



# **Programme 2011**

**Association of Local Democracy Agencies**

**Proposal to the General Assembly, Bydgoszcz 9<sup>th</sup> of July 2011**

**(18)11**

**rev 27\_06\_2011**





With the support of



'Europe for Citizens' Programme

With the support of the European Union : Support for organizations active at European level in the field of active citizenship

Re (18) 11 , Bydgoszcz the 9<sup>th</sup> of July 2011



## 1. INTRODUCTION

The Association of Local Democracy Agencies will implement, in 2011 part of its multiannual position paper approved during the General Assembly held in Brussels in 2009.

The main objectives in 2011 are :

- To support the enlargement of the European Union in South Eastern Europe (SEE) based on active participation of civil society and local authorities, with the support of the Local Democracy Agencies (LDAs):
- To increase the role of the LDAs in local economic development in SEE ;
- To develop and further elaborate the methodology of multilateral decentralised cooperation;
- To develop and strengthen ALDA activities in the field of European Active Citizenship and Citizens' Participation;
- To open the LDA programme to other regions of Eastern Europe and identify a strategy and related activities in the MED area;
- To consolidate the existing LDA, to further consolidate the work of the LDA in Kosovo and to work for the LDA Armenia and LDA in Azerbaijan
- To be of assistance to local authorities in building a Europe from below, in particular through the decentralized cooperation and the citizens' participation ;
- To strengthen and enlarge the membership support and involvement, being a truly membership basis organization.
- Follow with activities the European Year on Volunteering in 2011

Considering the financial constrains and the support of the staff, the programme so far established respect this direction.



## **2. MAJORS POINTS TO BE UNDERLINED**

### **→Thematic issues**

#### **2.1. The crisis hits the local authorities > we need a service oriented association**

While the private sector was heavily affected by the financial and economic crisis even in the past years, it is in 2010 that the public sector felt strongly the impact of these waves. In most of the European States, the public finances have been heavily affected and that regarded even more their departments for international matters.

Therefore, for us and for the LDAs, it is even more difficult to be able to work with them because of the lack of financial means and for the fact that the local authorities are understaffed.

The associations are always more and more requested to be service oriented and that the resources allocated must be “of benefit” of the local authorities involved. Being ALDA very much oriented in this direction and being project based – even though also supported by members for a good percentage – this approach in services has proved to be successful in these difficult present times.

#### **2.2. Development of the EU enlargement and the ENPI programmes**

Despite the lengthy and not linear process, the EU is proceeding towards its enlargement in the Balkans and new steps are now opened for all the countries of the region. For some of them, the path is already well identified like for Croatia. The Instrument for Pre Accession are now operational for Western Balkans and see a possibility for the LDAs of being major actors of these programmes. Indeed, some of the LDAs benefit from these financial facilities, in particular in transborder cooperation activities. However, the Enlargement becomes sectorial and is focused on topics like energy, environment and transports rather than the soft issues of democratization and civil society. It is also more “country based” than regional.

ALDA is more and more involved in ENP programmes towards East, for the Eastern Partnership programme, which gives us the opportunity to approach with contacts and better knowledge countries in South Caucasus and and Belarus, where we are currently active. This wide range of activities and the thematic approach is coherent with the ENP review issued in May 2011.

A particular focus will be put for the realization of the LDA Armenia in 2011 and to undertake activities to open an LDA Azerbaijan according to opportunities and possibilities.



A proposal for starting a more concrete approach to the MED area has been made. We will also start looking at the new programming period after 2013.

It has to be mentioned that ALDA is also carefully looking at the establishment of the supporting measures from the European Commission towards Civil Society in ENP area. A financial facility is currently discussed for Eastern Partnership and MED.

### **2.3. Subdivision of ALDA into ALDA-Europe and ALDA-Cooperation**

Even if not formal, ALDA would be easily explained if presented now into two orientations

**ALDA Europe** : following the members and support to Active Citizenship and Citizens' participation in Europe (and supported by EU 27 funds)

**ALDA Cooperation** : where it works in third countries of the EU and in particular the Neighbouring countries

### **2.4. Active Citizenship and participation : a trend in the European Policies**

Europe is living probably an unprecedented crisis in political representation and a new trend in democratic structures and solution need to be identified. Both the Council of Europe and the EU are trying to lay down possible rules as for the participative democracy and the citizens' engagement in order to fill the gap, as it was discussed during the Forum for the Future of Democracy, which took place in Yerevan in October 2010.

