



Anna Lindh Foundation

Work Programme 2012- 2014

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
PART 1 - ALF MANDATE	9
1.1 THE BACKGROUND: SIX YEARS OF WORK	9
1.2 THE CONTEXT: SOCIAL CHANGE, CULTURAL CHALLENGES	10
1.3 THE ALF STRATEGY 2012-2014	12
1.4 OBJECTIVES	13
1.5 EXPECTED RESULTS	14
1.6 PRIORITY FIELDS OF ACTION	14
1.7 TARGET GROUPS : YOUTH AND WOMEN	16
1.8 COMMUNICATION AND VISIBILITY POLICY	17
1.9 TOOLS AND METHODOLOGY	19
1.9.1 OPERATIONAL PRINCIPLES	19
1.9.2 FORMATS OF IMPLEMENTATION	20
1.9.3 MONITORING AND EVALUATION SYSTEM	21
1.9.4 TASK FORCES AND FOCAL POINTS	21
1.9.5 PARTICIPATION AND SELECTION	21
1.9.6 ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REVIEW	22
1.9.7 INTERNSHIPS	23
PART 2 - THE ALF PROGRAMMES	24
2.1 EUROMED INTERCULTURAL PROGRAMME	24
2.1.1 MULTIANNUAL INITIATIVES. EDUCATION, CULTURE, URBAN SPACES AND MEDIA	24
2.1.2 'BELIEVE IN DIALOGUE. ACT FOR CITIZENSHIP' FACILITY	26
2.1.3 ALF FORUM	27
2.1.4 ALF REPORT ON INTERCULTURAL TRENDS AND SOCIAL CHANGES	28
2.1.5. CALLS FOR PROPOSALS	30
2.1.6 NETWORK STRATEGIC DEVELOPMENT SCHEME STEP 5	31
2.1.7 INSTITUTIONAL ACTIVITIES AND ALF AWARDS	32
2.2 CIVIL SOCIETY FOR DIALOGUE AND DEMOCRACY PROGRAMME	36
2.2.1 RATIONALE	36
2.2.2 OBJECTIVES	36
2.2.3 TARGET GROUP	37
2.2.4 EXPECTED RESULTS	37
2.2.5 FIELDS OF ACTION	38
2.2.6 MANAGEMENT AND FINANCING	38
2.2.7 FORMATS AND SCOPE OF THE ACTION	38

2.3 YOUNG ARAB VOICES PROGRAMME	39
2.3.1 RATIONALE	39
2.3.2 GENERAL OBJECTIVE	39
2.3.3 PRIMARY BENEFICIARIES	40
2.3.4 PROPOSED OUTCOMES	40
2.3.5 EXPECTED OUTPUTS	40
2.3.6 PROJECT DEVELOPMENT PHASE I	41
PART 3 - THE ORGANISATIONAL STRUCTURE AND MANAGEMENT	42
PART 4 - THE BUDGET	45

EXECUTIVE SUMMARY

The Anna Lindh Foundation (ALF) has established itself today as the central institution of the Euro-Mediterranean Partnership for the promotion of intercultural dialogue and civil society participation in regional cooperation. Combining an intergovernmental board of governors with the largest Network of CSOs working for dialogue in the Euro-Med Space, the ALF is in a unique position to involve many thousands of civil society leaders, 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 preparing to launch a new Work Programme for 2012 to 2014 which aims to reinforce its work for intercultural dialogue in the Euro-Med space and actively respond to new and emerging challenges facing the region.

Background and key achievements

During its initial 2 phases of operation (2005 to 2008; 2008 to 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 national civil societies of the Euro-Med Partnership, and a capacity for leadership among the main international institutions working in the region
- **Developing a Network of National Civil Society Networks** in each of the Euro-Med countries, involving region-wide 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
- **Mobilising the participation of civil society**, through the first Anna Lindh Forum, and the launching the region-wide campaigns involving all the Networks
- **Pioneering the very first 'Report on Euro-Med Intercultural Trends'** (annalindhreport.org), launched through 50 national and regional 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, 1,200,000 visits to the Website Portal (euromedalex.org)

In addition, the ALF has been obliged to develop and adapt its activities in a context affected by events in the region and difficulties related to 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' of 2010/2011.

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 and a primary resource for CSOs working to address new challenges related to cultural diversity and democratic transition in the emerging 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
- **Enhancing civil practices of citizenship, participation and democratic governance**

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 Mediterranean landscape, the ALF strategic approach for 2012-14 will also address the 4D Strategy through four cross-cutting issues: Dialogue, Diversity, Democracy and Development. This approach conceives intercultural dialogue as an instrument of civil society mobilisation, ultimately aimed at valuing diversity, promotion social participation in building open and pluralistic democracies, and fostering human development.

The Work Programme will be implemented through two main formats: Activities managed directly by the Foundation; and Grants awarded through a Call for Proposals

Concerning the activities carried out by the Foundation, they are divided into:

- **Multi-Annual Initiatives** 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 in line with the strategic priorities and 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 Networks

Concerning the Granted activities, the Foundation launches Call for Proposals addressed to its National Networks, with the objective of supporting grass-root activities within Euro-Mediterranean civil society in the field of intercultural dialogue.

ALF Overall Programme

The ALF Overall Programme for 2012-14 is structured around **three main programmes** with their own budget, implementation plans and specific staff resources. The programmes are the following: the ALF Euro-Med Intercultural Programme; the Citizens for Dialogue and Democracy Programme; the Young Arab Voices programme.

The Euro-Med Intercultural Programme, which gathers the core of the Foundation's action and is financed by the European Union and the member governments. Key aspects of the programme centre on:

- **Multiannual Initiatives.** Large-scale projects and co-organised activities in the priority fields of education, culture, urban spaces and media;
- **Believe in Dialogue, Act for Citizenship Facility.** Promoting a North-South Network Exchange on citizenship practice, and regional cooperation among Southern Mediterranean Networks;
- **Anna Lindh Forum.** With representatives from all the Partner countries, aimed at being one of the most significant Euro-Med civil society gatherings;
- **Report on Intercultural Trends and Social Change.** A Survey carried by Gallup International, combined a permanent observatory on intercultural trends in partnership with academic partners, media and Networks;
- **Call for Proposals,** Financial grants to civil society for intercultural dialogue actions;
- **Network Development Scheme.** Promoting regional sustainable partnerships, and empowering the Networks;
- **Institutional Activities and ALF Awards.** Partnering in events and co-organising activities with key institutional partners, and managing the President's Agenda, Advisory Council and Board of Governors

The Civil Society for Dialogue and Democracy Programme, which is developed in Egypt, Tunis and Libya in collaboration with the governments and financed by the European Union. The main objective will be building the capacity of CSOs in the three countries to play an active and creative role in democratic transitions. According to the nature of the ALF, the Programme will focus on the capacity CSOs and Administrations at local and national level, for engaging in a constructive dialogue on issues which are relevant for a participatory governance.

The Young Arab Voices Programme, which is co-financed by the British government and co-organised with the British Council. The programme aims to increase opportunities and skills for youth debate in order to contribute to the building of democratic and pluralistic societies in the Arab region. Building on existing the ALF and BC respective networks and initiatives, the core of the project will centre on a programme of local, national and regional debates and exchanges taking place with young people in Egypt, Jordan and Tunisia in Year 1, and in the same countries plus 3 additional API countries in Year 2.

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, centre on: 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.

Formats of communication work include: the Press Office and media related activities; the Website Portal (euromedalex.org) and social media strategy; Communication guidelines, promotional tools and 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 Secretariat is managed by the Executive Director according an organigramme which most relevant component are:

- the Executive Office, responsible for institutional affairs (Board of Governors, Advisory Council, President's Agenda, Institutional Partnerships) and the communication policy for the ALF, its programmes and its Networks
- the Administration and Finance Unit, responsible for the administrative, human resources and budgetary dimension of the overall programme in the framework of the Operating Grant
- the Programme and Operations Unit, responsible for developing and managing the Multiannual Initiatives, Networks Development and Grants and Monitoring
- the Civil Society for Dialogue and Democracy Unit, responsible for developing and managing the specific ALF Programme for civil society in collaboration with the euro-med governs and in the framework of the EU Partnership for Democracy and Shared Prosperity

ALF Overall Indicative Budget

As per the Action Fiche, the financial contributions to the Anna Lindh Foundation's budget come from the European Union and the 43 Euro-Mediterranean Partnership Countries that constitute the Foundation's Board of Governors based on a contribution of **7** Million euros from the European Union and **6** Million euros from the 43 Members State.

In addition to the 13 Million euros, there will be a Complementary Action Grant entitled 'Citizens for Dialogue and Democracy', a 3 year Programme (2012-2014) with financial EU contribution of **3** Million euros.

Furthermore, the British Council (BC) and the Anna Lindh Foundation (ALF) will combine their networks, tools and expertise to increase and support skills and opportunities for young people in the Arab region to debate and exchange, and participate in the process of democratic transition through the joint project 'Young Arab Voices'.

ALF operating amount of **EUR16.40 million** will draw on the following resources:

- Out of € 7 million from the budget of the European Union:
 - € 6,9 million for operating grant and € 0,10 million for EU audit.
- Out of € 6 million from the MS Governments:
 - € 3,0 million for operating grant and € 3,0 for CFP.
- € 3,0 million from EU for the complementary action grant.
- € 0,5 million from UK Government for the joint project 'Young Arab Voices'.

