

# CONGRESS OF LOCAL AUTHORITIES FROM MOLDOVA (CALM)

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## STRATEGIC PLAN

# 2021 – 2027

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# Chapter 1 - Introduction and Background

## 1.1. Methodology for the Development of CALM's Strategic Plan

The process of drafting CALM'S Strategic Plan for the period 2021-2027 was organized as a participatory and iterative process with two parallel and complementary tracks. The development process was kicked off with a first online workshop with CALM's Executive Bureau on the 11st of March 2021, which mandated a working group to develop the preliminary draft Strategic Plan. Getting the full endorsement for the agreement on the way forward on behalf of the Executive Bureau was a crucial step in ensuring ownership and a successful implementation of this phase of the project.

This preliminary draft Strategic Plan and the draft Theory of Change were thus elaborated fully by the staff of the Secretariat and by the members of the Working Group mandated by the Executive Bureau. These documents reflect their views and constructive inputs throughout the strategic planning process. The international and local experts structured and facilitated the strategic planning, provided recommendations and consolidated all inputs and comments.

The process also included three regional online consultation meetings with mayors (CALM members) during the period from 13<sup>th</sup> to 20<sup>th</sup> of May 2021.

More information on this consultation process can be found in a separate document.

### 1.1.1. Track 1 - Working Group Workshops to elaborate the Preliminary Strategic Plan

The draft strategic plan is the product of a collaborative and co-creative process that was led by the Working Group appointed by the Executive Bureau. The Working Group consisted of CALM's vice-presidents, representatives of CALM's networks, mayors from several municipalities and CALM's staff leadership.

The strategic planning process starting point were the findings and recommendations of the Baseline Assessment (published in autumn 2020) of the institutional position of CALM, which was discussed at length during the workshops. The baseline assessment included interviews of key stakeholders, online surveys with CALM members and an organizational review of CALM, included financial data and internal and external communication (within CALM, but also with external stakeholders).

The Working Group had three facilitated planning sessions in the period from March to April 2021. Because of COVID-19 restrictions, all interaction was organized exclusively online via the ZOOM videoconferencing platform. During these meetings, the participants developed the new vision and mission statement, drafted strategic objectives, including outcomes and outputs and designed specific activities for each of the four proposed strategic objectives. Each online meeting included interactive discussions which contributed to the fine-tuning and validation of the information included in the draft strategic plan.

### 1.1.2. Track 2 – Workshops with the Secretariat to develop the Theory of Change

In parallel to the development of the draft strategic plan, the Secretariat developed CALM's Theory of Change (ToC). It was CALM's first attempt in using this particular tool and this process helped to increase the capacity of CALM Secretariat in strategic planning as well as provided an important opportunity for the Secretariat staff to contribute to the strategic planning process.

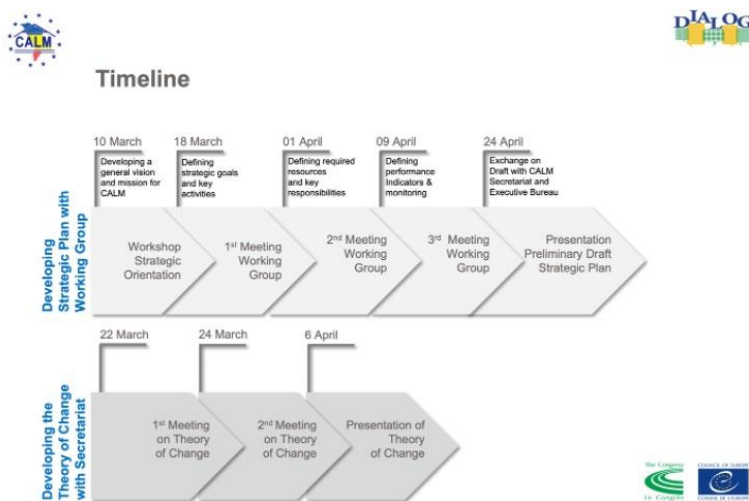
ToC preparation was initiated on March 19th and consisted of three consecutive online workshops. The ToC development process was a joint effort of CALM's staff and the team of two international and two local consultants. CALM's ToC for institutional and organizational development served as an essential input of the strategic planning process. It also served as an additional vetting exercise of the main strategic objectives and actions to be included in the draft strategic plan.

### 1.1.3. Validation of the Preliminary Draft on 22nd April 2021

After the received inputs from the activities of the Working Group and CALM Secretariat and based on the written comments provided by them on the latest version of the documents, the team of consultants further refined the two documents and consolidated all comments. The draft strategic plan and the ToC were both systematically online and accessible to the Working Group and CALM Secretariat along the strategic planning process and were updated as the workshops went along.

