



*Network of Associations of
Local Authorities of South-East Europe*

Annual Activity Report January – December 2007

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1. Synopsis: NALAS Action Plan 2006-2008

1.1 Purpose

NALAS promotes the process of **decentralization** in co-operation with central governments and international organizations, considering local self-government as a key issue in the current process of transition affecting the various countries in South-East Europe. NALAS builds partnerships in order to contribute to the reconciliation and stabilization process in the region and henceforth contributes to the process of the **European integration** of the whole region.



NALAS initiates and carries out regional initiatives for its members and helps the associations to become viable representatives of local authorities vis-à-vis central government. NALAS aims to **provide services** to local governments for the benefit of the citizens in the region and wishes to develop itself as the **knowledge centre** for local government development in South-East Europe, recognised among all relevant stakeholders.

1.2 Planned results for Year 2007

- Establish 3 more Task Forces
- Create the Knowledge Centre
- Establish the NALAS executive office

1.3 Indicators of success

The main indicators for success of **the task forces**:

- A change in Associations' and local authorities' policies in the fields covered by the task forces;
- These task forces are increasingly being consulted, or referred to, by the main donors (incl. EU);
- Changing in some elements of donors' policy clearly related to the work of the task forces;
- The number of quotations of their work in all publications specialized on governance in SEE;
- The number of references to their work by the relevant NGOs in the field;
- The number of project proposals developed by task forces.

The main indicators for success of the **Knowledge Center**:

- Increase in number and diversity of the "regional focal points";
- Increase in hits on NALAS Web Site;
- Increase in the dissemination of "packages for new Councilors";
- Development of concrete collaboration between the Associations;
- Linkages established with different partners, evidence of how many times NALAS is contacted and/or consulted by various international and regional stakeholders.

2. Activities during the reporting period

2.1 Administration

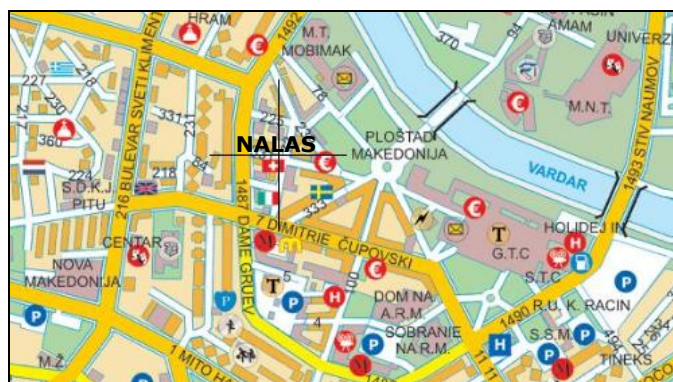
Staffing

The selection of a full time Executive Director was completed during the reporting period. The NALAS Committee of Liaison Officers selected the new Executive Director who started the new job as of March 1st 2007.

During the reporting period, four more employees were hired by the Executive Director: an IT & Knowledge Centre Manager, a Program Officer, an Administration Officer and a part time Finance Officer.

Office

A new office space was established in Skopje as of April 3rd. The rent for the office space is 900 Euro per month. The office is located downtown Skopje across the SDC office.



Map: Location of NALAS in Skopje

The office was furnished and equipped, making the new office fully operational.

The newly acquired equipment includes 3 laptop computers, one desk top computer, a multifunction device (fax, copier, scanner and printer), a video projector, a colour printer and one router, costing approximately 8000 Euro in total. LGI / OSI amended the previous grant contract 40006575 for NALAS between the Council of Europe and Open Society Institute to extend the grant contract until May 15 2007, which allowed NALAS to use a leftover of 4.578,00 euro to purchase office equipment (as shown in the financial report).

Internal management

A software package named QuickBooks has been obtained for the financial management of the NALAS budget. New internal financial management systems have been created to follow the best international accounting standards.

A new filing system has been developed in the new NALAS executive office in Skopje. All NALAS assets have been registered in an inventory list.

Web presence and web tools

New internet tools have been developed to support the communication, networking and development of the Knowledge Center. The official NALAS web site is now located at www.nalas.eu. The web site integrates all electronic services, including intranet and general information. An official email addressing standard has been accepted: name_surname@nalas.eu. A calendar has been added at <http://calendar.nalas.eu> Working documents can be shared at <http://docs.nalas.eu>.

