NALAS

Network of Associations of Local
Authorities of South-East Europe

NALAS
STRATEGIC PLAN
2018-2022

NALAS Members

- Association of Albanian Municipalities

- Association of Cities in the Republic of Croatia

- Association of Communes of Romania

- Association of Municipalities and Cities of the Federation of Bosnia and Herzegovina

- Association of Municipalities in the Republic of Croatia

- Association of Municipalities and Towns of Slovenia

- Association of Kosovo Municipalities

- Association of Towns and Municipalities of Republic of Srpska

- Association of the Units of Local Self-government of the Republic of Macedonia

- Congress of Local Authorities from Moldova

- National Association of Municipalities in the Republic of Bulgaria

- Romanian Federation of Local Authorities

- Marmara Municipalities Union

- Union of Municipalities of Montenegro

NALAS is a network of associations of local authorities of South East Europe. The Network brings together **14 Associations** which represent roughly **9000 local authorities**, directly elected by more than **80 million citizens** of this region. The NALAS Secretariat, based in Skopje, is responsible for the overall coordination and the implementation of the activities.

NALAS

Prepared by the Planning Committee and NALAS Secretariat.

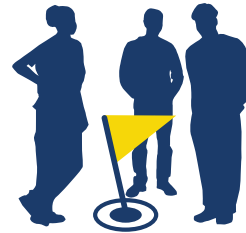Adopted by the XII NALAS General Assembly, 19 May 2017, Vienna.

19 May 2017

CONTENTS

1 OUR VISION

"**The people of South-East Europe enjoy democracy, regional stability and prosperity in smart, innovative, sustainable and inclusive communities. With the support of strong local governments, their associations (LGAs) and NALAS, citizens and businesses benefit from high quality and efficient services and adequate representation of their interests.**"

Local governments (LGs) in SEE are a strong pillar of democracy, development and stability. They are empowered to improve the system of local self-government, have a broad range of adequate competencies accompanied with sufficient resources, have adopted the best models in the region to ensure smart, sustainable and inclusive growth, offer quality services to the citizens in line with EU standards and are connected to the world. They have a high level of financial autonomy and have improved access to national, European and international funds. They are able to cope with the global challenges.

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

development agenda and they actively participate in the development of laws and regulations in line with LGs' interests. LGAs work in partnership with central governments and provide important contribution in preparation for the EU membership.

NALAS is the strongest network supporting local autonomy in the region. We are the voice advocating towards central governments and international organisations in the region and in Europe for the common interests of local governments of South East Europe. We support the development of legislations and the application of the principles contained in the European Charter of Local Self-Government, the UN 2030 Agenda for Sustainable Development and the SEE 2020 Strategy. Our Knowledge Centre is the main knowledge platform of local government affairs in SEE and our Network is the market leader for scaling up and disseminating pilot development programs and projects. By this, NALAS is consolidated in SEE and extends support to other local government associations beyond the region.

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

OUR MISSION 2

"**We actively support the development of strong local self-government in South East Europe, creation of smart, sustainable, inclusive and resilient communities, based on innovative solutions, through a unique regional partnership, wide knowledge base and strong policy-making influence, thereby contributing to democracy, stability and prosperity in the region.**"

We advocate for local self-government development and decentralisation and support the application of the principles contained in the European Charter of Local Self-Government, the UN 2030 Agenda for Sustainable Development and the SEE 2020 Strategy. We represent and protect our members' interests and provide high level services. **We operate as the Knowledge Centre** and coordination platform on local government issues in South East Europe. We provide first class across-the-borders knowledge that helps communities address their key challenges in ensuring sustainable and inclusive development and creating business friendly environment by using innovative solutions, tools and best practices. We advocate for financial independence of local governments, develop their fiscal capacities and ease their access to financing for investment projects.

We respond to our members emerging needs, strengthen their capacities and provide them with the regional know-how and policy argumentation, supporting their efforts to become viable representatives of local author-

ities who are up to negotiate with their national government and international organisations for the benefit of the citizens of the region.

Through decentralised cooperation, our members use the Network to support each other, share experiences, produce knowledge, cooperate on cross border projects and contribute to an equitable development, modern and efficient local self-government, increased democracy and stability in the region. Thereby, we also contribute to the process of EU integration.

