

ALDA STRATEGY 2024 - 2028

**LOCAL DEMOCRACY
FOR GLOBAL IMPACT**



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1. Introduction

ALDA, the European Association for Local Democracy, is turning over almost **30 years of activities**. It is time for us to take stock of what we have done and represented, learn from successes and failures and respond to the needs of our constituency in a drastically changing environment.

ALDA is nowadays acting as a community representing its constituency (members) and a network of partners. The community of ALDA is organised (till now) around **ALDA (French organisation) connected to ALDA Skopje and ALDA Chisinau, then ALDA Italia and ALDA +** (an in-house company, having its own two territorial branches). It manages a network of **17 Local Democracy Agencies and soon many more.**

The present strategy aims at **upgrading our mission in a new context, both at the EU and global level.** We are constantly getting confirmation from our members that ALDA is working in the right direction and responding to their demands and needs. We need to plan our means, in a way that we could reach our collective vision, our mission, our objectives. In a rapidly changing and challenging context, with limited resources, ALDA needs to have a road map for engaging in a **rational** way so as to meet **all possibilities** but also in **measuring and avoiding risks.**

2. Context

The strategy of ALDA for 2024-2028 is starting in a global and challenging context, which requires careful attention and flexible approach. We have learned from the past strategy that non foreseeable elements can affect the course of activities of our organisation, like the two years of pandemics and the fully fledged aggression to Ukraine by the troops of the Russian Federation. In this sense, we will need to be able to react and adapt for the years to come, with **instruments of monitoring and risk assessment.** The bigger we are, the more risks are ahead of us.

The **European Union project is at stake** because of geostrategic and external points of views, but also because of internal threats. The Russian plan is to destabilise Europe as a whole and it is impacting our economy, public opinion, and political landscape. It is affecting our direct neighbours (like the Balkans and Eastern Partnership countries). We are witnessing a redefinition of the role of Europe, in the continent but also as a stakeholder and player in the world. The challenge with China is also at the top of the agenda. Those four years will likely be a watershed for the future of Europe. Our role as Europeans would not be to address partners in a paternalistic or arrogant way but to stand firm and coherent on our values, certain that they secure peace, welfare and equality.

In this context, **democracy** is also challenged by its relativisation and proposals for *alternative* forms of governance. The recent polls in Europe highlights that many citizens would accept

authoritarian governance as an option, being disillusioned by the democratic models. **Growing inequalities** (in economy and in social terms), experienced and perceived, are undermining democracy in its essence. Mistrust towards public institutions, triggered also by mismanagement and lack of vision and capacities of leaders but also of public administration, are responsible for weakening democracy as a model. As for democracy, we are also mentioning difficulties of local authorities, which are really struggling to deliver their mission and role, **weakening the model of decentralisation**.

The present times are also living both the **maximum of globalisation and the stronger demand to limit the trends**. Goods, energy, resources and people are more and more connected, helped by an unprecedented information coverage, which overflows our screens and minds. **People are moving by choice** (looking for a better place to live, for jobs or for a better environment) or **forced** (migration). **Demography** is a challenge in many European countries, which are getting older and older, with respect to the future of Africa, which is young and full of resources. In the background, we have the **climate and environmental threats** which are certainly the pivotal question of the future choices of our societies. **Urbanisation** offers both threats and opportunities.

In the way we would need, as Europeans, to choose our future, we should also mention **inclusiveness in our communities**, which would include migrants (coming from different cultures and religions) as well as other disadvantaged groups but also a deep and societal change as for **gender balance and respect of all diversities**.

All challenges can also be opportunities. **Awareness and mobilisation of citizens** towards value-based societies, represent a great asset these days and need to be underlined and valorised. We see more and more practices of citizens participation understood and fed by public institutions (at the European, national and local level) and we also see the results of this. Civic movements working back-to-back with public institutions, which are performant and democratic, can prove to be real change makers in communities. We are also experiencing passiveness and criticism of any form of participation (some say that this is a *false* good idea). That should trigger us to put in evidence and capitalise the value of it, even more.

3. Vision

A strong and enlarged Europe, with engaged, inclusive and responsible local communities, where **citizens, civil society groups and local and regional authorities** are working together as a drive for public policies, sustainable development and are the base for trust, local democracy and accountable local leaders and shared vision. Europe as a space, but also a global driver in the world, where inequalities in social and economic terms are reduced for giving all citizens a chance to live decent lives and aspirations of growth and dignity.

4. Mission

Be and act as an global alliance of local and regional authorities as well as of strong civil society, promoting good local governance in Europe and beyond, for more inclusive, democratic, sustainable, and equal local communities, addressing and solving local issues for common good and development, in an non-partisan manner.

5. Core values

ALDA is a values driven organisation.

We are focusing on promoting them in our network and in all our actions and we require our members and partners to share the same approach.

Our key values' charters can be found [here](#),

In particular strong and effective **decentralisation of powers** and **freedom and independence of civil society**, **respect for the rights**, **for tolerance**, and for the **solidarity**, the essential basic principles of "living together", value to stand **against the speeches of hatred**, against the intolerance and promoting so a very diversified society, value of **cross-border cooperation** and **free movement** as one of the universal human values based on European standards.

We are firm in standing for **Europe as a peaceful and constructive space of cooperation among citizens respecting their diversities**.

We are defending democracy at the European, national and local level, through freedom of expression and association and non violent change of powers. We are supporting dialogue and peaceful exchanges of views as well as resolution of conflicts. The defence of democracy is included in our Statute and in our key essential documents, including our annual and multiannual actions plans.

We are defending human rights as well as civic and gender rights. We have developed a [gender equality and anti-discrimination policy](#) which is implemented within the organisation, that our members and usual providers have to sign. We have a thematic hub of knowledge, programmes and activities on gender and anti-discrimination. We consider gender empowerment and gender rights as key in all our activities.

We have an approved [code of ethics](#), with individual and collective responsibilities, protecting people, colleagues, environment and nature as a whole.

We are [defending and protecting children](#).

6. Objectives

Considering the challenges and the context ahead of us, its vision and its mission, **ALDA community (including ALDA, its members and partners, ALDA Italia, ALDA Skopje, ALDA Chisinau and the LDAs)** aims to reach the following objectives in the next four years.

6.1. WE ARE : To be a strong and global alliance of local authorities and civil society promoting local democracy

The composition, seize and strength of the alliance is the core instrument for us to progress in our mission. We want it to be active, engaged and motivated as well as representatives of our variety of constituencies and nationalities.

6.1.1 To have a committed and proactive membership

In the present strategy, we want to increase our membership basis in number and quality. We want to work with a balanced representation of civil society and local and regional authorities (as well as their networks and associations) in Europe and beyond, namely in its neighbourhood and in the world. We are aiming at animating the membership and making it a stronger community, representative, organised and influential.

We are aiming to **mobilise our members' involvement in project activities** and through our institutional work, including a representation in **our thematic hubs**, as key for activating expertise and knowledge.

We are also focusing on the **democratic life** of our organisation with **more inclusive and participative Governing Boards and General Assemblies**.

We **will include even more of our members for the programming of activities** and find strong **instruments to understand their needs** and respond to their requests.

Accountable targets

tracking of active participation of members in the thematic hubs
reports of the thematic hubs (six months and annual report)
reports of the Governing board and General Assemblies
Increased participation of members in projects compared to non members
Evaluation of satisfaction of members (every two years and recommendations)

Number of projects where members are involved and added value for them

6.1.1.1 European members and partners

We are aiming at **consolidating** our membership basis in all the European member states in order to structure our alliance and be strong and influential counterparts for the European Union institutions. The number and quality of the membership will help us to act more and better.

We will aim at activating and supporting our **valuable cross membership** in order to be actively involved in their governance and have them more in ours.

We will **focus and structure better in countries** where we already have many members (like Italy, Spain and Poland) but also increase and support other countries, and in particular with a strategy for France.

We are aiming at **developing a stronger and clearer narrative for our members** (also using different instruments and means) so that the added value will be clearly perceived.

In the sense of our community, we will also strengthen the connection of European members to the **Local Democracy Agencies** as well as work around our offices in Europe for more local and grass root activities.

We will align with the European Union and Council of Europe policies.

Accountable targets

*in 4 years at least 70 more members in Europe in a balanced representation of
CSOs and Local and Regional Authorities
Increased members of ALDA involved in the Local Democracy Agencies
(each LDAs having at least one member of ALDA involved)
Annual meetings and coordination meetings and minutes from cross membership
Developed strategy and implementation for a better representation in
France (20 members in France)
Strategy and dedicated membership approach for at least four countries in Europe*

6.1.1.2 Members and partners from the EU neighbourhood and enlargement countries

ALDA is a key partner for the neighbourhood and their process of enlargement to the European Union. We are aiming at being an instrument for supporting our members in their approach towards European standards and laws. It regards all Western Balkans as well as Ukraine, Moldova, Georgia and potentially Armenia. Their membership is particularly important to ALDA which is sharing the perspective that enlargement is a peace process and a clear policy for sharing European values.

We are aiming at becoming even more representative in **Western Balkans and Albania** and strengthening the multi stakeholder approach.

We are aiming at having a broader representation in **Ukraine** to support the flagship initiative but also in **Moldova and Georgia**, as well reactivate more strongly the Armenian members in the Southern caucasus. We will also focus on **Belarusian civil society members**.

We also want to support membership from the **neighbourhood South in Maghreb, Turkeyie and Middle east**, with a dedicated narrative and instruments of support. We are aiming at having a dedicated narrative to support their membership and new and adapted instruments to include them in ALDA. We aim at connecting them more with the programmes of ALDA as well as with the Local Democracy Agencies.

Accountable targets

More members with balanced representation from Western Balkans and Albania (20 more members)

More members and balanced representation from Eastern Partnership and Caucasus (20 more members)

More members and balanced representation from Neighbourhood South and Middle East (10 members) and for Türkiye (10 members) with a dedicated and specific narrative and meetings dedicated at least twice a year

Dedicated strategy and reports from Western Balkans and Eastern Partnership with at least two meetings a year for members and coordination every year

For all regions, reports of activities with the Local Democracy Agencies.

6.1.1.3 Members from global world

ALDA wants assertively open key actions over the neighbourhood and therefore we are aiming at having members from these regions. We want, together, to develop a narrative and strategy **for and with partners from other continents**, so that it is useful for them to be members in ALDA, either as LDAs supporters and host cities or because of programming and representation.

We are targeting in particular **the African continent** (i.e. not only Maghreb countries included in the neighbourhood) as well as **Central Asia** and **South America**. For Africa we will be capitalising on some strong projects, like WYDE Civic Engagement or also partnership from Charter for Africa.

We are aiming at involving them in Local Democracy Agencies development as well as in projects.

Accountable targets

strategy and documents elaborated for members from those regions
5 members from West Africa and 5 from East Africa
10 members from Central Asia
10 members from South America
report and coordination meetings
involvement in new LDAs
involvement in projects

6.1.2. A strong and cohesive organisation

ALDA is composed of a large community, including its members and partners (more described above and below) but also offices and branches, in a complex but functional system of relations. The community has been developing throughout the years in order to achieve a better approach and more efficiency (and tools) to achieve the organisation's mission. The complexity is though a challenge both for explaining who we are, how we work and also in terms of coordination.

6.1.2.1. Strengthened ALDA with representative and functioning offices and branches

We are aiming at **strengthening ALDA and its community for being more sustainable and efficient (financially and from a human resources point of view)**. Our aim is to **support the existing offices and branches** with a more professional and sustainable approach so as to better deliver the mission of ALDA and to take care of our projects, staff, members and partners. Complexity will also need to address the **costs' efficiency**. The future of the organisation is presenting a challenge in terms of further enlargement including possibilities of new registrations (for projects' or strategic purposes) and we need to include a mechanism that will allow us, team and board, to make the right decisions.

We will **therefore strengthen our staff and organisation** as our office management.

Accountable targets

*Improved functioning offices in Strasbourg, Brussels and Vicenza
Improved functioning to the office in Chisinau and Skopje for regional matters
Based on objective elements (working stations and good working conditions) and based on
appreciation of the team with questionnaires
strategy for development of the offices and resources
Functioning of regions offices (in Tunis but also potentially in Tbilisi, Senegal and Istanbul)
Functioning conditions for ALDA Italia and ALDA plus (and branches in Longarone and Lipari)
coherence strategy for the whole community including the LDAs*

6.1.2.2. Enlarged number of strong Local Democracy Agencies

The Local Democracy Agencies represent a target per se for ALDA. They are a brand of cooperation and a true implementation of our principles into action as for multi stakeholder and european decentralised cooperation, solidarity and sustainable development. They are an essential part of our community.

We want **to increase the number of the Local Democracy Agencies and their partners**, improving their governance and capacity to act, in the **EU neighbourhood and beyond** (with LDAs outside the neighbourhood area). It will also mean a **further elaboration of the methodology** and the **connection to it within institutional european and international framework** (like the enlargement and neighbourhood but also TALD and the support to the Global Gateway)

We will also work for an integrated approach to LDAs in the ALDA community with shared projects and valorization of their work in all our activities.

Accountable targets :

*increased number of LDAs in Ukraine (10)
Consolidated network in the Balkans (after evaluation of the current ones and plan for a
sustainable and strong network)
New LDAs in Southern Caucasus
5 LDAs in the Maghreb countries/Middle east
2 in Turkiye
5 possible development outside the neighbourhood
Labels approved per year, number of partners involved, activities implemented
Number of shared programmes
Report of the coordination meetings with the LDAs and annual report of activities
report of the partners' meeting of the LDAs*

6.1.2.3 Strengthened ALDA+ at the service of the community's mission

ALDA Strategic Plan 2024-2028: Elevating Impact through ALDA+

As Alda charts its course for the period 2024-2028, the cornerstone of its strategy lies also in the elevation of its impact through Alda+, its Benefit Corporation instrument. Alda recognizes the imperative of not only pursuing profitability but also prioritising societal and environmental benefits, which are ingrained in its DNA as a Benefit Corporation. To this end, the strategic guidelines set forth for this period revolve around enhancing Alda+'s capabilities to amplify its contribution to Alda's overarching mission.

Main Strategic Guidelines

1. **Expansion of Service Offerings:** Alda+ aims to diversify its service portfolio, catering to a broader range of societal and environmental needs. This entails the development of innovative solutions that address emerging challenges, leveraging Alda's expertise and network.
2. **Globalisation of Services:** In line with Alda's commitment to global impact, Alda+ will focus on expanding its services to reach a wider geographical audience. This involves strategic partnerships, market analysis, and localization efforts to tailor offerings to diverse cultural contexts.
3. **Increase in Services Sold:** Alda+ sets ambitious targets to increase the volume of services sold, thereby amplifying its impact. This will be achieved through targeted marketing campaigns, stakeholder engagement strategies, and continuous improvement of service quality.
4. **Financial Growth:** Alda+ aims to bolster its financial resources to support Alda's mission effectively. This entails increasing revenue streams, optimising cost structures, and exploring avenues for sustainable growth while maintaining fiscal responsibility.
5. **Diversification of Revenue Streams:** Recognising the importance of financial resilience, ALDA+ will diversify its revenue streams beyond traditional sources. This may include cooperation agreements and strategic investments in promising ventures aligned with Alda's mission.
6. **Creation of Expert Roaster:** A key strategic asset for ALDA+ will be the establishment of a roaster of experts for our capacity building and implementation activities, mainly based on citizens participation approach at the local level
7. This network will enhance ALDA+'s capacity to deliver high-quality services, foster innovation, and facilitate knowledge exchange.

Strengthening Alda+ Services to Support Alda's Mission

- **Mission Alignment:** ALDA+ will align its service offerings closely with ALDA

- 's mission, ensuring that each initiative contributes meaningfully to societal and environmental well-being.
- **Capacity Building:** ALDA+ will invest in strengthening its internal capabilities, including talent development, technology infrastructure, and process optimization, to deliver services more efficiently and effectively.
- **Partnerships:** Collaborative efforts with external partners, including NGOs, government agencies, and corporations, will enhance ALDA+'s ability to address complex challenges and maximise impact.
- **Monitoring and Evaluation:** Alda+ will implement robust monitoring and evaluation mechanisms to assess the effectiveness of its services and drive continuous improvement.
- **Knowledge Sharing:** Alda+ will actively promote knowledge sharing and thought leadership within its ecosystem, fostering collaboration and innovation to tackle shared challenges.

Financial Support Mechanisms

- **Direct Profit Contribution:** Alda+ will contribute a portion of its profits to support Alda's mission-driven initiatives, ensuring alignment of financial incentives with societal and environmental goals.
- **Indirect Support through Provision of Staff:** Alda+ will provide skilled staff resources to Alda, either on a pro bono basis or through cost-sharing arrangements, enabling Alda to expand its operational capacity without incurring additional overhead.
- **Coverage of Operational Costs:** Alda+ may absorb certain operational costs on behalf of Alda, relieving financial burden and enabling Alda to allocate resources more strategically towards mission-critical activities.

In summary, Alda's strategy for 2024-2028 centres on leveraging Alda's strengths to amplify its impact, diversify revenue streams, and strengthen support for Alda's mission. By aligning its efforts with societal and environmental needs, fostering innovation, and cultivating strategic partnerships, Alda is poised to create lasting positive change on a global scale.

6.1.2.4 Strengthened ALDA Italia

ALDA Italia, the Italian association stemming from the larger ALDA network, embarks on a strategic journey to further strengthen its presence, amplify its influence in Italian politics, and attract diversified funding sources, both public and private. With a vision to champion local democracy, participatory issues, and sustainable development, ALDA Italia sets ambitious goals to elevate its stature and impact in Italy. The association acts as a conduit to promote collaboration and support between local, national and international stakeholders in areas such

as European integration, decentralisation, human rights, social inclusion, sustainable development and civic engagement.

Key Strategic Goals

1. **Political Influence in Italy:** ALDA Italia aims to establish itself as a significant voice in Italian politics, advocating for policies that promote local democracy, citizen participation, and sustainable development. Through strategic partnerships, advocacy campaigns, and policy research, ALDA Italia seeks to shape the national agenda on issues of societal relevance.
2. **Diversification of Funding Sources:** Recognizing the importance of financial sustainability, ALDA Italia endeavours to attract a diverse range of funding sources, including public grants, private donations, and corporate sponsorships. By showcasing its track record of impactful initiatives and innovative approaches, ALDA Italia aims to secure stable funding streams to support its mission-driven activities.
3. **Registration with the Italian Agency of Cooperation:** ALDA Italia prioritises formal recognition by the Italian Agency of Cooperation (AICS) to strengthen its credibility and legitimacy as a key player in the development sector. By meeting the agency's criteria and aligning its activities with national development priorities, ALDA Italia seeks to unlock opportunities for collaboration, funding, and capacity-building initiatives.
4. **Specialisation in Green and Sustainable Development:** Building on its expertise and experience, ALDA Italia aims to position itself as a specialist in green and sustainable development issues. Through targeted projects, knowledge-sharing platforms, and strategic alliances with relevant stakeholders, ALDA Italia seeks to leverage its unique strengths to address pressing environmental challenges and promote sustainable practices at the local and national levels. ALDA Italy will also seek to create and structure a network of operators specialised in the green sector through the implementation of agreements and conventions to create a structure of strong value and sector competition.

Strategic Initiatives to Achieve Goals

- **Stakeholder Engagement:** ALDA Italia will engage with a diverse array of stakeholders, including government agencies, civil society organisations, academia, and the private sector, to build consensus, mobilise resources, and foster collaboration on priority issues.
- **Capacity Building:** ALDA Italia will invest in enhancing the skills and capabilities of its staff and members through training programs, knowledge exchanges, and peer-to-peer learning initiatives, ensuring effective implementation of its strategic objectives.
- **Communication and Advocacy:** ALDA Italia will leverage traditional and digital communication channels to raise awareness about its mission, mobilise support for its initiatives, and influence public discourse on key issues related to democracy, participation, and sustainability.

