

alda *



European Association
for Local Democracy

METHODOLOGICAL
HANDBOOK

Management of re-granting schemes



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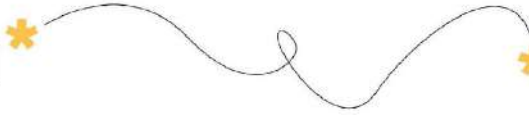


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Abstracts

English

This article presents an overview of the work and approach of the **ALDA - Association of Local Democracy Agencies in promoting local democracy, citizen engagement, and good governance** in Europe, its Neighbourhood, and beyond. ALDA, established in 1999, has grown into a global alliance comprising associations, civil society organisations, and local governments, with over 300 members across 45 countries. Over its 25 years of operation, ALDA has implemented more than 500 projects, engaging nearly 25 million citizens, and has become a key player in policy-making and advocacy at national, European, and international levels. The organisation focuses on a multi-stakeholder approach, conducting projects, coordinating Local Democracy Agencies, managing a wide network of members, and collaborating with European and worldwide networks. ALDA's activities encompass various areas such as European integration, decentralisation, human rights, social inclusion, and sustainable development, with a recent expansion of its expertise beyond the European borders.

The article also outlines ALDA's approach to re-granting, serving as a bridge between local authorities, institutions, and citizens to address local needs and promote active citizenship. ALDA's 5-step methodology on re-granting is detailed, covering phases from preparation to visibility and capitalisation of results. The article further delves into the coaching and monitoring phase of ALDA's re-granting process, emphasising the importance of providing beneficiaries with necessary information and guidance for successful project implementation. This phase includes an inception seminar on grants management and coaching activities tailored to support beneficiaries in addressing implementation challenges. Monitoring activities are conducted as per the grant agreement, focusing on programmatic and financial aspects to ensure project progress and compliance. Reporting procedures are detailed, outlining requirements for periodic analytical and financial reports, along with the review process conducted by ALDA staff. The article also highlights the importance of capitalisation and visibility, emphasising communication guidelines for grant beneficiaries to ensure adequate visibility of funders throughout the project. Lastly, the article discusses opportunities and risks associated with ALDA's re-granting scheme, showcasing the organisation's experience in managing Financial Support to Third Parties (FSTP) and outlining measures for risk mitigation. ALDA's continuous learning process includes milestones such as ISO9001 certification and a management system for project implementation, aimed at enhancing operational efficiency. The article concludes by presenting a risk mitigation plan, categorising inherent and external risks and proposing possible mitigation measures to address them effectively.

Through its re-granting mechanism, ALDA has expanded its impact, fostering multi-stakeholder collaboration, capacity building, and strong partnerships at the community level, ultimately contributing to local development and good governance.



Serbian

Ovaj članak predstavlja pregled rada i pristupa **ALDA-e - Asocijacije agencija za lokalnu demokratiju u promovisanju lokalne demokratije, angažovanja građana i dobre uprave** u Evropi, njenom okruženju i šire. ALDA, osnovana 1999. godine, prerasla je u globalni savez koji čine udruženja, organizacije civilnog društva i lokalne vlade, sa preko 300 članova iz 45 zemalja. Tokom svojih 25 godina rada, ALDA je sprovedla više od 500 projekata, angažujući skoro 25 miliona građana, i postala je ključni akter u kreiranju politika i zagovaranju na nacionalnom, evropskom i međunarodnom nivou. Organizacija se fokusira na pristup sa više zainteresovanih strana, sprovođenje projekata, koordinaciju agencija za lokalnu demokratiju, upravljanje širokom mrežom članova i saradnju sa evropskim i svetskim mrežama. Aktivnosti ALDA-e obuhvataju različite oblasti, poput evropske integracije, decentralizacije, ljudskih prava, socijalne inkluzije i održivog razvoja, sa nedavnom ekspanzijom svoje stručnosti izvan granica Evrope.

Članak takođe predstavlja pristup ALDA-e ponovnom dodeljivanju sredstava, služeći kao most između lokalnih vlasti, institucija i građana za rešavanje lokalnih potreba i promovisanje aktivno građanstva. ALDA-ina petostepena metodologija o ponovnom dodeljivanju detaljno je opisana, pokrivajući faze od pripreme do vidljivosti i kapitalizacije rezultata. Članak dalje ulazi u fazu podučavanja i praćenja ALDA-ine procedure ponovnog dodeljivanja, naglašavajući važnost pružanja neophodnih informacija i smernica korisnicima za uspešnu implementaciju projekta. Ova faza uključuje uvodni seminar o upravljanju grantovima i aktivnostima podučavanja koji su prilagođeni za podršku korisnicima u suočavanju sa izazovima implementacije. Aktivnosti praćenja se sprovode u skladu sa ugovorom o grantu, fokusirajući se na programske i finansijske aspekte, kako bi se osigurao napredak i usaglašenost projekta. Procedure izveštavanja su detaljno opisane, navodeći zahteve za periodične analitičke i finansijske izveštaje, zajedno sa procesom pregleda koji sprovodi osoblje ALDA-e. Članak takođe ističe važnost kapitalizacije i vidljivosti, naglašavajući smernice za komunikaciju za korisnike grantova kako bi se osigurala adekvatna vidljivost finansirera tokom projekta. Na kraju, članak diskutuje o prilikama i rizicima koji su povezani sa ALDA-inim sistemom ponovnog dodeljivanja, prikazujući iskustvo organizacije u upravljanju finansijskom podrškom trećim stranama i predlažući mere za ublažavanje rizika. ALDA-in kontinuirani process učenja uključuje prekretnice poput ISO9001 sertifikata i sistema upravljanja za implementaciju projekata, sa ciljem unapređenja operativne efikasnosti. Članak završava predstavljanjem plana za ublažavanje rizika, kategorizujući inherentne i eksterne rizike i predlažući moguće mere za njihovo efikasno rešavanje.