ALDA is involved in this process and will be even more in the future.

### **2.5. Local Economic Development in the LDAs**

All the LDAs are called to contribute to the local economic development of their territories through joint solution between civil society and local government. The international partnership could be a source of support for these activities and create opportunities. A perspective for a possible further engagement of LDAs in this direction is to be studied.

### **2.6. Partnership of the LDAs > to turn a new leaf ?**

The financial support to the LDAs conceived as it was in the past might have come to an end. And it is connected to the financial difficulties expressed above. The LDAs are requested to contribute with services and programmes to the partners and their financial support. Therefore, a potential "transformation" of the concept of international partnership – which remains an essential feature of the LDAs – into a more "sharing of interest" and "working together" could be elaborated. The problem of the running off for the LDAs needs to be found in projects and specific supports.

### **2.7. Network of the LDAs**



In 2011, the LDAs network would be consolidated in Kosovo. We would work for the LDA Armenia and the LDA Macedonia (still to be confirmed by the partners), on the path of the project Basse Normandie/Macedonia, and pave the way for activities and a potential LDA in Azerbaijan. It is also major task to consolidate the existing LDAs, which are currently going through a critical phase with a reduced contribution of the partners.

### **2.8. New steps on Working Together for Development**

The new programme launched this year, WTD, will certainly start a new phase of activities dedicated to development issues for ALDA. It is a major step and will be needed to be followed.



## → ***Institutional and organisational matters***

### **2.7 Participation of Governing Board members**

The Members of the Governing Board elected in 2008 are more and more involved in representing ALDA. Since the activities of ALDA are widespread throughout Europe, this give ALDA the opportunity to cover more activities and give visibility to the Association in many occasions. This practice was used this year and should be strengthened even in the future.

### **2.8 Staff of ALDA**

Since early 2010, the staff has been stabilized and the results of this year in terms of quality and sustainability have been visible. The staff showed a very high commitment to the cause of ALDA and true dedication. In 2011, new positions are confirmed for long term. This would enable ALDA to start a fully-fledged Human resources policy built on a individual evaluation policy, based on objectives, merits and rewards. "

### **2.9 Communication and visibility**

ALDA decided to outsource the communication and visibility issues to the company Rizzo&Testa, The results were evaluated and considered the cooperation positive and in constant improvement. A monthly newsletter as well as an elaborated website are the first regular results. A higher importance has to be given to the media too.

### **2.10 A systematic approach to follow members and partners**

ALDA is using, since early 2010, a new software which allows us to follow in a more systematic way our 10.000 contacts and also to have detailed information as for the members and the partners. The results are shown in the resources from the members already received. In 2011 it is fully operationally in place and very productive.

### **2.11 Treasury**

Despite the fact that some of the payments are not finalized for ANCI/Ministry of Foreign Affairs of Italy (but they are supposed to be soon), the treasury of ALDA has been stabilized thanks to a cautious policy of reserve that was put in place these years. A policy on risk management of potential risky donors and situation will be put in place in 2011.

## → **Structural support and important programmes**

### 2.12 **Support from the European Union (Europe for Citizens programme)**

The structural support of the European Union has been confirmed for three year (starting from 2010).

### 2.13 **Important programmes**

- ALDA will continue its work this year with the Region Basse Normandie in Macedonia with a three years project supporting local governance and decentralization.
- A three years project started also with Region Auvergne and covering all the Balkans area
- ALDA has just been granted an important programme on Working Together for Development for 2 years and a relevant amount. It has been selected as “association of local authorities”
- An important programme – which could be a pilot activity – has started in Brindisi as for Active Citizenship is concerned.
- A continuous and fruitful partnership has been confirmed with the programme Europe for Citizens (supporting measures, innovative programmes, partnership and twinning). In May 2011, it was announced that from 2012, Serbia will be included in the programme, therefore offering many possibilities of cooperation.

### 2.14 **The focus on volunteering for 2011**

ALDA will focus next on volunteering as Priority thematic issues for the EU. It is proposed that the General Assembly can also have this topics and also to prepare a specific programme with the LDAs on this.





## **3. PROGRAMME OF ACTIVITIES**

### **3.1. Statutory meetings**

- 3 Governing Boards
- 3 Bureau meetings
- 1 General Assembly July 2011

### **3.2. Thematic working groups**

Objectives :

- to offer a platform of debate, information and further understanding on specific topics to the ALDA Members;
- to develop and deepen identified topics common and shared by the ALDA members and by the LDAs;
- to be able to produce qualified project ideas involving members of ALDA on certain issues;
- to be able to produce shared position papers on specific topics with members.

