

ALF STRATEGY AND PROGRAMME FOR PHASE III (2011-2014). DRAFT*Living Together, Sharing the Future***A common Institution for Intercultural Dialogue in the Euromed Region**

30th Board of Governors of the Anna Lindh Foundation
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The 29th Board of Governors of the Anna Lindh Foundation decided to hold a strategic debate about the future of the Foundation aimed at preparing the ALF Programme for Phase III (2011-2014). This document constitutes a first draft for this discussion which will start at the next Board. (Dubrovnik, 20 October). It has been prepared by the Executive Director in collaboration with the staff Heads of Unit, and it has been shared with the President and enriched and amended by the Advisory Council (Rabat, October, 9-10). After the Board's meeting, a second draft will be disseminated among the Heads of Network for its discussion at their Annual Meeting (Brussels, December, 2-4). During the first trimester of 2011, the Foundation will bring this debate to the ALF Networks and partners, for the preparation of a final proposal to be presented at a further Board of Governors meeting and that will be followed by action plans in the different fields of the Foundation.

1. Achievements and challenges of the Anna Lindh Foundation

It is now more than eight years since the Ministers of the 35 countries of the Barcelona Process decided to create a Foundation in order to promote dialogue between the cultures in the region. The **Anna Lindh Euro-Mediterranean Foundation for Dialogue between Cultures** was officially launched three years later in Alexandria (2005). Today, the ALF is recognised as a unique institution, fulfilling this mission in the framework of the **Euro-Mediterranean Partnership**. Based upon **43 Networks** uniting more than three thousand civil society organisations, the Anna Lindh Foundation is a meeting point, a facilitator, a tool for action and for reflexion for all those who work to make living together more coherent in the Euro-Mediterranean space and to share its destiny.

Building on five years experience, the ALF is preparing its strategy and programme for the next phase (**2011-2014**). The purpose of this document is to present the main outlines, based upon the analysis of how far we have come and a reflexion on the **ideological founding principles** of the work of the Foundation as an institution able to promote the **mission** of dialogue between cultures. It also has to take into account the specific challenges facing dialogue between cultures and societies in the Euro-Mediterranean region. This document is open for debate, and it will be amended and enhanced by the Foundation's governing bodies. The outcomes of the discussions related to this paper will also be shared with our main partners. This debate was requested by the ALF Networks as well as the civil society at large, which both expressed this need during the Anna Lindh Forum (Barcelona, Mars 2010). It also addresses one of the mandates set out by the Foundation's **Board of Governors** and the EuroMed Ministerial Conference on Culture that took place in Athens in May 2008. We shall tackle this issue, convinced that the Anna Lindh Foundation's *raison d'être* is as relevant nowadays as it was when the Ministers of the Euro-Mediterranean Partnership decided to create it, back in 2002.

The ALF is competent to undergo this reflection. It can count on its solid basis of achievements as a strong starting point in order to think about its future. Since its creation, the Foundation has funded more than 250 **intercultural projects** which involved more than one thousand civil society organisations. It successfully led several regional campaigns ('Restore Trust/Rebuild Bridges', '1001 Actions for Dialogue', etc.). It has organised about a hundred activities in collaboration with the main institutional and social partners in the region. It has developed the most important and structured social cultural Network in the Euro-Mediterranean region. In 2010, the Foundation convened the very first **Anna Lindh Forum**, bringing together more than a thousand representatives of the civil society. It now plays a role as a benchmark for reflection through the launching of the very first **Report on Intercultural Trends** in the Region. We will come back to this assessment which has of course grey areas, but we are convinced that today the Foundation is in the best possible circumstances to reflect on its future.

The Anna Lindh Foundation is perceived as the main regional institution for dialogue, and its programme contributes a cultural and human dimension to a project shared by the 43 countries of the region: the **Union for the Mediterranean**. Among several achievements, the Foundation managed to strengthen its

credibility and **legitimacy**, based upon the work accomplished with all its stake-holders including its Networks, and thanks to a programme which has gained in coherence and in visibility and to the qualities of leadership of its President among regional and international institutions. The ALF is recognised as a **unique institution**, combining an intergovernmental dimension with an active presence on the ground, giving it a position at the forefront in order to achieve its mission: **to promote knowledge, mutual respect and intercultural dialogue between the peoples of the Euro-Mediterranean space, at the same time working to establish this dialogue in the heart of these societies**. In the new phase the challenge will be to consolidate these achievements to change them into long-reaching and permanent actions, at the same time opening up the Foundation's programme to new realities and demands that intercultural dialogue addresses in the Region.

2. The first five years of (2005-2010). A provisional assessment

On the 23rd April 2002, the Ministers of Foreign Affairs of the Euro-Mediterranean Partnership gathered in Valencia (Spain) agreed to create a Foundation whose aim would be to 'promote dialogue between cultures and civilisations':

"Against the background of the current international situation, the Ministers stressed the importance of promoting dialogue and cooperation between cultures and civilizations. (...) To this end, Ministers agreed to the principle of creating of a Euro-Mediterranean Foundation to promote further dialogue between cultures and civilizations and to increase the visibility of the Barcelona Process through intellectual; cultural and civil society exchanges". (Euromed Ministerial Conference, Valencia, 2002)

More than eight years have gone by since this decision was made. The political leaders called for a tool to be implemented that would be capable of developing the **third pillar** of the Barcelona Declaration and of displaying its human and cultural dimension. The idea was, from the start, to **face up to the regression** the region was going through since 1995 by weaving a Network of social allies capable of countering to the danger of the '*culturalisation*' of the conflicts, while also mobilising civil societies to build a shared future based on mutual respect, human rights and a peaceful solution to disputes. The decision was made in the context of the 11th September 2001 terrorist attacks, the Middle East Peace Process crisis, the debate on the monitoring of migration, and the spreading of the 'clash of civilisations' ideology as a theory which claimed to explain the world in the 21st century and identify the major risks.

