by funding specific projects (in the field of education, health, media, environment protection, youth or microeconomic projects, for example);
- by sending elected representatives or experts to conferences/seminars;
- by hosting study visits in partner towns, regions or associations;
- by establishing links between their civil and business sectors and representatives of the host authority.



Gender programme in Sisak - Croatia



TRAINING OF TRAINERS LEADERSHIP AND COMMUNICATION SKILL

Novigrad/Cittanova – 2nd to the 7th of September 2001

FRAMEWORK OF ACTIVITIES

The Association of the Local Democracy Agencies co-ordinates activities of different Agencies providing them with joint projects to be implemented at the local level.

Local Government Initiative, Budapest, supported the Training of Trainers for “Leadership and Communication Skills”. Two trainers from each LDA have been invited to attend the TOT in order to organize a three day training seminar in their own Agency by the end of year 2001.

The target group of trainees are representatives of local authorities (civil servants and elected officials) of the cities and regions where the LDA-s are located.

The TOT and the programme of training have been implemented thanks to the cooperation with FPDL Romania. The AADL is member of the Steering Committee of the programme “Working Together” and many staff members of the Agencies have attended TOT within the programme of “Working Together”. The senior trainers of the TOT in Croatia are Mrs. Ana Vasilache, Director of FPDL, and Mrs. Daniela Plugaru, trainer of FPDL. These two programmes are designed as complementary in achieving common objectives:

- 1 enlarging the experience in training
- 2 developing the network of training agencies for local authorities.

The programme helped increase both the training capacity and relations between local authorities and the LDA-s staff, as well as the contacts with target groups included in activities of the Agencies.

The TOT involved 9 LDA-s (4 countries involved). Thanks to the support of the Council of Europe (Congress of Local and Regional Authorities), the LDA in Montenegro could join the TOT and will implement a training for local authorities.

The LDA-s should not be seen only as training agencies for local authorities but also as local offices capable of developing a wide range of activities aimed at the promotion and strengthening of civil society.

They are supported by the Council of Europe and other donors of the Stability Pact. They are currently implementing, thanks to the co-ordination of the Association of the LDAs, a programme supported by the Swiss Agency for Development, for the promotion of civil society in the region.

Goal

To build the training capacity of the Association of Local Democracy Agencies to design and conduct training programs intended for local authorities in respective countries.

Specific objectives

- To improve participants' knowledge and skills in the design and conduct of interactive/participatory training programs focused on improving leadership and communication skills of the local public leaders;
- To improve participants' knowledge and skills in giving and receiving feedback;
- To develop Action Plans for designing, organizing and conducting 3-day training programs in their countries.

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DESCRIPTION OF THE TRAINEES OF THE TOT

| Gender | | Age | |
|-----------------------|----|-----------------------|----|
| Male | 10 | <25 | 2 |
| Female | 9 | 25<30 | 2 |
| | | 30<35 | 6 |
| | | 35 < | 9 |
| Education | | Experience in trainig | |
| Graduate | 12 | Yes | 8 |
| Undergraduate | 2 | No | 11 |
| Student at University | 5 | | |

MANUAL USED

- a** Learning Style Inventory 3
- b** LOCAL GOVERNANCE MANUALS
Training for Elected Leadership Series - set of 13 volumes
UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (Habitat).
- c** Designing Human Settlements, Training in European Countries, Volume 2:
Trainer's Tool Kit

Results

- Increased training capacities for 19 staff people of the LDA-s working with local and regional authorities in SEE;
- Improved specific training capacities for the training to be implemented in the forthcoming period for “Elected leadership and communication skills”;
- Strengthening the network of LDA-s and its working together (exchange experiences, sharing ideas, empowerment through common actions);
- Disseminating positive effects of the “Working Together” network created by FPDL Romania;
- Promoting new approaches, methods and techniques in application of the Training manuals by UN Habitat.