Budget Chapters	Gross Budget	Budget Share
Human Resources Salaries	4,29 M €	26.16%
Per diem Expenses	0,31 M €	1.90%
Travel Expenses	0,29 M €	1.76%
ALF Activities	11,02 M €	67.20%
<i>Financing Specific Events organised by ALF – 4,95 mil</i>		
<i>Network Strategic Development Scheme – 2,60 mil</i>		
<i>Calls for Proposals – 2,75 mil</i>		
<i>Publications and Translation – 0,47 mil</i>		
<i>Short-Term Experts and Financial Services – 0,25 mil</i>		
Equipment and supplies, and local office	0,30 M €	1.83%
Audit, Staff retreat & Training	0,19 M €	1.15%
TOTAL	16,40 M €	100.00 %

PART 1 - ALF MANDATE

1.1 THE BACKGROUND: SIX YEARS OF WORK

The **Anna Lindh Euro-Mediterranean Foundation for Dialogue between Cultures (ALF)** was officially established in April 2005, and has its Headquarters in Alexandria, Egypt. Recognised as a unique institution, it fulfils an **intercultural mission to promote knowledge, mutual respect and exchange between the peoples** of the region, in the framework of the **Euro-Mediterranean Partnership**. The Foundation works as a Network of **43 National Networks**, gathering almost four thousand civil society organisations, playing the role of a facilitator to bring people together, and offering tools for action and for reflection to all those who work for peaceful coexistence, understanding, and social and human cooperation in the Euro-Mediterranean space. Its policies and programmes are scrutinized and endorsed by an intergovernmental Board of Governors, and an Advisory Council guides its strategic developments.

The ALF works on the basis of triennial plans. Triennial Grant Contracts have funded the last two operational phases (2006-2008, 2008-2011). The next phase of the ALF (Phase III) shall build upon the achievements of the two previous phases, during which its credibility, institutional legitimacy and leadership among regional and international institutions - acquired through the work accomplished with all its stakeholders, mainly its Networks - has increased, thanks to an action which has gained with the time in coherence and in visibility. 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, the ALF Network became one of the major civil society structures of the Euro-Mediterranean region.

Combining an action oriented strategy with the observation of social and cultural trends, the ALF has put in place a wide-ranging programme, inspired by the proposals formulated in 2003 by the High Level Group, 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 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 context. Yet despite the setbacks, in particular following the war in Gaza, the ALF continued to deliver, acting for intercultural dialogue and cooperation among the societies of the region, and in 2011, the ALF responded to the social uprisings in the Arab countries with a renewed commitment in its programme and with new initiatives.

The figures related to the work done by the Foundation are the starting point on which the current WP 2012-2014 can be built. Since its creation, the Foundation has granted more than 400 intercultural projects involving more than one thousand civil society organisations, and 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 through the National Networks, with 10 meetings of the 43 Heads of National Networks and 450 regional partnerships established by the Networks; around a hundred activities were organised in collaboration with main institutional and social partners in the region. 28.535 were the civil society leaders involved in ALF activities in the last phase; 1.013 participated in the first Anna Lindh Forum; 1.030 civil society initiatives were mobilised through the ‘1001 Actions for Dialogue’ campaign and 5.910 people 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, 2.300 references to the ALF in the international press have been collected and 5.850.000 page views on the Foundation’s Website Portal, with over 1.200.000 visits.

During the last Phase (2008-2011) the Foundation conceived its work programme through four major formats that will still apply in the new phase:

- the **Anna Lindh Forum**, bringing together more than a thousand representatives of the civil society,
- the **Report on Intercultural Trends** in the Region. Both projects placed the Foundation in a new dimension in the field of ideas and debate, in addition to the fact that it is an institution turned towards mobilising civil society.
- a **Strategic Development Network Scheme**, a permanent Network support scheme to facilitate coordination and mobilization functions of Network Institutions,
- **Calls for Proposals**, which were to fund projects coherent with the Foundation’s strategy.

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

1.2 THE CONTEXT: SOCIAL CHANGES, CULTURAL CHALLENGES

Societies are changing rapidly in the wide Euro-Mediterranean region. The Arab Spring has shaken the foundations of the community, and 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 organizations

and movements are engaging on both shores to face social setbacks, development 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 organizations are seeding intolerance in cities and towns. At the same time, the uprisings on the Southern shore of the Mediterranean have created new opportunities to work for a common destiny, based on shared democratic values. The movement of peoples and the circulation of ideas across the Mediterranean are reshaping perceptions and creating new defies, 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, where beliefs, traditions and cultures are mutually respected. The need of peace among Arabs and Israelis seem invigorated after the bid in favor of Palestinian Statehood submitted to the United Nations and other local and regional developments. Dignity is the word which is repeated all over the Mediterranean.

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, and listen to the voice of people and civil initiatives and groups. The **ALF Strategy** document recently endorsed at the BoG Meeting (September 2011) has stressed the fact that “The mobilization of 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 and democratic citizenship. 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. This is particularly true for the Southern part of the Euro-Med region, where the changes are having a deep impact on their societies. In other words, the Foundation must operate, resuming the true meaning of its original mission of being an “**Interface**”, a “**Facilitator**”, a “**Clearing House**”, where what is happening in society should be understood and approached with the Foundation’s unique capabilities and resources, and where the ALF Networks play a central role in the response the Foundation gives to the new demands emerging from the region, involving in their action the active and innovative social actors.

This strategy reinforces the new EU orientation towards the Southern countries that has been stated by the Commissioner for Enlargement and European Neighborhood Policy, Stefan Füle, as follows: “Now we want to have much **closer relationships with civil society** organizations, shifting the focus from relationships with the authorities to relationships with civil society. The time has come to be more ambitious in offering a more solid basis for our relationship”.

1.3 THE ALF STRATEGY 2012-2014

Responding to this new context, ALF must adapt its strategy and programmes for the Region giving a new perspective to its mission based on the conviction that the Foundation can contribute to the peaceful coexistence between the peoples of the region if **Dialogue, Diversity, Democracy and Development are seen together**, in what we could name the **'4D' Strategy**.

"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*, October 2010) - has reiterated the ALF Board of Governors. The "4D" Strategy conceives intercultural Dialogue as a civil society mobilization factor aimed at valuing Diversity, promoting the participation of the society in building open and plural Democracies, and fostering human and sustainable Development.

The Euro-Mediterranean space being essential to understand the ALF uniqueness and the significance of all its activities, 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. Democracy, Diversity, Dialogue and Development are four complementary approaches of a comprehensive sustainable Euro-Mediterranean Partnership based on shared values and goals. Dialogue cannot be constrained into an international exercise of diplomacy, it must become a practice of civil action beyond political borders and within them, as much as the issues of deepening democracy, respecting diversity and rethinking development do not have frontiers.

As the High Level Group (2004) pointed out in the founding ALF document, "Europe's relationship with its neighbours within determines its relationship with its neighbours without, and vice versa". In other words, the regional dialogue depends on the capacity of the societies to respond positively to the challenges of "dialogue with the Other" at all levels, national and local ones included, and to take in hand issues of cultural, socio-economic, environmental and political nature in a comprehensive and integrated way, which represents the *sine qua non* condition for peaceful living together in a shared Euro-Mediterranean space.

1.4 OBJECTIVES

The Work Programme of the next phase (WP 2012 - 2014) 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 a **network of networks**. The conclusions drawn during the ALF Forum in 2010, those from 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 all combine social and cultural Network developments 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, generating positive changes in intercultural relations and policies in the Mediterranean region.** This specific objective will be achieved by avoiding the manipulation of cultural and religious identities, by rebuilding trust and bridges between societies in a region affected by conflicts, essentially of political nature, and by promoting intercultural practices aimed at sustainable development;
- **To foster the role of the Foundation in promoting the intercultural dialogue at grass roots level of the society through the implementation of civil society's initiatives.** The Foundation will create space for exchange and interaction between Euro-Mediterranean individuals and will act as communication channel from the grass roots level to the decision makers. In order to take advantage of this position and create the conditions for fruitful dialogue, the Foundation will facilitate mechanisms to fund projects conceived by the civil society. These mechanisms contribute to the unique character of the ALF as a meeting point for civil societies from both sides of the Mediterranean.
- **To reinforce ALF networks of civil society and capacity building: best practices of action and management will be built as model for all 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 (civil society organisations belonging to the National Network) converge towards common objectives.
- **To enhance civil practices of citizenship, participation and democratic governance.** This specific objective will be achieved by involving the movements, associations and individuals which are striving for dignity, successful democratic transitions and renewed and participatory democratic structures in the region. By facilitating project development and exchange among them, the ALF encourages the development of a regional citizenship beyond the borders, and critical and responsible critical spirit among the youth.

1.5 EXPECTED RESULTS

The Foundation would like to contribute achieving **tangible but ambitious results**, in a regional context where civil society's protagonist and people's role grow day by day. Only in this way, citizens in the Euro-Med region will understand and recognize the importance and the value of an instrument such as the Foundation and its civil society Networks, and will measure the **effective progresses** of the Foundation's policy.

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 from grassroots level of the Euro-Mediterranean society are positively affected by ALF action**, their community are mobilized and 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 services of their societies/communities is enhanced** and local civil society is strengthened through building appropriate citizenship tools and empowering independent spaces
- **CSOs aimed at valuing Diversity, building Democratic societies, and fostering human Development** in the region are identified, mobilized and involved in the overall action of the ALF's program.
- **Partnerships, where Southern civil societies organizations are central players**, are improved either in the form of South-South, or in the form of South-North and South-East cooperation.