Kroz svoj mehanizam ponovnog dodeljivanja, ALDA je proširila svoj uticaj, podstičući saradnju sa više zainteresovanih strana, izgradnju kapaciteta i snažna partnerstva na nivou zajednice, što u krajnjoj liniji doprinosi lokalnom razvoju i dobroj upravi.



Italian

Questo articolo presenta una panoramica del lavoro e dell'approccio di ALDA - Associazione delle Agenzie per la Democrazia Locale - nel promuovere la democrazia locale, l'impegno dei cittadini e il buon governo in Europa, nel suo vicinato e oltre. ALDA, fondata nel 1999, è cresciuta fino a diventare un'alleanza globale che comprende associazioni, organizzazioni della società civile e governi locali, con oltre 300 membri in 45 Paesi. Nei suoi 25 anni di attività, ALDA ha realizzato più di 500 progetti, coinvolgendo quasi 25 milioni di cittadini, ed è diventata un attore chiave nel processo decisionale e di advocacy a livello nazionale, europeo e internazionale. L'organizzazione si concentra su un approccio multi-stakeholder, conducendo progetti, coordinando le Agenzie della Democrazia Locale, gestendo un'ampia rete di membri e collaborando con reti europee e mondiali. Le attività di ALDA abbracciano diverse aree come l'integrazione europea, il decentramento, i diritti umani, l'inclusione sociale e lo sviluppo sostenibile, con una recente espansione delle sue competenze oltre i confini europei.

L'articolo illustra anche l'approccio di ALDA al re-granting, che funge da ponte tra autorità locali, istituzioni e cittadini per rispondere ai bisogni locali e promuovere la cittadinanza attiva. La metodologia in 5 fasi di ALDA per il re-granting è dettagliata e copre le fasi dalla preparazione alla visibilità e alla capitalizzazione dei risultati. L'articolo approfondisce la fase di accompagnamento e monitoraggio del processo di riassegnazione di ALDA, sottolineando l'importanza di fornire ai beneficiari le informazioni e le indicazioni necessarie per il successo dell'attuazione del progetto. Questa fase comprende un seminario iniziale sulla gestione delle sovvenzioni e attività di coaching mirate a sostenere i beneficiari nell'affrontare le sfide dell'attuazione. Le attività di monitoraggio sono condotte come previsto dalla convenzione di sovvenzione, concentrandosi sugli aspetti programmatici e finanziari per garantire l'avanzamento e la conformità del progetto. Le procedure di rendicontazione sono dettagliate, e delineano i requisiti per i rapporti analitici e finanziari periodici, insieme al processo di revisione condotto dal personale ALDA. L'articolo evidenzia inoltre l'importanza della capitalizzazione e della visibilità, sottolineando le linee guida di comunicazione per i beneficiari delle sovvenzioni, al fine di garantire un'adeguata visibilità dei finanziatori nel corso del progetto. Infine, l'articolo discute le opportunità e i rischi associati allo schema di riassegnazione di ALDA, mostrando l'esperienza dell'organizzazione nella gestione del Sostegno Finanziario a Terzi (FSTP) e delineando le misure per la mitigazione dei rischi. Il processo di apprendimento continuo di ALDA comprende tappe fondamentali come la certificazione ISO9001 e un sistema di gestione per l'attuazione dei progetti, volto a migliorare l'efficienza operativa. L'articolo si conclude presentando un piano di mitigazione dei rischi, classificando i rischi intrinseci ed esterni e proponendo possibili misure di mitigazione per affrontarli efficacemente.

Attraverso il suo meccanismo di riassegnazione, ALDA ha ampliato il suo impatto, promuovendo la collaborazione tra più soggetti, lo sviluppo di capacità e forti partenariati a livello di comunità, contribuendo in ultima analisi allo sviluppo locale e al buon governo.

French

Cet article présente une vue d'ensemble du travail et de l'approche de l'ALDA - Association des Agences pour la Démocratie Locale - dans la promotion de la démocratie locale, de l'engagement des citoyens et de la bonne gouvernance en Europe, dans son voisinage et au-delà. L'ALDA, créée en 1999, est devenue une alliance mondiale composée d'associations, d'organisations de la société civile et de gouvernements locaux, avec plus de 300 membres dans 45 pays. Au cours de ses 25 années d'existence, l'ALDA a mis en œuvre plus de 500 projets, impliquant près de 25 millions de citoyens, et est devenue un acteur clé dans l'élaboration des politiques et le plaidoyer aux niveaux national, européen et international. L'organisation se concentre sur une approche multipartite, en menant des projets, en coordonnant les agences de la démocratie locale, en gérant un large réseau de membres et en collaborant avec des réseaux européens et mondiaux. Les activités de l'ALDA couvrent divers domaines tels que l'intégration européenne, la décentralisation, les droits de l'homme, l'inclusion sociale et le développement durable, avec une expansion récente de son expertise au-delà des frontières européennes.

