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Anna Lindh Foundation

Work Programme 2012- 2014

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EXECUTIVE SUMMARY

The Anna Lindh Foundation was created in 2005 for promoting intercultural dialogue, better knowledge and mutual respect, facilitating exchanges between the societies across the Mediterranean. The Foundation has its Headquarters in Alexandria, Egypt and works as a Network of Networks in the 43 countries involved in the Euro-Mediterranean Partnership. The Foundation has established itself as a central institution for intercultural dialogue in the Region, bringing together NGOs and civil society organisations (*), opinion-makers and young people from both shores of the Mediterranean in common projects.

Building on the achievements of its first 6 years, the ALF is now launching a Work Programme for 2012 to 2014 which aims to reinforce its intercultural dialogue mission and actively respond to the new and emerging cultural and social challenges the region is facing. The Programme has been settled through a participatory process involving the Foundation's Networks and most of the ALF stakeholders. The Programme is analysed and endorsed by an intergovernmental Board of Governors, with its strategic development guided by an Advisory Council of leading Mediterranean personalities and experts.

Background and key achievements

During its initial 2 phases of operation (2005-2008, 2008-2011), the ALF developed and delivered a comprehensive regional programme for the promotion of intercultural dialogue in the Euro-Mediterranean region. Key achievements are set in the first Anna Lindh Review 2005-2011 (www.annalindhreview.org), including:

- **Establishing credibility and visibility with key stakeholders** within the 43 societies of the Euro-Med Partnership, through its Networks, and assuming a leadership role among international institutions working in the region in the field of intercultural dialogue
- **Developing a Network of National Networks** in each one of the Euro-Med countries, involving more than 3,800 NGOs and CSOs
- **Financing 416 intercultural projects with 7 Million Euros**, with an estimated 96,584 direct beneficiaries and 1,015 new North-South partnerships
- **Encouraging the participation of civil society** in intercultural dialogue, through the first Anna Lindh Forum, and the launching region-wide campaigns involving all the Networks
- **Pioneering the very first 'Report on Euro-Med Intercultural Trends'** (www.annalindhreport.org), launched through 50 debate events
- **Establishing a monitoring and evaluation system** for all ALF co-organised and granted activities, and putting in place a financial management policy according to international standards

- **Implementing a comprehensive communication policy**, with more than 2,300 references to ALF in the international press and 1,200,000 visits to the Website Portal (euromedalex.org)

() The NGOs and CSOs involved in the ALF programmes and grants should be legally registered in their country.*

In addition, the ALF has carried out a number of activities in a context affected by events in the region and difficulties related to the Euro-Med political dialogue, including 'the Cartoon Crisis' and 'Israeli-Hezbollah War' in 2006, 'the Gaza War' and 'UfM deadlock' of 2008/2009, and, more recently, the 'Arab Revolutions' and the democratic reforms taking place in the southern shore of the Mediterranean. The ALF has also developed activities aimed at facing the consequences of the economic crisis on the relations between cultures and communities.

Strategic Priorities, Action Fields and Formats

The overarching aim of the Anna Lindh Work Programme 2012-2014 is to consolidate and reinforce the Foundation as the main institution for intercultural dialogue in the Euro-Mediterranean space. The Programme should become a primary resource for CSOs facing the challenges of cultural diversity, economic and social crisis, and democratic transition on both shores of the Mediterranean. In this regard, key objectives for the ALF's next operational phase will focus on:

- **Improving mutual perceptions and promoting mutual understanding**, generating positive changes in intercultural relations and policies
- **Fostering the role of the Foundation in promoting intercultural dialogue** at the grass-root level
- **Reinforcing the Anna Lindh Networks of civil society** and building their capacities
- **Providing skills for dialogue, citizenship and participation**, in collaboration with governments and institutions

The strategic fields of action of the ALF will remain those spaces where mutual perceptions are shaped and a culture of dialogue can be developed at the grass-root level, that-is-to-say: (a) Cultural Creativity; (b) Education and Intercultural Learning; (c) Urban Spaces and Citizenship (d) Media and Public Opinion.

In order to respond and adapt to the emerging Euro-Mediterranean landscape, the ALF will develop its intercultural mission through four cross-cutting issues: Dialogue, Diversity, Democracy and Development. ("4D" Strategy). This approach conceives intercultural dialogue as an action among the civil society ultimately aimed at valuing diversity, promoting social participation in building open and pluralistic societies, and fostering human development and fundamental rights.

The Work Programme will be implemented through two main formats;

- Activities carried out by the Foundation
- Grants awarded through Calls for Proposals.

Activities carried out by the Foundation:

- **Multi-annual Initiatives on Intercultural Dialogue** developed in the ALF's priority fields and through its major projects, including the Report on Intercultural Trends, the Anna Lindh Forum and the Award programmes
- **Partnership Proposals** for joint initiatives selected according the strategic priorities and the intercultural dialogue agenda

- **Capacity-building Measures** aimed at promoting exchanges, trainings and information, as well as activities in partnership with the Anna Lindh Networks
- **Networks Development and Network Common Operations** aimed at providing logistical and operational support to the ALF Networks, and implementing the ALF programme in the field of intercultural dialogue

Grants awarded through Calls for Proposals

The Foundation launches regularly Call for Proposals addressed to its National Networks with the objective of supporting grass-root activities between Euro-Mediterranean civil society organisations in the field of intercultural dialogue.

The ALF Overall Programme

The key aspects of the ALF Overall Programme for 2012-14 are:

- **Multiannual Initiatives on intercultural dialogue.** Large-scale projects and co-organised activities in the fields of Cultural Creativity, Education and Intercultural Learning, Urban Spaces and Citizenship, and Media and Public Opinion
- **Believe in Dialogue, Act for Citizenship Programme.** Promoting a North-South Network Exchange on intercultural dialogue and encouraging citizenship practice, and regional cooperation among Southern Mediterranean Networks.

Among the major projects there will be:

- **The Young Arab Voices Programme.** Co-organised with the British Council, the programme aims at providing youth the required skills to build their capacity for debate and intercultural dialogue. It will be implemented progressively in most of the societies of the Southern shore of the Mediterranean. This programme is co-financed through the British Foreign Office's Arab Partnership Initiative
- **The Citizens for Dialogue Programme.** The programme aims at providing CSOs with tools and skills for intercultural dialogue, exchange, networking, partnership-making activities and participation. The Programme will have a Euro-Med scope and will be implemented progressively in the societies of the Southern shore of the Mediterranean, in partnership with all the ALF Networks and the concerned governments. Supported by a specific EU fund, this Programme responds to the ALF mandate and is integrated in the overall ALF Programme
- **The Anna Lindh Forum 2013.** The Forum aims to be one of the most significant Euro-Med civil society intercultural gatherings, as well as the most important ALF Network common activity;
- **The Report on Intercultural Trends and Social Changes.** The Report combines a Survey carried out by an Opinion Poll Company with a task of in-depth analysis of intercultural trends in the region, in partnership with academic partners, media practitioners and the ALF Networks;
- **The Network Strategic Development Scheme.** The NSDS promotes regional sustainable partnerships among CSOs, empowering the Networks and implementing the ALF programme in the 43 Euro-med countries;

- **Institutional Activities, Communication and ALF Awards.** Partnering in events and co-organising activities with key institutional partners, and managing the President's Activities, Advisory Council and Board of Governors
- **Calls for Proposals.** The ALF grants are aimed at involving civil society in intercultural dialogue activities through projects shared by ALF Network Members of the South and the North of the Mediterranean

Communication Policy and Visibility Dimension

The strategic priorities of the ALF's communication work for 2012-14 centre on: 'Reinforcing the centrality of communication at all levels of the institution'; and 'Reaching beyond the Euro-Mediterranean circle of friends and networks'.

In this regard, the key communication objectives for the work programme 2012-14, endorsed by the ALF Heads of Network, are: providing comprehensive policy guidelines on communication at all levels of the institution; establishing a permanent news and information service to Networks and partners; establishing the Anna Lindh Website Portal as the leading resource for the social of Euro-Mediterranean cooperation and a source of debate on intercultural issues.