1.6 PRIORITY FIELDS OF ACTION

The ALF 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, the "containers" where the mutual perceptions are forged, the Foundation has narrowed its focus on the following four fields: culture, education, urban spaces and media.

Both the ALF Forum and the Anna Lindh Report concluded that these fields are the areas where a culture of dialogue can eventually materialize, the essential areas for

improving perceptions, promoting better understanding and facilitating intercultural dialogue at the grass root levels. They are also the most relevant dimensions 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.

The field of action **Culture**, 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. The artistic practices and the 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 a redefinition 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 and public places should be exploited to reach the widest audience and discover new ways for expression and communication.

The other major field in any intercultural dialogue exercise is **Education** as a key tool in order 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, at a local and global levels, as well as sensitising them to understand and appreciate the normality of different worldviews, customs and ways of life among human beings. The Foundation could therefore develop in this field activities and tools for intercultural learning and democratic citizenship in areas related to formal and non-formal education.

The Forum and the Report underlined the need to invest more in **Urban Spaces** which constitute ideal laboratories for exchange and cross-fertilisation, as well as places of conflict, especially in a period of financial, economic or political crisis. The Foundation's action should contribute to the development of a dynamic relationship between diversity and dialogue thus fostering social cohesion, solidarity and development of new forms of **citizenship**. In order to be efficient in its action, the Foundation will establish partnerships with those cities which are pioneers in dealing with diversity, bringing to such partnerships its Euro-Mediterranean dimension as well as its experience with civil societies.

Finally, the last major field of action are the **Media**. In the ALF Report conclusions, experts call for the development of the **potential of Media when it serves dialogue** between societies. The ALF developed its own actions in this field with numerous journalists, and it contributed to putting in place a professional Network, in collaboration with the European Commission. In the next phase, it should widen its work perspective toward public opinion in order to fight preconceived ideas, better understand some of the drifts that can take place and to find some answers to them, through initiatives mobilising all the Networks.

1.7 TARGET GROUPS : YOUTH AND WOMEN

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

Based on the conclusions of the **Anna Lindh Report 2010**, and its quantitative and qualitative analysis, women together with youth are driving forces of ID 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 as active promoters of shared values and driving forces for the promotion of intercultural dialogue and change within the Region. It is recommended that the Anna Lindh Foundation continues to invest in their capacity as active promoters of shared values, emphasizing and supporting programmes focused on enhancing their capacity to share their potential for ID across the Euro-med societies.

Changing mutual perceptions and raising public awareness about the value of cultural diversity is a long-term process that implies a change of perspectives that have been built throughout the centuries and through a multitude of sources and it is for this reason that targeting **the young generations** constitutes a priority for the Anna Lindh Foundation. Taking into consideration the high percentage of youth in the total population of the Euro-Mediterranean region (61% including children) and in the southern Mediterranean partner countries in particular (74% including children), young people have been direct and indirect beneficiaries of all the Foundation's activity. During last phase the Foundation provided an important level of importance to the youth dimension working on different programmes specific oriented to children as the Arab Children Literature programme, increasing its partnerships with the major youth programmes in the region, and working through social media and education approaches.

The Foundation will continue to work to develop a transversal action, supporting partnerships with key networks in the region and promoting measures targeting specially youth. Some of them regarding support exchanges among young from both shores of the Mediterranean, as well as trainings for young social leaders and online activists, 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, 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. It is to be taken into consideration that 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 civil societies/local communities is to be considered relevant.

In light of the above, **the centrality of women** in the next ALF programme phase will be further underlined. 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 framework of the WP 2012-2014 approaches to the youth dimension and women's empowerment are identified as a **transversal and cross-cutting issue** and will be in all the activities implemented in the framework of the main strategic fields of the Foundation Culture, Education, Media and Urban Spaces. Special emphasis in the call for proposals will be addressed to target youth and gender initiatives.

As first step to increase **the visibility of these target groups** in the framework of the Work Plan 2012-2014 and based on one the outputs of the 10th HoN meeting held in Krakow last October, the next edition of the **Anna Lindh Forum** and its preparation can be a platform for identification of key trends on these targets. It's foreseen two preparatory meetings, one focusing Youth and other one focusing Women. These workshops will gather ALF Networks, existing regional platforms/networks, experts and grassroots level representatives working on youth and women issues in the Euro-Med region. The meetings will be organized to 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. The discussion is expected to provide an overview on current critical issues, recent trends, key developments, lessons and challenges; it will aim to result in concrete proposals to be further debated during the final event on how to promote women's and existing youth initiatives in the Programme of the Foundation as agents for the promotion of dialogue within their society.

1.8 COMMUNICATION AND VISIBILITY POLICY

Communication is a strategic priority for the Anna Lindh Foundation, to be developed and promoted through a transversal policy at the service of all the ALF programmes (Intercultural Programme, Citizens for Dialogue, Young Arab Voices) 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 friends and networks', 'Implementing a Digital-First Communication Policy'.

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;
- **Establishing a permanent news and information** service to Networks and partners, via a comprehensive database and communication tools;
- **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;

- **Increasing the quality of press coverage** at the national and international level with a priority focus on European press;
- **Expanding communication training and capacity-building** initiatives for granted project leaders, focal points and National Network representatives;
- **For the ALF Citizens for Democracy programme and Young Arab Voices**, shaping and managing a specific communication strategy;
- **Developing comprehensive promotional campaigns** for ALF's large-scale regional initiatives (Anna Lindh Forum, Euro-Med Observatory);
- **Consolidating the Foundation's rapid response communication mechanism** 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 successful Press Office work to date, and the established region-wide network of journalists, a focus on building relations with news agencies 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, including specific collaborations around flag-ship events and programmes (Forum, Report on Intercultural Trends, Citizens for Democracy, Young Arab Voices). Media monitoring work will be carried out on a regular basis, as well as through the organisation of press and media activities with journalists at the national and regional level.

The Website Portal and social media strategy. Working with a leading service provider, the ALF will implement its new phase of website development, which includes: 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 reach and 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 work with Networks and project leaders (see the Network Survey 2010) and amendments to the communication requirements for Call for Proposals and co-organised initiatives. Specific guidelines will be developed and amended for ALF large-scale programmes and projects, in collaboration with the main partners.

1.9 TOOLS AND METHODOLOGY

1.9.1 OPERATIONAL PRINCIPLES

Building upon the achievements of the past years, and opening a new stage that corresponds to the current challenges in the region, the next ALF's WP 2012-2014 shall be inspired by the following operational principles:

- Making use of a **dynamic conception of dialogue** between cultures, taking into account existing social realities and the connections that those cultures can establish at all levels.
- Being **coherent, ambitious, easily understandable and sustainable in the time**.
- Having a **measurable influence** when it comes to engaging civil society, to creating visibility towards public opinion, and to generating an impact on intercultural relations and policies aiming at influencing mutual understanding in the region.
- Being mainly designed as a **tool for action**, without overlooking the potentials for **knowledge, debate and exchanges**.
- Promoting intercultural approaches at **the grass roots level** through specific network actions, and innovative practices, at local, national or sub-regional level.
- Developing various **complementary formats**, adapted to the objectives, and bringing coherence to the overall programme.
- Combining the **funding of projects** of different dimensions, through the calls for proposals and the Networks' common actions, **with the implementation of major annual projects** or initiatives.
- Building **participatory and democratic management** of Network structures, and enhancing transparency and accountability among Network coordinators.
- Adopting **efficient financial, administrative and logistical mechanisms**, ensuring maximum effectiveness and sound management with regards to the use of financial and human resources.

1.9.2 FORMATS OF IMPLEMENTATION

The formats of implementation of the Foundation's WP will be through:

- Activities managed directly by the Foundation and,
- Call for Proposals.

Activities managed by the Foundation:

The activities carried out by the Foundation can be summarized in:

- **Multi-Annual Initiatives developed in the priority fields of the Foundation and through major projects** including the Report, the Forum and the Awards. These activities are designed and monitored by the Foundation, with the collaboration of associated international experts. The outputs of these initiatives are handbooks, books, trainings, workshops, seminars, surveys, chairs, exhibitions, festivals, ICT tools and on line resources...
- **Initiatives for Collaboration** including projects received and best proposals to be chosen following ICD criteria in the framework of the WP objectives of of the Foundation.
- **Capacity-building** aiming at the promotion of exchanges, internships, trainings and implementation of co-organize activities in collaboration with the networks.
- **Networks Development** aiming at providing logistic and operational support to networks through application procedures addressed to the Heads of Networks, to be approved in the framework of the Network Strategic Development Scheme.
- **Network Operations** involving co-organized activities implemented directly in collaboration with the networks to be approved in the framework of the Network Strategic Development Scheme
- **Central Programmes** such as "Civil society for Dialogue and Democracy" or "Arab Young Voices", which will require specific partnerships with ALF Networks and/or other international organizations working towards ALF's objective.

The activities are directly designed by the Foundation or in collaboration with defined strategic partners. They can be jointly implemented in collaboration with the Heads of Networks and/or Organizations from the National Networks. Additionally, the Foundation is open to be approached by prominent organizations working towards the same objective. Co-organized activities should be built with the intent of achieving any particular objective as a part of ALF policy and in the framework of the WP 2012-2014.

Sub-contracting of services and supplies is mainly directed according to the assessed needs of the Foundation while carrying out its activities in any of the Euro-Med Countries where it operates. In this respect the Foundation will follow its Procurement Procedures as laid down in its Manual of Procedures (version January 2012), in line with the Administrative & Financial provisions of the signed Operating Grant contract.