L'article décrit également l'approche de l'ALDA en matière de re-subvention, qui sert de pont entre les autorités locales, les institutions et les citoyens afin de répondre aux besoins locaux et de promouvoir la citoyenneté active. La méthodologie en 5 étapes de l'ALDA sur le re-subvention est détaillée, couvrant les phases de la préparation à la visibilité et à la capitalisation des résultats. L'article approfondit la phase d'accompagnement et de suivi du processus de re-subvention de l'ALDA, en soulignant l'importance de fournir aux bénéficiaires les informations et les conseils nécessaires à la réussite de la mise en œuvre du projet. Cette phase comprend un séminaire initial sur la gestion des subventions et des activités d'accompagnement conçues pour aider les bénéficiaires à relever les défis de la mise en œuvre. Les activités de suivi sont menées conformément à la convention de subvention, en se concentrant sur les aspects programmatiques et financiers afin de garantir l'avancement et la conformité du projet. Les procédures d'établissement de rapports sont détaillées et précisent les exigences en matière de rapports analytiques et financiers périodiques, ainsi que le processus d'examen mené par le personnel de l'ALDA. L'article souligne également l'importance de la capitalisation et de la visibilité, en mettant l'accent sur les lignes directrices en matière de communication pour les bénéficiaires des subventions afin d'assurer une visibilité adéquate des bailleurs de fonds tout au long du projet. Enfin, l'article discute des opportunités et des risques associés au système de re-subvention de l'ALDA, en présentant l'expérience de l'organisation dans la gestion du soutien financier aux tiers (FSTP) et en soulignant les mesures d'atténuation des risques. Le processus d'apprentissage continu de l'ALDA comprend des étapes importantes telles que la certification ISO9001 et un système de gestion pour la mise en œuvre des projets, visant à améliorer l'efficacité opérationnelle. L'article se termine par la présentation d'un plan d'atténuation des risques, classant les risques inhérents et externes et proposant des mesures d'atténuation possibles pour les traiter efficacement.

Grâce à son mécanisme de réaffectation, l'ALDA a élargi son impact en promouvant la collaboration entre plusieurs parties prenantes, le renforcement des capacités et des partenariats solides au niveau communautaire, contribuant ainsi au développement local et à la bonne gouvernance.



Russian

В этой статье представлен обзор работы и подхода ALDA - Ассоциации агентств местной демократии - к продвижению местной демократии, вовлечению граждан и надлежащему управлению в Европе, ее соседях и за ее пределами. ALDA, основанная в 1999 году, превратилась в глобальный альянс, объединяющий ассоциации, организации гражданского общества и местные органы власти и насчитывающий более 300 членов в 45 странах. За 25 лет своей деятельности ALDA реализовала более 500 проектов, в которых приняли участие около 25 миллионов граждан, и стала одним из ключевых игроков в разработке политики и адвокации на национальном, европейском и международном уровнях. Организация ориентируется на многосторонний подход, реализуя проекты, координируя работу агентств местной демократии, управляя широкой сетью членов и сотрудничая с европейскими и мировыми сетями. Деятельность ALDA охватывает различные области, такие как европейская интеграция, децентрализация, права человека, социальная интеграция и устойчивое развитие, а в последнее время ее опыт выходит за пределы европейских границ.

В статье также описывается подход ALDA к предоставлению повторных грантов, служащих связующим звеном между местными властями, учреждениями и гражданами для удовлетворения местных потребностей и развития активной гражданской позиции. Подробно описывается 5-этапная методология ALDA по регрантингу, охватывающая этапы от подготовки до наглядности и капитализации результатов. Далее в статье рассматривается этап инструктажа и мониторинга процесса предоставления повторных грантов ALDA, подчеркивается важность предоставления бенефициарам необходимой информации и рекомендаций для успешной реализации проекта. Этот этап включает в себя начальный семинар по управлению грантами и коучинг, направленный на поддержку бенефициаров в решении проблем, связанных с реализацией проекта. Мониторинг проводится в соответствии с грантовым соглашением, уделяя особое внимание программным и финансовым аспектам для обеспечения прогресса и соответствия проекту. Процедуры отчетности подробно описаны, в них указаны требования к периодическим аналитическим и финансовым отчетам, а также процесс проверки, проводимый сотрудниками ALDA. В статье также подчеркивается важность капитализации и наглядности, особое внимание уделяется коммуникационным рекомендациям для получателей грантов, чтобы обеспечить надлежащую наглядность финансирующих организаций на протяжении всего проекта. Наконец, в статье обсуждаются возможности и риски, связанные со схемой повторного предоставления грантов ALDA, демонстрируется опыт организации в управлении финансовой поддержкой третьих лиц (FSTP) и описываются меры по снижению рисков. Непрерывный процесс обучения ALDA включает такие этапы, как сертификация ISO9001 и система управления реализацией проектов, направленная на повышение операционной эффективности. В заключение статьи представлен план по снижению рисков, классифицированы внутренние и внешние риски и предложены возможные меры по их эффективному снижению.

Благодаря механизму повторного предоставления грантов ALDA расширила свое влияние, способствуя сотрудничеству между многими заинтересованными сторонами, наращиванию потенциала и установлению прочных партнерских отношений на уровне сообществ, что в конечном итоге способствует местному развитию и надлежащему управлению.



