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ALF Strategy, Programme Guidelines and Budget for Phase III (2012-2014)

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The social transformations, democratic changes and reforms which are taking place in the Southern shore of the Mediterranean represent a vital challenge for the Anna Lindh Foundation (ALF). Building on the strategic guidelines approved by the ALF Board of Governors in October 2010, and on the conclusions of the ALF meetings held in Cairo and Tunis in June 2011, this document responds effectively to the key trends which are redefining the cooperation between societies of the Euro-Mediterranean Region. Six years after its inception, the ALF is renowned as a credible institution for promoting people-to-people exchanges and intercultural dialogue. For ensuring its legitimacy among the institutions and the civil society in the years to come, the Anna Lindh Foundation now has the challenge of realigning its strategy, setting a new triennial programme - more focused on the historical changes which are happening in the Arab societies - and finding a sustainable institutional and financial support for its activities.

I. Realigning the ALF Strategy

Fostering dialogue, valuing diversity and upholding democracy in the Euromed region

The ALF is a unique institution. Shared and resourced by the European Union and the 43 countries of the Union for the Mediterranean, the Foundation has built a far-reaching Network of civil society organisations which is the only one of its kind for its diversity and regional dimension.

The ALF Network constitutes an exceptional tool for developing people-to-people action and promoting exchanges, particularly among youth. Over the last number of years, this Network established itself as a significant platform for encouraging intercultural dialogue, shared democratic values and a culture of peace; it must now be leveraged in order to assume new tasks and face the expectations of civil society and the people at large, particularly in the southern shore of the Mediterranean.

During this period, the societies of the Region have experienced deep social and cultural transformations with constant interactions and mutual influences. In the Southern Mediterranean, a new generation of urban youth played a central role in leading an unprecedented mobilisation calling for more freedom, participation and dignity, opening a new era for reform and democracy in many Arab countries. At the same time, in the North, amidst a deep economic and financial crisis, the social dialogue agenda and the objective of living together in diversity faces significant difficulties and threats.

Both trends are relevant for the action of an institution like the Anna Lindh Foundation who works as a catalyst for cooperation connecting the societies of the Region. These trends constitute new challenges and opportunities for an institution created for promoting intercultural relations and social exchanges among and within the Euro-Mediterranean civil societies, in particular given that youth - one of the major targets of the ALF activities - is the main actor in the transformations the region is experiencing.

With the aim of responding to this new context, governments and institutions are realigning their strategies, programmes and instruments for action in the region, and citizens are developing new and innovative forms of mobilisation for influencing public agendas. The European Union is deploying a set of original initiatives and tools to promote a partnership for democracy and shared prosperity in the Mediterranean Region¹. The Arab League has expressed its support for the participation of civil society in democratic transitions². And most of the ALF partners are taking into consideration the new context, among them UNESCO³, the Council of Europe⁴ and the UN Alliance of Civilisations⁵.

In this context, the Anna Lindh Foundation has been a pioneer in this necessary process of adaptation:

- On the 20th of October 2010, the ALF Board of Governors approved the document 'Living Together, Sharing the Future' which constituted a first step for the realignment of the ALF strategy to the new social context, preparing the ALF for the transformations in Tunisia and Egypt⁶.

¹ 'A partnership for democracy and shared prosperity with the southern Mediterranean countries': ec.europa.eu/commission_2010-2014/president/news/speeches-statements/pdf/20110308_en.pdf

² Roadmap for a new era of Arab-West relations: www.euromedalex.org/news/roadmap-new-era-arab-west-relations-presented-international-forum-cairo

³ UNESCO: 'Democracy and Renewal in the Arab World' www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Synopsis_Democracy_Arab-World.pdf

⁴ The Council of Europe and the Arab Spring : www.coe.int/lportal/web/coe-portal/council-of-europe-and-arab-spring

⁵ UN AoC's Cairo Dialogues on Democracy: www.unaoc.org/2011/07/unaoc-cairo-dialogues-on-democracy-to-commence-next-week

⁶ 'Towards a new phase for the Anna Lindh Foundation': www.euromedalex.org/news/towards-new-phase-anna-lindh-foundation