During the last few years, the dialogue between Europe and its Mediterranean partners developed significantly, and culminated in the founding of the Union for the Mediterranean (Paris, July 2008). Also, globalisation encouraged human and cultural interactions which were supported by initiatives implemented in the framework of the Barcelona Process, in spite of the limitations facing mobility in the region. A poll made among experts and practitioner working in the field of Euromediterranean relations and published by the IEMed highlights that intercultural programmes have developed, and in particular that those led by the ALF are rated among the most acclaimed. Yet, although a positive evolution can be seen, as highlighted in the Anna Lindh Report, **perceptions between the two shores of the**

Mediterranean did not really evolve in a positive way, despite common grounds in the values of the societies of the region. This paradoxical situation has multiple causes.

Is it because the tools used failed or is it mainly the consequences of the result of an aggravation of the political regional and international **context** in which the work is carried out? There is also the question of **means**: were there enough made available to develop the third pillar of the Partnership? Yet again, there is the question of **political determination**: has the will-power expressed about the Foundation and intercultural dialogue in 2002 subsequently faded? All these questions must be considered if we want to understand the intellectual demotivation in this debate. The **trend to withdraw into identity, culture and religious beliefs** that is prolific in the region has various causes: the situation in Palestine, the continuous terrorist activities of Al Qaida, the wars in Iraq and Afghanistan, the economical and financial crisis and its consequences on migration and mobility policies, the emergence of xenophobic and populist behaviours, and the limits set for civil participation in societies. This trend has made **living together** difficult, in the Euro-Mediterranean space as well as in numerous societies themselves. This said, the context does not explain everything. A number of our approaches must be looked at and conclusions made. Taking this action, both contextual and programme based, is a prerequisite for defining any strategy.

Eight years after the Valencia Conference, the exchanges between civil societies have developed in a contradictory way. At the elite level, they have increased, and thousands of partnerships have been established by NGOs, universities, artists, as well as local authorities on both shores of the Mediterranean Sea. Numerous programmes and projects have contributed to a **better understanding and appreciation of diversity**. This said, we must admit that things are different at the level of public opinion and people in general. On this point, the Anna Lindh Report agrees with other studies which prove persisting difficulty **in the capacity to know each other, to overcome stereotypes, to understand each other and accept differences** even when these are compatible with human rights.

Why is it so difficult to **enhance mutual perceptions** and to overcome the old *clichés* at the level of public opinion? Why does the struggle between those who recommend dialogue and those who preach hatred seem so unequal? Why is it easier to convene all the world media to a tiny parish in Florida than to arouse interest of the regional media for our most attractive activities in the region? Knowing the reasons for this **paradox** is essential in order to improve the Foundation's work and visibility. Nevertheless, its persistence shows that to reverse this regressive tendency needs a **lasting and sustained action** from the political institutions, the educational systems, as well as working with the mass media. The Foundation must therefore consider a long lasting commitment of the civil society which alone can overcome the obstacles which hinder the enhancement of perceptions and attitudes.

Has the Foundation the **means** to work along these lines? Has it the necessary conditions to work in the long term since its work will only be effective if it lasts in the long run? To what extent is its activity developing in the conditions necessary to achieve its objectives? These are some of the questions that have haunted the ALF from the beginning. The question of resources and work conditions were already considered fundamental by the *Groupe des Sages* convened by the President of the European

Commission, Romano Prodi, to reflect on the role of the Foundation in the future. Among its conclusions, the Group warned that:

“If the Foundation were unable to play the central role that rightfully belongs to it, for lack of political will and the necessary resources, it would be better not to press ahead with a project that would fall short of the stated ambitions: its inadequacy would have a catastrophic effect on public opinion and would seriously demotivate civil society”. (High Level Group on Intercultural Dialogue, October 2003)

The experts meeting with Assia Bensallah and Jean Daniel added that this danger was inevitable if the Foundation was not organised around **three governing principles** essential to its credibility and its sustainability:

“The scale of the challenge is such that unless a number of conditions are met the Foundation's ability to respond to the demands and live up to people's expectations must be in serious doubt”. (...)

“The first condition is **independence**, the guarantee of its credibility and legitimacy. Apart from the formal independence from governments, international institutions and economic powers which is required and must be carved in stone, i.e. guaranteed by an appropriate international legal instrument, the Foundation must enjoy both financial and administrative independence and intellectual independence. (...)

The second condition is that it must be endowed with sufficient **financial and administrative resources** to cover its requirements. Clearly, the Foundation must have considerable resources, commensurate with the challenges it faces.(...)

The third and final condition is **visibility**. The Foundation must be identifiable with a place that is clearly visible and understandable, wherever it may be”. (High Level Group on Intercultural Dialogue, 2003)

The report drafted by the *Comité des Sages* was endorsed by the Ministerial Conference in **Naples** (December, 2003) which validated it as a roadmap for the Foundation. In the following conferences, **Dublin** (May, 2004) and **The Hague** (November 2004), the Ministers requested that member countries of the Partnership commit to the implementation of the Foundation and **assume their responsibilities as to financial contributions**:

“Ministers agreed to facilitate and promote all activities of the Foundation, to support the participation of their civil societies in the work of the Foundation and to confirm their political commitment by substantial financial contributions by all partners.” (Euromed Ministerial Conference, The Hague, 2004)

So the conditions seemed adequate in 2004 for the Foundation to start its mandate through a programme able to provoke interest in the civil society and give it a differentiated personality among the institutions already working in this field.

➤ PHASE I (2005-2008).

The Foundation was **inaugurated in March 2005** in Alexandria (Egypt). It became fully operational in August of the same year, when the Grant Contract with the European Commission was signed. The difficult situation at the end of the first year of operation is instructive in many respects. It showed the necessity of a **transparent and efficient management based on international standards** and adapted to the Grant Contract signed with the EC whose financial and administrative procedures determine the management of the Foundation's budget and the eligibility of its activities.