Ukrainian

У цій статті представлено огляд роботи та підходів ALDA - Асоціації агенцій місцевої демократії - до просування місцевої демократії, залучення громадян та належного врядування в Європі, країнах-сусідах ЄС та за її межами. Заснована у 1999 році, ALDA перетворилася на глобальний альянс, до складу якого входять асоціації, організації громадянського суспільства та органи місцевого самоврядування, що налічує понад 300 членів у 45 країнах світу. За 25 років своєї діяльності ALDA реалізувала понад 500 проектів, залучивши до них майже 25 мільйонів громадян, і стала ключовим гравцем у формуванні політики та адвокації на національному, європейському та міжнародному рівнях. Організація фокусується на багатосторонньому підході, реалізуючи проекти, координуючи агенції місцевої демократії, керуючи широкою мережею членів та співпрацюючи з європейськими та світовими мережами. Діяльність ALDA охоплює різні сфери, такі як європейська інтеграція, децентралізація, права людини, соціальна інтеграція та сталий розвиток, з недавнім розширенням її експертизи за межі європейських кордонів.

У статті також окреслено підхід ALDA до регрантингу, який слугує мостом між місцевими органами влади, установами та громадянами для задоволення місцевих потреб і сприяння активній громадянській позиції. Детально описано 5-етапну методологію регрантингу AMP США, яка охоплює етапи від підготовки до візуалізації та капіталізації результатів. Стаття також заглиблюється у фазу коучингу та моніторингу процесу регрантингу ALDA, підкреслюючи важливість надання бенефіціарам необхідної інформації та рекомендацій для успішної реалізації проектів. Цей етап включає вступний семінар з управління грантами та коучингові заходи, спрямовані на підтримку бенефіціарів у вирішенні проблем, пов'язаних з реалізацією проектів. Моніторинг проводиться відповідно до грантової угоди, зосереджуючись на програмних та фінансових аспектах для забезпечення прогресу проекту та його відповідності вимогам. Детально описані процедури звітування, вимоги до періодичних аналітичних та фінансових звітів, а також процес їх перевірки співробітниками ALDA. У статті також підкреслюється важливість капіталізації та видимості, наголошується на комунікаційних рекомендаціях для бенефіціарів грантів, щоб забезпечити належну видимість спонсорів протягом усього проекту. Нарешті, у статті обговорюються можливості та ризики, пов'язані зі схемою повторного надання грантів АМРЛ, демонструється досвід організації в управлінні фінансовою підтримкою третіх сторін (FSTP) та окреслюються заходи для зменшення ризиків. Процес безперервного навчання ALDA включає такі етапи, як сертифікація за стандартом ISO9001 та система управління реалізацією проектів, спрямована на підвищення операційної ефективності. Стаття завершується представленням плану пом'якшення ризиків, класифікацією внутрішніх і зовнішніх ризиків та пропозицією можливих заходів для їх ефективного подолання.

Завдяки механізму повторного надання грантів ALDA розширила свій вплив, сприяючи співпраці багатьох зацікавлених сторін, розбудові потенціалу та міцних партнерств на рівні громад, що в кінцевому підсумку сприяє місцевому розвитку та належному врядуванню.

Arabic

ويقدم هذا المقال لمحة عامة عن عمل "ألدا"، وهي رابطة وكالات الديمقراطية المحلية في تعزيز الديمقراطية المحلية، ومنهجيتها في دعم إشراك المواطنين والحوكمة الرشيدة في أوروبا وجوارها وخارجها. وقد تطورت "ألدا"، التي تأسست عام 1999، لتصبح تحالفًا عالميًا يضم جمعيات ومنظمات المجتمع المدني والحكومات المحلية، ويضم أكثر من ثلاثمائة عضو عبر خمس وأربعين دولة. وعلى مدار ربع قرن من عملها، نفذت "ألدا" أكثر من خمسمائة مشروع، وأشركت ما يقرب من خمسة وعشرين مليون مواطن، وأصبحت مساهما رئيسيًا في صنع السياسات ونصرة القضايا على المستويات الوطنية والأوروبية والدولية. وتركز المنظمة على اعتماد منهجية "أصحاب المصلحة المتعددين" وإجراء المشاريع وتنسيق وكالات الديمقراطية المحلية وإدارة شبكة واسعة من الأعضاء والتعاون مع الشبكات الأوروبية والعالمية. كما تشمل أنشطة "ألدا" مجالات مختلفة مثل التكامل الأوروبي واللامركزية وحقوق الإنسان والاندماج الاجتماعي والتنمية المستدامة، مع توسع خبراتها ونشاطاتها مؤخرًا خارج الحدود الأوروبية.

وتوضح المقالة أيضًا منهج "ألدا" في إعادة المنح، حيث تلعب دور الجسر بين السلطات المحلية والمؤسسات والمواطنين لتلبية الاحتياجات المحلية وتعزيز المواطنة النشطة. إن منهجية "ألدا" المكوّنة من خمس خطوات بشأن إعادة المنح مفصلة، وتغطي مراحل هذا المسار من الإعداد إلى الرؤية ورسملة النتائج. ويتناول المقال أيضًا مرحلة التدريب والمراقبة في عملية إعادة منح "ألدا"، مع التركيز على أهمية تزويد المستفيدين بالمعلومات والإرشادات اللازمة لتنفيذ المشروع بشكل ناجح. كما تتضمن هذه المرحلة ندوة افتتاحية حول إدارة المنح وأنشطة التدريب المصممة لدعم المستفيدين في مواجهة تحديات التنفيذ. ويتم إجراء أنشطة المراقبة وفقًا لاتفاقية المنحة مع التركيز على الجوانب البرمجية والمالية لضمان تقدم سير المشروع والامتثال لمقتضياته.

