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Strasbourg, 2nd of May 2016

**Programme of activities and budget
2016**

For approval to the General Assembly, Paris 12th of May 2016

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1. INTRODUCTION & Focus

The present document presents an adapted version of the programme approved by the Governing Board in Zavidovici on the 29th of January 2016, that gave a first approval of the draft for the Programme 2016 of ALDA and its related budget in order to be able to start the activities and engage the first expenses. The programme and its budget is in line with the expected developments initiated in 2015 and it follows the three year Strategic Views implementation adopted at the General Assembly in Montenegro. The level of activities is at the same one of last year, with a slight increase. Considering the very relevant increase from 2014 to 2015, **being able to maintain such a level of activities can be considered a real success of the organisation.**

The programme has a new presentation – for a better understanding - since it is highlighting in a separated manner the development of the office of ALDA in Skopje, which represents integrally a decentralised office of ALDA.

The total budget of activities 2016 presented is **4.553.536 Euro with an increase of 5,6%** from last year.

The members of ALDA are now more than 200, with a more balanced geographic representation and a good balance Local Authorities and Civil Society. This also represents a very big achievement targeted by the Strategic Views 2015-2017.

The staff and the team of ALDA is consolidated and now also at the highest of its potentiality. The networks of the LDAs **has been stabilized in South Eastern Europe** thanks to the Operating Grant with the European Commission and the activities in the EaP will substantially develop, following up on the **LDA Moldova** and future **LDA Odessa** opening. A first concrete steps of capitalization of the **LDA process in Tunisia** has been done with the confirmation of the host city of Kairouan. The opening of the LDA is planned for October 2016. Our work in the EU on **citizens' participation at the local level** is constant both with projects and networking. The main projects, **LADDER and Re.Cri.re** are also among the supporting activities for this year of activity.

As for risk assessment, we can mention now the relevant size of the Association that, for being maintained, need a lot of effort and the management attention- **The administration, for the same reasons, has more than proportionally increased.**

2. Major elements for 2016

2.1 On- going positive trend

The capacity of ALDA and the network of LDAs confirm a positive trend of activities and increased relevance in 2016. The amount of projects and activities remain high with great capacity and impact. ALDA and the LDAs are recognised, both at the EU, SEE and ENPI area, as an growing relevant stakeholder. That is also visible in the number of partnerships established. ALDA tripled of budget and activities in 2015 and it is able to keep up the speed in 2016.

2.2 New presentation of the activities and budget

The present project of activities and its related budget is presented in a new formulation in order to have a better understanding.

In particular :

- The main elements are still composed of **ALDA unique core** with all its staff and activities.
- The second element is the development of the **ALDA branch in Skopje**, which is functioning at the local level but fully included in the accounts of ALDA. Its Director is under the supervision of ALDA's management
- The third element is the **EEGI Europe** that was established last year, with its headquarter in Monfalcone. The EEGI is not fully integrated in the ALDA accounts but related to it. For the time being the EEGI is mentioned as a line in the activities but will have a more intense role in ALDA's work in the future.

2.3 More on the key project of ALDA

1. The support to the network of the LDAs : implementation of the regional network in the SEE, development of the network in the Eastern Partnership and initial stage in the MED. We have strengthened the EaP coordination, with a staff member based in Kutaisi, Georgia. Processes for strengthening programmes are on going for LDA Dnipropetrovsk, LDA Armenia and Georgia. As for development, we are working on LDA Moldova and a second LDA in Ukraine, in Odessa, for 2016. A specific support fund for partnership has been included in the budget
2. LADDER – Local authorities and civil society for Development. By its seize and importance, the programme LADDER is certainly the flagship initiative of ALDA in 2016. It was successfully implemented in 2015 and it is now developing into more local actions in 2016 with a big potential of dissemination among members and partners. LADDER paves the way for increased memberships for ALDA and for a very high profile towards EU and non-EU institutions. It also offers opportunities of debates and in-depth analysis on development strategies.
3. IPA Operating grant for LDAs. The OG for LDAs in SEE has been re-granted and it gave, again, to all the network of LDAs in the Balkans a great opportunity of working together. It will be oriented to future sustainability and to the organisation of regional network better articulated and organised.
4. Operating grant Europe for Citizens. The programme Operating grant for Europe for Citizens will again give us the opportunity to develop of our actions in Active Citizenship in the EU. It remains an essential sustainable element of ALDA and gives us the possibility to implement our mission. A specific new activity, linked to the project Normandie/Macédoine, will be organised this summer : The summer school discovering the Eastern Front of the First World War.
5. RECRIRE : Horizon 2020 programme : It addresses social issues and study the response to be given to youth and from youth on the social changes provoked by the actual crisis.
6. Strengthening the project development office : In this particular positive context, ALDA is strengthening its approach to development of projects in order to support the LDAs and its mission.

In particular, it is now identified :

- a) a six month support person who will be in charge of the **project of the Wall of Democracy** – which represents an alternative fundraising with a crowd funding approach – in liaison with the city of Strasbourg
- b) a **project development staff member based in the ALDA Skopje office for the Erasmus+ projects** and other similar activities.
- c) A particular effort will be paid on **alternative fundraising** with a dedicated intern, with these capacities, assisting the office in Vicenza.

2.3 Membership support

In order to strengthen the membership basis of ALDA, a specific fund dedicated to country based animators has been set aside on the 2016 budget. It wants to help the organisation to have a truly pan European representation with a special effort being paid to the countries where we are less represented.

3. STRATEGIES AND TARGETS 2016

In line with the Strategic Views adopted in 2015, considering the present conditions, it is proposed to following these strategies and targets for 2016.

- Strengthen the network of the LDAs and its regional network in the SEE, strengthen the network in the EaP (open LDA Moldova and initiative the process for a second LDA in Ukraine- Odessa), open the LDA Tunisia and develop in the MED and establish contact for Turkey.
- Strengthen our role as promoter of local democracy and citizens participation processes in the EU thanks to projects (ALDA Europe) and establish instrument and methodologies with showcases.
- Strengthen our role as promoter of Local Democracy and citizens' participation processes in the Balkans and in the Neighborhood (ALDA Cooperation)
- Strengthen our technical assistance part and alternative approach to members and partners (ALDA +)
- Strengthen and balance our membership basis all over Europe and beyond with NGOs and Local Authorities
- Establish relevant strategic partnership with European and national actors on citizens participation and local democracy

4. CONSOLIDATION OF THE NETWORK OF THE LDAS

- South Eastern Europe

The **LDAs in the rest of the Balkans** saw stable in their activities, thanks to the IPA Operating Grant. **LDA Albania** is now again operational. The process for the third generation LDAs is on going with the development of a better organisation on a model of regional network that is embedded in the IPA OG at the regional level.

- Eastern Partnership - Neighborhoud

The LDA **Dnipropetrovsk** is operational and consolidated. We are heading towards the development of the network and a second LDA (Odessa is proposed). The LDA Moldova is on the track with another specific event in April and opening in 2016. The LDAs in **Georgia** and **Armenia** are working full stream also in transborder cooperation action. The network is coordinated by a local staff member, former LDA Georgia Delegate, upgraded as coordinator of EaP activities of ALDA and active from Kutaisi.

The idea to proposed Strategic Partners in **Azerbaijan** and in **Belarus**, where no LDAs are currently possible is also considered.

- MED - Neighborhoud

The development of the LDA **Tunisia** is now progressing with developments in 2016 with a pre-signature on the 29th of April and a finalization of the process at the end of the year. Other steps are established in other MED countries (**Algeria and Morocco**) and in **Turkey**.

In order to ensure a **constant dialogue** with LDAs, ALDA organises a monthly skype call between the Secretary General and LDAs Delegates, and besides one meeting between LDAs Delegates and Governing Board Members is arranged once per year, at the General Assembly meeting. These constant exchanges allow a better flow of information and understanding of local situation. Regular visits on the spot have been organised. A **specific training support** is organised for the LDAs using the on line plateform Go to Meeting. **Constant projects' development** is on going with the LDAs and the staff of ALDA.

5. ACTIVITIES OF ALDA 2016

5.1. INSTITUTIONAL

3 Meetings of Governing Board (Zavidovici, 29th of January, Paris, April/May 2016 and November 2016) – possible on line Governing Boards during the year

3 Bureau meetings

1 Ordinary General Assembly (12th of May in Paris);

1 Extraordinary General Assembly

1 Meeting of ALDA Advisory Committee, Paris

> Working Groups activities

ALDA Working Groups are:

- Citizens' Participation;
- South East Europe and EU Enlargement;
- Eastern Partnership
- Mediterranean Cooperation

They meet during the General Assembly and they work on line during the year. Some specific meeting can be organised depending on the resources available.

> Country Meetings

The main aim of country meetings is to gather together the organizations (local authorities and civil society) established in the countries where the Association has a significant number of members and partners.