We share experiences and knowledge with local governments and local government associations beyond our region, and make available our best services to others that need them.

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

3 OUR BASIC VALUES AND PRINCIPLES

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

Transparency: We operate in an accountable and transparent manner—both internally and towards external stakeholders.

Equal treatment: We guarantee equal conditions and opportunities for all our members.

Promotion of European values and principles: We promote relevant international principles such as those contained in the European Charter of Local Self-Government (ECLSG), the European Urban Charter II—Manifesto for a New Urbanity and the UN guidelines on decentralization.

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

Networking: We give preference to projects that strengthen the network.

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

Knowledge Sharing: We share our knowledge with local governments and local government associations.

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

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

OUR STRATEGIC OBJECTIVES

4

Strategic Objective 1:
Sustainable Communities

Local Governments in SEE have capacity to create sustainable communities based on smart and innovative growth through quality services and job creation.

Measures:

▶▶ **Stocktaking Assessment.** Identify LGs' competences related to SLED, experience and vision of LGAs and best practices available in the country/ worst examples-failures in ED (what? and why? fails). Explore actions that can be implemented by LGs in all aspects of SLED: good planning, infrastructure, business friendly environment, good public management. LG e-services. Improvement of LG services (water, waste, EE). Example: SCTM has a course in economic development—explore the possibility to expand it at regional level. If appropriate, organize an award/collection of best practices with practical advices (do's and don'ts) for replication.

▶▶ **The Concept.** Develop a comprehensive concept for LGs sustainable development, including the economic, environmental and social dimension. Focus on citizens' participation, community

engagement in development. Leadership role of Mayors and LGs as mobilisers of community potentials. Know-how on the social dimension, where policies are lacking. Explore social contracting as a solution. Find the niche—focus on issues that are not covered.

▶▶ **The Model.** Develop an innovative model and guide for good SLED planning: development and implementation of SLED plan in a non-traditional way-identifying the biggest growth potentials in a creative and innovative way, City Branding, Business improvement districts-zones/streets or revitalization, with little investment, co-funded by LG and businesses working there. Land use as an important issue, zoning, etc. Address coordination with central level and among municipalities. ED projects which are creative, not very expensive, community-based decision and resources. IMC for specialized services-EE, UP, etc. (we create models and implement such projects at national level, with triangular partnerships)

▶▶ **Jobs for Youth.** Explore Slovenian Social Enterpreneurship model for job creation for youth. Important aspects/areas of intervention: removing barriers for entering the labor market and the entrepreneurship world, bridging the skills gap, access to finance, but also networking, mentor-

7

ing and learning from others, etc. Where can LGs support? The model of co-funding incubators, co-working spaces, training facilities, etc. SMEs as huge development potential. IMC as a potential to implement this. Crowdfunding for supporting innovative products. Support from diaspora. Attract successful citizens who left the LG.

▶▶ **Address Preconditions.** Strengthening LGs' fiscal capacities: improving budget planning and execution; self-assessment, credit rating; financial responsibility-openness, transparency, anti-corruption. Focus on **quality of services at local level** (modernization, increasing efficiency), start with water and waste water services (ORF) and expand to other. Capacity building for development and implementation of investment projects (RCDN/ORF). Access to **EU funds**, EU projects, pre-financing mechanisms for LGAs and LGs; develop a mechanism for CBC projects-information exchange, partner search and training

▶▶ **Matchmaking.** Creation of platform for exchanging best models of LED and exchange with the private sector (implement recommendations of the NALAS Matchmaking publication 2013)

▶▶ **Infrastructure development:** FD, MFSA, Local Borrowing (SEE2020 Programing Document 2017-2020), Training for managerial skills for Investment projects (ORF)

▶▶ **Tools** to be used in the implementation of the SO: PPP, CBC, IMC, regional development, best municipal practices

Strategic Objective 2:
Stable and Resilient Communities

Decentralized cooperation contributes to stable, safe, inclusive and resilient SEE communities and regional cohesion.