إن إجراءات إعداد التقارير مفصلة وتحدد متطلبات التقارير التحليلية والمالية الدورية إلى جانب عملية المراجعة التي يجريها فريق عمل "ألدا".

يسلط المقال الضوء أيضًا على أهمية الرسملة والرؤية، مع التركيز على أهمية إرشادات الاتصال للمستفيدين من المنح لضمان الرؤية الكافية للممولين خلال جميع مراحل سير المشروع. وأخيرًا، يناقش المقال الفرص والمخاطر المرتبطة بخطة

ألدا" في إعادة المنح ويعرض خبرة المنظمة في إدارة "الدعم المالي للأطراف الثالثة" (FSTP) ويحدد التدابير اللازمة لتخفيف المخاطر. كما تتضمن عملية التعلم المستمر في "ألدا" معالم بارزة مثل شهادة ISO9001 ونظام إدارة لتنفيذ المشروع، يهدف لتعزيز الكفاءة العملية.

ويختتم المقال بتقديم خطة لتخفيف المخاطر، عبر تصنيف المخاطر الكامنة والخارجية واقتراح تدابير محتملة للتخفيف منها ومعالجتها بشكل فعال.

1. About ALDA

i. Who we are

ALDA is a global alliance of associations, civil society organizations and local governments supporting **local democracy and citizens engagement** in Europe, its Neighbourhood and beyond. Established in 1999 at the initiative of the Council of Europe, ALDA coordinates and supports the network of Local Democracy Agencies (LDAs), namely self-sustainable, locally registered NGOs acting as good-governance and local self-government promoters.

During its 25 years of activities, ALDA has developed more than **500 projects**, engaging almost **25 million citizens**. Thus, thanks to its expertise and knowledge, ALDA represents a strategic stakeholder in the field of local democracy, active citizenship, and cooperation between local authorities and civil society.

ALDA is a key actor in policy-making and advocacy toward national, European and international stakeholders. Through its projects, publications and recommendations implementing its mission and political vision, it brings an added value to the cause of local governance and citizens engagement. ALDA in Europe fights for a stronger and deeper Europe for communities inclusive and sustainable.

ALDA is a membership-based organization, counting nowadays on more than **300 members** (including local authorities, associations of local authorities, provinces or counties, regions, universities and schools, LDAs and civil society organizations) in more than **45 different countries**. ALDA is funded through membership fees, from the European Commission, the Council of Europe, and other various public and private donors.

Now, after 25 years of consistent growth and recognition among stakeholders and beneficiaries, ALDA continues its mission to support and build capacities of local authorities and civil society aiming to provide citizens with knowledge and skills for building and living in a society based on participative democracy.

ii. What we do

ALDA leads a wide range of actions supporting local, national and international stakeholders in achieving their goals in the fields of European integration, decentralisation, human rights, social inclusion, sustainable development, civic initiatives and much more.

It works with a multi-stakeholder approach looking at a broad spectrum of the potential resources in the local communities. ALDA represents a wide network of citizens and local authorities fully committed and engaged to support local democracy and the empowerment of local communities through citizens participation, in Europe and beyond.

Since 2020, ALDA has been bringing its experience in local democracy beyond the European borders and the neighbourhood, reaching out to other regions of the world in need of assistance and support in our field of expertise (*ALDA going global*)

ALDA leads its activities through different forms of actions and channels:

- Conducting a myriad of **projects** in the field of good governance and citizen participation at the local level in Europe and beyond, with its members, its partners and the Local Democracy Agencies.
- Coordinating and supporting the **15 Local Democracy Agencies** and 3 Operational Partners.
- Managing and supporting its wide **network of members**, composed of over 300 stakeholders including local authorities, associations of local authorities, provinces, counties, civil society organizations, academic institutions, etc.
- Collaborating with **European and worldwide networks** on campaigns, statements and joint initiatives to let citizens be heard and contribute to the decision-making process in their communities. It cooperates as official partners of the Council of Europe and the Congress of Local and Regional Authorities and it is a long-term partner of the Europe for Citizens (now CERV) programme and other key policies and programmes of the European Commission.
- Supporting **local stakeholders' initiatives** by providing ALDA's unique expertise gained during its over 20 years of activity in the European Union and its neighbourhood through the establishment of partnerships and the identification of relevant stakeholders to cooperate with, scouting funding opportunities to implement projects, and assuring dissemination and visibility of their initiatives.
- Leading **advocacy and lobbying** activities, raising the voice of its members and partners in order to orient local, national and European policies in our field of activities, to make a stronger and more cohesive Europe, based on the principle of equality, democracy and human rights.

iii. [Where we work](#)

From a broader perspective, ALDA focuses both on the **European Union** and on the **European Neighbourhood countries**. Yet, ALDA offices are spread all over Europe, and well beyond. Thanks to the constant work of our team, the network is getting bigger: in 2022, a new LDA was created in Edremit (Turkey), only a few years after the establishment of the LDA in Tétouan (Morocco), Kairouan (Tunisia), Cimişlia (Moldova) and Mariupol (Ukraine).