The draft strategic plan was presented to the Executive Bureau and CALM's administrative Council on April 22<sup>nd</sup> 2021. Some additional input was obtained as a result and integrated into this current version. The below diagram illustrates the strategic planning process undertaken:

**Figure 1. Workplan**



#### 1.1.4. Regional consultations with CALM members

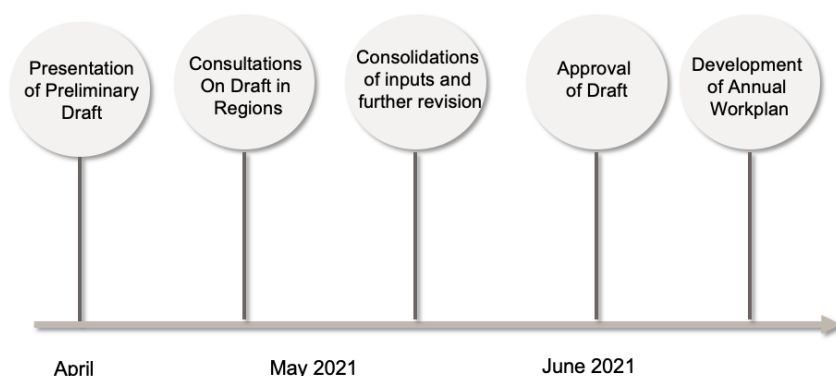
From 13<sup>th</sup> to 20<sup>th</sup> of May 2021 the Secretariat, with the support of the team of experts, organized a participation process on regional level. Three regional consultations meetings with more than 180 CALM members from the southern, center and northern region of the Republic of Moldova took place. This exercise provided stakeholders with an opportunity to both, suggest additional contributions and to validate the priorities drafted by the working group responsible for developing the Strategic Plan. Another very important milestone achieved during these consultations was the broadening of the ownership and visibility of the preliminary Strategic Plan developed by CALM with the active support of its members. In these regional consultations 61 mayors from the northern region, 68 mayors from the center region and 53 mayors from the southern region were actively involved in the information and opinion exchange.

This collected input helped the expert team and the CALM Secretariat to review and adjust the strategic objectives and activities proposed in the document, so that the new Strategic Plan reflects the needs and visions of the members from the local level.

#### 1.1.5. Approval of the Strategic Plan

Following this sequence of regional consultations, the Strategic Plan is expected to be approved in June 2021. Subsequently, the CALM Secretariat will endeavour to develop annual work plans to better plan the activities to be carried out and prioritise them, while ensuring sound monitoring and tracking of the activities and expected results.

**Figure 2. Proposed timeline for the next development steps**



## 1.2. Baseline Assessment

In the framework of the project 'Reinforcing the culture of dialogue and consultation of local authorities in the Republic of Moldova' which was supported by the Congress of Local and Regional Authorities of the Council of Europe, a baseline assessment of the institutional position of CALM was carried out in the autumn 2020. The baseline assessment aimed to support the further development of CALM's mid-term strategy in line with the needs and expectations of its members and provided a baseline and a comprehensive snapshot of CALM current challenges

and opportunities. The baseline assessment provides important insights and suggestions that were reflected and incorporated in the strategic plan of CALM and which served as a basis for exchanges and discussions during the workshops.

Some of the most pressing issues emerging from the baseline assessment are extracted in the SWOT analysis presented in the second chapter of this document.

### **1.3. Theory of Change (ToC)**

In parallel to the development of the CALM strategic plan, the CALM Secretariat has thus elaborated a draft Theory of Change which highlights the main challenges to be addressed and the proposed strategy to tackle them. This draft ToC demonstrates the logic chain of the proposed activities, expected results and desired outcome/impact of the strategic plan.

The ToC and the Strategic Plan of CALM are closely interlinked and elaborating the ToC has helped to further refine the strategic objectives of the Strategic Plan as well as testing and/or validating the key assumptions for changes to happen. This process has thus been important in identifying major activities and expected results of the Strategic Plan, while focusing on the core challenges of CALM and collectively challenging the key assumptions underlying the results chain of the ToC.

The current ToC and the Strategic Plan are much aligned to a high extent - though not fully - since the perspectives, views and insights from the staff of the Secretariat naturally differ partly from the elected representatives of local administrations. The four below strategic objectives are consequently embedded within the ToC and the draft ToC focused on the four key challenges faced by CALM which are in turn addressed in this Strategic Plan and translated into strategic objectives.

The Theory of Change can be found in a separate document.