Country meetings seek to:

- To promote exchange of experiences and best practices on topics of European interest (active European citizenship, democracy, local governance, citizens' participation, volunteering, senior volunteering, youth, EU enlargement...);
- To launch new joint ideas and initiatives at the local, national and European level, focusing on the most vivid European topics;
- To create new partnerships and relations among ALDA members built or strengthened

It is proposed to have specific responsible/members that will be hubs and animation for new partnership and membership.

> LDAs Partner Meetings

LDAs will be in charge for reinforcing the relationship with their own lead-partners, promoting meetings and events in the LDAs' seat. The main results will be:

To ensure the long-term commitment of the Lead partners improved;

To promote the interaction and exchanges of experiences favoured among local authorities and civil society organizations involved in the LDA partnerships;

To facilitate new cooperation/partnerships with civil society and local/regional institutions reaffirmed

To encourage the contacts between the lead partners and the host cities of LDAs, in order to improve the role of LDA lead partners.

The lead partners meet once a year, during the General Assembly, for exchanging experiences and learn from each others.

A specific fund is allocated to the LDAs for supporting their partnerships' support. A call for projects is launched in 2016.

> Training and staff meetings for ALDA and LDAs staff

The Association of Local Democracy Agencies grants professional training opportunities to the members of its staff and LDAs, in order to achieve a high level of quality of its action. The topics this year will be specifically on EU programmes and different methodologies for successful fundraising and networkin .

> Media and Communication Strategy

Thanks to the Communication office (recently strengthened), ALDA enhanced the website and the social networks account. This ensures a better visibility and we daily disseminate information about our activities. Regular communications are sent to Members, to the Governing Boards and to a wider public. The presence on Social networks has increased and will be further strengthened.

> Cooperation with networks and joint activities

ALDA will be very active in 2016 with some NGOs and LAs networks and institutions that will help the organisation and our member to implement their mission and activities.

- **Congress** of the COE, joint activities in some countries in particular in EaP
- **Committee of the Regions, Corleap** (shared activity in Moldova for the LDA) and **ARLEM** (Decentralisation seminar in Tunisia)
- **CONCORD**, development of the Hub 3, CSOs civil society space and ENPI activities and other actions on CSOs support for Development and funding
- **Civil Society Forum** for Eastern Partnership, Local Government and Public Administration Reform, joint activities
- **Platforma/CEMR** activities in EaP, coordination of LAs support
- **UNDP Art**, joint activities
- **European partnership for Democracy**, joint activities and papers on local democracy – Antonella Valmorbida has been appointed member of the Board
- **European Movement International**, joint activities and advocacy
- **Civil Society Europe**, joint activities
- **Europe for Citizens** Structural Dialogue, coordination
- **AFFCRE**, our member and partner for the General Assembly in Paris
- **Activities of the EEGI Europe**, in partnership with the city of Monfalcone
- **Civicus and AGNA**, member of the network and joint activities
- **Cross membership** : Nalas, ARE, Civil Landscape

6.2. ALDA Europe

ALDA Europe is globally supported by the **Operating Grant of Europe for Citizens**, which gives us the possibility to focus on methodologies and best practices on citizens' participation in the EU with our members. We also support Active Citizenship actions of our members.

1. Break Down or Break Out : The 'Break Down, Break Out' project aims to demonstrate and document how new learning strategies for long-term unemployed can empower them to take action. These low qualified Europeans are hit the hardest from economic pressures and this process provides simple and practice based guidance.

Partners	<ul style="list-style-type: none"> <input type="checkbox"/> UNIVERSITY OF CHESTER, United Kingdom <input type="checkbox"/> Association of Local Democracy Agencies – ALDA, France <input type="checkbox"/> Asociatia de Studii Socio-Economice, Romania <input type="checkbox"/> Asociatia Fantom, Romania <input type="checkbox"/> Fondazione Risorsa Donna, Italy <input type="checkbox"/> European Grants International Academy Srls Unipersonale, Italy <input type="checkbox"/> HELSINGIN YLIOPISTO, Finland <input type="checkbox"/> CAMARA OFICIAL DE COMERCIO E INDUSTRIA DE SABADELL, Spain <input type="checkbox"/> The Multi-Disciplinary Center, Israel
Objectives	<p>The 'Break Down, Break Out' project aims to demonstrate and document how new learning strategies for long-term unemployed can empower them to take action. These low qualified Europeans are hit the hardest from economic pressures and this process provides simple and practice based guidance.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Orientation <input type="checkbox"/> Briefing <input type="checkbox"/> Ability <input type="checkbox"/> Meeting and Action <p>The process is ongoing and iterative through a variety of themes, actions and initiatives, through which it will create a spiral of increasing capacity to act among the adults. By earning through acting in the community, the adults can become subjects of change instead of objects of change</p>
Actions with timing 2016	<ul style="list-style-type: none"> <input type="checkbox"/> May 2016: Transnational partner meeting, Strasbourg (2 days, dates TBC) <input type="checkbox"/> May 2016: Workshop meeting local community, Strasbourg (6 days, dates TBC) <input type="checkbox"/> September 2016: Celebration activity (dates TBC)
Actions with timing after 2016	<ul style="list-style-type: none"> <input type="checkbox"/> N/A
Potential networking	<ul style="list-style-type: none"> <input type="checkbox"/> Asociatia de Studii Socio-Economice, Romania <input type="checkbox"/> Asociatia Fantom, Romania <input type="checkbox"/> Fondazione Risorsa Donna, Italy <input type="checkbox"/> European Grants International Academy Srls Unipersonale, Italy <input type="checkbox"/> HELSINGIN YLIOPISTO, Finland <input type="checkbox"/> CAMARA OFICIAL DE COMERCIO E INDUSTRIA DE SABADELL, Spain <input type="checkbox"/> The Multi-Disciplinary Center, Israel

2. BESPAT

Partners	<ul style="list-style-type: none"> <input type="checkbox"/> Confederación Empresarial de Sociedades Laborales de España (CONFESAL), Spain <input type="checkbox"/> DIESIS Coop - Belgium <input type="checkbox"/> Scuola Nazionale Servizi Foundation - Italy <input type="checkbox"/> Association of Local Democracy Agencies (ALDA) - France <input type="checkbox"/> Réseau Européen des villes et Régions de l'économie sociale AISBL (REVES AISBL) – Belgium
Objectives	<ul style="list-style-type: none"> <input type="checkbox"/> identify and exchange Good Practices regarding the policies and actions in the sector of Personal and Household Services <input type="checkbox"/> encourage new forms of collaboration through partnerships between public and private actors in the labour market <input type="checkbox"/> identify relevant actor working in the field of PHS to involve in the project <input type="checkbox"/> create a partnership that includes public actors, non-profit organisations, private employment services and SMEs <input type="checkbox"/> identify effective implementation measures, good practices and innovative approaches of policies and actions <input type="checkbox"/> design a Good Practices Guide to be used by policy makers, experts and stakeholders <input type="checkbox"/> design a PHS Research and Proposals Guide to be adopted to promote efficiency in the PHS sector <input type="checkbox"/> transfer the results at European level, through formal and informal national and international networks.
Actions with timing 2016	<ul style="list-style-type: none"> <input type="checkbox"/> 6-7 April 2016: partner meeting in Brussels (dates TBC)
Actions with timing after 2016	<ul style="list-style-type: none"> <input type="checkbox"/> N/A
Potential networking	<ul style="list-style-type: none"> <input type="checkbox"/> DIESIS <input type="checkbox"/> Scuola Nazionale Servizi Foundation - Italy <input type="checkbox"/> Réseau Européen des villes et Régions de l'économie sociale AISBL (REVES AISBL) - Belgium

3. PATHS: Youth for Solidarity Economy and Entrepreneurship in Europe (PATHS)

Partners	<ul style="list-style-type: none"> <input type="checkbox"/> Red Internacional B-Live (Spain) <input type="checkbox"/> Coimbra University, (Portugal) <input type="checkbox"/> Association des Agences de la Democratie Locale (France) <input type="checkbox"/> Citizens in Action (Greece) <input type="checkbox"/> Youth Discovery Ventures Ltd (England)
Objectives	<ul style="list-style-type: none"> <input type="checkbox"/> To promote cooperation and networking among participating organizations, developing a line of work maintained over time (integral promotion of youth entrepreneurship) based on the ongoing collaboration between European organizations (strategic alliance). <input type="checkbox"/> To increase the capacity of organizations working on the promotion of youth entrepreneurship through resources, materials and tools that will