The Granted activities:

The Foundation launches calls for proposals addressed to its National Networks, as an instrument to support the implementation of concrete actions, of the Euro-Mediterranean civil society with the objective to support grass roots activities in the field of Intercultural Dialogue. Its cost is directly supported by the contributions of the Euro-Med governments to finance projects proposals.

The Foundation shall apply its own procurement rules and financial regulations that are to be endorsed by the Euro-Mediterranean Partnership Countries that constitute the Foundation's Board of Governors, to ensure the eligibility of the costs.

1.9.3 MONITORING AND EVALUATION SYSTEM

On the basis of the **Monitoring and Evaluation (M&E) System** elaborated during the Phase II the Foundation will make a systematic use of the existing practical tools during the new WP 2012-2014. This system and related tools is considered to be 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 the Objectively Verifiable Indicators for the activities.

The monitor 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 institutions, ALF Network and projects co-organized or granted by the Foundation. The objective is to create a more comprehensive approach which would help to keep track of **lessons learned and best practices** in order to support organizations in elaborating new partnerships, developing new projects and will provide visibility and networking dimension

The EU may conduct **additional monitoring or evaluation missions**, using external expertise according to the needs. The Foundation and the EU shall analyse the conclusions and recommendations and jointly decide on the follow-up action to be taken. The main Programmes will have a specific reporting system according.

1.9.4 TASK FORCES AND FOCAL POINTS

The Secretariat will continue to work with **Task forces** on specific issues when needed (i.e. on personnel manual, manual of procedures, call for proposals). These task forces are composed of qualified staff members of different units, with the aim to adjust and improve the currently applied mechanisms, taking into account the experience and feedback from the concerned staff. These task forces are reviewing the main documents of the Foundation in terms of manuals, procedures and guidelines and their results should help to work more efficiently.

In the case of the main Programmes, the Foundation will work in special partnerships and with **focal points** appointed to support the implementation of the programme in the different countries of implementation.

1.9.5 PARTICIPATION AND SELECTION

- **Profile of beneficiaries in ALF activities**

As a general rule, the ALF programmes **which address the civil society** are open to organizations which are members of national networks. For the activities directly or co-organised by the ALF, in order for the Networks to open up and interact with new groups or communities, and benefit from other social sensibilities or experiences, the ALF Secretariat will also give the possibility to a certain number of **non-members to apply and take part** in, provided that these organizations can become members of a national Network. In the case of the Grant scheme, the leader organisation has to be member of a national network but can build partnerships with non-members organisations.

- **ALF selection process**

In order **to select the participants** for the activities directly organized or co-organised by the ALF, the Foundation will follow different procedures depending on the nature of the activity. In some cases the Secretariat will receive proposals from HoN while in other cases the ALF Secretariat will design application forms, evaluation grids and launch the calls for applications. In all cases the Secretariat will always collaborate with the HoN institutions taking into account their feedback during the selection process and informing them on the final selection.

For the selection of proposed **initiatives for collaboration** the Foundation will follow the activity management cycle for the Secretariat to assess and select the proposals.

Weather **services, supplies, or initiatives for collaboration or co-organized activities** the Foundation will follow its own procedures as laid down in its Manual of Procedures (version January 2012).

For the selection of **projects to be granted**, an internal Evaluation Committee composed by the Foundation will be set up to evaluate the proposals received. The ED will be responsible to appoint the members of the Evaluation Committee, made of voting and non-voting members, and approve the evaluation report. External experts, with specific field/ thematic expertise, may be appointed as members of the Evaluation Committee to give their technical assessment. The Evaluation Committee may also include assessors from ALF Secretariat who can make recommendations but who will not vote. The Evaluation Committee will be composed by a Chairperson, responsible for the work of assessors, supervising and co-ordinating the evaluation process and ensuring its impartiality and transparency, and a secretary as non-voting member is responsible for carrying out all administrative ask connected with the evaluation procedure and an odd number of voting members of the Evaluation Committee, have collective responsibility of decisions taken by the Committee, composed by the staff of the Foundation (minimum three) with technical and administrative competences necessary to give an objective opinion on the proposal. The Monitoring team in charge for the follow-up of the implementation of the granted projects will be involved in all the process from the design of the Call for proposal to the selection process.

1.9.6 ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REVIEW

In line with the intercultural mission of the Foundation for addressing regional issues of common concern in several areas, including development and environment, the Foundation will develop guidelines for improving the environmental and social responsibility while developing actions at the ALF Secretariat as well as at the level of the ALF partners, such as Heads of Network or Networks members implementing ALF activities or grants

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 publication. The review on the guidelines implementation will be part of the monitoring exercise.

1.9.7 INTERNSHIPS

The Foundation will host young professionals and students with a qualified academic background as interns, like it was the case in the previous phases, 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 support the Foundation 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 exchange facility, the Foundation will continue its internship program to the benefit of the HoN institutions. This formula has proven its effectiveness in the past, because through ALF internships Head of Network offices better supported coordination and mobilization tasks in National Networks. These interns are first of all trained at the ALF headquarters before heading to the HoN institutions.

PART 2 - THE ALF PROGRAMMES

The ALF overall Programme for the phase 2012-14 is structured in **three main programmes** with their own budgetary resources, implementation plans and specific staff resources. The programmes are the following:

- The ALF Intercultural Programme, which gathers the bulk of the Foundation's action and is financed by the European Union and the member governments;
- The Civil Society for Dialogue and Democracy Programme, which is financed by the European Union; and
- The Arab Young Voices Programme, which is financed by the British government and the British Council.

2.1 EUROMED INTERCULTURAL PROGRAMME

2.1.1 MULTIANNUAL INITIATIVES. EDUCATION, CULTURE, URBAN SPACES AND MEDIA

The Foundation will develop its project through multi-annual initiatives, some of them which started in the previous phases and have received a positive assessment, most of them co-organised with significant partners. The development of the 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 field: education, culture, urban spaces and media. In line with the recommendations of the ALF Report on Intercultural Trends (2010) and following the discussions during the Head of Network meeting (2011) and the High-Level Advisory Group for a Renewed Strategy of the ALF (2011), the ALF has identified 3 major challenges: invest in the construction of **intercultural values and critical thinking** in the region through educational projects, to support the major role of **cultural actors and the cultural creativity** to develop awareness and recognition of the richness of cultural diversity and to continue to work on **media** for the improvement of mutual perceptions.

Developing tools, proving skills for professionals. 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 (**seminars, books, workshops, cultural initiatives**) the Foundation has the objective to provide to civil society organizations and professionals tools for action, to facilitate the exchanges and identify the spaces to promote dialogue.

Impacting on the society. In order to have a real impact, the programmes will provide a special emphasis in working with a **local dimension**, in the construction of **spaces for citizenship** in a **sustainability approach**. The organization of **Cultural festivals and the cultural collaborations** should reach a large audience.

Promoting Network dimension. These multiannual initiatives will be implemented in close coordination and with the participation of the ALF **National Networks**. **Thematic clusters** of the network member organizations will be developed and promoted with 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 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 development. The ALF will **collaborate** with relevant institutions in the region and **support** activities with the objective of strengthening cooperation and creating synergies with existing programmes to enrich the action and the promotion of the meaning of ICD at the level of the euro Mediterranean societies in the main strategic fields of the Foundation.

Activities and expected outputs

- **Development of an Education for Intercultural and Democratic Citizenship Project** of reference in the region for the preparation, publication and dissemination of a **Handbook on Education for Intercultural and Democratic Citizenship**; and the organization of a series of trainings for multipliers on the basis of the developed resources and addressed to the formal and non-formal education sectors.
- **Support to Cultural initiatives relevant for Intercultural dialogue**, among them the dissemination of the recommendations of the mapping of the translation flows developed in the previous phase and the organization of central cultural events in order to promote ICD through an artistic dimension.
- **Development of a Media and Public Opinion Project.** Work with journalists, support new and social media and be involved in 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, trainings and tool kits dissemination will be among the priority actions to be developed.
- **Support to ICD 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.

2.1.2 'BELIEVE IN DIALOGUE. ACT FOR CITIZENSHIP' FACILITY

Building on the accomplishments and recommendations of the Tunis Exchange Forum and the Cairo initiative, this tool will express the commitment of the Foundation in reinforcing civil society, fostering social participation in the democratic transitions and reforms happening in many Arab countries. Youth and Women will be the main targets for this initiative.

The "Believe in Dialogue. Act for citizenship" facility is aimed at:

Promoting knowledge and practices It will be focused on developing skills for **dialogue and debate** among civil society organizations and addressed to the society at large, also on promoting **exchange, participation, internships between north-south**.

Developing basis for better regional cooperation The major objective is to support critical thinking, reinforce **the participation of the society** in policy making and enhance diversity as a source of development, through actions at a local level, using social media instruments and promoting **the south - south dimension** in the cooperation between network initiatives.

Mapping the needs, networks and good practices In order to mapping the existing initiatives in the region, a **database** within the ALF Networks with information on organisations and individuals who could be involved will be developed..

Working on civil and institutional governance This facility aims to provide interested governments, active citizens and civil society in the Euro-Mediterranean region with the knowledge and tools to facilitate **citizen's participation** in public life and to promote **diverse and pluralistic societies** based on social dialogue and open policy making in the region, providing tools and instruments with measurable impacts.