### **1.4. Restrictions and Challenges related to the COVID-19 pandemic**

The Covid-19 pandemic has severely affected municipalities on many aspects, and the recovery from Coronavirus impact will certainly continue to require action from CALM in cooperation with its member municipalities, as well as with its international and national partners. While Covid-19 poses challenges in the day-to-day work of municipalities affecting service provision in the areas of health, education, administration, and economic development, it also created certain preconditions for further development and digitalisation of public services, which sustainability yet has to be tested after the pandemic crisis. CALM - in cooperation with its member municipalities and partners - has the potential to be a key driver for change, innovation and improvement at the local level and address challenges caused by Covid-19 through a holistic approach. As a consequence, CALM can support municipalities in Moldova in promoting their technological capacitation and introduction of innovative service provision tools and mechanisms that will lead to a gradual increase of digital services in local public authorities across the country.

## Chapter 2 – Strategic Development Opportunities

The development of priorities of CALM's strategic plan 2021-2027 is based on the identification and discussion of existing strengths and challenges faced by CALM. The information for this short SWOT analysis was partially extracted from the Baseline Assessment Study, partly from the discussions and exchanges during the workshops and from the desk-review analysis. It may be complemented in the final revision of the strategic plan.

### Established Strength of CALM

- CALM is already perceived as a strong, politically unaffiliated organisation
- CALM is an independent, proactive, pluralistic and representative organization, covering all the political spectrum in the Republic of Moldova
- CALM is an organization that acts in the general interest of all LPAs in the Republic of Moldova. The way of organizing and functioning of CALM excludes the politicization of the organization and does not allow the domination of some political forces or of some subjective / unilateral opinions
- CALM is well known and recognized both nationally and internationally as the main promoter of LPA views and visions in Moldova including through its comprehensive opinions and positions on development policies.
- CALM is an organization based on the bottom-up principle and broad consultation of its members through all modern means of communication in the process of developing its positions. CALM encourages and ensures all members are able to comment on its opinions
- CALM has an efficient, multi-dimensional and representative organizational structures (e.g. various networks: Network of Cities and Municipalities, CALM Women's Network, professional networks, administrative bodies, territorial branches, Secretariat). The Secretariat has established a strong team of in-house experts and consultants with a special theoretical, scientific and practical knowledge and experience.
- CALM / secretariat gained a high degree of trust and credibility among the members
- CALM is a proactive and visible organization in the social / political media, etc.
- CALM has been recognized by most actors in the Republic of Moldova (presidency, parliament, government, ministries, NGOs, etc) and internationally (CoE, NALAS, CEMR, CoR, CORLEAP etc.) as the representative and main interlocutor on behalf of the LPA in the Republic of Moldova in relation to all partners and stakeholders
- CALM is an organization that in the last 10 years has positively / cardinally / decisively influenced the situation in the field of LPA being the implementation catalyst of all reforms / acts related to LPA; defending LPAs rights and stopping abuses against LPAs
- CALM is well renowned at the international and European level being a pro-active advocate and lobbying institution for all LGs globally thus advancing internationally principles of local democracy, local autonomy and of the European Charter of local self-

### Anticipated Weaknesses of CALM

- Some clarity and addressing the gaps in some areas including in the Statute need to be consulted and exploited (Statute is mostly a compilation of prescribed practices – to change those practices above all important is the political decision of administrative bodies, Statute plays here an auxiliary role of merely registering and putting on paper the political decisions of CALM and of its leadership. Above all the political decision is needed whether to make such changes or not, and in what areas, and then already what exactly changes to make)
- The functioning of institutional mechanisms needs to be strengthened.
- There is a need to identify and involve more active mayors in dialogue in various contexts inside and outside of Moldova.
- There is a need to develop more systematic and comprehensive processes for consulting the membership on a range of issues, including validation of CALM public statements and opinions.
- More external transparency would promote more confidence on behalf of CALM's partners
- CALM currently is in a difficult financial situation. CALM needs to develop and implement a strategy for financial sustainability to continue to develop. Innovative non-conventional modalities of fund raising need to be sought
- The Secretariat is overloaded with tasks and responsibilities and would benefit from the addition of technical experts and administrative staff.
- The Secretariat would also benefit from more suitable office space and up to date technology (computers, printers, etc.).
- CALM and its members would benefit more from increasing of CALMs capacities in providing services and using data analyses approach in elaboration of policy proposals/recommendations.