Phase I ended in 2008 with **mitigated results**. The ALF had asserted its existence alongside other important institutions working for dialogue and with which it signed conventions, and it had established

Networks in all the countries which were part of the Foundation's first collective campaign in 2008. To that must be added the upgrading of the financial management between 2007 and 2008, which helped the transition towards the following phase. However, the Foundation experimented early on the **limits of a Triennial Programme** built on projects – some long term, in the educational field – rather than on programmes, which brought about a dispersal that affected the Foundation and the impact of its activities. This **dispersal**, which resulted in a lack of critical mass and legibility for the Foundation, must be considered a major threat in any programming. Another limit of this first Triennial programme in its conception, where Heads of Networks were barely implicated, revealed a **lack of integration** between projects led by the ALF and Network activities, limiting its coherence and visibility.

It must be added that the crisis of these first two years was also the result of **structural problems** which have not yet been solved, in particular that of a budget which did not correspond to an institutional mandate, did not address the expectations of the civil society nor support the Networks, which appeared, since 2007, as one of the main limiting factors in the action of the Foundation. This analysis was made by the Heads of Networks, the Advisory Council and the Board of Governors itself, and it does not seem necessary to return to it.

Anchoring the Foundation in a Euro-Mediterranean perspective, avoiding dispersion, **concentrating resources** on certain fields of Action, putting in place a **long term strategy** resulting in more coherence in the whole programme, avoiding the danger of a two-speed Foundation, ensuring an efficient use of resources and promoting a **sense of belonging and of shared responsibility** at all levels, were among the several conclusions that the ALF made from this first experience. The need to involve Networks in the conception of the whole programme with the Heads of Networks assuming this responsibility was another lesson. The Foundation was ascertained in this, as foreseen by the *Groupe des Sages*, that **lack of means and financial stability is one of the main threats for the Foundation's future**. These conclusions were taken into account when preparing the Triennial Programme for Phase II

➤ PHASE II (2008-2011)

The Foundation started Phase II in promising conditions, with a budget increasing from 10 M Euros to 14 M Euros, **a governing body and a better visibility** through the election of a **President**, a new **Advisory Council**, the strengthening of the international Secretariat, and renewal of the commitment of member states at the highest level (Summit of the **Union for the Mediterranean**, Euromed Ministerial in **Marseille** and Euromed Ministerial Conference on Culture in **Athens**) and that of the European Commission whose **Grant Contract** went up from 5 M Euros to 7 M Euros. Phase II also benefited from the normalisation of the Foundation's financial management undertaken during 2007. It started with **Networks** motivated by their participation in the « 1001 Actions for Dialogue » campaign and through a programme of financial support granted following the Heads of Network meeting in Berlin (May 2007).

With these new assets, the Foundation addressed the **refocusing of its strategy and aims in the 'political and institutional' perspective**. In one of his first speeches, the Foundation's President underlined the direction that the refocusing should take:

« Dialogue between Cultures, which is the ALF's *raison d'être*, cannot and must not be an end in itself. It is a privileged lever which can make the civil societies and public opinion understand, adhere to and reclaim the great Euro-Mediterranean plan. (...)

There is no question of the Anna Lindh Foundation working in the promotional or the contextual. The proposed approach should enable us to avoid dissipation and scattering of our activities by allowing us to better concentrate our efforts and to maximise the use of our resources. This choice is also the key for the

Foundation to be better understood in its action, to be more visible and to contribute more efficiently to the regained credibility and legitimacy of the Euro-Mediterranean Partnership» (André Azoulay)

The **Triennial Programme** and budget, which were approved in December 2008, developed this strategy aimed at increasing the coherence and combining the action, the renewal and the capacity of impact on the institutions. Through this programme, the **ALF found itself once again in the Euro-Mediterranean perspective** and assumed a central position with regards to the Partnership and its human dimension. The Programme was based on 6 fields of Action which were to foster the convergence of all the activities thus avoiding dispersal: Ideas and Ideologies; Education; Cultural Production; Media; Religion, Spirituality and Values; Cities and Diversity. Targeting three main groups - **Youth, Women and Migrants**, the programme endorsed the question of the Foundation and even the Partnership's visibility as one of its main objectives.

To this conceptual approach, the Triennial Programme added **two major transversal projects** that were to mark a new step for the Foundation: the Anna Lindh Forum (originally the Foundation's 'Etats Généraux' of the Networks') and the Report on Intercultural Trends (which was to be published by an 'Observatory of Intercultural Trends'). The Report was much more than a new project or programme: it placed the Foundation in a **new dimension**, that of a credible actor in the field of ideas and debate, which added to its condition of an institution turned towards mobilising civil society. The Report could be seen as a key instrument in the strategic reassessment of the Foundation.

As well, the Triennial Programme addressed the need for a permanent Network support, in response to the Heads of Networks' requests, by making provision for a **Strategic Development Network Scheme**, with three steps aiming at covering the whole duration of Phase II. It was completed by four **Calls for Proposals** (three, lasting one year, and the fourth lasting two and a half years) which were to fund projects coherent with the Foundation's strategy. **Calls for Proposals, Network Support, Forum and Report make up the corner stone of the Programme for 2008-2011.**

The final assessment should be presented in November 2011, within the **Final Activity Report**, with a systematic evaluation of the outcome of the last three years and the impact of the activities. However, it is possible to expect a **positive result**. The second Triennial Programme has opened a new phase for the ALF, more coherent, credible and visible. It can be said that the **Anna Lindh Foundation was at its best during the last year**. All the implemented activities show what the ALF could become as an instrument of the Partnership in the intercultural field, if it had the necessary means and structures to allow continuity and perspective to what has been accomplished over the last months. In 2010, the ALF funded more than 150 projects, through the calls for proposals and the Network support scheme, at the same time organising the forum and publishing the report. It has also organised numerous activities in partnership with the cultural, educational and media fields of Action.