- In March 2011, the ALF launched the Initiative 'Believe in Dialogue, Act for Citizenship' as a first response to the historic events taking place in the Southern shore of the Mediterranean since December 2010, with scheduled events in Cairo and Tunisia.
- From the 1st to the 6 of June, the ALF organized the 'Cairo Training Seminar', a first gathering of its Arab Networks for exchanging experiences on intercultural dialogue and citizenship in the Arab societies, in the context of reforms and democratic transitions taking place in some countries⁷.
- From the 23rd to the 26 of June, the ALF organised the 'Tunis Exchange Forum' which gathered around 230 representatives of civil society organisations from 35 countries. Focused on the participation of the civil society in the democratization processes, the Forum of Tunis engendered a vibrant debate about how to respond to the new regional environment⁸.

Based on the recommendations of the Initiative 'Believe in Dialogue, Act for Citizenship', and the debate taking place among the ALF Networks, this document constitutes a further step in the adjustment of the ALF mission and programme to the new reality. The document assumes the Strategy approved by the 30th BoG, in particular the point 4: "Mission and objectives, fields of work, formats and principles of the programme for Phase III" which has to be taken into account for the debate on the next Triennial Programme the Foundation will carry out in the coming weeks among its Networks and stakeholders.

⁷ 'New initiatives by the Anna Lindh's Arab Networks for the Promotion of Democracy in the Region': www.euromedalex.org/news/new-initiatives-anna-lindhs-arab-networks-promotion-democracy-region

⁸ 'Tunis Forum is a symbol of Peace, Dialogue and Social Change': www.euromedalex.org/news/tunis-forum-symbol-peace-dialogue-social-change

1. Building the Strategy on six years of Achievements

During the last six years, the Anna Lindh Foundation has successfully become a significant platform for bringing together thousands of civil society organisations of the region. The ALF offered these organisations the opportunity 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 gatherings of the Euro-Mediterranean region⁹.

Combining an action oriented strategy with the observation of the social and cultural trends, the ALF put in place a wide-ranging programme in line with the proposals formulated in 2003 by the High Level Group which laid down the principles of an institution in charge of intercultural dialogue in the region. Funding activities, implementing large-scale projects, working within the civil society and strengthening its presence among institutions and opinion-leaders, the ALF reasserted a central role in the Euro-Med Partnership. In addition, taking into account its particular nature as an intergovernmental creation rooted in civil society, the Foundation carried out an important task in terms of promoting interaction between civil society leaders, governments and regional institutions and spreading the values and goals of a shared project across the Mediterranean.

During the last three years, the ALF was obliged to develop its activities in a context affected by the difficulties of the regional political dialogue and the Union for the Mediterranean. Yet despite the setbacks, in particular following the war in Gaza, the ALF continued to develop its activities, 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 impact and reach of the ALF's action since its launch in 2005 can be summarised in a number of key figures:

- 28,535 civil society leaders and activists involved in ALF activities; 1,013 participated in the first Anna Lindh Forum; 1,030 engaged in the '1001 Actions for Dialogue' campaign, and 5,910 implicated in 'Restore Trust, Rebuild Bridges' Initiative.

⁹ Anna Lindh Review 2005 – 2011: www.annalindhreview.org

- 416 Intercultural projects funded with ALF grants with 7,085,691 Euros; 1,949 applications received for ALF grants and 1,015 North-South partnerships established through granted activities; 96,584 beneficiaries from grants.
- 270 institutional events attended by ALF representatives; 60 international partners associated; 13,000 people surveyed in 13 countries for the ALF Report and 700 opinion-makers participated in 51 national presentations of the ALF Report.
- 3,901 members involved in ALF National Networks; 75 common operations developed through the Networks; 9 meetings with the 43 Heads of National Networks; 450 regional partnerships established by the Networks.
- 2,300 references to the ALF in the international press; 5,850.000 page views on the Foundation's Website Portal, with over 1,200.000 visits.