government

#### **Strategic Development Opportunities for CALM**

- Increased interest and wide openness of Moldova's development partners towards LPA, local development and local democracy (EU, CoE, USA, Switzerland, etc.)
- Increased trust in CALM from government all/ political and municipal actors, including active involvement of cities and municipalities
- Favourable conditions for wider involvement of CALM members in different specialized advisory structures at the national level (Committees, working groups, etc.)
- Openness and interest in deeper cooperation on behalf of the state institutions (presidency, parliament, government, ministries, etc.)
- Favourable conditions for advocacy in the field of local democracy and LPA reforms at national and international level
- Cooperation projects with donors, international organizations and international partners
- CALM could benefit from new opportunities of cooperation with the Delegation of the European Union to Moldova, taking advantage of the introduction in 2020 of mandatory consultations on behalf of the EU Delegations with Local governments associations regarding the elaboration and implementation of the development programs
- Diversification of funding sources for CALM
- Strengthening the practice of consultation of CALM by state institutions on draft laws, national policies and strategies
- Strengthen and improve the activity of the secretariat by reviewing the organization and internal functioning, including by implementing digital data management systems and document flow

#### **Identified Threats for the further Development of CALM**

- Continuously unstable political/social situation
- Authoritarian/ centralistic traditions/ approaches including those inherited from the past. History of attempts to involve, control and influence CALM
- Lack of complex vision on LG reforms at the national level
- Lack of the culture of consultations and of attention to national stakeholders on behalf of the central authorities
- Lack of political will and geopolitical divisions at the central level



## Chapter 3 – Vision and Mission Statement of CALM

During the strategic orientation workshop with the Executive Bureau on 13<sup>th</sup> April 2021 and in the three further meetings of the Working Group, a vision and mission statement was formulated, reviewed and incrementally adjusted as the basis of the strategic planning process.

### **CALM's Vision Statement**

CALM empowers all local public authorities to promote local democracy, to enhance public service delivery and to advance decentralization. CALM brings together all local public administrations closer to the needs of the people and local communities.

### **CALM's Mission Statement**

CALM serves all local public authorities to strengthen local autonomy and democracy as the core European values promoted by the European Charter of Local Self-Government. It supports and promotes all local public authorities to become stronger, more efficient, more transparent and closer to their people and local communities.

To do so effectively, CALM's main mission in the next 6 years is to:

- Lobby and advocate on behalf of its members,
- Facilitate partnership and collaborations between all local governance stakeholders,
- Promote bottom-up policymaking,
- Share local best practices and raise international exposure, and
- Provide demand driven services to LPAs.

## Chapter 4 – Strategic Objectives of CALM

Based on the formulated vision and mission statement four key strategic objectives were identified and will be carried out.

- Strategic Objective 1:** Institutional strengthening of CALM
- Strategic Objective 2:** Improving representation, communication and information
- Strategic Objective 3:** Advocating on behalf of local authorities and strengthening of local autonomy
- Strategic Objective 4:** Providing efficient demand driven services and high-quality capacity development actions



These four strategic objectives represent the priorities for the next six years in order to advance institutional development of CALM, improve democratic governance and autonomy of the local public administration. These strategic objectives emerged within an extensive planning exercise and a participatory prioritization process with CALM members detailed above.

For each of the above strategic objectives, the document establishes in the next chapter indicators and targets, which will also be used to facilitate the monitoring of the implementation process. A distinguishing feature of the strategic plan is its focus on institutional strengthening of CALM as an organization. A strong and a sustainable organization would be the underpinning principle for ensuring successful implementation of all priority actions.

## Chapter 5 - Strategic Objectives, Outcomes and Activities

### ***Strategic Objective 1: Institutional strengthening of CALM***

**Main Outcome:** CALM's organizational capacity is expanded to successfully fulfil its mission and implement its strategic objectives and priorities.

Strengthening CALM organizational capacity (both in terms of financial and human capacities) is critical for development and advancing of CALM other strategic goals. As such, commensurate efforts and investments need to be made into consolidating and expanding CALM organizational and financial capacity as an important actor within the decentralisation and local democracy advancing policy making process and to provide further support and services to its members.

#### **Priority activities:**

- 1.1. Discussions & consultations on updating CALM statute
- 1.2. Evaluate existing administrative structures, roles & responsibilities within the internal decision-making process. Review and strengthen the internal strategic planning process
- 1.3. Development of an effective performance monitoring system of CALMs governance/administrative structures and of the secretariat
- 1.4. Establishment and operationalization of the thematic committees
- 1.5. Improve transparency and accountability in financial management of CALM
- 1.6. Elaboration of the strategy for financial sustainability of CALM
- 1.7. Diversification of CALM funding sources
- 1.8. Balancing and differentiating the membership fees according to the institutional needs and in relation to the size/financial capacity of the CALM members
- 1.9. Establishment of a mechanism to ensure that all members pay their fees
- 1.10. Continuing of systematic information / awareness campaigns on the importance of paying membership fees
- 1.11. Review of the efficiency of CALM's administrative bodies, networks and territorial branches and improve their effectiveness

## ***Strategic Objective 2: Improvement of the representation, communication and information***

**Main Outcome:** CALM develops its capacity to represent the common interests of LPAs and ensures a higher commitment / involvement of all members.