EVALUTATION

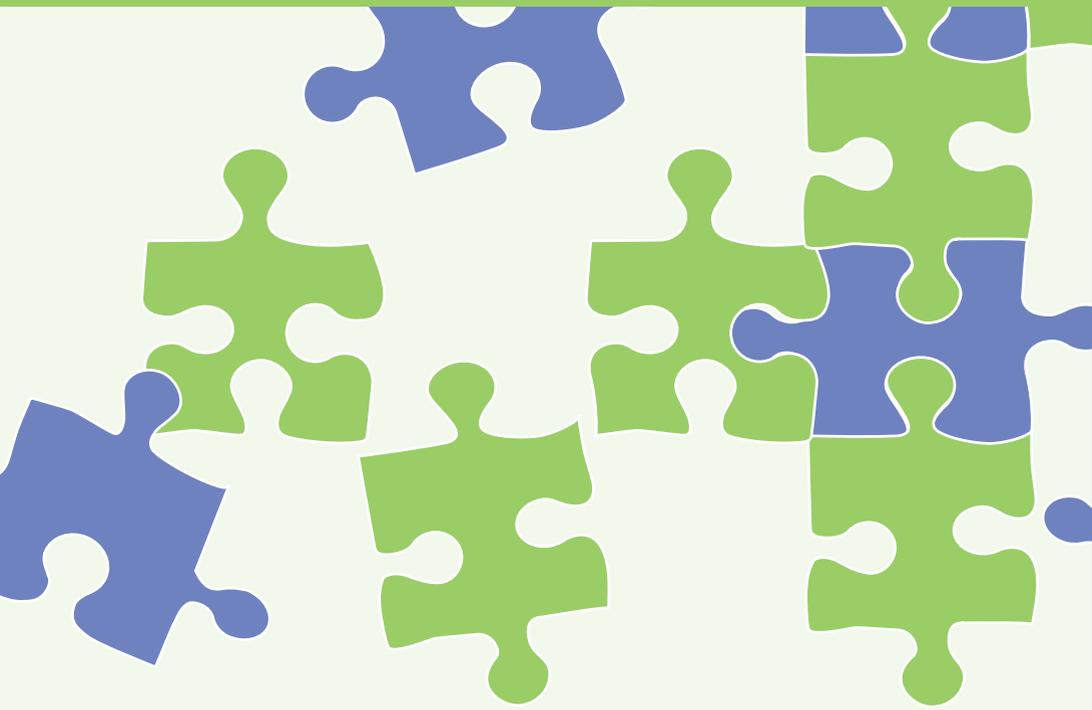
Perceived impact

| | | |
|---|------|--------|
| My knowledge and/or skills in conducting trainings on these topics in municipalities increased as a result of this Workshop | 4,23 | 84,6 % |
| The knowledge and /or skills gained through this Workshop are directly applicable in my training activity | 4,07 | 81,4 % |
| Overall, I was satisfied with this Pilot Workshop | 4,53 | 90,6 % |

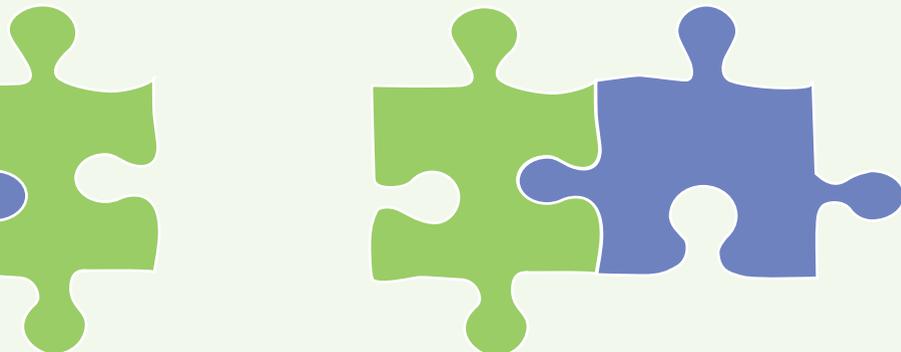
PRIORITIES FOR THE FUTURE

On the basis of the potential training attitudes and their working context, the LDAs have also expressed their opinion for a follow-up of the programme. The issues here presented have been also agreed with Mrs. Ana Vasilache for creating synergy among our network and the programme “Working Together”.