The communication policy will be implemented through: the Press Office and media related activities; the Website Portal (www.euromedalex.org) and the social media strategy; the development of Communication guidelines and promotional tools and the establishment of international media partnerships.

Organisational Profile and Capacity

The organisational structure of the Foundation will respond to the key challenges of the new operational phase, introducing new tools for the effective WP implementation.

The ALF Headquarters is managed by the Executive Director according to an organigramme which is structured on:

- the Executive Office, in charge of institutional affairs and the communication policy for the ALF and its Networks
- the Administration and Finance Unit, responsible for the administrative, human resources and budgetary dimension of the ALF activities
- the Programme and Operations Unit, responsible for developing and managing the ALF Programmes
- the Networks Coordination and Development Unit, responsible for developing and managing the Networks and the Network Support Development Scheme

ALF Overall Indicative Budget

The ALF overall indicative Budget is financed with the contributions of the European Union (9,9 million euros) and the Member States of the Euro-Mediterranean Partnership (6,5 million euros).

Budget Chapters	Gross Budget Million €	Budget Share
Human Resources Salaries	4,230,198	25.88%
Interview Cost	5,000	0.03%
Per diem Expenses	271,888	1.66%
Travel Expenses	271,000	1.66%
Equipment and Supplies	13,000	0.08%
Local office	186,000	1.14%
ALF Activities and Other Costs	11,365,328	69.54%
<i>Multiannual Activities on Intercultural Dialogue</i>	2,488,000	
<i>Network Strategic Development Scheme</i>	2,600,000	
<i>Citizens for Dialogue Programme</i>	2,456,000	
<i>Young Arab Voices Programme</i>	288,137	
<i>Calls for Proposals</i>	2,700,000	
<i>Publications and Translation</i>	447,891	
<i>Financial Services & Other Related Costs</i>	320,300	
<i>Staff Retreat & Training</i>	65,000	
TOTAL	16,342,414	100%

PART 1 - THE ALF MANDATE

1.1 THE BACKGROUND: SIX YEARS OF INTERCULTURAL ACTIVITIES

The ALF works on the basis of triennial plans and triennial Grant Contracts signed with the European Commission. The next phase of the ALF, or Phase III (1st of January 2012 - 31 of December 2014), will build on the achievements of the two previous phases, and the credibility, institutional legitimacy and leadership the Foundation has established with through the activity of all its stakeholders, in particular the ALF National Networks. Phase III will also build on the increased coherence and visibility of the Foundation's strategy and programme. During the last six years, the Anna Lindh Foundation has become a platform for bringing together thousands of civil society organisations of the region to develop joint projects built on common values. Involving more than 3,900 NGOs and CSOs in its activities. Since the ALF inception, the ALF Network of Networks became one of the major civil society structures of the Euro-Mediterranean region.

Combining an action oriented strategy with the analysis of social and cultural trends, the ALF has put in place a wide-ranging programme, inspired by the proposals formulated in 2004 by an High Level Group of personalities which laid down the principles for an institution in charge of intercultural dialogue in the region. In addition, taking into account its particular nature as an intergovernmental structure rooted in the civil society, the Foundation carried out an important task in terms of promoting interaction between civil society leaders, governments and regional institutions.

During the last three years, the ALF was obliged to develop its activities in a difficult political, economic and social context. Despite the setbacks affecting the societies of the two shores of the Mediterranean, the ALF continued to deliver, acting for intercultural dialogue and cooperation among the societies of the region. In 2011, the ALF responded to the social uprisings in the Arab countries with a renewed commitment in its programme and with new initiatives.

Since its creation, the Foundation has granted more than 400 intercultural projects involving more than one thousand civil society organisations, and has successfully led several regional campaigns: '1001 Actions for Dialogue', 'Restore Trust/Rebuild Bridges', and 'Believe in Dialogue/Act for Citizenship'. Seventy-five common operations were developed by the Networks and 450 regional partnerships were

established by the Networks. The 43 Heads of Network had 10 meetings for participating in setting the ALF Programme.

The Foundation involved tens of thousands of people in its activities during the two first phases. More than a hundred regional or sub-regional activities were organised in collaboration with institutional and social partners, involving 28,535 civil society leaders. 1013 people participated in the first Anna Lindh Forum; 1,030 civil society initiatives were organised through the '1001 Actions for Dialogue' campaign and 5,910 people were engaged in 'Restore Trust, Rebuild Bridges' Initiative. 13,000 people were surveyed in 13 countries for the ALF Report, and 700 opinion-makers participated in 51 national presentations of the ALF Report. In terms of visibility, the ALF achieved 2,300 reference in the international press and 5,850,000 page views on the Foundation's Website Portal, with over 1,200,000 visits.

Through funding activities, implementing structuring projects, working within the civil society through its Networks and strengthening its presence among opinion-leaders, the ALF asserted a central role in the Euro-Mediterranean Partnership. In Phase III the challenge will be to consolidate these achievements, to translate them into long-reaching and permanent actions and, at the same time, opening up the Foundation's programme to the new context and demands that intercultural dialogue addresses in the Euro-Mediterranean Region.

1.2 THE CONTEXT: SOCIAL CHANGES, CULTURAL CHALLENGES

Societies are changing rapidly across the Euro-Mediterranean region. The Arab Spring has opened the way to shaping democratic changes and advancing in collective and individual freedoms. Financial crises and economic stagnation have generated new challenges for social cohesion, both in the North and in the South of the Mediterranean. Civil society organisations and movements are engaging on both shores to face social setbacks, developing unbalances and ecological threats. Ten years after "September 11", the relations between Islam and the West have not been able yet to remove fears and hostility, and xenophobia-led political groups and organisations are seeding intolerance in cities and towns. At the same time, the uprisings on the Southern shore of the Mediterranean and the economic crisis affecting most of the European countries have created new challenges and opportunities to work for a common destiny, based on shared universal values. The movement of peoples and the circulation of ideas across the Mediterranean are reshaping perceptions and creating new challenges, but also new opportunities for living together in the region. The values of Human Rights, Freedom and Democracy are supported today by millions, particularly among young people, who want to live better, in diversity, in a region where beliefs, traditions and cultures are mutually respected.

Due to its unique nature and to its intercultural mission bridging between individuals and communities, the ALF is better prepared than other institutions to perceive and understand the transformations taking place in the societies of the region, in particular on the Southern shore. The ALF Strategy document recently endorsed by

the BoG Meeting (September 2011) has underlined the fact that supporting civil society for inclusion and citizenship should play a key-role in the Foundation's overall intercultural strategy.

The moment has therefore come for the ALF to make use of its Networks in favour of a more ambitious action for intercultural dialogue. The Foundation must grasp the changes occurring in the societies, and echo its calls, meet its needs and enhance its campaigns with its unique intercultural potential, adapting its action and structures to the new context. In other words, the Foundation must operate, resuming the true meaning of its original mission, as an "Interface", a "Facilitator", a "Clearing House", where the ALF Networks play a central role in facing the new demands emerging from the region, involving in their action the most active and innovative cultural and social actors.

1.3 THE ALF STRATEGY 2012-2014

"Fifteen years after the launching of the Barcelona Process, the notion of dialogue between cultures needs to be enriched and reviewed, and must include a global and dynamic approach, which takes into consideration the interrelation existing between intercultural dialogue and human rights, development, environmental factors and peace" (*Strategic Guidelines*, approved by the Board of Governors, October 2010)

Responding to the new Euro-Mediterranean context, the ALF will reinforce its mission, promoting intercultural dialogue through four cross-cutting issues: Dialogue, Diversity, Democracy and Development. This "4D" Strategy conceives intercultural dialogue as an action among the civil society ultimately aimed at valuing diversity, promoting social participation in building open and plural societies, and fostering human development and fundamental rights.