 Measures:

Inclusiveness Principle: gender, youth inclusion, opportunities for youth, combating poverty

8
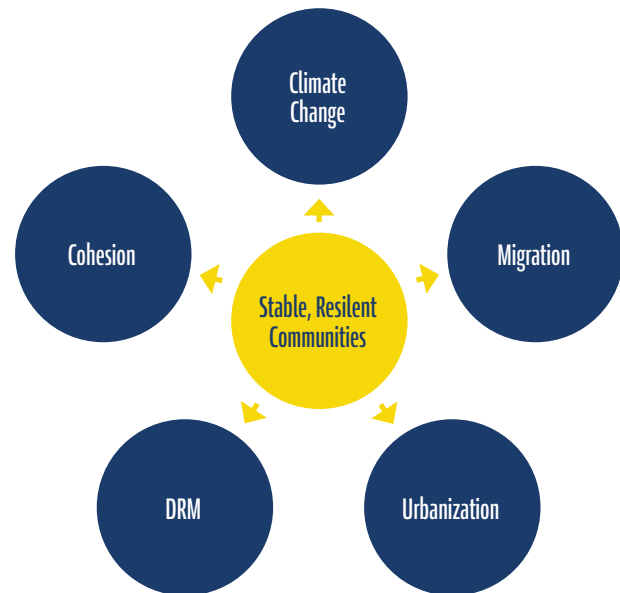
▶▶ **Climate change mitigation and adaptation.** Exchange on, explore and upscale good practices on climate change mitigation and adaptation:

- ▶ Capacity building for the municipal administration - help municipalities with conceptualizing at early stages of planning for:

- ▼ Energy Efficiency measures, use of own energy sources, Renewable energy sources— Solar power plants, Energy performance of buildings, Street lighting

- ▼ Waste management - Waste to energy + Waste water management

- ▼ Sustainable urban mobility - Public transportation

- ▼ Know-how for decision makers: Citizens' participation in the planning phase and community involvement in the implementation phase

- ▶ Awareness raising for decision makers

▶▶ **Migration.** The concept of taking advantage of migration for development. Attract diaspora investment, embrace returnees, accelerate the integration of urban newcomers. Smart investments to prepare for migration and enhance social services for the local citizens. Conflicts prevention measures. Regional networking for information sharing and coordinated responses. Vertical coordination with central government institutions in charge of dealing with migration.

▶▶ **Urbanization.** Collection of good practices for strategic local documents and methodologies in: Environmental Protection Programme, Sustainable Energy Action Plan, Sustainable Mobility Plan, Addressing illegal and informal construction, Sustainable Urban Development Plan.

▶▶ **Disaster Risk Management.** Development of capacities of LGs for disaster risk reduction, prevention, mitigation, and preparedness to anticipate risk, limit impact, and bounce back rapidly. Awareness raising of the local leaders. Trainings for municipal administration (peer to peer learning, NALAS e-Academy).

▶▶ **Cohesion of the Region.** Sustainable offer of the region, branding the region. Role of non-state actors. Actions for promoting the Region such as gastronomic guide, hiking and biking route, etc. City diplomacy— Strengthening of Regional C2C (City to City) Dialogue through thematic events. Spotlight on municipal leadership – We want to share good ideas about what local governments can do to build inclusive, resilient communities.

9

Strategic Objective 3:
Improved Services

SEE Local Government Associations and Local Governments emerging needs are met by a unique knowledge and evidence based policy making and influence, through strategic regional and national partnerships.

Measures:

▶▶ **Broadening NALAS Knowledge Centre services:**

- ▶ Strengthening and scaling up NALAS services: QR, Shadowing, Peer Review, e-Academy, Decentralisation monitoring, capacity development through regional exchange.

- ▶ Widening the knowledge base by using the possibilities of the new Intranet portal.

- ▶ The main focus will be directed towards successful achievement of SO 1 and SO 2.

▶▶ **Further improving LGAs' advocacy role** by evidence-based policy making

▶▶ **Aligning NALAS internal professional networks** with the new SOs and the current context. Optimization of the functioning model by creation of one multi-sectorial Advisory Concilium, re-invent the role of TFs, and broadening the involvement of municipal professionals via communities of practice.