	<p>improve the quality of its activities and the results thereof.</p> <ul style="list-style-type: none"> ❑ To promote the development of specific skills by workers of the organizations involved (trainers, trainers, youth workers) and to promote their professional training as facilitators of youth entrepreneurship projects in the field of solidarity economy. ❑ To contribute to the promotion of entrepreneurship among young people as an alternative to unemployment and, simultaneously, as a way to emancipation and to contribute to society. ❑ To contribute to strengthening youth entrepreneurship projects and its transformation into solidarity economy enterprises with consequent multiplier effect in terms of employment and contribution to the common welfare. ❑ Contribute to the normalization of entrepreneurship training approaches combining formal and non-formal education to the specific needs of the business world.
Actions with timing 2016	<ul style="list-style-type: none"> ❑ January – March 2016: Creation of materials for facilitators in solidarity economy ❑ 20 January 2017: Final event in Greece (dates TBC)
Actions with timing after 2016	<ul style="list-style-type: none"> ❑ N/A
Potential networking	<ul style="list-style-type: none"> ❑ Red Internacional B-Live (Spain) ❑ Coimbra University, (Portugal) ❑ Citizens in Action (Greece) ❑ Youth Discovery Ventures Ltd (England)

4. RE.CRI.RE - Between the representation of the crisis and the crisis of representation. How crisis changed the symbolic background of European societies and identities. Implication for policies and policy making (Horizon 2020)

Partners	<ul style="list-style-type: none"> ❑ Association Des Agences De La Democratie Locale, Fr ❑ Istituto Scientifico Biomedico Euro Mediterraneo Scpa – Isbem, It ❑ Aalborg Universitet, Dk ❑ Universita Del Salento, It ❑ Universita Ta Malta, Mt ❑ University Of Cyprus, Cy ❑ Aristotelio Panepistimio Thessalonikis, El ❑ Universita Degli Studi Roma Tre, It ❑ New Bulgarian University, Bg ❑ Universiteit Van Amsterdam, Nl ❑ Panepistimio Kritis (University Of Crete), El ❑ Tallinn University, Ee ❑ University Of Leicester, Uk ❑ Ludwig-Maximilians-Universitaet Muenchen, De ❑ Universite D'aix Marseille, Fr ❑ Universidad Nacional De Educacion Adistancia, Es
Objectives	<ul style="list-style-type: none"> ❑ to verify whether the symbolic universes grounding the social identity has undergone a major change within European societies, as a

	<p>consequence of the socio-economic crisis</p> <ul style="list-style-type: none"> ❑ to draw strategic and methodological implications for policy-making from point above.
Actions with timing 2016	<ul style="list-style-type: none"> ❑ 23-26 February: General Assembly RE.CRI.RE in Brussels ❑ 23 February: Management Committee RE.CRI.RE in Brussels ❑ 4-6 October: General Assembly RE.CRI.RE in Rome (tbc) ❑ 4 October: Management Committee RE.CRI.RE in Rome (tbc) ❑ January: WP 3 - Multilevel analysis of sybolic universes ❑ June 2016- July 2017: Case studies for policies, aimed at see how different policies have been organized and how their impact might or might not have been moderated by the symbolic dynamics at stake
Actions with timing after 2016	<ul style="list-style-type: none"> ❑ 4-6 April 2017: General Assembly in Tallinn (tbc) ❑ 4-6 October 2017: General Assembly in Marseille (tbc) ❑ 4 April 2017: Management Committee in Tallinn (tbc) ❑ 4 October 2017: Management Committee in Marseille (tbc) ❑ January – July 2017: Case studies for policies, aimed at see how different policies have been organized and how their impact might or might not have been moderated by the symbolic dynamics at stake ❑ May 2017 – February 2018: WP5 Guidelines ❑ November 2017 – March 2018: WP 6 Validation
Potential networking	<ul style="list-style-type: none"> ❑ Wide networking opportunities with academia at EU-level

5. WE-NET: Working for ENvironmentally Educated Towns

Partners	<ul style="list-style-type: none"> ❑ 2. Comune di Thiene, Italy ❑ 3. Związek Stowarzyszen Multikultura, Krakow, Poland ❑ 4. Liga Ochrony Przyrody Zarzad Okregu Podkarpackiego, Rzeszow, Poland ❑ 5. CNJ - Confederação Nacional de Jovens Agricultores e Desenvolv, Lisbon, Portugal ❑ 6. Comune di Cervino, Cervino, Italy ❑ 7. Društvo za razvijanje prostovoljnega dela Novo mesto, Novo mesto, Slovenia ❑ 8. Birgu Local Council, Malta ❑ 9. Fons Maiorqui de Cooperation, Spain ❑ 10. RSN Ricerche e Studi Naturalistici Biosphaera s.c.s., San Vito di Leguzzano, Italy ❑ 11. Municipality of Knjazevac, Knjazevac, Serbia ❑ 12. Istituto Scientifico Biomedico Euro Mediterraneo Scpa – ISBEM, Brindisi, Italy
Objectives	<ul style="list-style-type: none"> • To establish a network of municipalities and towns from different regions across Europe; • To enact a common framework among Municipalities for education and awareness raising on recycling issues; • To share best-practices that each organization has developed on the technical and political process of environmental safeguard, specially on the waste management issue; • To promote recycling and sustainable development; • To tackle the environmental pollution together as a problem crossing

	<p>state border which has a global impact on population;</p> <ul style="list-style-type: none"> • To mobilize citizens for cooperation between municipalities and towns from different states; • To discuss about the relevance of recycling for their society and for their future generations.
Actions with timing 2016	<ul style="list-style-type: none"> ❑ January – March 2016: Local educational activities - "A culture of sustainability" ❑ 13-15 June 2016: "Mutistakeholders approach for sustainable communities": International seminar on the economic and social opportunities related to recycling activities in Lisbon (dates tbc) ❑ 18-20 November 2016: "From education to participation" in Strasbourg or Brussels (dates tbc) ❑ December 2016 – March 2017: "From education to participation" - Local workshops
Actions with timing after 2016	<ul style="list-style-type: none"> ❑ January - March 2017: "From education to participation" - Local workshops ❑ 5-7 May 2017: Final international event in Taranto_(dates tbc)
Potential networking	<ul style="list-style-type: none"> ❑ 3. Związek Stowarzyszeń Multikultura, Krakow, Poland ❑ 4. Liga Ochrony Przyrody Zarząd Okręgu Podkarpackiego, Rzeszow, Poland ❑ 6. Comune di Cervino, Cervino, Italy ❑ 10. RSN Ricerche e Studi Naturalistici Biosphaera s.c.s., San Vito di Leguzzano, Italy

6. YouthMetre

Partners	<ul style="list-style-type: none"> ❑ EUROGEO VZW ❑ UNIVERSIDAD DE ZARAGOZA ❑ EUROPEAN YOUTH PRESS-NETWORK OF YOUNG MEDIA MAKERS EV ❑ ARS for Progress ❑ CESIE
Objectives	<p>The project addresses “Priority 7- Using e-participation as an instrument to foster young people's empowerment and active participation in democratic life”:</p> <p>It starts from the outcomes of previous youth projects, through OMC YouthMetre empowers youth to engage with and impact on EU youth policy. An e-tool will be produced to close the gap between youth and institutions by collecting the perceived needs of youth in key policy areas and providing guidelines to public institutions that help address them. YouthMetre aims at directly providing youngsters with necessary skills and knowledge to foster effective implementation, by policy makers, of the guidelines provided by the “Youthmetre”.</p>
Actions with timing 2016	<ol style="list-style-type: none"> 1. 28-29 January: Kick off meeting in Berlin 2. February – March: Constitution of “study groups” and analysis of the “EU Youth Strategy” 3. February – August: Constitution of an assessment group of municipalities 4. April – May: Collection of good practices in the “EU youth strategy” key areas

	<p>5. June: Progress meeting</p> <p>6. June – July: Implementation of the YouthMetre database of good practices</p> <p>7. June – August: Development and agreement of benchmark</p> <p>8. January – August: Development of the “YouthMetre” advocacy toolkit</p> <p>9. September – October: Delivery of the “YouthMetre” draft version and collection of feedback from the study groups</p> <p>10. December: Launch of the final version of the “YouthMetre”</p> <p>11. January – October: Development of a “YouthMetre” information and dissemination campaign</p> <p>12. December: Progress meeting</p> <p>13. December: Training of multipliers</p>
Actions with timing after 2016	<p>14. January – May 2017: Dissemination of the “YouthMetre” and promotion of sample measurements - Phase 1</p> <p>15. May 2017: Progress meeting</p> <p>16. June 2017: Mid-term evaluation of the YouthMetre dissemination and information campaigns</p> <p>17. July 2017: Dissemination of “YouthMetre” and promotion of sample measurements - Phase 2</p> <p>18. December 2017: Final partner meeting</p>
Potential networking	<ul style="list-style-type: none"> <input type="checkbox"/> EUROGEO VZW <input type="checkbox"/> UNIVERSIDAD DE ZARAGOZA <input type="checkbox"/> EUROPEAN YOUTH PRESS-NETWORK OF YOUNG MEDIA MAKERS EV <input type="checkbox"/> ARS for Progress <input type="checkbox"/> CESIE