The Anna Lindh Foundation was able to combine action and reflection, to fund and organise activities and implement structuring projects. It was more than ever involved in the civil society and strengthened its presence with opinion leaders. It also reasserted its role in the Euro-Mediterranean Partnership.

The **Network Strategic Development Scheme** allowed to reinforce the Networks' capacities and to organise common actions. This is necessary for them to develop a sense of ownership towards the programme on the national level and to feel closer to the Foundation. The Networks took part in the **creation of the programme**, its implementation and its adaptation to the local context. The Heads of

Networks were informed of the financial restrictions and were involved in searching for a formula that would allow **Network support to be maintained**. In 2010, the Networks participated in the Anna Lindh Forum. They are now called upon to use the Report as the Foundation's new tool. This positive assessment should take into account the differences that exist in their development and in the capacity of the Heads of Networks to assume their role in a responsible and positive way in line with the Network Strategy adopted by the Board of Governors (November 2009). Being able to evaluate and to draw conclusions from this assessment is one of the objectives of the next **Heads of Networks' annual meeting**, during which this assessment will be discussed. In any case, the strengthening of the Foundation as a **facilitator, a service provider and a mobilising organisation** of the civil society requires from the **Heads of Networks Institutions**, as well as from **members** and the **Secretariat**, the capacity to manage in a more efficient way.

The ALF's reaction to the consequences of the war in **Gaza** was seen as one of the high points in the last two years. The Foundation was able **to adapt its programme** that had just been approved and did not freeze its activities, giving more credit to its action in the eyes of the civil society. The war resulted in a stand-still in the Euro-Mediterranean institutional framework for five months and led to a regression in the cultural and human relations to which the Foundation responded with the 'Restore Trust, Rebuild Bridges' campaign, with 48 actions implemented in 34 countries of the region, and 13 actions in Palestine and Israel. The success of this campaign, which provoked debates at all levels of society, can be explained through the specific character of the ALF and its ability **to take into account all the sensitivities**, engaging both Palestinians and Israelis, and to focus its actions on a culture of peace and coexistence while avoiding that the Foundation be dragged into the political logic of the conflict.

The context and the budget constraints can justify in part the changes that took place during the **implementation phase of the Programme**. However, it is necessary to better understand the reasons why the Foundation was able to implement more efficiently some projects rather than others. In the last two years, **the Forum and the Report became the leading activities organised by the ALF**, and they contributed to understanding its action more clearly, while other projects did not materialise. We consider that this readjustment was inevitable and that it responded to the need to maximise our resources and to rely on **structuring projects**. In all of the activities that were completed, the Foundation has been able to address the expectations of the civil society, as far as its financial means would so allow, while circulating ideas, dynamics and projects that became a reference and contribute to the identity of the ALF. This balance, which should be managed in a flexible way, according to contingency needs in each Phase, ensures in the long run the **consolidation of the Foundation**, of its credibility, its legitimacy and its image.

Indeed, the programme of activities evolved towards an articulated strategy including the reinforcement of **annual resources** such as the **Euromed Award**, the **Journalist Award**, the **'Sea of Word' Competition** or the **Arab Children's Literature Programme**, which all contribute to the development of strategic fields of Action, and should be firmly supported in the long run. The Foundation starts to have at its disposal a set of **acknowledged instruments and resources** around which it is possible to articulate the programme development in its different components: the Forum, the Report, the Calls for Proposals, the Network Support and the Awards, among other annual initiatives that should be planned in the long term.

The three **Calls for Proposals** launched during Phase II with an overall budget of 2.8 M Euros were one of the main activities of the Foundation in this period. For the first time, the ALF funded long term projects (2 years) with the aim of ensuring continuity in the supported actions. Altogether the calls

received 664 proposals among which 152 projects were granted support. Those projects involved 430 civil society organisations through a logic of **exchange and cooperation between peoples from Europe and from the Partner Mediterranean countries**, brought to completion in conditions of mutual respect. The Calls for Proposals can however become a **source of frustration** - since their overall budget only allowed us until now to financially support 23% of the projects submitted, only reaching 15% of the members of the Networks – or a source of annoyance for our beneficiaries since the Foundation requires heavy administrative procedures. For these reasons, it is necessary to keep **simplifying the administrative part and to diversify the granting tools**, mainly through the introduction of micro-grants that can generate significant critical mass. However, they still contribute to the unique character of the ALF as a **meeting point for civil societies from both sides of the Mediterranean**. During the first two years of Phase II, 1.184 organisations of the Network took part in activities either organised or funded by the Foundation.

An increased cohesion in planning and monitoring the programme was essential to ensure more visibility and credibility to the Foundation's work. Most of the funded projects contributed to the development of the strategic fields of Action of the ALF, thus fulfilling an essential condition for the impact of its action. **There were not two Foundations, with two Programmes**, one for the Secretariat and one for the Networks. This point was crucial to give the perception of an overall programme, yet implemented with different and complementary tools, and adapted to local context by the Networks while fulfilling the Foundation's strategic objectives.

The Foundation's management suffers from the contradiction that exists between the fact that its **Action** should be considered on a **Limited Timeframe** (3 years) while its overall mission as the **institution** dealing with the intercultural and human dimension of the Partnership should be seen as a long term endeavour. **This 3-year cycle cannot be easily combined with the objective to work in a sustainable perspective**. Several programmes of the Foundation can only be relevant if they are considered in the long run. The institutional, administrative, legal and financial framework of the Foundation does not allow such a perspective. While the ALF defines itself as an **Institution** and is perceived as such by its partners and by public opinion, its real condition is that of a **Project** in which there is no guarantee for continuity, neither legal nor institutional, beyond the 3 years time span that determines its financial management, recruiting and human resources policies, and does not allow long term planning for the Programme.