Legal status

Several Macedonian experts were consulted to define the best option for the legal status of NALAS Secretariat. Based on their recommendation, the NALAS Secretariat is now registered as a branch office of NALAS under the Law on Citizen Associations and Foundations of Macedonia.

For the period until the registration process was completed and a new bank account acquired, NALAS used the SDC Skopje office accounting system for bank transfers.

2.2 Activities of task forces

The reporting period is marked with NALAS secretariat activities to set up the system of Task Forces in solid foundation, mainly using the positive and negative experiences of the first “pilot” Task Force on Solid Waste Management. Based on an evaluation of this TF, a TF Guide was developed to direct the creation of four other Task Forces: Task Force on Fiscal Decentralization, Task Force on Urban Planning, Task Force on Association Development and Task Force on Energy Efficiency. Specific project were designed to guide the next TF activities.

2.2.1 Task Force Management

Evaluation of the work of the Task Force on Solid Waste Management

Following the decision of the Committee of Liaison Officers held in Pržno on March 12, 2007, NALAS Executive Director evaluated the work of the Task Force on Solid Waste Management. The purpose of the evaluation was to generate information which would then be used to develop other NALAS Task Forces and the Knowledge Center.

A questionnaire was developed and distributed to all members of the Task Force and other individuals involved. 15 individuals (or 40% of the surveyed) responded. The questionnaire included questions regarding the TF mandate, the inputs which were invested, the clarity of the systems, procedures, the organizational set up of the TF, as well as the outputs which were produced.