- **Partnership Development:** ALDA Italia will forge strategic partnerships with international organisations, donor agencies, and other stakeholders to access additional resources, expertise, and networks, enhancing its capacity to deliver impactful projects and programs.

ALDA Italia's strategic plan reflects its commitment to advancing democracy, participation, and sustainability in Italy. By focusing on political influence, diversified funding, institutional recognition, and specialisation in green development, ALDA Italia aims to consolidate its position as a leading advocate for positive change and contribute meaningfully to the advancement of Italian society. Through collaboration, innovation, and strategic leadership, ALDA Italia aspires to realise its vision of a more inclusive, equitable, and sustainable future for all.

6.2 WE DELIVER : To impact and support strongly and efficiency local communities

6.2.1 Improved specialisation and thematic hubs

Our capacity to have an impact on our constituency and our communities is also linked to our improved programming, being ALDA mainly a projects' and actions' oriented organisation. We aim in this sense to **improve the quantity and quality of projects and action**, making them more **synergic and efficient**. We want them **more specialised** and go deep into the subjects mainly **around the capacity of our thematic hubs**

The **tematic hubs shall be crosscutting** our action with a global approach, overcoming regional barriers and identifying competences and resources throughout the network.

We will also be focusing on the sustainability of our action, both in human point of view and environmental. We want it to be also more coherent and relevant, representing a global approach towards a common goal, which is support to local democracy and communities.

We aim at having a membership drive of the thematic hubs with the appointment and activities of the chairs and co chairs, from our members.

Accountable targets :

Numbers and report of the thematic hubs with numbers of members and partners involved
reports on advocacy work of ALDA
Evidences of engagement of all the community in the thematic hubs (ALDA offices and LDAs
and ALDA+)
researches and papers
number of projects and outreach
variety of members involved in our projects (local authorities and civil society)
balanced representation of the different regional elements within the thematic hubs and
projects
connections of projects to thematic hubs and SDGs
Members appointed as chair and co chairs and report of their activities.

6.2.2 Improved programming and actions

Projects are for ALDA both a source of funding but also the essence of its capacity to deliver. Local Democracy is articulated in our projects, and we need to valorise the interaction of all these elements. Our donors are not only funders but real partners with whom we share strategies and support.

The programmes engage our members and our partners, and they unfold our capacity to impact on communities. We aim at **increasing and improving our projects to make them more coherent, especially via the thematic hubs but also at the regional level**. We consider it important to increase **specialisation of our team**, both those who are drafting projects and those who can implement. We will therefore focus on **methodologies and actions that are innovative and efficient**, with a particular care to **sustainability**. We want to approach this from all the parts of the community, the different offices and the Local Democracy Agencies, and coordination with the ALDA+ and ALDA Italia or other structures of ALDA.

Beside the focus on target and indicators of every programme, we wish to obtain clear added value for our projects on key topics such as **partnership and community building, job creation and sustainability, human rights and inclusiveness and protection of the planet**. We are aiming at being a community which is achieving collectively **the Sustainable development goals** and the targets for the **new push of Democracy of the EU**.

Accountable targets

Number of projects implemented
Interaction with partners and members
Interaction with the Local Democracy Agencies
Interaction between thematic pillars and thematic hubs
Indicators report on annual basis (partnership and community building, job creation and sustainability, human rights and inclusiveness, protection of our planet)

6. 3 WE INFLUENCE : To impact policies and decision making on local democracy, participatory processes and citizens engagement

ALDA represents a strong community and a variety of actors (for topics and from different regions) that think and act together. Based on this, we want to be able to contribute to policy and therefore address issues from a decision-making point of view.

6.3.1. Be more evidence based and research oriented

We will **therefore need to be able to develop lessons learned, inputs and recommendations from our activities. The capitalisation of our work**, methodology and experiences will be essential to build a strong narrative to support the mission.

We aim at using Villa Fabris for having a place of capitalization and reflection of our actions on democracy support.

Accountable targets

Capitalization package for each project
Thematic hub capitalisation instruments twice a year
Systemisation of our material, including past work projects and actions implemented in Villa Fabris

6.3.2 Be more represented and heard in networks and institutions being able to channel our collective voice

We will also identify advocacy **paths including European institutions and Council of Europe** but also targeted **national and more local**, dealing also at global level, we will focus on

partnerships that would help us to address **multilateral targets**. Our **cross membership** and **regular partners** (local authorities and civil society) will be carefully followed so as to share effects and make efficient use of advocacy voices.

We want to involve our community, including the Local Democracy Agencies, and our members in our advocacy work, using mainly the hubs.

Accountable targets

Political statements, organised by topics and hubs

Publications

Key statements

News and socials having an advocacy components

Joint papers with partners

Records of advocacy work

Campaigns

7. Flagships

ALDA is proposing four flagship initiatives, which will highlight specific focus, cross cutting our programmes, thematic and regional work. The experience of the Flagship in Ukraine showed a great added value in terms of organisations and community mobilisation. The Flagship raises a cross cutting commitment for the organisation, with a strong narrative, a focus on action and shows a particular and constant interest with a commitment from members. It also sees the investment on human resources with a dedicated staff.

The characteristic of the flagship is also a full involvement of the community including local authorities, civil society, all offices of ALDA and the LDAs.

7.1. Flagship Ukraine, supporting development and empowering Local Democracy Agencies

The [Flagship Ukraine](#) will continue its work in creating a network of at least **10 Local Democracy Agencies**, strong and reliable for **Ukrainian partners and for partners from European Union member states**. We want them to be an instrument of social cohesion, solidarity and support, during these difficult times and in the future. They will pave the way for an **intense cooperation between communities and promote initiative for good local governance, social cohesion, reconstructions of territories and cities but also communities and people**. The LDAs will be at the centre of the ALDA's commitment and we aim at having

them connected towards the efforts of peace, reconstruction and European Enlargement, international stakeholders but above all our members and communities.

We see Ukraine as a driving force for European integration but also European empowerment. The European Union needs Ukraine for its transformation and consolidation, peace and future.

We see local communities as the centre of the future of Ukraine, with strong local governments working in trust and cooperation with a vivid and multiple civil society.

7.2. Flagship European elections 2024

The European elections are a critical opportunity for ALDA to mobilise its network of members and partners to encourage citizens to vote for the future they want.

ALDA's campaign for the 2024 European elections will stimulate many activities of ALDA and its network and we aim at being a resource for activists, citizens, and civil society organisations to encourage voters' engagement. An online campaign and ALDA's communication partnership with the European Parliament will accompany this endeavour. A website landing page will be provided to collect experiences.

The [campaign](#) will rest on multiple activities, thanks to our projects in addition to those that the members and partners are doing. Partners of the TALE project (TAke the Lead in the EU Elections) selected 50 young changemakers who will organise more than 100 local events. In addition, the changemakers will support an online campaign called "My European Highlights." Finally, the "Meet your MEP at Home!" initiative will propose innovative ways for citizens to engage and debate with their representatives.

7.3. Flagship Migration

Models of migrants inclusion in our cities and territories¹

To face the global phenomenon of mass migration, which has become larger in scope and numbers than the one that happened after World War II, comprehensive policy measures granting institutional responses are needed.

The common European asylum system (CEAS) from 1999 sets minimum standards for the treatment of all asylum seekers and asylum applications across the EU. The system is governed

¹ The flagship on migration is currently under revision and consulted with the members engaged in the dedicated thematic hub. A revised version of this chapter will be then made available in the upcoming weeks and will be in a more advanced document by the General Assembly on the 13th of May.

by five legislative instruments: The *Asylum Procedures Directive* aims at setting out the conditions for fair, quick and quality asylum decisions. The *Reception Conditions Directive* ensures that common standards for reception conditions (such as housing, food and clothing and access to health care, education or employment) are provided for asylum seekers across the EU. The *Qualification Directive* clarifies the grounds for granting international protection and therefore making asylum decisions more robust. The *Dublin Regulation* enhances the protection of asylum seekers during the process of establishing the State responsible for examining the application and clarifies the rules governing the relations between states, and finally the *EURODAC Regulation* supports the determination of the Member State responsible under the Dublin Regulation.

While EU rules cover important features of the asylum system, including reception conditions and asylum procedures, **member states retain considerable flexibility in implementation** and have an incentive to minimise their expenditures by lowering standards where possible. In addition, the standard of living in each member state also determines the level of welfare benefits to which asylum seekers and refugees are entitled. As part of a more general reform of EU migration and asylum rules several legislative proposals have been made. The first main objective is to provide **standard reception conditions** to all asylum seekers to ensure that asylum applicants benefit from better and comparable living conditions across the EU. The second main objective is to reduce secondary movements of asylum applicants by setting up geographical limitations.

To be in a position of contributing to the EU legislative proposals, ALDA could further investigate in a [flagship initiative](#) comparing national systems of integration of migrants and asylum seekers and making proposals for an harmonised legislation.

In line with the *Council of Europe Action Plan on Protecting Vulnerable Persons in the Context of Migration and Asylum in Europe (2021-2025)* and with the recent report on *Migration and Asylum from the European Commission COM(2022) 740* ALDA calls for actions guaranteeing adequate humanitarian aid, psychological and counselling support in the host communities along the EU external borderline. **Strong coordinated actions by the government institutions, civil society organisations and local authorities in ensuring migrants have access to healthcare, medical and sanitation services in both transit and host countries are needed.** Through a portfolio of 8 projects ALDA has been contributing with actions and activities aiming at supporting the inclusion and integration of migrants in the hosting communities as well as providing policy recommendations to EU institutions based on feedback from the local level. **A specific thematic hub is dedicated to migration under the working group of social inclusion and human rights in ALDA.** These two structures enable us to inform and involve our

membership and constituencies in a consistent implementation, regular upgrade and monitoring of the European Agenda on Migration.

Based on the mentioned working group and thematic hub as well as capitalising on past projects and taking advantage of planned activities ALDA could develop a flagship initiative in 2023 as follows:

- Continue our ongoing efforts to create a strong coalition of local and regional governments and CSOs engaging with national governments and EU institutions;
- Create a digital campaign on the matter at the occasion of the International Migrants Day, together with its members and partners;
- Develop and add in its capitalisation on our past and ongoing activities ;
- Capitalise on these efforts to create a strong consortium of partners ;
- Support projects and advocacy work to help support the development of policies of integration of migrants in a fair and human manner, aiming at inclusive and multi national communities.

7.4 Flagship TALD - Territorial approach to Local Development

The [Territorial approach to Local Development](#) has been identified as a key instrument to support development in the recent European Union policies. The policy entirely fits into the ALDA approach, by including a multi stakeholder approach to local development, engaging representatives of civil society and local authorities in a very pragmatic but also participative approach.

ALDA and the Local Democracy Agencies have a long track record of this kind of approach, including the more recent work of ALDA+ and ALDA Italia. Our intention is to bring a substantial contribution to this approach both in the EU and in our cooperation countries, with our members and our Local Democracy Agencies by adding elements, projects, expertise and inputs. We are aiming at cooperating with DG Intpa and DG Near to put these strategies in place. We are also willing to prepare a dedicated pool of experts to support the programmes.

With this flagship initiative, ALDA aims to contribute to the following purposes, strengthening existing collaborations and building new ones with European institutions and International organisations:

- Support structured dialogue with local and regional governments, and between them and CSOs as key actors for an anchored territorial co-operation;
- Contribute to the Team European cooperation initiatives to support decentralisation reforms and LRG empowerment;

- Leverage the full potential of decentralised cooperation, by strengthening the role and active participation of cities and local governments;
- Strengthen the Territorial Approach to Local Development, within the analytical and operating processes (design, implementation and monitoring phase) as part of the ALDA's mission.

To respond to these purposes, ALDA, with its Community (including members, regional branches and networks), mobilises its experience gained in various contexts, its knowledge and know-how to promote a methodology based on the following pillars:

Empowering Cities and Local Initiatives: Recognizing the value of local knowledge, resources and capacities as a basis for cooperation opportunities, capacity-building and peer-to-peer exchange. The Flagship Initiative could identify and prioritise local partners, and seek to both bolster and harness their capacities. We broker the sharing of evidence, lessons, insights and technical expertise among cities and territories to align efforts, learn from each other and improve the impact of their actions.

Community Engagement: The cornerstone of the Flagship Initiative is systematic participatory community and stakeholders engagement. The approach varies across countries and contexts, but consistently focuses on understanding the power's geography, priorities, capacities, needs and risks. Unlocking the potential of the territory means legitimising local actors to collectively identify development strategies, the endogenous resources from which to start, and the programmatic dimension to give coherence to the various fields of action.

Regranting scheme as funding opportunities. ALDA's approach to re-granting (financial support to third parties) serves as a bridge between local authorities, institutions, and citizens to address local needs. ALDA's 5-step methodology on re-granting, developed and tested over the years, includes phases from preparation to visibility and capitalisation of results.

Learning and evaluation: Understanding, adapting and rethinking. Some of the current approaches and plans don't effectively serve territorial priorities because they distort local needs by analysing them through the lens of the exogenous systems. At the same time, the lack of sufficient and adequate data at a local scale often limits the evaluation of the impacts of actions and interventions. This could be a field of study to be promoted in synergy with other organisations and research institutes. The aim is to understand why and, where desirable, how approaches can be replicated and brought to scale, identify promising new practices, and develop them for replication in other contexts.

We are willing to support the approach with the dedicated thematic hub on territorial and local development.

8. Action plans

8.1. Empowering our constituency

The members represent our constituency and we need to take care of them, in order to be at the level of our expected mission and objectives. This constituency represents both a goal but also a means to reach our mission.

8.1.1 Enlarging and strengthening the membership basis

We will be active to enlarge our membership base in a balanced manner for local authorities and civil society, in the European Union, the neighbourhood and in a more global perspective.

Actions :

- *adopt a proactive approach to membership with a strengthen capacity of the team to support the membership officer*
- *valorize our members contribution and orient ourselves to a more tailor made approach to members, including regional and country based approach*
- *elaborate a strategy for broadening our membership not only in EU and Neighbourhood but give a sense and meaning to members also out of this regions*

Estimated resources :

The enlargement and strengthening of the members' network rely on the work and of ALDA staff, members themselves and appropriate tools available to them.

ALDA staff and members:

- *ALDA staff for coordination of actions towards membership: ALDA Secretary General and Director of Programmes; Coordinator of the Secretariat and Membership Officer (aim: a team of two people)*
- *ALDA staff contributing in the relations with members for targeted actions: communication officers, project managers and project developers*
- *ALDA members approaching new contacts and presenting ALDA*

Tools:

1. *Mailing lists for monthly newsletter (10 languages, soon 11)*
2. *Mailing list for opportunities. 3 based on languages: English, French and Italian speakers. 2 based on geographical areas: European Union members and Ukrainian members - all regularly updated by the Membership Officer together with the Communication team. Members are contacted on a weekly basis with opportunities from ALDA itself and members. Most of the communication is related to project implementation activities.*
3. *Mailing list for thematic hubs based on voluntary registration and expression of interest*
4. *Database in the physical archive (Vicenza); FileMaker with contact points, membership status and payment information; Drive for all the documents of members.*
5. *Dedicated email address - membership@alda-europe.eu*
6. *Communication tools (in cooperation with the communication department): to reach out to members as well as to valorise their achievements*
7. *Project development opportunities (in cooperation with the Project Development Department).*
8. *specific members' meeting and support for countries where we have more members (like Italy, France, Spain, Ukraine and more)*
9. *specific support to members during our institutional meetings like the General Assemblies*
10. *dedicated support for neighbourhood members and new members from the outside world.*

Indicators:

- *Number of new members from areas where ALDA is active but has not many members (i.e. Southern Caucasus and Central Asia, North Africa, Strasbourg area/France)*
- *Number of members participating in events*
- *Positive feedbacks received by members*
- *New members attracted during events*
- *Exchange of knowledge and creation of synergies*
- *Number of initiatives developed on a regional approach*
- *members' track records with all the moments where we interact with members*

8.1.2 Animating the membership

We will animate the members' networks both thanks to the thematic hubs and with the regional approaches with dedicated policies, activities that could reward their participation for visibility of their experience but also include them in projects for implementing their priorities and targets.

Actions :

- *Thematic hubs functioning and development and connection to members with an appointed chair and co-chair*

- *Engagement in projects' activities*
- *Communication and information*
- *Reference to cross membership*
- *Engage them in the community, including to LDAs work*
- *Engage on specific regional matters*

Estimated resources :

The animation of the members' network rely on the work and of ALDA staff and appropriate tools available to them.

ALDA staff and members:

- *ALDA staff for coordination of actions towards membership and cross-memberships: ALDA Secretary General and Director of Programmes; Coordinator of the Secretariat and Membership Officer (aim: a team of two people)*
- *ALDA staff contributing in the relations with members for targeted actions: communication officers, project managers and project developers for the thematic hubs daily management*
- *LDA delegates*

Tools: see above

Indicators:

- *Number of members involved in projects acquired or partnered*
- *Level of engagement of members in the thematic hubs of ALDA as co-chair and contributor*
- *Number of members involved in the consortia of projects developed by ALDA*
Number of projects' partners that apply for ALDA membership

8.1.3 Being a representative and democratic organisation

We will work for being a democratic and representative organisation with its structure and democratic setting (functioning organisation with General Assembly annual and Governing Board and Bureau)

We will involve our members and Governing Board in all the sections of our work. We will focus also on the cross membership and valorise those strategic partnerships. We will empower the representation of the Local Democracy Agencies in our board.

We will improve our records management of the decision making with a registered and more precise archive of our documents.

Actions :

- *Organise at least three governing board a year in presence and regular online meetings*
- *General assembly a year*
- *Align the coherence of our internal governance, including the cooperation with the advisory board meeting*
- *include more the members in the thematic hubs with a member's governance and leadership with chair and co-chairs appointed.*
- *Archive of documents signed by the decision making bodies.*

Estimated resources :

action of the secretariat and the membership officer, as well as the administration office.

8.1.4 Improve offer and services to members

We want to improve services to members to satisfy their priorities and involvement in ALDA and to develop a sense of affiliation to the organisation

Our strategy is to create a community of members where every member feels empowered and connected to each other and to the Association through targeted actions and communication designed for our members. By identifying priorities together and setting measurable objectives, we will be able to periodically assess the impact of our actions aiming at engaging our members toward our common goals.

Some aspects of ALDA are particularly important to determine the strategy of the association: ALDA has a broad variety of members in terms of geography, size, typology and areas of activities.

Members have different sizes, mandates, means and areas of interest.

ALDA is financed at 90% by projects. It implies that a very high proportion of its budget is earmarked for specific activities and beneficiaries. Often, these activities involve mobilising the members of the association in order to reach the targeted outcomes presented in the project application.

In this context, in order to support the membership-based approach specific measures have to be implemented in terms of governance, development and implementation of activities as well as communication and finances.

Members are involved in the governance activities of the Association by:

- Onboarding meeting with the Governing Board, as follow-up to the application to become a member. Allowing to introduce the organisation and express expected

outcomes from ALDA membership in order to be make sure they are aligned with ALDA's strategy

- Participation in the elaboration of the strategy, notably through the involvement in the thematic hubs
- Voting rights at the General Assembly that elects the Governing Board and adopts the Strategy;

Projects have to be developed in accordance with the Strategy adopted in order to **ensure members' involvement** in the development phase as well as in the implementation. It is particularly important to ensure that projects deliver on the strategy for the implementation phase as it may happen that members are solicited as contributors to achieve a common policy goal (signing declaration, answering surveys, supporting projects or events) while during the development phasis they provide expertise with the prospect of sharing the resources of project obtained.