Finally, we should not forget that the development of the programme is conditioned by the amendment of the budget approved by the Board of Governors, decreasing from **14 M Euros (2008) to 12.7 M Euros (2010)**. To this reduction, **uncertainty concerning the contributions paid by Member States** remains. Those contributions, whose global amount (7 M Euros) is approved at the start of the three-year cycle by the Board of Governors, but whose effective payment depends on the willingness of each Member State, does not allow smooth management of the budget and the cash-flow. It is the **main limiting factor that the Foundation has had to cope with in the past two years**. The budget for Phase III should not be built on the same principles. Therefore, to the principle of voluntary contributions should be added **a formal commitment to pay and a timeframe for payment at the beginning of each phase**, in order to prepare a budget based on concrete elements. These difficulties require from the Foundation to set up complementary resources and a more active fundraising policy, in particular addressed at local and regional administrations and private operators interested in the ALF mission.

It should be highlighted that, in spite of these constraints, the ALF proved it was able, in this context, to put in place an **ambitious programme**, by introducing a **new organisational approach including shared**

responsibility at all levels which has allowed us to simplify in certain procedures related to the Calls for Proposals and the Network Support Scheme, but it would have to be developed further in the next phase in order to improve the overall efficiency of the Foundation. Nevertheless, and in spite of positive evolution in the financial and administrative management, **work conditions** at the Secretariat remain unstable with a strong feeling of professional uncertainty shared by the personnel. In order for the Alexandrian staff to feel fully that the Foundation's mission and programme are their own, it is necessary that the ALF adopts an institutional and legal framework able to address the demands in terms of job stability for the personnel, and to put in place and implement an effective human resource policy in the long run.

3. The Anna Lindh Foundation and Intercultural Dialogue

A major debate has taken place, over the last fifteen years, on the notion of dialogue between **cultures, religions and civilizations**. It is not only a conceptual debate on the notions of 'culture' and 'civilization', but rather, a strategic debate on the ability for such a dialogue to contribute in building a world where **peace, individual and collective rights and human development** could be guaranteed. This debate is both relevant and necessary to the Foundation and should be led in the framework of the **Euro-Mediterranean Partnership**, according to the **social cultural mission** of the ALF.

The ALF conceives dialogue as the creation of a space for **exchanges and interactions between Euro-Mediterranean individuals and societies**. Those taking part in its activities are not representatives of 'cultures', or of religions, but rather simple citizens with various cultural and religious backgrounds, with complex identities and carrying personal or collective projects addressing their **needs** and their **expectations**. For the ALF, it is a question of « bringing peoples together » around common projects that transcend various life experiences into sources of knowledge and exchange to learn to **live together**. This exchange takes place in close relation with the ability for individuals to **decide** and to **participate**, and with the **social, economical and environmental** challenges facing those individuals. It should necessarily lead to a discussion of the possibility of a shared and common perspective and the modalities to build it. This reflection strongly emerged during the Anna Lindh Forum: intercultural dialogue will only be effective and mobilize the **most dynamic individuals** if it contributes to facing common problems and challenges. Therefore, it should be conceived as a **factor for human development**.

For the Anna Lindh Foundation, this dialogue can only be meaningful if it allows the people living in the region to **make the Euro-Mediterranean project their own**, starting from the development of their personality. It is in this perspective and with this ambition that the ALF must contribute to the development of a regional, intercultural strategy. As a result, the Foundation's action against any form of **Discrimination, Xenophobia, Racism, Islamophobia and Anti-semitism**, must be situated in the perspective of the construction of a shared project, capable of giving a common solution to these scourges. Developing the human dimension of this project would be the Foundation's prime contribution to one of the main challenges of the 21st century: a better understanding between Western and Arab-Muslim societies.

So, fifteen years after the launching of the Barcelona Process and five years after the Anna Lindh Foundation was created, **the notion of dialogue between cultures needs to be enriched and reviewed**, in line with what was suggested at the Euro-Mediterranean Conference of Ministers of Culture in Athens:

“Ministers emphasise the need to define a long-term, sustainable strategy on dialogue between cultures in the Euro-Mediterranean region”. (Euro-Mediterranean Ministerial Conference. Athens . 29-30 May 2008)

It must include this global and dynamic approach which takes into consideration the interrelation which exists between intercultural dialogue and **Human Rights, Development, Environmental Factors and Peace**. It is around these logical connections, essential for the Euro-Mediterranean project, that the Anna Lindh Foundation could elaborate an innovative strategy, capable of acting on the regional agenda and mobilising social energies that will bring projects for the future, in particular youth.

This approach must take into account the social, cultural and political changes in the Region, in the context of globalisation. The complexity of **human migrations**, the spreading of **digital technologies**, **interaction** between people, the **circulation** of ideas, and the new relationships that individuals establish with work, family or public space ; all that brings about the emergence of complex realities and identities which must be taken into account. We must therefore articulate the Foundation’s main approach, which is that of **bringing together Euro-Mediterranean societies and cultures**, with that which **people of various cultures, traditions and beliefs established between each other, in the spaces where they live together and that they must manage and preserve**.

This connection between intercultural dialogue and diversity has been explored by **UNESCO** and the **Council of Europe** and endorsed by the main international conferences and organisations, including the European Commission and the Arab League.