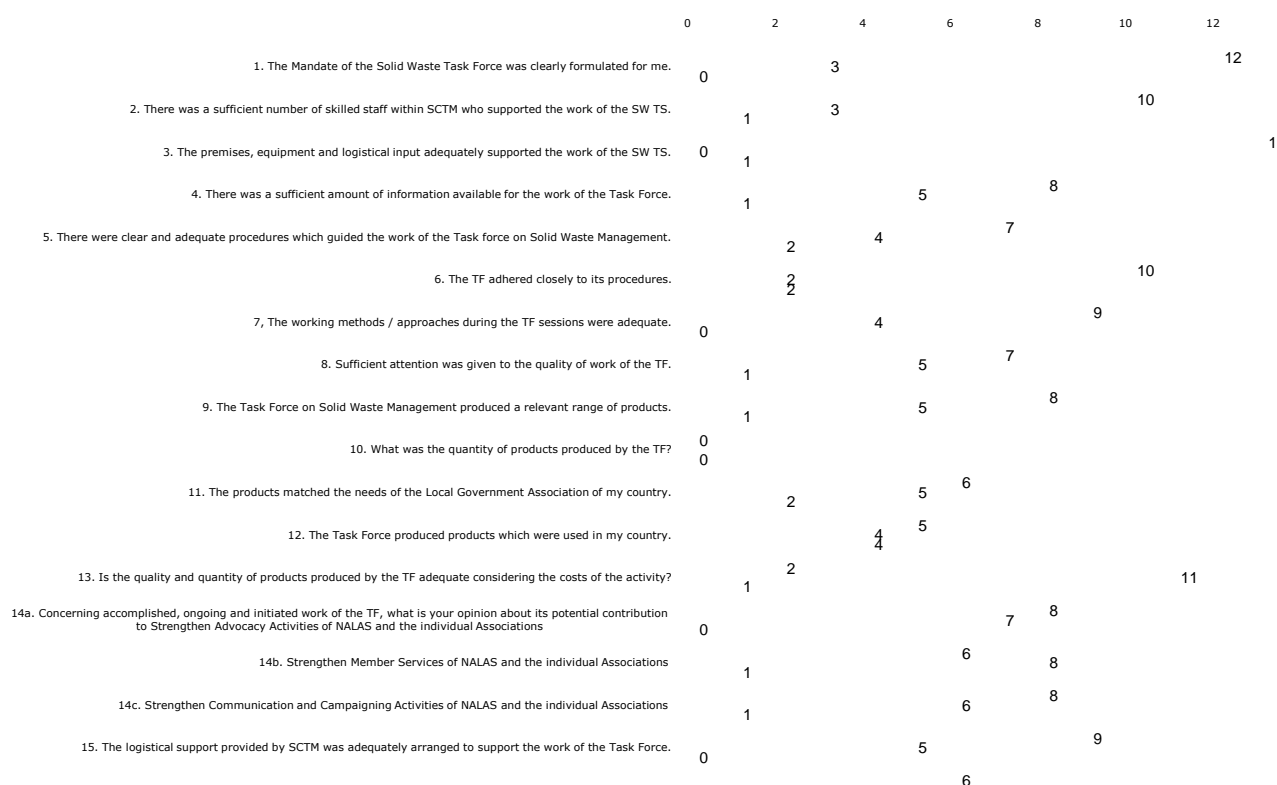


Chart 1: Analysis of the response to the questionnaire

The insights coming from the evaluation were not presented in any evaluation report, but were rather used as valuable source to develop TF Management Guideline. Most of respondents gave confidential narrative explanations which were addressed in the Guideline.

TF Management Guideline

On the grounds of the above TF evaluation, the TF Management Guideline was developed and presented at the Committee of Liaison Officers in Strasbourg on 30 May 2007, where Liaison Officers gave their input and approved it.

The Guide supplements the ToR for the work of the Task Forces which are described in the NALAS Action Plan and it sets up the basic procedures for a most efficient and effective operation of TFs. The Guide clarifies the roles and responsibilities of the NALAS Secretariat, the Member Associations, donors, experts and other parties involved.

2.2.2 Task Force on Solid Waste Management

The Task Force on Solid Waste Management is the first “pilot” NALAS Task Force and it paved the road for the success of all NALAS Task Forces. The lessons learned affect all Task Forces, including the TF on Solid Waste Management, as well.

The fourth meeting of the NALAS Task Force on Solid Waste Management was the last activity of this Task Force in this reporting period. The meeting took place on 5 March 2007, at the premises of the Standing Conference of Towns and Municipalities. The meeting gathered experts from member associations from Albania, Bulgaria, Montenegro, Federation of Bosnia and Herzegovina,

Republika Srpska, Kosovo and Serbia, as well as the newly elected executive director of NALAS, Kelmend Zajazi.

The meeting addressed questions regarding the work of the Task Force in the upcoming period, reviewed relevant regulations in the field of recycling and establishment of a waste generation monitoring system.

Several discussions took place to reorganize this Task Force and to focus on more specific areas based on members' requests. An initial meeting is scheduled for early 2008.

2.2.3 Task Force on Fiscal Decentralization



The NALAS Task Force on Fiscal Decentralization was established during the reporting period. The Task Force gathered on two occasions during the reporting period.

The work of this new TF was launched through a two days workshop held in Skopje on June 12 and 13th. Experts from 6 NALAS member countries were present, as well as the Executive Director of the National Association of Municipalities from the Republic of Bulgaria (NAMRB) as TF host association. The members of the TF were oriented with the responsibilities they will have in this role and with the TF Management Guideline.

The TF engaged in identification of most priority issues and preparation of project proposals: Five project proposals were developed:

1. **Budget Negotiations of a LGA with the Government** (This project aims to produce procedures for negotiations with the Ministry of Finance; a recommended model MoU between Ministry of Finance and National LG Association; training module for elected officials, association's staff and media).
2. **Local Government Borrowing** (The project aims to develop a consolidated overview of the current municipal debt legislation framework with all elements which contribute to the development of municipal capital markets within NALAS member countries; produce a guide for borrowing that include matching priorities with funding needs and sources, capital project timeframes, and detailed project financing plans).
3. **Municipal Finance Database** (This project aims to design and to develop local government financial and service performance database for local government associations. Based on the assessment of available information sources in selected countries, the project will assist NALAS member association for developing data collection, importing, conversion, management, maintenance and updating systems).
4. **Pilot Cost Estimation of Municipal Services** (The project aims to develop a clear template / methodology for calculating the real total costs (including direct current expenses, overhead costs and capital investment) of specific municipal services. This cost estimation template could be used in many ways: during budget negotiations, for designing fiscal equalization mechanisms and at the very local level for calculating the total costs of services).

5. **Improvement of Local Property Tax Administration** (The project aims to develop country reports on local property taxation, the existing legislation, an inventory of government programs, identify common issues in NALAS member countries; prepare a standard manual on property tax collection; Prepare proposals on critical components of capacity development programmes for NALAS members).

It was agreed to start the first project named “Budget Negotiations” with the current funds available. The other projects were submitted to the German Ministry BMZ and to LGI/OSI to raise additional funds.