Activities in the European Union are mainly supporting active citizenship and European values and identity, while the work in the Western Balkans and in the European neighbourhood focuses on good governance, citizen participation, European integration and decentralization. As coordinator and supporter of the network of the Local Democracy Agencies, a natural focus is given to the Western Balkans, where the majority of them are located.

2. ALDA approach on Re-granting

i. Our purpose

ALDA serves as a bridge connecting local authorities, institutions and citizens working together to improve their local contexts and communities. Participatory approach, multilateral decentralized cooperation and strong partnerships between local authorities and civil society organizations are among the main “practices” in which ALDA has developed great knowledge and expertise.

Each initiative promoted by ALDA is based on the value of partnership, on the exchange of knowledge and experience, as well as on the respect for the main principles of "living together". Europe as a peaceful and constructive space of cooperation among citizens, respecting their diversities, is the guiding light of ALDA for creating an open space for dialogue and support aiming at enhancing local governance and development.

ALDA advocates through different channels and tools, in order to reach everybody and make citizens interests be heard in all public and political processes. It offers substantial resources (capacity building, coaching, technical assistance, etc.) to its members and partners, keeping them informed and ready to discuss the latest developments in the support of good local governance and active citizenship.

To implement its mission also through offering pragmatic and concrete support to local communities, ALDA has become an expert in the **management of re-granting schemes**, conceived as a powerful instrument for:

- supporting LAs, CSOs and citizens’ active engagement;
- building and increasing the capacity of its network to develop coherent and coordinated activities to promote local development and good local governance;
- facilitating the access to direct funds to entities with lower capacities and resources;
- localising the SDGs throughout the implementation of concrete actions at the local and grassroots level..

ii. Our 5-steps methodology on re-granting

ALDA has been adopting different “schemes” to provide grants to third parties, in order to favour prompt re-actions to local needs and to support the effective implementation of actions and projects:

- a **request for proposals (RFP)**: a system adopted to obtain proposals from potential grantees before awarding grants. The submitted proposals are reviewed by ALDA, with the assistance of external experts, if needed or required, on the basis of selection criteria described in the RFP.
- **Invitation to bid**: ALDA may invite relevant Institutions or organizations in submitting specific projects through a restricted tender, which helps meet specific programmatic goals.

Thanks to our expertise, standardized procedures were tested and established. Particularly, our re-granting methodology is developed in five main phases:

- 1) a preparation phase, for setting the ground for the action, which includes the launch of the call for FSTP;
- 2) the selection phase and the signature of the grant agreement with beneficiaries;
- 3) training, monitoring and coaching activities for supporting beneficiaries;
- 4) reporting and evaluation;
- 5) visibility and capitalization of the results.

Preparation phase

This phase is preparatory to the launch of the re-grant process and requires:

- a clear definition of timeframes for the overall period up to the final reporting stage;
- the constitution of the evaluation commission, composed of ALDA staff and external experts (when necessary);
- the preparation of all necessary documentation, such as an Internal Toolkit, the Call for projects and related documents, the narrative and financial forms/templates.

The key contents to be defined at this stage should be at least the following:

<i>Objectives and results</i>	Description in concise and clear language the overarching goal of the publicized initiative, in line with the objectives and priorities of the reference funding programme
<i>Minimum and maximum amount</i>	The minimum and maximum amount of the financial support
<i>Eligible organisations</i>	Overview of the types of entities that can/are invited to participate. It may be rather specific in the case where participation in the competition program requires special skills. Organizations and individuals barred from participation must be identified in this section.
<i>Eligible activities</i>	List of potential eligible activities based on/in coherence with the purpose of the funding programme and policy framework. If necessary, the geographic scope of the competition may be specified in this section.
<i>Selection procedure</i>	Description of the decision-making process, detailing its stages and competition schedule. Information about the dates and sites of additional general orientation seminars shall also be provided in this section.

<i>Evaluation criteria</i>	The evaluation grid shall be clear, concise and realistic, complying with principles of proportionality, sound financial management, equal treatment and non-discrimination.
<i>Communication tools and channels</i>	ALDA channels and related network to reach out potential beneficiaries for a proper dissemination of the call for proposals. In the case of invitation for proposal, identify the appropriate organisations.

Selection of the projects

The selection phase follows the procedures, timelines and evaluation criteria duly stated in the call for proposal in order to ensure due transparency.

According to our experience, the main steps can be summarised as follows:

<i>Programmatic level</i>	<i>Financial level</i>
Check of the formal eligibility criteria: documentation delivered, timeframe, eligibility of beneficiaries	Control of the formal eligibility criteria: total amount, % of the co-funding if any
Organizes Advisory Board meeting to review proposals. Examines proposals/bids and makes recommendations for further assessment.	Reviews proposals and makes recommendations to determine the maximum grant amounts.
Begins to evaluate the grant seeker's ability to implement the proposed project.	Verifies the grant seeker's ability to manage grants and the credibility of its financial and legal information.
Analyses programmatic activity and related budget, and recommends size, scope, and conditions of grant.	Examines recommended proposals for compliance with all applicable rules and regulations and reviews all budget line items for allowability and applicability of costs.
Conducts pre-award site visit to assess the abilities of the organization's staff to implement the project.	Conducts pre-award site visit to assess the financial skills of the organization's staff to implement the project.
Conducts Inception seminar on grants management (please see detail below) to	Conducts Inception seminar on grants management to review legal and financial

discuss programmatic expectation of grant and monitoring/evaluation plan.	implications of the grant, ALDA rules and requirements.
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Once the evaluation phase has been completed and the beneficiaries have been duly notified, the contracting phase follows.