7. Fighting discrimination and anti-Gypsyism in education and employment in EU (PAL)

Name of the project	Abbreviation: PAL Project
Summary of the project	<p>The project PAL aims to improve the situation of Roma in Belgium, Czech Republic, Italy, Greece, Slovenia, Romania, Spain, Hungary and France. It addresses primarily promotion of Roma integration, supporting the implementation of national Roma inclusion strategies or integrated sets of policy measures and the Council Recommendation on Roma integration. The concept of the project was developed by the four universities involved in the PAL project, based on their research on the current situation of the exclusion of the vulnerable social groups and especially Roma people. The PAL project contribution will be realized through promoting common democratic values, strengthening fundamental rights, consolidating the rule of law in the selected countries with special attention to combat discrimination and racism, and promoting tolerance and multi-cultural awareness. The sectors of Education and Employment will be specifically targeted by the project activities.</p>
Partners involved	<p>ALDA, France</p> <p>University Rehabilitation Institute – Slovenia</p> <p>Florida Centre de Formacio, Coop. V. – Spain</p> <p>Corvinus University Budapest – Hungary</p> <p>Komunikujeme o.p.s. – Czech Republic</p> <p>House of National Minorities – Czech Republic</p> <p>Consorzion Innopolis - Italy</p>

	<p>Fondazione Leone Moressa – Italy Comune di Reggio Emilia – Italy Institute of Psychosocial Development – Greece Institute of Entrepreneurship Development – Greece ANATOLIKI - Greece Drustvo za razvijanje prostovoljnega della Novo mesto – Slovenia Asociatia MERGI INAINTE - Romania Fondo Formacion Euskadi S.L.L. – Spain SRDA - Belgium UCCU Alapitvany – Hungary</p>
Phase of implementation done so far	The project officially starts on 4 th January 2016
To be implemented till end of 2016	Kick off conference – Hasselt, Belgium, 3-6 February 2016, regional activities include: training for trainers, advocacy actions, research work on Roma education and employment

8. Bet on EU

Name of the project	BET ON EU: Balkans and Europe Together: Opportunity for a New Experience towards Unification!
Summary of the project	<p>The project encompasses 19 partners - 12 in the EU 28 and 7 in the Balkans – from 12 different countries: it aims at representing an unbiased platform for exchanging, reflecting, debating and acting for the future of Europe, as ambassadors of the motto “United in diversity”.</p> <p>The project structure follows the metaphor of a bet: first of all, it is important to know the rules of the game, secondly it is essential to consider your own resources and what you are willing to invest and finally you need to decide what to bet on.</p> <p>The partners of the project “BET on EU” will be requested to play the role of betters for the future of the EU, fully assuming their responsibilities in shaping the Union and functioning as “multipliers” in their own communities in order to engage in this challenge a wide range of stakeholders: citizens, civil society organizations, public bodies and institutions, etc.</p> <p>At the end of the project, a ‘game book’ will be drafted: it will present the results of the “bet” and represent a valuable tool to multiply the engagement of European and Balkan local authorities in the EU enlargement process.</p>
Partners involved	<p>Leader: Municipality of Subotica</p> <p>Partners: ALDA (FR) Municipality of Ravenna (IT) Municipality of Érd, (HU) City of County Right (BG) City of Osijek The Mountain Community Iezer Muscel Association (RO)</p>

	<p>International Platform for Citizen Participation (BG) Union of Bulgarian Black Sea Local Authorities (UBBSLA), (BG) Municipality of Knjazevac (SER) Municipality of Zavidovici (BIH) Wolverhampton City Council (UK) Municipality of Lecce(IT) Municipiul Odorheiu Secuiesc (RO) Municipality of Bijelo Polje (MNE) Municipality of Niksic (MNE) Municipality of Szeged (HU) Municipality of Aerodrom (MK) Municipality of Novo Mesto (SI)</p>
<p>Phase of implementation done so far</p>	<p>1 - 1st international event: the rules of the game (OSIJEK, Croatia) tentative date 1st-3rd December 2014</p> <ul style="list-style-type: none"> • the “rules of the game”: all the partners will become acquainted with the EU policies and institutions – with special focus on the enlargement process. Presentations, workshops, role-games, etc. • reasons behind EU enlargement and the benefits it brings. Infield visits to EU funded project, round-table with Institutions • how to play the game, namely by supporting and contributing to the whole EU Project. Joint decisions on the "bet" game: working groups, future steps <p>2 - Local Path phase 1 Local/national processes will be activated in each country. Each partner organizes local activities encompassing different methods and characteristics: the common aim is to multiply the effect at local level, offer the opportunity to get to know the “rules of the game” to their communities and collect the resources of the community for the "bet". In country with more than 1 partner, 1 is responsible for running the events and the others will contribute through raising citizens’ voice.</p> <p>3 - 2nd international event: the resources to invest in the bet (RAVENNA, Italy) tentative date 10 – 12 April 2015</p> <ul style="list-style-type: none"> • discussion and collaboration amongst the partners about the resources they can invest in the notable EU challenge • activities in relation to EU enlargement • innovative tools to teach partners how best to involve community actions and refine local policies • present the list of resources to be invested or ‘betted’ • planning future steps <p>All the above will focus on the core issue of the project, EU enlargement, and provide a platform for interaction between partners.</p> <p>4 - Local path: 2nd phase Each partner will launch an event/path to listen and focus on citizens and civil society organizations’ voice about the future of the EU, specifically on the enlargement. Each community should work on its specific aims for the bet: what does the community want by investing resources in the EU? EU policies foresee different “bets”, such as the EU 2020 strategy: the aim of this phase is to complete the overall bet at the EU level with a more</p>

	<p>pragmatic approach coming from different territories.</p> <p>5 - 3rd international event: decision on what to bet on (SUBOTICA, Serbia) tentative date 31st August-2nd September 2015</p> <p>The final international event:</p> <ul style="list-style-type: none"> • partners will have the opportunity to put together their objectives of the bet • partners will formulate a joint statement • the joint statement will encompass the aims for which they are willing to invest and work • once the joint aims are decided, the partners will also work to develop a joint action plan • the joint action plan includes different actions contributing to achieve and win the bet
To be implemented in 2016	<p>Creation of the project website and publication “Game book” collection of project results, multiplier of good local practice contributing to the EU integration.</p> <p>Follow up phase</p> <p>The joint statement and the related action plan developed during the 3rd international seminar will be put into practice in all the targeted countries by each partner of the project. This represents a pilot phase to experiment the decisions concerning the bet and activate the whole community as "betters for the EU".</p>

5.3 ALDA Cooperation

ALDA Cooperation will be the section of our association dealing with programme implemented and thought out of the EU, mainly in the SEE, EaP and Med Countries. In this part falls all the LDA programmes as well as the cooperation activities we are implementing in Belarus, in Georgia, in Tunisia and our main programme LADDER.