Activities and expected Outputs:

- **Lunch of the Exchange Network Fund** devoted to reinforce the exchanges between participants from Southern countries and benefiting all the Networks in the Euro-Med region. The beneficiaries could be either speakers, trainers, experts or activists.
- **Development South- South Network Cooperation Initiatives** are regional initiatives with the aim to promote regional cooperation exchanges among the ALF National Networks in southern Mediterranean countries and to respond the need of encouraging civil society participation in the local and national decision-making process the ALF
- **Definition and Implementation of the project about Reinforcing ICD and Civil Society Participation in Policy Making Project** to be jointly implemented with international and Arab institutions with the objective to provide interested governments, active citizens and CSOs in region with the knowledge and tools to be effectively engaged in participative process. Comparative analyses, seminars, Practitioners' Guide and a Benchmark Report of good practices on Citizens Participation will follow the initiative.

2.1.3 ALF FORUM

Building on the outcomes of the 1st ALF Forum, held in Barcelona (4-7 March 2010), ensuring continuity with the results of the Tunis Exchange Forum, held in Tunis (23-26, June 2011), the 2nd 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 ALF Forum is aimed at:

Providing spaces for exchange and for communication at the grass root level, and between it and the decision makers. The Forum aim is to become a space for exchange and interaction between Euro-Mediterranean individuals and it will act as communication channel between the grass roots level and to the decision makers. In line with the objectives of the ALF Phase III, the Forum will contribute to foster the role of the Foundation in the promotion of intercultural dialogue at all the level of the society, through **community mobilization and participation** and supporting the implementation of civil society's initiatives.

Building on plurality and opened societies. This second edition will gather around 800 representatives from the civil societies of the Region, during 3 days, in order to exchange ideas, experiences and good practices on intercultural dialogue with the major objective to empower civil society and provide concrete instruments for promote the participation of **civil society in building plural, open and democratic societies.**

Acting as a pioneering platform for gathering civil society support programmes. The new context of the euro Mediterranean cooperation provides a singular moment for the Forum acting as a pioneering platform. The Forum will attempt to be a catalyst for gathering and **presenting the current regional programmes of cooperation** that have been implemented as response to the current social changes in the Euromed region, and in the Southern shore of the Mediterranean in particular the ALF programmes/projects and activities, creating synergies between them, facilitating networking among the stakeholders; moreover it will be a starting point for the development of other ALF activities.

Promoting reflection at the service of the action. The Forum will gather hundreds of representatives from regional NGOs and CSOs, around a programme which will combine debates on issues which should reflect **the ALF strategy, exchanges on good practices of intercultural dialogue,** new programmes and initiatives on the ground and opportunities of partnerships. The goal is to ensure that the Forum will be one of the most important Euromed civil society events after the changes which have taken place in the Region.

Building on a ICD Euromed Road Map. The ALF follow-up in the short term will be the integration of the Forum's results into the ALF overall programme as well as the development of concrete initiatives (projects/activities) to insure continuity with the Forum and the achieved results. The ultimate main expected output of the Forum will be a road map for purposeful and concrete recommendations and actions at the level of ALF overall strategy/programmes/Networks' action at the level of Euromed agenda

Engage a participatory process. The Forum should take place in a significant city, preferable on the Southern or Eastern shore of the Mediterranean taking into account that the first one was in Barcelona. The Forum will be organized in collaboration with local partners and it will be preceded by **working groups**, the full involvement of **the**

ALF networks and the organization of **thematic meetings** in order to prepare the contents of the discussions during 2012.

Activities and expected Outputs

- **Preparation of the Forum** which will include thematic meetings (and other related activities) intended as preparatory events for the Forum;
- **Implementation of the Forum itself** gathering around 800 representatives from the civil societies of the Region, during 3 days, in order to exchange ideas, experiences and good practices on intercultural dialogue;
- **Elaboration of a Road map for ICD in the region** through purposeful and concrete recommendations, and the **generation of actions or project partnerships** between the participants, involving in particular donors, civil society organizations and local authorities.
- **ALF follow-up** which will include the Integration of the Forum's results into the ALF overall programme, and development of concrete initiatives (projects/activities) to ensure continuity with the Forum and the achieved results.

2.1.4 ALF REPORT ON INTERCULTURAL TRENDS AND SOCIAL CHANGES

The ALF Report on Intercultural Trends, launched in 2010, has played an essential role in the understanding of the real 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, introducing the Observatory, as a tool to understand the social transformations which are happening and which are relevant for building a common project shared by the societies of the Region.

The ALF Report is aimed at:

Understanding the social transformations The second edition of the Anna Lindh Report should be the core of a permanent activity developed by an **Observatory of Intercultural Trends and Social Changes** which will focus on the analysis of mutual perceptions and values across the region while providing an in-depth understanding of the social transformations within the different societies in the forty-three countries of the Union for the Mediterranean. The Report will be the core of the Euromed Observatory of Intercultural Trends and Social Change which is conceived as a permanent observation, analysis and reflection instrument of the Foundation to guide its intercultural action.

Reinforcing the Knowledge. At the basis of the Report analyses are the results of a series of region wide opinion polls with gather the voice and opinions of thousands of citizens from the Euromed on issues related to social changes, intercultural values and behaviours and the mutual perceptions. Regular meetings gathering experts, networks and civil society actors will be organized in the framework of the

Observatory for the interpretation of the collected data and their dissemination to the wider audience through brief publications and the Anna Lindh Report in 2013-2014.

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, disseminate information. In the framework of the Observatory activities, and in order to provide a platform for discussing general issues related to the role of the civil society in promoting social change and cultural enlightenment in the Mediterranean Region, and to exchange ideas and experiences the Foundation develops the online portal and a regular **Anna Lindh Digest**. Some of the permanent programmes of this observatory will be the Intercultural ALF Digest a tool for dissemination and information about the debates on ICD in the region and projects supporting new spaces for encounters through reflection acting as nexus between the academic world, civil society, local communities, research and policy making and to stimulate exchanges and reflexion in the academic community the **ALF Chairs**.

Activities and Expected Outputs

- **Elaboration of the Opinion Poll and work on its results as a scientific basis of the Report analyses.** In collaboration with **Gallup - International Polling and Research institute** the ALF will gather opinion poll results on an annual basis concerning people's opinion in the forty-three countries on topics pertaining to social change within each of the countries (Gallup World Poll) as well as a set of opinion poll results for a specific cluster of countries presenting trends on intercultural relations among people on the two shores of the Mediterranean (ALF/Gallup Poll)
- **Production of the ALF Report.** The Anna Lindh Report from its first edition is a collective exercise of intercultural participation, involving leading experts and social practitioners from across the Mediterranean. The edition of the second ALF Report will be based on the results of the opinion poll and other surveys on cross cultural trends involving European and the Southern and Eastern Mediterranean societies, with analysis from experts and practitioners from different disciplines and fields providing an in depth insight into intercultural and social changes.
- **Dissemination and follow up of the recommendations.** The Anna Lindh Report is a tool to monitor and analyze the intercultural trends, values and social changes, providing proposals and recommendations for the promotion of the intercultural action in the Euromed. A specific programme of activities and debates will be organized to support the promotion of these recommendations for the elaboration of the ALF programmes, civil society action and Euro Mediterranean strategies.
- **Establishment of the Observatory on Intercultural trends and Social changes.** In addition to the recommendations for action, the content of the Report forms the basis of a permanent collaboration with academic partners and the ALF Networks, involving media practitioners and social leaders. A follow up of the main issues analysed and major trends identified will be done on a regular basis, during the Report preparation and its publication through

three central instruments: **academics and social practitioners workshops**, the **Anna Lindh Digest and Chairs on Intercultural dialogue and exchange**.

2.1.5. 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 for Proposals in two phases, with the objective to continue to respond to the needs of the networks members and their work at the grass roots level through community mobilization and participation, supporting the implementation of civil society's initiatives.

Call for proposals aimed at:

Generating new partnerships. The calls aimed to put in relation issues of different nature and **associating different types of stakeholders**, gathering people working in the same type of structure or not (like academic researches, NGO exchanges, 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 in the Euro-Mediterranean Region, generating effective impact, Priority will be given to projects including the involvement/ participation of: **Civil society actors** acting as **multipliers**; **vulnerable** social groups and individuals and **local stakeholders**. It will include NGOs, CSOs, government institutions, local authorities, religious representatives, media, civil society, community leaders, opinion makers and local public figures

Opening to the plurality of ICD expressions. The grants will address to cultural, educative and media domains. They will cover **different formats** such as seminars, roundtable meetings, conferences, trainings initiatives, artistic expression and cultural production, academic research initiatives, etc.

Developing to the ALF strategic priorities. The new calls to be launched will take into consideration the strategic priorities of the Foundation: **Intercultural Dialogue, Diversity, Democracy and Development**, addressing in particular youth, women and migrants/ minorities.

Reinforcing Euro Med cooperation. The Euro med formula 1+1 (North-South) will continue as the basis of partnership that will be always oriented to the north south cooperation.

Activities and expected Outputs:

- **Launch of two Medium-Calls to be implemented during the WP.** 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 and Civil society mobilized.** About 70-80 projects will be granted through Phase III, and around 300 CSO's through all the Euro-med region mobilized by the calls.
- **Provision of Tools and elaboration of Resources.** Establishment of ad hoc spaces, website information and resources to support network development on project management will be offered by the Foundation. As a result ALF will elaborate a website data base collecting good practices and institutions in order to generate future partnerships.

