

GENERAL 3 19-20 April 5 kopje Macedonia

NAVASE volution of NALAS Strategy

	2001 – 2004	2005 – 2007	2008 – 20012	2013 – 2017
Institutional status	Informal Network	Start up	Fully Operational	"Controlled" growth; Financially sustainable;
Vision	Regional Stability	Knowledge Center, Task Forces	Support LGAs, LGs, internal and international consolidation	Specialized in Scaling Up / Dissemination; Export knowledge in other regions; Speaking with one voice in Brussels
Results	Human connection	Political and organization al maturity		



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	Stability	Center, Task	internal and	Up / Dissemination;
		Forces	international	Export knowledge in
			consolidation	other regions;
				Speaking with one
				voice in Brussels
Results	Human	Political and	Knowledge	
	connection	organization	production,	
		al maturity	lobbying,	
			international	
			positioning	



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NALAS Strategic Plan 2013-2017

Process



- 2 Meetings of Planning committee held
- Former, present and future Presidents Session
- Survey of all members
- 2 CLO meetings
- Drafts circulated
- CLO approval at the last meeting in Vienna



OUR VISION

"The citizens of South-East Europe enjoy democracy and regional stability through sustainable cities and communities. With the support of strong local government associations (LGAs) and NALAS, they benefit from efficient services of local governments and an adequate representation of their interests."



OUR MISSION

"We actively support the decentralization process in South East Europe through lobbying and strengthening and connecting our members and thereby contributing to democracy and stability in the region."

OUR STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1: (Knowledge Center – E-Academy)

 NALAS Knowledge Center is the main knowledge platform for and actively used by local governments (LGs) in South-East Europe (SEE)

STRATEGIC OBJECTIVE 2: (Services)

 Improved and expanded NALAS services strengthen Local Government Associations (LGAs) and their member local governments (LGs) in the decentralization process

STRATEGIC OBJECTIVE 3: (European role)

 Interests of SEE Local Governments visible and taken into account by European institutions

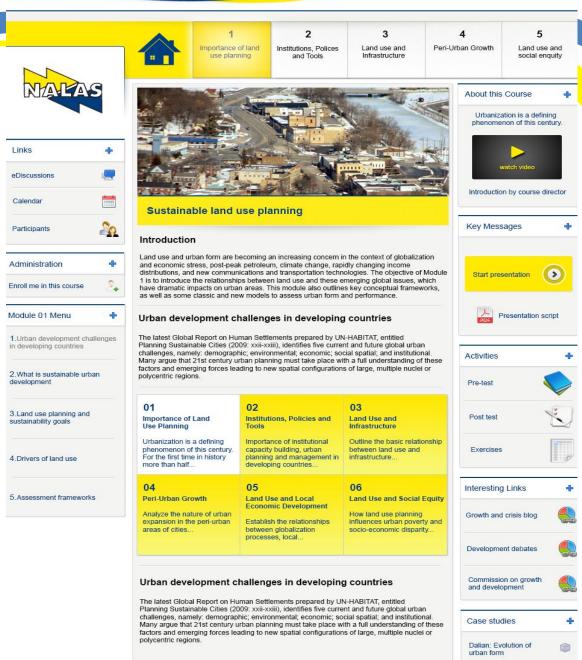
STRATEGIC OBJECTIVE 4: (Financial sustainability)

• Financial sustainability of NALAS

twork of Associations of Local Authorities of South-East Europe Réseau des Associations de Pouvoirs Locaux de l'Europe du Sud-Est

STRATEGIC OBJECTIVE 1: (Knowledge Center)

- 1.1 Develop E-Learning platform and run it trough through LGAs
- 1.2 Improve functioning of Task Forces
- 1.3 Increase use of new social media
- 1.4 Become market leader for scaling up/ dissemination in SEE
- 1.5 Strengthen network of Knowledge Management Assistants



STRATEGIC OBJECTIVE 2: (Services)

2.1 Improve work of Task Forces

- 2.2 Build new Task Forces
- 2.3 Institutionalise NEXPO
- 2.4 Improve Services (Quick Response, Shadowing, Peer Review, support weaker LGAs, etc)
- 2.5 Opportunities to participate in LG reforms in emerging democracies



STRATEGIC OBJECTIVE 3: (European Role)

3.1 Lobby and representation

NALAS

- 3.2 Access to EU funds
- 3.3 Feasibility for joint Office in Brussels
- 3.4 Comment EU Policies
- 3.5 Engagement in JCC of CoR
- 3.6 Joint SEE cooperation group within Congress3.7 Lobby for Covenant of Mayors Office



STRATEGIC OBJECTIVE 4: (Sustainability)

- 4.1 Increase of Membership Fee
- 4.2 Trust Fund

- 4.3 Business plans for paid services (NEXPO, e-learning, etc)
- 4.4 Scaling up business model
- 4.5 EU Projects
- 4.6 Cooperation with SDC and GIZ
- 4.7 Co-financing through strategic partners
- 4.8 Build other partnerships and synergies
- 4.9 Delegate to LGAs through subcontracting
- 4.10 Limit running costs

Visible Growth Growing Income Stream

Reliable

Business

Model