

“This gathering marks something new. We are witnessing the historic emergence of a Mediterranean citizenship, with the aspirations for dignity, democracy and a better quality of life shared and recognized by citizens of Europe and the Mediterranean region. The thousands gathering here today in Marseille recognize this historic opportunity and will be the foundations for a new movement dedicated to fighting for this vision, the Citizens of the Mediterranean.”

*André Azoulay, President of the Anna Lindh Foundation
Speaking at the official opening of the Anna Lindh Forum 2013
4 April 2013*

“The Anna Lindh’s Forum has been a great success and this a historic moment for the re-launch of a union across the Mediterranean. The successful re-launching of Euro-Med dialogue must centre on the mobilisation of civil society, of the citizens for the Mediterranean.”

Martin Schulz, President of the European Parliament

“Just over three years ago in Barcelona many of us said we were in the forum organised by the Anna Lindh Foundation challenges were similar to today’s, aspirations have hardly changed either. Since then significant events have transformed the political landscape across the region. The changes in the Arab world offer a historical opportunity both for our partners and the EU to progress towards a region of stability, peace and prosperity.”

Stefan Füle, EU Commissioner for Enlargement and European Neighbourhood

We cannot speak about general values like democracy and diversity in the same way we used to five years ago. In Southern Europe we have an extremely difficult financial austerity, social and political crisis. How we can speak about dignity when we have more than 30% official unemployment? How we can speak about dialogue between civil society and governments when governments use violence against social movements? How we can speak about mobility without speaking about migration? Refugees are coming to Greece while a whole generation of Greeks is forced to leave the country.

Georgia Bekridaki, activist from Greece

We share so many common values, yet we are so unique and we need to celebrate this uniqueness in a special way. It’s not about the North giving expertise to the South; it’s about the diversity of cultures.

Rasha Abdulla, professor at the American University of Cairo

“We consider that the citizens whose views we came to hear at the Anna Lindh Mediterranean Forum in Marseille are an excellent source of ideas and know-how which States, parliaments and UfM bodies should draw on by establishing a genuine partnership.”

Declaration of the first Summit of Presidents of Parliaments of the UfM



Table of Contents

| | |
|--|----|
| 1. Executive Summary | 4 |
| 2. Citizens for the Mediterranean | 8 |
| 3. Programme, Structure, and Methodology..... | 11 |
| 4. The Forum in Figures | 21 |
| 5. Involving ALF Networks | 28 |
| 6. The Institutional Dimension..... | 31 |
| 7. The Challenge of Management | 33 |
| 8. Forum Budget: Contribution and Costs | 36 |
| 9. Communication and Visibility | 39 |
| 10. Participant's Evaluation: Survey Results | 43 |
| 11. Common challenges and major recommendations .. | 51 |



1. Executive Summary

Building on the success of the first Forum in Barcelona 2010, the second edition of the Anna Lindh Mediterranean Forum took place in Marseille, France from 4th to 7th April 2013 in the framework of Marseille-Provence 2013 European Capital of Culture.

A special effort was made to ensure the involvement of local and regional institutions to provide institutional and budgetary support and visibility to the Forum¹. As a result of this dynamic a number of related events were organised in the framework of the ALF Forum.

Aiming at bringing citizens of the Euro-Mediterranean region together, the 2013 Forum was launched under the slogan “Citizens for the Mediterranean”, reflecting on the need for intercultural dialogue and cooperation to deal with challenges facing the region following the historic Arab Awakening and the social impact of the economic crisis in Europe.

The Forum was a unique experience of dialogue between citizens of the Mediterranean in terms of scale and participation, and it brought together around 1.400 people from all the countries of the region. The objectives to continue encouraging dialogue and practical cooperation within civil society and to identify important and urgent areas for programme work within the Euro-Mediterranean region were fully achieved.

Main achievements

Youth and Southern participants All the Euro-Mediterranean countries participated in the Forum. In comparison with the ALF Forum in Barcelona, this edition saw an increase in participants from the South (28 % compared to 22 % in 2010). There was also a high participation of women (50 %) and a considerable number of participants under the age of 35 (41 %²). With 48 sessions, the Forum counted the involvement of more than 324 speakers, moderators, rapporteurs, and experts, apart from the participants.

Participatory and innovative process Around 3.400 people were mobilised in the overall preparation of the Forum. An important success of this year’s Forum was the involvement of the ALF Networks, major partners, and CSOs during the entire preparation process, building ownership for the event, and providing relevant input to the programme content. National Network Coordinators were involved from the very beginning, disseminating the initiative throughout the ALF Networks, and five preparatory meetings were organised around the Mediterranean region with the purpose of contributing to the development of the Forum programme. The constitution of an Institutional Steering Committee composed of representatives of the principal institutions of the Union for the

¹ The City Council of Marseille, the Region Provence-Alpes-Cote d’Azur and the Department of the Bouches-du-Rhône, Marseille Provence Metropole, the Chamber of Commerce, Mp2013, the EC representation in Marseille and as donors the Finnish Government and the BEI.

² Not including the institutional partners, the VIP invitees and the onsite registrations, for which data was not available.



Mediterranean was an innovative process which ensured an important impact of the Anna Lindh Forum.

Unique opportunity for networking The Forum brought together civil society actors from a wide range of thematic fields, in addition to influential policy-makers and intercultural experts from across the Euro-Mediterranean region. It provided a unique opportunity for networking and exchange among civil society organisations as well as between civil society and institutional representatives on matters relevant for the Euro-Med Agenda. This dynamic space for networking was appreciated by the participants as one of the main benefits of the Forum.

Relevant debates and practical exchange The structure of the Forum was based on an approach of "thinking, sharing, and building" together. Through the Agora (strategic debates and advocacy); the Medina (good practices and project ideas); and the Intercultural Fair (networking and exchange), the Forum participants shared analyses, points of view, experiences and practices, connecting policy frameworks with grassroots levels of action and interest, and providing input and recommendations for the Euro-Med Agenda and for ALF future programmes. The participants reflected on the common challenges of the region, and provided pertinent recommendations related to each of the fields covered: *Culture and Creativity, Education and Intercultural Learning, Urban Spaces and Citizenship, and Media and Public Opinion, Youth, Women, Development, Diversity, Democracy, and Civil Society.*

Dialogue with institutions and synergies with side events Several important events took place in Marseille parallel to the Forum, among them the UFM Presidents Parliament Summit, the Youth and Change in the Mediterranean Workshop, the 3rd Forum of Local and Regional Authorities of the Mediterranean, and the Young Arab Voices Debate provided particularly important input to and visibility of the Forum.

Visibility and outreach The social media dimension of the Forum led to a measurable increase in followers to the ALF's Facebook and twitter pages, forming an important basis for the ALF's new digital-first communications strategy. According to the Tweet Reach Report 191,522 accounts were reached during the Forum 4-day programme; 2,292,777 impressions were made with 1500 tweets from 179 contributors and 42 retweets, primarily during the Forum main debates. More than 55 pieces were produced in printed, online and audio-visual media.

Opportunities for Improvement

An overall positive assessment of the Forum by the participants The survey circulated among the Forum participants and the post-Forum feedback received from some Head of Networks give a largely positive feedback. More than 80 % of the respondents to the survey found that the quality and the relevance of the Forum were high, and that it provided an important space for networking and exchange in the region.

More focus in the topics Several useful suggestions for improvement were also provided by the survey respondents, particularly concerning the Agora and Medina sessions which were considered the key components of the Forum. While respondents found the Agora sessions to introduce highly relevant topics for debate and exchange, the sessions were in some cases considered too general and would have benefited from more focused topics and in depth discussions. There were also some



limitations to the interaction with participants in the sessions, due to numerous presentations.

More interactive methodologies As for the Medina sessions, many respondents appreciated the practical and participative approach of sharing good practices and project ideas. However, the participative methodologies could have been developed even further, using innovative techniques and more appropriate seating arrangements to achieve a fully interactive exchange. In order to further promote networking, the format of the International Fair was suggested to be made more dynamic and visible. One way would be to include the list of organisations on display in the Forum programme in order to facilitate the identification of relevant partners for the participants.

Increase the use of communication tools A number of participants stressed the use of Arabic on an equal level with English and French, in order to achieve a more inclusive exchange between the two shores of the Mediterranean. The Forum was an opportunity to promote ALF major programmes, but should also be a platform to showcase ALF granted projects, for National Network activities run at regional/national level. Presenting the great variety of activities and projects supported by the ALF in the different countries will also be a way to ensure the visibility of all the countries and their Networks.

At the level of management, the organisation of this year's Forum was built on the outcomes of the 2010 Forum in Barcelona. A great effort was made to meet the high expectations raised by the first successful Forum, while taking into consideration all the lessons learnt. Considering the size and character of the event, many challenges were faced in terms of human resources, logistics, participants' visas, budget allocated, and administrative procedures.

Challenges and Recommendations for the Euro-Med Agenda and the ALF Tool Box

A number of relevant issues and common challenges emerged across the different fields and topics that were debated in the Agora and Medina sessions.

From the workshop debates the importance of **the Civil Society** and the role it should play in the region in order to strengthen **inclusive citizenship** was stressed. The need for support to some relevant instruments was underlined, such as the **learning in Diversity** and to act in **urban spaces**. **Investing in People** was pointed out as the prevailing modality of ALF programming. Among **major struggles** basic rights and freedoms were underlined as a prerogative for any form of civic action. Especially relevant was Libya and Syria and the situation of people and societies who are coming out of long periods of repression to transform aggression and anger. Building a **'Memory for the future'** is important in order to resist pressure for regression and to envisage that another Mediterranean is possible. Among the **'unpopular' recommendations** ('L' for laziness) were proposals to do away with outdated dichotomies and paternalisms, to overcome laziness in planning and to take cooperation and reliable communication more seriously.

With Intercultural dialogue and exchange of ideas as main objectives, **mobility for Euro-Med citizens** remains of major importance to allow for the manifold peer-to-peer cross-culture initiatives. **Language barriers** also restrict mobility and intercultural actions in the region. **Civil society actions often remain hidden** from the public eye, while many organisations indicated that it would be beneficial to share expertise on how to better **reach the grassroots level**



7 | www.annalindhforum.org

within local communities and become accessible to all members of society. The debate about youth concluded that **youth are structurally excluded** from civil society processes and not effectively reached with a mismatch of addressing their needs and interests. Another major challenge presented by the organisations is the struggle to find the appropriate mechanisms for working in connection **with local governments**.

Some relevant **recommendations for the Euro-Med Agenda** and in particular for the ALF Tool Box were formulated as follows:

- Building the organisations' capacity to utilize new outreaching tools and methodologies
- Convening and transmitting the methodology of learning circles
- Initiating a web-based compendium of good creative practices
- Elaborating templates and a guide book for youth policies in the Euro-Med region,
- Bringing knowledge of likeminded (international) organisations into the ALF
- Stimulating the organisational development of national ALF networks
- Lobby and organise public advocacy for free and simplified mobility in the Euro-Mediterranean region and increase mobility funds and diversify its usages
- Learning from successful stories and innovative tools in involving marginalised communities and grassroots, and conduct activities in public arenas
- Investing in studying the youth challenges and priorities, going where youth are, and involving youth at the very early stages of the project design.
- Using new tools that can be beneficial for fundraising and gain visibility among stakeholders
- Organising public advocacy and awareness campaigns involving the government and local authorities to encourage stronger collaboration
- A greater effort in removing the language barrier

In Marseille, the governing, institutional, and operational dimensions of the Foundation, jointly with key institutional actors and civil society initiatives, were able to share views on the major challenges the intercultural dialogue is facing at this crucial moment of the region, and the Forum represented a unique occasion to jointly reflect in terms of the future Euro-Mediterranean cooperation. The recommendations that emerged from the Forum will contribute to the preparatory process of the definition of a new phase for the Foundation. In this collaborative framework, the Foundation is taking note of the major conclusions and recommendations to plan its new programmes, to provide adequate tools for its networks, and to advocate for an active intercultural agenda in the region at the service of its citizens and their interests.



2. Citizens for the Mediterranean

Building on the success of the first Forum in Barcelona 2010, the second edition of the Anna Lindh Mediterranean Forum took place in Marseille, France from 4th to 7th April 2013 in the framework of Marseille-Provence 2013 European Capital of Culture.

With a participation of around 1.400 people from all the countries of the region, the Anna Lindh Mediterranean Forum demonstrated in this second edition the pertinence of such a unique exercise, mostly because of the capacity to bring together youth leaders and civil society organisations and institutions, in addition to influential policy-makers and intercultural experts from across the Euro-Mediterranean region. This opportunity for networking and exchange between the civil society and the institutional level was appreciated as one of the main benefits of the gathering.

The event was fully supported by the hosting country, and a series of agreements were secured at the local level with Marseille Provence 2013, the Marseilles City Council, the Region Provence-Alpes-Cote d'Azur and the Department of the Bouches-du-Rhône, the Chamber of Commerce and Marseille Provence Metropole. This full engagement of the French authorities and local institutions, including the French Head of Network institution, jointly with the support of other institutions such as the BEI and the Finish government, provided the basis for a successful organisation of the Forum and the interest of Marseille to sustain the Euro-Mediterranean dimension in the future.

The realisation of this event was built also on the capacity to involve and secure the commitment of major partners of the region. This has been demonstrated by the involvement of the ALF bodies from the beginning through the Board of Governors, the Advisory Council, and the National Networks, in addition to the constitution for the first time of an Institutional Steering Group composed of The Union for the Mediterranean Parliamentary Assembly (PA-UfM), the Secretariat for the Union for the Mediterranean (UfMS), the UfM Co-Presidencies (the Jordanian Ministry of Foreign Affairs and the European External Action Service), French Ministry of Foreign Affairs (Host-country), Egyptian Ministry of Foreign Affairs; the EU Delegation to Egypt / DEVCO; the European Economic and Social Committee (EESC); the Committee of Regions and ARLEM. This strategy that culminated with the organisation of important events in the framework of a Mediterranean Week in Marseille has been essential in achieving the goal of placing the Forum in the Mediterranean context and fostering the impact of the main conclusions for the Euro-Med agenda.

The Forum must be considered an originality in terms of successfully attracting so many organisations from the National Networks and the civil society at large, and achieving such a positive evaluation from the participants (see the Forum Survey in section 9). To achieve this objective, the agenda of the Forum was conceived as a participatory process building on a very important involvement of the ALF National Networks throughout the process and a bottom-up approach through a series of preparation meetings involving the ALF National Networks and civil society groups, on 'Youth' (Istanbul and Luxemburg); 'Women' (Casablanca); 'Migration' (Algeria); and 'Media' (Barcelona).

Similarly to Barcelona, this edition of the Forum invested in innovative formats for bringing people together and providing them with real possibilities of



debating, networking, and advocacy. This has been perceived by many participants as an added value in comparison with other events and has established what can be called an 'Anna Lindh method'.