| TABLE | PRIORITY EXPRESSED |
|--|-------------------------------------|
| | (from 1 to 4. 1 is the best choice) |
| CONFLICT MANAGEMENT AND PARTICIPATORY PLANNING PROCESS (+ implementation of one case study) | 2 |
| TOTAL QUALITY MAINTENANCE | 3 |
| FINANCIAL MANAGEMENT | 4 |
| LOCAL GOVERNMENT MANAGEMENT | 1 |



LEADERSHIP AND COMMUNICATION SKILLS

Held in the Local Democracy Agencies of

- Verteneglio, Sisak, Zavidovici (Croatia)
- Prijedor, Tuzla, Zavidovici (Bosnia and Herzegovina)
- Subotica (Federal Republic of Yugoslavia)
- Ohrid (Former Yugoslavian Republic of Macedonia)
- Niksic (Montenegro, FRY) - Sponsored by the Congress of Local and regional authorities

COMPENDIUM OF THE RESULTS OF THE TRAINING IN 8 LDAs

1

Trainers

- LDA Ohrid: Mirijana Lozoska, Stojan Saveski
- LDA Subotica: Stanka Parac, Branko Krajniski
- LDA Prijedor: Sanja Kantar
- LDA Tuzla: Hald Smajic, Ismet Sejfija
- LDA Verteneglio/Brtonigla: Cristina Vojic, Marianna Jelicich, Umberto Ademollo
- LDA Sisak: Vlatka Jurasinovic, Julije Katancevic
- LDA Osijek: Sasa Jaksic, Ana Domazetovic
- LDA Zavidovici: Sldjan Ilić, Aleksandra Makrić
- LDA Montenegro: Dragutin Djekovic, Boris Raonic (*)

All of them (excluding Ismet Sejfija and Ana Domazetovic) attended the training seminar in Novigrad, in September 2001.

(* supported by the Budget Line 50216 of the Congress of Local and Regional Authorities)

18 trainers

2 Participants

| LDA | Participants | Local authorities represented |
|-----------------------|---------------------|-------------------------------|
| Ohrid | 7 | 7 |
| Subotica | 20 | 11 |
| Prijedor | 13 | 1 |
| Tuzla | 15 | 13 |
| Verteneglio/Brtonigla | 14 | 5 |
| Sisak | 11 | 1 |
| Osijek | 12 | 1 |
| Zavidovici | 12 | 4 |
| Montenegro | 10 | 5 |
| Total | 114 trainees | 48 local authorities |

3 Themes of the training seminars

| LDA | Issue |
|-----------------------|--|
| Ohrid | The role of councillors as communicators, negotiators, decision-makers and leaders |
| Subotica | The role of councillors as policy maker, decision maker, communicator and leader |
| Prijedor | Councillor in the roles of communicator and negotiator |
| Tuzla | Leader, communicator, decision-maker |
| Verteneglio/Brtonigla | Decision maker, facilitator, communicator |
| Sisak | Communicator, facilitator, decision maker, negotiator |
| Osijek | Communicator, decision-maker, negotiator and a leader |
| Zavidovici | Communicator, decision-maker, power broker leader |
| Montenegro | The role of communicator, facilitator, and conflict manager. |

REPORT LDA OHRID (Macedonia)

Title of the training

“The role of councillors as communicators, negotiators, decision-makers and leaders”

Date

28/29/30th of November 2001

Location

Ohrid

Participants

7

Local authorities represented

7

Presidents and members of the City Councils of seven municipalities in the southwest part of Macedonia.

Trainers

Mirijana Lozanoska, Stojan Saveski

Agenda of the days

The resume of all projet activity is published on the LDA web site: www.alдох.org.mk. Also the material is on disposal for downloading. Translation of the material in macedoniana.