Proposed thematic groups for 2011

- Local government issues, good governance, decentralisation :
- Participation of civil society and civil society empowerment :
- Human rights protection and awareness, including women's rights :
- Situation in South East Europe :
- Situation in South Caucasus :
- Local economic development :
- European Union enlargement and active citizenship

### **3.3. Country meetings**

Taking into consideration members' position within the network, ALDA promotes, on annual basis, several meeting to gather together the organizations (local authorities and civil society) established in the countries where the Association has the highest number of members. These meetings mainly aim at:

- promoting exchange of experiences and best practices on topics of European interest (active European citizenship, democracy, local governance, citizens' participation, youth...);
- providing an opportunity to "launch" new joint ideas and initiatives at the local, national and European level, focusing on the most vivid European topics;
- building and/or strengthening new partnerships and relations among ALDA members.



### **3.4. Partner meetings of the LDAs and coordination of 11 LDAs**

Local Democracy Agencies are traditionally organising their Partner Meeting on an annual basis, with the participation of LDA partners, including local authorities and civil society organisations from the partners' cities and the host cities.

The Partner meeting is the forum of partners participating in co-operation programmes with the Local Democracy Agency, involving local authorities and civil society organisations and represents an opportunity for designing common proposals for bilateral and multilateral co-operation.

Exchange of good local practice in building local structures for improved citizen participation through co-operation with civil society organisations and enhanced communication with citizens are among the priority topics incorporated in co-operation programmes and, thus, they represent the most vivid topics to be generally shared and discussed during the different Partner meetings.

Collaborative approaches have been developed in promoting at local level EU values and standards in education for democratic citizenship, participation of youth in public life, intercultural tolerance and understanding. Particular priority is usually given to **a)** mechanisms and institutions of citizen participation and consultation, including thematic forums of citizens and **b)** capacity building of local youth groups and exploring the opportunities for collaboration within the wider European Youth in Action programmes.

In 2010, the partner meetings of the LDAs will all take place in the participating countries of the Programme "Europe for citizens", hosted by the European partners of the different Local Democracy Agencies.

### **3.6 Training and networking session for the LDAs**

The training of the LDA delegates represent a relevant annual initiative for the ALDA network, since it contributes to raise-up the profile of the Organization and to strengthen cooperation and relations within the network. It is usually based on an "open space" format, where participants can find a suitable and adequate place to meet, discuss and exchange ideas, practices and experiences with the objective to come up with useful "recommendations" (produced with a bottom-up approach).

### **3.7 Training and staff meeting ALDA staff**

The Association of Local Democracy Agencies grants professional training opportunities to the members of its staff, in order to achieve a high level of quality of its action. On an annual basis, ALDA promotes and organizes a specific training related to the needs of its staff.

A first event took place in Subotica, on the 27<sup>th</sup> and 28<sup>th</sup> of January 2011 on Project drafting and project implementation. Other regular staff meetings will take place during the year.

### **3.8 Media and communication strategy**

- Renewed Website – by July 2011
- Press and Media
- Publications
  - Assessment of Active Citizenship in South Eastern Europe
  - Report of activities 2010
  - Contribution supported by Liechtenstein
  - Supporting Measures activities
  - Report on Decentralisation in South Eastern Europe and South Caucasus
  - Report of the Skopje conference on Local Governments and Civil Society fighting the global crisis

### **3.9 Assessment and evaluation**

Each year, ALDA assesses the local impact of two LDAs.

A general assessment of ALDA's activity will be produced in 2011, testing a possible new grid for evaluation of its activities and impact.

### **3.10 Development of the LDA Network**

Based on the enlargement paper approved in 2010, ALDA will continue to develop and strengthen the LDAs network

- Stabilization of LDA Kosovo, a partner meeting was planned in Yalova (Turkey) on the 11<sup>th</sup> and 12<sup>th</sup> of February 2011
- To prepare the opening of the LDA in Armenia a partner meeting was held in Strasbourg on the 24<sup>th</sup> of March 2011 and a second meeting is planned for July 2011
- The LDA Macedonia is currently under re-evaluation by the partners.
- Develop an exit strategy for Croatia and consider the difficulties of partnership in the LDAs in Croatia
- Work in developing activities for a future LDA in Azerbaijan

The focus on the countries will also be Belarus and Turkey. Belarus is currently facing additional problems after the breakdown, which happened after the December elections and needs further assistance. A first programme is currently taking place in Turkey too. Special attention for projects will be dedicated to the Maghreb countries.