This edition also consolidates the 'Knowledge to Action formula', an ALF model of gathering through a threefold format event: the Agora (strategic debates and advocacy); the Medina (good practices and project ideas); and the Intercultural Fair (networking and exchange). The Forum has combined these innovative and participative spaces with side events organised together with key partners that enriched and opened the debates to a large number of citizens, in particular: the PACA youth event, the UfM Parliamentary Presidents' summit, and the Forum of Local and Regional Authorities of the Mediterranean.

Aiming at bringing citizens of the Euro-Med together, the 2013 Forum was launched under the slogan "Citizens for the Mediterranean", reflecting on the need for intercultural dialogue and cooperation to deal with challenges facing the region following the historic Arab Awakening and the social impact of the economic crisis in Europe. The presence of Southern participants was increased compared to the Forum in Barcelona. There was also a special emphasis on youth participation and intergenerational approaches during all the Forum working sessions.

In this challenging Mediterranean context, the Forum was a landmark event for re-launching dialogue at the regional level. More specifically, it was an opportunity to address the major Strategic Debates about Trends, Tensions, and Transitions facing the Euro-Mediterranean societies, and for adapting intercultural dialogue as a tool for civic participation. Major programmes of the Foundation have allowed to work more in depth on this approach: The Citizens for Dialogue (www.dawrak.org), funded by the European Commission is focusing on civic capacity-building across the Arab societies, and was officially launched at the region-wide level during the Forum. It will be an integral part of the Anna Lindh Foundation's activities over the next two years. The Forum also celebrated the success of the Young Arab Voices debating programme, implemented in partnership with the British Council, which has involved more than 80,000 youth across the Arab region in dialogue activities.

Initial results of the 2013 Anna Lindh Report on Intercultural Trends were presented in Marseille, with a focus on the increase in North/South mutual interest following the Arab Awakening. Citizenship learning will be central to actions in the education field, including the region-wide launch of the very first Euro-Med handbook on teaching intercultural citizenship in schools that will take place at the end of this year. In the cultural field, the Forum announced the extension of the Euro-Med translation programme, with a focus on reducing the gap of mutual perceptions. New actions were also announced in support of media reporting across cultures and support for a Euro-Med network on ethical reporting good practices.

In terms of advocacy and in the development of the ALF programme and the policies devoted to intercultural dialogue in the Union for the Mediterranean, the Forum concluded by announcing actions for a renewed Euro-Med Partnership: The Anna Lindh Mediterranean Forum announced in the official closing session that partners will launch an Annual Week of the Mediterranean, where voices and joint actions of citizens, parliaments, local authorities, and civil society will be shared. A sustainable action for Syria will be launched by the ALF, its Networks, and partners: the Forum underlined that 'we cannot be citizens for the Mediterranean without being citizens for Syria' and action is required to prepare civil society for after the conflict. Mobility was raised as a key point in the re-launch of the Mediterranean partnership: ALF and its Networks across the region will increase advocacy with partners about the need for ad-hoc visas for cultural leaders involved in trans-Mediterranean projects.



The Anna Lindh Forum also represented an occasion to build on the future of the Foundation and to reflect on its mission in the coming period. The event brought together all the governing, institutional, and operational dimensions of the Anna Lindh Foundation: The Board of Governors, the Advisory Council, and the Heads of National Networks, as well as representatives of the Headquarters in Alexandria, who met together and had the opportunity to share views on the challenges the ALF is facing, and the opportunities to ensure its continued contribution to intercultural dialogue in the Euro-Mediterranean.

The Secretariat of the Anna Lindh Foundation



3. Programme, Structure, and Methodology

The Forum as Participatory and Innovative Process

The Forum aimed at targeting not only those who are already acquainted with the ALF core mission but also a wider range of the Euro-Med civil society. It attempted to be a catalyst for gathering and presenting the ALF programmes, projects and activities, creating synergies between them, facilitating networking among the stakeholders, and constituting a starting point for the development of future ALF activities.

In this process, the Forum prioritised the involvement of the ALF networks, major partners, and CSOs, taking into consideration the programmes and the work of the Foundation. The figure below gives an overview of how this process was planned.



Involving ALF National Networks One of the important successes of this year’s Forum is the involvement of the National Network Coordinators during the whole preparation process, ensuring the dissemination of the initiative throughout the National Networks that provided relevant inputs to the preparation of the programme. Some examples are the contribution in terms of content and methodology during the Head of Networks meeting in Nicosia in November 2012, the collaboration in the organisation of the Preparatory Meetings, providing inputs during the evaluation of the call for participation, and the collaboration during the sessions and the general organisation of the Forum.

Organising five Preparatory Meetings Similarly to the last edition of the Forum, Preparatory Meetings were organised with the purpose of contributing to the formulation, development, and implementation of the programme of the Forum, by articulating different perspectives related to the major actors of intercultural dialogue (Youth, Women, and Media). The meetings took place in Turkey, Luxembourg, Morocco, Spain, and Algeria, and resulted in a rich material that formed the basis for the working sessions of the Forum.

Constituting a Euro-Med Institutional Steering Committee An innovative process of this year’s Forum was the constitution of an Institutional Steering Committee composed of representatives of the principal institutions of the Union for the Mediterranean (UfM): the Parliamentary Assembly of the UfM (PA-UfM); the UfM Secretariat (UfMS); the EU Delegation to Egypt/DEVCO Regional

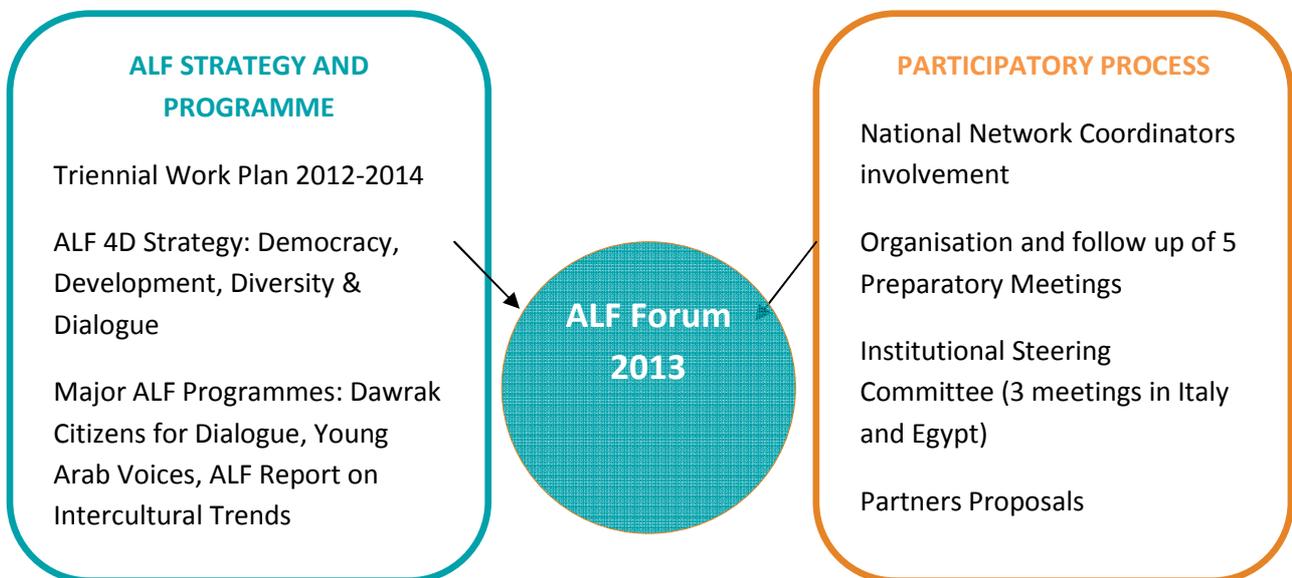


programmes Southern Neighbourhood, and the European External Action Service. After regular meetings, the Institutional Steering Committee developed a road map in order to ensure the institutional participation and the impact of the Anna Lindh Forum on the governments and main institutions of the Euro-Med region.

Opening the Forum to innovative Partners Proposals Partners proposals were taken into consideration in developing the content and the methodology of the Forum sessions. The most important regional programmes of cooperation that have been implemented in response to the current social changes in the Euro-Med region, and particularly on the Southern shore of the Mediterranean, were presented in the Forum.

Introducing the Debates to the ALF Strategy The Strategic Debates were introduced in the Forum taking into consideration the ALF's programme and the overarching '4D' strategy: Dialogue, Democracy, Development, and Diversity with a reflection on Trends, Tensions, and Transitions. The purpose of the debates was to generate a set of useful suggestions for the development of the Foundation's programme and carry some strong ideas for the entire Euro-Med Dialogue.

Relating the workshops to the ALF major programmes In order to ensure the follow-up and the integration of the Forum results into the ALF overall programme, the Forum sessions were inspired by the ALF fields of action. The Forum was also a unique occasion to present three of the most important programmes of the Foundation: Dawrak: Citizens for Dialogue, Young Arab Voices, and The Anna Lindh Report on Intercultural Trends.



The Preparatory Meetings

As a first stage of a three-step process, and based on a participatory approach, different Networks, experts, and CSOs were involved in the planning and implementation of the Forum Preparatory Meetings, according to their area of expertise.

The five Preparatory Meetings implemented were the following:

Youth Contributions for Dialogue and Change (28 June – 1 July 2012, Istanbul, Turkey). The meeting brought together 45 young participants from the Euro-Mediterranean region to debate, interact, and share experiences focusing on the youth perspective of the ALF strategy. It was organised in collaboration with the Turkish ALF National Network. The meeting ended with a list of five key conclusions: the need to support emerging youth movements, the importance of diversifying target groups of active citizenship projects, the value of supporting youth mobility as an efficient tool for intercultural dialogue and learning, the necessity of reinventing traditional exchange tools and valorising new media to increase intercultural dialogue, and the importance of supporting youth forums where encounters, discussions, and dialogue can be facilitated.

The IndignaCtion Forum (9 – 12 September 2012, Luxembourg). The meeting was organised by the Luxembourg Head of Network, co-financed by the ALF, and supported by the Luxembourg Ministry of Foreign Affairs. It gathered around 70 young protagonists of the Arab Spring and European Indignant movements for three days of extremely intense meetings, exchanges, debates, and public events. This unique initiative aimed to provide a space of encounter and strategic reflection on the global crisis for social movements and social and political activists coming from diverse backgrounds of the two shores of the Mediterranean. The IndignaCtion Forum ended with a joint declaration and the commitment to establish a common networking platform: “We have discovered through dialogue and shared experience that what unites us is more important than what divides us in our struggle to create the conditions in which all human beings can live in dignity, freedom, and peace.”

Women’s Contributions for Dialogue and Change (22 – 25 November 2012, Casablanca, Morocco). The meeting was organised in close cooperation with the coordinators of the ALF National Networks of Morocco and France. It gathered around 45 participants to explore the major cultural and socio-political challenges of women in the Euro-Med Region. The three-day conference tackled challenges and opportunities facing women in the Mediterranean, shedding light on the capabilities of women and how they can contribute to the dialogue taking place between countries throughout the region. It also emphasised the similarities between women across the region and discussed ideas of projects that aim to empower women and support their role in the region.

Media Facing Tensions and Transitions in the Mediterranean (1 – 2 March 2013, Barcelona, Spain) The meeting brought together more than 100 representatives of international media bodies, citizen journalists, and intercultural experts from 30 countries, the Anna Lindh



Foundation, the Secretariat of the Union for the Mediterranean (UfM), and the European Institute of the Mediterranean (IEMed) to discuss the role of media in reporting about the on-going democratic transitions in the Arab countries, and the economic and social crisis affecting the European societies. Moreover, the meeting tackled the potentials of a media which is facing tensions and transition, and focused on the challenges related to this new context, particularly those concerning media freedom and reporting across cultures

Migration and the New Perspective on the Diversity in the Mediterranean (13 – 16 March 2013 in Algiers, Algeria) The meeting was organised in cooperation with the Algerian ALF National Network and with the support of the Algerian ministry of Foreign Affairs. A total of 35 participants from 20 Euro-Med countries gathered to debate about the challenges in perceptions of diversity and the involvement of the migrants in the life of the city. The workshop recommended specific actions to work on diversity, migration and anti-discrimination legislations in both shores of the Mediterranean; diversity-friendly initiatives aiming to encourage awareness and understanding on cultural diversity and promoting positive images of the other, involving families and local communities and concrete proposals promoting local participation and aiming to valorise the contribution of migrants to the development of their societies.

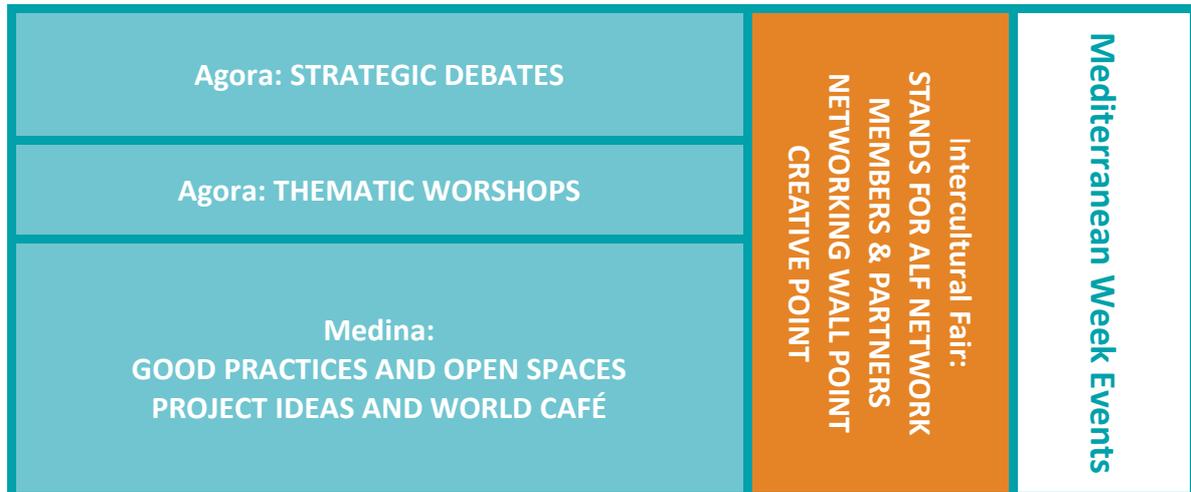
Although the organisation of several Preparatory Meetings in parallel with the Forum's preparations proved logistically challenging, the Preparatory Meetings were key in building momentum for the Forum, involving grassroots from the ALF National Networks, and providing a basis for the programme of the Agora and Medina sessions.