REPORT LDA SUBOTICA (Federal Republic of Yugoslavia)

Title of the training

The role of councillors as policy maker, decision maker, communicator and leader

Date

23/24th of November 2001

Location

Subotica - Open University, conference room 212

Participants

20

Local authorities represented

11

In terms of recruitment, contacts were made with Subotica Local municipality and Severna Backa District Governor's Office. Interest for the training seminar was shown by young lawyers and legal assistants from the District Court as well, so that a number of their participants was accepted. In the opening session, Mr. Imre Kern, vice-mayor of the local self-government stressed the importance of this initiative as a contribution to more effective and responsible performances of local/regional authorities.

Trainers

Stanka Parac - Damjanovic - Branko Krnajski



REPORT LDA ZAVIDOVICI (BiH)

Title of the training
The role of councillors as Power broker, Decision maker, Communicator and Leader

Date
19/20th of February 2002

Location
Zavidovici, Hotel Kristal

Participants
12

Local authorities represented
4

Considering the priorities in terms of the needs of appointed/elected members of local administration and non-governmental organizations, the main focus was put on the following skills: Councillor as the Power Broker, Decision Maker, Communicator and Leader. Training sessions were designed so as to meet the needs of participants and involve them fully into realising the main objectives of the entire training seminar.

Trainers
Aleksandra Makric, Sldjan Ilic



Zavidovici
February 2002

REPORT LDA PRIJEDOR (BiH)

| | |
|--|--------------------------------------|
| | Title of the training |
| Councillor in the roles of Communicator and Negotiator | |
| | Date |
| 12 of December 2001 | |
| | Location |
| Technical school Prijedor | |
| | Participants |
| 13 | |
| | Local authorities represented |
| 1 (Prijedor) and representatives of local NGOs | |
| | Trainers |
| Sanja Kantar | |

REPORT LDA TUZLA (BiH)

| | |
|---|--------------------------------------|
| | Title of the training |
| Local elected leadership and communication skills | |
| | Date |
| 17/18/19 December 2001 | |
| | Location |
| LDA Tuzla, Hotel Europa (Brcko Districit) BiH | |
| | Participants |
| 15 | |
| | Local authorities represented |
| 13 | |

The activities of training organised within this project by LDA Tuzla have been adapted to fit in its main strategic orientation, which is currently represented by the work together with two Associations of Towns and Municipalities at Entity Level in BiH. After long efforts, and thanks as well to the mediation provided by LDA Tuzla, the Two Associations have created their Coordination Body (July 2001).

As a consequence, all activities of LDA Tuzla have been largely influenced by the need to continue their work. As regard to the implementation of this project, this has produced mainly two peculiarities:

- a The participants for the training seminar have been selected together with the CB. Therefore, the majority of participants did not belong to the municipality of Tuzla (as it would otherwise have happened in a similar initiative);

b A decision was made to organise the first training day in Tuzla, while the remaining two days have been organised in the Brcko District. This is because Brcko remains probably the only local self-government unit under the direct coordination of the BiH State Authorities.

Trainers

Halid Smajic - Ismet Sefija

REPORT LDA VERTENEGLIO/BRTONIGLA (CROATIA)

Title of the training

The councillor in the role of decision maker, communicator and facilitator

Date

8/9/10 of November 2001

Location

Italian community building, Verteneglio

Participants

14

Local authorities represented

4

All together 14 councillors from five different neighbouring municipalities participated at the seminar. The trainers were: Cristina Vojić, Marianna Jelichich and Umberto Ademollo. Ms. Desanka Sarvan - Vice Councillor of Istria Region was the guest at the seminar, and gave an introductory note on the Law on local autonomies, in particular as regards with the role of the councillor and that of the Communal Council.