1. LADDER – Local Authorities as Drivers for Development Education and Raising awareness

Partners: 26 partners (from 15 EU MS and 4 from neighborhood and Balkans)	<ul style="list-style-type: none"> <input type="checkbox"/> ALDA (leader), France <input type="checkbox"/> Foster Europe Foundation for strong European Regions, Austria <input type="checkbox"/> JEF Young European Federalists, Belgium <input type="checkbox"/> ENNA European Network of National Civil Society Associations, Belgium <input type="checkbox"/> UBBSLA Union of Bulgarian Black Sea Local Authorities, Bulgaria <input type="checkbox"/> NAMRB National Association of Municipalities in the Republic of Bulgaria, Bulgaria <input type="checkbox"/> CAC Croatian Association of Counties, Croatia <input type="checkbox"/> Velje Municipality of Vejle, Denmark <input type="checkbox"/> UMM Union of Municipalities of Marmara, Turkey (tbc by EC)
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	<ul style="list-style-type: none"> ❑ NALAG National Association of Local Authorities of Georgia, Georgia ❑ AMPHICTYONY EGTC Amphictyony, Greece ❑ Donegal Donegal County Council, Ireland ❑ TECLA Association per la cooperazione transazionale, locale ed europea, Italy ❑ CIME Consilio Italiano del Movimento Europeo, Italy ❑ COPPEM Comitato Permanente per il Partenariato Euromediterraneo delle Autorità Locali e le Regioni, Italy ❑ Progettarte Progettarte Associazione culturale, Italy ❑ LALRG Latvian Association of Local and Regional Authorities, Latvia ❑ SOS Malta Solidarity Overseas Service Malta, Malta ❑ Birgu Local Council Birgu Local Council, Malta ❑ URC Union of Rural Communes of the Republic of Poland, Poland ❑ SKGO Standing Conference of Towns and Municipalities, Serbia ❑ CEECN Central and Eastern European Citizens Network, Slovakia ❑ UTC Union of Towns and Cities of Slovakia, Slovakia ❑ SLOGA Slovenian Global Action, Slovenia ❑ The Hague Academy The Hague Academy for Local Governance, The Netherlands ❑ Lam Echaml Lam Echaml Association, Tunisia
<p>Associates 19 associates (from 19 countries, 5 EU Member States and 14 non-EU countries)</p>	<ul style="list-style-type: none"> ❑ ADD-Medenine Association pour le Développement Durable, Tunisia ❑ AAM Albanian Association of Municipalities, Albania ❑ FACM Algerian Forum for Citizenship and Modernity, Algeria ❑ ALI Agency for Legislative Initiatives, Ukraine ❑ AMR Romanian Municipalities Association, Romania ❑ AKM Association of Kosovo Municipalities, Kosovo* ❑ ALAL Association of Local Authorities in Lithuania, Lithuania ❑ BINA NGO Alliance for Municipality Development, Azerbaijan ❑ CALM Congress of Local Authorities from Moldova, Moldova ❑ North-South Centre North-South Centre of the Council of Europe, Portugal ❑ CFOA Communities Finance Officers Association, Armenia ❑ CIRaCenter for Institutional Development, Macedonia (FYROM) ❑ CISP Comitato Internazionale per lo Sviluppo dei Popoli, Italy ❑ Civicus World Alliance for Citizen Participation, South Africa ❑ CLRA - CoE Congress of Local and Regional Authorities, Council of Europe, France ❑ Lev Sapieha Lev Sapieha, Belarus ❑ ESMESS Réseau Marocain de l'Economie Sociale et Solidaire, Morocco ❑ SEEYN South East European Youth Network, Bosnia-Herzegovina ❑ SHATIL New Israel Fund – Shatil, Israel
<p>Objectives</p>	<ul style="list-style-type: none"> ❑ i) strengthen the capacity of associations of local authorities (LAs) and civil society organizations (CSOs) to act in a sustainable way as drivers for development, fostering their role of multipliers within their countries, communities and networks, ❑ ii) inform, raise awareness and engage citizens in global issues, global interdependency and development education ❑ iii) develop & reinforce the cooperation between LAs and CSOs, to lead to winning synergies ❑ iv) improve DEAR methods in non-formal education system, through the development of new and innovative methods and tools addressed to a wide range of stakeholders (including educators, civil servants, NGOs, youth

	leaders etc).
Actions with timing 2016	<ul style="list-style-type: none"> - 3 Special initiatives: Citizens participation for development (July - Hungary), Sustainable & environment development (November – Slovakia), MED (Tunisia – tbc, with LDA opening) + EYD capitalization (Paris - 2016) - National level trainings on DEAR + Local level trainings + Focus group (reflection on DEAR) (by 10 partners) - Job shadowing (peer-to-peer exchanges in 26 countries of co-applicants), - Re-granting scheme on DEAR projects (in 10 EU countries by co-applicants + 18 projects in all other EU MS by ALDA) = total 68 projects (and in 2017) <input type="checkbox"/> Steering Committee (probably in Paris – April/May) <input type="checkbox"/> Training on communication & journalism (tbc)
Actions with timing after 2016	<ul style="list-style-type: none"> <input type="checkbox"/> Activities led by ALDA and its partners, including re-granting schemes & job shadowing until December 2017 <input type="checkbox"/> Tool fair (Brussels) <input type="checkbox"/> Special initiatives SEE (Serbia), Public private cooperation (Italy), Youth (Belgium) <input type="checkbox"/> Final conference
Potential networking	<input type="checkbox"/> Extremely wide, in all EU and Neighbourhood countries

2. Operating grant – Balkan regional platform for youth participation and dialogue – second year (all LDAs involved in SEE, except LDA Albania)

Name of the project	BALKAN REGIONAL PLATFORM FOR YOUTH PARTICIPATION AND DIALOGUE, OPERATING GRANT BY DG NEAR Applicant ALDA
Summary of the project	This project (commencement date: 1 January 2015) submitted within the priority 5 – promotion of social and economic inclusion of age groups that risk marginalisation and in particular youngsters, as the Operating Grant intended to support the work of LDAs in the Western Balkan countries to contribute more effectively in structuring regional thematic cooperation and coordination between CS and public authorities from targeted countries to improve environment for youth activism and participation, in particular of young people with fewer opportunities. Specific objectives of the action are 1) to create a Regional Network for Local Democracy composed of CSOs and public authorities, with active participation of youngsters, from targeted countries committed to promote and practice youth participation at the local level; 2) to strengthen regional capacities of youth from targeted countries for active citizenship and participation at policy and decision making processes; 3) to facilitate a greater focus of public authorities in targeted countries on the needs of youth in policy-making according to the EU standards; 4) to help raise awareness of policy and decision makers, CSOs and youth leaders in targeted countries on EU standards and practices of youth participation and regional impact of EU programmes 2014-2020, in particular programmes for youth.
Partners involved	LDA Montenegro, LDA Mostar, LDA Zavidovici, LDA Prijedor, LDA Central Serbia, LDA Subotica, LDA Kosovo, ALDA Skopje
Phase of implementation done so far	Interim report submitted on 15 th October 2015, preparation of the Work Programme 2016 submission of the new phase due 15 th October 2015 Publication of the Comparative Analysis – Youth participation and dialogue, adoption of Regional network co-operation platform

To be implemented till end of 2016	Activities comprise a set of continuous local activities and regional network meeting in Knjazevac (February 2016), Thematic training in Skopje (March 2016) Regional Youth Forum and Visit to National Parliament – BiH (October 2016)
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3. Caravan NEXT

Name of the project	Caravan NEXT is a European project by the Social and Community Theatre (SCT) focused on bringing SCT events to cities and towns in a way to rethink them as broad open air venues, local art squares connected at a European level (GLOCAL level) where citizens, professionals and artists can give life to their own community theatre event to convey their messages about a core theme: Feed the future: European challenges in the new millennium. Two main project formats are Macro and Micro events promoting cultural animation and cohesion in local communities.
Summary of the project	ALDA, OMMA STUDIO THEATER, Greece, FARM IN THE CAVE, Czech Republic, OGR-CRT, Italy , KIBLA, Slovenia, TECHNICAL UNIVERSITY OF CRETE, Greece, Bürgerstiftung Rohrmeisterei Schwerte ,TNT ATALAYA, Spain,
Partners involved	Project officially started in September 2015 with the kick off conference in Holstebro, Denmark
Phase of implementation done so far	Steering group meetings in Amsterdam (March 2016) and in Crete (September 2016), Macro cultural events in Turin (May 2016), Amsterdam, Crete, Micro event to be organised by ALDA and LDA Subotica as associate partner in Subotica – 21-24 June 2016
To be implemented	Further macro events in Poland, Czech republic, Germany, micro event in Mostar, BiH in October 2017
To be implemented in 2016	Caravan NEXT is a European project by the Social and Community Theatre (SCT) focused on bringing SCT events to cities and towns in a way to rethink them as broad open air venues, local art squares connected at a European level (GLOCAL level) where citizens, professionals and artists can give life to their own community theatre event to convey their messages about a core theme: Feed the future: European challenges in the new millennium. Two main project formats are Macro and Micro events promoting cultural animation and social cohesion in local communities.

4. IPA TURKEY: BRIDGES OF EXPERTISE TO FIGHT GENDER BASED VIOLENCE

Name of the project	IPA TURKEY: BRIDGES OF EXPERTISE TO FIGHT GENDER BASED VIOLENCE
Summary of the project	Project activities comprised capacity building, research and data collection on needs assessment of the local public and civil society stakeholders, exchange of best practice with EU based counterparts, actions in support to widening the scope of services in area of prevention and assistance to victims in combating the violence against women as well as a series of local and EU wide awareness raising events on issues related with gender based violence. Entire action promotes inter-sectoral partnership based initiatives for improving the situation in local communities so as to develop sustainable services to victims, help encourage women to participate in social, economic and political life of respective local communities in Turkey.
Partners involved	The partners from Turkey include the NGO “Cappadocia Woman Solidarity Association” (as applicant), the University of Nevşehir (Women Research

	Center), two Municipalities from Cappadocia region (Nevşehir, Kırşehir), two Municipalities from the Black Sea region (Karadeniz Ereğli, Zonguldak) and Ahiler Development Agency engaged in five Turkish Provinces: Nevşehir, Kırşehir, Aksaray, Kırıkkale, Niğde: Provincial Administration of Gorizia, the Municipalities of Monfalcone and Sacile, the NGO “CMC Hope” from Italy, the “Centre for Social Assistance” of Municipality of Koper, the University of Koper and the NGO “Association for Developing Voluntary Work” of Novo Mesto, Slovenia, and the Association of Local Democracy Agency (ALDA), France.
To be implemented in 2016	Final reporting phase -