At the same time, the impact and visibility of the Anna Lindh Foundation have been limited by some well-known institutional and financial constraints which must be addressed and overcome. Among the major constraints which have effected Phase II we can highlight:

- The budget (4,25 M Euros/Year for developing activities in 43 countries in Phase II), which constitutes a limit to the ALF programming and a source of frustration among many civil society organisations applying for grants, and the ALF Networks which face scarce resources for their activities.
- The volatility of the Member States contributions (voluntarily based) which makes difficult an appropriate 3 year budgeting and planning.¹⁰
- The long-term uncertainty of the ALF project (granted as a '3 Year Action' by the EU) which affects planning, management and the staff working conditions.
- The complexity of a number of financial procedures included in the Grant contract signed with the EU which is consuming in terms of time and human resources, and which affects the relation with Networks and beneficiaries.

¹⁰ MS contributions Phase I and II.

The development of the Triennial Programme in Phase II created the basis to work more efficiently and to surmount some internal challenges implementing, in particular through:

- A more flexible Programme planning and execution to respond to the different needs of the civil society and the visions of the national and institutional donors and to react adequately to the evolving regional context.
- A revamped approach to the Network activities, composition and structure which should aim at increasing their efficiency, adapting them to a Strategy more focused on consolidating the civil society in the South, and more accountable.
- A management system which is more resourceful and less time-consuming for the Secretariat, Networks and beneficiaries.
- A human resources policy which effectively promotes participation and makes the labour framework more sustainable, increasing efficiency and creating ownership among the ALF staff.
- A communication strategy which builds on the important achievements of Phase II, using extensively social media and assumed by the ALF Networks.

Despite the working conditions, the Foundation succeeded in overcoming these difficulties, implementing an ambitious and coherent triennial programme and setting the bases for a further development of its initiatives and tools. In the last three years, the ALF has:

- Launched three region-wide Calls for Proposals, with different thematic focuses, new procedures and a more effective follow-up
- Organised the first Anna Lindh Forum which became one of the landmarks of the Euro-Med civil society mobilisation, with the participation of more than one thousand people.
- Published the first ALF Report on Intercultural Trends which turned out to be a reference in the Euromed social and cultural studies with its innovative approach to the understanding of intercultural challenges.
- Enhanced and diversified the activity of its Networks through the grants and their participation in most of the ALF projects and activities.

- Strengthened its institutional dimension and established new and sustainable partnerships.
- Adapted successfully its Triennial Programme to the evolving and volatile regional agenda.
- Played a leading role in adapting its Strategy to the new challenges and demands emerging in the region.
- Improved the quality of its work (including the implementation of a Monitoring and Evaluation System), enhanced the internal coordination and developed new forms of participation of the staff and the Networks in the decision-making and the implementation of the triennial programme.

2. The ALF and the democratic changes in the Arab societies.

Due to its unique nature and structure, and because of the interpretation of its intercultural mission as a bridge building activity between individuals and communities, the Anna Lindh Foundation was better prepared than other institutions to perceive and understand the transformations of the Arab societies and, as a consequence, to adapt its strategy to the changes happening in the region.

In the document approved by the BoG in October 2010, intercultural dialogue was conceived as an exercise of social exchange where actors are not abstract “cultures”, but human beings “with complex identities and carrying personal or collective projects addressing their needs and their expectations”. An exchange which takes place, according to the document, “in close relation with the ability of individuals to decide and participate”, that-is-to-say acting as citizens.

The Board endorsed the idea that “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 which exists between intercultural dialogue and Human Rights, Development, Environmental Factors and Peace”.

This new approach emerged in 2010, in particular during the Anna Lindh Forum in Barcelona. The Forum concluded that intercultural dialogue will only be effective and mobilize the most dynamic individuals if it contributes to face common problems and challenges. Dialogue should therefore be envisaged as a factor for human development fostering participation and citizenship.

Assuming this dynamic and inclusive conception of intercultural dialogue, the Foundation was in fact coming back to some of the basics established by the High Level Group in 2004: “to be effective, intercultural dialogue must be within a context of respect for fundamental rights, and may then also become a powerful vehicle of democratization”.

The Tunis Exchange Forum (June 2011) confirmed the need to enlarge the ALF scope in accordance with these principles and considered the relation between intercultural dialogue, citizenship and human rights as a strategic guideline for the setting of the next 3 Year Programme¹¹.