The Forum Structure

The Forum paves the way for a new working approach of the Anna Lindh Foundation; an approach based on "**thinking, sharing, and building**" together. It is an intercultural policy built on reflection, exchange of know-how, and common actions, in cooperation with the highest possible number of ALF partners. It is a working approach that sets out to learn from and to be inspired by the field work carried out by civil society - represented by the ALF and other networks in the region - in order to identify the policies and practices that can contribute to achieve the Foundation's objectives in its strategic fields.

The major spaces for dialogue in the Anna Lindh Forum 2013 consisted of the Agora, the Medina, the Intercultural Fair, and the Mediterranean Week Events.





The Agora was the space to debate and reflect on key issues in the field of Euro-Mediterranean dialogue and to analyse the accomplishments of the Foundation in this domain. The Agora was structured in Strategic Debates and Thematic Workshops which served as inspiration for the development of future ALF programmes and of the Euro-Med Agenda on intercultural dialogue.

The six Strategic Debates saw a participation of around 200 persons each and a total of 30 speakers that tackled issues related to the current regional context (Trends, Tensions, Transitions) and to the challenges of any intercultural dialogue programme (Diversity, Development, Democracy). Conceived as the daily opening of the Agora, the Debates provided the Forum with some key ideas about the context in which the gathering took place, the new challenges for intercultural strategies and the future of the Euro-Mediterranean Dialogue.

The Agora Thematic Workshops were organised in collaboration with the key partners in Euro-Med region, and were based on 10 topics inspired from the ALF fields of action: *Culture and Creativity, Education and Intercultural Learning, Urban Spaces and Citizenship, and Media and Public Opinion*, to address the challenge of 2 major actors: *Youth and Women*, and referring to the Intercultural Dialogue dimensions: *Development, Diversity, Democracy, and Civil Society*. 20 workshops were held over the two days with 60-100 participants in each. Contributions were made by a total of 120 speakers, with the support of 60 experts, moderators, and rapporteurs.



Forum Structure Overview

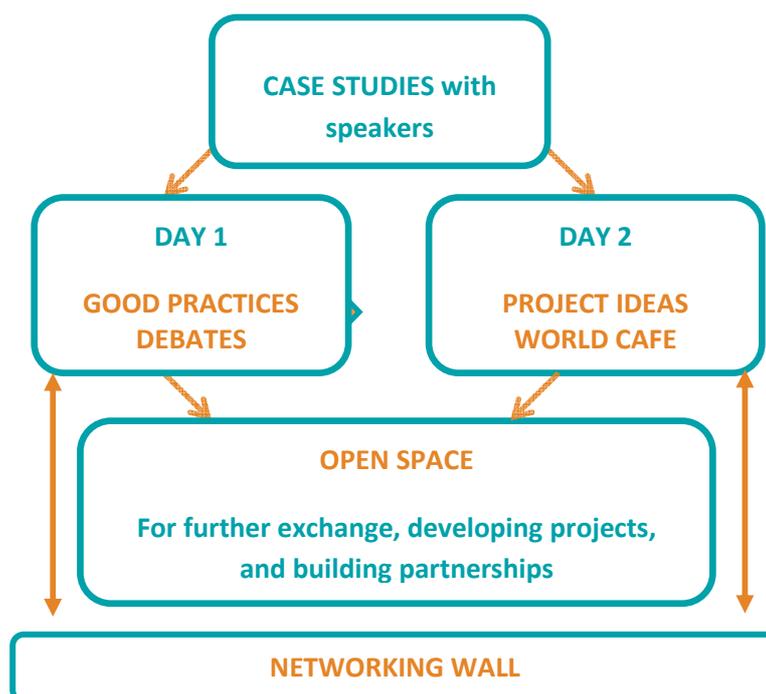
| AGORA STRATEGIC DEBATES | | | | | | | | | | |
|---|---|---|---|---|--|---|--|---|---|---|
| Day 1 Trends The Mediterranean in 2020 (Societies and Values) | | Day 1 Tensions Between Modernity & Regression in the Euro-Med | | Day 1 Transitions Scenarios for a renewed Euro-Mediterranean Partnership | | Day 2 Diversity Which opportunities for youth, Which society for tomorrow? | | Day 2 Development How to value diversity & share universal values? | | Day 2 Democracy How to promote intercultural & participatory citizenship? |
| Culture & Creativity | Education & Intercultural Learning | Urban Spaces & Citizenship | Media and Perceptions | Women | Youth | Development | Diversity | Democracy | Civil Society | |
| AGORA THEMATIC WORKSHOPS | | | | | | | | | | |
| Day 1: Arts for Change Day 2: Trends and Needs in Cultural Cooperation | Day 1: Proactive citizenship education Day 2: Learning to live together in Diversity | Day 1: Citizens Contribution to the Urban Strategies Day 2: Renewing intercultural dialogue in public spaces | Day 1: Media in the Midst of Transition Day 2: Ethical Reporting Across Cultures | Day 1: Beyond Gender Stereotypes Day 2: Social Change and Women's Rights | Day 1: Youth Empowerment for Social Integration Day 2: Youth mobilisation for social transformation | Day 1: Social Cohesion in a Context of Crisis Day 2: A green economy for a sustainable Mediterranean | Day 1: Do we all live on the Mediterranean? Day 2: Enhancing interreligious and intercultural cooperation | Day 1: The value of dialogue in Democratic transitions Day 2: Culture of Peace and Nonviolence | Day 1: Partnerships from with civil society: From Policies to Practice Day 2: Intercultural dialogue for social, economic and human rights | |
| MEDINA: | | Day 1: GOOD PRACTICES AND OPEN SPACE | | | | Day 2: PROJECT IDEAS AND WORLD CAFÉ | | | | |

The Medina of intercultural initiatives gathered different actors representing NGOs, cultural actors, institutions and local authorities in participatory sessions to exchange experiences and establish new partnerships. The Medina offered a space for the presentation of good practices and project ideas. It provided the opportunity for exchanging, networking, and identifying new donors and operational partners.

Good Practice Sessions aimed at identifying key recommendations for practitioners and donors on good practices for projects in the field of Intercultural Dialogue. They included tools for participatory approached and building sustainable partnerships.

Project Ideas Sessions Project Ideas Sessions aimed at encouraging and facilitating exchanges and development of project ideas and networking among actors to establish new partnerships and developing future initiatives. Participants were invited to post their project ideas on the Networking Wall, which was available on the Forum website, in order to raise visibility for the projects and find relevant partners.

A total of 22 sessions took place over the two days, involving 64 presentations of good practices and project ideas, and 44 moderators and rapporteurs supporting the process. The sessions covered the same topics as the Agora, inspired from the fields of the ALF Programme: *Culture and Creativity, Education and Intercultural Learning, Urban Spaces and Citizenship, and Media and Public Opinion*, to address the challenge of 2 major actors: *Youth and Women*, and referring to the Intercultural Dialogue dimensions: *Development, Diversity, Democracy, and Civil Society*. Two additional Civil Society sessions were also organised: ‘Integrating Civil Society In Policy-Making’, in collaboration with the EESC and ‘Civil Society Exchange’, in collaboration with Dawrak-Citizens for Dialogue programme.

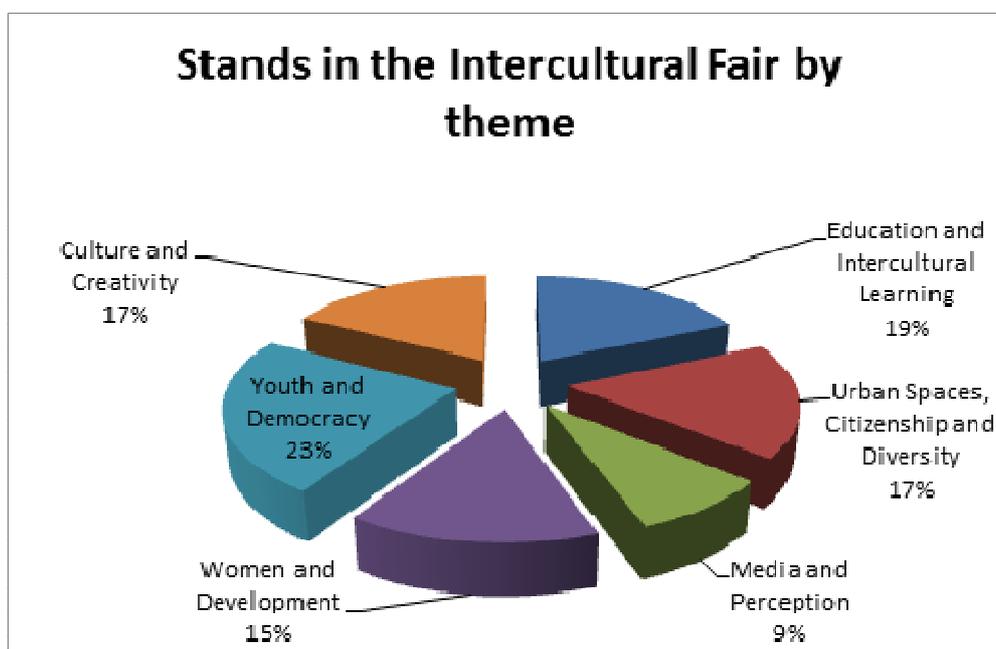


The Intercultural Fair was open throughout the Forum with spaces for presentation of stands for ALF network members and other partners, the Networking Wall point, and the Creative point.

The Souk of initiatives was the space where organisations with a stand at the Fair had the opportunity to present their programmes and initiatives to the wider public of the Forum. It brought together more than 100 civil society organisations, regional institutions and platforms from 42 countries.

Among the ALF strategic partners and local institutions present at the Souk were the European Union, League of Arab States, Council of Europe, Foundation for the Future, Region PACA, Villa Méditerranée, Conseil general Bouches-du-Rhone, City Council, Marseille Provence Metropole, Chambre de Commerce, Marseille Provence 2013, Office de Cooperation Economique pour la Mediterranee et l'Orient (OCOMO), Marseille Center for Mediterranean Integration (CMI), FEMISE /Ecole de la Deuxieme Chance (E2C), European Investment Bank. The Anna Lindh Foundation French Network had a dedicated stand that brought together more than 30 organisations from the second largest ALF Network in the Euro-Med Region.

The stands present in the Souk were categorized into 6 grouped themes: *Education and Intercultural Learning; Urban Spaces, Citizenship and Diversity; Media and Perception; Women and Development; Youth and Democracy; Culture and Creativity*. In total there were 99 stands of which 18 were reserved for Partners and Local Institutions and 81 were for civil society organisations from the Euro-Mediterranean countries.



The Creative Point and Cultural Activities were spaces that showcased artistic productions from ALF network members from different countries of the Euro-Med focusing on the promotion of Intercultural Dialogue. It provided a space with film screening, exhibitions, graffiti, cartoons, and interactive activities that promoted dialogue, social networking, and peace.



Different artistic events took place in various spaces of the Forum venue:

Origami workshops and installation 'Inner Revolution: Origami for Peace' by Arab Origami Center Egypt.

A photo exhibition representing moments of social and cultural life in France and Egypt by Ancrages (France) and Agora for Arts and Culture El Madina (Egypt).

Video screening of documentaries and animations from Italy, France, Egypt, Croatia, Tunisia and United Kingdom.

Live graffiti performance. Egyptian and French street artists Ganzeer and Sowat worked on a common artwork – two boats and their sails painted in mixed graffiti technique.

Musical performance by Françoise Atlan and Fouad Didi in collaboration with Jalal Chekara's band.

Choreography 'Give a Voice to Syria' (France and Syria).

The exhibition 'Breaking bread and building bridges' focused on presenting bread according to customs of various cultures and tasting of different breads from the Mediterranean area.

The Mediterranean Week Events

Several events were organised in the framework of a Mediterranean Week in Marseille, in parallel with the Forum:

"Youth and Change in the Mediterranean Workshop" (3 – 4 April) The workshop was co-organised by the Anna Lindh Foundation, the Région Provence-Alpes-Côte d'Azur (PACA), and the Villa Méditerranée, with the participation of the Conseil régional des jeunes Provence-Alpes-Côte d'Azur and Territoires Solidaires. This workshop gathered 70 young participants from France and the Euro-Med (from ALF programmes) in order to exchange on topics related to Euro-Mediterranean Youth.

The workshop focused on young people as current and future leaders, potential policy makers, innovators, and a resource for change in the region. It tackled a number of major issues concerning the role of youth in dialogue and change in the context of the Arab Awakening and the crisis in Europe. During the working sessions on the theme of participatory democracy and local governance a specific question was raised by the participants: what place is there for youth participation in local civic life? The need to support emerging youth movements and youth mobility as an efficient tool for intercultural dialogue and learning, the necessity to invent new exchange tools and valorise new media were among the main conclusions and recommendations made during the meeting.

An important debate took place with the representatives of the Local and regional Mediterranean authorities Forum, especially about the initiative to create a Youth Assembly. This project, presented by the Youth of the CRJ (Conseil Régional des Jeunes) aims to make known and to share the cultural richness of the Mediterranean by gathering groups of young people leading micro-projects in specific topics. The Youth Assembly would consist in sharing ideas and good practices on common topics in order to produce a common answer to the common issues faced on the two shores of the Mediterranean. "We would like that those exchanges could link the different countries in a better understanding but especially that it could answer to the problems faced by the Young people in their respective countries". The Youth Assembly should be organised every two years and concluded by



the publication of a document to be disseminated in the countries of the Mediterranean.

Finally the young participants worked on the topics of the Agora sessions of the ALF Forum to participate actively in it, especially in the Agora “Youth” where one rapporteur of the “Youth and Change in the Mediterranean Workshop” explained to the public the theme and topics of discussions that had taken place in the workshop.

The 3rd Forum of Local and Regional Authorities of the Mediterranean (3 – 4 April) The Mediterranean Commission of UCLG, the City of Marseille, the Provence-Alpes-Côte d’Azur Region, and all member networks of the Mediterranean Commission organised, with the support of the French Ministry of Foreign Affairs, the 3rd Forum of Local and Regional Authorities of the Mediterranean in Marseille at the Villa Méditerranée. This Forum gave local and regional authorities from the three shores of the Mediterranean an opportunity for political expression and to re-launch the intercultural dialogue from a local governance perspective. During this event, they contributed to define and promote policies for local and regional development and governance. This Euro-Med meeting of local authorities added a local value to the overall international dimension of the ALF Forum. The meeting highlighted a need for a local approach and contribution to common issues in the Mediterranean region.

Young Arab Voices debate (6 April) During the Forum, a debate took place between debaters from the Young Arab Voices programme (implemented by the British Council and the Anna Lindh Foundation) and the president of the European Parliament, Martin Schulz. The young debaters brought up direct questions on education, access to visa and mobility for young people from the Arab region, and the EU policies of cooperation.

Other Events

Summit of the Presidents of UfM Parliaments (6 – 7 April)

Presentation of the World Bank report “Opening Doors: Gender Equality in the Middle East and North (5 April) organised by the Center for Mediterranean Integration (CMI)

“Crises actuelles et enjeux en Méditerranée à l’épreuve du genre” (6 April 2013) organised by RUSEMEG in partnership with Forum Femmes Méditerranée, Université de Casablanca, CAWTAR, Ring, Cedref, MMSH, French Ministry of Education and Research.