The second meeting of the Task Force was held in Sofia on 15-16 November, with the objective, among other, to agree on the next steps to be undertaken in the implementation of the developed projects. The experts from Bulgaria, Romania, Serbia and Kosovo, as well as an expert from GTZ were present at the meeting, and developed, in more details, the activities of the upcoming implementation of the projects:

- The project on the Budget Negotiations of an LGA with the Government will be implemented with priority. The leading partner on the project, NAMRB, have already started with its implementation, by developing the questionnaire on practices in budget negotiations in NALAS countries. The questionnaire has been distributed and feedback was collected.
- The project on Municipal Cost Estimation, led by NAMRB, will focus in four municipal services: kindergartens, schools, building permits and advertising space. Funding for this project has been raised through the GTZ Open Regional Fund.
- The project on property tax collection also raised funds through the GTZ ORF and is led by SCTM (Standing Conference of Towns and Municipalities). The project implementation is to start in January 2008.
- The implementation of the project on local borrowing will not start till April 2008, when the next meeting of the TF will be held, project leader identified and activities discussed.

An additional initiative launched by FALR (Romanian Federation of Local Authorities) proposes development of a new project on the topic of citizen participation in municipal budgeting process. The proposal will be developed till April 2008 and possible funding opportunities discussed.

MEMBERS:

Participant	Association, Country	Email address
Adrian STEFANCU	Romanian Federation of Local Authorities	falr@falr.ro
Aleksandar BUCIC	SCTM, Serbia	aleksandar.bucic@skgo.org
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Osman SADIKAJ	Association of Kosovo Municipalities	osmansa2003@hotmail.com
Svetoslava GEORGIEVA	NAMRB - Bulgaria	svetoslava_gg@abv.bg
Teki SHALA	Association of Kosovo Municipalities	tekishala@yahoo.com
	Federation of Bosnia and Hercegovina	

2.2.4 Task Force on Urban Planning



Two meetings of the Task Force on Urban Planning took place in the reporting period. The first one was in Skopje on 14 – 15 June and the second one was in Ljubljana on 26 October. The meetings gathered urban planning experts from the member countries and resulted with projects that address urban planning issues in the region. The Association of Municipalities and Towns of Slovenia is the host of this Task Force. The project proposals which were developed by this group include:

1. **Urban Economics and Planning Methodology** (The project intends to introduce planning approaches and methodologies, which will improve the planning quality and economic impacts, without conflicting with the legal framework for spatial planning);
2. **Policy Recommendations on a Model Urban Planning processes** (This project will collect and compare the current urban planning legislation in the NALAS countries, conduct a policy analysis and produce policy recommendation for NALAS Member Associations to initiate changes in their respective legislation if and when appropriate);
3. **Urban Integration of Informal Settlements** (This project aims to survey and gather information on the magnitude of the problem of informal settlements in the region, select 2 medium sized pilot municipalities and assist in developing viable plans for integrating the informal settlements. The outputs will include a manual on integration of informal settlements into urban structures and a comprehensive policy recommendations);
4. **Urban Planning Processes (Citizen Participation)** (This project aims to prepare a manual on approach and methodologies for managing planning processes and participation procedures).

MEMBERS:

Participant	Association, Country	Email address
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Katica Dimovska Taleska	ZELS Macedonia	katicadt@yahoo.com
Ključo Belma	Municipality of Novo Sarajevo, Bosnia and Herzegovina	kljucob@novosarajevo.ba
Teuta Jaha-Hoxha	Director of urban planning, public utilities and transportation, Rahovec municipality, Kosovo	tejaho@yahoo.com
Viktor Arnaudovski	Association of the Units of Local Self-Government of RM	viktor.arnaudovski@zels.org.mk
Zoran Vitorović	Občina Domžale, Slovenia	zoran.vitorovic@domzale.si
Klara Danilović	Standing Conference of Towns and Municipalities (SCTM)	klara.danilovic@skgo.org

2.2.5 Task Force on Association Development



The Task Force on Association Development functions differently from the other task forces, since its main objective is to address the needs of members association for internal strengthening in service provision to municipalities. Therefore, the members of the Task Force are representatives of Senior Management of member associations, and direct beneficiaries of the projects developed by this Task Force are associations themselves and their staff. The Task Force on Association Development was established in Ohrid on 10 November 2007.