Re-Structuring

Resources:

1 or 2
Program Officers

Part of Knowledge
Management
(on demand or
project based)

Bilateral
Donors
"Triangular"
Partnerships

Advisory Consilium

Task Forces

Communities of Practice

Institutional Grant

Project

NALAS

Bilateral Donors

LGA

University/ Think Tank
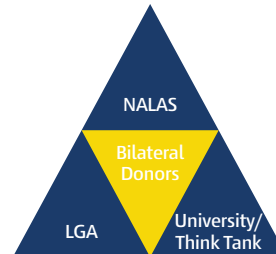
▶▶ **Creation of triangular partnerships** between NALAS, the member LGA and a strategic national partner, around a specific topic/project related to SO 1 or SO 2. Increase the impact of regional knowledge into national realities.

10

Strategic Objective 4:
Sustainability of the network

Networks' sustainability is ensured by using all NA-LAS potentials.

▸▸ **Utilization of the Revolving Fund** to raise EU and other funds for projects focusing on implementation of SO 1 and SO 2. This will ensure long term coverage of considerable part of the operational and organizational costs. It will also support full utilization of TF capacities.

▸▸ **Joint fundraising** with member LGAs in implementation of scaling up national programs related to SO 1 and SO 2 (reference: triangular partnership model)

▸▸ **Gradually introduce paid services** (QR; consulting services; capacity development and training; e-learning-topics that are of biggest interest for LGs; smart and innovative IT tools for LGs, etc.)

▸▸ **Implementation of the membership fees scheme**

▸▸ **Creation of a pool of experts** for engagement in EU projects (margin from the fee for NALAS sustainability)

▸▸ **Income from developed commercial products** (SO 2) which promote the Region and potentially bring revenues (such as SCTM's gastronomic guide, hiking and biking route, etc.)

5 LOGICAL FRAMEWORK and MONITORING PLAN

12

Strategy of Intervention	Key Indicators	Sources and Means of Verification	External Factors (Assumptions and Risks)
Overall Objective (Impact)	Impact Indicators		
OO: The people of South-East Europe enjoy democracy, regional stability and prosperity in smart, innovative, sustainable and inclusive communities. With the support of strong local governments, their associations (LGAs) and NALAS, citizens and businesses benefit from high quality and efficient services and adequate representation of their interests[1]	**Indicator OO1:** Citizen satisfied with utility services **Baseline 001:** 0.35 satisfied in 2016 Survey **Target 001:** 0,51 in 2022 **Indicator OO2:** Treatment of citizens in public sector **Baseline 002:** 2,58 (in a scale 1 very poor to 5 Excellent) in 2015 Survey **Target 002:** 3,2 in 2022	Regional Cooperation Council Annual Balkan Barometer Report http://www.rcc.int/seeds/results/2/balkan-opinion-barometer	Low priority to decentralization in political agenda of national governments in SEE also reflected in the European Commission agenda 2020 and allocated EU resources.
Project Purpose (Outcome)			
PP: Local governments in South East Europe (SEE) are stronger and have created smart, sustainable, inclusive and resilient communities.	**Indicators** will be formulated on the basis of the NALAS Regional Decentralization Observatory, developed in the frames of SEE Strategy 2020 (the RDO will be operational by end of 2017).	Regional Decentralization Observatory for South East Europe Annual Report.	Incomplete fiscal decentralization does not empower local governments to play their development role in societies