The next day Ms. Snježana Matejčić - Journalist, spoke about the communication with the media and about the importance of communication in civil society. Prof. Srdjan Dvornik's brought up the theme of the political and moral responsibilities of councillors. It should be mentioned that his lecture held on the third day of the seminar was attended by additional 25 young people from Istria-Bujšćina, who were attending the seminar on management abilities of the young, also organized by the Local Democracy Agency Brtonigla-Verteneglio with the support of the Congress of Local and Regional Authorities of the Council of Europe.

Trainers

Cristina Vojić, Marianna Jelichich

REPORT LDA SISAK (CROATIA)

Title of the training
Communication skills, decision making, facilitating and negotiation skills

Date
28/29/30 of November 2001

Location
Hotel Panonija - Sisak

Participants
11

Local authorities represented
1
Councillors of the city of Sisak

Trainers
Vlatka Jurasinovic - Julije Katancevic



REPORT LDA OSIJEK (Croatia)

| | |
|--|--------------------------------------|
| Communicator, leader, negotiator, decision maker | Title of the training |
| 21/22/23 of November 2001 | Date |
| Osijek, Hotel Central | Location |
| 7 | Participants |
| 1 | Local authorities represented |
| Osijek city councillors | Trainers |
| Sasa Jaksic, Ana Domarevović | |

REPORT LDA NIKSIC (MONTENEGRO - FRY)

with the support of the Congress of Local and regional authorities

| | |
|---|--------------------------------------|
| Communicator, facilitator, conflict management | Title of the training |
| 8/10 November 2001 | Date |
| Zabljak, Montenegro | Location |
| 10 | Participants |
| 5 | Local authorities represented |
| Participants of this seminar were from different parts of Montenegro, and almost all of them already involved in the work of local authorities. Participants were from municipalities of Podgorica, Plav, Niksic, Kotor and Ulcinj. | Trainers |
| Dragutin Djekovic - Boris Raonic | |



MANUAL USED

Title

Training for Elected Leadership Series - set of 13 volumes

UNITED NATIONS CENTRE FOR HUMAN SETTLEMENTS (Habitat)

Publication details follow:

- Trainer's guide for training of elected officials; 74pp
- Perspectives on training elected leaders: handbook 1; 38pp
- The councillor as policy-maker: handbook 2; 42pp
- The councillor as decision maker: handbook 3; 50pp
- The councillor as communicator: handbook 4; 42pp
- The councillor as facilitator: handbook 5; 54pp
- The councillor as enabler: handbook 6; 42pp
- The councillor as negotiator: handbook 7; 46pp
- The councillor as financier: handbook 8; 54pp
- The councillor as overseer: handbook 9; 38pp
- The councillor as power broker: handbook 10; 42pp
- The councillor as institution builder: handbook 11; 50pp
- The councillor as leader: handbook 12; 34pp

Designing Human Settlements, Training in European Countries
Volume 2: Trainer's Tool Kit.

CONCLUSION AND FUTURE STEPS

The training organised in the Agencies have developed new skills among the staff of the LDA-s and strengthened the capacities of local project assistants. Generally, the target groups included in the training have been mostly satisfied by realisation of this set of seminars and expressed readiness to participate in further initiatives in this respect.

Considering the newly acquired and innovative training attitudes necessary for their working context, the LDA-s have also gave their full support to a follow-up of the programme. The issues here presented have been also agreed with Mrs. Ana Vasilache who supported the idea of creating synergy among our network and the programme “Working Together”.



Training in Montenegro

November 2002

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City of Prijedor

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City of Brtonigla - Verteneglio
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Croatia

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RODA Sisak

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| Number of inhabitants | Total of Contribution (Euros) |
|--------------------------------|-------------------------------|
| 1 – 10 000 | 250 |
| 10 000 – 50 000 | 500 |
| 50 000 – 200 000 | 1.000 |
| 200 000 – 1 000 000 | 2.000 |
| 1 million plus | 4.000 |
| Non-governmental organisations | 250 |
| Actual persons | 50 |

**Thank you for your support and for your interest
in the Programme of Local Democracy Agencies!**

Form to be returned to
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C/o Council of Europe, Office B532, F – 67075 Strasbourg



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