A preparatory meeting was organized in Vienna between 9 and 10 July. The meeting, named “*Cooperation towards a Modern Local Government Association*” was hosted by the Austrian Association of Cities and Towns (AACT) and co-organized together with the Council of Europe, NALAS and the Council of European Municipalities and Regions. The content of the CoE-UNDP Toolkit “Towards a modern local government association” was also discussed.

Several project ideas initiated by the Task Force are:

1. *Pilot Peer Review* (Based on the Toolkit “Towards a modern local government association” developed by the Council of Europe and UNDP, the project will use the benchmarking tool for associations to evaluate and suggest improvement in the work of pilot associations. The evaluation will be done by the group of *peers* – representatives of other NALAS associations’ staff, and the improvement plan will be drafted jointly with the assessed association. Based on the results, further projects for associations facing the same and similar problems will be developed);
2. *EU Integration* (As one of the results of the launched cooperation with CEMR and the Austrian Association of Cities, TF AD was assigned with developing projects that will support associations in their involvement in the European integration processes in their countries. Using the experience of LOGON programme that was lead by the Austrian Association and supported the associations from Central and Eastern Europe to face the new challenges in the EI process and answer properly to the needs of their members, TF AD started to develop the project proposal on preparing guidelines for the NALAS associations on how to prepare themselves for the EI, on informing members on EI news and legislation concerning the local level, as well as on transferring experiences of EU member countries to other NALAS associations).
3. TF on AD developed several other project ideas to be incorporated in the NALAS Annual Work Plan 2008. These activities include: NALAS Quick Response Service, Internship/Shadowing Program, Networking of the Associations’ Staff etc..

2.3 Knowledge centre

The NALAS knowledge centre is emerging. Even though the system is still not complete, there are significant developments and new services are being constantly introduced.

The general web site has been rebuilt and it is now located at www.nalas.eu. The web site, which integrates the front end of the knowledge centre, targets a broad audience: Member Associations, Partner Organizations, Task Forces (as special case), Potential Members, Partners, Donors and Central Authorities.

The web site was first presented on the NALAS Committee of Liaison Officers Meeting in Strasbourg in May 2007. Ever since then it attracts increasing number of visitors, fulfilling at least one indicator for success.

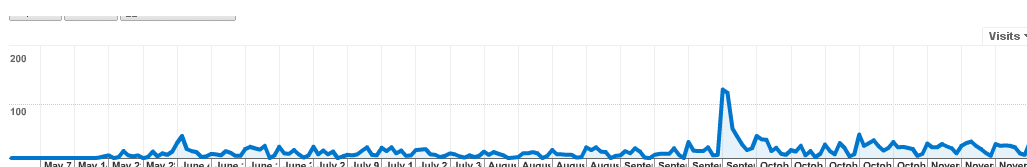


Chart 1: Number of visits during May 1, 2007 to November 28, 2007

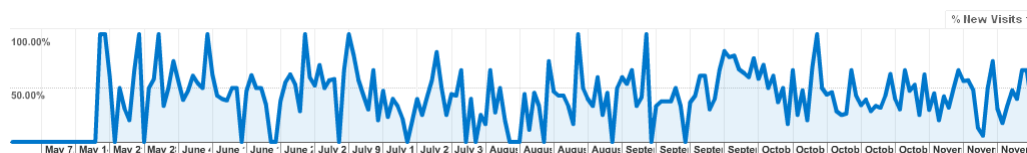
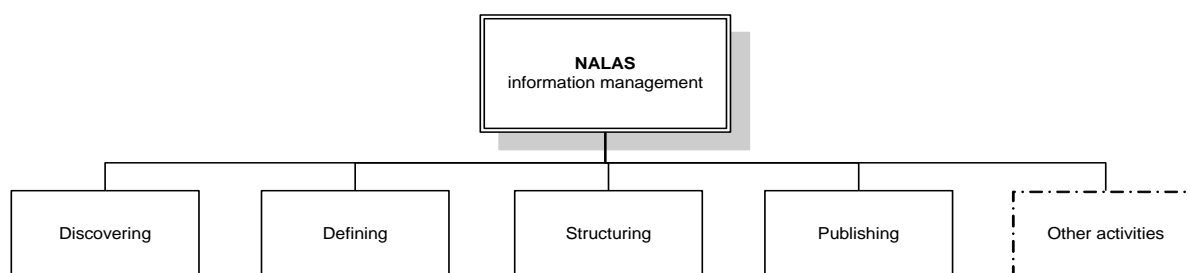


Chart 2: New visits during May 1, 2007 to June 30, 2007

During the first seven months of existence, between May 2007 and end of November 2007, the web site has attracted 2667 visits from 61 countries/territories.