The innovative agenda of the Tunis Forum, the inspiring critical thinking crossing its debates and the challenges underlined in its conclusions constitute a turning point for the Anna Lindh Foundation and its Networks. Democratic values, social change, civil society empowerment, citizenship, freedom, pluralism and mutual respect were the concepts associated to the Foundation’s mission in most of the debates. In its conclusions, the Tunis Forum acknowledged that the ALF raison d’être – bringing people together across the Mediterranean – should be “a catalyst for cooperation and change”.

How should the ALF respond to the social expectations and the democratic changes in the Arab countries?

- With a strategic regional shift of its next triennial programme (2012 to 2014), and the activities of its Networks, towards the Southern shore of the Mediterranean in order to respond to the historical changes happening in the Arab countries. Orienting most of its instruments and projects to support the expectations of the civil societies in the Southern countries.
- Intertwining the intercultural activities which are the core of the ALF Triennial Programme with the existing social agenda of democratization. Acting for a lively citizenship, dialogue and inclusive participation at the local and regional level, as a contribution to the consolidation of democratic, plural and participative societies.
- Targeting the most dynamic actors of change, among them youth and women, and involving in the intercultural dialogue activity those who are leading the transformations in the Arab societies. Supporting the new social movements

¹¹ Recommendations of the Tunis Exchange Forum:

www.euromedalex.org/sites/default/files/Tunis_Exchange_Forum_recommendations.pdf

and the creation of independent spaces, for developing a democratic citizenship.

- Reinforcing the ALF's role as an institution which brings people together across the Mediterranean and perseveres in setting up shared universal values. Being a strong and active advocate of mobility, particularly among social and cultural activists, to facilitate this objective. Involving migrants in the ALF activities and Networks, responding to their challenges and encouraging their role as bridges between cultures.
- Applying a strategy of 'variable geometry' to act complementarily at the regional, sub-regional or national level, according the variety of scenarios coming into view, and the priorities of the ALF donors, which cannot be handled with a one fits all policy.
- Participating in programmes for supporting democratic transitions and shared by Southern partners. Among them, the 'Partnership for Democracy and Shared Prosperity in the Mediterranean' launched by the European Union. The Foundation should collaborate actively in a new EU approach, the rationale of which was expressed in a clear way by Commissioner Füle: "Now we want to have much closer relationships with civil society organisations, 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".

3. The ALF and the challenge of living together

Diversity, as a noteworthy attribute of the modern societies, is a global trend which takes a singular dimension in the Euro-Mediterranean region. Fuelled by the increase of human movements taking place across the Mediterranean, and rooted on the historical cultural and religious variety of most of the societies of the region, diversity and its management are emerging as one of the most important challenges of the 21st Century.

Perceived by many as a threat and a risk for national identities and social cohesion, diversity should be perceived and conceived as a source of cultural richness, social modernisation and development. In spite of different backgrounds, the challenge of valuing diversity and working for plural and articulated societies is significant for all the Euro-Mediterranean region.

Contributing to living together and making diversity compatible with social cohesion and sustainable development is at the core of the mission of the Anna Lindh Foundation on both sides of the Mediterranean.

In most of Europe, living together in diversity became a social and political challenge aggravated by the economic and financial crisis. A recent Report commissioned by the Council of Europe and endorsed by a Group of eminent personalities, defines the response to this challenge as crucial for the European Union and the set of democratic values which constitute the core of the European project¹².

In the South of the Mediterranean, diversity is becoming also a growing challenge. On one side, most of these countries are no more, exclusively, exporting migrants to other regions. They now have become receivers of flows of human beings coming from sub-Saharan and other countries which tend increasingly to stay in North Africa and the Middle East.

On the other side, freedom and democracy are making cultural diversity more visible and its management more complex. The historical challenge of ensuring the peaceful coexistence between Muslim majorities and Christian or Jewish minorities has been complemented by tensions among different Muslim communities, significantly Sunnis and Shiites, which religious identities are sometimes manipulated for political purposes.

Some recent events in Europe have pointed out the existence of a rising intolerance against people of different origin, culture and belief. Different surveys have called the attention on the existence of an increasing support for xenophobic attitudes against Muslims and Jews, linked to the social malaise fuelled by the possible collapse of the welfare state.