5. Mobilized Civil Society for Local Democracy

Name of the project	Mobilised Civil Society for Local Democracy - Georgia
Summary of the project	The <i>overall objective</i> of this action is to build capacity of regional CSOs to monitor local government reform and make them able to represent interests of local communities at the national level. The <i>specific objectives</i> are as following: mobilise local CSOs and build their capacity in community mobilization and advocacy; Establish horizontal networks for exchange of information and monitoring results of implementation LG reform; Elaborate sets of recommendations for strengthening of local democracy in Georgia and presentation these recommendations to the committee on regional Policy and LG of the parliament of Georgia. <i>The following activities</i> are foreseen: trainings and seminars for local CSOs and community leaders. Establishing a coalition “for local democracy”, Regional roundtables on LG reform and presentation of monitoring results as well as on provisions of EU-Georgia AA on municipal development and strengthening of CSOs. Development of web portal for exchange of information. Organising of needs assessment studies and analytical reports on local democracy in Georgia. Organisation of consultation meetings with the LG committee of the parliament of Georgia
Partners involved	The lead partner and applicant - National Association of Local Authorities of Georgia (NALAG), and the LDA Kutaisi
Phase of implementation done so far	Most of the components have been implemented: the inception phase, creating of the database of CSOs, organisation of the survey and identification of community leaders who inform the citizens about the progress of the reform of local government, ALDA has taken an active part in the training of trainers while the trained trainers have already run their own trainings subsequently, an online course has been developed by ALDA in early 2015. ALDA delivered its last training on PCM in December 2015.
To be implemented in 2016	<ol style="list-style-type: none"> 1. Communication Guidelines for Local Community Leaders (ALDA’s communications office) by March 2016 2. Local workshops and meetings (NALAG) 3. The closing conference in Georgia (NALAG is the principal organiser) to take place in June 2016.

6. CHOICE: Cultural Heritage – Opportunity for Improving Civic Engagement – EaP

Name of the project	CHOICE: Cultural Heritage – Opportunity for Improving Civic Engagement
Summary of the project	<p>CHOICE aims at enhancing civil society’s role and to build its capacities to develop a heritage-friendly living environment in Belarus, Armenia, Moldova and Ukraine.</p> <p>Civil society organisations active in the field of local development, protection and rehabilitation of culture heritage and landscape in the four countries will be identified by the local partners at the grassroots level and actively involved in subsequent public initiatives. The identification process will allow for exchanges with local communities about how to engage in the policy dialogue with the central government on the subject matter, given that the successful implementation of the international cultural conventions requires a conscious and engaged citizenry.</p> <p>The principal outcome of the project will be to develop policy recommendations for the Eastern Partnership governments on preservation of cultural heritage, including country-specific expertise to be disseminated in the form of informational materials elaborated throughout the project.</p>
Partners involved	<ul style="list-style-type: none"> • International Non-Government Organisation “EuroBelarus”, Lithuania • Centre for Cultural Management, Ukraine • ICOM Moldova National Committee • Millennium Foundation for Education and Research, Armenia • Public Association “Centre for Social Innovations”, Belarus
Phase of implementation done so far	The project started in late June 2015 and will finish in June 2017. So far, the Steering Committee meeting took place in Vicenza on 2-4 September and the partners have organised the country-based presentations of the project and launched the re-granting calls. The partners have subsequently finalised the first and the second stage of the calls with a view to approve the final selection at SC meeting in Vilnius. The first national workshop took place in early December in Armenia.
To be implemented in 2016	<ol style="list-style-type: none"> 1. The remaining workshops: Belarus in early February 2016, Moldova in April/ May 2016, Ukraine possible back to back with the mid-term conference around the summer/ early autumn 2016 2. Steering Committee meeting on 1-2 January 2016 in Vilnius 3. Mid-term conference in mid-2016 in Lviv

7. SPREAD II - Sustainable Partnership for REinforcement of Active Development

Name of the project	SPREAD II: Sustainable Partnership for Reinforcement of Active Development
Summary of the project	<p><i>Overall objective(s):</i> SPREAD II aims at contributing to the promotion of an inclusive and empowered society in Belarus, by strengthening civil society’s capacities to promote national reform and increase public accountability, and by supporting local authorities to reinforce governance and improve citizen’s access to public services.</p> <p><i>Specific objective(s):</i> More specifically, SPREAD II seeks to improve the capacity of NSA (particularly those representing the poorest sections of the population, including marginalized and vulnerable groups that have limited</p>

	<p>access to social services) to effectively participate in enhancement of living standards in Belarus notably through development strategies and programmes.</p> <p><i>Main activities:</i> Creation of 3 new civic centres as hubs for developing activities such as trainings, participatory processes, workshops, information, etc. Capacity building component: training for NSA (aiming at targeting also LAs) on civil participation in shaping public policies Policy component. 4 different sub-actions: a) monitoring actions about civil participation, based on the Code of Good Practices for Civil Participation in the Decision-Making Process of the CoE b) recommendations for policy makers at the local and national levels, employing a bottom-up approach c) meetings and presentations to Belarusian LAs d) International conference in Brussels Sub-granting scheme: for supporting citizen initiatives</p>
Partners involved	The Lev Sapieha Foundation; Vitebsk Civic Association “Self-Government Society”; Shegomedconsult; CSO “Mahiliou Youth Centre”; LDA Sisak and Osijek
Phase of implementation done so far	The 3 civic centres have been set up and trained by ALDA (including the colleagues from the LDAs in Croatia and Shegomedconsult) and the Lev Sapieha staff members. The centres have organised roundtables and other events involving local communities and launched the first two regranting schemes out of the three ones, including the implementation of the initiatives under the first call. The first study visit to Latvia has been organised in mid-2015 while the ones to Poland and Lithuania are being planned.
To be implemented in 2016	<ol style="list-style-type: none"> 1. The mid-term workshop in Brussels with the participation of the Belarusian stakeholders in March/ April 2016 2. SC Meeting in Vilnius in September 2016 3. Study visits to Lithuania and Poland

9. France – Balkans – launch (waiting for reply MFA)

Partners	<p>Pays Vichy-Auvergne, Conseil Régional de Normandie, Syndicat Intercommunal d'Aménagement de la Loire et de ses Affluents (SICALA Haute-Loire), Ville de Saint-Denis Centre de formation de la Chambre de Commerce et d'Industrie des Hautes Alpes (CRET Hautes-Alpes) avec le Conseil Général des Hautes-Alpes, Conseil Général de l'Allier, AFCCRE (Association Française des Conseils de Communes et Régions d'Europe), CIDEFE (Centre d'Informations , de Documentation, d'Etude et de Formation des élus), L'OFAJ : Office Franco-Allemand de la Jeunesse, Branche de l'AADL/ALDA Skopje</p>
Objectives	The project aims at promoting the development of good governance at regional and local level and improving capacities of local authorities in order to allow them to do their tasks in the best way possible and to provide good services to their citizens. This project proposes to achieve this objective by improving the mutual knowledge about activities and actors, by creating a

	<p>network of French actors involved in the Balkan countries in order to work on a common plan which would open the programme to other partners in Europe. So the project aims at creating a platform for a long-lasting French- Balkan multilateral decentralized cooperation that will be opened to other European partners.</p> <p>These actions have the following objectives:</p> <ul style="list-style-type: none"> - Strengthening and stabilizing the democratic process in the region - Stabilizing and the pacifying of the region - Supporting the European integration process - On the French side, opening the French territories to the Balkan countries, EU member states to be
Actions with timing 2016	<p><i>The activities for 2016 will be concretely defined according to the answer of the Ministry of Foreign Affairs of France for the new 3 years (2016 – 2018) programme of decentralized cooperation.</i></p> <p>Launch of the new 3 years programme of France Balkans, Paris May 2016 Support to the activities link to the <i>Francophonie</i> by ALDA Skopje Communication and promotion of the Balkan Regional Platform within the <i>France Balkans</i> programme.</p>
Actions with timing after 2016	2017 : Presentation for the support to the UE enlargement
Potential networking	Europe for Citizens and Erasmus plus projects to support the project

11. Decentralised cooperation Normandy / Republic of Macedonia

Application on going for the next three years.