The information management processes have been defined as follows:



The knowledge centre has been described in more detail and given as a project proposal to prospective donors for additional funding. The project has been approved by the German government and a contract was signed with GTZ. The funds raised from all sources will enable the knowledge centre to become an efficient “topic oriented knowledge centre”. The idea is to gather

and disseminate documents and information on the member associations and local authorities in SEE in general, and to focus also on topic-oriented material drawn from the NALAS task forces' productions.

The strength and the focus of the Knowledge Centre is the content – or the knowledge – itself. Especially important is the knowledge found in *cross-border* analysis, comparisons and best practices. In addition, equally valuable is the collection of *challenges* common for the region, as well as any implemented and or proposed *solutions*.

The knowledge centre concept was also presented to LGI/OSI. During the meetings it was agreed that collaboration is mutually beneficial, so a Memorandum of Cooperation is to be signed between NALAS and LGI.

2.4 External relations

Spring Session in Strasbourg

The newly appointed NALAS ED attended the Congress Spring Session in Strasbourg (26 - 28 March) and took the opportunity to meet with relevant NALAS supporters and potential partners who were present at this event.

New Partnership with GTZ

There was an extensive communication and negotiation with GTZ representatives to clarify future cooperation.

The cooperation became formal with the signing of an MoU between NALAS and GTZ on June 2007. Following the MoU, NALAS Secretariat developed a proposal on Institutional Development of the NALAS Secretariat, which was approved by GTZ to supplement the NALAS revenues in the period October 2007 to December 2009. In addition, an agreement was reached upon on the roles and responsibilities of NALAS members which will lead future projects of NALAS Task Forces, to be funded through the Open Regional Fund.

Training Program: Towards a Modern Local Government Association, Istanbul, 1-3 May

Facilitated by John Jackson, Erik Boven, Alba Wilson, targeted at a team of 18 trainers from SE Europe, S. Caucasus, CIS, Afghanistan and Cambodia

Most of the training consisted of plenary sessions where parts of the toolkit were presented by the trainers, as well as small working sessions where the participants drafted model Training Packs (comprising training plans) for introducing some sections of the Toolkit (Communications, Service Provision, Leadership). All materials which were developed during the training are available on the web: http://europeandcis.undp.org/?menu=p_cms/show&content_id=0A990C26-F203-1EE9-B1225F9F3A3C0FAF

Opportunities for NALAS members to engage in implementation of the Toolkit were identified.

Local Government and Public Service Reform Initiative Meeting

On July 6, 2007 NALAS met with the LGI team in Budapest. LGI (which is part of the Open Society Institute in Budapest) has been a very valuable supporter of NALAS in the past, so this

meeting confirmed the good relations and discussed future cooperation. Among other topics, the meeting discussed emerging cooperation between the NALAS Knowledge Centre and the Local Government Information Network (LOGIN).

Following this meeting, NALAS formulated several project topics for future joint implementation. LGI agreed to include those potential activities in their 2008 plans.

Reforms of Public Administration and Cooperation among Capitals in Southeast Europe

NALAS President and the Executive Director attended this conference which was organized by PHILIA (Association of Multiethnic Cities) in Belgrade on April 18th 2007 at the City Hall. NALAS President Mr. Milosevic had an opening speech.

Regional Workshop on Municipal Development / Local Governance, 2007

NALAS Executive Director attended the third regional workshop on municipal development / local governance which took place in Mostar (Bosnia & Herzegovina) between April 24th and 26th 2007. Important contacts were made with representatives of Swiss Cooperation Offices from the region.

Cooperation towards a Modern Local Government Association

The meeting on “Cooperation towards a Modern Local Government Association” took place in Vienna between 9 and 10 of July, 2007. It was hosted by the Austrian Association of Cities and Towns (AACT) and co-organized together with the Council of Europe, NALAS and the Council of European Municipalities and Regions. The purpose of the meeting was to explore opportunities for partnership between NALAS, other Local Government Associations and international organizations.