Assessing Content and Methodology

STRENGTHS

- Unique opportunity to network among CSOs and between CSOs, decision makers, and institutions
- The participatory approach in the programme design and in the identification of participants contributed to the quality and the contents
- The increase of participation from the South had a positive impact both in the discussions and the general perception of the Forum as a tool for Intercultural Dialogue
- Inclusion and visibility of the major ALF programmes: Dawrak-Citizens for Dialogue, Young Arab Voices, ALF Report on Intercultural Trends
- The topics addressed were relevant to the current challenges of the region
- Wide outreach achieved through the social media channels
- The Forum and related activities acted as a platform to further institutional and civil society partnerships for building the future Euro-Med strategy

WEAKNESSES

- The wide variety of topics and number of presentations reduced the possibility to go deeper in the discussions of key issues, affecting the impact of some of the recommendations
- The Arab communication was not at the level of the Arab participation
- Mobility was a challenge and some participants were not able to attend due to visa procedures
- The diversity of the National Network actions and initiatives was not visible enough
- The link between the conclusions of the Preparatory Meetings and the Forum sessions was not made sufficiently clear
- The methodologies applied in the sessions were not always successful in achieving full interaction of participants

OPPORTUNITIES

- Focus on strategic and reduced number of topics in order to go more in depth, providing more space for interactive debate
- Develop the participatory methodologies in the Medina sessions and invest in on line support as well as improved formats for the Intercultural Fair to make them a more useful space for networking
- Take language diversity into consideration and stress the use of Arabic
- Continue to develop the strategy that began with the current edition of making the Forum a green event
- Increase efforts to include new actors and link with grassroots movements in local communities
- Give more visibility to ALF granted projects and for National Network activities run at regional and national level, in order to present the vast variety of activities supported by the ALF in the different countries



4. The Forum in Figures

3.400 individuals mobilised in the preparation

1.374 participants during the Forum

46 countries represented

48 sessions and debates over **140** hours

214 interventions and contributions

110 experts, moderators, and rapporteurs

64 good practices and project ideas presented

99 stands of civil society and ALF partners

7 artistic events throughout the Forum

200 partners and institutions

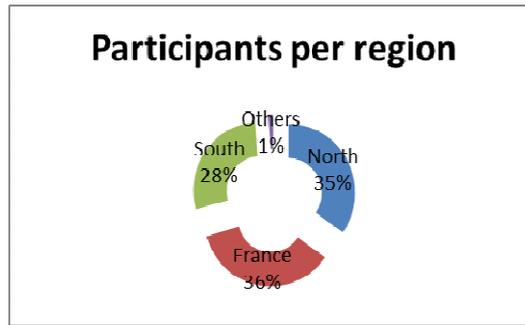
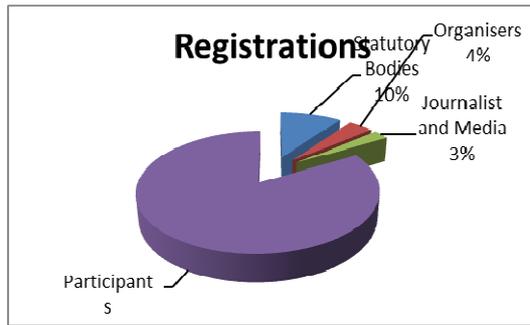
191.522 twitter accounts reached

More than **55** media pieces produced

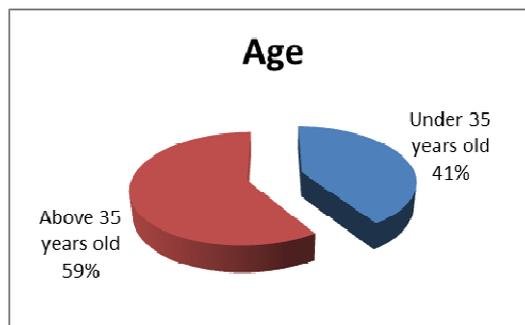
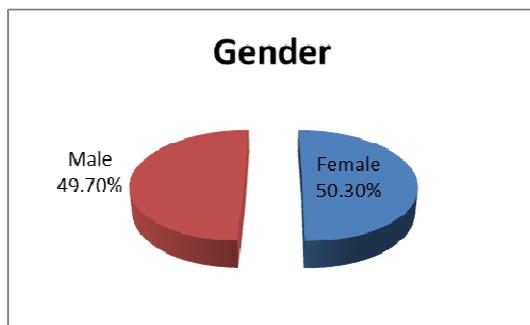


Participation

The total number of participants who attended the Forum was 1.374³, as compared to 1.013 in the 2010 Forum in Barcelona. The total number of participants registered was 1.174 representing 44 Euro-Mediterranean countries. The data below refers to the registered participants.



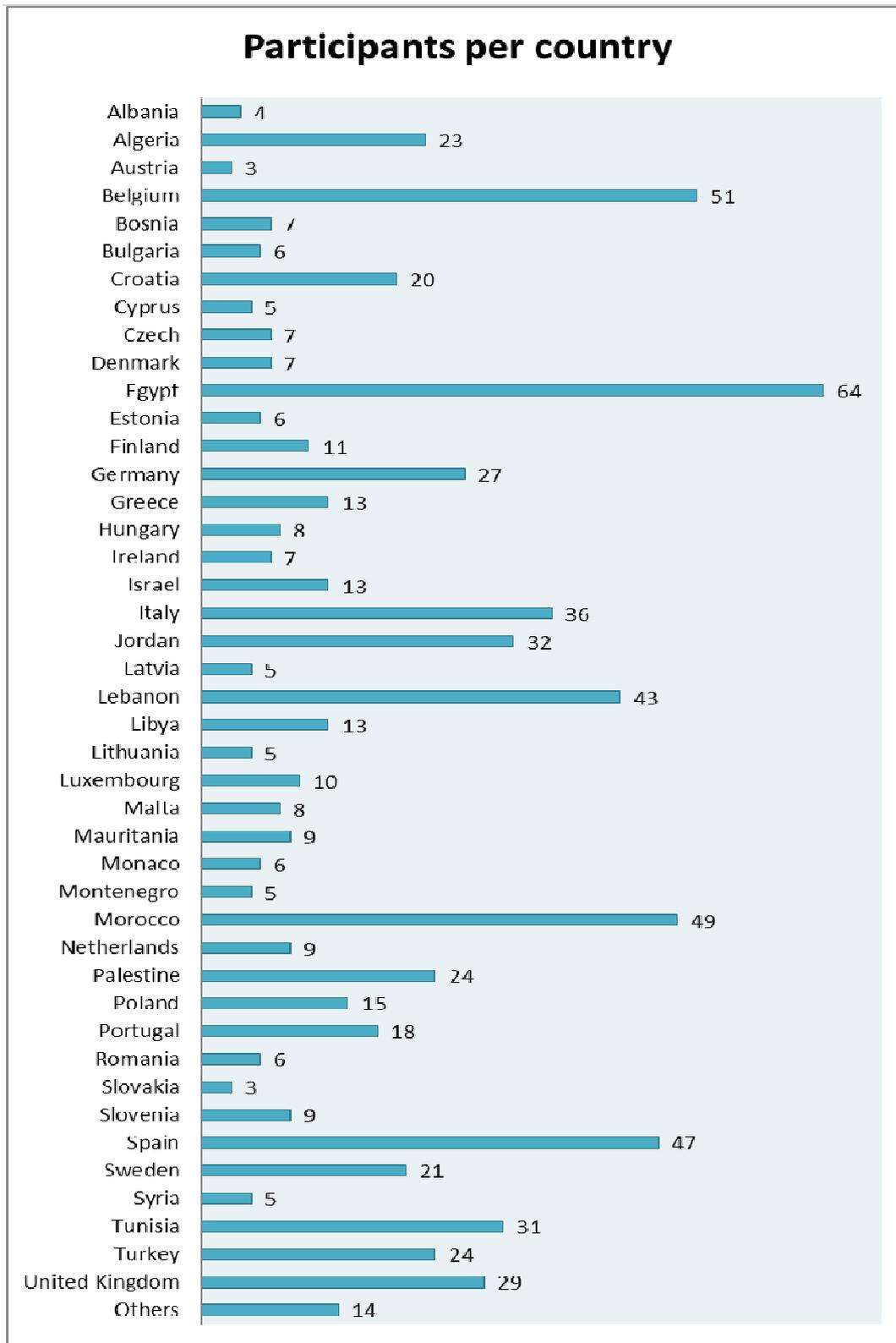
In comparison with the ALF Forum in Barcelona, this edition saw an increase in participants in general, and in particular from the South (28 % of the total participants compared to 22 % in 2010). There was also a high participation of women (50 %) and a considerable number of participants under the age of 35 (41 %⁴). Their active involvement was ensured in the development of the Forum programme and in the selection of speakers, moderators, rapporteurs, and experts in all the Forum sessions.



³ During the Forum 3 major plenary sessions were organised (the Inauguration, the Closing and the UFM delegation visit), and they were open to institutional delegations from the UFM Summit of the Presidents and CGLU forum delegations. These delegations (around 200 persons) have been not registered as individuals and are not included in the statistics.

⁴ Not including the institutional partners, the VIP invitees and the onsite registrations, for which data was not available.





The table does not include the participants from **France**, which where a total of **416** persons.



Call for Participation

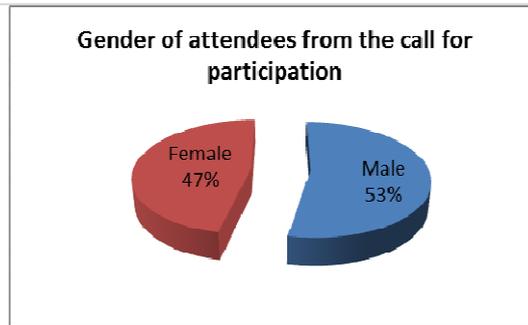
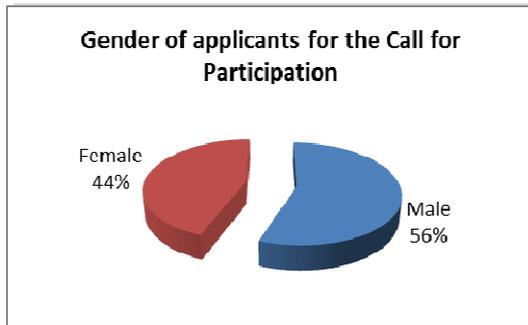
As a result of the Call for ALF-sponsored Participation in the Forum, a total of 802 applications were received of which 775 were eligible. Eligibility criteria were based on nationality and residency.

An Evaluation Committee assessed all the applications with the input from the ALF Heads of Networks, that proved to be very useful in terms of ownership of the process and increased information about the selected participants. The evaluation took into consideration gender, a high percentage of young people, the geographical distribution (North-South and among the cities within the countries), and the size of the organisation, in order to achieve a balanced selection of participants.

A total of 218 applicants were selected (of which 43 were from France):

| Country | Network members | Applications Received | Selected | Country | Network members | Applications Received | Selected |
|----------------------|-----------------|-----------------------|----------|-----------------|-----------------|-----------------------|------------|
| Albania | 18 | 6 | 2 | Latvia | 42 | 3 | 2 |
| Algeria | 108 | 38 | 6 | Lebanon | 107 | 32 | 7 |
| Austria | 57 | 4 | 2 | Lithuania | 30 | 8 | 2 |
| Belgium | 105 | 16 | 4 | Luxembourg | 10 | 2 | 2 |
| Bosnia & Herzegovina | 52 | 22 | 5 | Malta | 39 | 9 | 3 |
| Bulgaria | 72 | 14 | 4 | Mauritania | 35 | 12 | 3 |
| Croatia | 111 | 9 | 3 | Monaco | 22 | 3 | 2 |
| Cyprus | 28 | 10 | 3 | Montenegro | 31 | 7 | 3 |
| Czech Republic | 40 | 7 | 2 | Morocco | 190 | 51 | 9 |
| Denmark | 47 | 2 | 2 | Netherlands | 118 | 10 | 4 |
| Egypt | 86 | 60 | 7 | Palestine | 258 | 64 | 9 |
| Estonia | 39 | 6 | 2 | Poland | 110 | 11 | 4 |
| Finland | 82 | 6 | 2 | Portugal | 47 | 8 | 3 |
| France | 381 | 64 | 43 | Romania | 27 | 6 | 3 |
| Germany | 140 | 16 | 5 | Slovak Republic | 32 | 2 | 2 |
| Greece | 105 | 13 | 5 | Slovenia | 42 | 10 | 4 |
| Hungary | 54 | 5 | 2 | Spain | 153 | 37 | 10 |
| Ireland | 46 | 6 | 3 | Sweden | 87 | 14 | 5 |
| Israel | 185 | 24 | 7 | Tunisia | 49 | 46 | 6 |
| Italy | 445 | 43 | 10 | Turkey | 152 | 23 | 6 |
| Jordan | 80 | 27 | 5 | United Kingdom | 102 | 19 | 5 |
| | | | | Total | 3964 | 775 | 218 |

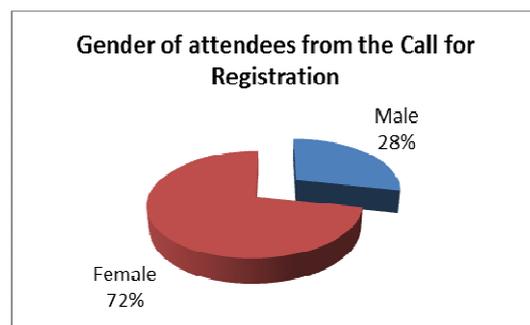
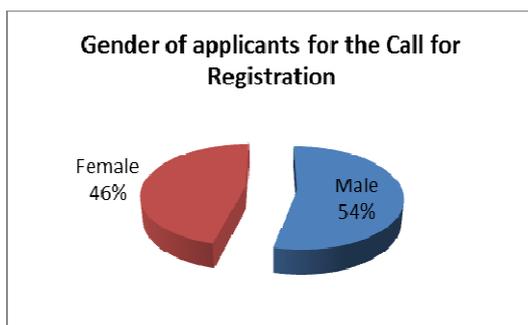




Call for Registration

A call for registration was also launched, open to all ALF members and non-members who wished to participate at their own expenses. The selection was made taking to consideration gender, organisation, and geographical balance. A total of 454 applications were received and 178 were selected by the Evaluation Committee. 132 of them participated in the Forum, and 46 apologised for different reasons. A high number of women were selected from the call for registration, and this had a positive impact on the overall balance of gender among the Forum participants.