Improving the communication within CALM and towards the public and main stakeholders is key to further advancing position CALM as an organization representing, voicing and lobbying for the interests of its members and for unifying the diversity of LPAs to 'act as one strong voice'. Although a lot has been done already in terms of representation and communication (both internal and external), CALM will explore new avenues to further be heard and be consulted in the reforms' agenda by the Government, Parliament, Presidency and other stakeholders.

### **Priority activities:**

- 2.1. Improvement and strengthening of the internal validation mechanism to ensure the support of members when issuing an official position of the organization
- 2.2. Ensuring continuous representation and participation of CALM at international level
- 2.3. Develop an internal dialogue framework in order to ensure that all CALM members are well informed and connected to the organization's activities
- 2.4. Organization of systematic regional, national and international events with CALM members and Secretariat/Executive
- 2.5. Systematic organization of the meetings of the governing bodies of CALM in the territory
- 2.6. Collecting and disseminating LPA best practices. Organizing the competition of good practices through an annual contest.
- 2.7. Enhance relationships with other peer organizations colleagues from local governments organizations globally
- 2.8. Organization of periodic surveys / evaluations to measure the satisfaction of CALM members
- 2.9. Establish partnerships with media, civil society and other interested stakeholders
- 2.10. Involvement and participation of members in the CALM decision-making process including through relevant structures (administrative bodies, territorial associations, networks and committees)
- 2.11. Adopt measures, to ensure that women are proportionately represented in CALM
- 2.12. Monitoring cases of violation of LPA rights and interests. Elaboration of periodic reports on the situation of local public authorities in the Republic of Moldova
- 2.13. Ensuring members' access to minutes, agendas and decisions of the meetings of administrative bodies and other internal decision-making and / or advisory structures (sending via post/email, publication, etc.)

### **Additional activities under Strategic Objective 2:**

- 2.14. Consolidation and development of available / existing means of communication: email, social media networks (such as Facebook), newspaper, electronic newsletters, etc.
- 2.15. Develop and implement a communication plan to emphasis local public authorities' problems and challenges)
- 2.16. Collect and share data on new challenges and trends concerning local authorities
- 2.17. Publication of infographics with most pressing issues for local public authorities

### ***Strategic Objective 3: Advocating on behalf of local authorities and strengthening of local autonomy***

**Main Outcome:** CALM actively participates and contributes to the process of decentralization, strengthening local democracy, local autonomy and public administration reform through proactive advocacy activities.

Advocacy activities will remain a high priority for CALM. As a representative organization, CALM will continue to play the role of the defender and promoter of the interests of local authorities with policy makers at the national level. It will also represent one of the primary sources of information and advice on legislation changes and new policies approved by central authorities that have a direct impact on Moldovan cities and villages.

#### **Priority activities:**

- 3.1. Development of the CALM vision / concept of the local governance reform and advancing process of decentralisation, its directions and concrete actions to be taken
- 3.2. Strengthening CALM representation and participation in the work of the Parliament of the Republic of Moldova, of the Government and of other institutions within the CPA
- 3.3. Increase the number of members which take part actively in advocacy activities and are available to share CALM's views and opinions regarding the challenges faced by local public
- 3.4. Development and promotion of a package of legislative proposals covering all relevant areas of LPA: financial, economic, organizational, institutional, human resources etc. Development of public policies that tackle issues affecting local public authorities
- 3.5. Support and advance legislation regarding fiscal consolidation, administrative decentralization and local autonomy
- 3.6. Support the implementation of the inter-municipal cooperation mechanism
- 3.7. International advocacy of the local government reforms with key international institutions – European Union, Council of Europe, CORLEAP, NALAS, etc.
- 3.8. Creation of a data centre and financial / economic / social analysis as support for CALM policies / proposals etc. within the CALM centre of expertise, assistance and trainings (CEAI)

#### **Additional activities under Strategic Objective 3:**

- 3.9. Continuing signing MoUs with various stakeholders (such as line ministries, Parliament, Parliamentary Committees, etc.)
- 3.10. Strengthening advocacy activities through cooperation with international partners both at home and abroad

#### ***Strategic Objective 4: Providing efficient services and high-quality capacity development***

**Main Outcome:** CALM is the main provider of high-quality services, solutions and resources for all local public authorities, as well as for other public authorities, institutions, organizations, NGOs and development partners in the field of LPA.