CEMR meeting in Bratislava

NALAS was invited to attend the CEMR meeting on Secretaries General and Directors of the national sections and associate members of CEMR, held in Bratislava on 26-27 September 2007. Possibilities for CEMR to become associate member of NALAS were included in the meeting agenda. NALAS Executive Director, Mr. Kelmend Zajazi attended the meeting and presented the work of NALAS and possible points of future cooperation with CEMR. It was decided that CEMR Secretariat prepares 2 alternative scenarios for NALAS – CEMR cooperation, including the CEMR membership in NALAS as the first scenario. The proposals will then be submitted early December 2007 to the CEMR Policy Committee for their decision.

2.5 Other regular NALAS activities

2.5.1 Committee of Liaison Officers Meetings

CLO meeting in Pržno, Montenegro, March 12 - 13, 2007

All NALAS members were represented except for the Bulgarian and Moldavian Association.

Main topics in the agenda included NALAS position vis-à-vis the GTZ Open Regional Fund, administrative issues related to establishing the new office in Skopje, as well as program related issues about the work of the Task Forces and the Knowledge Centre. Meeting report is available.

CLO meeting in Strasbourg, May 29 - 30, 2007

The Council of Europe was the place of the most recent NALAS CLO meeting. The meeting took place on May 29 – 30, 2007 and overlapped, partially, with the Plenary Session of the Congress of Local and Regional Authorities. The purpose of the meeting was to get an overview of the NALAS Secretariat activities, consider the status of the cooperation with GTZ, discuss next steps in establishing new Task Forces and prepare for the July meeting on Good Governance and Toolkit implementation in Vienna. The liaison officers were also introduced to the newly prepared Task Force Management Guidelines which was reviewed and adopted.

NALAS was also presented at the 14th Plenary Session of the Congress, at the meeting of the ad-hoc Working Group of Local and Regional Representatives of South-East Europe.

Executive Bureau meeting in Montenegro, September 19, 2007

The Executive Bureau gathered in Podgorica on 19 of September to discuss upcoming events, prepare for General Assembly of NALAS and review current activities and reports. The applications for hosting the next General Assembly were reviewed and decision was made that the Romanian Federation of Local Authorities will be the host. The event was scheduled to take place in Bucharest on 13-15 December 2007.

CLO meeting in Ohrid, November 10, 2007

This meeting focused on final preparations for the next NALAS General Assembly meeting. The discussions included the General Assembly meeting proceedings (elections procedure), possible amendments of the NALAS statute, list of invitees, the planned thematic workshops and possible applicants for NALAS membership.

2.5.2 Site visit to members

NALAS Executive Director engaged in intensive communication with NALAS members to better understand their challenges, get to know their main partners and mobilize the network in implementing the NALAS Strategic Plan.

6 members were visited during the reporting period:

Visit to Slovenia

Continuing the effort to visit all NALAS members, the NALAS Executive Director and the IT Manager visited the Association of Municipalities and Towns of Slovenia (SOS) on May 22-23,

2007. This very productive visit included meetings with the Association, the Mayor of Maribor, who is the current President of SOS, the Mayor of Ptuj, who is the vice-president of NALAS, then the Head of the Division for South-Eastern Europe at the Ministry of Foreign Affairs and the Centre of Excellence in Finance.

Visit to Albania

The NALAS Executive Director, together with the IT and Knowledge Centre Manager, visited the Association of Albanian Municipalities in Tirana on May 18, 2007. Meetings were held with the AAM staff, Council of Europe office in Tirana, Ministry of Interior, World Bank, UNDP and the EC delegation in Albania.

Visit to Serbia

The NALAS Executive Director, visited the SCTM and their main partners in Belgrade including Council of Europe, UNDP and SCTM staff. An important meeting took place with KDZ (Austrian Association) representative Thomas Prorok where some joint activities between NALAS and Austrian Association (AACT) were planned.

Visit to Kosovo

NALAS ED attended a conference organized by AKM on the occasion of 9 May, the European Day. Almost all relevant stakeholders in the field of local government were present at the meeting and a series of informal meetings were organized with some of them. NALAS ED also visited the AKM office and the entire staff.

Visit to Bulgaria

ED attended a NAMRB regular board meeting to get to know the association leadership and the most actual issues they are dealing with. There were also intensive meetings with NAMRB Executive Director and key staff mainly related to future NALAS activities and creation of the Task Force on Fiscal Decentralization.