“Cultural diversity is the precondition of intercultural dialogue, and vice versa. Without genuine dialogue, the dynamic of change (which is the very essence of cultural diversity) is not sustained, and diversity is lost or declines as a result of self-enclosure. Dialogue, including interreligious dialogue (conceived as dialogue between all spiritual and intellectual traditions), does not mean that we relinquish our convictions but simply that we remain open-minded. Intercultural dialogue must be seen as a complex and ongoing process that is never complete”. (‘Investir sur la Diversité Culturelle et le Dialogue Interculturel’. Unesco World Report. 2010)

“Intercultural dialogue can only thrive if certain preconditions are met. To advance intercultural dialogue, the democratic governance of cultural diversity should be adapted in many aspects: democratic citizenship and participation should be strengthened, intercultural competences should be taught and learned, spaces for intercultural dialogue should be created and widened, and cultural dialogue should be taken to the international level”(White Paper on Intercultural Dialogue. Council of Europe, 2008)

In practice, the ALF has started to endorse that vision, adding to the traditional dimension of ‘dialogue between cultures’ that of the **interactions coming from the increasing diversity of our societies**. The Foundation has added in the wording of its programmes the idea that the ‘**Other**’ does not always live on the other shore. A campaign such as the ‘1001 Actions for Dialogue’ held in the context of the Year of

Intercultural Dialogue promoted by the European Commission (2008), or the last Calls for Proposals launched in 2010 and focused on Migrations are the illustration. The *Groupe des Sages* had already formulated the need to develop a strategy of intercultural dialogue in the Euro-Mediterranean space which would take into account these **additional elements**:

“On the two shores of the Mediterranean, Globalisation is bringing fundamental changes.(...) These changes clearly require the EU and its Member States to rethink their relationship, still all too often problematic, with the closest Other. Europe's relationship with its neighbours within determines its relationship with its neighbours without, and vice versa. Of course the Euro-Mediterranean partners must also make an equivalent effort with their Jewish and Christian minorities”. (High Level Group on Intercultural Dialogue, 2003)

In its recent World Report, **UNESCO** endorsed the same views, also mentioning that there is an **intellectual and political debate** to which the Foundation should pay attention, as an organisation shared by the 43 governments of the Union for the Mediterranean.

“Cultural diversity has emerged as a key concern at the turn of a new century. Yet the meanings attached to this catch-all term are as varied as they are shifting. Some see cultural diversity as inherently positive, insofar as it points to a sharing of the wealth embodied in each of the world's cultures and, accordingly, to the links uniting us all in processes of exchange and dialogue. For others, cultural differences are what cause us to lose sight of our common humanity and are therefore at the root of numerous conflicts. This second diagnosis is today all the more plausible since globalization has increased the points of interaction and friction between cultures, giving rise to identity-linked tensions, withdrawals and claims, particularly of a religious nature, which can become potential sources of dispute. The essential challenge, therefore, would be to propose a coherent vision of cultural diversity and thereby to clarify how, far from being a threat; it can become beneficial to the action of the international community”. (‘Investir sur la Diversité Culturelle et le Dialogue Interculturel’. (Unesco World Report. 2010)

The challenge for the Anna Lindh Foundation is to **promote intercultural dialogue between Euro-Mediterranean societies** through an approach which takes into account the **mutual influences** that ‘cultures’ can have in the context of the globalisation. The relations will favour a mutual self-questioning, a mind opening and a feeling of constructive critical approach that constitute the bases of dialogue.

Since intercultural dialogue is an exchange among individuals and stake-holders within civil society, **the issue concerning civil rights and citizenship participation and intercultural solidarity becomes unavoidable**. The respect of **human rights** is a precondition to the enhancement of dialogue while in the same way dialogue can contribute to strengthening and widening those rights. The same goes for mutual respect, gender equality and people's willingness to consider as equals those with whom they establish dialogue. The relationship existing between human rights and cultural diversity is actually at the heart of **several debates** that the ALF cannot avoid. It must contribute to those debates by finding rational answers which could by-pass those who claim that democratic achievements can be opposed to the respect of diversity or those who defend diversity through cultural relativism. **The respect of the ‘Other’ should contribute to the development of human rights and the universal dimension of those rights must be preserved in any intercultural dialogue action.**

In the same way, the ALF's action proved that a credible policy in the field of intercultural dialogue led in the Euro-Mediterranean space cannot ignore **conflict realities** the region has to face as well as the internal conflicts that some societies experience. A **culture of peace**, able to address those realities, appears as an **integral part in any dialogue strategy**. Be it active conflicts such as the one which opposes Israelis and Palestinians or social and cultural traumas resulting from previous conflicts such as in the Balkans, or difficulties for living together in some areas of large cities, the development of a language and culture of cohabitation must integrate the Foundation's objectives. In some cases, it contributes in **preventing** conflicts from taking place, in others, it aims at reducing the gap that any war or conflict leaves between the communities that took part in it by working in the field of **education**, of **collective memories** and **shared stories** and by learning from the **field work of several Network members**, whether it is achieved through art or through non violent practices.

The Forum highlighted the need to denounce the **instrumentalisation of religions** in the various conflicts with a political nature, and recommended to explore the dialogue between people of different beliefs or convictions in order to facilitate **knowledge and respect between societies where religion remains the central value and those where secularisation is more extended**. Such a proposal was reaffirmed in the conclusions of the Anna Lindh Report whose survey confirmed the differences that exist with regard to the role of religion and the stereotypes that are attached to them when it comes to qualify the values of those who live in different cultural and religious contexts.

Finally, the relationship between **Sustainable Development**, diversity and intercultural dialogue takes on a particular meaning in the region where the ALF implements its activities, where the question of the ecological challenges takes up most of the agendas, and in particular that of the Union for the Mediterranean. The Mediterranean represents a physical and human area whose joint preservation is a common challenge for all those who live there. This is a line of reflexion that the ALF and some of its Networks started to explore, and which provoked great interest during the Anna Lindh Forum, **opening potential new perspectives** for its work.