The impact of climate change in the Mediterranean Region is becoming another source of tensions among communities which have to share scarce natural resources and have an unequal access to development.

The existence of equal rights, the implementation of inclusive policies and the development of an active citizenship among all the communities are vital for reducing tensions and creating appropriate conditions for social cohesion and human development. However, as the Report commissioned by the Council of Europe

¹² "Living together": Council of Europe Eminent Persons' report: [wcd.coe.int/wcd/ViewDoc.jsp?Ref=PR416\(2011\)&Language=lanEnglish&Ver=original&BackColorInternet=F5CA75&BackColorIntranet=F5CA75&BackColorLogged=A9BACE](http://wcd.coe.int/wcd/ViewDoc.jsp?Ref=PR416(2011)&Language=lanEnglish&Ver=original&BackColorInternet=F5CA75&BackColorIntranet=F5CA75&BackColorLogged=A9BACE)

emphasizes: “Who will mobilize people for genuine inclusion, at the grassroots level, if not civil society organisations and initiatives?”

The mobilisation of civil society for inclusion and citizenship should play a key role in the ALF overall intercultural strategy. North and South of the Mediterranean, valuing diversity as a richness of the societies and an asset for development, and contributing to social cohesion should be a strategic objective for the Anna Lindh Foundation and its Networks.

How should the ALF contribute to the challenge of living together in the Euro-Med countries?

- Promoting in the Euro-Mediterranean societies, and particularly among the education community, a culture of tolerance, inclusion and freedom, based on the observance of law, the existence of equal rights for all the citizens independently of their origin or gender, and the respect for cultures, beliefs and traditions.
- Valuing diversity through intercultural programmes, social media and cooperation activities, and encourage its potential as an asset for social and economic development.
- Involving in the ALF activities, both in the North and South of the Mediterranean, minorities facing stereotypes, discrimination, xenophobia, social exclusion and violence based on the exploitation of cultural or religious identities. Working actively with the actors concerned, against the danger of religious manipulation in regional conflicts of political dimension or in national political contests.
- Facilitating spaces of debate between people of different origins, beliefs and traditions, on the values of modernity and the social use of public space. Encouraging mutual knowledge between the Arab societies, where religion remains a central value, and European societies, where secularisation is more extended.
- Leveraging the regional dimension of the Foundation and its Networks for bringing together CSOs of North and South of the Mediterranean concerned by common challenges related to migration and diversity, and empowering people from migrant origin as actors of intercultural dialogue.

4. The ALF and intercultural dialogue in the Euro-Med region

The Euro-Mediterranean regional dimension is essential for understanding the ALF uniqueness and the added significance of all its activities.

The ALF must consolidate its capacity of being 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*, its ideological DNA, which must be enhanced in the years to come, in spite of the difficulties experienced by the Euro-Med political dialogue.

Dialogue, Diversity and Democracy, are three complementary approaches of a sustainable Euro-Mediterranean Partnership based on shared values and goals.

As the High Level Group affirmed 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 European societies to respond positively to their cultural diversity, and the response to this challenge will be eased by the existence of a shared Euro-Mediterranean project. The regional dimension of the Foundation, working in the interface between national and regional challenges, constitutes one of the most fertile grounds for action of the Anna Lindh Foundation.

Democracy in the Arab countries and the Euro-Med Dialogue are also closely entangled. The consolidation of democratic transitions and reforms in the Southern shore of the Mediterranean will create better conditions for sharing with the European Union a project based on common values, and vice versa: the existence of such a project may contribute decisively to the democratic transitions.

How should the ALF develop its Intercultural Dialogue mission in the new Euro-Mediterranean context?

- Articulating Intercultural Dialogue, Diversity and Democracy in an overall programme, i.e. adapting the original mission of the Anna Lindh Foundation to this new standpoint which will reshape the Euro-Mediterranean region in the next years.
- Improving intercultural skills taking into account the growth of mutual influences and interrelations between cultures, societies and people in a more open regional environment, and upholding a set of democratic values which identify the societies of the Euro-Mediterranean region.