Members are involved in the development of activities by:

- Engagement in projects' partners consortiums;
- Support in the development of their projects through assistance and training;
- Identification of relevant international partners for specific areas.

To ensure a fluid exchange of information and meaningful capitalisation, ALDA has established **thematic hubs**. Led by a thematic hub coordinator, they gather liaison officers from each department, allowing all staff involved in a specific area of activity to contribute to **shape the activities** and **engage members** that are interested in it. **Thematic hub coordinators** have a crucial role in gathering information related to needs and opportunities of/for members in their respective areas. They also provide a pool of supporting members when requested by the necessity of projects or policy initiatives.

Members are involved in activities by:

- Reacting to the activities of ALDA's thematic hubs, notably through specific contributions to the dedicated mailing lists as well as sharing good practices with the community of members through these channels.
- Similarly members are invited to contribute to newsletters that have specific regional/country focus;
- Involvement in projects' activities such as webinar, events, surveys and initiatives;
- Participation in members' dedicated meetings and related events, such as Membership Days, tailor-made training sessions, ALDA Talks (webinar).

Interlinked with the implementation of projects, the work of the **communication department** provides a full range of services to members, notably as it informs them about opportunities

and achievements, but equally allows to promote members' activities. Closely integrated with the other teams it has expertise in communication tools and an environment that allows efficient communication and outreach.

Members can benefit from:

- Dissemination of their opportunities among ALDA's network and social media;
- Granting free use of ALDA equipped offices and meeting rooms.

Even if the noticeable part of ALDA's budget comes from project funding, membership fees are key to ensure the stability of the association and therefore to allow ALDA to achieve its mission. It is therefore important that members contribute timely to this stability.

8.1.5 Specific support to members from Neighborhood countries and enlargement countries

Neighbourhood East

ALDA Neighborhood East is active in Armenia, Georgia, Ukraine and Moldova and it is further working to continue supporting civil society and local authorities in Azerbaijan, Belarus and Central Asia. ALDA's long standing expertise and experience in the region has been recognised by the European Commission through the invitation to engage in a Framework Partnership Agreement. This partnership, along with others, will allow us to further develop our support to local authorities and civil society in the region, through capacity building activities, research on civic space and local governance and strengthened cooperation with local partners. We are also actively working with the CORLEAP and in the various initiatives supporting Ukraine promoted by the CoR and DG Near.

We are bringing instances of our members in those networks.

In Ukraine ALDA is implementing a flagship action to strengthen Local Democracy Agencies (LDA), since the beginning of the full scale invasion in February 2024. In this context, the Governing Board has agreed to suspend membership fees for Ukrainian members and to extend the invitation to all interested CSOs, local and regional authorities as well as associations of local and regional authorities to join ALDA and benefit from our efforts. As a result, our membership has significantly increased and we aim at providing as much support as necessary in these difficult times.

In Moldova ALDA has been implementing very successful projects related to good governance in which support was provided to a significant number of local stakeholders. This provides a favourable environment to attract members and further strengthen local participatory processes in the country which has recently started the process of joining the European Union.

In Georgia and Armenia, ALDA aims to deepen partnerships and work closely with its existing members (local authorities, NALAG) along with the Local Democracy Agency in Georgia. Additionally, attracting and expanding a new membership base in Georgia remains an ongoing effort. Our cooperative approach includes involving members in ALDA's projects, cross-country initiatives, event organisation, as well as encouraging active engagement in the annual General Assembly (GA). ALDA will ensure the visibility of its members' activities on all existing platforms online and offline. Following an annual needs assessment of members, additional tailor-made programmes may be offered to ALDA members in Georgia. Building on the previous success stories in the region by establishing LDA Georgia and LDA Armenia, and recognising challenges for LDAs in ensuring sustainability, ALDA has committed itself to supporting LDAs through a regional coordinator based in Tbilisi. We will also give voice and visibility to our members with newsletter and information on dedicated language.

Furthermore, ALDA is considering resuming its active engagement with relevant Belarusian stakeholders in exile. To this end, given the size of the community and the sensitive nature of the matter, ALDA will establish and continue to have direct communication channels with relevant organisations to seek and explore needs and cooperation opportunities.

Neighborhood South

For what concerns the Southern Neighbourhood and the Middle East, we aim at constituting a strong community of members based on shared actions and experiences, with project partners becoming part of ALDA's community. As previously mentioned, a specific strategy is needed to include members from this area in order to highlight the relevance for them to join ALDA. In general terms, ALDA can represent for them the opportunity to support local democracy and be part of an international network that can provide support, inspiration and advocacy power towards higher institutions.

Western Balkans

For 30 years, ALDA has partnered with Balkan locals to boost regional ties and connect them with its global strategy. In the Western Balkans, ALDA focuses on improving regional cooperation, helping with EU integration, and encouraging citizen involvement for local development.

ALDA's work in the region includes various activities like training for local planning and joining global projects that align with the EU's plans. The aim is to support economic growth and cooperation in the area. The main priorities include decentralisation, citizens' involvement, and assisting communities with issues like democracy, economics, and population changes. ALDA also helps prepare for EU membership and advocates for fair policies and agreements.

In the Western Balkans, ALDA works closely with local groups to strengthen democratic structures and ensure communities' needs are addressed. We believe active citizen involvement is crucial for progress. ALDA is embarking on an initiative to establish an Alliance

of Civil Society Organizations working with local governments, for Local Democracy in the Western Balkans. This effort aims to enhance collaboration, strengthen democratic institutions, and promote sustainable development across the region. ALDA envisions creating a network comprising its members, partners within the region, and organisations sharing an interest in the promotion of local governance.

Overall, ALDA's **main aim in the Western Balkans is to promote cooperation, EU integration, and strong local democracy for sustainable development.**

We will support the participation of members with on site and online coordination activities.

8.1.6 Specific support to members from Central Asia, Africa, South America and Asia

Central Asia

Given the nascent nature of our engagement in the region, ALDA is presently conducting a comprehensive mapping exercise to identify key stakeholders in the Central Asian region, with a specific focus on Kazakhstan and Kyrgyzstan (where we implemented a successful programme some years ago). The Southern Caucasus and Central Asia coordinator will continue identifying potential organisations of relevance. Following the ongoing successful stakeholder mapping, ALDA intends to undertake field visits to foster direct engagement and explore collaboration opportunities on the ground in the forthcoming months. To strengthen its efforts, ALDA is considering engaging with other pertinent European organisations with a specialised focus on the Central Asian region.

A dedicated narrative and strategy will be identified for those new members to identify the added value of their participation in our organisation. The first event could take place on line in the first semester of 2024.

Africa

As for the African continent, our work is focusing on Western Africa as well as Kenya, Rwanda and Tanzania, where we are collecting relevant contacts among CSOs and LAs as well as international networks. A reflection around a specific strategy to engage members from this area should be carried. In general terms, ALDA can represent for them the opportunity to support local democracy and be part of an international network that can provide support, inspiration and advocacy power towards higher institutions.

A dedicated narrative and strategy will be identified for those new members to identify the added value of their participation in our organisation. The first event could take place on line in the first semester of 2024.

South America

The strategy of ALDA has just started, and we will identify with members and partners our added value to stakeholders in this part of the world. We might assess the membership added value through meetings and seminars (in particular led by our members who are already partners of actions in these countries). We will also connect the added value of membership to project activities, such as the support to the flagship of TALD.

The first feedback and reflection would come from the General Assembly in Barcelona.

8.2 Structuring a strong and cohesive organisation

8.2.1 Value based organisation

ALDA will continue to focus its approach on value based and will :

- keep monitored the targets of the key documents of ALDA on the matter, with alerts mechanisms (especially the ethics and gender and discrimination policies documents).
- report regularly to the Governing Board and the General Assembly our achievements and improvement from that perspective.
- Produce an annual report on our value-based approach including key documents but also democratic support.
- Integrate and streamline our key approach in programmes and operations.
- Monitor the implementation of our values and contribute to political commitments and statements, being part of a broad community of actors supporting in Europe and in the world those values.
- Keep training our staff and our members on the value based approach.

In terms of resources, we will keep supporting the thematic hubs and the Human Resources officers, being able to monitor in particular the gender and anti discrimination policies. We will also support the Membership officer of ALDA to include training in the programmes for members and the Development team for improving its programming including these dimensions.

8.2.2. Working as a community

In terms of community development, a lot of progress has been made over the last years: the number of offices has increased, the number of staff has increased, there are more active projects, but above all, there are more registered legal entities “affiliated” - in different ways - to ALDA.

Indeed, ALDA represents today a network of different “actors”, each of them specialised and acknowledged in its respective context. In 2017. ALDA kicked off its company ALDA+,

registered as a benefit corporation. Two official branches are currently operational: ALDA Skopje, since 2012 representing ALDA in the Balkans; ALDA Chisinau, vocated for Eastern Partnership and Central Asia opened in 2023; ALDA Italia, a daughter association registered as Association of Social Promotion. And last but not least. the growing number of LDAs in different countries of the neighborhood.

Therefore, ALDA relies on a plurality of European and non-European actors, working as a group of different legal entities forming a real community, a cooperative network that needs to be further strengthened, promoted and recognized: the ALDA COMMUNITY.

In the forthcoming years, **the objective is to pursue an organizational change that involves all the entities that are part of ALDA and leads them towards the institutionalization of ALDA as a community.**

A community is based on a structure and a way of working which are eminently suitable to change. Communities are characterized by resilience, adaptability and co-operation.

Every organisational change is, for its own nature, a process.

The first requirement is therefore an environment based on autonomy and trust: every “arms” of the community must act as the core, values and principles need to be shared and a component must not override the others.

Secondly, there has to be a “call” for change. This “call” is created by a higher purpose which the people can aspire to. This change is then achieved in co-creation with others, contributing to strengthen a sense of comradeship and shared responsibility.

ALDA’s organisational change towards a Community configuration is intentional and planned. It is pursued with the aim of improving the ways the entire organisation operates and achieving its strategic goals. Specifically, this change wants to carry out a (partial) organisational restructure.

The transformation is two-folded: at an organisational level (restructuring, sharing powers) and at an individual level (more awareness, connections and possibility to further rely on other entities). This peculiar setting of change is simultaneously strategic, structural and process-oriented.

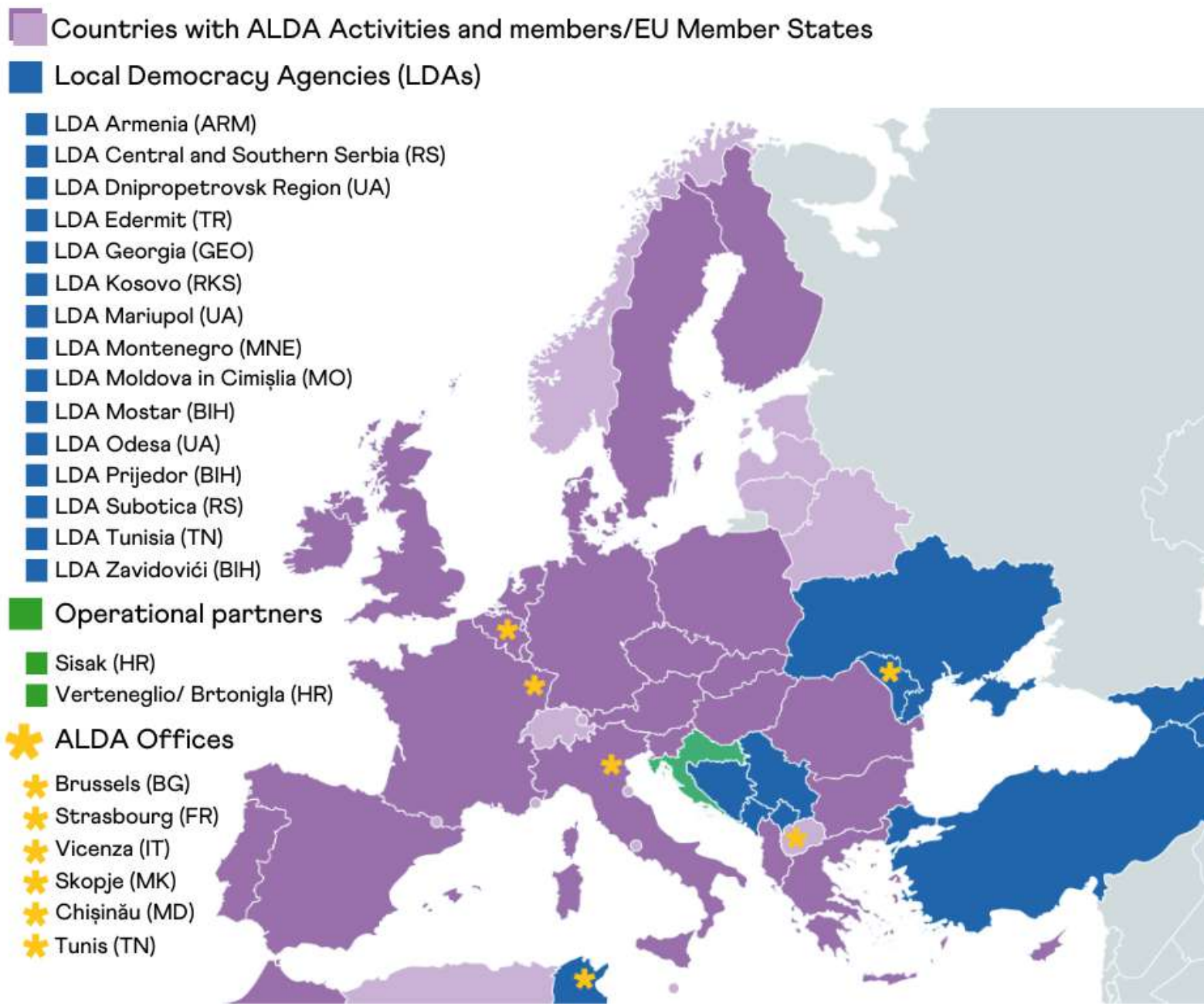
Strategic organisational change is concerned with the overall goals and purpose of the organisation, and any changes in the vision and mission of the organisation. Process-oriented change focuses on new methodologies, new narratives and operating processes, while structural change occurs when the business changes its hierarchy, chain of command, management systems and administrative procedures.

In ALDA’s case, this structural change implies an “horizontalization” that allows it to enter new areas of work, seize new opportunities and increase efficiency.

Members of ALDA Community

- ALDA: “ALDA Europe” headquarters. NGO registered in France
- ALDA Moldova: Nationally recognised as a local branch of international organisation, ALDA
- ALDA Skopje: Legal Macedonian entity, national-registered as a local branch of international organisation, ALDA
- ALDA Tunis: the project is suspended due to the social and political instability in the country; the aim is to open a branch in the African area
- ALDA+ s.r.l. SB: ALDA+ benefit corporation company; ALDA is the only shareholder of the company
- ALDA Italia a.p.s.: Non-profit Italian association, nationally registered.
- OPERATIONAL PARTNERS:
 - SISAK(HR)
 - VERTENEGLIO/BRTONIGLA(HR)
- LOCAL DEMOCRACY AGENCIES:
 1. LDA CENTRAL AND SOUTHERN SERBIA (RS)
 2. LDA SUBOTICA (RS)
 3. DA MONTENEGRO (MNE)
 4. LDA ZAVIDOVICI (BiH)
 5. LDA PRIJEDOR (BIH)
 6. LDA MOSTAR (BIH)
 7. LDA KOSOVO (RKS)
 8. LDA ARMENIA (ARM)
 9. LDA GEORGIA (GEO)
 10. LDA OF DNIPROPETROVSK REGION (UA)
 11. LDA MARIUPOL (UA)
 12. LDA ODESA (UA)
 13. LDA MOLDOVA IN CIMISLIA (MO)
 14. LDA NORTHERN MOROCCO (MA)²
 15. LDA TUNISIA (TN)
 16. LDA EDREMIT (TK)
 - 17.

² suspended for the moment



Key strategies to be implemented

Awareness (internal and external) It is important to raise awareness both internally and externally.

Internal awareness is built through daily dialogue between colleagues and the transmission of a clear and inspired call for action. The internal involvement process has the function of realising who the actors are in the various countries, what kind of role they play, what opportunities they bring to the whole group/community and what synergies are possible. On the other hand, this awareness must also be conveyed outside the group. Especially during the dialogue with the Members it is necessary to change the way ALDA is presented and to convey the awareness that ALDA is a more complex and articulated structure where different entities contribute to the same objectives and mission.

New narrative

The first part of the process of externalizing the awareness is to create this new narrative and co-construct it. Any change, to become effective, must be communicated. The narrative process is functional primarily to the circulation of the idea and the vision that drives the change and secondarily to its concretisation.

This is why it becomes of paramount importance when presenting ALDA to Members or Partners, to take into consideration all the dimensions that compose the community. ALDA is an organisation with several registered offices in the countries and areas where it operates; it can rely on a benefit corporation active in the service sector, on a network in the Balkans, on an association in Italy, a multiplicity of local agencies and so on.

The co-construction of this new narrative is important because its realisation opens up many new opportunities for the whole group.

Financial and Formal Mechanisms

In order to maintain and formalise this new configuration of the group, it is clearly evident the need to have formal and financial mechanisms to regulate relations between these actors and when they interface with external organisations.

Sorts of intragroup bilateral contracts that regulate the dynamics and relations of the different actors in the community are already active, but we now need to consider the whole community.

Strategy

ALDA community requires a new strategy. As mentioned above, the new organisational structure offers more opportunities from both policy and project perspectives. Just as awareness building, strategy is also two-folded. It must be shared internally and then realised in the "external sphere" through ALDA's Community strategic plan.

Communication

What is most important is that among the staff of each ALDA office, this new dimension is incorporated into everyday work. Communication of this new structure should not be relegated solely to the Communications Office, but should be disseminated and built upon by all the people in the ALDA group.

BENEFITS

The benefits of moving towards a more fluid and cooperative organisational structure include:

- Can generate the opening of new entities. Increased capacity to expand the ALDA group. A group that is less founded on vertical hierarchy and more community-based makes it more accessible and welcoming for new entities to work with, whether they are offices, LDAs, or ambassadors.
- Major ability to access more fundraising processes. ALDA, by increasing its specialisations and legal forms internally, will develop a greater capacity to access as

an eligible participant a more diverse spectrum of funding opportunities by increasing collaboration and its bonding with the rest of the group.

- Enter more political advocacy processes. The more actors there are in a network, the greater the weight of that network in affecting certain advocacy processes.
- Achieve new funding. Accessing more funding opportunities can also correspond to an increase in funded projects, new activities and new funds.
- Stronger network. The network will presumably be more compact, with greater intra-group communication and higher potential for social impact.
- More fluid structure. A less vertical structure is also a more equitable structure in which power is more decentralised. In addition, as is already the case within ALDA, there is significant mobility of staff between offices in different locations. These mobilities go a long way toward strengthening the interpersonal relationships among workers and making the collaboration between the different actors in the ALDA community stronger.

8.2.3. Support to Local Democracy Agencies

The Local Democracy Agencies are a key action of ALDA. To support our key objectives, we will work in several directions. They are part of our community, and we will focus to include them in all the parts of our work, programming, implementation, advocacy and networking.

We will streamline the LDAs work and capacities within all the work of ALDA and its community.

Assessing and empowering existing LDAs

The existing LDAs, receiving the labels, will be followed, and empowered by the regional coordinators and in general the secretariat. They will be more integrated in the development team of ALDA with potential training and regular engagement, in the perspective of a community approach. We will also look for capacity building actions when it is necessary. We will train the delegates and the staff both on technical and strategic capacities, aiming at having them a fully-fledged component of the community.