The Foundation must consolidate its capacity as an institution able to create spaces of dialogue across the political and cultural borders existing in the region, and to encourage the sense of belonging to a common space. This is the ALF *raison d'être*, to be enhanced in the years to come, in spite of the difficulties experienced by the Euro-Med political dialogue. Dialogue, Diversity, Democracy and Development are four complementary approaches of a comprehensive sustainable Euro-Mediterranean Partnership based on shared values and goals.

1.4 OBJECTIVES

The Work Programme of Phase III must consolidate and reinforce the Foundation as the main institution for intercultural dialogue in the Euro-Mediterranean region, working with the civil society, and promoting its cooperation through the ALF Network of Networks. The conclusions drawn during the Anna Lindh Forum 2010, the

recommendations of the first Anna Lindh Report, as well as the recent actions developed in the framework of 'Believe in Dialogue Act for Citizenship' initiative and the High Level Advisory Group Meeting constitute the best compass to refocus its action, since they combine social and cultural experiences with the knowledge of qualified experts who share the ALF project.

In light of those conclusions, the major specific objectives of the Foundation for the next phase will be:

- **To improve mutual perceptions and promoting mutual understanding**, encouraging positive changes in intercultural relations and policies in the Euro-Mediterranean region. This specific objective will be achieved by avoiding the manipulation of cultural and religious identities, by rebuilding trust and bridges between societies.
- **To foster the role of the Foundation in promoting intercultural dialogue** at a grass-root level, through the implementation of initiatives by civil society. The Foundation will create spaces for exchange and interaction between individuals of the Region, and will act as a communication channel to the decision makers. In order to take advantage of this position and create the conditions for fruitful dialogue, the Foundation support projects conceived by CSOs, acting as a unique meeting point for civil societies from both sides of the Mediterranean.
- **To reinforce the Networks and their capacity building.** Best practices of action and management will be built as a model for all the ALF Networks. The role of the Networks in the development of the programme and in setting up action tools for the Foundation is crucial. The Networks should play the role of antennas of the ALF within the 43 Member Countries and ensure that the initiatives, actions, interventions of their members (CSOs belonging to the National Network) converge towards common objectives.
- **To enhance skills for citizenship and participation in democratic governance.** By facilitating project development and exchanges among the most active and innovative social actors, the ALF encourages the development of a regional citizenship, a sense of belonging to a common space with shared values, and a critical and responsible spirit among the youth.

1.5 EXPECTED RESULTS

The Foundation would like to achieve tangible and ambitious results, in a regional context where civil society is playing an increasing role. Only in this way, citizens in the Euro-Med region will recognize the importance and the value of the Foundation and its civil society Networks, and it will be possible to measure the ALF achievements.

The expected results for the third phase are:

- **Mutual knowledge and perceptions among the people of the Euro-Mediterranean societies targeted by ALF activities are improved** and

ALF work has positively impacted policies in the Mediterranean region with respect to the intercultural relations agenda

- **A wider range of people of the Euro-Mediterranean societies are positively affected by ALF action**, their communities are involved in the implementation of civil society's initiatives, including civil society organizations and social groups which do not normally interact and cooperate
- **The ability of the Networks to be service-oriented entities at the service of their communities is enhanced**, and CSOs are empowered and capacitated for developing tools of active citizenship
- **CSOs aimed at valuing diversity, building plural and open societies, and fostering human development are involved** in the overall action of the ALF's programme
- **Partnerships where Southern CSOs are central players are improved** bringing together organisations from the different shores of the Mediterranean

1.6 PRIORITY FIELDS OF ACTION

The Anna Lindh Forum acknowledged the importance of the six strategic fields of action identified in 2008 as appropriate areas where the Foundation's programme is implemented. However, in order to clarify the fact that the fields of the ALF action must be the spaces where the mutual perceptions are forged, the Foundation has narrowed its focus on the following four fields: Culture and Creativity, Education and Intercultural Learning, Urban spaces and Citizenship and Media and Public Opinion.

Both the Forum and the Anna Lindh Report concluded that these fields are the areas where a culture of dialogue can develop. They constitute the essential areas for improving perceptions, promoting better understanding and facilitating intercultural dialogue at the grass-root level. They are also significant for learning and experiencing how to live together in diversity, and to promote youth participation in democratic and plural societies. These priority fields of action shall therefore constitute the places where to develop most of the ALF practices.

Culture and Creativity. This field is of great value to the Foundation's approach. As underlined during the Forum, the ALF should invest in cultural creativity as a tool for knowledge, dialogue and freedom. Artistic practices and cultural spaces are key tools to develop awareness and to recognize the richness of cultural diversity and its socioeconomic impact. The renew civic involvement in the region calls for an enhancement and rethinking of the strategic role of cultural cooperation in the Euro-med agenda. The Foundation will support the creation of new platforms and spaces for cultural dialogue and expression as important axes in light of the new social developments. Virtual spaces should be exploited to reach the widest audience and discover new ways for expression and communication.

Education and Intercultural Learning. Education is essential to learn how to live together in diversity. This field aims at supporting the development of educational practices and activities designed to help young people and adults to play an active part in building on democratic values and exercise their rights and responsibilities in society, enhancing their feeling of belonging to the community and valuing different views, customs and ways of life among human beings. The Foundation could therefore develop in this field activities and tools for intercultural learning and active participation of citizens in areas related to formal and non-formal education.

Urban Spaces and Citizenship. The Forum and the Report concluded that the ALF must invest more in activities in urban spaces as they constitute laboratories for exchange and cross-cultural fertilisation, as well as places of conflict, especially in a period of financial, economic or political crisis. The Foundation's action should promote a more dynamic relationship between diversity and dialogue, fostering social cohesion and solidarity and developing new senses of belonging to a common Euro-Med Region, and new and active modalities of citizenship. In order to be more efficient in its action, the Foundation will establish partnerships with cities which are pioneers in dealing with diversity, bringing to such partnerships a Euro-Mediterranean dimension as well as the ALF experience in civil societies.

Media and Public Opinion. In the conclusions of the Anna Lindh Report on Intercultural Trends, experts call for the development of the potential of Media as a tool for cultural dialogue between and within societies. The ALF developed its own actions in this field involving hundreds of journalists of the Euro-Med countries and integrating them in a regional Network, in collaboration with the European Commission. In the next phase, the ALF should widen the perspective of its work in this field, dealing with public opinion trends, in order to fight preconceived ideas, better understand some of the drifts that are taking place and providing the appropriate answers. This will include initiatives mobilising media practitioners, media owners and engaging the ALF Networks.

1.7 TARGET GROUPS : YOUTH AND WOMEN

Youth and Women will be two main target groups for the action of the Foundation during Phase III, taking into consideration their central role as active agents of dialogue and facilitators of Intercultural Dialogue within and between communities and societies of the Region.

Youth. Changing mutual perceptions and raising public awareness about cultural diversity is a long-term process in which Youth have always played a central role. For this reason, targeting the young generations constitutes a priority for the Anna Lindh Foundation. Taking into consideration the high percentage of youth in the Euro-Mediterranean region (61% including children) and in the southern Mediterranean partner countries in particular (74%), young people should be among the most important direct and indirect beneficiaries of all the Foundation's activity. During last phase the Foundation implemented programmes oriented to children as the Arab Children Literature programme, enhancing partnerships with the major youth

programmes in the region, and working through social media and education approaches.

The Foundation will continue to develop a transversal action, supporting partnerships with key networks in the region and promoting measures targeting Youth. Some of the ALF programmed will facilitate exchanges among young from both shores of the Mediterranean, as well as trainings for young leaders and social media actors, increasing the debate skills through club debates. The Foundation will take into consideration that the main target of the ALF education programme is to educate the new generations about the values of openness, critical thinking, empathy, respect for other cultures, curiosity towards the others and social participation.

Women. Based on the conclusions of the Anna Lindh Report 2010 and other studies, women are, together with youth, driving forces of Intercultural Dialogue across the Euro-Med region. In terms of specific social groups who may impact on values trends, women together with youth merit particular attention. Therefore the Report considers crucial their capacity of being among the most active promoters of change and shared values in the Region. Based on this assessment, the Anna Lindh Foundation should emphasize and support programmes focused on enhancing the capacity of women to share their potential for Intercultural Dialogue across the Euro-med societies.