Some Northern countries (Croatia, Denmark, Finland, Poland, Sweden, United Kingdom) managed through their respective HoN institutions to cover the costs or raise other funds from their authorities to increase the number of participants from their countries.



| Country | Applications Received | Selected | Country | Applications Received | Selected |
|----------------------|-----------------------|----------|-----------------|-----------------------|------------|
| Albania | 2 | / | Latvia | / | / |
| Algeria | 38 | 1 | Lebanon | 4 | 1 |
| Austria | / | | Lithuania | 1 | / |
| Belgium | 16 | 6 | Luxembourg | 1 | 1 |
| Bosnia & Herzegovina | 1 | / | Malta | 3 | 3 |
| Bulgaria | 1 | | Mauritania | 5 | / |
| Croatia | 5 | 3 | Monaco | / | / |
| Cyprus | / | / | Montenegro | / | / |
| Czech Republic | / | / | Morocco | 24 | 5 |
| Denmark | 2 | 3 | Netherlands | 4 | 2 |
| Egypt | 16 | 3 | Palestine | 10 | 1 |
| Estonia | 2 | 1 | Poland | 2 | 3 |
| Finland | 6 | 6 | Portugal | / | / |
| France | 118 | 50 | Romania | / | / |
| Germany | 14 | 9 | Slovak Republic | / | / |
| Greece | / | / | Slovenia | 1 | / |
| Hungary | 1 | 1 | Spain | 20 | 4 |
| Ireland | 1 | 1 | Sweden | 8 | 4 |
| Israel | 2 | 1 | Tunisia | 22 | 5 |
| Italy | 23 | 4 | Turkey | 9 | / |
| Jordan | 8 | 1 | United Kingdom | 13 | 10 |
| | | | Others | 5 | / |
| | | | Total | 388 | 129 |



5. Involving ALF Networks

The Forum has reinforced the mobilisation of the organisations which are members of ALF National Networks. After the ALF Forum in Barcelona in 2010, this 2013 edition has represented the second opportunity given by the Foundation to bring together Networks' members with other (non-member) organisations and institutions acting in the fields related to intercultural dialogue in the Euro-Med region, as well as regional and international institutions and political bodies.

The Forum gathered an outstanding number of members from across the 42 member countries as well as organisations from Syria, Libya, and beyond.

The data collected (See Forum in Figures, section 4) shows that the overall interest has been above expectations in the different steps of the process (from the Preparatory Meetings to the implementation of the Forum itself). However, it also highlights weaknesses in certain Networks, for which a brief analysis is provided in the below sections, corresponding to the HoNs and members involvement in each activity phase.

Members' response to Forum and Preparatory Meetings Calls for Participation The general response to the Calls has been very high, although with distinct differences from Network to Network. The resulting statistics provide the basis for an overall reflection, aiming to improve the National Networks' involvement and visibility. This analysis and reflection will be deepened during the evaluation of the NSDS (Network Strategic Development Scheme) Step 5. In some cases, it was necessary for the Secretariat to take a clear proactive stance to ensure a minimum representative participation (e.g. in Networks with less than 3 member candidates in the first Call for Participation (to be fully covered by ALF)).

After the application stage, the selection of participants for the Preparatory Meetings and the Forum itself was especially focuses on the potential added value and contribution to the event's programme components and aims. An effort was made as well to ensure a gender and geographical distribution and to balance the selection of members who had and who had not already participated in ALF activities, in order to allow different kinds of expertise and perspectives to be shared.

Members involvement in Forum Preparatory Meetings The Preparatory Meetings held before the Forum were very positively assessed by participating members but also raised expectations in terms of thematic approaches. Several participants in the Preparatory Meetings were members involved in specific ALF programmes or were representing former or current ALF-granted projects, giving concrete examples of the broad range and diversity of initiatives supported by the Foundation. Many of them were assigned a role in the Forum implementation as Agora/Medina speakers, rapporteurs or moderators. Yet, the links and the continuity in the reflection from the Preparatory Meetings to the Forum workshops have been mentioned by several HoNs and members as not clear enough, whereas some participants who had the chance to attend both said they had difficulty in finding many new elements or concrete perspectives for the follow-up after the Forum. For this reason, the red line between the Preparatory Meetings and the Forum itself should be strengthened and better communicated for the next Forum edition.

Heads of Network involvement in Forum preparation Similarly to the Forum in 2010, the Marseille Forum 2013 invited HoNs and members to reflect on the ALF 4D Strategy and on the expertise and



ideas to be exchanged in order to develop and reinforce partnerships.

In their last annual meeting in Cyprus (Nov. 2013), the HoNs had the opportunity to recall successes and challenges of the previous Forum in Barcelona in 2010. They also put forward recommendations and proposals for the programme of the event as well as for the logistical aspects. Several HoNs proposed specific sessions or activities but the programme was maybe not flexible enough at that stage for all of those proposals to be put in practice.

All HoNs have been consulted in every step of participants' selection in order to create an ownership of the event as well as a sense of responsibility in selecting relevant participants. They have therefore been invited to provide the Secretariat with information on the background of the candidates in terms of participation in and contribution to the Networks' life. This resulted in the selection of members with good expertise but which also concretely contribute to their National Network development and life on a regular base, together with new members identified by their HoNs as potentially future good resources for the Network. Most of the members selected from the First Call (i.e. to be fully covered by the ALF) were assigned a role in Agora or Medina sessions as moderators, speakers or rapporteurs.

In the case of the Arab networks, the Citizens for Dialogue programme gave the possibility to have a larger number of Arab participants, including member and non-member relevant organisations acting in the fields of ALF 4Ds, with a significant increase in participants from Arab Networks compared to the previous edition of the Forum (from 22% to 28% of the total number of participants).

For the Call for Registration (i.e. where selected participants were requested to cover their own travel and accommodation costs), several HoNs in the Northern shore of the Mediterranean made the effort to find additional sources of funding, which is an important indication of the importance they attributed to Forum and their commitment to their Network active involvement. Moreover, this contributed to improve the HoNs fundraising skills in favour of the ALF mission, which is a very important element for the sustainable future of the Foundation.

Heads of Network involvement in the Forum programme For the Forum itself, all HoNs were assigned a role, mostly as moderator, speaker or rapporteur in Agora and Medina sessions (after having indicated their preferences) and successfully fulfilled their tasks. Most of the HoNs also assumed the role of head of national delegation, preparing the members before the Forum and facilitating contacts with members and Networks from other countries during the Forum.

This active involvement of the HoNs fostered the team spirit, contributing to making the Secretariat and the HoNs work with better synergies and increased ownership of the event (and ALF activities at large).

General considerations and recommendations on HoNs and Networks' future involvement If very specific debates were not easy to organise within a dense programme, more space should be provided for other discussions on challenges faced and best practices experimented and develop more match-making with Networks which do not always know each other very well.

The next Forum should de facto provide more space at the Fair for each country to present the work done at cross-Network, national and regional levels, and Network meetings and activities. While a considerable effort has been made to give visibility to ALF-granted projects run by Network



members during the Forum, this effort should continue to be increased for future editions. Highlights on a larger number of those projects and activities taking place in all Euro-Med countries would not only provide inspiring good practices but also give a more concrete overview of the ALF action and support scope throughout the entire region.

The Forum provided an incredible platform where to establish or reinforce partnerships. Although not enough time has passed from the Forum in order to tangibly and statistically verify the results of such partnerships, the first positive outcomes can be seen in the many collaborations proposed in the frame of the ALF Call for Proposals with deadline on 15th April 2013, while future ones will potentially appear in coming ALF and non-ALF Calls and activities.

Lastly, the Forum underlined the relevance of ALF as a network of CSOs in a variety of domains which – despite their diversity – are revealing an immense potential for cross-sectorial collaborations.



6. The Institutional Dimension

A central achievement of the Anna Lindh Mediterranean Forum 2013 was the institutional dimension, significantly upgraded in comparison to Barcelona forum 2010. The strategic approach to institutional engagement centred on: (a) involving partners and institutions from the start of the programming process and creating a shared ownership around the Marseilles agenda; (b) creating a common communication plan and messaging based on the 'Citizens for the Mediterranean' brand; (c) maximising the preparation process to develop new inter-agency synergies for the benefit of civil society in the Mediterranean region.

Steering Committee for the Forum

"The upcoming Forum will be a great opportunity to tackle issues of vital importance to Euro-Mediterranean cooperation. We have to do our best to maximise the outputs of this special Forum."
H.E. Ambassador Faequa El Saleh, Arab League, Cairo Steering Committee Meeting

The strategic intent to build an effective institutional engagement around the Forum was translated operationally through the creation of a steering committee involving for the very first time: the main Euro-Med institutions (the ALF, the UfM Parliamentary Assembly, the UfM Secretariat); the League of Arab States; the European Union (EEAS, DEVCO, EU Delegation to Egypt, the European Economic and Social Committee, the Committee of the Regions, ARLEM); the Ministries of Foreign Affairs of Egypt, France and Jordan. The committee, whose creation was endorsed on 8th June 2012 at the Bureau Meeting of the UfM Parliamentary Assembly, was developed and coordinated by the ALF Secretariat in collaboration with representatives of the participating bodies.

The main meetings of the Steering Committee took place in: Palermo (July 2012); Brussels (September 2012); and Cairo (January 2013). Each meeting contributed to the development of the Forum overall agenda, the Forum's institutional activities and the communication policy. Specific outcomes included: the high-level institutional presence for the Forum's official inauguration and closing events (French Minister for Women and Government spokesperson / Present of the European Parliament / EU Commissioner for Enlargement and European Neighbourhood / League of Arab States / UfM); a joint common plan (joint media opinion-piece of President Schulz and President Azoulay, and 'Citizens for the Mediterranean' brand); institutional side events (Euro-Med Youth Meeting, Local Authorities Forum, Debate with the President of the European Parliament in association with Young Arab Voices).

Representatives of the main institutional partners and the ALF bodies (Board of Governors, Advisory Council and Heads of National Networks) were also involved in the preparation process and related events. This ranged from the decision to coincide the ALF Advisory Council Meeting with the first Forum preparation meeting on Youth in Istanbul (July 2013), to the partnership with the UfM Secretariat on the final Forum preparation meeting on Media in Barcelona and the involvement of UfM Parliamentarians in the Women Preparation Meeting.

Outcomes and Follow-up

"We consider that the citizens whose views we came to hear at the Anna Lindh Mediterranean Forum



in Marseille are an excellent source of ideas and know-how which States, parliaments and UfM bodies should draw on by establishing a genuine partnership.”

Declaration of the first Summit of Presidents of Parliaments of the UfM.

The shared institutional approach to the preparation resulted in the decisions to prepare specific political and institutional events in Marseille in coincidence with the Anna Lindh Forum. This included: the first UfM Summit of Presidents of the Parliaments (timed to overlap with the Forum’s concluding day); the Euro-Med Meeting of Local Authorities (which took place on the eve of the Forum); and the convening of a Senior Officials Meeting of the Euro-Med Ambassadors (first day of the Forum). The scope of the institutional dimension also included: the Official Inauguration of the ALF Forum (4th of April); Dinner offered by the Chamber of Commerce (4th of April); Participation of institutional representatives, among others EU Commissioner Füle, in Agora/Medina Sessions of the Forum (4th-7th of April); Working Dinner for ALF bodies (5th of April); President of European Parliament in Debate with ALF President and youth from the ALF ‘Young Arab Voices’ programme (6th of April); Reporting on Forum civil-society agenda at Summit of Presidents of UfM Parliament by youth related to ALF programmes (6th of April).

Specific short-term outcomes of the Forum’s institutional dimension include: the endorsement of the Heads of Parliaments from more than 30 Euro-Med countries to the ALF’s work with citizens and civil society, and the offer for joint work with national parliaments; the adoption of the ‘Citizens for the Mediterranean’ brand as a joint framework for action with the main UfM bodies (ALF, UfM PA, UfM Secretariat); the request at the level of the French Ministry and UfM Co-Presidency for ALF to contribute to the preparation of the UfM Ministerial on Women, including integrating the Forum conclusions; the endorsement by the ALF bodies of the creation of a specific task force to reviewing the institutional model of the ALF; the commitment of the EU Commissioner for Enlargement and European Neighbourhood to EU support for the next phase of ALF operation, from January 2015, and engagement in the institutional Task-Force process; new frameworks of cooperation between ALF and key regional bodies, including the League of Arab States and the European Economic and Social Committee.

Follow-up activities were implemented immediately after the Forum, between April and June 2013, to ensure a continued momentum at the institutional level. This included: the presentation of the Forum initial conclusions by the ALF President at the Bureau Meeting of the UfM Parliamentary Assembly (9th April 2013); the co-organisation of an institutional media event in Dublin in the framework of the Irish Presidency of the European Council and on the occasion of World Press Freedom Day (3rd May 2013); and the preparation of the first Task Force meeting for reviewing the ALF organisational model, convened by the ALF Chair of Governors and scheduled for 4th July 2013. In addition, ALF has been invited to participate in an inter-agency group involving the main EU actors and focused on ensuring a more coherent and coordinated approach to civil society support and engagement in the Mediterranean region.

An evaluation of the institutional dimension of the Forum identifies a success the involvement of key institutions from the start of the programming process. This was essential in order to create shared ownership, define a communication policy in advance of the critical mass of events, and recognise areas of synergy across the institutions. One of the challenges which resulted from the process, and required careful management, was the extent to which the institutions were keen to participate in the Forum and ensuring that the institutional presence did not dilute the civil society nature of the ALF Forum.



7. The Challenge of Management

At the level of management, the organisation of this year's Forum was built on the outcomes of the 2010 Forum in Barcelona. A great effort was made to meet the high expectations raised by the first successful Forum, while taking into consideration all the lessons learnt from that first edition.

Ensuring the Basis: Management of the Preparatory Phase

The main preparation started in January 2012 when the first proposal of the Forum was elaborated, followed by the organisation of the Preparatory Meetings. A special effort was made in ensuring the communication and engagement of the ALF bodies at an early stage, as well as the involvement of local partners to provide institutional and budgetary support and visibility to the event.

The successful involvement of six relevant local partners Starting with the approval of Marseille as a venue for the Forum by the BoG in February 2012, the work focused on engaging local institutions to ensure the basis for a successful management of the organisation and a significant impact of the initiative. The first goal was to integrate the Forum in the objectives of the European Cultural Year of Marseille which culminated with the signature of the MoU in May 2012 by President Azoulay. Regular meetings were held with all the partners in Marseille, with the support of the French Head of Network institution, and agreements were signed with the following sponsors that contributed to the Forum global budget: the City Council of Marseille, the Region Provence-Alpes-Cote d'Azur and the Department of the Bouches-du-Rhône, Marseille Provence Metropole, the Chamber of Commerce, Mp2013, the EC representation in Marseille, the Finnish Government and the BEI. As a result of this dynamic a number of relevant events were organised in the framework of the ALF Forum.