The empowerment will also make sure that we are including them in our reporting system in order to present a more consolidated approach, also financial to the community.

The staff of the LDAs will benefit from guidance from the HR policies of ALDA.

While revising the capacities of the LDAs, a first part of the upcoming strategy will also assess the real capacity of the LDAs existing, implementing also a series of indicators of relevance that ALDA had at disposal (reference to the work done by former board member, Keith Jones). For some LDAs too weak for delivering, the suspension is to be taken into consideration.

Monitoring and supporting partnership.

LDAs are based on partnership and ALDA will support the partnerships' engagement with the possibility to attend the annual partners' meeting and for connecting to new ones. On regular basis, together with regional coordinators, we will organise supporting actions for the partners, with the participation and inputs of the LDAs

Developing new LDAs

New LDAs will be supported, whenever it is needed in the Neighbourhood. A strategic plan is on-going for Ukraine and for Morocco, but some other programmes might emerge. The development will follow the strategic plans of the ALDA mission.

For the extra neighbourhood LDA, ALDA will tentatively open LDAs in Central Asia, Africa, and South America in order to support mainly the TALD approach, with development of a narrative around this added value.

Promoting the LDA methodology and advocacy

To make it clearer and more understandable, ALDA will work in dissemination tools to present the governance and experience of the LDAs. We will work on capitalisation of their work, that could be better presented in our community, like more exhaustive pages on our website, reporting the added value of our LDAs. We will identify networks where the LDAs could be involved and presented as good practices.

Institutionally

We will support the presence of the LDAs representative in our Governing Board. The annual label request will be improved (format and way to collect information) with a double check of the information provided.

From a resources point of view, LDAs will be followed by dedicated staff members of ALDA in regional teams. They will also be specifically followed by the development team and by the membership officer and secretariat team of ALDA. The communication department will be further empowered to be able to capitalise also the experiences of the LDAs and valorise this added value in our community.

8.2.4. Support to ALDA+

ALDA will seek to strategically strengthen and expand its Benefit Corporation Company over the next four years (2024-2028). By aligning with ALDA's core mission of promoting democratic values and community development, the company will aim to create sustainable impact while achieving tangible growth. This strategy outlines key initiatives and achievable targets to drive the company's success during this period.

1. Enhancing Product Portfolio:

- Introduce new products/services tailored to the needs of local communities
- Develop innovative solutions/tools to address emerging challenges in local governance

2. Market Expansion:

- Identify and penetrate new markets within Europe and beyond (following the geographical expansion of ALDA), focusing on regions with high demand for democratic innovation and civic engagement solutions
- Forge strategic partnerships with local governments, NGOs, and international organisations to leverage networks and access new opportunities.

3. Customer Engagement and Retention:

- Implement a customer-centric approach, gathering feedback and insights to continuously improve products/services.
- Establish loyalty programs and incentives to enhance customer retention rates and foster long-term partnerships.

4. Capacity Building and Training:

- Offer specialised training programs and workshops to empower local stakeholders in different domains; democratic practices and governance. project cycle management, etc.
- Develop or partner with online learning platforms or training providers to reach a broader audience and scale impact efficiently.

5. Technological Advancement:

- Invest in cutting-edge technology and digital infrastructure to enhance the efficiency and effectiveness of our solutions (Filemaker).
- Explore the integration of AI to streamline processes.

6. Sustainable Growth Objectives:

- Achieve a 10% increase in revenue annually through organic growth and market expansion efforts.
- Expand the company's workforce by 30% in 4 years, focusing on recruiting diverse talent and fostering a culture of innovation and collaboration.

7. Social Impact Measurement:

- Implement robust impact measurement frameworks to assess the social, environmental, and economic outcomes of our initiatives (following the criteria of the Benefit Corporation Assessment).
- Set clear targets and indicators to track progress effectively.

8. Advocacy and Thought Leadership:

- Position ALDA's Benefit Corporation Company as a thought leader as service provider in the field of local governance and civic engagement.

9. Internationalisation:

- Expand operations beyond Europe by exploring opportunities in emerging markets and collaborating with global partners.
- Participate in international conferences and events to showcase expertise and establish the company as a global service provider in the field of local governance and civic engagement.

10. Financial Sustainability:

- Maintain a healthy financial position through prudent budget management and diversified revenue streams, keeping a balance between projects (30/40% of the total revenues) - which contributes to the mid-term sustainability plan - and services (60/70% of the total revenues) to keep the core mission of the company and promote its growth.

8.2.5 Support to ALDA Italia

Action Plan for ALDA Italia

This action plan provides specific steps and strategies for ALDA Italia to implement in order to achieve its key strategic goals effectively.

1. Political Influence in Italy:

- Strengthen the team of ALDA Italia with a “policy officer” and reinforce relations with experts in politics, law, and advocacy.
- Conduct policy research to identify key issues related to local democracy, citizen participation, and sustainable development.
- Develop advocacy campaigns targeting policymakers and the public to promote ALDA Italia's policy recommendations.
- Forge strategic partnerships with political parties, think tanks, and influential individuals aligned with ALDA Italia's mission.
- Organize forums, seminars, and roundtable discussions to engage policymakers and stakeholders on priority issues.

2. Diversification of Funding Sources:

- Strengthen the dedicated Fundraising Task Force within ALDA Italia responsible for diversifying funding sources.
- Develop a comprehensive fundraising strategy outlining targets, timelines, and approaches for securing public grants, private donations, and corporate sponsorships.
- Showcase ALDA Italia's impactful initiatives and innovative approaches through case studies, success stories, and testimonials.
- Cultivate relationships with potential donors through personalized engagement, networking events, and donor appreciation initiatives.
- Explore innovative funding mechanisms such as social impact bonds, crowdfunding, and impact investing to augment traditional funding streams.

3. Registration with the Italian Agency of Cooperation:

- Form a Working Group within ALDA Italia tasked with ensuring compliance with the Italian Agency of Cooperation's criteria.

- Conduct a thorough review of ALDA Italia's activities and align them with national development priorities identified by the Italian Agency of Cooperation.
- Prepare a comprehensive application package highlighting ALDA Italia's achievements, capabilities, and alignment with the agency's objectives.
- Engage with officials from the Italian Agency of Cooperation through meetings, presentations, and workshops to demonstrate ALDA Italia's commitment to collaboration and capacity-building.
- Monitor and evaluate progress towards registration with the Italian Agency of Cooperation, making necessary adjustments to meet requirements.

4. Specialization in Green and Sustainable Development:

- Establish a Green Development Task Force within ALDA Italia composed of experts in environmental science, sustainability, and green technologies.
- Develop a portfolio of green and sustainable development projects addressing pressing environmental challenges at the local and national levels.
- Collaborate with research institutions, environmental organizations, and government agencies to leverage expertise and resources.
- Organize workshops, training sessions, and knowledge-sharing platforms to disseminate best practices and promote sustainable practices.
- Facilitate the creation and structuring of a network of operators specialized in the green sector through memorandums of understanding, partnerships, and joint initiatives.

5. Cross-Cutting Initiatives:

- Integrate stakeholder engagement, capacity building, communication, and partnership development across all strategic initiatives.
- Foster a culture of collaboration, innovation, and strategic leadership within ALDA Italia through staff training, team-building exercises, and leadership development programs.
- Utilize traditional and digital communication channels to disseminate information, mobilize support, and advocate for ALDA Italia's mission and initiatives.
- Actively seek opportunities for collaboration with international organizations, donor agencies, and other stakeholders to enhance ALDA Italia's capacity and impact.
- Regularly evaluate progress towards achieving strategic goals, making adjustments as needed to ensure effectiveness and relevance.

ALDA Italia's action plan encompasses a comprehensive set of initiatives aimed at strengthening its presence, amplifying its influence, and achieving its strategic goals in Italy. By focusing on political influence, diversified funding, institutional recognition, and specialization in green development, ALDA Italia is poised to consolidate its position as a leading advocate for positive change and contribute meaningfully to the advancement of Italian society.

8.2.6 Management

Especially in the context of constant growth, ALDA needs to improve its management capacities (as expressed in the FRIO 1 recommendations). The organisation is in the position to have a proven successful model but also some critical points that need to be tackled as for potential risks. ALDA is currently working with a consultant (FRIO 2) to reflect on its socio-economic model and explore initiatives to address challenges of its current model.

In these circumstances, a stronger decentralisation and more responsibility needs to be assigned to different regional and thematic departments, also maintaining a capacity of cooperation and holistic approach of the organisation.

The structure will benefit also from **specialisation** of topics, in all departments (secretariat, development, implementation, communication, finances, regional offices and thematic hubs) for getting closer to the subjects and being able to increase our impact. **The community will work separately but also in a more integrated manner so as to multiply the effects, serving the global constituency and for maximising the use of financial and human resources.** The integrated approach should regard the community but also the cooperation between the different departments.

We will also implement the recommendations and quality control of several processes identified by ISO 9001.

in order to improve this aim we will orient our work on improving:

Departments' work

- To focus on better structuring the implementation office of ALDA, which is suffering from constant staff changes, with a potential empowerment of key staff managers in a less centralised approach. We will focus on specialisation and sharing information, in order to facilitate the work of our project managers. We will carefully use the Filemaker tool to measure the workload. An effort on procedures (so that information can be passed to colleagues in the on boarding procedure) will be improved. Learning from each and benefiting from everyones' projects – globally also for the whole community – will be a must for the future years, also through the thematic hubs.
- We will further work on the implementation of the quality control mechanisms
- To focus on supporting the development team – the development team will also be further oriented on specialisation and capacities to interact with the implementation team
- To focus on supporting the finances and administration team, in particular in specialisation of colleagues (training and experiences) and also legal support and substantial support to HR. We will also include finances and administration

in the strategic planning of ALDA to facilitate, also, their management at the end of the process.

Interdepartmental work :

- The coordinator board, gathering all heads of departments, will be gathering on a regular basis to update each other in a fluent way.
- We will focus on learning from each other and sharing experiences.
- We will together highlight priorities so as to have a more efficient energy/resources management.

8.2.6.1 Staff management

The team of ALDA is the backbone of the organisation.

In a period of growth, the team is under pressure and needs constant support. The different parts of the community will also work in an integrated manner but also respond to the different needs of their environment. ALDA will need to make an effort **to reward the team and to make the organisation a place for development for personal and professional ambition. The human resources will become a department on its own**, considering the importance of the subject for the organisation. The team is considered globally for the context of ALDA France, ALDA italia, ALDA Skopje, ALDA Chisinau (and future registrations) and ALDA + and the LDAs

Career progression is a key element to improve employee engagement and retention. More importantly, synchronising ALDA's strategy goals to employee's goals, led to an improved alignment and support the creation of the best conditions for the team.

A particular effort will be put in order to create a **career progression** framework with advancement opportunities, to be offered to long term staff. The proposal is to provide clear guidelines on the skills and experiences required to progress along the chosen career path.

This approach will help the staff to better understand the steps they need to take to advance within ALDA and provides transparency in career progression.

In order to draft a proper career progression, the steps are:

- 1) an updated organisational chart
- 2) Evaluate staff
- 3) Define clear roles for every position
- 4) Create and implement a training program
- 5) Review and revise the program as needed

Evaluation is a strategic point in order to enable the staff to know where they stand and which career path will be the most suitable for them. Also the evaluation process will be the occasion to figure out strengths and weaknesses and design a career development program.

The evaluation meeting will be the occasion to discuss the performance in the current role, career goal, and what will help them achieve it and skills (soft and hard) to move to the next level.

The intention is to hold an evaluation meeting every year, together with the HR Manager and the head of each department or the SG.

An important element that emerged in the last period is **Stress Management**. In ALDA we faced some long illness absences apparently due to work-related stress.

In order to face this, ALDA, together with a work psychologist, will implement some preventive strategies. One of these is to organise capacity training in order to be able, for coordinators and “operative” staff, to read burn out signals and distinguish them from “regular” stress.

8.2.6.2. Risk management

At operational level Alda has decided to adopt a **Quality Management System** in accordance with ISO 9001:2015 with the following field of application: "*Design, management and reporting of projects from EU and non-EU funding sources*"

The goal of the quality control is to understand and analyse all risks emerging from operational processes that may impact the organisation internally and externally, and to find appropriate ways to prevent the escalation of business losses. The analysis of the risks (Risk Management) is a key aspect for ALDA in order to reduce the potential negative impact that internal or external variables have on the achievement of corporate goals.

Risk Management consists of a series of actions to list out all possible risks, evaluate their influences, and reduce or avoid the losses. These risks derive from a variety of sources, including financial uncertainties, legal liabilities, technology issues, strategic management errors, accidents and natural disasters.

Among the strategies and the method to collect critical events in risk management, ALDA has decided to adopt the SWOT and FMEA to analyze the strategic plan, for a more operational point of view.

The **Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis** is a strategic assessment tool which enables an organization to understand its internal and external strengths and weaknesses and to adjust its strategic position by identifying any potential benefits based on the recognition of opportunities and threats.

Both strengths and weaknesses variables are located in the internal organisation environment and are thus easier to control and manage than threats and opportunities which usually come

from external environments. By using SWOT Analysis, organisations may estimate what internal and external business factors may occur and are harmful or beneficial to their businesses. Thus, they may take preventative measures to avoid any potential losses or to reap any potential benefits from those occurrences.

FMEA (Failure Mode and Effects Analysis) is an analysis used to find potential sources of errors in products or processes from the beginning, to recognize their importance and to evaluate them in order to take adequate preventive measures to avoid them.

FMEA also facilitates the improvement of safety and reliability by recognizing potential Failure Modes and their consequences on the product or process. By tackling these potential failures, FMEA helps to avert accidents and bolster the overall dependability of the product or process.

Furthermore, FMEA can be instrumental in minimising future costs by recognizing potential failure modes and their impacts on the product or process. By addressing these potential failures at the outset of the development process, FMEA can help to avert costly failures from occurring later on in the product or existing process or lifecycle.

From the FMEA Analysis emerge elements useful to manage the main risks connected to the strategic and operational processes of the Organization (Enterprise Risk Management). The **Enterprise Risk Management** is a methodology that looks at risk management strategically from the perspective of the entire firm or organisation, through an integrated model that cuts across the different company processes

8.2.6.3. Financial management, community approach and reporting

It is not new to the Financial team to consider the new dimension of ALDA, namely its community approach. For the last couple of years we have been working on what we call “ALDA Group” referring to ALDA COMMUNITY. We have, and are still going into this direction, assimilated the processes of ALDA+, ALDA Skopje, ALDA Italia APS, and from 2023 ALDA Chisinau and have made them part of our work not delimiting what belongs to one or to the other, but managing it as a whole.

ALDA Community can count with and benefit from the expertise of ALDA; at the same time, ALDA, with its affiliated entities of Skopje and Chisinau as well as the office in Tunis, is being supported by the synergic approach of ALDA+ and ALDA Italia APS.

One important aspect that the Financial team has been implementing is the interaction of the team between the Community. The trained and experienced staff of ALDA is not limited to the projects of ALDA, but it has extended its work to the necessities of ALDA+ and ALDA Italia.

Another aspect that the Financial team has been implementing is the conveying of the know-how of ALDA and applying it to the rest of the Community resulting in a uniformity of processes that facilitates the work for the group.

These two aspects that have been implemented and proved to be effective are the basis for our four-year plan: **strengthening the ongoing processes so that they are inclusive also of the staff dislocated outside of Europe.** We are gaining experience day by day and we are modifying what needs to be improved and we are potentiating those processes that have proved to be valid and efficient.

One key step regards the involvement and empowerment of the staff which is not part of the Financial Department. All staff must be more involved and aware of the financial and administrative dimension of ALDA: This will allow our colleagues to be knowledgeable of the mechanisms that are implemented so that they can use them and benefit from them. Emphasis is made upon the use of the software File Maker, a valid instrument that allows quick assessment of the situation of a project.

8.2.6.4. Office management

In line with the whole idea of the ALDA community, ALDA will be working under an integrated umbrella, whose basis will remain the French organisation ALDA, registered in France, with a European basis and membership. The process of development of the structure and offices will always be strategically oriented to the needs of the development of the mission.

For what concerns the French headquarters, **ALDA will continue using the current office within the premises of the Council of Europe in Strasbourg, while aiming also at having a second headquarter in town** where the activities and the staff will have the objective of implementing local actions, connected to the French communities, particularly but not only those in the immediate surroundings.

For what concerns the presence in Italy, the objective is to expand and increase even more the presence on the whole territory. Currently Italy hosts not only a part of the French-registered association, but also other 2 entities of the community: ALDA+, the benefit corporation owned by ALDA, and ALDA Italia. **The office in Vicenza will be potentiated even more after the moving that will soon take place in order to answer to the constant increase of staff that has been registered in the last years.**

Moreover, **ALDA community will be more and more engaged in the management of Villa Fabbris in Thiene**, which will soon become fully operational and become an inspiring environment which will offer the opportunity to discuss about the development of local democracy and participation, with an *ad hoc programme* and the specific objective to attract practitioners from the world and involve the local community in these processes, therefore contributing to the internationalisation of the Villa itself.

ALDA+ has not only its base in the Vicenza office but also two antennas in Longarone (province of Belluno) and Lipari (Province of Messina). The objective for the future is to expand and develop these antennas, also creating new ones for future activities.

In direct contact with the European institution, **the presence in Brussels will continue and strengthen its activities both in the management of projects but also in the advocacy activities**, with the objective to develop more and more partnerships and strengthen the position of ALDA at European level. The current position of the office (near the European institution and within a hub together with other NGOs) is a strong support in this process from an institutional and a networking perspective.

In the Balkans, ALDA Skopje, strong of the new and multi-annual funding secured, will see a strong development of importance, staff and capacities within the community. The presence of ALDA in the Balkans will be strengthened in the upcoming years.

Same can be said for the **MEA region**, where the possibility of opening an office in the Sub-saharan area will be explored, in order to support the Tunisian office in the expansion towards the rest of the Continent

The Eastern Partnership has seen in the last years a stronger importance within ALDA's community, particularly after the invasion of Ukraine. **This focus will not be lost, and the office in Chisinau will also be supported by the presence of more staff in Kyiv and in Tbilisi.**

8.2.6.5. Internal communication tools

Internal communication tools are essential for facilitating effective communication, collaboration, and information sharing within an organisation. These tools play a crucial role in ensuring that employees are well-informed, engaged, and aligned with the organisation's goals and objectives. ALDA - the European Association for Local Democracy deploys several useful internal communication tools, among which there are;

Emails: Email remains one of the primary communication tools within ALDA. It's used for sending formal messages, sharing documents, coordinating projects, and communicating with colleagues, teams, and departments.

A few mailing lists have been created in order to ease the communication within the entire organisation like a mailing list for the staff, one for the interns, one for the Coordination Board, one for the Governing Board and many more.

Intranet: Which is the private network accessible only to employees of ALDA. The 'intranet' of the organisation is Google Drive. The staff of the Association shares documents, projects and more on Google Drive. The main Google Account is managed by the Communication Team.

Instant Messaging Platform: The instant messaging platform used by ALDA is Skype, which facilitates real-time communication among the employees. The platform allows for quick exchanges, file sharing, group chats, and integration with other productivity tools.

Video Conferencing Tools: In order to have online meetings and conferences, the employees of ALDA use video conferencing tools such as Zoom, Google Meet and Microsoft Teams, preferring the first two ones. These tools enable face-to-face communication and virtual meetings among employees, regardless of their geographical locations. They're valuable for team meetings, remote collaboration, training sessions, and interviews. These tools are extremely valuable for the Association since the offices of ALDA are spread in the European Union, the neighbouring countries and beyond.