Women, as key actors for change, have always been at the core of all the activities implemented by the Foundation since its creation. They have been direct beneficiaries of the ALF activities implemented in the 43 Euro-Med countries: in 2009/2010, 51.4% of the activities directly implemented by the Foundation had women as target group, while 61% of the ALF granted projects in 2010 had women as direct beneficiaries. Women participate at a higher rate (reaching 66.7%) than do men in the capacity building trainings organized by the Foundation over the last three years – therefore, the role they can play as multipliers in their local communities should be considered more relevant. Ad hoc activities focusing on women's related issues will be organized and cooperation initiatives with gender orientation supported in the fields identified from the granted activities developed during the first phase as development, rights or diversity .

In the Work Plan 2012-2014, the youth dimension and women's empowerment are identified as cross-cutting issues and will be present in all the activities implemented by the Foundation in its different fields. Youth and Women will be also the main targets of the calls for proposals launched during Phase III.

The next edition of the Anna Lindh Forum should be another platform for identifying key challenges and demands related to Youth and Women. The Forum foresees two preparatory meetings, one on Youth and another one Women, gathering ALF Networks, regional networks and experts on youth and women issues in the Euro-Med region. The meetings will identify thematic priorities for the Euro-Med regional policy dialogue to promote youth involvement and gender equality through the Intercultural Dialogue approach in the Euro-Med region.

PART 2 - THE ALF PROGRAMME

2.1 MULTIANNUAL INITIATIVES ON INTERCULTURAL DIALOGUE

The Foundation will develop its projects through multi-annual initiatives. Some of them started in the previous phases, co-organised with significant partners, and have received a positive assessment which recommends their continuity. The development of the ALF's activities will be built on the experience accumulated; while at the same time exploring new areas of intervention.

The Multiannual Initiatives are aimed at:

Working on long-term challenges in the ALF strategic fields. In line with the recommendations of the Forum, the Report on Intercultural Trends and following the suggestions of the Annual Heads of Network meeting and the Meeting of the High-Level Advisory Group, the ALF has identified four major challenges: investing in the construction of intercultural values and critical thinking in the region, through educational projects, supporting the role of cultural actors and creativity to develop awareness on cultural diversity, tackling urban approaches, and working in the field of Media and Public Opinion for improving mutual perceptions.

Developing tools and proving skills. The Multiannual initiatives have the common goal to improve the perceptions and generating changes in the intercultural dimension of the Euro-Med society relations. Through its different formats (cultural initiatives, seminars, conferences and workshops, publication of books and tool kits) the Foundation has the objective to provide CSOs and professionals with tools for action, to facilitate exchanges and to identify spaces for promoting dialogue.

Impacting on the society. In order to have a real impact, the programmes will provide a special emphasis in developing the ALF activities at all the levels and in building spaces for citizenship. Cultural activities and collaborations should reach a large audience.

Promoting the Network dimension. The multiannual initiatives will be implemented in close coordination with the ALF Networks and with their participation. Thematic clusters of Network members organizations will be developed and promoted within the Networks in the different fields of action, mainly in Education and Culture.

Responding to the context. The Foundation will continue to work on regional initiatives responding to cultural and social difficult situations and conflicts creating obstacles to dialogue. Annual thematic topics such as diversity management in Multicultural societies will be addressed taking into consideration the successful experience of the regional initiatives launched during Phase II.

Stressing Partnerships. The ALF will collaborate with relevant institutions in the region and will support activities with the objective of strengthening cooperation and creating synergies with existing programmes to promote Intercultural Dialogue at a larger scale in the Euromed Region.

Activities and expected outputs

- **Development of a Project of Education for Intercultural Citizenship, and preparation, publication and dissemination of a Handbook on Education for Intercultural Citizenship;** and the organisation of a series of trainings for multipliers on the basis of the developed resources and addressed to formal and non-formal education sectors.

- **Support to Cultural Initiatives relevant for Intercultural dialogue**, among them the dissemination of the main results of the study on Translating in the Mediterranean Region that was developed in the previous phase and the promotion of cultural and artistic activities in collaboration with significant partners and actors from both shores of the Mediterranean
- **Development of a Media and Public Opinion Project.** Working with journalists, social media practitioners and media networks in order to fight misperceptions and to improve public understanding on the social and cultural changes taking place in the Euro-Med region. Building on the media programmes and partnerships established during the ALF first phases, training capacity-building and tool-kits dissemination will be among the priority actions to be developed.
- **Support to Intercultural Dialogue initiatives and collaborations** through the establishment of partnerships between the ALF and other regional and local organisations to ensure the development of initiatives and activities dealing with intercultural dialogue.
- **Implementation of Thematic Annual Initiatives** to be launched in cooperation with ALF National Networks addressing questions and issues that are relevant and sensitive for the Euro-Med intercultural agenda. The active participation and exchanges among civil society will be promoted through the Networks.

2.2 'BELIEVE IN DIALOGUE. ACT FOR CITIZENSHIP' PROGRAMME

Building on the accomplishments and recommendations expressed by the ALF Networks during the Tunis Exchange Forum and the Cairo initiative, this programme is designed for promoting intercultural dialogue and fostering social participation in the context of the social and cultural transformations happening in the Region and the democratic transitions and reforms taking place in the Arab societies. Youth and Women will be the main targets for this initiative.

The 'Believe in Dialogue. Act for Citizenship' programme is aimed at:

Promoting knowledge and practices. It will be focused on developing skills for dialogue and debate among CSOs and on promoting exchange, participation and partnerships between the Euro-Med societies.

Contributing to a better regional cooperation. The major objective is to build the capacity of civil society for participating in policy-making, supporting critical thinking and enhancing diversity as a source of development. With actions at a local level, using social media tools and promoting the South-South dimension in the cooperation between the ALF Network initiatives.

Mapping needs, networks and good practices. In order to map the existing initiatives in the region, the ALF will establish a database within the ALF Networks with organisations and individuals who could be involved in intercultural activities.

Working on civil and institutional governance. Providing tools and instruments which support capacity-building, exchanging, networking and partnership-making

activities aimed at improving civil and institutional governance. The ALF will raise the capacity and skills of CSOs working in a context of democratic transition and reform processes.

Increasing opportunities and skills for youth debate to facilitate their participation in building plural societies in a context of democratic transitions. It will be focused on training them for debate, and capacitating youth in the use of social media and other tools for intercultural dialogue and regional exchanges.

Activities and expected Outputs:

- **Launch of the Exchange Network Fund.** This fund will facilitate mutual visits and exchanges between ALF Network Members promoting knowledge and practices between the Networks. The beneficiaries could be speakers, trainers, experts or social practitioners.
- **Development of a South-South Network Cooperation Initiative.** This initiative will promote regional exchanges among the ALF Networks of the Southern Euro-Med countries, in order to promote regional cooperation. The ALF will support each year an activity in a Southern country involving ALF Networks.
- **The Young Arab Voices Project.** As a result of a cooperation between the British Council and the ALF, this programme aims to increase opportunities and skills for youth debate to facilitate their participation in building democratic and plural societies in the Euro-Med Arab countries. The Programme will start in Egypt, Jordan and Tunisia and later on will be extended to other Arab countries. The programme is co-financed by the British government.
- **The Citizens for Dialogue Programme.** This Programme aims at providing CSOs with tools and skills for intercultural dialogue, exchange, networking, partnership-making activities and participation. The Programme will have a Euro-Med scope and will be implemented progressively in the societies of the Southern shore of the Mediterranean, in collaboration with all the ALF Networks and the concerned governments. Supported by a specific EU fund, this Programme responds to the ALF mandate and is integrated in the overall ALF Programme approved by the Board of Governors. It will be developed according to different formats: Mapping and Resources, Capacity Building Actions, Networking and Exchange, Civic Engagement, Creation and Advocacy, Institutional Assessment and consultation on CSO issues
- **Project for setting the basis of and Intercultural and participative Citizenship.** This project will be jointly implemented with international, regional and Arab institutions to provide regional CSOs, policy-makers, institutions and interested governments with the knowledge and tools necessary for a participative and intercultural process of policy making. Comparative analysis, and the publication of a Practitioners' Guide and a Benchmark Report of good practices on citizens participation will follow the initiative.