The ideas that we suggested in order to review the concept of intercultural dialogue must be developed within the Euro-Mediterranean frame. This challenge should and must be endorsed by **the Anna Lindh Foundation as one of its main fields of Action for reflection, debate and action throughout the next Phase**. In no other region, is the relationship established between 'cultural dialogue' and the people who practise it as rich and complex. In no place other than the area surrounding the Mediterranean have identities been subjected to such an intense intermingling, throughout the centuries. A Palestinian poet and a Lebanese writer expressed this complexity with great courage and sensitivity:

'Identity is the child of birth, but at the end, it is self-invention, and not an inheritance of the past. I am multiple...' (**Mahmoud Darwish**)

'Two ways seem possible to me. Either a global standardisation where 'clans' will fight each other while eating the same cultural 'soup' ; or preserving cultures in a world where universal values will prevail'. (**Amin Maalouf**. Le dérèglement du monde)

In a participative approach, which mobilises its Networks and involves its partners, the ALF should **set the bases for an intercultural dialogue with a social and Euro-Mediterranean dimension that would constitute a fundamental element for a collective ownership of this project**. This initiative, which the ALF should develop throughout the next Phase, must take into account the contributions of the main international and regional institutions as well as the experience acquired by both the ALF and its Networks. The Foundation should also engage the members of the **Groupe des Sages** established by the former President of the European Commission M. Romano Prodi, whose report forms the founding principles of the Anna Lindh Foundation.

4. Mission and objectives, fields of work, formats and principles of the programme for Phase III (2011-2014)

The mission and the objectives. The **Strategy** for the next phase (Nov2011 - Nov2014) must be to take upon itself to consolidate the Foundation as the **main institution for intercultural dialogue** in the Euro-Mediterranean region. Since 2008, this mission is a part of the **Union for the Mediterranean** whose founding declaration, signed by the President of the Foundation, reinforces its role.

Following this strategic vision, the next **Triennial Programme** must build upon the achievements of the last phase and should address the challenges that implementing intercultural dialogue in the region imply. The role of the Networks in the development of the programme and in the setting up action tools for the Foundation is crucial. It implies to speeding up the process whereby the Networks can reassume over the platforms of action and reflexion opened by the Foundation in order for the initiatives of their members to converge towards common objectives and to contribute to feed a feeling of belonging to the Euro-Mediterranean project. With this in mind, the ALF secretariat will work to leverage the best practices of action and management of the Network as models for all the Networks, practices that could be formally awarded by the ALF.

The ambition of the triennial programme is to facilitate a positive evolution in mutual perceptions that are inherent to any common project and to engage the societies in building this project. Such a commitment is becoming urgent for many reasons, yet the Foundation must define what are the **priority objectives** of its action. It should set a **roadmap** adapted to its nature and to what it has become five years after it was founded. The conclusions drawn during the Barcelona Forum as those of the Anna Lindh Report constitute the best 'compass' to refocus its action, since they all combine social and cultural development of the Networks with the knowledge of qualified experts who share our project. This roadmap must include in its objectives: **the identification of common values within the societies of the region, the avoidance of instrumentalisation of cultural and religious identities; the rebuilding of trust and bridges between societies in a region affected by conflicts of principally political nature; and the promotion of intercultural practices aimed at sustainable development.**

The fields of work. The Forum acknowledged the **strategic fields of action** identified in 2008 as appropriate areas where the Foundation's programme must develop. It confirmed that they all make up the areas where a culture of dialogue can eventually materialise, building upon the interventions of institutions and also upon the Foundation's action. For the next phase, we suggest that the fields of work constitute the **places** where to develop most of the practices of the Foundation.

At first place, obviously, the field of action of **Culture**, which is of great value to the Foundation's approach:

'The cultural sphere is a domain of the active production, reproduction and renewal of the complex and evolving identities which are themselves the subjects of intercultural dialogue. It provides opportunities for the understanding of increasingly complex identities, often multiple and shared, to be subjected to new perspectives, and for their contradictions to be explored in a non-threatening and often revelatory manner. It engenders new combinations of diverse elements of identity, through fusions and appropriations, which offer exciting innovations'.

(Ministerial Conference on Cultural Dialogue, Peace and Sustainable Development, Baku, 2010)

However, the ALF should clarify its *raison d'être* when it comes to this field, and other programmes or initiatives being implemented as well as cultural practices must be taken into account. The Forum included the action of the ALF in the field of **cultural creativity** as a tool for knowledge and for developing awareness. We think that it is an engaging approach that could result in significant actions towards youth. **Translation**, which is a precondition to any kind of dialogue, such as it was underlined during the Ministerial Conference in Athens and by the European Commission, is another field of work in which the Foundation was recently involved.

The other major field in any intercultural dialogue exercise is **Education** a key tool in order to learn how to live together in diversity. This field is indeed too wide for the ALF to cover all of it, and such institutions as the UNESCO have been working in it for a long time. The Foundation could therefore develop in this field activities and tools in areas related to non formal education and **intercultural learning**. We suggest that one of the calls for proposals of the next three-year phase be related to this field, in a way which still needs to be defined.

The Forum and the Report agree on the necessity 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 crisis. The Foundation's action should contribute to the development of a dynamic relationship between diversity and dialogue thus fostering social cohesion, solidarity and formation of new forms of **citizenship**. The ALF must also invest in projects aiming at teaching **intercultural skills**, and open to youths and migrants. In order to be efficient in its action, the Foundation must establish partnerships with those cities which are pioneers in diversity management in the region. It could therefore bring to such partnerships its Euro-Mediterranean dimension as well as its work experience with civil societies. In this regard, we suggest that the **Cities and spaces of citizenship** become a main theme in the next Anna Lindh Forum.

The Report also confirmed the major role played by the **Media** in shaping perceptions, and in a logic that too often results in the rise of preconceived ideas. In their 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 better understand some of the drifts that can take place and to find some answers to them, through initiatives mobilising all the Networks.

We suggest that the Triennial Programme develops around the following **strategic fields of action**:

- **Culture and Creativity**
- **Education and Intercultural Learning**
- **Cities and Spaces of Citizenship**
- **Media and Public Opinion**

The formats. Any programme develops through several **formats** making it possible to translate projects into strategic orientations. Calls for Proposals, the Network Support Scheme, the Anna Lindh Forum as well as the Report are among the formats that proved efficient in this regard. We propose that the Foundation add to it a **permanent initiative targeting young people** in the Region. Indeed, young people participate in many programmes implemented by the ALF, and yet, the Foundation is not perceived as a significant institution among this age group, even though youths are the main stake-holders in the project that the ALF is willing to put in place.