- Fostering a culture of peace, non violence and solidarity among the societies able to address the most important regional and national conflicts, particularly the historical conflict which opposes Israelis and Palestinians.
- Upgrading the Anna Lindh Report on Intercultural Trends to a permanent 'Euro-Med Observatory of Social Changes and Cultural Diversity' with the capacity to report on the obstacles and good practices of living together in the Region, following the recommendations made by of the High Level Group in 2003.
- Conceiving the Intercultural Dialogue mission of the ALF as a factor of human development, with a special focus in education and youth, and as a factor of social empowerment for building strong and plural civil societies in the Euro-Med region.

II. Objectives and Programme Guidelines

In October 2010, the Board of Governors approved the Objectives, Fields of action, Formats of work and Principles of the Triennial Programme for Phase III (2011-2014)¹³.

Based on the recommendations of the Anna Lindh Forum 2010¹⁴ and the conclusions of the ALF Report on Intercultural Trends¹⁵, the objectives approved by the Board of Governors and ratified by the Heads of Network in their Annual Meeting¹⁶ are the basis for setting the ALF Programme for next Phase. Nevertheless, the next Triennial Programme must take into account the response the Foundation should give to the new regional context, with a shift of its activities towards the Southern shore of the Mediterranean.

In order to ensure the coherence of the Programme implemented by the Anna Lindh Foundation and its Networks, Intercultural Dialogue, Democracy and Diversity will be

¹³ 'Towards a new phase for the Anna Lindh Foundation': www.euromedalex.org/news/towards-new-phase-anna-lindh-foundation

¹⁴ Recommendations of the Anna Lindh Forum: www.euromedalex.org/forum2010/conclusions

¹⁵ Conclusions of the ALF Report: www.euromedalex.org/trends/report/2010/conclusions-mediterranean-meaningful-space

¹⁶ HoN Annual Meeting 2010, Conclusions: www.euromedalex.org/sites/default/files/HoN_Communication.pdf

cross-cutting issues for all the fields of action and the formats of work mentioned below and for the main objectives approved by the Board of Governors in October 2010.

The Anna Lindh Foundation develops its activities in strategic fields of action which give coherence to its projects and activities. The four Fields mentioned in the document approved by the Board of Governors are still the appropriate places where to build up most of the ALF practices in the next Phase:

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

Both the ALF Forum 2010 and the Anna Lindh Report concluded that these fields are essential for improving mutual perceptions, promoting better understanding and facilitating intercultural dialogue at the grassroots level between and within the Euro-Mediterranean societies. They are also the most relevant places and tools for learning and experiencing how to live together in diversity, and for promoting the participation of Youth in democratic and plural societies.

The Foundation works in a predefined number of Formats which are relevant to combine the action oriented perspective and the observation of the Euromed social reality. Most of the Formats of work initially agreed initially are still valid. Two of them – the Report on Intercultural Trends and the Mobility Fund for Youth – should be adjusted to better fulfil the ALF strategic realignment and the requirements of the Operating Grant which will be signed with the European Union.

The proposed main Formats of work for the next Triennial Programme are the following:

- Calls for Proposals
- Support to Networks Activities and Development
- The Anna Lindh Forum
- 'Believe in Dialogue / Act for Citizenship' Facility
- The Euro-Med Observatory of Social Trends and Cultural Diversity
- Multiannual Programmes and Regional Campaigns
- Institutional incidence, ALF Resources, and Communication

The description of the activities and projects included in each one of the Formats should be decided through the participatory debate which will involve the ALF Networks and will culminate in the Annual Meeting which will take place in Krakow in October 2011. The debate will also establish the particular characteristics and relevance of each Format, before the final decision of the Board of Governors which must approve the Triennial Programme in November 2011. With the purpose of stimulating this debate, we anticipate some proposals about the specific content of each one of the main formats. Each one of the formats will be elaborated in a specific document for the discussion of the Triennial Programme at the Annual Meeting of the Heads of Network.