2.3 ALF FORUM 2013

Building on the outcomes of the first Anna Lindh Forum, held in Barcelona (4-7 March 2010), and the results of the Tunis Exchange Forum, held in Tunis (23-26 June 2011), the second edition of the ALF Forum (2013) has the ambition to be one of the most relevant and pioneering Euro-Med civil society events following the historic changes which have been taking place in the Region over the recent months.

The Anna Lindh Forum is aimed at:

Providing a space for exchange among CSOs, and for a fruitful dialogue between civil society and decision makers. The Forum will be a space for exchange and interaction between Euro-Mediterranean CSOs and individuals, and should become also a platform for communication between civil society and decision makers. In line with the objectives of the ALF Phase III, the Forum will contribute to foster the role of the Foundation in promoting intercultural dialogue at all the levels of the societies, and will constitute a unique exercise of participation, bringing together civil society initiatives in the fields which are relevant for the Foundation.

Promoting the participation of CSOs in building plural and open societies. This second edition will gather around 1000 representatives from the civil societies of the Region, during three days, in order to exchange ideas, experiences and good practices on intercultural dialogue with the major objective to empower the CSOs which will participate and provide them with skills for promoting the participation of civil society in building plural, open and democratic societies.

Acting as a pioneering platform for bringing together CSO-led initiatives. In the new Euro Mediterranean context, the Forum should be a pioneering platform for exchanges on cooperation and intercultural dialogue. The Forum will gather some of the most significant programmes of cooperation that have been implemented as a response to the changes happening in the Euro-Med region: the democratic transitions and reforms experienced by the Southern countries and the economic crisis in Europe. It should become a unique occasion for creating synergies between them, facilitating networking among the stakeholders. Moreover, it should be a starting point for the enrichment of the ALF programme.

Promoting reflection at the service of the ALF action. The Forum will gather hundreds of NGOs and CSOs, around a programme which will combine debates on the ALF strategy, exchanges on good practices of intercultural dialogue, new initiatives and opportunities for new partnerships. The goal is to ensure that the Forum will be one of the most important Euro-Med civil society events after the changes which have taken place in the Region.

Setting a Road Map for Intercultural Dialogue in the Euro-Med Region. The ALF will integrate the conclusions of the Forum into its activities and programmes and will take them into account for preparing the Programme of Phase IV. The ultimate expected output of the Forum will be the preparation of a road map for intercultural dialogue in the Euro-Med region which should be the result of an enhanced collaboration between the ALF, its Networks, stakeholders and partners.

Developing a participatory process. The Forum should take place in a noteworthy city of the Euro-Mediterranean Region, at the beginning of 2013, with the full involvement of all the ALF Networks. It will be organised in collaboration with local

partners and it will be preceded by preparatory meetings, held during 2012, principally on 'youth' and 'women', in order to finalize its agenda, formats and modalities of participation.

Activities and expected Outputs

- **Preparatory Meetings**, which will include several thematic gatherings (and other related activities) intended as events aimed at setting the final programme for the Forum;
- **Implementation of the Forum**, gathering around 1000 representatives from the civil society of the Region, during 3 days, in order to exchange ideas, experiences and good practices on intercultural dialogue and participation;
- **Elaboration of a Road map for Intercultural Dialogue in the region** build on the recommendations, and promotion of partnerships between the participants, involving donors, civil society organizations and local authorities;
- **ALF follow-up**, which will include the Integration of the results for preparing the ALF Phase IV, and the development of initiatives (projects/activities) to ensure continuity with the Forum and the achieved results.

2.4 ALF REPORT ON INTERCULTURAL TRENDS AND SOCIAL CHANGES

The Anna Lindh Report on Intercultural Trends, launched in 2010, has played an essential role in understanding the challenges of intercultural dialogue and in reinforcing the legitimacy of the Foundation. The Report has been very well welcomed by institutions, experts and civil society leaders as an innovative tool for debate and a platform for sharing ideas about the future of the Euro-Med Dialogue. The Foundation will prepare the second edition of the Report, to better know the evolution of intercultural trends and social transformations happening in the Region and which are relevant for building a common project shared by its societies.

The ALF Report is aimed at:

Understanding the social transformations. The second edition of the Anna Lindh Report should focus on the analysis of mutual perceptions and values across the region while providing an in-depth understanding of the social transformations which are impacting on intercultural relations.

Improving the knowledge on intercultural trends. At the basis of the Report analysis are the results of a series of region wide opinion polls which gather the voice and opinions of thousands of citizens from the Euro-Med on issues related to social changes, intercultural values, behaviours and the mutual perceptions. Regular meetings gathering experts, ALF Networks and civil society actors will be organised for the interpretation of the collected data and their dissemination to a wider audience.

Providing a tool for action. First and foremost, the Report is a tool to provide the Foundation and its Networks with an understanding of the obstacles which need to be overcome in order to improve intercultural relations, and the opportunities which can be leveraged to develop a common project based on shared values. The Report is also a tool in the hands of policy-makers and opinion-leaders, providing data, proposals and inputs for the intercultural agenda.

Exchanging ideas, disseminating information. In order to provide a platform for discussing general issues related to the role of civil society in promoting social change and cultural enlightenment in the Mediterranean Region, and to exchange ideas and experiences the Foundation will develop a specific online portal and a regular **Anna Lindh Digest**. The ALF Digest will be a tool for sharing information about Intercultural Dialogue with the ALF Networks, CSOs, and experts. Based on the Report, the ALF will promote the creation of **ALF Chairs** for Intercultural Dialogue in collaboration with Euro-Med Universities and financial partners.

Activities and Expected Outputs

- **The launching of the Opinion Poll.** The ALF will gather relevant data on intercultural trends and social changes for a specific cluster of Euro-Med countries collected through an Opinion Poll launched through an international tender.
- **The publication of the ALF Report.** The Anna Lindh Report is a collective exercise of intercultural participation, involving leading experts and social practitioners from across the Mediterranean. The edition of the second edition of the Report will be based on the results of the Opinion Poll (and other surveys on cross cultural trends) involving European and Southern Mediterranean societies, and the analysis provided by experts and practitioners who will provide an in depth insight on trends and changes.
- **Dissemination and follow up of the recommendations.** The Anna Lindh Report will provide proposals and recommendations for intercultural action and policies in the Euro-Med Region. A specific programme of activities and debates will be organized to promote these recommendations which should be taken into account for the elaboration of the ALF programmes, the activity of the CSOs and the Euro Mediterranean strategies on intercultural issues.
- **Release of the ALF Digest and establishment of Anna Lindh Chairs on Intercultural Dialogue.** In addition to the recommendations for the ALF action, the content of the Report constitutes the basis of a collaboration with the ALF Networks and academic partners, involving media practitioners and social leaders. The Anna Lindh Digest will be one of the tools for promoting this collaboration and the establishment of Anna Lindh Chairs on Intercultural Dialogue will facilitate partnerships with Universities.

2.5 NETWORK STRATEGIC DEVELOPMENT SCHEME / STEP V AND CAPACITY BUILDING TRAININGS

The Foundation will finance the activities and the development of its Networks based on a new scheme project-oriented defined in the strategic document endorsed by the

Heads of Network during the Annual meeting in October 2011. This strategy will promote regional sustainable partnerships, constitute the Networks as channels for cooperation and exchanges where southern civil societies are central players and become service-oriented to connect civil society organizations in their respective societies.