### **3.11 Follow up of the different networks**

- **Conference of the INGOs ([http://www.coe.int/T/NGO/default\\_en.asp](http://www.coe.int/T/NGO/default_en.asp)) :** Antonella Valmorbida, chair of the **Committee for Democracy and Civil Society**, attendance to 4 meetings in Strasbourg and related events. Promotion of the Code on Good Practices of Civil Society participation. Mrs Valmorbida will step down from this position in June 2011.

- **Eastern Partnership Civil Society Forum, Antonella Valmorbida, Steering Committee member of the CSF**  
([http://ec.europa.eu/external\\_relations/eastern/civil\\_society/first\\_csf\\_meeting\\_2009\\_en.htm](http://ec.europa.eu/external_relations/eastern/civil_society/first_csf_meeting_2009_en.htm))  
If re-elected in November 2010 in Berlin and now co-Chair.
- **Congress of the Local And Regional Authorities, Observer status**, 2 plenary sessions a year and related activities
- **Structural dialogue of the Europe for Citizens programmes** : 4 meetings a year and related activities
- **Alliance for the year on voluntarism**, activities on going in 2011
- **Committee of the Regions**, Several meeting a year for consultative activities (CIVEX, Eastern partnership, Macro Regions)
- **ALDA is also part of the French of the Anna Lindh Foundation**, Network of Civil society in the Med area (<http://www.euromedalex.org/>)

A membership to Concord (Civil Society for Development ([www.concordeurope.org](http://www.concordeurope.org)) and to the European Movement are evaluated ([www.europeanmovement.eu](http://www.europeanmovement.eu))

## 4. Projects on going in 2011

The detailed activity of the programme and the calendar is upload on the ALDA website : [www.alda-europe.eu](http://www.alda-europe.eu)

### 4.1. Active Citizenship

4.1.1 CITIES, supporting measures	With the support of the EACEA and partners	
4.1.2. Mode – Innovative Actions and volunteers for Democracy	With the support of the EACEA and partners	
4.1.3. INTACT – Supporting measures	With the support of the EACEA and partners	
4.1.5 Active Citizenship in Brindisi	City of Brindisi	
4.1.6 Modules on Active Citizenship and volunteering- Events and promotion of the Treaty of Lisbon and its implementation as for the “citizens participation”	Own resources and partners	
4.1.7 Modules on Duties and Rights of European Citizens in Europe	Own resources and partners	
4.1.8 Europe Days and activities with the LDAs	Own resources and partners	
4.1.9 Goal programme	With the support of the EACEA and partners	
4.1.10 New Supporting Measures Stand UP,	EACEA	
4.1.11 Learning from the past in a future Europe	Remembrance programme EACEA – Peace	<i>Shared experiences on learning from the past, local events, training capacities in</i>
4.1.12 Programme VIT	Partnership and twinning	<i>Activities of support for partnership for three years</i>

## 4.2. Support to local governance, development and citizens' participation in South Eastern Europe

4.2.1. Microcredit Scheme in South Eastern Europe (*) to be confirmed	In stand by for stop of funding. Elaboration of an alternative strategy for the LED programme	
4.2.2 Support to Local Governance and Decentralisation in Republic of Macedonia, Decentralised Cooperation Lower Normandie/Macedonia (Multiannual programme)	Supported by Lower Normandie and Ministry of Foreign Affairs, France.	<p><i>Support to Local Governance in Macedonia and France</i></p> <p><i>Activities with the different axes (programmes, capacity building, exchanges)</i></p> <ol style="list-style-type: none"> <li>1. <i>Youth policies</i></li> <li>2. <i>Cultural policies</i></li> <li>3. <i>Sustainable and rural tourism</i></li> <li>4. <i>Local governance and IT participation</i></li> <li>5. <i>Schools exchanges</i></li> <li>6. <i>Territory and Patrimoine</i></li> <li>7. <i>Agriculture and production</i></li> <li>8. <i>Human Rights</i></li> </ol> <p><i>Support of the partnership and two steering committees</i></p> <p><i>Promotion of a possible Local Democracy Agency in Macedonia</i></p>
4.2.3 Support to Civil Society Serbia – Regional Partnerships for Intercultural Exchange	Supported Subotica Municipality – Cards programme	<p><i>Interactive webpage; Newsletter EU InterculturalityZone (in English, Serbian, Croatian, Hungarian. (four issues per year)</i></p>
4.2.4. Seenet II – South East European Network (*) to be confirmed	Region Emilia Romagna/ Ministry of Foreign Affairs of Italy, <b>in stand by</b>	<p><i>Supporting Local Governance and citizens participation in South Eastern Europe</i></p> <ol style="list-style-type: none"> <li>1. <i>modules on active citizenship</i></li> <li>2. <i>promotion and elaboration of territorial cooperation</i></li> </ol>