It was necessary to coordinate effectively with all stakeholders for the optimum utilisation of the available financial and logistical resources. A major challenge was the uncertainty associated with the pledged financial contributions of partners and sponsors, which were not confirmed or secured at the time of planning the Forum and designing its budget.

Organisation of five Preparatory Meetings in the Euro-Med region During the months prior to the Forum, the Anna Lindh Foundation organised five Preparatory Meetings in cooperation with the National Networks, with the purpose of establishing a participatory process to identify priorities and challenges for debates and sessions of the Forum. In this context, synergies and partnerships with regional networks, international platforms, and international organisations were established.

The challenge was to ensure a maximum participation of the National Networks, while emphasising the quality of the actions and a geographical balance in the representation, and building on the Networks' ideas for the debates, the workshops, and the exhibitions. As a result of the meetings, more than 35 experts and participants were nominated to participate in the Forum, and a large number of CSOs and networks were involved in the process (more than 300 participants and 12 partners, 50 % via calls for participation). Specific working groups, coordinated by the ALF Secretariat, were created to carry out the work of organising the meetings. The management of this process demanded of a lot of extra effort and ensuring the follow up was not easy due to the high workload relating to the organisation of the Forum. The participatory outcomes were successful, but



the organisational model needs to be reframed in the future.

Ensuring the involvement of and information to the ALF bodies The Executive Director provided regular follow up to the Board of Governors, who had approved the holding of the Forum in the Triennial ALF Programme and in the Annual Work Plan 2012/13. The Forum dossier was discussed in depth during the BoG meetings of February, September, and December 2012 and during the HoN meeting in Nicosia in November 2012. In addition there was a permanent flow of information and consultation with the Heads of Network, the Advisory Council, and the President. During the implementation of the Forum, ALF Head of Network Institutions were actively involved in planning the different sections of the Strategic Debates, the Agora and the Medina sessions, chairing and reporting the workshop sessions and/or providing guidance and expertise in relation to the topics of the workshops.

Adapting the ALF Management to the Event

Considering the size and character of the event, a great effort was made in terms of human resources, logistics, budget allocated, and administrative procedures. Facing these four challenges was a major concern for the Foundation, and the most important measures taken were:

Guiding the service provider in order to resolve logistical challenges Many overlapping activities lead to unexpected challenges in the management of their implementation, although they were valuable in enriching the programme of the Forum; the lack of large hotels in Marseille which could accommodate a majority of the participants caused challenges as it became necessary to distribute the participants in several places; the difficulties with the visa and travel arrangement for a number of participants; the institutional dimension of the event increased security restrictions

Assigning an internal Forum task force to plan, design, prepare, organise, coordinate and implement the Forum Due to the very high workload there was a need to reinforce the preparation of the Forum in a coordinated way to ensure that the entire staff was engaged in the work. The task force incorporated the different teams at the Secretariat with the identification of a Forum Team responsible of the overall execution of tasks. The different teams of the ALF were incorporated in the Forum sub-teams, thus achieving a high sense of ownership and coordination among all staff members, in particular in the design of the Forum budget, the call for participation, the ToR of the tender for the selection of service providers, as well as in the design of the Strategic Debates, the Agora, the Medina, the communication strategy, and the administrative procedures. An internal evaluation among the staff has been very useful in identifying the major improvements to be made in terms of internal communication and coordination.

Adapting the allocated budget to unforeseen changes The challenge occurred during the stage of organisation and implementation of the Forum, when the sponsors' contributions varied significantly from the planned pledges. The biggest challenge was to create solutions in terms of budget reallocation to fulfil the unforeseen financial requirements, on the one hand, and to respond to the unforeseen increase of the number of ALF participants, on the other.

The budget review was restricted by the stipulations of the EC Operating Grant Agreement, and the administrative procedures for budgetary reallocation required the signature of a "rider" to the



contract with the EU Delegation in Cairo.

Adapting the contractual and administrative procedures to the nature of the Forum The main challenge was to put in place all the applicable procurement procedures within a very tight timeframe. It was necessary for ALF to be able to respond in a timely manner to the unforeseen increase in the Forum budget that was due to the increased participation and the variation in the sponsor contributions.

- The ALF launched a call for tender for the selection of a service provider to organise the logistics of the ALF Forum and signed the service contract with the selected provider. A rider to the service contract was later signed in response to the increase in the contract requirements.
- A second call for tender was launched to select a service provider for the catering services, hostesses, and concert requirements. The contract was signed with the selected service provider.
- A call for supplies tender was launched to secure the promotional materials and signage requirements related to the Forum.
- A large number of expert contracts as well as procurement orders were issued for fulfilling the Forum needs.

One of the consequences of the above mentioned constraints was that the administrative and logistical work during the preparation of the Forum (travel management, relation with the service providers, hotel bookings, concrete service conditions etc.) had to be carried out in a very tight timeframe, especially in the last month, leading to delays in travel arrangements and bookings.

The nature of the operating grant the ALF has with the EC once again created important challenges due to its non-compatibility with the nature of an event such as the Forum.



8. Forum Budget: Contribution and Costs

This section covers the ALF Forum 2013 budget in terms of allocations and contributions, starting from 2012 until April 2013. It emphasises the different financial aspects of the Forum's budget, including a detailed description combined with related statistics.

This part represents the financial activities and performance of ALF. It demonstrates how the Forum provisions and expenditures are directly linked with the ALF management and the operational expenses.

Budget

It is worth mentioning that the provisional overall budget of the forum was equal to Euro 1,235,611 in order to cover the activities of the event. The table below summaries the main budget lines of the Forum budget:

| Budget Items | Cost in EUR | % of Total Budget |
|--|------------------|-------------------|
| Participants Travel and Accommodation | 304,951 | 24.68% |
| Hosting | 129,510 | 10.48% |
| Meetings, Conferences and related arrangements | 482,437 | 39.04% |
| Communication and Visibility | 121,693 | 9.85% |
| Experts Fees | 21,525 | 1.74% |
| Fees, Running cost and Audit Fees | 167,496 | 13.56% |
| Translation | 8,000 | 0.65% |
| TOTAL | 1,235,611 | 100.00% |

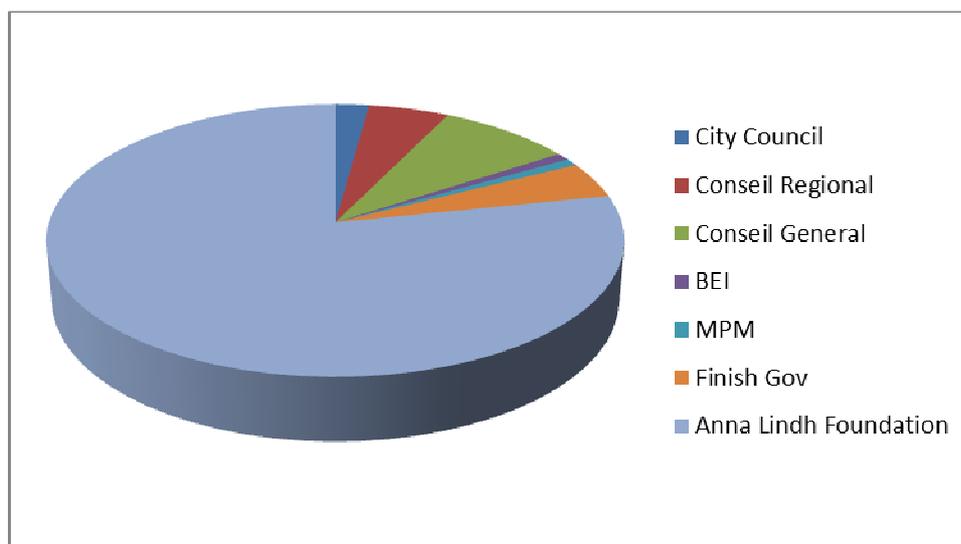


Contributions

In terms of budget and contributions, the Anna Lindh Foundation has succeeded in obtaining contributions from different sponsors for the purpose of implementing the objectives of the Forum. The following are the main contributors to the Forum, in which each party handled and managed its fund directly:

| Main Contributors | Contribution in EURO | % of Total Contributions |
|-----------------------------------|----------------------|--------------------------|
| City Council | 25,000 | 2.02% |
| Conseil Regional | 60,000 | 4.86% |
| Conseil General | 100,000 | 8.09% |
| European International Bank (EIB) | 10,000 | 0.81% |
| Marsille Provence Metropole (MPM) | 15,200 | 1.23% |
| Finnish Government | 50,000 | 4.05% |
| Anna Lindh Foundation | 975,411 | 78.94% |
| TOTAL | 1,235,611 | 100.00% |

Contributions in Euro



Global Expenditures versus Contributions

The table below shows the amounts budgeted and the actual contributions received from each party, during the period, for each budget line:

| Expenditure | Anna Lindh Foundation | City Council | Conseil Regional | Conseil General | BEI | MPM | Finish Government | Global Expenditure |
|--|-----------------------|--------------|------------------|-----------------|-----------|-----------|-------------------|--------------------|
| | 975,411.11 | 25,000 | 60,000.00 | 100,000 | 10,000.00 | 15,200.00 | 50,000.00 | 1,235,611.11 |
| Anna Lindh Forum 2013 | | | | | | | | |
| 1. Travel / Accommodation Participants | 249,751.24 | | | | | 5200.00 | 50,000.00 | 304,951.24 |
| 2. Hosting | 129,509.90 | | | | | | | 129,509.90 |
| 3. Meetings and conferences | 450,885.65 | | 31,550.68 | | | | | 482,436.33 |
| 4. Communication and Visibility | | | 28,449.32 | 79,743.74 | 10,000.00 | 3,500.00 | | 121,693.06 |
| 5. Expert Fees | | 2,000.00 | | 19,525.00 | | | | 21,525.00 |
| 6. Fees, Running cost and Audit Fees | 145,264.32 | 15,000.00 | | 754.80 | | 6,476.46 | | 167,496.00 |
| 7. Translations (written documents, website) | | 8,000.00 | | | | | | 8,000.00 |

9. Communication and Visibility

The Anna Lindh Mediterranean Forum 2013 represented an important process and platform for consolidating and communicating the role and work of the Anna Lindh Foundation at the pan-Mediterranean level.

Strategic Approach and Communication Components

The preparation of the communication policy engaged a range of key stakeholders including: ALF staff at the Secretariat (internal communication task-force); ALF Advisory Council (communication recommendations, June 2012); ALF Heads of Network (communications workshop, November 2012); and the Institutional Steering Group (Palermo, July 2012; Cairo, January 2013), also taking into account the outcomes and recommendations from the Forum 2010 in Barcelona.

Key components of the communication policy centred on: Branding and Messaging, Information Campaign, Media Partnership, Digital Communications and Promotional Products.

Branding and Messaging During the planning and preparation phase of the Forum 2013, resources were invested in defining the main event brand and key communication messages. This process also took into account: (a) the launch in 2012 of the new logo and visual identity of the ALF (www.annalindhfoundation.org/communication); and (b) the recommendation of the Forum's Institutional Steering Group to 'develop a common message across the Forum and related events, from the Euro-Med Meeting of Local Authorities to the UfM Summit of Heads of Parliaments' (Palermo, July 2012). The unique motto developed for the Forum was 'Citizens for the Mediterranean'.

The event messaging was developed in cooperation with the Forum's Steering Group, and as a consequence was successfully integrated by the institutional partners (including the use of 'Citizens for the Mediterranean' in the speeches of the European Parliament and the Arab League, and the promotion of the Forum visual identity via the partners' websites). The development of the ALF's first Opinion-Piece – jointly signed by the ALF President and the President of the European Parliament – was key to consolidating the central messages of the Forum and ensuring a common narrative which could be adapted to various national contexts.

Information Campaign During the Forum preparation phase, the ALF produced and disseminated regular information to its Network of civil society organisations, its media contacts, and institutional partners. It also invested in information and training work with staff at the Secretariat and ALF Heads of National Networks to ensure, on the one hand, an effective internal information coordination, and on the other, building the overall ALF capacity for communication.

The direct involvement of the ALF in communication activities and outreach proved challenging but was improved by the hiring of a local press assistant in Marseille that assisted in organising press briefings and creating a communication task force with the local partners.

Areas of work included:

- The design and development of a dedicated website for the Anna Lindh Forum (www.annalindhforum.org);



- The production and dissemination, between October 2012 and March 2013 a series of E-Bulletins about specific Forum activities and events;
- The shaping of institutional press and media communications to promote the Forum event, Forum messaging and related Forum information;
- The establishment of a communication task force in Marseille in cooperation with the main local partners City of Marseille, Conseil general Bouches-du-Rhone, Region of Marseille-Provence, OCEMO in order to exchange the media contacts and understand the best local media approach;
- Targeted meetings with press and media activities to promote the build-up to the Anna Lindh Forum, including specific briefings in Marseille on 18th March, Paris 22nd March organised in cooperation with Ministry of Foreign Affairs of France and press conferences in order to launch the Forum on 4th of April and press briefing with Commissioner Füle on 6th April. As a result, 75 accredited journalists were present at the Forum.
- The development of specific online information sections, promoted through the event website, and a dedicated information stream via Twitter and Facebook accounts.
- The design and development of information packs on the Forum for specific events where the ALF was present, and integration of Forum information in key-note speeches

Media Partnership The approach to media engagement was to build over several months key partnerships with international media and involve them in the overall preparation process and programme development. Agreements were secured with two key partners, one European (France 24 Television) and one pan-Arab (Al Sharq Alawsat), who acted as the official media sponsors of the Forum.

Common elements of the media sponsorship agreements included: overall association to the event and related publicity; dissemination of the ALF Forum Opinion-Piece; organising specific interviews with key personalities during the preparation and programme phases of the Forum; promoting the Forum through related online media; participation in the official inauguration of the Forum and, in the case of France 24, an active role in facilitating the live opening.

The engagement of mainstream media partners was also supported by the preparation and realisation of a specific Media Preparation Meeting, held in Barcelona one month prior to the Forum, from the 28th February to 1st March. The ALF also built on the partnerships established during its last phase of operation, in particular through the involvement of journalists and agencies from the EU-supported European Neighbourhood Journalism Network.

For the Marseille programme, key actions with media partners encompassed: coordinating the involvement of a delegation of international journalists and media; preparing and delivering specific press briefings with journalists involving institutional figures; organising interviews with representatives of the Anna Lindh Foundation and partners, including 11 interviews of president Andre Azoulay with the main media partners (RTM, 2M, Maghreb Press Agency, Al Sharq Alawsat, RFI, Radio Monte Carlo and others); coordinating media-centred debates with regional and international partners; and coordinating press communications at the local level and international level.

Digital Communications In comparison to the Barcelona Forum held in 2010, the communication policy for Marseille integrated from the outset a central component on digital communications by establishing communication task force from ALF staff and contracted social media team.