---

[1] NALAS Vision statement in Strategic Plan 2018-2022

Results (Outcomes)	Results (Outcome) Indicators		
Outcome 1 - Local Governments in SEE have capacity to create sustainable communities based on smart and innovative growth through quality services and job creation.	**Indicator 1.1:** Sub-national Economy Rankings South East Europe **Baseline 1.1:** Sample of 22 Cities of SEE – values of 2016 Report http://www.doingbusiness.org/Rankings/south-east-europe **Target 1.1:** 20% increase of values **Indicator 1.2:** Number of LGs from SEE joining Covenant of Mayors **Baseline1.2:** 247 LGs (listed in the Covenant of Mayors website on April 2017). http://www.covenantofmayors.eu/about/signatories_en.html?q=Search+for+a+Signatory...&country_search=&population=&date_of_adhesion=&status=&commitments1=1&commitments2=1&commitments3=1 **Target 1.2:** 500 LGs **Indicator 1.3:** Positive economic, social and environmental links between urban, peri-urban and rural areas are realized by strengthening national and regional development planning (As defined by the UN SDG 11 "Make cities inclusive, safe, resilient and sustainable") **Baseline 1.3:** (TBD) **Target 1.3:** (TBD)	**Internal:** Regional Decentralization Observatory. NALAS Monitoring Report. **External:** ▶ World Bank Doing Business Ranking. ▶ Covenant of Mayors website	The SEE 2020 Strategy does not focus on the bottom up approach in Economic Development. NALAS remains outside of the RCC decision making structures where only national governments are represented.
Outcome 2 - Decentralized cooperation contributes to stable, safe, inclusive and resilient SEE communities and regional cohesion	**Indicator 2.1:** Multi-level governance Sub-Dimension Indicator scores **Baseline 2.1:** Alb 3.0, BiH 2.0, KOS 2.0. MKD 3.0, MNE 2.5, SRB 3.0 (Scores of 2016 Report in the scale 0 to 5) **Target 2.1:** +1.0 improvement in each country **Indicator 2.2:** Development policies are improved through well designed links to migration **Baseline 2.2:** 0 **Target 2.2:** Policies in 5 countries are improved **Indicator 2.3:** LG capacities are increased in Disaster Risk Management **Baseline 2.3:** 0 **Target 2.3:** 30 LGs from 5 countries have adopted the NALAS model DRM strategy	**Internal:** NALAS Monitoring Report. **External:** OECD Competitiveness Outlook for SEE	▶ The risk of a new wave of migration crisis. ▶ Governance and political crisis in almost all countries in SEE. ▶ The risk of leading global actors withdrawing from the COP 21 commitments.
Outcome 3 - SEE Local Government Associations and Local Governments emerging needs are met by a unique knowledge and evidence based policy making and influence, through strategic regional and national partnerships.	**Indicator 3.1:** Policy framework is improved through evidence based dialogue. **Baseline 3.1:** 10 policies per year **Target 3.1:** 12 policies per year **Indicator 3.2:** Increased efficiency of NALAS internal professional structures by utilizing NALAS web portal **Baseline 3.2:** 20 face to face meetings per year **Target 3.2:** 5 face to face meetings + 50 online meetings per year	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation	▶ Prolonged governance and political crisis in several countries can decrease the quality of policy dialogue. ▶ Decreasing opportunities to mobilize bilateral donor support for "triangular" partnerships
Outcome 4 - Networks' sustainability is ensured by using all NALAS potentials	**Indicator 4.1:** Increased NALAS contribution to the core budget **Baseline 4.1:** 30% (47000 Euro membership fee in 2016 out of 150000 Euro core budget) **Target 4.1:** 70%	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation	▶ decrease in the volume of services (due to smaller core budget) may decline the interest of some members and decrease the volume of membership fees ▶ disproportion between the efforts to apply for EU funds and the concrete return

13

14

Outputs (per outcome)		Output Indicators	
Outcome 1 - Local Governments in SEE have capacity to create sustainable communities based on smart and innovative growth through quality services and job creation.			
Output 1.1	Stocktaking Assessment to identify Local Governments' competences related to Sustainable Local Economic Development.	**Indicator 1.1.1:** Assessment Report	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.2	Develop a comprehensive concept for LGs sustainable development with the focus on citizen participation.	**Indicator 1.2.1:** A concept on sustainable Development **Indicator 1.2.2:** Help Desk for utilization of the concept	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.3	Innovative model and guide for good Sustainable Local Economic Development (SLED) planning	**Indicator 1.3.1:** Model for SLED **Indicator 1.3.2:** Guide for SLED **Indicator 1.3.3:** Help Desk for utilization of the model	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.4	Job creation models for Youth.	**Indicator 1.4.1:** The Slovenian model of Social Entrepreneurship replicated in 3 countries	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.5	Address Preconditions: Strengthening LGs' fiscal capacities; Focus on quality of services at local level including water sector; Access to EU funds	**Indicator 1.5.1:** Utilization of the Fiscal decentralization Report in 5 countries **Indicator 1.5.2:** Improved access to EU funds in 4 countries	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.6	Matchmaking platform for exchanging best models of Local Economic Development with the private sector	**Indicator 1.6.1:** Matchmaking platform is created	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 1.7	Capacity building for Local Governments in Infrastructure development.	**Indicator 1.7.1:** Regional Capacity Development Network established **Indicator 1.7.2:** Municipal Finance Self Assessment Tool is used in 7 NALAS countries	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation

Outcome 2 - Decentralized cooperation contributes to stable, safe, inclusive and resilient SEE communities and regional cohesion			
Output 2.1	Climate change mitigation and adaptation	**Indicator 2.1.1:** Energy Efficiency Measures incorporated in Municipal Action Plans	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 2.2	Promote concept for using Migration for development (attract diaspora investments, embrace returnees, integrate urban newcomers, etc.)	**Indicator 2.2.1:** Disseminate the UNDP/SDC/GIZ concept on "The Migration and Development Nexus" **Indicator 2.2.2:** Capacity Building for Local government Associations to apply the concept **Indicator 2.2.3:** Create the link with central governments at regional level through MARRI	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports End-term Evaluation
Output 2.3	Strategic approach in Urbanization	**Indicator 2.3.1:** Best practices collected and disseminated to all NALAS member LGAs	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 2.4	Development of LGs capacities in Disaster Risk Management	**Indicator 2.4.1:** Training curriculum and a training scheme developed for DRM	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 2.5	Promote the role of non state actors for the cohesion of the Region	**Indicator 2.5.1:** Create 2 new thematic initiatives (hiking, biking, gastronomic, touristic routes, etc) for cross-border cooperation between LGs	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Outcome 3 - SEE Local Government Associations and Local Governments emerging needs are met by a unique knowledge and evidence based policy making and influence, through strategic regional and national partnerships.			
Output 3.1	Broadening NALAS Knowledge Centre services	**Indicator 3.1.1:** 20 Quick Response services per year **Indicator 3.1.2:** 1000 practitioners have attended the NALAS e-Courses	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 3.2	Further improving Local Government Associations' advocacy role	**Indicator 3.2.1:** 4 LGAs have improved evidence based advocacy role	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 3.3	Restructuring Task Forces to align with new Objectives and to increase their efficiency (more online meetings, less face to face meetings, etc)	**Indicator 3.3.1:** 20 meetings of the newly created Advisory Concilium contributing to Outcomes 1 and 2 **Indicator 3.3.2:** 50 online Task Force Meetings **Indicator 3.3.3:** 100 Communities of Practice online meetings	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 3.4	Creation of triangular partnerships (between NALAS, member Association and a national actor or donor) to increase impact at national level	**Indicator 3.4.1:** "Triangular" partnerships established in 5 countries	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation

15

Outcome 4 - Networks' sustainability is ensured by using all NALAS potentials			
Output 4.1	Utilization of the Revolving Fund	**Indicator 4.1.1:** Mobilize at least 70% of the Revolving Fund to pre-finance EU Projects **Indicator 4.1.2:** Use up to 15% of the revolving Fund for co-financing	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 4.2	Joint fundraising with member LGAs in implementation of scaling up national programs	**Indicator 4.2.1:** Funds raised in at least 3 countries	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 4.3	Gradually introduce paid services	**Indicator 4.3.1:** Develop an internal regulation and prices for paid services **Indicator 4.3.2:** At least 20% of the core budget (30.000 euro) generated annually by last project year	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 4.4	Implementation of the membership fees scheme	**Indicator 4.4.1:** 100% collection of membership fee **Indicator 4.4.2:** Increase of membership fee of up to 60.000 euro annual revenue as per the adopted scheme	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 4.5	Creation of a pool of experts for engagement in EU projects (margin from the fee for NALAS sustainability)	**Indicator 4.5.1:** At least 10.000 euro annual contribution to core budget generated by implementation of EU projects.	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation
Output 4.6	Income from commercial products	**Indicator 4.6.1:** 2 products developed and sold **Indicator 4.6.2:** At least 5000 euro generated	**Internal:** NALAS Monitoring Report. **External:** Backstopping Mission Reports Mid-term Evaluation End-term Evaluation

16

NALAS Secretariat
Varshavska 36 A
Skopje 1000, Macedonia
Tel/Fax: +389 2 3090818
info@nalas.eu, www.nalas.eu