		<i>with a GECT</i> 3. <i>lobbying activities for citizens participation</i> 4. <i>citizens panels</i>
4.2.5 Decentralised cooperation France Balkans (three years)	Region Auvergne/Ministry of Foreign Affairs of France, other partners	<i>Coordinating activities of 27 partners</i>
4.2.6 Local Democracy Schools of Political Studies	In cooperation with the School of Political Studies of the Council of Europe	<i>Joint meetings of the schools in SEE</i>
4.2.7 Partnership building activity in Albania (Youth in Action EC)	Activity in Albania	
4.2.8 Participation to the NALAS fair in Sarajevo in March 2011	Promotion of our decentralised cooperation activities	<i>Own funding</i>
4.2.9 Support to the programme of the AFCCRE on the south eastern twinnings	Activities in Paris with members of ALDA	<i>Own funding</i>
4.2.10 Support for civil society in Bosnia	IPA Bosnia and Herzegovina	<i>Coordinating activities and support of local authorities for 2 years</i>

### 4.3. Development programmes

4.3.1 Working Together for Development	Europe Aid, Thematic operation	
4.3.2. Participation to the Assises of the Decentralised Cooperation	March 2011	<i>Committee of the Regions and own resources</i>
4.3.3. Support to the network of Ter Res and Uniter	Territoires reponsable, event in Foix in May 2011	<i>Own funding</i>

#### **4.4. Technical assistance for members/partners**

4.4.1 Support to project drafting office in Brindisi	Supported by Brindisi	<i>Establish the office in Brindisi, training the staff and support for the programmes drafting</i>
4.4.2 Training capacities for Youth involvement	Salto programme	<i>Training capacities for youth involvement</i>
4.4.3. Assistance and training on European issues and active citizenship	Own resources	
4.4.4 Training activities to municipalities members of ALDA	Supported by the municipalities	Thiene and Sacile



#### 4.5. Innovative actions and Neighbouring programmes

4.5.1 Civil society support in Belarus – Tandem	Supported by the Non State actors programme for Belarus-Ukraine	<i>Support to citizen initiatives and cooperation with local authorities in Belarus. Regranting scheme Exchanges with European partners</i>
4.5.2 Follow up the conference on building the exchange of experience between the Association of Municipalities in South Caucasus	With the support of the Congress, Nalas (to be confirmed)	<i>Programme to be developed</i>
4.5.3 Supporting the process of opening an LDA In Azerbaijan and other partners	Supported by Liechtenstein	<i>Fact finding missions Partners research Definition of priorities and programmes Possible opening and setting up</i>
4.5.4 Supporting the opening of the LDA Armenia	Own resources and Congress (?)	<i>Fact finding missions Partners research Definition of priorities and programmes Possible opening and setting up of an LDA.</i>
4.5.5 Support to local administration in Turkey	Programme with UNDP	<i>Study visit to Europe Consultancy for the Reform</i>
4.5.6. Follow up of the Med Strategy	Meeting in Sicily for the municipalities interested in MED strategy of ALDA	Sicily and own resources
4.5.7 follow up of the support to Civil Society Forum for Eastern Partnership	Denmark funding	Support to lobbying activities and support in Belarus

## 5. Budget (expressed in Euro)

### Planned expenses

Human Resources			
	2011	2010	% difference
Human Resources for projects	287.055,2267		
Human Resources for administration	121.515,23		
Total	408.570,46	413.368	-2%

Human Resources here calculated are :

1. Antonella Valmorbida, Director
2. Cinzia Spinazze, Assistant Director and responsible Vicenza office
3. Stefania Toriello, External Relations officer (10 month maternity leave)
4. Peter Sondergaard, Policy officer, responsible Brussels office
5. Biljana Zasova, Projects manager coordinator, responsible Strasbourg office
6. Meike Westerhaus, Active Citizenship project manager
7. Alfonso Aliberti, (Substitute Maternity leave Stefania) Project manager
8. Stanka Parac, South Eastern Europe responsible
9. Marco Boaria, Resource development office
10. Alexandra Petcu, Assistant Resource development office (till June 2011)
11. Barbara Elia, Financial officer
12. Alexander Baliyanga, Accountant
13. Communication : Rizzo & Testa Agency