In the next 6 years, CALM will strive to become the main provider of services, trainings and networking events for elected officials and staff from local public authorities. As COVID-19 pandemic underlined the importance of expanding the online and digital infrastructure such as e-services and e-trainings, CALM will endeavour to develop an online platform for trainings and exchange of best practices with local public authorities. A particular effort will be devoted to the creation of a data analysis centre that will strengthen the quality of policy research and analysis.

#### **Priority activities:**

- 4.1. Development and consolidation of the CALM centre of expertise, assistance and training (CEAI)
- 4.2. Carry out a systematically training needs analysis to better understand the needs of local authorities
- 4.3. Development of an online platform for trainings, assistance, communication and exchanges
- 4.4. Conceptualization and development of the mechanism for providing paid services for the members

#### **Additional activities under Strategic Objective 4:**

- 4.5. Develop resources that will facilitate the sharing of best practices with local public authorities
- 4.6. Development of help-desk service (phone / email hotline) for local public authorities
- 4.7. Develop a training program targeting mayors (including newly elected), advisers, LPA officials and other categories of LPA employees
- 4.8. Designing and delivery of effective trainings including e-courses on subjects that cover the needs of local public authorities

## Chapter 6 – Action Planning & Monitoring of Implementation

To make this strategic plan and its related objectives a success, one of the priority issues for CALM is to properly communicate the strategy with its members in the regions, the administrative council, the Executive Bureau and the CALM secretariat. Additionally, it will be important to provide continuously information of the monitoring results of its implementation.

Therefore:

- CALM monitors and measures the concrete results of the Strategic Plan by means of defined indicators and verification sources in the following table.
- Results are monitored through periodic (annual) progress reports of the Strategic Plans.
- CALM Secretariat will draft regular financial reports to be adopted by CALM's Executive Bureau.
- A communication strategy/plan will be elaborated by the Secretariat.

Activities	Indicators (output)	Timeline	Collection method	Baseline
<b>Strategic Objective 1: Institutional Strengthening of CALM</b>				
<b>Outcome:</b> CALM's organizational capacity expanded to successfully fulfil its mission and implement its strategic objectives and priorities				
1.1. Discussions & consultations on updating CALM statute	Discussions on the CALM agenda	Annually	CALM statute published on its website	Statute is published on the website
1.2. Evaluate existing administrative structures, roles & responsibilities within the internal decision-making process. Review and strengthen the internal strategic planning process	Evaluation report performed  Modified and improved internal processes	Periodically	Organization chart of the Secretariat published on the website	No data at the moment
1.3. Development of an effective performance monitoring system for strategic plan implementation	Monitoring system in place  Monitoring and evaluation managers identified	Quarter 4, 2021	CALM activity report	There is no practice of monitoring and evaluating and publishing reports on the website
1.4. Establishment and operationalizing of thematic committees	Committees are created and linked to the government structure	Quarter 4, 2021	Committee information published on the website	No thematic committees are operational at the moment
1.5. Improve transparency in financial management	Activity report, including the published financial one	Annually	The report published on the website	The reports are disseminated to CALM members
1.6. Elaboration of the strategy for financial sustainability of CALM	Strategy document published	End of 2022	Analysis of NALAS and CEMR studies / experience	No data at the moment

Activities	Indicators (output)	Timeline	Collection method	Baseline
1.7. Diversification of CALM funding sources	Percentages and total volume of three funding sources 1. Own revenues 2. Third party revenues 3. Other revenues (paid services)	Quarter 2, 2025	Annual financial report	Current financial report on funding sources
1.8. Balancing and differentiating the membership fees according to the institutional needs and in relation to the size/financial capacity of the CALM members	Membership fees reviewed annually	Annually	Information on membership fees published on CALM's website	No data at the moment
1.9. Establishment of a mechanism to ensure that all members pay their fees	Mechanism developed and approved	Annually	Details of the mechanism published and disseminated to all members	No data at the moment
1.10. Continuing of systematic information/ awareness campaigns on the importance of paying membership fees	Number of campaigns run per period  Number of materials disseminated  Number of meetings organized	Periodically	CALM activity report  News published on the website	No data at the moment
1.11. Review of the efficiency of CALM's professional networks and improve their effectiveness	Plans developed and revised for each network  Periodic evaluations of network activities	Annually	Plans published on the website	Plan available of CALM Women network