The Grant agreement should contain the following aspects:

- a. Schedule of payments and requirements to reports and statements. It contains the main terms and stages of project implementation, including deadlines for submitting required documentation (narrative and financial reports); schedule of payments, audits and site-visits. It may be updated during project implementation if changes occur, such as extending the grant period, etc.
- b. Financial statement. It represents the detailed budget of the project as approved by both ALDA and the subgrantee. It contains separate columns for funds provided by ALDA and funds belonging to the grantee. The grantee's funds should be indicated only when they will be invested directly into the project and the grantee is responsible and accountable for costs from this column.
- c. Anticipated and long-term outcomes of the grant and evaluation of its efficiency, reflecting the main project activities of the grant.

A supplementary agreement is required when the main Grant Agreement must be amended or when the grant amount must be modified. Usually the need to sign a supplementary agreement is triggered by a cost or activity that should have been included in the original grant agreement but was either overlooked or unanticipated.

ALDA staff is responsible for taking the lead in the eventual revision of the budget together with the subgrantee, and for approving the project's budget. The budget should comply with the principles and norms of the call for proposal, and shall contain only eligible expenses corresponding to the scope of planned activities. Once an acceptable budget is agreed upon, it is prepared in the format of a Financial Reporting Form and included in the grant agreement to be executed between ALDA and the Grantee.

Generally, ALDA supports primarily the costs associated to a particular project, such as salaries and payroll taxes of project staff, project-related travels, consultants, communication costs and supplies. In addition, some allowance for indirect costs may also be included. ALDA may also provide support for minor equipment (e.g., personal computers, typewriters, copiers, etc.), provided that the equipment is not readily available at the grantee institution and is required to carry out the project.

ALDA generally does not support:

- d. -Construction or renovation of facilities (if it's not directly indicated in the project and pre-approved by the donor);
- e. -Endowments;
- f. -Existing deficits.

Coaching and Monitoring

This phase is crucial to ensure that beneficiaries get all the necessary information and guidance to start of the implementation of the sub-granted project.

This phase includes:

- a. An inception seminar on grants management, to provide grantees with the necessary information to successfully manage the grant, including granting rules and regulations, preparation of the reports, data collection and analysis, etc. The seminar shall be conducted after signing the grant agreement, but before the grant disbursement, and it is recommended to include discussion of some key issues, such as:

Implementation of the action	Analysis of the grant agreement and its annexes, discussion of the key steps of the agreement.
	Actions requiring preliminary approval, procedure of approval, consequences of absence of the required approval.
Administrative and Financial management	Details on financial management, including salary, equipment, traveling expenses, etc.
	Eligibility of expenses.
	Scheduling grant payments, forecast of expenses. Cash flow balance and its influence at the grant payments schedule. Grant payments effected to the banking account of the grantee or payment for goods and services provided by suppliers (in particular, audit).
	Detailed description of principles and rules referring to purchase of goods and services. Materials shall contain description of typical problems, occurring due to existing rules and principles for purchase of goods and services, as well as the proposed methods of settling the mentioned problems.
Reporting procedure	Detailed manual on preparation and submission of analytical and financial statements and documents. Consequences of late submission of documents. Proposed format of the report on expenses. Examples showing how to fill it in. Proposed forms of submission of confirmative documents.
	Requirements referring to storage of confirmative documents in compliance with the local legislation and principles/rules of the donor.

	Detailed description of grant closure procedures and list of data that should be presented before the closure of the grant.
	Interpretation of “conflict of interests” term.

This table summarizes the key factors which can also be explained in *FAQs for beneficiaries* on re-granting procedure.

b) Coaching activities: specific sessions (online or in loco) may be organized to address the proper implementation of the action and related procedures, supporting them in identifying mitigation measures with respect to the timely handling of contingencies.

c) Monitoring activities, as defined in the grant agreement, on the basis of the action plan of the project, ALDA will:

<i>Programmatic level</i>	<i>Financial level</i>
Review intermediary narrative reports with emphasis on programmatic performance. Communicate results to grantee as appropriate Request additional information from grantee.	Review intermediary financial reports with emphasis on financial management and compliance with rules and applicable regulations Request additional information from grantee
Conduct site visits for project progress monitoring and compliance with financial rules	
Review grant revisions requests, including extensions, activities revisions, changes in grant strategies and substantive changes in grant activities for programmatic appropriateness	Review grant revisions requests, including extensions and budget revisions Review grant amendment requests for compliance with applicable rules and regulations
Contribute with programmatic materials to grant file (notes from meetings, phone conversations, etc.).	Contribute with financial materials (source documentation, notes from meetings, phone conversations, etc.) and maintain the grant file

Reporting Procedures

In order to assure a complete and reliable report, grantees should keep accounting records according to requirements of the legislation of residence country and have them available for review by ALDA staff at any time. Source documentation shall be easily accessible and adequately organized. ALDA staff are authorized to request any piece of documentation



from the grantee, should questions regarding a particular expense in the expenditure report arise.

Reporting requirements must meet the procedures duly detailed in the contract and related annexes, according to:

- eligibility criteria;
- administrative and procedural conditions;
- co-funding mechanisms.