The Forum digital communications dimension included:



- Establishing a dedicated website portal (www.annalindhform.org) and integrating live-streaming features and Forum twitter feeds;
- Creating specific social media tools – Facebook and YouTube – for the Forum, and establishing specific hashtags for Twitter use;
- Contracting a dedicated support team for social media outreach work and live-streaming of key activities;
- Ensuring the Forum stage set-up permitted the live-streaming of key events;
- Identifying and providing orientation to individuals within key ALF programmes;
- Translating and publishing Forum information in Arabic, English and French.

Promotional Products The development of visual identity guidelines, published and disseminated online at www.annalindhfoundation.org/communication, were the basis for the creation of Forum promotional materials. Products produced by ALF for the Forum 2013 event included:

- 1500 copies of the official programme, printed in French and English;
- 1000 welcome bags and information materials;
- the press pack produced on branded USB devices;
- the venue signage including the main stage design;
- merchandise products presented in the welcome packs.

In addition, the ALF commissioned an Egyptian film-maker, during the Forum preparation phase, to produce a specific short film on the concept of ‘Citizens for the Mediterranean’.

Communication Impact and Follow-up Action

An assessment reveals three important areas of impact within the communication policy – the development and dissemination of a joint opinion-piece with the European Parliament; the agreements with international media partners; and the digital communications outreach strategy. These impact areas also respond to specific areas identified for improvement in the Barcelona Forum communication evaluation, notably engagement with European mainstream media and participation through the social media space.

Editorial of President Azoulay and President Schulz The joint opinion-piece developed by the ALF and the European Parliament had a significant impact at the level of European and pan-Arab press media, including publications in: [Asharq Al-Awsat \(Pan-Arab\)](#) ; [Politika \(Cyprus\)](#); [La Croix \(France\)](#); [Al Majallah \(Saudi Arabia\)](#); [Time of Malta \(Malta\)](#); [ARA \(Spain\)](#) ; [Corriere del Mezzogiorno \(Italy\)](#); [Dziennik Gazeta Prawna \(Poland\)](#); [Vecer \(Slovenia\)](#); [Pobjeda \(Montenegro\)](#); [Cumhuriyet \(Turkey\)](#); [Publico \(Portugal\)](#); [Dogadaji La Presse de Tunisie \(Tunisia\)](#) ; [Le Soir \(Morocco\)](#)

International Press Review and Impact Media monitoring was carried out throughout the month of April 2013, and more than 55 pieces were collated and published on the Forum website at: <http://www.annalindhforum.org/press-review>

Press publications included: [France 24 \(France\)](#); [ANSAMed \(Italy\)](#); [ASharq Al-Awsat \(Pan-Arab\)](#); [Nile News \(Egypt\)](#) ; [Atlas Info \(France\)](#) ; [PanoraMaroc \(Morocco\)](#) ; [La Marseillaise \(France\)](#) ; [Akhbar El-Youm \(Egypt\)](#) ; [Hespress \(Morocco\)](#) ; [Akhbar Al-Youm \(Morocco\)](#) ; [Mont Carlo Radio \(France\)](#) ; [Art Idea](#) ; [Menara](#); [ENPI \(Euro-Med\)](#) ; [Slate Afrique \(Tunisia\)](#) ; [Radio France International \(France\)](#) ; [Elaph \(Middle East\)](#) ; [Al Maghribia \(Morocco\)](#) ; [Emaj \(Euro-Med\)](#) ; [Econostrum \(France\)](#) ; [ON TV \(Egypt\)](#) ; [Youm7 \(Egypt\)](#) ; [Euro News](#); [AL Wafd \(Egypt\)](#).

Media partnerships with key partners Al Shark Al Awsat (15 million readers daily) and France 24 (20



million viewers and 6 million internet users) and Radio Monte Carlo (15 million daily users) visibly increased media impact of the ALF message. A challenge of incompatibility between the ALF institutional agenda and some editorial choices of certain media partners (the coverage focused exclusively on civil society interviews) was faced. However, ALF did not impose its institutional agenda to the partners in order to respect their editorial choices and freedom and not to lose its established media partnerships.

Digital Outreach Impact The social media dimension of the Forum led to a measurable increase in followers to the ALF's Facebook and tweeter pages, forming an important basis for the ALF's new digital-first communications strategy-

According to the Tweet Reach Report:

- 1,91,522 accounts were reached during the Forum 4-day programme;
- 2,292,777 impressions;
- 1500 tweets from 179 contributors using official hashtag #ALF2013
- 42 retweets during the Forum main debates;
- A Social Media team, covering live (via Tweets, Facebook updates and producing short video interview) Forum's programme sessions and facilitating interaction with online audience of the event and increasing visibility.

The live-streaming engaged viewers in more than 30 countries, with the highest level of participation related to the Forum's official inauguration and the live debate with the President of the European Parliament in association with Young Arab Voices.

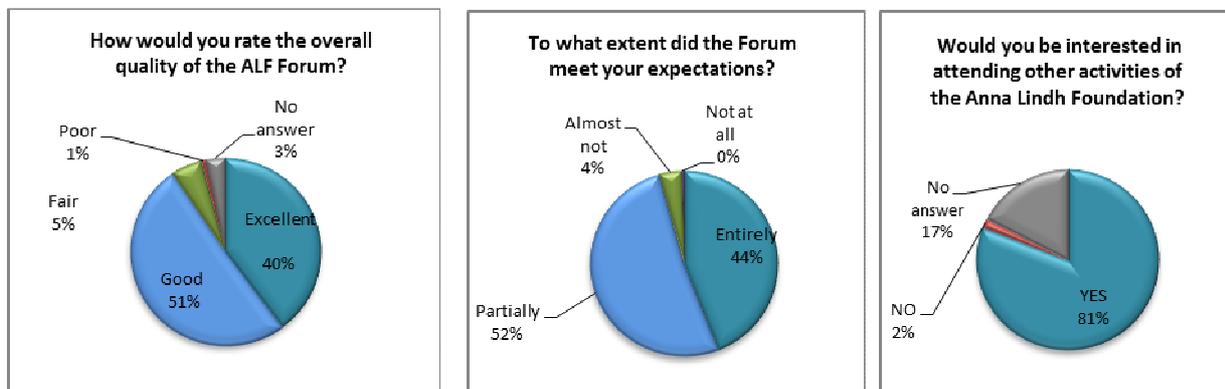
Documentation Resource During and after the event, the ALF Secretariat continued to update the Forum website with information, categorised and published under the main link: www.annalindhforum.org/documentation



10. Participant's Evaluation: Survey Results

The result of the survey circulated among the Forum participants gives a largely positive feedback about the Forum in general, including both content and organisation. There are also useful suggestions for improvements. The survey was distributed to participants during and after the event. Out of a total number of 1374 participants, 246 (18 %) questionnaires were returned.

Appreciation of the quality of the Forum and interest in ALF activities

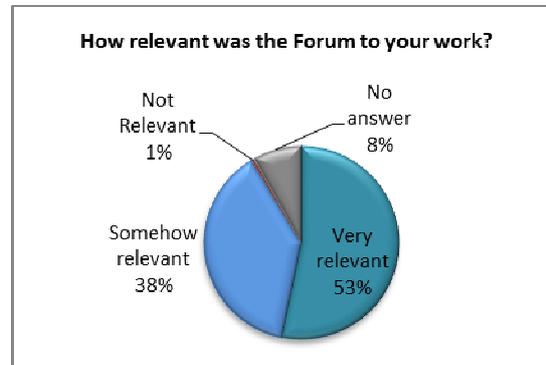


As shown in the charts above, the quality of the Forum was rated positively by almost all the people responding to the survey. For half of the respondents, the Forum entirely met their expectations, and the other half found that the Forum partially met their expectations.

The Forum aimed at mobilizing participants and encouraging their involvement in future ALF activities. In this sense the objective was fully reached, because the large majority of the respondents declared to be interested in attending other ALF activities. In particular respondents were interested in reinforcing intercultural dialogue through increased opportunities for networking and strengthened partnerships. Other activities of interest were opportunities for institutional partnerships, getting involved in intercultural dialogue at the national level, and opportunities for project funding.

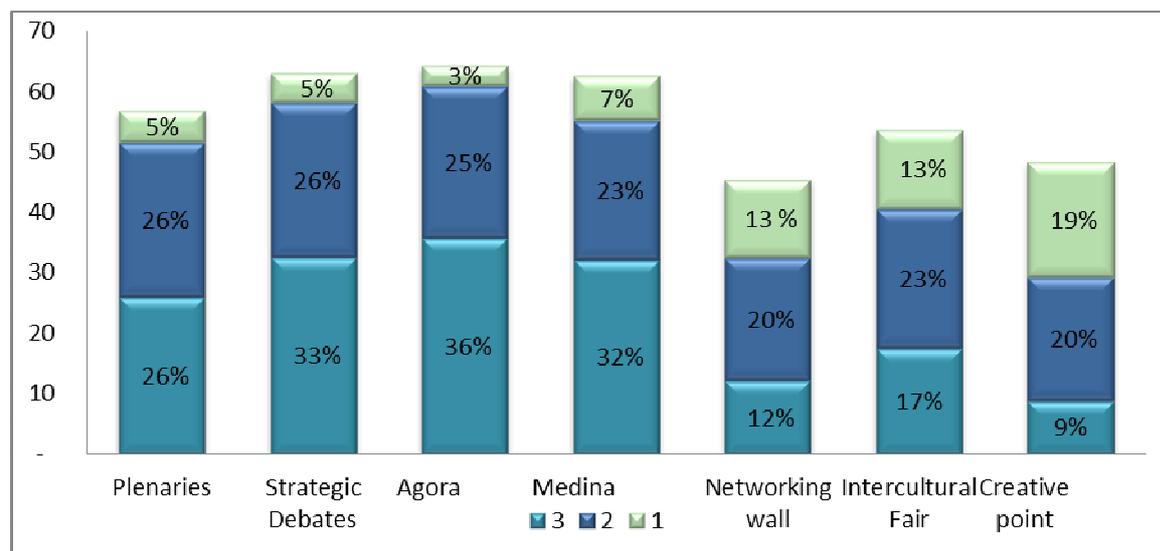


Relevance of the Forum to the participants' work and context



Almost all the respondents agree that the Forum is relevant to their work; 1 out of 2 reported the Forum as very relevant. It can therefore be assumed that the content of the Forum was appropriate and pertinent to the profiles of the participants who found it especially useful to meet people for sharing experiences, increasing their knowledge on a wide range of topics, and finding new opportunities for exchange, as well as giving visibility to their projects and initiatives. More specifically, several respondents appreciated to get a better knowledge about the Euro-Mediterranean region, especially after the Arab revolutions, and an overview of the organisations and CSOs active in the area.

Which sessions were interesting and useful to you?



Although several people recognised the importance of the **Plenary sessions** in giving an original and dynamic approach to the input of the major stakeholders, most of the respondents stressed their interest in **the Agora (strategic debates and thematic workshops) and Medina sessions**, which were considered the most important components of the Forum.



The **Agora Strategic Debates** were appreciated because the topics raised were very much in line with the current challenges in the region and the format was more approachable than the plenary sessions. The **Agora Thematic Workshops** were found by many respondents to be an ideal platform for active reflection, participation, and direct interaction between the Forum participants. The competence of the speakers allowed for a deeper reflection on the different topics and a real exchange of different points of view. On the other hand, some people highlighted the need for the Agora to be more structured and focused on certain topics, and to reduce the number of presentations. Moreover, being a space for reflection, some people also suggested having the same topic discussed in more than one session or during more than one day, so as to allow a more fruitful exchange.

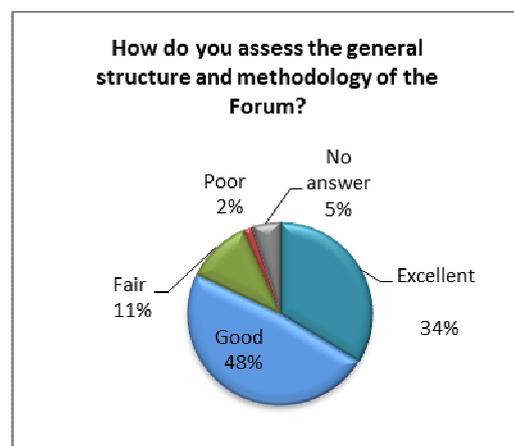
Through the **Medina**, people had the opportunity to receive practical guidance on good practices, tools, methodologies and project ideas. Respondents considered it an important space to build new partnerships and to network. They also showed appreciation for the participatory approaches of the Medina sessions, but some respondents found that these methodologies should have been developed further. There were also recommendations to provide more background material for the Medina sessions, a stronger link to the Forum preparatory meetings and the Agora sessions, and more appropriate settings of the rooms to achieve real participation in the sessions.

The **Intercultural Fair** was seen by the majority of the respondents as very important, being an excellent space for networking. Many respondents found that it provided important opportunities for making new connections and learning new ideas, exchanging points of views, and meeting with policy makers and hearing from them. However, several people found that the area was underutilized and could have been more dynamic. It was suggested to include a list of the organisations displayed in the Fair in the Forum programme, in order to know whom and what to look for. The **Networking wall** was also considered to not be sufficiently visible and accessible.

The **Creative Point** was appreciated for its efforts to engage with the topics of the Forum from a different angle, though the content was found by several respondents to be too limited and the place not very visible. The artistic events that took place throughout the Forum were not sufficiently promoted, despite their relevance and value.



Contents and methodology were useful, need for more focused discussions and additional topics



The content of the Forum sessions as well as the general structure and methodology were rated good or excellent by 82% of respondents. A point worth repeating is that many respondents found the sessions to be too general and that it was difficult to choose among so many different topics. According to one respondent: *“Thematic workshops were too general. More focused topics about concrete issues (e.g. interreligious education in school and out) would allow for deeper conversation.”*

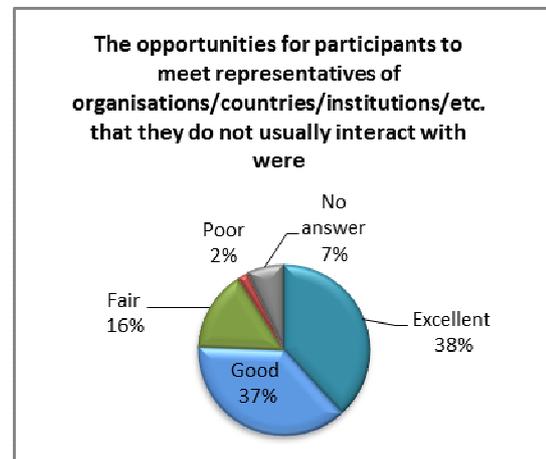
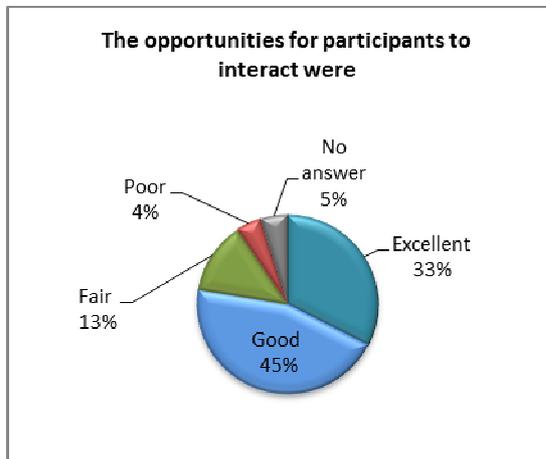
The combination of theoretical debates with practical workshops was highly appreciated. However, several respondents found that in terms of format the debates and the workshops were similar and they suggested to conduct the workshops in a more participatory manner by using modern tools such as the Open Space methodology.