Partners	<p>Regional council of Normandy Ministry of Self Governance of Macedonia Ministry of European Affairs of Macedonia Ministry of Foreign Affairs of France French Embassy of France in Macedonia</p> <p>8 Local authorities in France: Ifs, Cherbourg, Hermanville-sur-Mer, Fleury-sur-Orne, Caen, Communauté de Communes du Pays de Livarot Syndicat Mixte du Pays de la Baie du Mont-Saint-Michel, Colombelles</p> <p>8 Local authorities in Macedonia: Debar, Veles, Vevcani, Karpos, Ohrid, Berovo, Pelagonia, Novaci, Kavadarci, Centar, Tetovo</p> <p>20 NGOs from Macedonia and Lower Normandy:</p> <ul style="list-style-type: none"> • Centre for new initiatives for Culture and Arts – Lokomotiva • Coalition of Youth NGO's – SEGA • International Institute for Human rights and Peace of Caen • <i>Alliance française</i> de Bitola • Centre for sustainable local development Debar • Go Green • Helsinki Committee • Kontrafor NGO
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	<ul style="list-style-type: none"> • Foundation Metamorphosis • Savoir-faire and CO • Makedonida • Balkan Transit • Fabriques de Patrimoine de Normandie • Eau Vive • Centre for photography of Macedonia • Rural Coalition • Maison pour tous Léo Lagrange of Cherbourg • Association AVRIL • Regional Art Centre of Les2Angles • Haemus, Center for scientific research and promotion of the culture • National Institute of History of Macedonia • National Institute of ethnology of Macedonia • Museum of Bitola <p>Schools :</p> <p>High School Marcel Gambier, Lisieux High School Jean Mermoz, Vire High School Alexis de Tocqueville, Cherbourg High School “Kiril Pejchinovich”, Tetovo High School Josip Broz Tito, Bitola High Schools of Veles (3)</p> <p>University for audiovisual Arts ESRA Faculty of Law St Cyril and Method, Skopje UFR de Droits, University of Caen <i>Beaux-Arts</i> of Caen – Cherbourg</p>
Objectives	<p>The project aims at promoting the development of good governance at local level and improving capacities of local authorities and civil society stakeholders in order to allow them to do their tasks in the best way possible and to provide good services to their citizens. Since 10 years, this project is achieving this objective by facilitating the exchanges of good practices on different thematic as cultural heritage, cultural mobility, remembrance, youth, Human rights, tourism, economy, European programmes and so on.</p> <p>These actions have the following objectives:</p> <ul style="list-style-type: none"> - Strengthening and stabilizing the democratic process in Macedonia - Supporting the decentralization process in Macedonia to facilitate the European integration process - Opening the Norman territory to Europe, in particular to Macedonia and to the Balkan region.
Actions with timing 2016	<ol style="list-style-type: none"> 1. Institutional cooperation : <ul style="list-style-type: none"> - Implementing the research on the use of European Funds by the Macedonian and Norman local authorities Organising trainings for the Secretary of European Affairs and for the local authorities and NGO’s of Macedonia. - Research and diagnostic on the possibilities of economic cooperation between the 2 territories 2. Call for projects <ul style="list-style-type: none"> - the 13 partners are implementing their projects until the 31th of July

	<p>3. Twin Cities - the 16 local authorities are working on their common project on different topics such as Youth, Culture and Cultural heritage, agriculture and so on.</p> <p>4. Artistic mobility - This year will be focusing on an artistic exchange coordinate by the Normandy Region about Impressionism.</p> <p>5. Youth - 2016 will keep strengthening the capacities of youth workers of Macedonia and in particular of the Youth Info Centres of Prilep and Kavadarci which have been created in the framework of the cooperation Normandy /Macedonia</p> <p>6. Human Rights - Organisation of the University of Peace of Caen – July - Organisation of the Comparison Day of Law between Macedonia and France - Conference on Refugees and Migrants issue.</p> <p>7. Remembrance and Reconciliation - Territorial project in the Municipality of Novaci. In order to build a touristic strategy about the Remembrance of the 1st World World in the region of Novaci, different historical, ethnological researches will be done. - Wildly researches and partnership will be created to include the territory of Novaci in a bigger strategy and to create crossborder partnerships.</p> <p><i>2016 is the last year of the 3rd 3years programmes of Decentralized Cooperation between the Ex- region of Lower Normandy and the Republic of Macedonia. The coordination, once the Region Normandy will give its approbation, will apply for a 2years programme on 30th of April – from the end of 2016 to 2018</i></p>
<p>Actions with timing after 2016</p>	<p>The next years will be conditioned to the answer of the Ministry of Foreign Affairs of France. The action plan is now in a writing phase and will be submitted on 30th of April. Therefore the programme should keep the same structure.</p>
<p>Potential networking</p>	<p>LADDER in migration questions IPA Balkans on Youth participation ALDA's action on remembrance France Balkans on remembrance</p>

5.4.ALDA + -

This part is more oriented to services and technical assistance as well as other sources of funding. It represents an alternative way to approach our partners and members with from a different angles but keeping the non-profit approach of our network. It offers the possibility to be in touch with new stakeholders, and for the first time it opens the doors to all ordinary citizens who share are values and want to support ALDA. Members enjoy a discount on all training, consultancy, and capacity-building services provided.

Activities :

OCTOBER 2015 TO PRESENT

- Training course about EU 2014 – 2020 funding programmes and PCM at Villafranca di Verona, in partnership with Fondazione CIS
- Training course about EU 2014 – 2020 funding programmes and PCM at Fondazione CUOA, Altavilla Vicentina
- Technical assistance for project development to Cooperativa Jonathan (Padova)
- Technical assistance to the municipality of Thiene (accreditation EVS, management of WENET Europe for Citizens funded project)
- Training course about Europe for Citizens and Active citizenship in Trieste, in the frame of the project ADRIGOV (client: INFORMEST)
- Training course about EU 2014 – 2020 funding programmes and PCM at Il Solco Consorzio coop. sociali (Verona)
- Training course on volunteering in Tunisia, in the frame of the programme PASC (Programme d’Appui à la Société Civile) with EPD
- Training course on Europe for Citizens programme for the various municipalities of Brussels Capital City
- Animation/facilitation of the working group on volunteering, in the frame of the 2nd Participation Day for civil society actors in Ulm (Germany)

COURSES AND TRAININGS

The trainings that ALDA proposes are aimed at:

- inform about EU institutions, policies and strategies, presenting the funding opportunities of the 2014 – 2020 programming period, train about all the phases of the project cycle management (from the formulation of the idea to the actual implementation and accounting of the project approved).

The courses of ALDA are conceived for different targets and can be tailored on the basis of single interests and needs. In 2016 ALDA is proposing the following training courses:

1. Informative course about EU funding programmes 2014-2020 (7-lessons format, tot 21 hours or weekend format, tot. 16 hours)

1. European Institutions and Main Programming Documents;
2. Call for Proposals (searching for grants, documents, how to read and interpret them);
3. Indirect and direct funds for project financing 2014 – 2020 (programme guide, documentation, guidelines, forms and etc.)
4. Project examples and best practices (themes: youth, education, culture, cooperation for development, peace, human rights etc.)
5. Practical work into groups for searching and identifying funds of interest

2. Practical workshop of EU project management (10-lessons format, tot. 40 hours)

1. European Institutions and Main Programming Documents;
2. Project Cycle Management and Logical Framework Approach;
3. How to build a good project proposal: searching for grants, documents, how to read and interpret them, preparing the application form;
4. Project Budget (Financial aspects of the project, reporting, audit);
5. Project Management (Activities Implementation, Partnership, Monitoring and Evaluation, Project Planning, Communication and Dissemination Strategy);

3. Training course in EU project management and EU funds 2014 – 2020 (16-hours, formula weekend)

This formula resumes the topics of the previous two training course. Conceived for those people who cannot attend the other solutions.

4. Course on Financial Management and Audit for EU funded projects (21-hours, tot. 3 days)

Based on the information provided also by the participants of former courses, the need of a training focusing on financial management and audit for projects funded by the European Commission emerged, and the first training by ALDA will take place at the end of March 2015.

5. Technical laboratories and thematic seminars

Information about funding opportunities:

- Erasmus +: education, training, youth, and sports
- Europe for Citizens: active citizenship, twinnings and network of town, remembrance
- Creative Europe: culture and media
- EASI: employment and social innovation
- Horizon 2020: research
- Small and medium enterprise (COSME and other tools)
- Development cooperation (DCI), (ENI), (IPA)

2. Master class on the Programme Europe for Citizens 2014-2020

After over 10 years of work in the field of the European Active Citizenship and being recognized as one of the main partners of the European Commission within the Europe for Citizens programme, ALDA presents the Master Class, a new training course aimed at stimulating our members' preparation of quality projects in the framework of the new Europe for Citizens programme 2014-2020. ALDA Master Class is a 1-day training, enriched by a 6-month help desk.

5. Ad hoc trainings

Like in 2015, ad hoc trainings are organised in cooperation with members and partners, on the topics of expertise of ALDA (i.e. 1)an ad hoc training is foreseen for the municipality of Vejle, DK, member of ALDA, an info day; 2) info day on European citizenship in a high school of Noventa Padovana, Italy)

TECHNICAL ASSISTANCE

Like in 2015, ALDA will provide technical assistance to members and partners that need to be supported in: project drafting, project management, specific actions related to project implementation, scouting of EU or other funding opportunities.