The Network Strategic Development Scheme / Step V (NSDS) would be structured in two components, corresponding to the two fundamental needs of Network development: coordination and services, meaning the completion of task related to information, technical support and consultation and common actions that will be built upon the principles of innovation, networking, performance and transparency and will develop the ALF fields of action, adopting an intercultural approach around social and cultural diversity and inclusive and sustainable human development

The Foundation will stress the capacity-building component through the Trainings oriented to improve the capacity and the ICD ownership of the ALF Networks

The NSDS and Capacity Building Trainings are aimed at:

Promoting partnerships and channels for south-north-east partnerships. The Network strategy defined in the new WP will have as objective that the Networks should be spaces to promote regional partnerships to address issues of common interest – relating to the challenges of freedom of expression and organization, fair and just development, environmental sustainability, mutual recognition, and shared access to multicultural sources of knowledge – through grass-root actions. At the same time the Networks should be channels for partnerships where Southern civil societies are central players, either in the form of South-North, or in the form of South-South and South-East cooperation.

Empowering the civil society and connecting different actors. The Foundation would like to enhance the capacities of the Networks for the benefit of their societies and communities. The Networks should be tools to connect civil society organizations, particularly those which do not normally interact and cooperate for different constraints. They should become service-oriented and build civil society capacity and citizenship tools, to empower and capacitate the cso's for working in independent spaces in their respective societies.

Developing the ALF Programme at the national level. The scheme will have the objective of adapting the Networks to the Work Programme of the Foundation and will respond to their capacity in its implementation at the national level. The main objective of the NSDS is to address the logistical and operational needs of the Heads of National Networks in order to increase their effectiveness as Network Coordinators and facilitators to lead Network projects, in particular. The NSDS will allow the Foundation to delegate its HoN institutions-coordinators and-or member organizations to provide services to the Network members and to implement the ALF programme at the sub-regional, national and local level.

Activities and Expected Outputs

- **Coordination and Services.** The Head of Networks will assure the information, the technical support and a permanent consultation with their national Networks. Assuring the participation of the Head of Network institution in the programme making of the Foundation, managing the membership demands, coordinating the work of the decision making bodies, disseminating information, assisting in capacity building, enhancing the participation in ALF activities and enhancing their visibility.
- **Implementation of Common actions.** The Common Actions organised by the Networks in collaboration with the ALF Headquarters are aimed at developing the ALF Programme at sub-regional, national and local level. The actions will be developed in the ALF fields of action, with concrete objectives for Phase III regarding diversity, democracy and sustainability. .
- **Capacity-building through Regional Training Seminars** will be organized to reinforce networking between members of different Networks, and to provide them with intercultural competences for developing projects. The seminars will be addressed to the 43 ALF members, and a special attention will be given to participants which can play the role of multipliers within their Networks and in cooperation with their Heads of Network. The Foundation will disseminate the results of the seminars and ensure the follow up of the recommendations.

2.6 INSTITUTIONAL ACTIVITIES AND ALF AWARDS

The institutional activities are centred on: partnering in events and co-organising activities with key institutional partners, including the League of Arab States and European Parliament, the Secretariat of the Union for the Mediterranean and United Nations agencies. This dimension will focus in particular on the activities of the ALF President, as well as the involvement of ALF Advisory Council members, Heads of Network and other stakeholders in key events.

The Institutional activities and the ALF Awards are aimed at:

Consolidating the ALF's leadership role. In line with the conclusions of the ALF High-Level Advisory Group 2011, the Foundation should assume the leadership among the main actors working for intercultural dialogue in the Euro-Mediterranean Region. This leadership can lead the ALF to advocate for a Ministerial Meeting on Intercultural Dialogue, as it has been suggested at the Board of Governors. The ALF should increase its level of collaboration with the key institutional partners: UNESCO, the Council of Europe, the League of Arab States, ISESCO, OIC, APEM, ARLEM, COPEAM, the Foundation for the Future, as well as other regional or international institutions and Euro-Med programmes promoted by the European Commission. The he ALF should enhance its collaboration and partnership with the UN Alliance of Civilizations .

Promoting an Intercultural Agenda among Institutions. A more pro-active planning approach to the President's agenda will ensure its participation at the main institutional events related to intercultural dialogue representing the Foundation and promoting its visibility and legitimacy. The ALF will continue to co-organise with its

institutional partners and Networks regional and international events with the participation of the President, members of the Board of Governors, the Advisory Council, Heads of Network and members of the Networks.. The Anna Lindh Forum and the Report on Intercultural Trends will be key opportunities to promote the mission and the programme of the Foundation. The ALF will also consolidate the Euro-Med Dialogue Award and the Anna Lindh Journalist Award for Reporting across Cultures, and will launch a new award for the promotion of Arab Children Literature.

Activities and Expected Outputs

Institutional presence. Co-organising activities with institutional partners aimed at reinforcing the ALF's central role for intercultural dialogue in the Euro-Med region, and promoting the visibility of Euro-Med dialogue and cooperation. Ensuring the presence of the President at key regional and international events, and its participation in the Ministerial and institutional meetings.

Board of Governors. Putting in place an effective communication policy which ensure that the Board members are informed and updated about the ALF activities on a regular basis and in all the fields and formats. Working with institutions and Board members to examine the possibilities of specific collaborations and funding opportunities in fields they consider a priority.

Advisory Council. Ensuring the role of the Advisory Council as a consultative body, in the programme making, through its annual meeting, and involving its members in the activities of the Foundation.

Heads of Networks Meeting. Consolidating the annual meeting of the Heads of and coordinators of the 43 Euro-Med Networks as a major event in the programme making and the Foundation's activity and in the process of involving the Network Members in the Foundation's life.

Regional Anna Lindh Awards. Consolidating the ALF Awards as important event for the ALF credibility and visibility: Euro Med Dialogue Award, Journalist Award and ALF Arab Children Literature Award (Iqra).

2.7 CALLS FOR PROPOSALS

Based on the experience and lessons learnt through the Calls for Proposals during Phase II, the Foundation will launch the new Calls in two phases, to respond to the needs of its Networks members and support the implementation of civil society's initiatives.

The Calls for Proposals are aimed at:

Developing the ALF strategic priorities. The Calls for Proposals addressed to the Networks are one of the most important ALF tools for promoting intercultural dialogue and social partnerships between CSOs of the Euro-Med Region. The new set of Calls will be based on the ALF "4D" Strategy: Dialogue, Diversity, Democracy and Development, addressing in particular youth and women and also migrants.

Generating new partnerships. The calls aimed to put in relation issues of different nature associating different types of stakeholders, gathering people working in the same or different field: NGO exchanges, academic research, artistic creation but also joint projects with regional and local authorities, between private and public institutions, between people working in formal and non formal education.

Addressing issues of common interest and impact. Priority will be given to projects involving civil society multipliers, vulnerable social groups and local stakeholders. It will include NGOs, CSOs, institutions, local authorities, religious representatives, media, community leaders and opinion makers.

Covering different formats. The grants will address cultural, educative and media domains. They will assume different formats such as seminars, meetings, conferences, trainings initiatives, artistic expression and cultural production, academic research and other initiatives of interest for intercultural dialogue.

Reinforcing Euro Med cooperation. As was the case from the outset of the ALF's work, the Anna Lindh grants will require the Euro-Med formula "1+1", gathering at least one partner from Europe and one from a Southern country.

Activities and expected Outputs:

- **Launch of two Calls.** The characteristics and the dates for launching the Calls will be pre-defined and their final financial envelope announced at the beginning of Phase III.
- **Projects implemented.** About 70-80 projects will be granted during Phase III, and around 300 CSOs will benefit from the grants.
- **Tools and Resources.** The ALF will provide information and resources, through the website and will facilitate the management of the projects granted. As a result the ALF will elaborate a data base collecting good practices and partners, in order to generate future partnerships.