Project Management Software: Within the different departments and/or Units we use project management softwares like Trello, which are extremely useful to organise tasks within a team, track progress, assign responsibilities, and collaborate on projects more efficiently.

Internal meetings: several online and offline meetings are scheduled during the year to align the priorities of the organisation. Worth mentioning the Coordination Board's meetings, which take place several times a year, the meetings among Regional Units, among departments and among Thematic Hubs. In addition, from the first months of 2024, we started having biweekly meetings which included the Secretary General, the Head of each department and of the regional units in order to better align the work of ALDA.

Google Forms: Google Forms simplifies data collection through customisable forms and surveys, streamlining processes and enhancing collaboration. Its integration with other Google Workspace tools facilitates efficient data organisation and analysis, informing decision-making. With accessibility features and multi-language support, it promotes inclusivity across sectors, making it a valuable tool for businesses, educational institutions, and non-profit organisations alike. As ALDA, we constantly use Google Forms. Not only for vacancies, but also to measure and gather important information about the Association. For instance, about the level of inclusivity within the Organisation or to gather feedback concerning events, workshops, conferences carried out by the organisation.

Filemaker:

By leveraging a combination of these internal communication tools, ALDA can create a robust communication infrastructure that fosters collaboration, transparency, and engagement. Filemaker is also a useful tool to communicate directly to the HR Manager the presence or absence of the staff in order to correctly calculate the payslips.

A particular attention will be paid to security of data, with identified systems of protection.

8.2.6.6. Quality control

FILEMAKER

In an increasingly digitised and unpredictable world, the compliance with the requirements of UNI EN ISO 9001:2015 Quality Management System and the priority of wanting to satisfy the needs and expectations of the interested parties, have become more and more complicated.

In this context ALDA's commitment is to improve the quality of the services provided and constantly to ensure compliance with all regulations, existing and future. One of the most important tools taken by Alda in a careful control of its operational processes is the software Filemaker.

In this context, Alda aims to strengthen this digital tool, as it allows to:

- Increase the monitoring of the progress of projects in the management and reporting phases;
- improve interdepartmental coordination and communication (e.g. information and data transfer with project managers, scheduling of regular meetings between managers, etc.);
- avoid duplications and errors in accounting (e.g. recording expenditures; registration of the project budget; recording payments etc.);
- highlight the workflow of activities and documentations, through the registration of each single sequential tasks or steps of a process;
- contribute to a more precise allocation of personnel costs, as this tool, through the timesheet interface, allows to associate each working hour with a corresponding project.

In ALDA Filemaker is a fundamental digital tool for all company departments, from Human Resources to Communications, from Accounting to the Development Office.

8.3 Supporting our programmes and delivering capacities

8.3.1 Empowering thematic and regional hubs

ALDA has established thematic hubs to cluster its initiatives, further mobilise its members and strengthen its knowledge in specific areas. Supported by a dedicated staff member of ALDA called thematic hub coordinator, by other staff members from each department, as well as an advisory board member which brings in additional expert knowledge.

The Hubs are thematic groups intended to ensure a more holistic and fluid action of the organization. Therefore, the Hubs aim to:

- Strengthen ALDA's commitment by promoting a thematically structured knowledge and know-how, promoting a better coherence between our ongoing projects;
- To make the involvement of members more systematic through animation and participation in project activities (events, trainings, content/paper productions, ...);
- Encourage cross-departmental interaction, especially with the development team and regional units, which have their own geographic specialisation but they cross the thematic hubs with their activities;
- To favour the professional growth and specialisation of ALDA staff in line with some of the aims of the Staff improvement.

In the framework of its efforts to valorise the expertise of its members, ALDA has established the following terms of reference of a chair for each thematic hub. The role of the thematic hub is as following:

1. Providing leadership in engaging ALDA's members and partners
2. Representing the association on specific occasions
3. Reporting to the General Assembly once a year on the work of the thematic hub

Responsibilities:

Advocacy and Representation

The main responsibility of the chair of the thematic hub is to represent ALDA within several opportunities such as institutional events or participation in dedicated networks. It is expected that they advocate for the interests and priorities of the thematic hubs as determined in cooperation with members and supported by ALDA's team.

Knowledge Management

The chair of the thematic hub will also consequently contribute to knowledge-sharing, exchange of best practices, and lessons learned among the thematic hubs, facilitating the generation and dissemination of knowledge within ALDA's network.

Organisation

The hubs will have the support of chair and co. Chairs selected among the members belonging to this hub. They will have the role (supported by the staff member of ALDA) to animate the group and to represent it – in line with the Governing Board policies.

The thematic hubs will have global scope, overcoming the regional hubs and they will aim at working also throughout the community, including in their scope ALDA and its regional offices, ALDA plus, ALDA Italia and the LDAs.

8.3.1.2 Details of the thematic hubs

8.3.1.2.1 Migration

(the migration hub is currently benign revised by the members)

The Hubs are thematic groups intended to ensure a more holistic and fluid action of the organization. Therefore, the Hubs aim to:

- Strengthen ALDA's commitment by promoting a thematically structured knowledge and know-how, promoting a better coherence between our ongoing projects;
- To make the involvement of members more systematic through animation and participation in project activities (events, trainings, content/paper productions, ...) through the close collaboration between Hubs and Working groups;
- Encourage cross-departmental interaction, especially with the development team and regional units, which have their own geographic specialization but they cross the thematic hubs with their activities;
- To favor the professional growth and specialization of ALDA staff in line with some of the aims of the Staff improvement.

Background

Migration and mobility are some of the most enduring phenomena in all of human history. Every society in the world has been affected and enriched by them, however, the ways in which they occur and their mechanisms are constantly evolving.

Examining their variations in scale, direction, demographics and frequency present difficult but necessary tasks in understanding how migration is evolving and how to inform and implement effective policies, programmes and operational responses to address this multifaceted phenomenon issue at multiple levels, from local to international. Migration is therefore a complex phenomenon that today, according to UN estimates, affects some 281 million people.

Moreover, this phenomenon does not exist in a vacuum but is deeply interconnected with other issues such as poverty and exclusion, climate change, war, and the status of human rights in many countries. These elements can act as drivers of migration whose impact can be further exacerbated by misinformation and its politicisation.

It is therefore evident that migration is one of the most relevant phenomenon issues of our time. ALDA recognises its relevance and this has led to the desire to create a specific thematic hub that can focus information and projects on migration in an agile manner and through a holistic and intersectional approach. ALDA's work on migration and the attention given to the phenomenon issue are reflected in the international arena.

The UN, in the Global Compact for Safe, Orderly and Regular Migration, recognises that "migration is a multi-dimensional reality that cannot be addressed by one government policy sector alone". For this very reason, migration has been identified as a powerful driver of sustainable development and as transversal to the 17 SDGs presented in the 2030 Agenda for Sustainable Development.

Looking at the European continent, the EU, through the European Asylum System (CEAS) and the five legislative instruments that govern it, namely the Asylum Procedures Directive, the Reception Conditions Directive, the Qualification Directive, the Dublin Regulation and the EURODAC Regulation, seeks to manage asylum processes and regulate migration. However, these processes are still subject to different forms of implementation and reception standards determined by the considerable flexibility member states enjoy.

For these reasons, The New Pact on Migration and Asylum (2020), and the Action Plan on integration and inclusion for 2021-2024 highlight the need for policymaking and integrative actions in specific fields: reconsidering the diversity of migrant groups by extending the target group to "migrants and citizens with immigrant backgrounds", and by expressing their strong added value to local societies; identifying 4 fields of intervention for integration policies (education, housing, services and employment); acknowledging the diversity of the localities.

In line with the cited sources, the Council of Europe Action Plan on Protecting Vulnerable Persons in the Context of Migration and Asylum in Europe (2021-2025) and the recent report on Migration and Asylum from the European Commission COM (2022) 740, ALDA calls for actions guaranteeing adequate humanitarian aid, psychological and counselling support in the host communities along the EU external borderline.

Vision

ALDA recognises that migration is a natural phenomenon that has always been a part of human history. ALDA recognises that only coordinated action between governmental institutions, civil society organizations and local authorities can guarantee migrants the integration and respect of their rights they deserve. Through the creation of the thematic hub on migration, ALDA aims to take these battles forward as already demonstrated by the previous 8 implemented projects (NAME OF THE PROJECTS). These project's aim was to contribute with actions and activities aiming at supporting the integration, inclusion and participation inclusion and integration of migrants in the hosting communities as well as providing policy recommendations to EU institutions based on feedback from the local level.

2024-2028

Through projects such as SHAPE, EPIC and PERCEPTIONS, ALDA went directly to work on the creation of local networks for the support of migrants, the dissemination of knowledge and practices necessary for integration processes, the involvement of people with a migratory background in democratic processes and in the creation of integration policies on several levels, and on the issue of migrants' and returnees' perceptions of Europe and the EU and how these can be misled by misinformation.

These initiatives are just the tip of the iceberg about the work that ALDA has done and continues to do on the issue of migration. The creation of the Migration Hub is therefore a necessary and positive development to give ALDA the ability to make its work on migration even more capable of generate change and have an impact on policies operating at multiple levels and, therefore, on migrants' life and the enjoyment of their rights by giving priorities to the following issues:

- Continuing and Expanding the implemented projects on migration so as to generate a positive change and produce tangible results, knowledge and good practices that can be shared and used.
- Support migrant citizens in acquiring skills, languages and autonomy in the field of democracy and its application to represent themselves and carry on with innovative tools and approaches the defence of human rights and the implementation of effective integration practices starting from shared visions within migrant communities and the stakeholders involved
- Continue our ongoing efforts to create a strong coalition of local and regional governments and CSOs engaging with national governments and EU institutions;
- Networking and policy harmonisation to foster dialogue among key stakeholders at local and EU level favouring the emergence of joint policies;
- ALDA will work on specific training for capacity building of local authorities to strengthen their ability in responding to the needs linked to migrant inclusion.

8.3.1.2.2. Environment and climate change

Climate change and environmental crisis are urgent issues for the European Union and across the globe, for this reason there is a need to adapt more quickly and comprehensively.

At **EU level**, the [European Green Deal](#) is the response of the Commission to climate and environmental-related challenges and is a comprehensive policy framework aimed at making the EU more sustainable and carbon-neutral by 2050, ensuring that the transition is just and inclusive for all. It encompasses a wide range of sectors and initiatives and forms the overarching strategy guiding EU policies and actions in these areas. Over the next four years, the EU aims to have implemented significant reforms across various sectors including energy, transport, agriculture and industry, fostering green technologies, and transitioning towards a circular economy.

At the more global **international level**, the [Sustainable Development Goals \(SDGs\)](#) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The key SDGs related to environment and climate are : **SDG 3 GOOD HEALTH AND WELL BEING; SDG 7 AFFORDABLE AND CLEAN ENERGY; SDG 11 SUSTAINABLE CITIES AND COMMUNITIES; SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; SDG 13 CLIMATE ACTION; SDG 14 LIFE BELOW WATER and SDG 15 LIFE ON LAND**. Over the next four years, efforts will be made to strengthen the integration of climate action across various SDGs, and to enhance collaboration between all level of governments, civil society, and the private sector to accelerate progress towards both climate and development goals.

ALDA's Added Value on environment and Key Priorities

Considering the great impact these issues have on people's lives worldwide, especially on those who are already vulnerable, all citizens should be encouraged and motivated to take action and participate in initiatives aiming to promote and implement environmentally friendly and sustainable development policies.

Starting from this premise and within this policy framework, and in line with its 2024-2028 Strategy, ALDA's distinctive strength lies in its ability to **foster dialogue and facilitate collaboration between diverse stakeholders, bridging the gap between citizens and decision-makers**. This is the focal point of **ALDA's added value** while facing the issues related to environment and climate.

Through the work of the [Environment & Climate thematic hub](#) (E&C Hub) we will valorise ALDA's added value firstly by continuing our work

- to empower communities and engage citizens
- to strengthen our role as a **point of connection and cooperation** between citizens and Institutions, Local Authorities, environmental issues, and policies.

- to support the green transition pushing for **citizens engagement and participatory processes** where Local Authorities, Institutional Actors and citizens cooperate together in designing our future.

ALDA will put its innovative and pragmatic methodology at the service of many environmental projects and initiatives, focusing on **four main priorities** and on **three transversal topics**:

- **Climate change adaptation and mitigation strategies in urban and rural areas** - we will keep supporting the mainstreaming of climate change adaptation and mitigation strategies at the local level and the strengthening of climate-resilient communities. We will keep working on two levels: i) with local, metropolitan and regional governments: fostering the environmental governance at the local level and creating a knowledge network involving international stakeholders and a good practices exchange about the effectiveness of Nature-Based Solutions ; ii) with the civil society: raising awareness about environmental good practices and creating communities of interest.
- **Green Skills and Environmental Education** - we will keep empowering communities by creating learning opportunities for all about the main issues, policies and good practices related to climate and sustainability. We will work on spreading environmental literacy, and, through our projects, we will support the development of skills in various sustainability-relevant sectors.
- **Circular Economy** - we will actively support the fostering of a circular economy by collaborating with industry partners and Cities, participating in relevant activities, and engaging in policy advocacy. Through these collaborative efforts, we aim to contribute to the development and implementation of circular economy initiatives, ensuring a harmonised and impactful approach across our transversal topics.
- **Inclusive transition that “leaves no one behind”** - In line with ALDA’s core values, the E&C Hub is committed to working towards a concept of “environmental citizenship” that is inclusive and leaves no one behind. We will stimulate engagement and capacity building on one hand and we will be part of projects and actions that can support vulnerable citizens in the green and just transition on the other.

The topics that will be transversal to the priorities are:

- I. **Energy** - tackling energy efficiency on one hand and energy poverty on the other;
- II. **Nexus between gender and climate and Ecofeminism** - Recognizing how gender dynamics intersect with climate change impacts, responses, and vulnerabilities;
- III. **Sustainable food production and consumption** - Addressing the existing linkage between climate change and sustainable urban food systems;

Actions:

Strengthening the HUB’s internal capacity and skills:

- by monitoring and attending capacity building activities, training and courses both on stakeholder engagement and the HUB’s main topics.

Strengthening our external partnerships:

- By Contributing to ALDA's membership strategy, further involving alda members - as beneficiaries, stakeholders or experts - in the activities of the HUB;
- By consolidating the relationship with key **networks and organisations**: [Energy Cities](#), [ICLEI – Local Governments for Sustainability](#) , [C40](#), [Women Engaged for a Common Future \(WECF\)](#) and [European Environmental Bureau \(EEB\)](#);
- By capitalising the **Communities of Interest** and **Subgrantees** of our projects, in order to share our know-how, activate members and attract new partners (key Col: Life Beware, Nevermore, CiD, SCEPA, Shared Green Deal, Food Wave);

Strengthening our role at Local Level:

- by involving the Local Authorities, part of ALDA's network, and sharing tools, useful resources and methodologies developed within our projects (key projects: Buildspace , Nevermore)

Strengthening our role at EU level

- by launching and hosting a network of diverse stakeholders, to support the Commission in the implementation of its Green Deal priorities (key project: Shared Green Deal);
- by actively supporting the implementation of the [The Circular Cities and Regions Initiative \(CCRI\)](#) (key project: K-CCRI)
- by actively engaging with EU key initiatives: (i) the [Covenant of Mayors](#), of which ALDA is already a supporter of; (ii) the [New European Bauhaus](#).
- by taking part in advocacy initiatives and working closely with ALDA's secretariat on policy briefs and recommendations.

Strengthening our role at international level:

- by implementing cooperation on environment key topics with ALDA's regional offices, In line with "ALDA Going Global" Strategy;
- by continuing the activities of awareness-raising on the green recovery of Ukraine with ALDA's representative in Ukraine.

8.3.1.2.3. Gender, Inclusion and Human Rights

The EU's gender, inclusion, and human rights policy framework is robust and multifaceted, aiming to foster equality and protect fundamental rights across its member states.

Equality and non-discrimination are the European Union's core values as well. The European Commission has adopted several policies to strengthen European equality: the [Gender Equality strategy 2020-2025](#), the [Anti-Racism Action Plan 2020-2025](#), with the [EU Roma Policy framework](#), the [LGBTIQ rights strategy 2020-2025](#), and the [Disability rights strategy for 2021-2030](#). At the core of this framework is the European Commission's [Gender Equality Strategy 2020-2025](#), which outlines objectives to combat gender-based violence, address pay gaps, and enhance female representation in decision-making roles. In tandem, the Council of Europe champions human rights, including those of LGBTQIA+ individuals, through various mechanisms and units dedicated to combating discrimination. Notably, the [Council of Europe's Gender Equality Commission](#) works to mainstream gender equality into policies, bridging the gap between international commitments and the realities faced by women in Europe. Additionally, initiatives such as the European Committee of the Regions' efforts to mainstream gender perspectives in climate change policies, and the [European Institute for Gender Equality's](#) advocacy for gender mainstreaming, further reinforce the EU's commitment to inclusivity and equality. Through collaboration among these institutions and agencies, the EU and the Council of Europe endeavour to create a more equitable and rights-respecting society for all their citizens. The Council of Europe is committed to promoting and safeguarding the human rights of all individuals, including those of the LGBTQIA+ community. Established in 2014, the [Sexual Orientation and Gender Identity \(SOGI\) Unit](#) addresses human rights challenges based on sexual orientation and gender identity discrimination, in alignment with [Recommendation CM/Rec \(2010\)5](#). This recommendation also spurred the creation of the Gender Equality Commission (GEC), tasked with mainstreaming gender equality across all Council of Europe policies.

Furthermore, the Council's efforts extend to combating hate speech through the [Committee of Experts on Combating Hate Speech](#), which adopts comprehensive approaches within a Human Rights Framework. Additionally, In March 2021, the European Commission adopted the [Strategy for the rights of persons with disabilities 2021-2030](#). With this ten-year strategy, the European Commission wants to improve the lives of persons with disabilities in Europe and around the world. Alongside, it publishes resources such as "[Gender Matters](#)" and "[Compass](#)," manuals addressing gender-based violence and human rights education for young people, respectively.

Sustainable Development Goals

Achieving **non-discrimination** and **equality** are Global level priorities as enshrined in the **17 Sustainable Development Goals (SDGs)** that States have committed to achieve by 2030. States planned to reach gender equality and empowerment for all women and girls and reduce inequality by promoting peaceful and inclusive societies. **UN's Sustainable Development Goals more relevant to the Gender, Inclusion & Human Rights Hub are:**

1. **SDG 3 -GOOD HEALTH AND WELLBEING:** Ensure healthy lives and promote well-being for all at all ages.
2. **SDG 4 - QUALITY EDUCATION:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
3. **SDG 5 -GENDER EQUALITY:** **Achieve gender equality and empower all women and girls** by ending all forms of discrimination, violence and any harmful practices against women and girls in the public and private spheres. It also calls for the full participation of women and equal opportunities for leadership at all levels of political and economic decision-making.
4. **SDG 8 -DECENT WORK AND ECONOMIC GROWTH:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
5. **SDG 10 -REDUCED INEQUALITIES:** Reduce inequality within and among countries.
6. **SDG 11 -SUSTAINABLE CITIES AND COMMUNITIES:** Make cities and human settlements inclusive, safe, resilient and sustainable.
7. **SDG 16 -PEACE, JUSTICE AND STRONG INSTITUTIONS:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Hub's priorities

The Gender, Inclusion, and Human Rights Hub focuses on Gender, Inclusion and Human Rights with an **Intersectional Approach**, as social identities work on multiple levels, resulting in unique experiences, opportunities and barriers for each person. In fact, intersectionality shows that people's social identities can overlap, creating compounding experiences of discrimination. As a matter of fact, the hub drafted the Gender Inclusion and Anti-Discrimination Policy to provide a structured policy on these matters for all the organization to follow but to present it also to its members and partners.