- Ongoing technical assistance on project drafting with the Municipality of Thiene (Italy)
- Ongoing technical assistance on project drafting to Cooperativa Jonathan (Padova, Italy)
- Other technical assistance on project drafting and implementation being built
- Ongoing training to Fondazione CIS
- Ongoing training with CUOA (Altavilla vicentina, VI)
- Ongoing training with Il Solco consorzio coop. sociali (VR)
- New technical assistance (almost confirmed) for the Conseil de Mallorca for support actions to the local administration of Chios (Greece) about the topic of migrants and namely on coas clean up and children's health
- New technical assistance on project drafting to be formalized with the Municipality of Thiene (Italy)
- New technical assistance to the cooperative "Primavera 84" (Vicenza, Italy)

LOTTERY AS ALTERNATIVE FUNDRAISING AND OPPORTUNITY FOR GETTING THE PUBLIC TO KNOW ALDA

The second lottery of ALDA, is at the same time a fundraising opportunity and a tool to explain our activity to a wide number of people and stakeholders. Details such as cost of the ticket and prizes will be defined soon.

FUNDRAISING CAMPAIGN FOR BELARUS: 1000 X 100

The campaign addresses networks of CSOs to raise money to support the organised civil society in Belarus, as it is weak, fragmented, and has no loud voice – which translated into the lack of information about the country conditions abroad.

FRIENDS OF ALDA

With this initiative, ordinary citizens who want to support ALDA mission and activities can by donating at least 20 €/year. They receive the "Friend of ALDA" card, and all associated advantages.

CROWDFUNDING FOR A PROJECT IN ITALY (LIKELY FOLLOW UP OF COHEIRS) THROUGH FONDAZIONE TELECOM ITALIA

By April 2016, ALDA will submit a project idea to be uploaded on the website of Telecom Italia and become potential beneficiary of crowdfunding.

THE WALL FOR DEMOCRACY

A partnership between the City of Strasbourg/ALDA and the Trend Company producing Mosaic is on going to realize a work of art in Strasbourg and a related fundraising support programme.

6. Budget 2016

6.1 Staff long term and project based

Long term contracts		
Antonella Valmorbida	Secretary General	Vicenza/Brussels
Maro Boaria	Senior Development officer	Vicenza
Barbara Elia	Senior Finances officer	Vicenza
Irene Zanetti	Communication officer	Vicenza
Biljana Zasova – part time till April 2016	Project manager and networking	Strasbourg
Anna Ditta	Assistant Development	Vicenza
		327000

Project based		
Stanka Parac	SEE implementation project manager	Skopje
Mattia Brazzale	Assistant director/members support	Brussels
Ela Horozsko - 4 months	Coordinator EaP	Brussels
Nino tvaltvadze - 8 months	Coordinator EaP	Kutaisi
Elisabetta Bon	Assistant Finances	Vicenza
Aldo Xhani	European Citizenship coordinator	Brussels
Nikos Gamouras	Project manager Ladder	Brussels
Anne Laure	Support capacity and MED	Strasbourg
Elisabetta Pinamonti	Support Administration Ladder	Vicenza
Elena Debonis	Communication Ladder&Assostamce	Vicenza
Giulia Mezzalira	Logistics Ladder&staff	Vicenza
Alena Dolmonka	project manageEaPr&Dev	vicenza
Jose Oliviero	finance office assistant	vicenza
interns in Sbg	Project support	Strasbourg

ALDA	ALDA skopje
317730	9270

Linda Dal Bosco	finance officer assistant	vicenza
educational contract brussels	a) project manager	brussels
5 months – to be hired	b) intern	vicenza
6 months – to be hired	c) project manager	strasbourg
6 months - to be hired	d) support development	skopje
Ivana Dimistrovska	Project Manager_director	Skopije
Katica Janeva	Project basse normandie	Skopije
Galina Ivanovska	Project basse normandie	Skopije
Anne Lemoine	Project basse normandie	Skopije
5 months - to be hired	e) communication staff	
		450881
total		777881

ALDA	ALDA skopje
406351	44530
724081	53800

- a) Support for the work paths for LADDER
- b) Internship support for alternative source of funding
- c) support staff member for the project "Democracy Wall
- d) project officer ERASMUS
- e) Communication support in Macedonia for ALDA - LADDER

6.2 Administration

Budget administration ALDA 2016			
EXPENSES			
administration (*)		186494	141600
IT material			4500
Auditor			10500
Accountants			14922
ADMINISTRATION			171522
Reserve for loss ALDA			10000
Support LDAs for partnership			10000
total			191522
Breakdown of expenses per month			
trainees			
tel	2000		
consumable	1600		
rent	2500		
insurance	800		
bank	400		
mail/dhl	1000		
contingency	500		
salaries'assistance	900		
maintanance offices	1300		
website & Newsletter	800		
Total	11800		

ALDA Skopije	Total
15000	206522

6.3. Institutional

Institutional

		membership	project costs
Institutional events			
	Governing Board January	3000	
	General assembly	4000	
	Governing Board october	3000	
	publication report		3000
	Participation to Plenary sessions of the Congress	1000	
Membership	EPD, Concord, EMI, Civicus	8500	
Networking for LDAs/support	Networking for LDAs		3500
	Capacity building for LDAs		3500
	Assessment		600
Working groups	Follow up Working Group MED		1000
	Follow up Working Group EaP		1000
	Follow up Working group Citizens participation		1000
	Follow up Working group Balkans		1000
Scientific Committee (1 meeting)			1000
Scholarship GFM		3000	
Networking	CoR	attendance	800
	CSF EaP	attendance	400
	Concord	attendance	700
Coordinators countries		10000	
Active citizenship call for proposals		10000	5000
		42500	22500

7. Incomes 2016

	Staff		administration		Institutional	Activities		
	staff ALDA	staff ALDA Skopje	Adm ALDA	Adm ALDA skopje	Institutional ALDA	activities ALDA	activities ALDA Skopje	TOTAL
OG 2016	130000		60000		10000			200000
membership	106000		25200		20000			151200
spread 2 belarus	9745		10000			250000		269745
Moblized civil society in Georgia	7400							7400
Basse Normandie	41643	35280	10000	15000	1000	25000	194425	322348
Break Down_active	11825							11825
technical assistance	50000		5572			10000		65572
cofunding activities						250000		250000
LADDER	186068		20000		6000	900000		1112068
OG Balkans		11250		800		162408		174458
Alternative funding **	30000					60000		90000
Democracy wall						60000		60000
Upcoming active citizenship**	30000		25550			100000		155550
Idas support from partners						50000		50000
EaPculture	30000		10000			700000		740000
Horizon 2020	35000					700000		735000
caravan	4000		1000			10000		15000
Youthmetre	17500		1500			10000		29000
France Balkans triennial	5000				4000			9000
PASC 2015	3000							3000
Monfalcone - support Sbg	1200		3200					4400
Ecole d'été Macedoine			10000					10000

PALEDE		5270			1500		10000	16770
CEI							14000	14000
Activities GEIE **	5000		5000			10000		20000
PAL_ ROM	17000		4500			10000		31500
Ministry of Foreign Affairs for GA					8000			8000
GMF for Belarus			10000			80000		90000
NED LDA UKRAINE	3000							3000
Civil Society Forum for Eastern Partnership	700							700
	724081	53800	191522	15800	42500	3307408	218425	4553536

** Not confirmed yet

8. Forecast 2017

	Staff		administration		Institutional	Activities		
	staff ALDA	staff ALDA Skopje	Administration ALDA	Administration ALDA skopje	Institutional ALDA	activities ALDA	activities ALDA Skopje	
OG 2017	130000		60000		10000			200000
membership	91000		25200		20000			136200
Normaide		10000					30000	40000
technical assistance	24200		5572			10000		39772
cofunding activities						250000		250000
LADDER	153160		20000		6000	900000		1079160
OG Balkans*	19042		18550			162408		200000
upcoming active citizenship*	30000		10000			100000		140000
Idas support from partners						20000		20000
Youthmetre	17500		1500			10000		29000
Activities GEIE **								0
	464902	10000	140822	0	36000	1452408	30000	2134132

9. Résumé 2016

Staff
Adm
institutional
projects activities

ALDA	ALDA Skopje	Total
724081	53800	777881
191522	15800	207322
42500		42500
3307408	218425	3525833
4265511	288025	4553536

Divisions structure and projects		
structure	projects	total
250000	527881	777881
100000	107322	207322
20000	22500	42500
0	3525833	3525833
370000	4183536	4553536

8,125 % 91,87 %

10.Cash flow 2016