PART 3 – TOOLS AND COMMUNICATION

3.1 TOOLS AND METHODOLOGY

3.1.1. OPERATIONAL PRINCIPLES

Building upon the achievements of the past six years, and opening a new stage that corresponds to the current challenges in the region, the next Work Plan shall be inspired by the following operational principles:

- **Making use of a dynamic concept of intercultural dialogue**, taking into account the social realities and the connections and cross-fertilisation that cultures are establishing permanently.
- **Being coherent, ambitious, understandable and sustainable**
- **Having a measurable influence** related to the involvement of civil society, visibility and impact on intercultural relations and on policies influencing mutual understanding in the region.
- **Being principally designed as a tool for action**, without overlooking the potentials for knowledge, debate and exchanges.
- **Promoting intercultural approaches** at the grass-root level, through specific Network actions and innovative practices, at local, national or sub-regional level.
- **Developing complementary formats** adapted to different objectives and targets, but ensuring the coherence of the overall programme.
- **Combining the funding of projects** through the Calls for Proposals, **with the implementation of major ALF initiatives.**
- **Building a participatory and democratic management** of the Network structures, enhancing the transparency and accountability of the Network coordinators.
- **Improving the financial and administrative management**, ensuring international standards, the effectiveness of the action, the adherence to the procedures established in the Operating Grant, and the best use of the use of financial and human resources.

3.1.2. MONITORING AND EVALUATION SYSTEM

On the basis of the **Monitoring and Evaluation (M&E) System** elaborated during Phase II the Foundation will make a systematic use of the existing practical tools during the new Phase. This system and related tools should have an evolving process, in line with international principles, norms and standards inspired by the European Union literature. The M&E system, should be updated for the new operational phase taking into consideration the importance of the identification and design of the key indicators for the overall programme and with Objectively Verifiable Indicators for the activities.

The monitoring will also develop surveys and data collection to assess and improve activities, projects, raise strategic issues and point out the impact of ALF activities on the beneficiaries and their communities. One of the results foreseen should be an online database of beneficiary actors, ALF Networks and projects co-organised or granted by the Foundation. The objective is to create a more comprehensive approach which would help to keep track of the lessons learned and the best practices achieved, in order to support new partnerships, develop new projects and provide visibility and networking dimension to the ALF programme.

The EU may conduct its own administrative and financial evaluation missions, using external expertise according to the needs. The conclusions of this evaluation

missions should be brought to the Board of Governors in order to take appropriate decisions if needed.

3.1.3. TASK FORCES AND FOCAL POINTS

The Headquarters will continue to work with task-forces on specific issues when needed (on updating of the manual of personnel, the manual of procedures, or the launching of the new Calls for Proposals). These task forces are composed of qualified staff members of different units, with the aim to adjust and improve the mechanisms of management, taking into account the experience and feedback of the staff. These work of the task forces should help the Units and the Management to work more efficiently.

For implementing its main Programmes, the Foundation will establish focal points appointed among the staff members, to support the partners or beneficiaries in charge of them in the different countries.

3.1.4. NETWORKS PARTICIPATION AND SELECTION

- **The beneficiaries of the ALF activities**

As a general rule, the ALF programmes and grants are addressed to organisations which are members of the ALF National Networks. Nevertheless, some activities co-organised by the ALF involve also non members, to facilitate the interaction between the Networks with some groups or communities and to benefit from other social experiences. This process facilitates the development of the Networks and their enlargement with organisations which can become new members. In the case of the Grant scheme, the leader organisation has to be member of a National Network and it can build partnerships with non-members organisations.

- **The ALF selection process**

In order to select the participants for the activities directly organised or co-organised by the ALF, the Foundation will follow different procedures depending on the nature of the activity. In some cases the Headquarters will receive proposals from the Heads of Network while in others it will proceed through application forms or evaluation grids. The Headquarters will always collaborate with the Heads of Network institutions taking into account their feedback during the selection process and informing them on the final selection. For recruiting staff members, the Management will proceed through open calls for applications and the establishment of selection committees participated by at least three staff members and chaired by the Head of the Administration and Finance Unit.

For granting projects, an internal Evaluation Committee appointed by the Executive Director and composed by staff members will be set up to evaluate the proposals received. External experts, with specific field/ thematic expertise, may be appointed as members of the Evaluation Committee to give their technical assessment. The Monitoring team should be involved in the selection process.

3.1.5. ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

In line with the intercultural mission of the Foundation for addressing regional issues of common concern, including environmental issues, the Foundation will develop guidelines for improving its environmental and social responsibility, at the level of the Secretariat and the National Networks.

Investing in social and environmental accountability will generate a virtuous circle among the Foundation's Networks, increase the Foundation's credibility, and will give an innovative sign among intercultural players in the region. The guidelines will cover fields such as stationery, energy, catering, travel and accommodation, communication and publications. The review on the guidelines implementation will be part of the monitoring exercise.

3.1.6. INTERNSHIP POLICY

The Foundation will host young professionals and students with a qualified academic background as interns, from all the Euro-Med countries, including volunteers of the European Voluntary Service. Interns will have the opportunity to acquire better experience in the field of inter-cultural work, and to work in specific programs. In the selection of the interns, the ALF secretariat will ensure gender balance and geographical balance among the Euro-Med nationalities.

In the framework of the Believe in Dialogue Act for Citizenship Programme, the Foundation will consolidate its internship programme aimed at the HoN institutions. These interns are trained at the ALF Headquarters before collaborating with an Head of Network institution.

3.2 COMMUNICATION AND VISIBILITY POLICY

Communication is a strategic priority to be developed and promoted through a transversal policy at the service of all the ALF programmes and the Anna Lindh Networks. The overarching priorities of the ALF's communication work for 2012-14 centre on reinforcing the centrality of communication at all levels of the institution, reaching beyond the Euro-Mediterranean circle of networks and implementing a Digital-First Communication Policy. This strategic goal will be met principally through the provision of comprehensive communication guidelines, the establishment of a permanent news and information service, and the expansion of training and capacity-building initiatives for granted project leaders and Network representatives. The Foundation will also shape large-scale communication strategies around its flag-ship initiatives. The ALF website portal, which represents the Foundation's primary tool for external communication, will be further developed and enhanced.

The communication and visibility policy is aimed at:

- **Providing comprehensive policy guidelines on communication** at all levels of the institution and across all the ALF programmes and projects;
- **Putting in place a permanent news and information** service for Networks and partners, via a comprehensive database and communication tools;
- **Establishing the Anna Lindh Website Portal** as a leading resource for the social and cultural dimension of the Euro-Mediterranean Partnership, and a source of debate on intercultural issues;

- **Increasing the impact and quality of the press coverage** at the national and international level with a priority focus on international media;
- **Expanding communication training and capacity-building** initiatives for granted project leaders, focal points and National Network representatives;
- **Shaping and managing a specific communication strategy** for the ALF Citizens for Dialogue programme and for the Young Arab Voices Programme;
- **Developing comprehensive promotional campaigns** for ALF's large-scale regional initiatives, particularly the Anna Lindh Forum and the Report on Intercultural Trends;
- **Consolidating the rapid response communication mechanism** established with international partners and media networks

The key activities and expected outputs of the communication policy centre on:

The Press Office and media-related activities. Building on the achievements of the Press Office work to date, and the established region-wide network of journalists, a focus should be put on building relations with news agencies and international media, and by working with a network of intercultural experts and commentators to produce high-impact opinion-pieces. The ALF will also consolidate and expand its memorandum of understandings with leading international and national television and media networks, including specific collaborations around flag-ship events and programmes.

The Website Portal and the Social Media strategy. Working with a leading service provider, the ALF will increase the capacity and role of its website, re-designing and simplifying the portal interface based on the evaluation of users, Networks and partners; acting as an online aggregator for civil society resources and tools; consolidating a comprehensive database and information mail-out tools; creating strategic partnerships with information providers and organizations producing information on intercultural and social affairs. The ALF Social Media strategy will be a priority, in order to maximize the impact of ALF activities through online media and social networking tools, including a specific online media policy for the Citizens for Dialogue and Young Arab Voices programme.

Communication guidelines, training and promotion. Based on the conclusions of the first Network Communication Task-Force, the ALF will consolidate and upgrade its communication policy guidelines, at the service of Networks, project leaders and partners. The guidelines will support quality control on areas including visual identity, language, information systems, press management and publications, and will be adaptable to the national and local contexts of the Anna Lindh Foundation's work. The implementation of the new policy will be supported through training workshops with Networks and ALF project leaders.