Calls for Proposals. Based on the experience of Phase II, the Foundation will launch three Thematic Calls for Proposals. The Calls will cover the priorities of the ALF Programme. The dates for launching the Calls will be pre-defined and their financial envelope announced at the beginning of Phase III, and the financial procedures will be as much simplified as we can. Based on the principle of being projects shared by NGOs of Europe and Southern partners, the CFP of Phase III must respond to the Strategy defined in this document and should involve civil society organisations of the Southern shore of the Mediterranean as partners and leaders of the projects granted. The Annual Meeting of the Heads of Network will decide on their conception and content.

Support to Networks Activities and Development. The Foundation will finance the activities and the development of its Networks based on a new scheme project-oriented which will be one of the main points of the agenda of the next Heads of Network Annual Meeting. The scheme will have the objective of improving the capacity building of the civil society, mainly in the Southern countries. The scheme will be aimed to adapt the Networks to the new Strategy and will support their capacity to develop the ALF Programme at the national or sub regional level. The scheme will prioritize the Networks more active and innovative in promoting partnerships across the Mediterranean and those which countries are experiencing democratic transitions and reforms. It will enhance service delivery for member organisations and will support the adaptation of the internal rules of the Networks to the democratic changes happening in the Region. The financing of the scheme will take into account, among other factors, the Member States contribution to the ALF budget.

The Anna Lindh Forum. Based on the model of the first Forum, held in Barcelona in 2010, the Foundation will organise the second edition of the Anna Lindh Forum in the second semester of 2012 or the first of 2013. The Forum will gather hundreds of representatives of the regional NGOs and CSOs, around a programme which will

combine debates on issues which should reflect the ALF strategy, exchanges on best practices of intercultural dialogue, and opportunities of partnership. The Forum should take place in a significant city, preferably on the Southern or Eastern shore of the Mediterranean taking into account that the first one was in Barcelona. The decision about the city which will host the Forum should be taken during the next Annual Meeting of the Heads of Network.

‘Believe in Dialogue / Act for Citizenship’ Facility. Building on the accomplishments and recommendations of the Tunis Exchange Forum, this tool will express the commitment of the Foundation in fostering social participation in the democratic transitions and reforms happening in many Arab countries. Funded with specific contributions, the programme will respond to the renewed interest existing in the European public opinion in the social and cultural transformations happening in the Southern shore of the Mediterranean. The tool will have youth as a main target. It will be focused on developing skills for dialogue, debate and citizenship among civil society organisations, through exchange or training activities and will tackle the different fields of action of the Foundation, particularly Education, Culture and Media. In most of these fields, it will constitute a development of the activities carried out since the inception of the Foundation and now taking into account the new regional context and social expectations.

Observatory of Social Trends and Cultural Diversity. 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 of the Report, introducing in its conception the need 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 Anna Lindh Report should be the core of a permanent activity developed by an Observatory of Social Trends and Cultural Diversity.

Multiannual Programmes and Regional Initiatives. In the context of the Strategy approved for Phase III, the Foundation will develop Multiannual Programmes which started in the previous phases, most of them co-organised with significant partners. The number and ambition of these programmes should depend on the capacity of the Foundation to find specific funds for their implementation. The priority will be for those who started in the previous phases and have received a positive assessment.

The Regional Initiatives will follow the successful experience of the Regional Initiatives launched during Phase II, in close collaboration with the Networks, in response to defies which would be relevant for the implementation of the ALF Programme.

Institutional Activities, Resources, and Communication. The Foundation should consolidate and intensify the institutional presence established during Phase II, in particular via the establishment of partnerships and the participation of the President in the most significant Euro-Med meetings and conferences. During Phase III, the ALF will consolidate its key resources developed during since its launch, with the purpose of offering its Networks and partners the most appropriate intercultural tools for developing their activity; among them, the Euro-Med Dialogue Prize and the Journalist Award for Reporting Across Cultures, involving the Networks and the key ALF stakeholders in their implementation, and the Iqraa Award for new Arabic children's books, which has been developed in the context of the Children's Literature Programme and will be consolidated in next phase. Building on the positive reach and impact of the ALF's communication work during the last years, the ALF and its Networks will increase and intensify its communication policy, also through maximising the use of social media in order to break the ceiling of visibility and make the mission and achievements of the Foundation even more noticeable.