2.1.6 NETWORK STRATEGIC DEVELOPMENT SCHEME STEP 5 AND CAPACITY BUILDING TRAININGS

The Network Strategic Development Scheme NSDS has been contributing to consolidate the emergence of a permanent support desk inside the National Networks, and the development of new partnerships among members of the same Network. The Foundation will continue to support the activities and the development of its Networks based on a new scheme project-oriented which is defined in the Network policy for the ALF third phase strategic paper endorsed by the HoN during the meeting in Krakow in October 2011. 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 Network Strategic Development Scheme and Capacity Building Trainings aimed at:

Promoting regional alliances 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 alliances of organized citizens 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 grassroots 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-South, or in the form of South-North and South-East cooperation.

Empowering the civil society and connect 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 and social groups 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 independent spaces operate in their respective societies.

Promoting Networking The scheme will have the objective of adapting the Networks to the new WP of the Foundation and will respond to their capacity in developing this WP 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.

Supporting the involvement of the Networks in the ALF WP 2012-2014. The Foundation will support partnership-making and capacity building, and Networks participation in the ALF action, promoting intercultural approaches at the grassroots level through specific network actions and rewarding innovative practices. The Foundation aims to provide to the networks opportunities for debate, analysis and exchange between them and with other actors. The communication and visibility channels and the diversification of founding mechanisms will be also promoted.

Activities and Expected Outputs

- **Assure 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 institutions bellowing to the networks in the program 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.
- **Network Mobilization and Common actions** that will be build 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, democratic accountability and inclusive and sustainable human development.
- **Provision of Capacity building through Regional Training Seminar** will be organized to reinforce the networking between members of different networks, to provide capacity building in developing projects with intercultural competences. The two seminars will be addressed to the 43 ALF members, and a special attention will be given in order that participants will act as multipliers, within their networks and in cooperation with their heads of network. ALF will follow up the recommendations of the Seminar and will invest in the dissemination of the results in order multipliers from the ALF networks.

2.1.7 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, European Parliament, Union for the Mediterranean and United Nations agencies. This dimension will focus in particular on the agenda 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 ALF Awards are aimed at:

Consolidating the ALF's leadership role within the institutional framework. In line with the conclusions of the High-Level Advisory Group for a Renewed Strategy of the Anna Lindh Foundation (2011), the ALF should assume in the next phase a leadership role among key actors working for intercultural dialogue in the Euro-Mediterranean space. This can be at the include the ALF's central contribution to a proposed Ministerial Meeting on Intercultural Dialogue, as well as through increasing the level of collaboration between the ALF and its key institutional partners: UNESCO, the Council of Europe, the League of Arab States, ISESCO, OIC, APEM,

ARLEM, COPEAM, FFF as well as other regional or international institutions and Euromed programmes promoted by the European Commission. Building on work to date, the ALF can and must make its collaboration with the UN Alliance of Civilizations a high-impact partnership.

Encouraging the Intercultural Dialogue Commitment. A new pro-active planning approach to the President's agenda will ensure that the President participates at the main institutional events related to intercultural dialogue in the region, a presence which is essential to the overall visibility and credibility of the ALF. The ALF will continue to co-organise with its institutional partners and Networks regional and international events with the participation of the President, as well as members of the Board of Governors, Advisory Council and Networks. The Anna Lindh Forum and the Anna Lindh Observatory on Intercultural Trends will be key opportunities for the ALF to promote the visibility and central message of its agenda in collaboration with institutional partners. The Foundation will also consolidate the Euromed Dialogue Award and the Anna Lindh Journalist Award for Reporting across Cultures, as well as launching a new award for the promotion of the Arab Children Literature.

Activities and Expected Outputs

Institutional presence. Partnering in and 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 cooperation.

President's agenda. Pro-active agenda-planning related to the presence of the President at key regional and international events, and participation through major interventions at conferences, Ministerial and institutional meetings.

Board of Governors. The preparation and follow-up of the Board meetings of the ALF, and putting in place an effective communication policy which ensures Board members are well-informed about ALF activities on a regular basis.

Assessing resource opportunities. Working with institutions and member state governments to assess possibilities for joined up collaborations and new funding opportunities for priority matters at the governmental level.

Advisory Council. Working in consultation with the Advisory Council as a consultative body, and organising a main annual meeting of the Council to review the strategic approach and work programme.

Heads of Networks Meeting is the annual meeting of the coordinators from the ALF networks in the 43 Euro-Med countries, to discuss about the programme of the ALF and the involvement of the Networks in the implementation of its programme.

Regional Anna Lindh Awards. The ALF raises the visibility of actors for intercultural dialogue through a series of regional Award schemes: Euro Med Dialogue Award, The Journalist Award, ALF Children Literature Award (Iqra).

ALF EUROMED INTERCULTURAL PROGRAMME INDICATIVE CALENDAR WP 2012-2012

	Activities	Year 1		Year 2		Year 3	
		S1	S2	S1	S2	S1	S2
Multiannual initiatives. Education, Culture, Urban Spaces and Media							
1	Multiannual initiatives. Education, Culture, Urban Spaces and Media						
1.1	Education for Intercultural and Democratic Citizenship						
1.1.1	Education for Intercultural and Democratic Citizenship Handbook						
1.1.3	Alexandria Education Convention. Training for Trainers						
1.2	Cultural and Creativity						
1.2.1	Farah Al Bahr. Intercultural Festival in Egypt						
1.2.2	Translation in the Mediterranean						
1.3	Media and Public Opinion						
1.3.1	Television Leaders Initiative						
1.3.2	Media Dialogue						
1.3.3	Training Resources and Toolkits						
1.4	Supporting ICD initiatives – collaborations						
1.5	Regional Thematic Initiatives						
2	“Believe in Dialogue. Act for Citizenship” Facility						
2.1	Exchange Networks Found						
2.2	South – South Network Cooperation						
2.3	Reinforcing Intercultural Dialogue and Civil Society Participation in Policy Making. Exploratory workshop						
3	ALF Forum						
3.1	Preparatory regional meeting - focus "Youth"						
3.2	Preparatory regional meeting - focus "Women"						
3.3	Other related activities						
3.4	Implementation of the Forum						
3.5	Follow up						
4	Anna Lindh Report on Intercultural Trends and Social Changes						
4.1	Report Scientific Committee Meeting (Opinion Poll and Report)						
4.2	Opinion Poll						
4.3	Preparation of the ALF Observatory						
4.4	ALF Digest						
4.5	ALF Chairs on Euromed Intercultural Dialogue and Exchange						
5	Call for Proposals						
5.1	First Call for Proposal : launch and implementation						
5.2	Second Call for Proposal: launch and implementation						
6	Network strategic development scheme phase 5 and Capacity Building Trainings						

7.1	Network Coordination and Services						
7.2	Networks Mobilization and Common Actions Operations						
7.3	Networking and Capacity Building for Intercultural Dialogue and Diversity (ALF Training Seminars)						
8 Institutional activities and ALF Awards							
8.1	Institutional initiatives						
8.2	Head of Network Meeting						
8.3	Advisory Council Meeting						
8.4	The Euro-Med Award for the Dialogue between Cultures						
8.5	The Journalist Euromed Award						
8.6	Anna Lindh Children's Literature Award - Iqra						
9 Communication and Visibility Policy							
9.1	Press Office Activities						
9.2	Website Portal Development						
9.3	Branding and ALF Promotion						

2.2 CIVIL SOCIETY FOR DIALOGUE AND DEMOCRACY PROGRAMME

2.2.1 RATIONALE

The Anna Lindh Foundation (ALF) is an institution created in 2005 for promoting intercultural dialogue in the Euromed Region and shared by the countries of the Union for the Mediterranean (UfM). The Foundation, works as a Network of Networks of Civil Society Organisations (CSO) and its activities are funded by the States of the UfM and the European Union.

In the last year, the societies of the Region have experienced social uprisings, popular mobilizations and political and cultural transformations which are at the origin of historical democratic changes across the Mediterranean, and in particular in several Arab countries. The values of Human Rights, Dignity and Democracy are at the core of those changes which are being led by the civil society, particularly by young people.

Responding to these new challenging scenario, the ALF is setting a comprehensive Strategy of Intercultural Dialogue based on a “4D” approach: Dialogue / Diversity / Democracy / Development, which has been approved by its Board of Governors and endorsed by the National Networks. The “4D” Strategy conceives intercultural Dialogue as a civil society mobilization factor aimed at valuing Diversity, promoting the participation of the society in building open and plural Democracies, and fostering human and sustainable Development. It constitutes an action for Intercultural Dialogue, Democratic Citizenship and Participatory Governance.

To fulfill this goal, the ALF has conceived a 2012-14 Work Plan with several components - including a ‘Believe in Dialogue / Act for Citizenship’ Facility aimed at helping citizens’ participation in exchanges across the Mediterranean on democratic reforms and transitions. In this context, and with the purpose of providing a specific support to the democratic transitions in **Tunisia, Egypt and Libya**, the Anna Lindh Foundation launches now a specific Programme called “**Civil Society Development for Dialogue and Democracy**”.

2.2.2 OBJECTIVES

The Programme:

- Aims at empowering civil society for participation in the transitions taking place in Arab countries, affected by social and cultural transformations and historical changes.
- Focus on Tunisia, Egypt and Libya. The Programme could extend to social partners from other Arab countries under transformation, including Syria, if the conditions allow it.
- Lasts three years (1 January 2012 – 31 December 2014).
- Supports capacity building, exchanging, networking and partnership-making activities aimed at creating strong, plural CSOs and independent spaces, in order to play an active and creative role in democratic transitions.