One of ALDA's key values is **Anti Discrimination**, the aim is to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation through **Inclusion**, the process of the individual's self realisation within a society, acceptance and recognition of one's potential by social institutions. Besides, in this light, Civil Society Organisations (CSOs) have a fundamental role in the pursuit of equity in order to achieve equality. In order to do so, CSOs should work towards the elimination of inequities and the promotion of equal participation of the people.

Moreover, they should actively avoid and prevent any form of discrimination, and should support self-expression and self actualisation. This would be possible by establishing mandatory process requirements on the monitoring and implementation of specific policies. Of crucial importance is therefore engaging in programmes and initiatives aimed at reducing gender inequities and discriminations. Including a gender equality and

anti-discrimination perspective in all campaigns and advocacy work, would enhance and improve the achievement of these goals. ALDA is committed to promoting gender equity and avoiding all forms of discrimination, which are key values of several projects ALDA implemented throughout the years.

The hub's pillars lay their foundation in:

1. **Economic and Political Empowerment** : Advocating for the economic empowerment of LGBTQIA+ individuals, ethnic minorities, people with disabilities, and women as a means to foster inclusion, gender equality, and social integration. Encouraging active political participation to address the underrepresentation of women, LGBTQIA+ individuals, ethnic minorities, and people with disabilities in policy-making processes and political arenas. Capacity building initiatives are vital to enhance women's presence and influence in decision-making bodies.
2. **Combating Gender-Based Violence**: Raising awareness about violations of women's rights, establishing safe spaces and support services for survivors, and working towards the protection of children, youth, and women from all forms of violence.
3. **Advocacy for LGBTQIA+ rights and Sexual Education Rights**: Promoting comprehensive sexual education, increasing awareness, and creating safe environments for discussions to empower individuals to advocate for their reproductive rights, health, and make informed choices. Defending, promoting, and raising awareness about LGBTQIA+ rights, addressing issues of inequality and discrimination based on sexual orientation, and advocating for fair representation and inclusion in all spheres of society.
4. **Gender and climate change**: Exploring the intersectionality of gender and climate change, highlighting climate inequalities, and advocating for gender-responsive policies and representation in environmental decision-making processes.
5. **Fight Hate Crime - Hate Speech**: Fighting against discrimination and abuse both online and offline, raising awareness about hate crimes related to gender, religion, and social status, and promoting strategies to address and prevent such behaviours.
6. **Media representation**: promoting a fair and equal representation of women, lgbtqai+ people, marginalised categories and minorities, enhancing visibility through inclusive language and communication.
7. **Disability Rights Advocacy**: advocating for people with disability's rights, promoting their inclusion and participation in all aspects of society while fighting against discrimination.

Hub's actions

Considering the pillars stated above, the Gender, Inclusion and Human Rights hub is committed to pursuing them through these actions:

- Creation of **synergies with cross-sectoral projects and hubs**, having bilateral meeting and participation in stakeholder events, collaborating with the other hubs and projects on the creation of toolkits, document, policies on relevant topics,
- Updating the **Hub's Database and ongoing mapping** of ALDA's Projects, Members, Events, Experts, Research centres, Public entities, Companies, Eu Institutions, NGOs/CSOs, Networks, Newsletters, Funding, Websites, Policies, Toolkit;
- **Strengthening the collaboration with the development department** in the creation of new proposals engaging the hub thematic priorities and supporting them whenever they might need the hub's support in the development of gender frameworks during the writing process; HUB
- Development and implementation of the **Gender Equality and Anti-Discrimination Policy Implementation Toolkit**, in line with ALDA's GE&AD Policy
- Disseminating the **Inclusive Communication Toolkit** and create trainings for the staff on the topic;
- Providing **trainings on the hub's topics** to members and external partners;
- **Strengthening the staff's skills** and knowledge on the hub's relevant topics through relevant trainings and activities;
- **Advocate** for gender, inclusion and human rights matters through our dissemination activities and more;
- **Capitalise on past and current project's results** and experiences such as toolkits, methodologies, policy briefs and other relevant documents to be shared with all the staff and members, to deepen our **alda** and skills on the hub's pertinent topics;
- **Improve the members' participation** in the hub's activities through an engaging partnership, such as participating in project activities/events/meetings, drafting proposals, and more;

8.3.1.2.4. Youth

Empowering young people to be active and aware members of our societies as well as involving them in the decision-making process is key at international, national, and local level, as outlined in the [EU Youth Strategy 2019 – 2027](#). Within this context, international and European organisations, national governments, municipalities, and civil society act as fundamental enablers that light the spark of younger generations and allow for their personal development as committed citizens.

Three core areas of action and pillars have been identified around the three words [Engage](#), [Connect](#), [Empower](#). In light of this, [11 European Youth Goals](#) were set and chosen by young people, contributing to the EU Youth Strategy and serving the EU youth programmes:

1. Connecting EU with Youth
2. Equality of All Genders
3. Inclusive Societies
4. Information & Constructive Dialogue
5. Mental Health & Wellbeing
6. Moving Rural Youth Forward
7. Quality Employment for All
8. Quality Learning
9. Space and Participation for All
10. Sustainable Green Europe
11. Youth Organisations & European Programmes

In line with the objectives mentioned above, the [UN's 2030 Agenda](#) set specific goals which strongly influence youth policies and priorities:

- SDG4: Quality education
- SDG5: Gender equality
- SDG8: Decent work and economic growth
- SDG10: Reduced inequalities
- SDG11: Sustainable cities and communities
- SDG13: Climate action
- SDG16: Peace, justice, and strong institutions

A relevant contribution to this framework is also provided by the Council of Europe and its Youth Department acting in the international, national, regional, and local contexts. Particularly crucial to youth participation is the [“Revised European Charter on the participation of young people in local and regional life”](#), adopted in 2003 and stressing the importance of effective youth participation as an essential element of healthy and democratic societies.

Hub's priorities

Within this framework ALDA and its Thematic Hub “*Youth Empowerment and Education*” aim exactly at bringing the international goals, European priorities, and local actions together by:

- Promoting the active participation of young people in decisions and actions at local and regional levels to build more democratic, inclusive, and prosperous societies;
- Mainstreaming the EU Youth Strategy across all relevant Union policy fields, including environmental sustainability and digitalisation.

In line with the presented international and European policy priorities, ALDA’s Thematic Hub pays particular attention to young citizens who are crucial to shape a better future and to build more resilient and sustainable communities. Namely, our Hub focuses on:

I. **Youth’s civic engagement**, promoting youth’s active participation in their society and in the decision-making process at any level through the collaboration with local authorities, civil society and relevant stakeholders, raising youngsters’ awareness on voting, standing for elections and actively participating in participatory processes;

II. **Social inclusion and youth with fewer opportunities**, supporting young people through youth work, with particular attention to disadvantaged groups (NEETs, returnees, young women, young migrants, etc) not to be left behind, to provide them with relevant skills and knowledge, to make them aware and active citizens, to raise their awareness on social and economic issues, and to benefit from existing mobility, job, and formal and non-formal education opportunities;

III. **Young people and twin transition**, enhancing education opportunities to strengthen youngsters’ digital skills, and raising their awareness on climate, energy, and environment issues, in order to make them active, well-informed, responsible and aware citizens as well as to fully benefit from the digital and green transition.

Hub’s actions

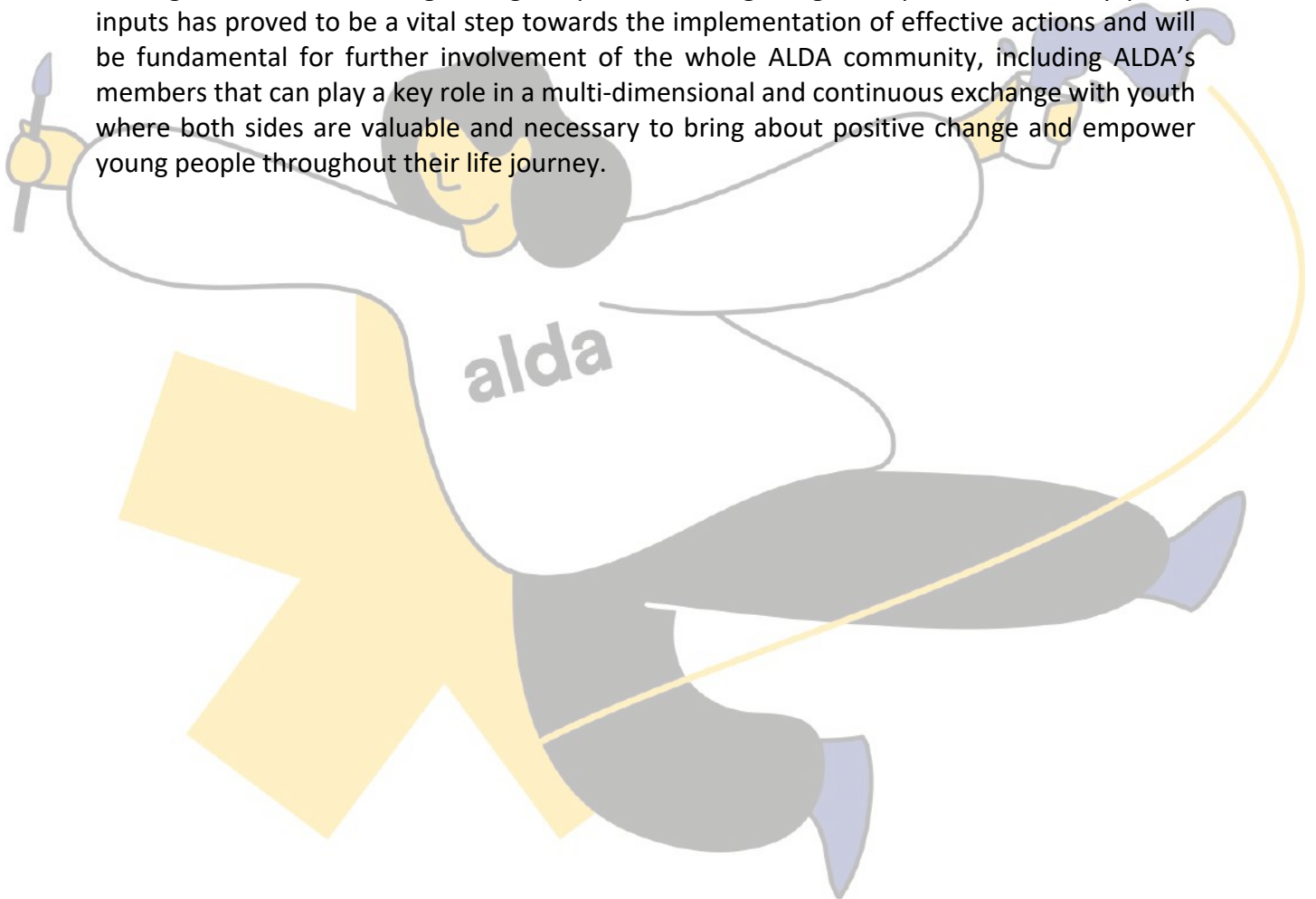
Considering the three above mentioned pillars, both at internal and external level, ALDA’s Thematic Hub “*Youth Empowerment and Education*”:

- Is currently implementing around 20 ongoing projects in this field;
- Will develop new proposals tackling significant challenges for youth, notably related to the Hub’s key priorities mentioned above as well as to capacity building opportunities for ALDA’s staff and members;
- Will work on the follow up of relevant actions that recently ended, valorising ALDA’s expertise and experience on local democracy, active participation, and youth engagement, thanks to a smooth cross-department collaboration and to a solid collaboration within the Hub;
- And will participate in external training opportunities, events, and high-level panels to present the Hub’s work, capitalising on the existing resources, updating the database

and stakeholders' list, involving ALDA's members as experts, and valorising ALDA's work in all relevant geographical areas.

- partner on the matter with the strategic partners of ALDA such as the Committee of the Regions and the Congress of the Council of Europe and the other partners relevant in this field, like the European Youth Forum.

Furthermore, our Thematic Hub's key actions showcase the commitment of ALDA to include local authorities and international partners in the dialogue with youth and youth workers, striving for a solid and long-lasting cooperation. Integrating such priorities and key policy inputs has proved to be a vital step towards the implementation of effective actions and will be fundamental for further involvement of the whole ALDA community, including ALDA's members that can play a key role in a multi-dimensional and continuous exchange with youth where both sides are valuable and necessary to bring about positive change and empower young people throughout their life journey.



8.3.1.2.5 Digitalisation and innovation

In recent years, there has been a significant increase in the use of technologies across all sectors as well as a rise in online participation. Taking into account the future of citizens participation, Civil Society Organisations (CSOs), Local Authorities and institutional actors can play a crucial role in developing new forms of engagement and means of information able to guarantee democratic, inclusive and informed societies.

Despite this evolution, the full potential of the most recent technological advancements, particularly immersive technologies, Artificial Intelligence (AI), and the metaverse, remains largely untapped within local, national and international contexts. Considering the unexploited potential as well as the rising risks (i.e. disinformation, security issues, privacy violation, ...), digital transformation represents both a challenge and an opportunity. Thus, promoting the use of digital tools in a meaningful way to help citizens through a democratic and inclusive approach is essential to empower our future communities.

Within this context, the Council of Europe is currently implementing its [Digital Agenda 2022-2025](#), aiming at preserving human rights, democracy and the rule of law in the digital environment. The Agenda also stresses the importance of setting international and national rules, both binding and non-binding, to regulate the borderless digital space. Moreover, the Council of Europe is particularly active in developing relevant instruments to address the challenges related to the application of AI - notably exploitation of private data, cybersecurity, to name but a few.

Moreover, making European citizens aware of the relevance of the digital dimension is among the key pillars of the [European Commission's vision and strategy](#) towards the achievement of the main strategic priorities by 2030, providing a new post-pandemic scenario and focusing on enhancing skills, improving the business sector's digitalisation, enhancing the digitalisation of public services, and promoting digital citizenship.

Finally, digitalisation can serve as a cross-sectoral element contributing to the achievement of several key UN's SDGs of the 2030 Agenda, including:

- **SDG4:** Quality Education - recognising that education is a key driver of socioeconomic mobility and poverty alleviation, and supporting initiatives that leverage digitalisation to enhance education quality and accessibility.
- **SDG5:** Gender Equality - promoting gender equality and empowering women and girls through digital initiatives that bridge the gender gap in technological and digital skills.
- **SDG10:** Reduced Inequalities - reducing inequalities within and among countries by ensuring that digital benefits reach marginalised and underprivileged groups, such as those in rural areas, NEETs, and migrants.
- **SDG8:** Decent Work and Economic Growth - promoting inclusive and sustainable economic growth, employment, and decent work for all through digitisation initiatives that create job opportunities and support entrepreneurship.

- **SDG11:** Sustainable Cities and Communities - contributing to make cities and human settlements inclusive, safe, resilient, and sustainable by leveraging digital technologies to improve urban living and governance.

In light of this, ALDA's Thematic Hub "*Digital and Innovation*" aims at developing and supporting good practices exchange, while ensuring a democratic and inclusive use of digital means of participation.

Hub's priorities

The digital transition has recently gained more significance, following the challenges and needs highlighted by the global COVID-19 pandemic. In this new context, our Thematic Hub aims to support digital transformation, ensuring a fair, just, democratic and inclusive approach. Thus, our main goals and priorities include:

- **Supporting the development of the Digital Agenda for Europe:** ALDA's Hub is committed to actively support the development and implementation of the Digital Agenda for Europe, with a special emphasis on its implications within local communities.
- **Promoting the exchange of good practices:** our Hub seeks to promote the exchange of good practices in the digital domain. By sharing successful strategies and initiatives, the Hub aims to contribute to the reduction of the digital gap between different communities and regional areas.
- **Assuring transparent processes and informed participation:** Inclusivity and transparency are core principles of ALDA's approach to digitalisation. We are dedicated to ensuring that digital transition processes are fair and transparent, and that citizens are well informed and engaged in decision-making processes.
- **Assessing the added value of inclusive and democratic digital participation:** our Hub believes that an inclusive and democratic approach to digital participation adds significant value to society, contributing to the assessment of the benefits and outcomes of such participation, focusing on the well-being and empowerment of citizens.
- **Elaborate solutions and fields of actions when it comes to e-democracy and representation**

ALDA's Hub on "*Digital and Innovation*" believes that digitalisation presents both challenges and opportunities, and it should be guided by a comprehensive, long-term strategy that encompasses not only technological aspects but also cultural, democratic, and inclusive considerations.

Our strategy revolves around concrete actions that focus on the following key dimensions:

1. **Youth's digital future:** engaging young people through tools, games, and simulations that make exploring digital engaging and innovative topics.
2. **Digitalisation for active citizenship:** emphasising how digitalisation can empower communities to engage more closely with local governments and policymakers, and recognising that it is essential for local authorities and other public institutions to address any challenges related to digital divide and participation barriers.
3. **Fighting digital divide and inequalities:** placing a strong emphasis on fostering digital skills among all citizens, particularly those with fewer opportunities, such as those living in rural or peri-urban areas, NEETs, and migrants.
4. **Working against disinformation and fake news:** promoting training and capacity-building efforts to strengthen media freedom, combat disinformation, and empower EU citizens to make informed decisions.
5. **Digitalisation and the gender gap** - recognising the gender gap in tech, and actively supporting projects and initiatives to bridge this gap.
6. **Testing and engaging in possible e-democracy and representation**

Hence, through its priorities and main goals, the Hub is dedicated to facilitating a fair, inclusive, and sustainable digital transition that benefits all members of society and contributes to the achievement of the SDGs.

Hub's actions

Taking into account the above mentioned scenario, ALDA's Thematic Hub "*Digital and Innovation*" set the following short-, medium- and long-term priority actions:

Short term

- Internal actions:
 - Strengthening the solid and long-lasting collaboration within the Hub involving ALDA's departments and regional areas;
 - Updating the Hub's stakeholder mapping on a regular basis;
 - Scheduling regular internal meetings and providing external audiences as well as the whole ALDA's community with up-to-date information and news on the Hub's activities.
- External actions:
 - Collaborating with external stakeholders and ALDA's members to co-organise high-level events and well implement the ongoing projects;
 - Creating a catalogue of good practices from various local communities and key stakeholders, highlighting successful initiatives for future ALDA's initiatives, collaborations and follow-up;
 - Strengthening the social and visual identity of the Hub to be used for key communications and dissemination activities with the ultimate goal to make the hub recognizable among all ALDA activities;

Medium term

- Internal actions:

- Collaborating with ALDA's members in preparing new proposals to give voice and visibility to the Hub's initiatives and ideas;
- Investing in staff training through participation in external conferences, training opportunities and relevant events on the targeted topics;

- External actions:

- Advocating for policies that promote a fair and inclusive digital transition at the local, national, and European levels;
- Establishing relevant partnerships with tech businesses, educational institutions, and civil society organisations to leverage resources, good practices exchange, and expertise for digitalisation projects.
- Implementing feedback mechanisms such as surveys, peer-to-peer evaluation, and interviews to gather input from ALDA's community on how to improve the hub's offerings and ensure inclusive practices.

Long term

- Internal actions:

- Prioritising innovation and digitalisation projects, in order to fully benefit from the digital and twin transition;

- External actions:

- Creating a solid network of organisations, starting from the stakeholder mapping and focusing on digitalisation and innovation towards common goals and objectives;
- Developing and delivering high-level training to enhance digital skills of local communities and citizens.