Administration costs			
	2011	2010	% difference
Administration costs for projects	87.621		
Administration costs for administration	29.207		
<b>Total</b>	<b>116.828</b>	<b>115.448</b>	+ 2%

Administration costs include :

Telephone and communication  
 Accountant and Auditor  
 IT material  
 Various

Institutional meetings	
	2011
Governing Board, Bureau and GA	10.000
Conference in Bydgoszcz	10.000
<b>Total</b>	<b>20.000</b>

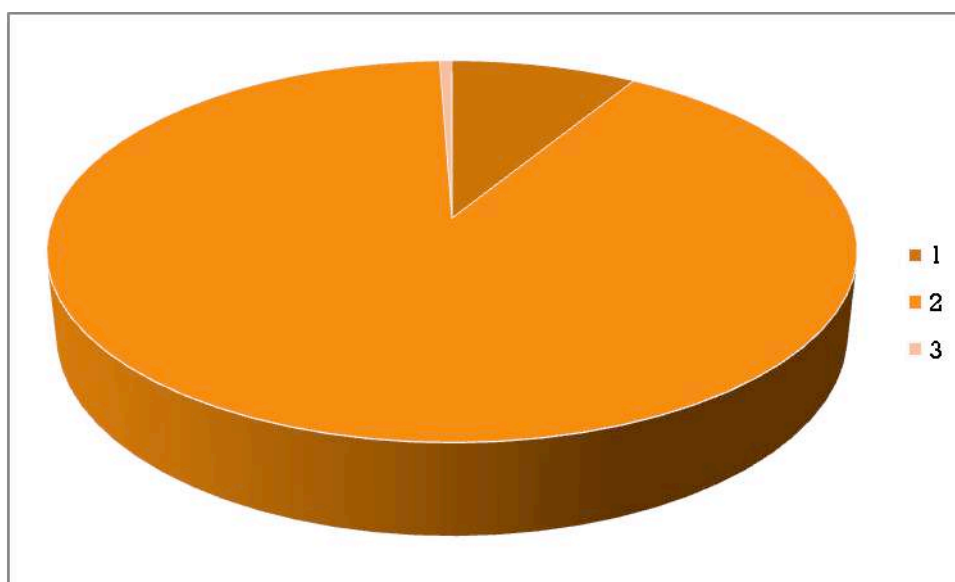
Other activities			
	2011	2010	% difference
Other activities	975145,25	1012.206	
Cofunding partners	200.000	200000	
<b>Total</b>	<b>1175145,25</b>	<b>1212206</b>	-3%

### Subdivision between activities and functional costs in 2011

	Functional costs	Activities	Institutional activities
Human resources	121.515,23	287.055,2267	
Administration	29.207	87.621	
Institutional activities		975145,25	10.000
Activities			
Bydgoszcz conference		10.000	
Cofunding partners		200.000	
Total	150.722.23	1.559.821,48	10.000

Total costs : 1.720.543,61 Euro

1. Institutional activities : 0,51 %
2. Functional costs : 8,84 %
3. Activities : 90,65 %



## Resources

Salto pubblicazione Youth	1500
Salto - youth	3750
Conseil Regional Basse Normandie	240862,19
Memberhsip fees 2011	120000
Operating grant EACEA	216483,73
City of thiene	3500
City of sacile	1500
EVS georgia	14707,03
Peace - EACEA	36403,73
Goal - EACEA	103110
Stand up - EACEA	100000
Conseil Regional d'Auvergne	39717,54
PBA albania	24000
UNDP/EC Turkey	9801,13
UNDP Consultancy	4963
City of Brindisi	120000
WTD - working together for development, DG Dev EC	203390
Liechtenstein	3251,4
Non State Actors Belarus - EC	97744,96
Congress 2011 *	30000
City of sacile consultancy *	5143
Partners for projects	200000
Partners for LDAs	50000
Denmark – Civil Society Forum	8000
City of Schio *	1500
IPRES	516
City of Nis office Bruxelles	2700
DG Enlargement, EC	60000
VIT, EACEA, EC	18000

**Total income : 1.720.543,61 Euro**