- Involve as main target groups Youth and Women.

“Civil Society Development for Dialogue and Democracy” will be included in the ALF Triennial Work Plan. The Programme will be managed by the ALF HQ, with the participation of the largest spectrum of social players, including ALF Network members; partnership and cooperation will be sought with the governments concerned (Tunisia, Egypt and Libya) and the EU Delegations in the three countries. In line with the ALF policy, besides focusing on grassroots organizations and initiatives, the Programme will :

- Develop partnerships with local and national public administrations on issues which are relevant for a participatory governance.
- Provide national governments, EU Delegations and other regional institutions with regular feed-back on issues related to civil society’s role in democratic development and intercultural dialogue perspectives in the concerned countries.

The Programme will establish interactions with the relevant ALF activities, particularly the Anna Lindh Forum 2012 and regional cross-network initiatives addressing democracy and citizenship issues. This association will provide consistency to the Foundation’s policy, and will bring an added value to the overall ALF mission.

2.2.3 TARGET GROUP

The Programme will seek to identify the most active organisations in the civil society of the concerned countries, paying attention to the social movements and actors of change, the new social and cultural sensibilities which emerged during the last transitional months, the needs of the different regions in the country, and the presence of youth and women, who represent the priority target group of ALF action. In order to do so, a mapping exercise will be required.

The program will be designed and implemented with the ALF Networks, whose members’ involvement will be important.

2.2.4 EXPECTED RESULTS

The Programme intends to achieve the following results:

- Establishment of sustainable service-oriented structures, devoted to building civil society capacity and citizenship tools for democratic progress, and
- Empowerment of independent spaces which operate in their respective societies.
- Promotion of regional sustainable partnerships of organized citizens to address issues of common interest in the field of democracy, dialogue and human rights through grassroots action and specific spaces.
- Generation of new channels for partnerships, where civil societies of the three countries are central players, either in the form of South-South, or in the form of South-North and South-East cooperation.

- Reinforcement of internal dialogue for social reconciliation, integration and coexistence, applying nonviolent struggle and engagement techniques, and involving social groups which do not normally interact and cooperate, whether for political reasons, geographical constraints, exclusive identities, conflicting interests, or for thematic specialization.

2.2.5 FIELDS OF ACTION

The fields of action in which the civil society will be engaged for democratic advancements will be:

- Active Citizenship and Human Rights
- Social and Cultural Diversity.
- Inclusive and Sustainable Development

2.2.6 MANAGEMENT AND FINANCING

‘Civil Society Development for Dialogue and Democracy’ will be financed by the EU Partnership for Democracy and Shared Prosperity with an Action Grant complementary to the Operating Grant facilitated by the EU for financing the operations of the ALF Triennial Work Plan. The Programme will have its own budget, differentiated from the ALF central budget. It will be managed according to rules and procedures which are going to be developed in the Action Grant signed with the EU. The Programme will be submitted to the audit internal and external procedure mentioned in the Action Grant.

The ALF Management will report regularly to the BoG about the implementation of the Programme and its assessment, in the framework of the follow-up of the Triennial Work Plan, and on a specific basis if needed. The concept of the Programme will be shared with the Advisory Council and the ALF Heads of Network. As it happens with the ALF Triennial Work Plan, the Management will report yearly to the European Union Delegation in Cairo about the results, achievements and impact of the Programme, and will provide the EU with the financial reports and audits.

The Programme will be managed by a specific ALF Unit based at the HQ, integrated by a Head and two/three project managers, and it will work with a focal point in each one of the countries. The Head of the Programme will report to the ALF Executive Director.

The Programme will be part on the ALF Work Plan 2012-2014. In this regard, there shall be a regular coordination and cooperation with other ALF Units in charge of programmes with relevance for democracy issues, of financial management and of communication policies, in order to seek synergies and complementarities, ensure correct management, and upgrading its Euromed perspective.

2.2.7 FORMATS AND SCOPE OF THE ACTION

The **‘Civil Society Development for Dialogue and Democracy’** Programme will be developed in each country through National Action Plans with five complementary formats (priorities, order and weight of each one will depend on the national context).

- Mapping and Resources (Mapping the needs and analyzing resources)
- Capacity Building Actions (Training and awareness raising modules)

- Civic Engagement (joint meetings between COS's and local/national institutions)
- Networking and Exchange (sub-regional and Euromed initiatives)
- Creation and Advocacy (Multi-stakeholder events, cross-sector actions)

Most of the formats will be developed at the national level. Others will have a complementary national, sub-regional and Euromed dimension.

The National Plans will be launched on a yearly and triennial basis. They should respond to the ALF Strategy, fields of action and targets, the recommendations of the Tunis Exchange Forum, and the objectives of the '**Civil Society Development for Dialogue and Democracy**' Programme. They will be tailored at a national level, taking into account the specificities of each country, the different level of development of the civil society, and democratic institutions. Expected results will be measured by means of indicators of performance, impact and visibility.

The **Regional Approach** will include a cross-border dimension (cooperation between the three target countries), a South-South dimension (meeting between Arab CSOs), a North-South dimension (exchange between European and Arab CSOs) and a Euromed dimension (participation in ALF flagship events such as the Anna Lindh Forum).

2.3 YOUNG ARAB VOICES PROGRAMME

2.3.1 RATIONALE

Young people lack the skills and opportunities for public debate, and the resources and tools through which to bridge the gap between online and face-to-face exchange. Following historic events in the region, Arab societies are facing common challenges related to building democratic and pluralistic communities and promoting public voice. Between February and March 2011, the Anna Lindh Foundation and British Council carried out respectively local needs assessment initiatives with young people in Egypt, Jordan and Tunisia from diverse social and political backgrounds. In a second phase April 2012 – March 2013 a second phase of the project will be developed engaging 3 other countries of the region to be identified during first phase.

These exercises identified three key needs for young people in terms of supporting freedom of expression:

- to increase young people's skills for public debate
- to provide platforms for youth from diverse backgrounds to meet and exchange views
- to provide targeted support for young bloggers in terms of outreach work at the grass-root level, enabling them to bridging the gap between virtual and public space

2.3.2 GENERAL OBJECTIVE

To increase opportunities and skills for youth debate in order to contribute to the building of democratic and pluralistic societies in the Arab region. The British Council (BC) and the Anna Lindh Foundation (ALF) will combine their networks, tools and expertise to increase and support opportunities for young people in the Arab region

to debate and exchange, and participate in the process of democratic transition. Building on existing the ALF and BC respective networks and initiatives, the core of the project will centre on a programme of local, national and regional debates and exchanges taking place with young people in Egypt, Jordan and Tunisia in Year 1, and in the same countries plus 3 additional API countries in Year 2.

The project will be characterised by the quality of skills training for informed debate, the capacity for outreach and mobilisation to rural and urban areas, and the regional exchange dimension among participants, debate facilitators and civil society partners via online media and encounters.

2.3.3 PRIMARY BENEFICIARIES

The project's debate and dialogue programme will target young people aged 15 to 25 years old, from diverse social and cultural backgrounds; the project will also target young bloggers (principally aged between 18 to 35 years old) who are active in the Arab blogosphere.

In terms of the debate and dialogue programme, the approach of the main partners will ensure the project reaches young people from diverse social, political and geographical backgrounds, in particular through targeted work with youth from under-represented areas and groups. The Anna Lindh Foundation and the British Council, in this regard, have a proven track record of engaging diverse youth participants in their projects and working through multiplier networks including youth workers, teachers and NGO leaders at the local level.

2.3.4 PROPOSED OUTCOMES

1. Programme of youth debates and exchange across targeted countries.
The programme will consist of the setting up of debating clubs, to be sustained through the network of trained facilitators, and the mobilization and organization of debating forums involving diverse young people.
2. Creation of a regional resource network and a set of training tools for facilitating further debate.

The resource network will provide a platform of support to debate clubs being developing in the targeted countries, and a platform of exchange for facilitators to share good practice and offer peer-to-peer support. The training tools will be produced by adapting existing support materials and training modules in terms of language (Arabic) and content (cultural relevance).

2.3.5 EXPECTED OUTPUTS

- Young people involved in organised, face-to-face debate activities through the project in 2011/12.
- Sustainable debate clubs and organised debates in Egypt, Jordan and Tunisia.
- Diversity measures in terms of gender, educational background, geographical origin
- Participants in related online blogs and debate; quality of engagement in blog posts
- Trained facilitators through the regional and national training for trainers programme

- Comprehensive manual produced by the end of Year 1 with all the adapted training materials Arabic language and adapted case-studies

2.3.6 PROJECT DEVELOPMENT PHASE I

The project's development for Year 1 (April 2011 to March 2012) is centred on 4 main milestones:

Milestone 1: Putting in place the project management capacity and tools.

The inception phase would consist of putting in place the project administration capacity, convening the inception meeting with the project's partners in Alexandria, Egypt, identifying modules and trainers, and adapting training materials to local contexts. The initial phase of the programme would also establish the project brand and online platform for exchange between facilitators and debate participants at a regional level.

Milestone 2: Delivering training to identified trainers/facilitators.

The 'training for trainers' phase would consist of a workshop/meeting in Egypt, where a number of trainers (40 targeted trainers: 20 from Egypt, 10 from Jordan, 10 from Tunisia) from the targeted countries will be provided with the skills to organise and facilitate debates. A specific training workshop would also be held with bloggers to enhance their knowledge and skills for community outreach work and debating. Following the training in Egypt the trainers will organise trainings at the national level to cascade these debate facilitation skills.