8.3.1.2.6 Practices of citizens participation and community engagement

ALDA will continue in promoting citizens participation and community engagement at the local level as a key feature of its mission and its capacity to impact, together with partners and members. It means that citizens' engagement will be **streamlined** in all internal and external actions and programme, engaging all the community including ALDA and ALDA italia and ALDA plus and the LDAs.

- We will **further investigate new forms of citizens' participation** in order to identify the strongest impact and respond to challenges (like in particular e-democracy or other forms of engagement).
- We **will present our methodologies in a clearer** way so that our members and partners can benefit from a **consolidated knowledge** and practices **that they can use and adapt**.
- In particular, we **will build the capacities of civil society and local authorities in practices of cooperation to become a strong community of practitioners**, able to share difficulties but added value to the methods in terms of improvement of public policies and solution oriented forms of governance.
- Our **methodology will also be tailor made** with an effort to respond to **diversified situations** and **types of stakeholders** (for example, for local authorities or for civil society)
- We will have at disposal a **pool of experts** on citizens engagement and participatory democracy, within the staff of ALDA and also a roster of **external experts**, ready to be engaged in programming and consultancy.
- We will accompany **European processes** on the matter like the work done by the Council of Europe, the European Commission and the Committee of the region on the matter.

On the issue of participatory democracy, we will **consolidate our advocacy** to raise the voices of our members and partners in our advocacy work, with evidence based elements. We are aiming at being recognised in Europe as a key practitioners group of organisation and a point of reference.

We will also consolidate our experiences in partnership with the flagship initiatives of ALDA in Ukraine, as for TALD and in Migration issues. This will be coordinated mainly by the thematic hub on practices of citizens participation.

In terms of resources, the hub will be mobilised and will also engage our dev and implementation team as well as the research component of ALDA. All regional hubs will be involved.

8.3.1.2.7 Territorial and Local Development

Through the European Consensus on Development (2017), the EU together with its member countries, reaffirms poverty eradication as our primary development objective integrating the economic, social, and environmental dimensions of sustainable development and underlining the links between development and other European policies, such as peace and humanitarian aid. In terms of implementation, the consensus prescribes to build better tailored partnerships with a wider range of stakeholders and reaffirm the European commitment to policy coherence for development.

In the framework of its expanding relations with local authorities (LAs), the EU (DG INTPA) decided in 2018 to support an innovative initiative of decentralised cooperation. The overall objective of the resulting “Partnerships for Sustainable Cities” programme is to promote integrated urban development by fostering peer-to-peer exchanges among Local Authorities of EU Member States and countries in the Global South around shared challenges. ALDA has been involved for taking part in the Global Meeting 2024 and for contributing in the process.

In the actual debate, the territorial approach is also considered a potential means to respond to the [Global Gateway strategy](#), that is the EU’s contribution to narrowing the global investment gap worldwide, “a template for how Europe can build more resilient connections with the world”.

In this relevant process, ALDA is trying to collaborate and make its contribution in particular on participatory democracy and citizens engagement. Moreover, we firmly believe that a territorial approach for local development builds on the inclusiveness of citizens as key democratic and development actors, on local resources’ mobilisation, and on the role of autonomous and accountable local authorities as catalysts for development.

Following a conference on “Living Territories” (2018), the White Paper produced by the AFD, AUDA-NEPAD, BMZ, CIRAD, European Commission, FAO, GIZ, OECD, and UNCDF, titled “Fostering Territorial Perspective for Development - TP4D”, and the new White paper (2023) identified common principles of territorial approaches and described their contributions to policy action, people-centred development, and coherent governance, as a central and relevant framework for all the associations engaged in the territorial cooperation.

At the same time, the European Union (EU) is committed to ensuring that the development potential of places is uncovered and valorised. Integrated territorial and local development strategies promoted by EU cohesion policy are relevant tools to sustain this process. The [‘Handbook of Territorial and Local Development Strategies’ \(2022\)](#) provides valuable knowledge on how to design and implement integrated strategies in areas other than urban areas. It aims to serve managing authorities of operational programmes, local strategy owners as well as other stakeholders involved in the process. The Handbook is a joint initiative by the European Commission’s Directorates-General for Regional and Urban Policy (DG REGIO) and the Joint Research Centre (JRC), and it benefits from the active contribution of policymakers, practitioners and scholars.

Territorial approaches to development have been increasingly recognised as a powerful means for implementing more appropriate analytical and operational mechanisms in global contexts. A territorial perspective considers the territory as a space of governance for human activities where future projects are conceived and implemented. A territory is governed and influenced by a community of actors dealing with common challenges by defining appropriate actions and policies; a community of actors, who represent different interests and different capacity to pursue their interests; actors who mobilize and create interdependencies between resources and places, not limited to formal administrative boundaries. A territorial approach recognizes the role of this multitude of actors and its transformative power, and rooted in this specific “geography”, increases the effectiveness of the action and the impact of the interventions.

Within the Agenda 2030 framework and the interlinkages between the SDGs, territorial approaches are highly relevant providing systemic, context-specific, spatially anchored, and inclusive efforts for sustainable development. Moreover, the rights-based and participatory nature of territorial approaches can support the development of more inclusive and equitable long-term solutions. This strategic framework is the key reference for the overall ALDA’s action.

At the same time, at global level, the operating environment of the territorial approaches is becoming more resource-constrained, uncertain, and complex. The perimeters of action is unstable for several reasons, some of which are related to the low availability of reliable data, high dependence on national transfers, especially in fragile and vulnerable contexts; Lack of stable and skilled professional teams, and inefficient multi-level and multi-stakeholder governance mechanisms.

Hub’s priorities

Our action on territorial and local development will focus on two key priorities, also connected to a European and global dimension of ALDA’s sphere of intervention:

1’ Priority

To support the European cities and local governments to address global challenges at local level, acting as the first actor of fair sustainable development.

In the face of megatrends such as climate and demographic change, digitalisation and urbanisation, many cities and regions are grappling with critical challenges to preserve social inclusion, foster economic growth and transition to the green models.

Local and Regional Governments are increasingly recognized as key stakeholders for sustainable development and represent the space where concrete changes can take place, be experimented with and offer opportunities for reflection and exchange with other territories.

2’ Priority.

To Improve decentralized and multistakeholder partnerships as an effective tool to foster collaboration between European and global actors, based on the Territorial Approach to local development.

In the actual debate, the territorial approach is also considered a potential means to respond to the [Global Gateway strategy](#), that is the EU's contribution to narrowing the global investment gap worldwide, and to the key priorities and challenges of the EC and agencies for international cooperation. A territorial approach for local development builds on the inclusiveness of citizens as key democratic and development actors, on local resources' mobilisation, and on the role of autonomous and accountable local authorities as catalysts for development.

Our contribution is directly connected to the strengthening and construction of new resilient and powerful partnerships by connecting territories valorising their good practices, experiences and values.

Hub's actions

An annual program will be progressively drawn up to respond to the challenges and priorities identified above.

For the Priority 1, the hub's action is however linked to the development of the following key activities:

- **Defining, testing and leading pilot experiences in collaboration with local partners** (cities, LAs and/or CSOs) for shaping visions or participatory plan about local development. This represents a great opportunity to offer our support to our members and partners, and at the same time continue to enrich our knowledge and know-how on practical participatory and multidisciplinary approaches for sustainable and inclusive development strategies and plans.
- **Provide guidelines and methodological inputs to cities and Local Authorities in key strategic fields.** For instance, methodological guidelines for developing town twinning projects. Successful twinning brings scores of benefits to both the community and the municipality. By bringing people together from all over the world, it gives us an opportunity to share problems and solutions, exchange opinions, learn from each other, and create friendships through common interests and issues.
- **Our contribution is also aimed at raising awareness, education and knowledge on the actual debate and strategies in addressing territorial and global challenges, within the framework of SDGs localisation:** i) for mayors and local leaders that are working to improve the quality of life in local environments, the SDGs provide a roadmap for more balanced and equitable urban and territorial development. ii) For citizens, local associations and CSOs: the need to be informed, to be aware of their roles for reaching these common challenges, and to take part as active actors in their own space of interventions.

For the Priority 2, which is fully in line with the aims of the new Flagship TALD, as already mentioned above, the key actions will be:

- **Empowering Cities and Local Initiatives:** Recognizing the value of local knowledge, resources and capacities as a basis for cooperation opportunities, capacity-building and peer-to-peer exchange. The Flagship Initiative could identify and prioritize local partners, and seek to both bolster and harness their capacities. We broker the sharing of evidence, lessons, insights and technical expertise among cities and territories to align efforts, learn from each other and improve the impact of their actions.
- **Community Engagement:** The cornerstone of the Flagship Initiative is systematic participatory community and stakeholders engagement. The approach varies across countries and contexts, but consistently focuses on understanding the power's geography, priorities, capacities, needs and risks. Unlocking the potential of the territory means legitimising local actors to collectively identify development strategies, the endogenous resources from which to start, and the programmatic dimension to give coherence to the various fields of action.
- **Regranting scheme as funding opportunities.** ALDA's approach to re-granting (financial support to third parties) serves as a bridge between local authorities, institutions, and citizens to address local needs. ALDA's 5-step methodology on re-granting, developed and tested over the years, includes phases from preparation to visibility and capitalisation of results.
- **Learning and evaluation:** Understanding, adapting and rethinking. Some of the current approaches and plans don't effectively serve territorial priorities because they distort local needs by analysing them through the lens of the exogenous systems. At the same time, the lack of sufficient and adequate data at a local scale often limits the evaluation of the impacts of actions and interventions. This could be a field of study to be promoted in synergy with tests over the years, including phases from preparation to visibility and capitalisation of results. This could be a field of study to be promoted in synergy with other organizations and research institutes. The aim is to understand why and, where desirable, how approaches can be replicated and brought to scale, identify promising new practices, and develop them for replication in other contexts

8.3.1.3 Details of the regional hubs

8.3.1.3.1. European Union

The EU is not considered per sé a regional hub for ALDA but it is followed as such. In particular it means to have a particular attention to EU based topics and policies, relevant for the organisation and also a dedicated team in Dev and Implementation, that will be able to be followed also with a strong advocacy work and presence both in Brussels (for UE affairs) but also focusing on some of the members states where ALDA has key members and a good representations, like France, Italy, Spain and Poland.

The secretariat has a dedicated team in Brussels. We will continue to follow EU policies through the dedicated thematic hubs and have a more precise knowledge and strategy for each of them. We will be also working with the consultative bodies, in particular the Committee of the Regions with the Memorandum of Understanding but also the EESC. The cooperation with the Council of Europe institutions will also be followed. We will work together with our cross members and networking partners in order to create synergies and support our enhanced impact.

8.3.1.3.2. Western Balkans

ALDA, in collaboration with the French Development Agency (AFD), is embarking on a strategic partnership in the Western Balkans to advance democratic development. This initiative recognizes the important role of civil society in the region's progress and aims to provide substantial support tailored to the area's socio-political and economic dynamics. By leveraging ALDA's local expertise and global best practices, the partnership seeks to address key concerns within the civil society sector and foster lasting positive change.

In parallel, ALDA Skopje is spearheading the establishment of the Anna Lindh Foundation Network in North Macedonia, as part of the broader Euro-Mediterranean initiative promoting intercultural dialogue. The network aims to enhance capacity in intercultural dialogue, forge partnerships across the Mediterranean region, support democracy and community growth, facilitate cultural and educational exchanges, and empower youth involvement.

Additionally, ALDA is actively involved in projects such as Medi4Eu, aimed at improving media and journalism processes in North Macedonia, and the European Label of Governance Excellence (ELoGE) project in Kosovo and North Macedonia, focusing on reintroducing and implementing governance excellence principles. These initiatives collectively demonstrate ALDA's commitment to promoting democracy, intercultural dialogue, and media excellence in the Western Balkans, contributing to the region's socio-political landscape and fostering sustainable development.

8.3.1.3.3. Eastern Partnership (Moldova, Belarus, Southern Caucasus)

ALDA has strengthened its partnership with EPD and People in Need within the ongoing EU4Accountability project and is on track to continue working on a new conceptual initiative that will contribute to strengthening democratic decision-making and creating an enabling environment for civil society in the Republic of Moldova. The foundation of the action is to continue the great work done with grass-roots NGOs and to engage in participatory and inclusive policy dialogue to advance in the implementation and monitoring of EU and national development plans and programmes, with a special focus on underrepresented groups and women.

As the flagship of the EaP, the office in Chisinau provides emergency humanitarian support to Ukrainian civil society to overcome the consequences of the war and assist internally displaced people. NGOs from Vinnytsia, Mariupol, Dnipro and Odessa regions have currently benefited from ALDA's support to deliver necessary services and goods, equip shelters and provide medical equipment for displaced people.

Additionally, ALDA is taking advantage of local opportunities to engage with the “Civil Society for European Integration” project, in the implementation of budget monitoring and advocacy at central and local levels. The initiative aimed at supporting the implementation of the conditionalities attached to Moldova’s EU candidate status and the Association Agenda, through empowered civil society.

Dedicated programme to Belarus and Southern Caucasus to be added

8.3.1.3.4 Ukraine

The activities in Ukraine of ALDA will be followed by with UA team of ALDA composed so far of a responsible on the field in Kyiv, an LDA support and an assistant. According to projets, it may grow, we will focus on accompanying the Ukrainian communities in several ways

- Supporting humanitarian support with assistance from our members and donors, via our members of the Local Democracy Agencies
- Support the existing LDAs and their functioning and activities, as instrument of social cohesion
- Development of more LDAs and their partnership, supporting the communities in their work in social development, youth empowerment and local economic development based on decentralisation and community engagement
- Supporting projects for our members, creating a community of members of ALDA integrated and active

ALDA will continue to support and advocate for Ukraine in its fight against invasion, with concrete actions and in supporting the European process of integration, we will mobilise our members and community and also work on the lesson learned from Western Balkans.



We will focus on decentralisation and focus on local democracy but also on empowerment, strength and networking of civil society, including in the Civil SocietyForum and as part of the Framework Partnership agreement that we have with the EC.

The Ukraine programmes and strategy will be followed within the network of Eastern Partnership, in coordination with the rest of the team.

We will focus to match our efforts with other EU ones, with the support of French and Italian institutions but also potentially continue our work with U lead and GIZ.

8.3.1.3.5 Central Asia

ALDA currently does not have a programme in Central Asia. However, our Development team, in collaboration with the Southern Caucasus and Central Asia coordinator, is closely monitoring international grant calls specific to this region. We worked in the past in Kyrgyzstan and we have a pilot project in Bhutan.

We are currently identifying partners and strategic relationships.

ALDA is presently engaged in one ongoing research project focused on participatory democracy in Georgia. Furthermore, we are in the process of developing two additional projects: ALDA leads the initiative focused on good governance while partnering on the project addressing disinformation.

to be completed

8.3.1.3.6 Türkiye

The increase of our volume of activities in Türkiye, with several programmes and projects as well as a growing membership base, is leading us towards the constitution of a dedicated hub to develop a specific strategy for the country. The solid commitment towards local democracy, as well as the liveliness of civil society, are key ingredients for a meaningful partnership with ALDA.

Actions:

- Investigate the operational possibilities to strengthen our actions in the country
- Invest efforts in developing projects and actions involving Turkish partners
- Support the first years of functioning of LDA Edremit

Resources:

- Two colleagues based in the country (one in Istanbul, one in Ankara)
- Strategic partnerships with key institutions and associations (MMU, MAD, STGM, CoE...)
- Registered LDA in Edremit
- Newsletter in Turkish
- Dedicated advisory board member

8.3.1.3.7 Southern Neighbourhood

In Southern Neighbourhood, we seek to reinforce our collaboration with local authorities in the countries we work in, by enlarging our database of contacts and looking for opportunities

for collaborations with the LAs we are already in contact with. At the same time, we seek to maintain our database of CSOs updated and evaluate relevant collaborations with the private sector at the local level. We also aim to motivate European local authorities to engage in decentralised cooperation projects with MEA local authorities (by also studying small-scale funding opportunities).

Actions:

- Advocacy activities around the key issues affecting the area
- Keep enhancing the mapping of relevant stakeholders: CSOs, LAs and networks
- Continue efforts to establish a local branch in Tunisia
- Study the possibility to open new LDAs in the region, with a dedicated support
- Invest in developing project proposals targeting the area and involving key partners and members

Resources:

- Staff present in various countries (France, Italy, Tunisia, Türkiye) with project management, communication and project development roles and regional office in Tunis
- Strong presence in relevant Euro-Med networks (Anna Lindh Foundation, REF) and institutions (ARLEM)
- Well established LDA in Kairouan
- Newsletter in Arabic
- Dedicated advisory board member - focusing on the Tunisian context

8.3.1.3.8 Sub saharan Africa

In the African continent, ALDA is targeting primarily countries with relative political stability and political will to engage in local democracy, namely the Western Africa area (Senegal, Ivory Coast, Benin, Burkina Faso, Ghana, Gambia, Guinea, Togo) as well as Kenya, Rwanda and Tanzania. Collaborations with South African stakeholders is also envisaged.

Since the “ALDA going global” strategy kick-started in 2020, our strategy is advancing by studying the context and mapping the relevant stakeholders, as well as developing project proposals and pilot actions.

Actions:

- Continue enriching the mapping the relevant stakeholders in all the target countries (CSOs, LAs, networks)
- Invite the current beneficiaries of our projects to join ALDA as members when the project is concluded
- Develop project proposals and pilot actions to be implemented in the target countries
- Identify possibilities of LDAs’ development

Resources:

- Regional office in Tunis and one colleague based in Senegal
- Strategic partnership with EPD and Democracy Works Foundation (South Africa)
- Visibility towards the EU as a key implementing partner in the continent
- Dedicated advisory board member based in Rwanda

8.3.1.3.9 South America and Asia

In alignment with the European Commission's policies and strategies for international cooperation, ALDA aims to expand its footprint in Latin America and Asia over the next four years (2024-2028). Building on our key achievements, particularly our established network of Local Democracy Agencies (LDAs) and our expertise in good governance and citizen participation, we will endeavour to promote democratic values and strengthen local communities in these regions.

1. Establishing New Local Democracy Agencies (LDAs):

- Identify countries in Latin America and Asia with mature local governance systems and a commitment to decentralisation.
- Open new LDAs in strategic locations, focusing on enhancing democratic processes and citizen engagement (target: 2 in Latin America by 2028 and 2 in Asia?)

2. Leveraging Competence in Good Governance:

- Capitalise on ALDA+'s expertise in good governance to deliver professional and specialised services to local communities.
- Offer capacity building programs, technical assistance, and advisory services to support institutional strengthening and policy reform.

3. Strengthening Partnerships and Collaboration:

- Forge partnerships with local governments, civil society organisations, and international stakeholders to facilitate knowledge exchange and joint initiatives.
- Collaborate with relevant European Commission programs and initiatives, such as the EU's Development Cooperation policies, to leverage resources and amplify impact.

4. Delivering Targeted Capacity Building Programs:

- Develop tailored training programs and workshops to empower local stakeholders with the skills and knowledge necessary for effective governance and citizen participation.
- Set targets for the number of individuals trained and the percentage increase in local capacity over the four-year period.

5. Advocating for Policy Reform:

- Advocate for policy reforms at the national and local levels to promote decentralisation, strengthen democratic institutions, and enhance citizen participation.
- Align advocacy efforts with the European Commission's priorities for democratic governance, human rights, and sustainable development.

6. Monitoring and Evaluation:

- Establish robust monitoring and evaluation mechanisms to track the progress and impact of ALDA's activities in Latin America and Asia.
- Develop indicators to measure outcomes such as increased civic engagement, improved service delivery, and strengthened democratic governance.

7. Ensuring Financial Sustainability:

- Secure diversified funding sources to sustain expansion efforts in Latin America and Asia, including grants, donations, and fee-for-service arrangements.
- Monitor financial indicators to ensure long-term financial sustainability and resilience.

