

1. Introduction

NALAS Shadowing Program was introduced in 2008 as a mechanism for permanent exchange and transfer of knowledge between members, through coaching, mentoring, and on-job learning using the expertise within the NALAS network. The idea for the program was developed in the framework of the NALAS Task Force on Association Development, in order to support practical transfer of experience between the members.

Shadowing means that one person accompanies the colleague(s) in another Association like a shadow to learn from their good practices (model 1) or to figure out the practices that could be improved and share his/her knowledge how to do it (model 2).

NALAS members are 16 Associations, different in various aspects: while some of them are over 50 years old, the others are very young; some members are coming from countries that are already EU members, while the others are still in the initial stages of the European integration. Different members have different experiences in various fields, from advocacy, to provision of different services to members, internal organisation, co-operation with the government, etc.

The Shadowing Program supports the establishment of mechanisms for permanent exchange and transfer of knowledge between members.

The terms used in the Shadowing Program are *Applicant Association* and *Knowledge Sharing Association*. The Applicant Association is a NALAS member association that either sends a selected person to the Knowledge Sharing Association (model 1) to learn more about the specific issue from his/her colleagues from the Knowledge Sharing Association – an association that has significant experience in the field of the Applicant Association's interest – or that invites a person from the Knowledge Sharing Association (model 2) to visit them and help to establish better practices within the Applicant Association through coaching and mentoring.

Below you will find more information about the Program and the Application form.

2. Objective of the Program

NALAS Shadowing Program aims to strengthen NALAS members through coaching, mentoring, and on-job learning using the expertise within the NALAS network.

3. The structure of the program

The Program can be implemented through two different models:

1. Staff (one person) of the Applicant Association visits the Knowledge Sharing Association and gets on-job training from his or her fellow colleagues from a NALAS member who is more advanced in a certain LGA performance area.

2. Staff (one person) of the Knowledge Sharing Association that is stronger in the field interesting for the Applicant Association, visits the latter in order to provide technical assistance.

Applicant Associations should bear in mind, that model 1 might signify fewer burdens for the Knowledge Sharing Association. Therefore it might be easier for the Applicant Association to find an adequate partner for this model.

The basic program foresees that the selected staff member of the Applicant Association spends several working days with one NALAS member or the NALAS Secretariat (model 1) or that the coach/mentor from the Knowledge Sharing Association spends several days with the Applicant Association (model 2). However, the application of the Shadowing Program will be flexible regarding length and number of visits, taking into account individual circumstances.

The program of the visit will be developed in cooperation of the Applicant and Senior Management of the Applicant's Association, the Knowledge Sharing Association and the NALAS Secretariat.

4. Eligibility

The beneficiaries of the Program will be an individual staff member of the Applicant Association (model 1) or a department, section or division of the Applicant Association (model 2).

Individual staff members (model 1) and/or departments, sections or divisions (model 2) from NALAS member associations are invited to participate in the NALAS Shadowing Program. The invitation is open all year long.

The participants for model 1 of the Program can be:

- Senior and middle management of the association
- Other Association's staff
- Members of the association's bodies and organs can also participate in the Program, while the first two groups will have advantage if the funds available are not sufficient to cover all requested programs.

The participants of the Shadowing Program must have a good working knowledge in English, or in the local language of the Knowledge Sharing Association (model 1). For model 2, the participants of the Shadowing Program must also have a good working knowledge in English, or the coach/mentor of the Knowledge Sharing Association needs to be fluent in the language of the Applicant Association.

The individuals of the Applicant Association that participated in the exchange can not apply for another internship in the next 12 months, in order to give the opportunity to others to benefit from the Shadowing Program.

5. Financial arrangements

The Program is based on the NALAS network practice to share experiences among members, as one of the main purposes of the Network existence. The Program will cover travel, per diems and accommodation costs of the participants of the Shadowing Program. Having in mind the limited funds available, if needed, other operational costs encountered by the Host association during the implementation of the Program can also be covered. In order to make this Shadowing Program a sustainable practice, Applicant Associations should contribute (at least a little bit) to the cost recovery.

6. Roles and Responsibilities

The responsibilities of the **Applicant** and his/her **Applicant Association** are:

- To propose participant/s of the Program in line with the requirements explained in these guidelines
- To fill in the Application Form and send it to NALAS Secretariat
- To write a short report in English/ complete the evaluation form after the implementation of the Program and send it to the NALAS Secretariat.
- To be ready to share his, her or their experiences with other interested NALAS members
- To organise a meeting with his or her colleagues in the association (if existing) to share the lessons learned (model 1).
- To provide appropriate desk facilities (with internet connection, if possible) to the coach (model 2)

The **Knowledge Sharing Association's** commitment comprises:

- To appoint a contact person and mentor for the applicant and devote time to him or her for sharing and explaining (model 1)
- To provide at least a chair for the applicant to sit close to his or her contact person/mentor (model 1).
- To complete the evaluation form to be sent in to the NALAS Secretariat (model 1 and 2)
- To send a coach/mentor to the Applicant Association (model 2).

Applicant Association, Knowledge Sharing Association and the NALAS Secretariat will work together on developing a program, based on the applicant's needs.

The **NALAS Secretariat** will:

- coordinate with both Applicant and Knowledge Sharing Association on preparing and implementing the visit
- disseminate the results of each individual program and promote good practices and models developed by Knowledge Sharing Associations by publishing the annual

catalogue of Shadowing Programs implemented, but also on its website and other information tools.

- evaluate the program and improve it based on the feedback of participants
- reimburse the costs of the program (as explained in section 5).

7. Application process

Having in mind the limited funds available for the Program, the first applications arrived will have the advantage.

All associations are invited to participate in the Program as Knowledge Sharing Associations, and if not specified earlier in the Application Form, the Applicant Association will have the right to choose the most appropriate Knowledge Sharing Association.

The Applicant and its association are advised to communicate with the potential Knowledge Sharing Association prior to applying. In case that the Applicant cannot find an interested partner, NALAS Secretariat will find the Knowledge Sharing Association most suitable to the Applicant's needs.

8. Application form

Applicants have to fill in an application form and submit it to the NALAS Secretariat.

The Application Form is available at NALAS website: <http://nalas.eu/services/shadowing-program>

For all additional information, please contact the NALAS Secretariat.