PART 4 - THE ALF ORGANISATIONAL STRUCTURE AND MANAGEMENT

The organizational structure of the Foundation should respond to the challenges of the new phase, introducing new tools and areas of work, for a better development of the programmes and their effective implementation and follow up.

The Foundation is managed by the Executive Director who heads a Secretariat integrated by: the Executive Office; the Administration and Finance Unit; the Programme and Operations Unit; and the Networks Coordination Unit.

The Executive Office is responsible for institutional affairs (Board of Governors, Advisory Council, President's Agenda, Institutional Partnerships, Public Relations) and the communication and visibility policy of the ALF and its National Networks.

The Administration and Finance Unit is in charge of the administrative work, the financial dimension of the programme (budgeting, accounting, controlling, reporting, and auditing), and the human resources policy.

The Programme and Operations Unit is in charge of planning, implementing and monitoring all the ALF programmes. It is also in charge of Grants and Monitoring.

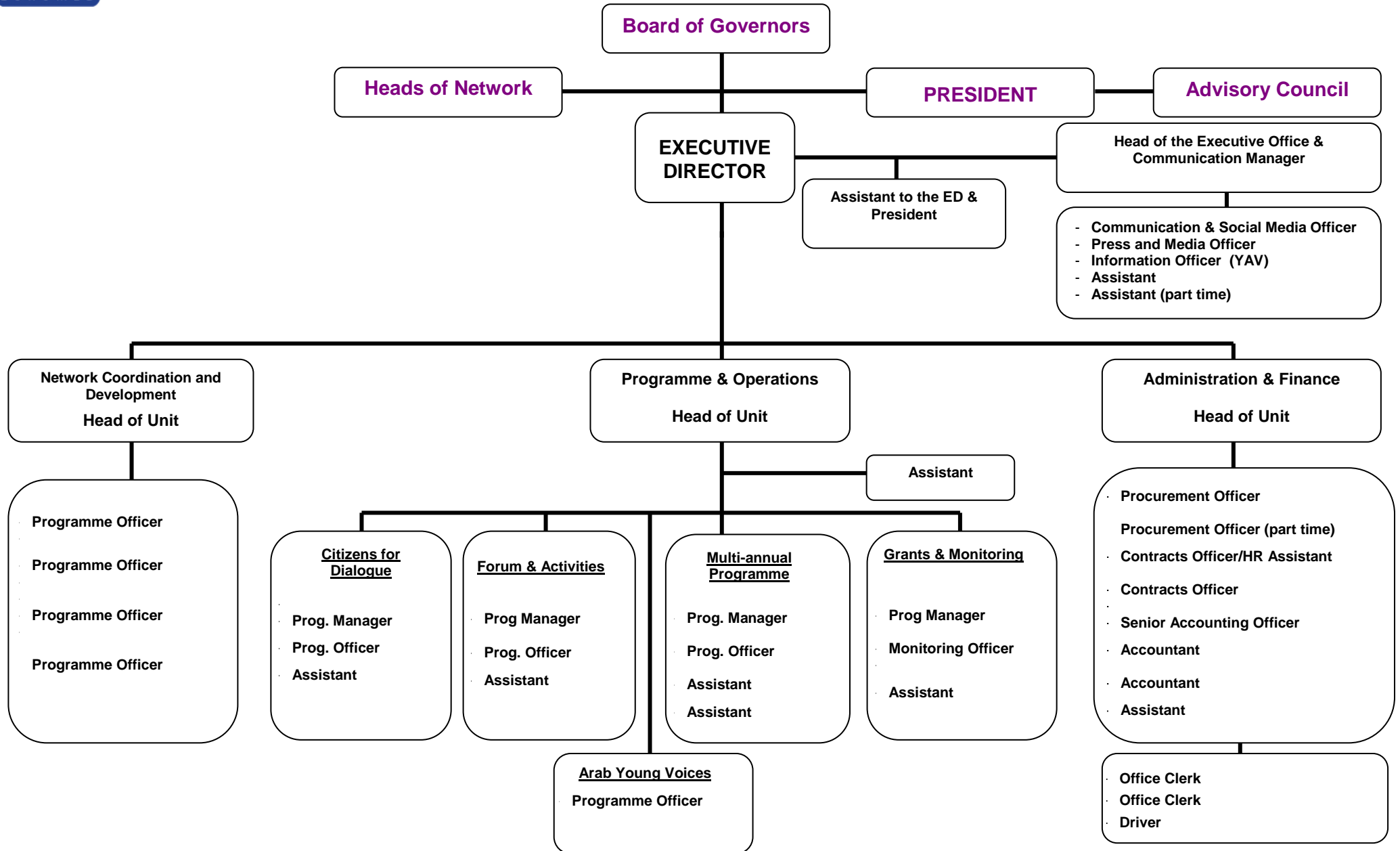
The Network Coordination and Development Unit is in charge of the Network Support Development Scheme, the tool for Network coordination and implementation of the Networks common actions.

The Programme and Operations Unit and the Networks Coordination Unit will cooperate closely for the setting and implementation of the ALF programmes, particularly for the Citizens for Dialogue Programme which is of utmost importance for consolidating the ALF Networks in the Southern countries, through an appropriate segregation of tasks between the two Units.

The ALF operates through an Activity Cycle process in order to insure coherence and efficiency. As a result, the Foundation developed a tailored and shared Management and Information System (MIS) which includes the elaboration of strategic concept papers, Monitoring, Reporting on the Foundation's programme and an online system for the preparation and approval of all its activities.. This cycle facilitates and supports the daily work of the ALF staff, ensuring the sharing of information, increasing the level of transparency, allowing monitoring and evaluation processes and increasing the effectiveness in the implementation of the Programme.



Phase III ALF Proposed Internal Structure



PART 5 - THE BUDGET

Contribution – ALF Programme

Contribution from European Union	9,900,000
Contribution from Euro-Med Member States Governments	6,000,000
Contribution from United Kingdom Government	292,414
Other Sources	150,000
Total Contributions	16,342,414

Expenditures – ALF Programme

	Total	Year 1	Year 2	Year 3
<u>Human Resources</u>				
Salaries	4,230,198	1,339,969	1,399,406	1,490,823
Interview Cost	5,000	5,000	0	0
Per diem Abroad	220,888	73,500	81,000	66,388
Per diem Local	51,000	14,000	21,000	16,000
Total Human Resources	4,507,086	1,432,469	1,501,406	1,573,211
<u>Travel</u>				
International Travel	232,500	77,500	85,000	70,000
Local Travel	38,500	12,000	14,500	12,000
Total Travel	271,000	89,500	99,500	82,000
<u>Equipment and Supplies</u>				
Furniture, computer and Office Equipment	13,000	4,300	4,300	4,400
Total Equipment and Supplies	13,000	4,300	4,300	4,400
<u>Local office</u>				
Vehicle costs	12,000	4,000	4,000	4,000
Consumables	26,000	8,000	9,500	8,500
Hospitality	16,000	5,000	6,000	5,000
Other services	132,000	42,300	45,300	44,400
Total Local Office	186,000	59,300	64,800	61,900

Activities and other costs

Publications	338,477	128,477	130,000	80,000
Financing Activities	5,232,137	1,309,137	2,436,000	1,487,000
Networks Support Development Scheme	2,600,000	780,000	1,300,000	520,000
Call for Proposals	2,700,000	1,350,000	1,350,000	0
Studies, Research, Short-term expert	77,300	30,300	28,000	19,000
Translation	109,414	38,500	37,500	33,414
Financial Services	110,000	37,000	39,000	34,000
Auditing costs	108,000	35,000	38,000	35,000
Legal Advisor Fees	25,000	9,000	8,000	8,000
Staff Retreats	20,000	7,000	7,000	6,000
Staff Training Courses	45,000	15,500	15,500	14,000
Total Activities and other costs	11,365,328	3,739,914	5,389,000	2,236,414
Total Expenditures – ALF Programme	16,342,414	5,325,483	7,059,006	3,957,925