8. Fostering Knowledge Exchange and Networking:

- Facilitate knowledge exchange and networking opportunities for stakeholders across Latin America, Asia, and Europe through conferences, seminars, and online platforms.
- Promote South-South and Triangular cooperation to facilitate peer learning and collaboration among countries in the Global South.

By expanding our presence and leveraging our strengths in Latin America and Asia, ALDA will contribute to advancing democratic governance, strengthening institutions, and promoting citizen participation in line with the European Commission's global agenda. Through strategic partnerships, targeted capacity building, and advocacy efforts, we will work towards achieving tangible impact and fostering sustainable democratic development in these regions.

8.3.2 Improving programming capacities

The programmes, projects and actions of ALDA represent key instruments, thanks to which we are delivering our mission. The actions will make more concrete the efforts of ALDA in supporting good local governance, with strong, inclusive and democratic local and regional authorities and with the support to civil society, vivid, committed and representative of citizens. Our focus of programmes based on participatory democracy at the local level as well as a multistakeholder and multilevel approach to governance and development, will be articulated around the thematic hubs (knowledge, people, and programmes).

8.3.2.1 Focusing on strategic partnerships

ALDA benefits from important strategic partnerships and we are aiming at strengthening them, sharing efforts for more specific impact on actions and advocacy. All the community will be engaged, including the Local Democracy Agencies, which will represent a key feature of our activities as well as the participatory approach to local democracy.

- We will focus on partnership with institutional partners, such as the **Congress of the Council of Europe**, member of the Governing Board, benefitting from regular exchanges of views and policy orientation. We are aiming at having a policy making orientation as well as programming, for specific actions but also working with the programme Elogé.
- We will focus and empower our strategic partnership with the **Committee of the Regions** with a regular exchange of views and valorisation of everyone's added value, having political orientation but also shared programmes. We are aiming at engaging with the members of the CoR but also in developing strategic actions, especially with the CIVEX committee on citizenship and participatory democracy and the Enlargement policies and instruments (CORLEAP, ARLEM and working groups for Ukraine and Western Balkans)
- We will also continue to be actively engaged in the EESC and in particular in the Liaison group.
- We will focus and feed our Framework partnership agreement with **DG EAC and Just** and the programme **CERV** as well as the **Framework partnership agreement with DG Near in Eastern Partnership**
- We are aiming at engaging with DG INPTA in particular with a follow up of the programme WYDE and the flagship of **TALD**. In this global impact, we are keen in developing pragmatic relationships with UCLG (and IODP) but also civil society networks.
- In the future, we will also more tight relationship and programmes with the **Agence Française de Développement** and **French MFA** for shared policies in Western Balkans and Eastern Europe but also with **AICS (Agenzia italiana di cooperazione allo sviluppo)** and more Italian policies, in particular with ALDA Italia.
- We are aiming at engaging with key partnerships in local governance matters, with tenders and technical assistance, like GIZ.

Some of our members present some **potential of strategic partnership** (for example the deputacio Barcleona) and we will carefully follow up on potential.

Our regular network where we are members of are also key for our development, such as the **European Partnership for Democracy, Civil Society Europe, Concord** but also the European Movement in Brussels, France and Italy. We will participate and develop the potential of cooperation.

The **cross membership** offers room for further synergies and cooperation.

In terms of resources, we will need to carefully allocate time and staff to each of the networks and strategic partnership to identify how to contribute substantially.
how to contribute substantially.

8.3.2.2 Fundraising and sustainable approach

As ALDA charts its path for sustainable growth, fundraising emerges as a critical component, not only to support its mission-driven initiatives but also to ensure long-term viability and impact. ALDA's strategy revolves around fostering diversity in its funding sources and building a sustainable approach to growth, underpinned by collaboration and synergy between its different departments.

Key Components of the Strategy

1. **Diversification of Funding Sources:** ALDA recognizes the importance of reducing reliance on any single funding stream and aims to diversify its portfolio of supporters. This entails tapping into a mix of public grants, private donations, corporate sponsorships, philanthropic foundations, and earned revenue streams, such as fee-based services and product sales (through ALDA+).
2. **Strategic Partnerships:** ALDA seeks to establish strategic partnerships with organisations and individuals who share its values and vision. By leveraging synergies and complementary strengths, ALDA can access new funding opportunities, expand its reach, and amplify its impact on a global scale.
3. **Data-Driven Decision-Making:** ALDA adopts a data-driven approach to fundraising, leveraging analytics and insights to identify trends, donor preferences, and emerging opportunities. By harnessing the power of data, ALDA can tailor its fundraising strategies, personalise donor engagement, and optimise resource allocation for maximum effectiveness.
4. **Collaboration between Departments:** Effective fundraising requires close collaboration and coordination between ALDA's various departments, including development, communications, program management, and finance. By fostering a culture of collaboration, breaking down silos, and aligning goals and priorities, ALDA can leverage the collective expertise and resources of its teams to achieve fundraising success.
5. **Sustainable Growth:** ALDA is committed to a sustainable approach to growth that balances financial stability with social and environmental responsibility. This involves investing in capacity-building initiatives, diversifying revenue streams, and adopting innovative fundraising models that generate long-term value while minimising negative impacts on society and the environment.

8.3.2.3 Implementation and managing a multiple programmes organisation

ALDA has a great experience in terms of project management as a partner and leader and the real challenge is, on the one hand, to capitalize on all this heritage, and on the other it is to continue to ensure a flawless implementation. This means valorising all our assets as a clear and safe toolbox for our staff, for our entire Community and all our interlocutors. A unique and stainless *modus operandi*, recognizable as a ALDA hallmark.

In concrete terms this ambitious aim refers to two key pillars:

- 1) technical strategies and related procedures which distinguish the effectiveness and the efficiency of our interventions.

This path of continuous technical strengthening will allow us to strengthen our image of total reliability, as an opportunity for new direct, strategic, multi-annual and programmatic assistance and technical support.

Key actions

- develop an internal strategy for the impact assessment of our actions and projects.

Our organizational mission is complex and to accomplish it, we chose to define a strategy that could help us move forward towards several objectives and challenges. An approach to evaluate the impact of our projects, expected or unexpected, and lasting changes generated by our activities. Impacts of an environmental, economic, or social nature, aiming at

- i) promoting and synergizing the relevance of the different projects and actions that we implement;
- ii) strengthening our partnerships by demonstrating the added value of our action;
- iii) integrating impact as a strategic decision criterion, in other words make it a strategy management tool;
- iv) recognizing and promoting the work of our members to strengthen their support and mobilisation.

- continue to strengthen our quality control and management system, refining procedures and making them more stable.

This includes a clear and solid definition of procedures for all the PM phases and tasks, such as: managing of resources, milestones and deadlines of deliverable submission (if ALDA is leader or if ALDA is partner; activation of a stable communication and information exchange system with project partners and EU officers; planning and implementing of project monitoring & evaluation process, sustainability and results exploitation plans and strategies.

A stronger process will be able to strengthen the three linked phases involving the three functional departments of the organization (Development, Implementation and Financial)

- Plan: Quality at entry, meaning assessment conducted at the initial plan of implementation of the designed action.
 - Do: Quality at implementation, meaning assessment conducted during the actual implementation
 - Evaluate: Quality at exit, meaning assessment conducted following the completion
- 2) systematisation of good practices and production of contents and methodologies, in particular with reference to the key role of our Thematic hubs.

This also represents a key source for animating and improving the engagement of members, stakeholders and organizations with which ALDA shares common interests and challenges.

In this process, we believe that our action can focus on the following actions as opportunities for growth, strengthening of skills and valorization of our intellectual production:

- Community of Interest & Networking
- Pilot activities
- Capacity building and Exchange of good practices
- Publication, research and knowledge sharing

To do this, it is always necessary to establish a precise and detailed working framework in order to guarantee the proper conduct of our action and all its components, that is to say not only the development of intellectual productions but also of the aspects cross-cutting aspects of each intervention - such as dissemination, sustainability, etc.

8.4 Impacting policies and decision making

8.4.1. Research and capitalisation

ALDA is mainly a project-oriented organisation. However, the siege of its operations and the number of partners as well as years of operation, offers a great potential for generating knowledge and expertise that needs to be further valorised and capitalized.

Working with thematic and regional hubs

The work with the hubs will also have the potential to collect information and systemize the knowledge, practices and expertise that could then be presented.

We will work on systematised collection of deliverables that are either produced by ALDA, by partners or networks we are part of to capitalize the size of our impact in terms of knowledge, expertise and advocacy.

Research

Through projects and policy making, ALDA will be able to respond to questions and challenges through research so as to be more specialised in the topics and be able to be evidence based in its advocacy and programmes. The research will focus these years on the capacity of participatory democracy to be resilient in its action at the local against democracy threat.

For the research component, we will partner with key institutions to have a target oriented work, in particular with EPD but also universities members of ALDA.

Villa Fabbris

Villa Fabbris in Thiene is our location where the numerous projects of ALDA will be able to be analysed in a specific inspirational environment. We would develop an in depth library in practices of local democracy as well as retreats for ALDA, members and partners. The research and reflection orientation of our participation in Villa Fabbris will be a key element of our next strategy. We will aim at having regular events (like the summer school) to address key challenges and respond to them in local democracy.

In terms of resources the community of ALDA will be mobilised around the thematic and regional hubs. The management of Villa Fabbris should be included in the activities of the Dev and implementation team of ALDA. A specific campaign of dissemination on the potential of the villa will be organised in 2024.

8.4.2. Advocacy oriented

ALDA aims at changing policy making through targeted advocacy work.

The main sources of our advocacy will come from :

- The thematic hubs and the projects report and orientation
- Our members' support and specific coordination
- Our governing board and political instances, such as the general assembly
- Our partnership with networks such as EPD, civil society Europe, CoR and EESC and more

We aim at improving our capacity to influence the policy making at local, national, European and global level

- Training our staff to be able to develop policy briefing and identify advocacy points from their action
- Capacity to identify the best advocacy channels for placing the points

Because the advocacy work is difficult to be reported, we will carefully take stock of how the community of ALDA is influencing the policy environment.

In terms of resources, we will train our colleagues but also have a regular advocacy officer that will be able to follow the policy processes useful for ALDA and its members and elaborate our points and place them at the right time for the most effective results.

8.4.3. Communication instruments and outreach

Effective external communication is paramount for any organisation's success as it serves as the bridge between the Association, its members, partners, and the broader community. Through clear and consistent external communication, ALDA can build trust, foster positive relationships, and achieve its mission. Prioritising external communication is not just a necessity but a strategic imperative for long-term success in today's interconnected world.

At its disposal, ALDA has various communications instruments among which;

The ALDA website: A central platform for providing information about the organisation, its mission, vision, news, events, contact details and so much more. The New ALDA website was launched in October 2023 and in the following year it is aimed at becoming more inclusive, engaging and interactive. An example of this are the interactive maps that are available in the following pages; [partners](#), [members](#) and [Local Democracy Agencies](#).

Social Media: As ALDA we do have several social media platforms namely, Facebook, Twitter (X), LinkedIn, Instagram, and Youtube, which offer avenues for direct interaction with users and the broad community. After an analysis conducted with a Communication Agency, the Communication team understood that the highest engagement is on Facebook and LinkedIn, however even Instagram and Twitter(X) are growing day by day.

The strategy to exploit social media in the best possible way for the following years includes;

- The drafting of a **new editorial plan** which will focus on ALDA's priorities, giving special attention to the Thematic Hubs, the ALDA community, the ALDA mission, its members and more. The new editorial plan will also help ALDA to diversify more the content, to avoid over publishing and to post on crucial moments of the day.
- Opening, in the following months, a **TikTok account**. TikTok is a popular social media platform that allows users to create and share short-form video content, typically ranging from a few seconds to one minute in length.

Launched in 2016 by the Chinese company ByteDance, TikTok quickly gained worldwide popularity, particularly among younger demographics. The platform provides users with a wide range of creative tools and features, including filters, effects, music, and editing capabilities, to produce engaging and entertaining videos. In order to reach a very young audience (from 18 to 25+) ALDA needs to consider opening a TikTok account. This, however, will also cause more responsibilities and time spent for social media management for the Communication Team.

- Constantly monitor indicators and set specific **KPIs** (Key Performance Indicators) which will help the Communication team to understand what content is more suitable for the audience, which social media performs best, and adapt the editorial plan accordingly. From the last half of 2023, the Communication Department of ALDA started to monitor the analytics of each social media on a monthly basis.

Email: Emails are an efficient tool for sending news, updates, calls for proposals and other important communications directly to ALDA's network. Emails are used by each member of the staff to communicate to the external world. ALDA uses Gmail (provided by Google).

Media outreach/Press releases: Press releases are crucial for organisations to share important news with the media, stakeholders, and the general public. They help garner media coverage, enhance credibility, improve search engine visibility, maintain and create new relations, and engage with the citizens. Overall, press releases serve as a key tool for effective communication and reputation management. **ALDA has a database** which contains media contacts from Italy (especially in the Veneto region), from France and Belgium. The objective for the following years is to increment this database and develop it even in other countries, especially where ALDA has its offices. One possibility is to buy a subscription to the tool [Meltwater](#), which is a software-as-a-service (SaaS) platform that specialises in media intelligence and social media monitoring. It offers tools for tracking and analysing online news, social media conversations, and other digital content relevant to a company or organisation.

ALDA Newsletter: The ALDA Newsletter serves as a direct line of communication to share impactful stories, updates on projects, upcoming events, and volunteer opportunities. Through the Newsletter, ALDA can build relationships, inspire action, raise awareness, and cultivate a sense of community around its mission. By delivering compelling content and highlighting the organisation's achievements, challenges, and impact, newsletters help ALDA engage its audience, foster support, and drive positive change.

The ALDA Newsletter is currently being translated into 10 different languages namely, English, French, Italian, Russian, Romanian, Serbian, Arabic, Ukrainian, Armenian and Georgian. In order to improve this extremely useful (and amazing) tool of ALDA the strategy foresees the implementation of the following actions:

1. Restructuring the newsletter: leave the main body with institutional news, create different sections for the Thematic Hubs.
2. Introducing new languages. In 2024 ALDA will start translating the Newsletter also in Turkish, following the expansion of the Association in the country. A suggestion would be to also translate the newsletter in Spanish.
3. Introduce an additional newsletter, called 'Regional Rundown', which will be sent every 15th of the month by the Regional Coordinators. This newsletter will focus on the opportunities, projects and partners within the different regions.
4. There is also the possibility to include, within the monthly newsletter, a very short video at the beginning, with a recap of all the news, mentioning highlights and achievements. The section can be called 'ALDA News'.

The ALDA Newsletter is sent monthly. However, several **special editions** of the newsletter are also foreseen during the year. A practical example of this is the Newsletter that has been sent for the launch of the NEW ALDA website and for the ALDA Campaign on the European Elections 2024.

ALDA Podcast 'Shades of Democracy': The ALDA podcast is a digital audio programme available for streaming or downloading over the internet. It consists of a series of episodes centred around specific topics or themes, ranging from digitalisation, European elections, reganting, citizens engagement, women empowerment and more. Listeners can access the ALDA podcast through various platforms and apps, such as Spotify, Google Podcasts, iPodcast using their smartphones, computers, or other internet-connected devices. They have the flexibility to listen to episodes at their convenience, whether during their daily commute, workout, or leisure time.

Podcasts have gained popularity due to their accessibility, diversity of content, and the ability to cater to niche interests and audiences. The ALDA podcast is a unique platform for storytelling, sharing knowledge, engaging with the network, and fostering community around shared interests or passions.

The ALDA communication team takes care of the podcast which, in 2024, will hit its third season. The strategy to ameliorate the exploitation of this tool includes;

- The possibility of inviting speakers to the ALDA offices, instead of recording them online. This will represent a fantastic opportunity for networking and to help people get acquainted with the world of ALDA.
- Drafting a more catchy list of topics to cover. This implies trying to understand the topics that are trending at the moment. For instance, in 2024, ALDA foresees podcasts covering Artificial Intelligence, the European Elections 2024 and several actual topics.
- An idea could also be to invite citizens/ the community to participate in our podcast. In the end, we are a Civil Society Organisation and we need to amplify the voice of civil society.

Possibility to engage with radio programmes:

For an Association, radio programmes serve as a potent tool for advocacy, outreach, and community empowerment. They enable the Association to amplify its messages, raise awareness about social issues, and mobilise support for its causes. Through radio programmes, the Association can educate communities about participation, democracy, environmental sustainability, human rights, and other critical topics. Overall, radio programmes are invaluable for Associations in advancing their mission, engaging with stakeholders, and effecting meaningful societal impact. Due to these reasons, in the upcoming years, the idea is to broaden the audience pool of ALDA collaborating with specific radios and entities, among which;

- CSV Vicenza (Rita Dal Molin)
- Radio Veneto (Ivano Varo)

Online and offline material: Both online and offline materials play crucial roles in communication, education, and information dissemination, each with its unique advantages and reach. Online materials, including websites, social media platforms, and digital resources, offer accessibility and scalability, reaching audiences globally and in real-time. They facilitate interactive engagement, allowing for multimedia content, instant updates, and user-generated contributions. However, offline materials, such as printed materials, brochures, posters, and physical media, remain essential for reaching audiences in areas with limited internet access or technological infrastructure. They provide tangible, portable, and enduring sources of information. Offline materials also offer a sense of credibility and permanence, establishing trust and reinforcing ALDA's identity. Ultimately, a balanced approach that integrates both online and offline materials maximises outreach, inclusivity, and effectiveness in communication strategies.

Due to these reasons, ALDA will continue to produce online and offline material. In 2024, ALDA will:

- Print a new version of the ALDA Roll-Up banner, which contains a QR Code to the brand new ALDA website
- Revise the layout of the already existing brochures, updating content, numbers and data. The brochures will be available in three different languages (ENG, ITA and FR).
- Continue to produce the ALDA Activity Report annually, in an always more engaging and interactive format.
- Continue to produce the Local Democracy Agencies Report and connect the webpage of the LDAs to the news about them, so to feed in a better way the wealth of their work
- Continue to produce publications, reports and other materials relevant to ALDA and its mission (like the ALDA Flagship Initiative in Ukraine).

- Produce gadgets (like bookmarks, bags and other items) that can be used during events.

Since events are going to be always more paperless, ALDA will focus on producing hybrid material (for instance, flyers or postcards with QR Codes).

Special mention concerning the communication of and to members.

One of the issues highlighted recently has concerned the instruments that ALDA is offering to its members. Concerning communication, we are proposing the following strategy;

- Include more members in our activities (e.g. European Local Democracy Week, podcast on regrating, open days and more).
- Continue to leave a dedicated space for the members in ALDA monthly Newsletter.
- Give visibility to members on ALDA social media and website with the dedicated hashtag #ALDAmember
- An idea could be to constitute a Communications Working Group which gathers three times a year (preferably two times online and one in person) with the communication contact points of each member organisation.
- Provide two times a year a workshop concerning “Tips & Tricks of Communication” and “Communication of European Projects” to members. We can also open it to the broader audience, and make it free for members while partners need to pay a small fee.

Finally, we will strengthen the engagement of ALDA with other entities (EPD, CONCORD etc.). The idea is to be more proactive in sharing with them insights that could be vacancies, events, news etc. to broaden ALDA’s audience and enhance the impact of dissemination.



Annexes

Logframe

ALDA STRATEGY 2024-2028

LOCAL DEMOCRACY
FOR GLOBAL IMPACT

alda  European Association
for Local Democracy

The Congress

Le Congrès

COUNCIL OF EUROPE

CONSEIL DE L'EUROPE

 Co-funded by
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