Activities	Indicators (output)	Timeline	Collection method	Baseline
<b>Strategic Objective 2: Improvement of the representation, communication and information</b>				
<b>Outcome:</b> CALM develops its capacity to represent the common interests of LPAs and ensures a higher commitment / involvement from all members				
2.1. Improvement and strengthening of the internal validation mechanism to ensure the support of members when issuing an official position of the organization	Process review carried out, number of active contributors	Until 2022	CALM activity report	No data at the moment
2.2. Ensuring the representation and participation of CALM at international level	Number of participations in international events	Annually	CALM activity report	No data at the moment
2.3. Develop an internal dialogue framework in order to ensure that all CALM members are well informed and connected to the organization's activities	Published press releases Elaborated newsletters  Information on disseminated social networks		CALM activity report	No data at the moment
2.4 Organization of systematic regional, national and international events with CALM members and Secretariat/Executive	Number of regional, national and international events	Starting from 2022	Documentation of events	No data at the moment
2.5. Systematic organization of the meetings of the governing bodies of CALM in the territory	Number of participants in events in the territory	Annually	CALM activity report	No data at the moment
2.6. Collecting and disseminating LPA best practices. Organizing the competition of good practices through an annual contest or award.	Number of best practices identified and promoted		Documentation of contest and events	No data at the moment
2.7.Enhance relationships with other peer organizations colleagues from local governments organizations globally	Cooperation agreements		CALM activity report	No data at the moment
2.8. Organization of periodic surveys / evaluations to measure the satisfaction of CALM members	Survey organized and data analysed	Annually	Annual activity report	No satisfaction surveys done in the past
2.9. Establish partnerships with media, civil society and other interested stakeholders	Number of partnerships established	Annually	CALM activity report	No data at the moment
2.10. Involvement and participation of members in the decision-making process including and through relevant structures (governing bodies,	Number of decisions approved	Annually	CALM activity report	No data at the moment

Activities	Indicators (output)	Timeline	Collection method	Baseline
territorial associations, committees)	Number of participants in meetings			
2.11. Adopt measures to ensure that women are proportionately represented in CALM	Share of women in CALM executive functions	Annually	CALM activity report	No data at the moment
2.12. Monitoring cases of violation of LPA rights and interests. Elaboration of periodic reports on the situation of local public authorities in the Republic of Moldova	Number of documented cases of violation of LPA rights	Annually	CALM activity report	
2.13. Ensuring members' access to minutes and agendas from meetings of administrative bodies and other internal decision-making and / or advisory structures (sending via post/email, publication, etc.)	Number of such documents send (this measure does not say anything about satisfaction, satisfaction with decisions is naturally under 2.5)	Annually	CALM activity report	No data at the moment
<b>Additional activities under Strategic Objective 2</b>				
2.14. Consolidation and development of available / existing means of communication: email, social media networks (such as Facebook), newspaper, electronic newsletters, etc.	Number of communication channels, usage of these channels and member satisfaction survey	Annually	CALM activity report member satisfaction survey	No communication strategy in place
2.15. Develop and implement a communication plan to emphasis local public authorities' problems and challenges)	Strategy and Communication plan developed and implemented	Quarter 4, 2022	Document published	No communication strategy in place
2.16. Collect and share data on new challenges and trends concerning local authorities	Integrated data management developed and functional	Quarter 4, 2024	Data published on the website	No data available at the moment
2.17. Publication of infographics with most pressing issues for local public authorities	Number of infographics published	Annually	CALM website	No infographics published in the past

Activities	Indicators (output)	Timeline	Collection method	Baseline
<b>Strategic Objective 3: Advocating on behalf of Local Authorities, promotion of Decentralization and Strengthening of Local Autonomy</b>				
<b>Main Outcome:</b> CALM has contributed to strengthening public administration through proactive advocacy activities on priority issues				
3.1. Development of the vision / concept of CALM on LPA reform, its directions and concrete actions to be taken	Developed, validated and published vision	Quarter 4, 2022	CALM activity report	No data at the moment
3.2. Strengthening CALM representation and participation in the work of the Parliament of the Republic of Moldova, the Government and other institutions within the CPA	Number of participations in meetings	Annually	CALM activity report	No data at the moment
3.3. Increase the number of members which take part actively in advocacy activities and are available to share CALM's views and opinions regarding the challenges faced by local public	Number of members active in advocacy activities	Annually	CALM activity report	No data at the moment
3.4. Development and promotion of a package of legislative proposals covering all areas of LPA: financial, economic, organizational, institutional, human resources etc. Development of public policies that tackle issues affecting local public authorities	Package of legislative proposals is published	Annually	CALM activity report	No data at the moment
3.5. Support and advance legislation regarding fiscal consolidation, administrative decentralization and local autonomy	Developed public policies are well grounded in economic analysis and consulted with CALM members	Continuously	CALM activity report  Public policy analysis published on CALM website  CALM's opinions published  Monitoring reports	No data at the moment  (The strategy on decentralization achieved up to 30% implementation rate)