Main observations from these meetings:

- Common priorities include fiscal decentralization (tax administration – property tax valuation, tax collection, equalization formula, criteria for transfers); Territorial organization / regions: financing, clarification of roles/responsibilities; cohesion regions; Urban planning / building control; Introducing PPP models
- Role of LGAs in training is very actual and still unresolved issue in most member countries
- NALAS members have generally good reputation / visibility in the national level
- Reliance on membership fee / high collection rates are surprisingly solid in most of visited members
- Staff turnover is a common / major problem
- Committee structures are common policy making instruments. Different models are at place
- Legitimacy of NALAS positions is pending on greater involvement of Mayors
- Mayor's expectations are that more meaningful conferences should be organized to produce specific results; NALAS should focus in few / specific topics; it is the time to go "from planning to action": Implementation of strategies (EU, LED, etc); Voice of NALAS should be heard at the EU Parliament
- Future NALAS events should take place at member's municipality / opportunity to visit / promote

3. Overview of activities and outcomes

REALIZED ACTIVITIES	
2.1. Administration	
	<i>Rent new office space</i> Office space has been rented, contract signed
	<i>Furnish the office space with equipment, telephone line, office furniture, etc.</i> Office is equipped with all necessary items. Office is fully operational.
	<i>Recruit staff</i> NALAS Secretariat now gathers five employees.
	<i>Register NALAS as legal entity with Macedonian laws.</i> NALAS Secretariat is registered as a branch office of NALAS.
	<i>Develop NALAS internal management</i> New internal management systems have been created to follow the best international accounting standards
2.2 Activities of Task Forces	
	<i>Evaluation of the TF on Solid Waste</i> Evaluation completed: questionnaire distributed, collected, tabulated and analyzed.
	<i>Develop new TF guidelines upon evaluation of SW TF</i> New TF Management Guideline adopted by Committee of Liaison Officers in Strasbourg.
	<i>Establish Task Forces</i> Four new Task Forces have been established: TF on Fiscal Decentralization, TF on Urban Planning, TF on Association Development and TF on Energy Efficiency. Several projects proposals have been developed.
2.3 Knowledge Center	
	<i>NALAS web site re-designed</i> Web site operational at www.nalas.eu .
	<i>Search for existing reference materials</i> Ongoing
	<i>Develop templates for KNC database</i> Local experts database; KNC Models presented to potential partners and donors
	<i>Collect information from the work of TFs</i> Ongoing
2.5 Other regular NALAS activities	
	<i>NALAS CLO Meetings</i> 3 CLO meetings and one Executive Bureau meeting held
	<i>Site Visits to members</i> Half of NALAS members are visited. Common priorities analyzed

4. Members

Albania

Association of Albanian Municipalities
Rr "Ismaili Qemali" Pall Fratarit Tirane, Albania
Tel/Fax: +355 4 257603 / 6
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Bosnia and Herzegovina

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Association of Municipalities and Cities of the Federation of Bosnia and Herzegovina
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Internet: www.sogfbih.ba

Republic of Srpska
Association of Towns and Municipalities of Republic of Srpska
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Tel: +387 55 220270, Fax: +387 55 211885
Internet: www.alvrs.com

Bulgaria

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Tel: +359 2 9434468, Fax: +359 2 9434431
Internet: www.namrb.org

Kosovo

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Internet: www.komunat-ks.net

Macedonia

Association of the Units of Local Self-government of Republic of Macedonia
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Tel: +389 2 3099033, Fax: +389 2 3061994
Internet: www.zels.org.mk

Moldova

Association of Mayors and Local Communities from Moldova
Romana 4/1, ap. 94, 2005 Chisinau, Moldova
Tel: +373 2 544887, Fax: +373 2 54 02 75
Internet: www.iatp.md/apclm

National League of Associations of Mayors from Moldova
Jacob Hancu 10/14, 2004 Chisinau, Moldova
Tel: +3732 221 3632, Fax: +373 221 0932

Montenegro

Union of Municipalities of Montenegro
Mitra Bakica 142, 81000 Podgorica, Montenegro
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Romania

Romanian Federation of Local Authorities
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Serbia

Standing Conference of Towns and Municipalities
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Slovenia

Association of Municipalities and Towns of Slovenia
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