ALDA grantees are required to submit periodic analytical reports in compliance with the terms of the grant agreement. The optimal number of statements (periods under review) and terms of their submission should be determined according to the project activities, duration, implementation plan, funding amount and other factors. The responsible project manager will monitor the timeline for the grantee reports and record grant activity during the related period.

Program and financial personnel are responsible for reviewing both analytical and financial reports. Both reports should be reviewed together to ensure that the financial information corresponds with the programmatic activity for the specified period.

The programmatic review of analytical reports consists of:

- assessing whether the activities are consistent with those outlined by the grantee in his/her grant proposal;
- assessing whether the project is making satisfactory progress towards its objectives as scheduled;
- reviewing for consistency in reported expenditures compared with the activities described in the accompanying analytical report.

The financial management review of analytical reports consists of:

- checking for consistency between reported expenditures and the activities described in the accompanying analytical report;
- evaluating the schedule of activities and the timelines of expenses;
- analysing grant extension, budget revision and/or programmatic modification requests;
- reviewing the grant expenditures forecast in the future periods under review.

ALDA grantees are required to submit financial reports along with the narrative reports. The optimal number of reports that the grantee is required to submit should be determined based on project details, duration, implementation plan, funding amount and other factors. Financial statements should reflect the grantee organization's expenses under the grant being reviewed. Grantees are required to submit periodic financial statements in a format developed by ALDA.

Financial reports must include detailed expenditure report with attached copies of source documentation.

In the reporting phase, ALDA will mainly:

<i>Programmatic level</i>	<i>Financial level</i>
Commission external program evaluation as needed	Commission external audits as needed.
Review narrative reports with emphasis on programmatic performance Communicate results to grantee as appropriate Request additional information from grantee	Review financial reports with emphasis on financial management and compliance with rules and applicable regulations Request additional information from grantee
Accept the final report and send the “Financial Report Acknowledgment” letter, which includes the amount of the final grant disbursement	
Contribute with programmatic materials to grant file (notes from meetings, phone conversations, etc.)	Contribute with financial materials (source documentation, notes from meetings, phone conversations, etc.) and maintain the grant file.
Complete programmatic section Write the outcome statement	Send the final balance Close the grant file

Capitalization and Visibility

Based on the type of grant and programme concerned, communication guidelines will be defined to ensure adequate visibility of the funder throughout the project.

The beneficiary by signing the grant agreement, must fully respect the visibility and communication requirements related to the initiative/funding programme, including the logos, any specific reference to the financial support and the related disclaimer in all publications, references, documents, news and any other visibility and communication action regarding the project.

Beneficiaries may be invited to attend a training on communications. Within the session ALDA will give to the grantee precise guidelines and hints on how to properly communicate their activities and will also share a communication kit featuring open graphic templates and a set of other useful resources.



In addition, the beneficiary may be invited to participate in dissemination events or capitalisation activities organized by ALDA or by other stakeholders, to present the results obtained and to strengthen cooperation and partnerships.

3. Opportunities and risks

ALDA has gained a significant experience in managing FSTP, especially within the frame of EU-funded projects. Thanks to the new skills and competencies gained in this field, ALDA could:

- provide expertise to other European umbrella organizations and a transnational civil society organisation for the management of FSTP;
- support local institutions and civil society organisations through supporting FSTP actions at the community level;
- offer concrete support to smaller local organisations, normally excluded from bigger and complex funds.

Through a journey with +500 beneficiaries/actions supported by ALDA through the re-granting scheme, this mechanism has helped us increase potentials on:

- the multi-stakeholder approach, necessary for any action at community level;
- capacity building for institutions and organisations working at the grassroots level;
- strong collaboration with grantees, who can work on the follow-up of the action beyond the EC project;
- the impact of donors at the community level, by ensuring the right conditions for implementation and synergy between the actions financed.

In its continuous learning process, ALDA is finalising two important milestones that undoubtedly contribute to consolidating its operational structure in an effective and efficient way:

- i) the certification of its procedures (ISO9001)
- ii) a management system for project implementation and related quality control

At the same time, thanks to our experience, ALDA developed a risk mitigation plan, summarized in the table here below:

Types of risk	Brief description	Key components of risk assessment	Possible mitigation measure
Inherent risk	Such a probability, when factors may prevent the organization from successful realization and completion of the project. While evaluating the mentioned type of risk, one shall concentrate on the essence of the project, stability and organizational capacities of the beneficiary	<p>Size of the grant award and its proportion to the organization's overall budget</p> <p>Stability of the organization, internal procedures and to what extent inner turmoil jeopardize the project</p> <p>Other working conditions that could impact the organization's ability to successfully complete the grant, such as communication problems (unreliable telephone/internet service), lack of computers, insufficient office space, etc.</p>	Provision of insurance as a % of budget for each regranting action
External risk	External factors that may affect the ability of the organization to complete works stipulated by the grant	<p>Commenting on the stability of the political and the financial (banking) climate of the region in which grant funds will be maintained</p> <p>Potential external political or other interference on the project activities</p>	Provision of insurance linked to conditions of socio-political stability and major unforeseen events (e.g. unforeseeable Covid)
Control risk	The likelihood that the organization's system of internal controls would not detect errors or noncompliance	Quality of the organization's previous performance	Prior ALDA or other donor experience, requesting feedback from other donors on:

		Reputation of the organization and/or key project personnel and to what extent organization's ability to successfully complete the grant may be in jeopardy	<ul style="list-style-type: none">- grantee's previous analytical and financial reports- action implementation, programmatic revisions and changes
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