Milestone 3: Promoting and supporting a programme of debates in Egypt, Jordan and Tunisia. The 'debate programme' will consist of the implementation of a programme of around 250 debates in the 3 target countries. These debates will involve young people from diverse social, political and geographical backgrounds discussing topics related to democratic transition and civic participation. During the national debates the bloggers that have attended the trainings will participate and stimulate the debate online. The major debates will be webcast on the project's online platform/website, enabling the exchange of views and building of connections between different countries and groups.

Milestone 4: Evaluating the impact and rolling the programme to 3 new AP countries for the evaluation of the project, quarterly reports will be produced for the steering committee and donors, feedback from all the phases will be monitored and we will adapt our approach on the basis of the information received. An external consultant will be asked to evaluate the project outcomes. In the final phase of the project, we will also prepare the ground for the roll-out of the joint programme to additional AP countries.

PART 3 - THE ORGANISATIONAL STRUCTURE AND MANAGEMENT

The organizational structure of the Foundation should respond to the major challenges of the new phase, introducing and reinforcing new tools for a better development of the Work Programme and its effective implementation.

The ALF Secretariat is managed by the **Executive Director**, and structured around: the Executive Office; the Administration and Finance; the Programme and Operations Unit; and a newly introduced Citizens for Dialogue and Democracy Unit (see organigramme enclosed).

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, its central programmes and its Network of National Networks.

The Administration and Finance Unit is in charge of the administrative work and the budgetary and financial dimension of the overall programme of the Foundation. In addition to the following tasks necessary for the overall management of the programme: budgeting, accounting, controlling, reporting, and auditing.

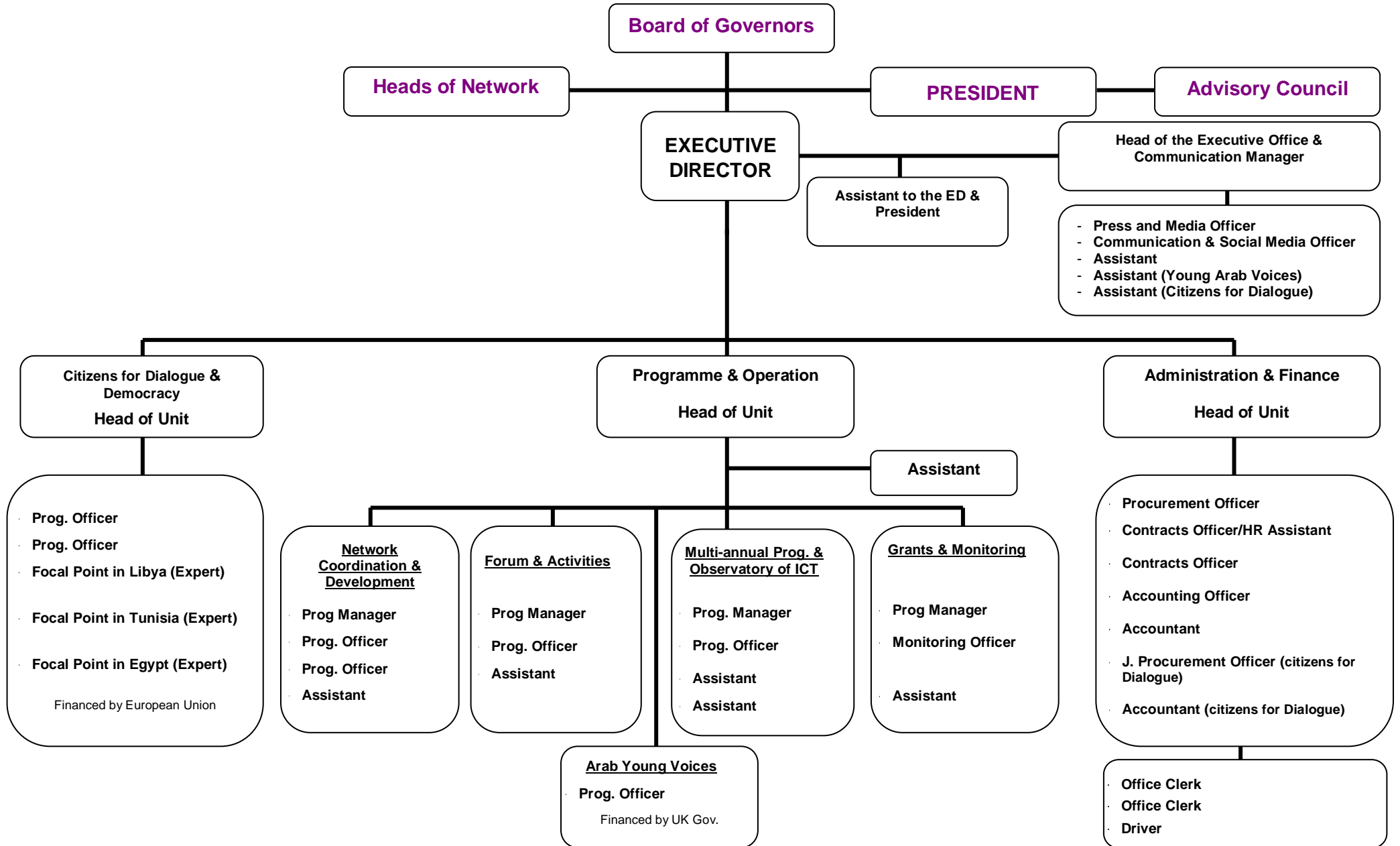
The Programme and Operations Unit is responsible for developing and managing the Multiannual Initiatives, the Anna Lindh Report on Intercultural Trends, ALF Forum, Networks Development and Grants and Monitoring, in addition to 'Young Arab Voices' which will depend on this Unit. The Unit's position in the new organigramme will efficiently ensure maximum impact for the benefit of Networks of their members.

The Civil Society for Dialogue and Democracy Unit is responsible for developing and managing a new ALF Programme focused on supporting civil society in certain Arab countries in a process of democratic transitions in the region. The Unit will work during its first phase in Egypt, Tunisia and Libya, developing the programme in close cooperation with the Anna Lindh Networks and the national administrations.

During the last phase, the ALF started implementing an **Activity Cycle process** which proved to be a useful instrument in order to insure coherence and efficiency. As a result, the Foundation developed a tailored and shared **Management and Information System (MIS)** including elaboration of strategic concept papers, financial Monitoring, Reporting for the Foundation's programme and **an online system**. This cycle facilitates and supports the daily work of the ALF staff, ensuring a better and accessible share of information, increasing the level of transparency, allowing monitoring and evaluation processes and to work in a permanent communication to insure a effective way to implement the Work Programme.

In order to enhance the work at the different Units, taking into account the Human Resource needs of the Foundation, a recruitment of new staff members will be necessary to execute the different programmes with the different donors. The Euro-Mediterranean dimension of the Secretariat is reflected in the national diversity of the staff members.

Phase III ALF Proposed Internal Structure



PART 4 - THE BUDGET

Anna Lindh Foundation Overall Budget

<u>Contribution</u>	Total	ALF Intercultural Programme	Citizens for Dialogue & Participation	Young Arab Voices Project
Contribution from European Union - Operating Grant	6,900,000	6,900,000	0	0
Contribution from European Union - Action Grant	3,000,000	0	3,000,000	
Contribution from Euro-Med Member States Governments	6,000,000	6,000,000	0	0
Contribution from United Kingdom Government	500,000	0	0	500,000
Total Contribution	16,400,000	12,900,000	3,000,000	500,000
<u>Expenditures</u>	Total	EU & MS OG	EU AG	UK BC
<u>Human Resources</u>				
Salaries	4,284,733	3,478,454	777,557	28,722
Interview cost	5,000	0	5,000	0
Abroad Per diem	259,000	195,000	40,000	24,000
Local Per diem	57,500	35,000	15,000	7,500
Total Human Resources	4,606,233	3,708,454	837,557	60,222
<u>Travel</u>				
International travel	259,000	195,000	40,000	24,000
Local transportation	37,500	24,000	10,000	3,500
Total Travel	296,500	219,000	50,000	27,500
<u>Equipment and Supplies</u>				
Furniture, computer, office equipment and spare parts	13,000	10,000	3,000	0
Total Equipment and Supplies	13,000	10,000	3,000	0

Local office

Vehicle expense	12,000	12,000	0	0
Stationeries	27,000	21,000	6,000	0
Hospitality	13,546	10,546	3,000	0
Communications & Miscellaneous	132,000	112,000	20,000	0
Preparation for Possible Relocation to Cairo	100,000	100,000	0	0
Total Local Office	284,546	255,546	29,000	0

Activities and other costs

Publications	346,928	240,000	20,000	86,928
Financing Specific Events	7,695,160	5,438,000	1,970,000	287,160
Support to Networks	2,600,000	2,600,000	0	0
Studies, Research, Short-term Experts	99,300	66,000	15,000	18,300
Translation	122,000	95,000	20,000	7,000
Financial and other services	140,890	108,000	25,000	7,890
Auditing costs	110,000	85,000	20,000	5,000
Legal Advisor Fees	25,000	25,000	0	0
Staff Retreats	20,000	20,000	0	0
Staff Training Courses	40,443	30,000	10,443	0
Total Activities and other costs	11,199,721	8,707,000	2,080,443	412,278
Total Expenditures	16,400,000	12,900,000	3,000,000	500,000