The idea would be to establish an **Anna Lindh Youth Mobility Fund** in order to promote their participation in activities related to intercultural dialogue as well as to foster civil and social engagement in actions led by civil society organisations, in particular by members of the Networks. This Fund, designed in priority for the Mediterranean partner countries, would be allocated an overall budget of **1.5M Euros**, and could allow up to **1500 young people** taking part in Euro-Mediterranean activities throughout Phase III. Not only intended as a funding opportunity, this project could result in the launching of a **Youth Network** functioning under the umbrella of the Foundation, working as a tool for the permanent participation of youths to its activities and for efficient dissemination towards youth.

The main **working formats** for Phase III would therefore be the following:

- **Calls for Proposals**
- **Network Support Scheme**
- **Anna Lindh Forum**

- **Report on Intercultural Trends**
- **Mobility Fund for Youth**
- **Annual Initiatives and Resources**

The principles. In order to build upon the achievements of the past years, to avoid past errors, and to **open a new stage** that corresponds to the Forum's mandate and to the challenges in the region, the next ALF's Triennial Programme could be inspired, at least in part, by the following principles:

- Building upon a well articulated and dynamic conception of dialogue between cultures, taking into account social realities and the connections that those cultures can establish at all levels.
- Being coherent, ambitious, easily understandable and sustainable.
- 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 but also a tool for information, knowledge and debate.
- Contributing to the presence of the ALF in all the strategic fields of action and 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 a few major projects or initiatives on a regular basis.
- Adopting efficient financial, administrative and logistical mechanisms in line with those of the Foundation, ensuring maximum effectiveness and sound management with regards to the use of financial and human resources.

This strategic approach that integrates objectives, fields of Actions and formats is a variable planning outline, with the main objective being to lead to the implementation of a **coherent programme** which will depend on the allocation of necessary financial and human resources. In this regard, we suggest some proposals among those the most significant are: the launching of **three thematic Calls for Proposals** ; the celebration of the **Anna Lindh Forum in 2012**, focusing on the **role of cities** in intercultural dialogue ; publishing the second **Report on Intercultural Trends** in 2012, dealing with the **role value of religions** in intercultural dialogue ; creating the **Anna Lindh Youth Fund** in the different

strategic fields and finally the **annual and regular activities** among which the **several awards** that the Foundation grants each year.

The partnerships. As was the case during Phase II, the ALF's programme has a **purpose of partnership** that must be consolidated based upon credible achievements. The ALF's main tools for public intervention– the Forum, the Report, the Youth Mobility Fund as well as the most significant projects in strategic fields – must be a suitable field for the development of partnerships that the ALF has already established with UNESCO, the Council of Europe, the League of Arab States, ISESCO, OIC, APEM, ARLEM, COPEAM, as well as other regional or international institutions and certain Euromed programmes promoted by the European Commission. The ALF must find the **most relevant partners** for each of its strategic fields of action. This policy should reinforce the **Foundation's leadership** as an institution for intercultural dialogue in the region.

Certain partnerships of the Foundation with member states, regions or cities could be developed by the creation of **thematic and/or regional poles** that would allow innovative actions or long run projects embedded in the fields of work of the Foundation and associating its Networks. These poles, based on the credibility acquired by ALF, would bring a new perspective to certain fields. Other partnerships shall allow the establishment of "**Anna Lindh Chairs**" in some universities working on the expertise extracted from the Report on Intercultural Trends.

Based on this philosophy, **the Anna Lindh Foundation and Alliance of Civilisations** can and must make their collaboration a reality. The Alliance being an institution in the United Nations system, whose aim is to promote dialogue between civilisations through its representatives and its universal and regional bodies, the **complementarity** of its action along with that of the ALF is a positive added value for both the institutions. The Foundation brings to this collaboration its knowledge and its Euro-Mediterranean dimension, its capacity to mobilise the civil society through its Networks and a more articulated approach to intercultural dialogue taking into account its local dimension.

Recently, the Anna Lindh Foundation's has been reinforced, by a significant representation in major **institutions**. It was quite appropriate to make the decision in 2008 to create the figure of a **President**, and this must be strengthened. This presence is essential to the ALF's visibility and to reassert its position as an institution in the framework of the Union for the Mediterranean.

5. The ALF as an Institution

A review of five years of the Foundation highlights the need of a clarification of the role and place the ALF shall occupy in the Euro-Mediterranean institutional framework. The ambiguities remaining on this matter have been the sources of many uncertainties on the nature of the ALF and difficulties in the management of the administration and the team.

According to its statutes, the ALF, that was created by the EuroMed Ministerial Conference of Valence (April 2002) has a legal personality as an International Foundation registered by the Ministry of Foreign Affairs of the Arab Republic of Egypt (Presidential Decree 116/2005 signed on 10th April 2005).

By agreement with the Inter-ministerial Conference of Dublin (May 2004), the Foundation has its Headquarters at the Library of Alexandria in tandem with the Swedish Institute of Alexandria.

At the same time, the Foundation participated to the constitution of the Union for the Mediterranean (Paris 2008), whose final Declaration, signed by the Foundation's President, is granting it the role of central institution in the promotion of intercultural dialogue in the Euro-Mediterranean region, in partnership with the Alliance of Civilisations.

Finally, as we already underlined it, the set up of the Foundation's programme is operated in the frame work of a Grant Contract signed with the European Commission that considers it as an action with a limited period of implementation (3 years) which requires a cycle of triennial programming and a set of rules and procedures that are those of the organisations financed by the European Commission.

On the basis of these dispositions, that define the historical and current frame work of the Foundation, the Advisory Council of the Foundation has ratified the request of the President to provide the Foundation with an institutional sustainability, by determining its place in the Union for the Mediterranean, while preserving its personality and autonomy. This proposal is consistent with the mission of the Foundation, its objectives and the development of the Euro-Mediterranean Partnership since 1995.

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