III. Budget Contributions and Allocations

In October 2010, the Board of Governors anticipated an overall budget of 13M euros for Phase III, similar to the budget managed during Phase II (12, 7M euros).

As of 7th September 2011, the contributions pledged for Phase III amount 10.970.000 Euros. (6.900.000 euros from the European Union and 4.070.000 euros from the Member States, some of them pending of official confirmation). Even if there are pledges pending, it means that the financial plan foreseen by the Board of Governors will need extra sources of funding to reach the 13M euros, some of which devoted to specific projects and ALF formats of work.

The first positive experience we have had in this new complementary approach to the ALF Programme and Budget is the joint project developed with the British Council for increasing opportunities and skills for youth dialogue in Egypt, Jordan and Tunisia, financed in the framework of the UK government's Arab Partnership Initiative (Project 'Young Arab Voices'). In this framework, the ALF will manage around 160,000 Euros for the first phase of the Project (from July 2011 to March 2012), with the possibility of a

second phase with a similar level of financing, according to the evaluation of the first phase.

The possibility of presenting a joint project with the OECD for promoting participation and dialogue at the local level in some Southern Mediterranean countries is another example of the mentioned strategy of 'variable geometry' which can enlarge the scope of the Foundation's programme and the sources of financing.

In conclusion, the assumption of the ALF Management is that the 13M euros budget can be reached during the 3 years of Phase III, mostly before the end of the first year. This assumption is based on the positive assessment of the ALF work shared by most of the ALF stakeholders and on the role the ALF can play as a privileged tool for fostering dialogue and supporting democracy in the Euro-Med region.

The most significant step taken in this direction was the meeting convened by EU Commissioner Füle (Brussels, 6 September 2011) involving some of the most important EU contributors of the ALF's Board of Governors and the ALF Management, in order to develop a new and effective collaboration between the Anna Lindh Foundation and the programmes launched by the European Union for supporting democracy in a number of Arab countries, in particular the 'Partnership for Democracy and Shared Prosperity' in the Mediterranean region.

Taking into account this approach, we therefore propose to the Board of Governors that the ALF works with a budget of 13 Million euros which must be secured before the close of 2012.

Counting on a total income of 13M euros, we propose the following guidelines for the allocation of the budget resources:

- **ALF Human Resources and running costs: 4M euros.** Based on the following decisions:
 - **Staff:** Renewing the contracts of the Staff of Phase II which are still operational, before the start of Phase III based on the positive assessment of their work and the performance appraisal exercise carried out recently. Accordingly, putting in place a new organigramme
 - **Salaries.** No increase of basic salaries for International Staff. Salary increase for local staff salaries strictly in line with the Egyptian official decisions which apply for the international foundations and within the established HR budget line fixed in the Budget.

- **Costs and efficiency.** Increasing the ALF efficiency in line with the newly operating grant which will be signed with the EU. Reducing costs and increasing the ALF effectiveness improving the management policy and studying the possibility of moving some of our main activities to Cairo.

- **ALF Activities:** 9M euros. Allocated as follows:
 - Calls for Proposals (3M euros)
 - Support to Networks Activities and Development (2,5M euros)
 - The Anna Lindh Forum (0,5M euros)
 - 'Believe in Dialogue / Act for Citizenship' Facility (1,5M euros)
 - Observatory of Social Changes and Cultural Diversity (0,5M euros)
 - Multiannual Programmes and Regional Initiatives (0,7M euros)
 - Institutional incidence, Resources and Communication (0,3M euros)

The Strategy, the Programme Guidelines and the Budget proposed are based on two contradictory facts: the work of Anna Lindh Foundation is more important than ever, in the current Mediterranean context, but the global and regional financial crisis constitutes a boundary for our ambitions. To be surmounted, this contradiction requires the commitment of all the ALF bodies. The Staff and all the collaborators working for the Foundation in the Networks are fully aware of this situation and they will assume the need to increase the efficiency at all the levels. The Board of Governors and the Member States must also assume their responsibilities. The European Union and many countries have renewed their contribution. Some have increased theirs, which is particularly relevant in this circumstance. However, the contributions of all the countries are essential for making possible the Triennial Programme presented and for ensuring the participation of all the Networks in its implementation.

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