3.6. Support the implementation of the inter-municipal cooperation mechanism	Number of policy meetings attended  Number of trainings organized  Number of documents prepared (opinions, policy documents, concepts)	Continuously	Annual activity report  The event's agenda  Lists of participants  The minutes	15 trainings and study visits
3.7. International advocacy of the local government reforms with key international institutions – European Union, Council of Europe, CORLEAP, NALAS, etc.	Number of events on advocacy activities with partners	Annually	CALM activity report	No data at the moment
3.8. Creation of a data centre and financial / economic / social analysis as support for CALM policies / proposals etc. within the CALM centre of expertise, assistance and trainings (CEAI)	Concept note on data centre	Quarter 4, 2025	CALM activity report	Data centre not operational at the moment
<b>Additional activities under Strategic Objective 3</b>				
3.9. Continuing the signing of MoUs with various stakeholders (such as line ministries, Parliament, Parliamentary Committees, etc.)	Number of MoUs signed	Continuously	CALM activity report  CALM register of signed MoUs	2 MoU signed at the present
3.10. Strengthening advocacy activities through cooperation with international partners both at home and abroad	Number of projects and events on advocacy activities with partners	Annually	CALM activity report	No data at the moment

Activities	Indicators (output)	Timeline	Collection method	Baseline
<b>Strategic Objective 4: Providing efficient Services and high-quality Capacity Development</b>				
<b>Main Outcome:</b> CALM is positioned as the “number one provider” of high-quality services for all local public authorities in the Republic of Moldova.				
4.1. Development and consolidation of the CALM centre of expertise, assistance and training (CEAI)	Centre of expertise, assistance and training fully operational	Quarter 4, 2025	CALM activity report	Establishing of centre is in process.
4.2. Carry out a systematically training needs analysis to better understand the needs of local authorities	Training needs analysis performed and its results published	Periodically	CALM activity report	Activity reports from previous years
4.3. Development of an online platform for training, assistance, communication and dialog	Platform developed and fully functional	Quarter 4, 2021	CALM activity report	No platform at the moment
4.4 Conceptualization and development of the mechanism for providing paid services to members	Concept developed and reviewed  Number of fee services developed  Number of communities served	Quarter 3, 2022	CALM activity report	No fee services at the moment
<b>Additional activities under Strategic Objective 4</b>				
4.5. Develop resources that will facilitate the sharing of best practices within local public authorities	Adjusted and functional mechanisms	Quarter 1, 2022	CALM activity report	Existent mechanism
4.6. Development of help-desk service for local public authorities	Help-desk service online and functional  Number of services provided  Number of beneficiaries	Gradually to 2027	CALM activity report  Consultancy registers	7 fields of activity (legal, finance, economic, migration, local development, gender equality, etc.)

4.7. Develop a training program targeting mayors (including newly elected), advisers, LPA officials and other categories of LPA employees	Orientation training program developed	Quarter 4, 2023	List of training modules and programs	Training program in 2011, 2015, 2019  The program for women mayor (1st term) in 2015, 2020
4.8. Designing and delivery of effective trainings and e-courses on the subjects that cover the priority needs of local public authorities	Number of modules developed	Continuously	CALM activity report	Over 10 modules developed on-line and off-line

## Chapter 7 – Sources of Financial Funding

To achieve the envisaged financial sustainability of CALM the operating expenditures and necessary investments should be financed out of three main funding sources:

1. Self-generated revenues (membership fees paid by the LPA)
2. Third-party revenues (project grants from CALM's international and European partner institutions)
3. Other revenues (paid services, which so far are a projection for the future)

### **Own-source revenues**

CALM expects to increase its revenue from its membership fees in 2023 by 50% (this is already achieved raising membership fees last year, but far from enough for 6-7 years' timeframe) and aims for a consistent collection of the membership fee in the years 2024-2027.

Consequently, a key objective of CALM for the next six years is to work with the LPA strategically, in order to ensure an equal payment of the membership fees. This is a top priority for CALM upon which the successful implementation of this strategic plans largely depends on.

### **Third party revenues**

Irrespective of positive trend in own-source revenues, CALM would benefit from funding by grants and financial support from various international organisations. So far this source of funding is less relevant for the organisation. Nevertheless, CALM's strategic aim remains to cooperate with and request for funding from a variety of local and international organisations and partners as well. This will imply further consolidation of partnerships with the development partners.

### **Other revenues**

Generating additional revenues from the provision of paid services by CALM to its members will be an additional important financial stream to increase its organisational sustainability. In the next six years, such income will be planned by testing the readiness and the interest of the CALM's member municipalities and other parties to get services and information products offered by the CALM's secretariat. Such products will mainly focus on the provision of training packages, thematic expertise and analytical products.