Several suggestions were made for topics that could have been relevant to include in the Forum programme, a sample is listed below:

- Gender: not focus only on women but widen the subject to include masculinity, sexuality (e.g. in terms of heterosexuality as a norm) and gender relations
- Entrepreneurship and environment
- Promotion and protection of universal human rights as the basis of all the topics touched by Intercultural dialogue
- The role of education and science as a common ground
- Religious teaching and inter-religious civil society engagement

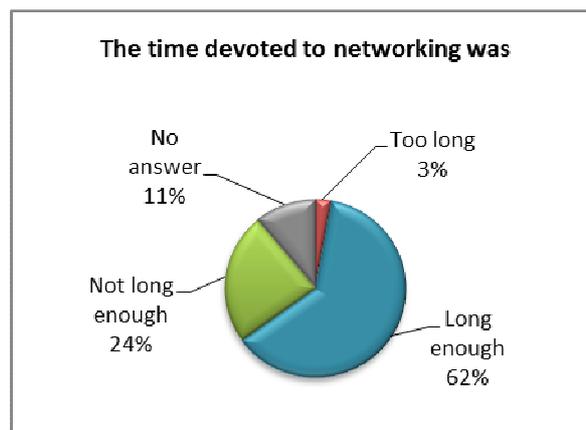


The Forum reached its goal of becoming a unique space for exchange, dialogue, and networking



The chart above shows that 78% of the respondents appreciated the opportunities they had to interact during the event. Considering that the Forum's main goal was to give participants an opportunity for networking and partnerships, this achievement is particularly significant and valuable as an overall evaluation of the Forum itself. According to one respondent: *"The Forum allowed me to meet many people from various organisations and build great connections that could be used in our future common projects."*

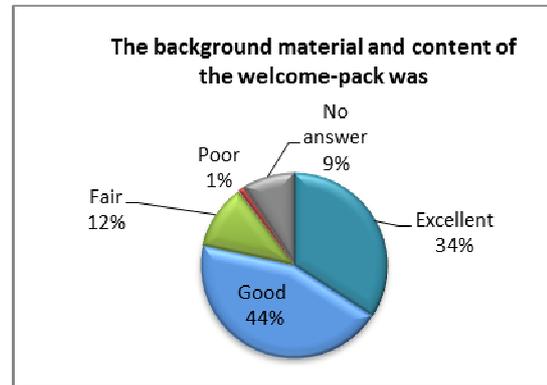
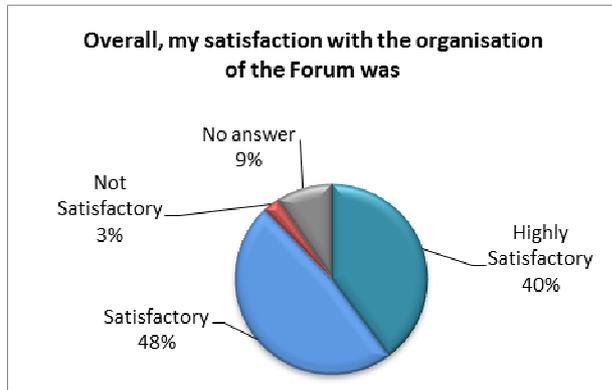
Most of the participants agree that the Forum was an effective platform of sharing. The networking between members of different organisations was a success, however meeting politicians and representatives of the authorities remained difficult. Some respondents suggested more organised activities to meet new partners within specific fields.



Although 62% of the respondent was satisfied about the time devoted to networking, 24% considered it not long enough. Some respondents suggested that the networking activities could have been improved by circulating the profile of the participants beforehand and to extend the time of the Forum.

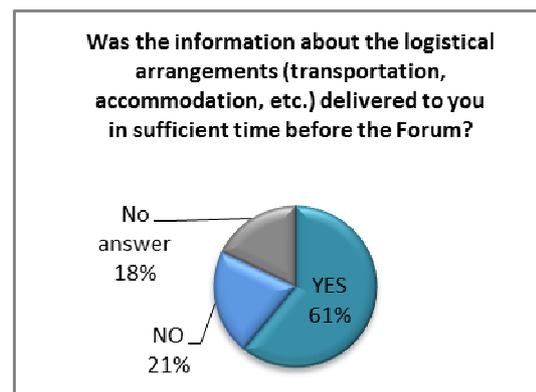
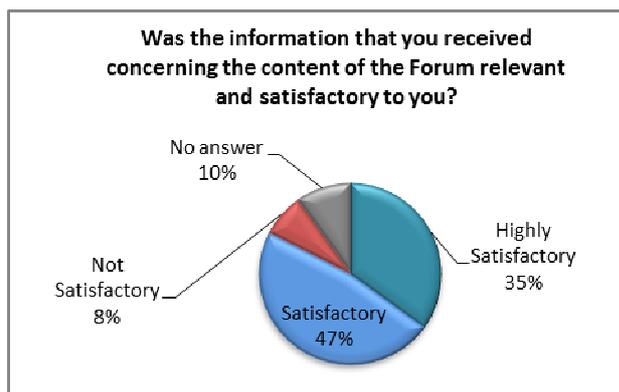


Working at the service of the participants: relevance of the information delivered and quality of reception by the ALF staff and the volunteers



The chart above shows that 88% of the respondents were satisfied with the organisation of the Forum. However, many participants indicated some points which could be improved such as the hotel arrangements (especially the lack of information about sharing rooms), the schedule of buses between the hotels and the venue, the internal signage in the venue, and the lack of translation to Arabic in the working sessions.

The background material and the content of the welcome pack were rated good or excellent by 78% of the respondents. Suggestions were given to add translation of the material to Arabic, and to include the description of the Agora and the Medina sessions in the welcome pack, instead of disseminating this only in the rooms.

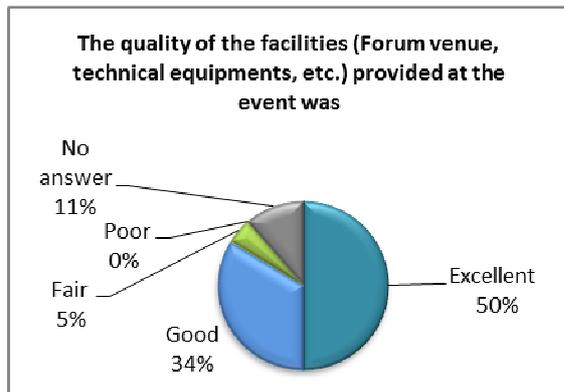


As shown in the chart above, the information received concerning the content of the Forum has been assessed satisfactory and highly satisfactory by 82% of the respondents although some participants indicated that some topics were described too generally and that the session descriptions were not always available.

61% of the respondents were satisfied with the logistic support received from the administration despite of unclear information regarding the hotels arrangements. 21% deemed that the



information about the transportation, accommodation and other facilities was not delivered in sufficient time before the event. Logistical challenges in the organisation of the large event led many of the participants to receive their travel details just shortly before the Forum, and it is clear from the survey that this caused some confusion for the participants and their limited their ability to plan their time at the Forum.



The assessment of the facilities of the Forum is rated positive by almost all the respondents. 84% considered the quality of the facilities excellent or good. Several respondents found the venue to be extraordinarily beautiful, offering comfort and conviviality despite of problems of translation and internet connection. However, there were some comments about the difficulties in having a full lunch, because of the standing buffet arrangement, and some respondents suggested replacing the buffet with a lunch bag for each participant.

For 88% of the respondents the quality of the administration and its responsiveness during the event was excellent or good, and there was a lot of appreciation expressed for the accommodating volunteers: *"Thank you to all the staff and volunteers who were very helpful". "Le personnel et les volontaires sur place étaient irréprochables, très pros et d'une grande gentillesse. J'ai beaucoup apprécié de prendre part à ce forum, merci de l'avoir rendu possible !"*

Ensuring continuity: ideas for follow-up



The survey asked respondents about how they planned to follow up on the Forum in their local contexts, and several ideas and proposals were mentioned. The most common action highlighted concerns the consolidation of partnerships initiated during the Forum. In many cases projects were already being planned in collaboration with partners identified during the Forum. Several respondents also stated an intention to get more involved in their National Networks, implying that the Forum was an opportunity for the revitalisation of several networks.

The high interest to actively follow up on the outcomes of the Forum can be channeled through the various ALF projects and activities but also by using the potential of the Foundation in terms of communication. For instance, the Foundation can continue and be more active in making the work of different organisations known, and in providing members with a platform of visibility, networking, and exchange, through its various means of communication (website, publications, webforum, training activities). The wish to join an ALF Network is another important indication for the Foundation, which not only proves its attractiveness and relevance to the civil society actors of the region, but it also shows that there are important opportunities for mobilisation among the National Networks.

An important request was expressed by the participants, which is to be more involved in actions of solidarity for societies experiencing serious troubles, such as Syria. The ALF is requested to take the lead in an initiative that can help to unite members of the ALF and advocate for real change in Syria.

Final considerations

The ALF Forum managed to gather around 1.400 participants who actively brainstormed and exchanged creative ideas and solutions on Euro-Mediterranean matters during four days. This survey demonstrates an overall positive assessment of the ALF Forum by the participants. According to the respondents, the preparation and the methodology of the Forum can be considered a successful attempt of “participatory democracy in action”. The effort to provide such a diverse number of participants with relevant and engaging topics for discussion and networking seems to have been successful in the various components of the Forum. As always, there is room for improvement, and the suggestions of the respondents have provided important input to the development of ALF events and programmes.

The survey shows a clear desire among members and partners of the ALF to consolidate the Forum as a unique occasion for networking across the Euro-Mediterranean, with a particular focus on providing space for civil society and institutions to interact. It is also evident that there is room to further develop the structure of the Agora and the Medina sessions, in order to achieve more focused discussions and clear results in each session, as well as a more organised interaction through effective participatory methodologies. The Intercultural Fair remains an important tool for visibility of the members’ actions and for networking, and more efforts have to be made to organise it in a creative way in order to achieve maximum impact. According to the respondents of the survey, and the general feedback from participants, the Forum should remain a space where different organisations can meet to debate the current trends related to the Euro-Med agenda, exchange knowledge, and receive concrete tools and creative input to develop their work. The success of the Forum from the perspective of civil society can be seen in the level of networking and partnerships formed, and the planning of joint initiatives and future cooperation involving more actors across the Euro-Mediterranean.



11. Common challenges and major recommendations

A number of central issues and common challenges emerged across the different fields and topics that were debated in the Agora and the Medina sessions, and several transversal recommendations were highlighted.

Building Inclusive Citizenship across the Region

Civil Society should play a more organised role as a watch dog of power and of institution building, to teach and popularise the essence of election processes and to develop mechanisms for a structured dialogue between civil society and government.

The Euro-Med region needs to strengthen inclusive citizenship Inclusion as a normative principle of high relevance for cooperation and intercultural dialogue as well as transformation towards democratic cultures especially regarding: the voice of women of all ages; the participation of young men and young women as well as promoting inter-generational solidarity; opportunities of decent work and of access to opportunities. Too little participation in voting and decision making was identified as a major gap in the current transitions and transformations, and hence a task for civil groups.

Life-long learning in Diversity ('DiverCity') requires pre-conditions which could be taken into account more systematically in the programme work of the ALF The societies in the Euro-Mediterranean space are more diverse than is known and understood. This points to a pivotal role of (mass) media that needs to contribute to broader knowledge and understanding. It is equally useful to promote an active listening and research-minded approach before developing practical projects. The ALF Report 2013 is a precious tool in this respect. City spaces are very important for the goal of reaching Euro-Med conviviality. Access to and use of public spaces and buildings in Euro-Med cities is very important for cultural participation and inclusive citizenship. Conviviality as a goal is also relevant for connecting generations.

Investing in People is the prevailing modality of ALF programming, and the winds of changes throughout the region in the last three years are a proof that butterfly effects matter indeed, especially under today's condition of viral cyber based communication. Change through education requires space for pupils and students as well as change of educational systems, taking into account formal, non-formal, and informal learning. These changed modalities are especially visible as regards female and green entrepreneurship as well as for building the knowledge economy. Arts for Change was addressed through multiple testimonies, and as one way of contributing to social cohesion.

On-going struggles were underlined as very important. Basic rights and freedoms, including the freedom to organise and assemble, but especially the freedom of expression, are prerogatives for any form of civic action. Funds for the physical safety of journalists in hostile environments (experiences in Libya and Syria were referred to, among others) were regarded as a useful measure to allow needed and necessary coverage. People and societies who are coming out of long periods of repression necessarily have to face a lot of anger, traumatisms and grievances from the past, including thorny questions of how to come to terms with human rights



violations, how to hold those in power accountable, as well as how to transform aggression and anger. Finally, critical thinking and investigative journalism are a must for vibrant and healthy democracies and need to be developed step-wise, using new opportunities, but also defending existing spaces for media professionals.

Building a ‘Memory for the future’ is important in order to resist pressure for regression. Knowing the history of one’s country and of the country of residence provides a necessary basis, and should be more explicitly included in activities of ALF networks as well as of ALF programmes. Such a knowledge base strengthens the opportunities to co-exist and to encourage broader populations to envisage that another Mediterranean is possible.

Successful work **requires mobility for Euro-Med citizens** in order to allow for the manifold peer-to-peer cross-culture activities (between teachers and pupils, among students, among journalists as well as for artists-in residence). An efficient Euro-Med youth platform is needed. . Across the many fields of thematic cooperation, the on-going challenge of visa policies was pointed out, both regarding cooperation between citizens from the Non-Schengen and the Schengen space, as well as for exchanges between countries on the Southern and Eastern shores of the Mediterranean. The proposal to do a status report on the current practice of South-South mobility was made. In addition, resources for mobility are essential). Hence a second proposal to do a mapping of accessible mobility resources, including on the level of Cities in Southern countries.

Last but not least, participants used the AGORA workshops to share quite frankly not only best practice but also not-so-good experiences of cooperation across the Euro-Med space and self-critical reflections. Among those **‘unpopular’ recommendations (‘L’ for laziness)** were the proposals to do away with outdated dichotomies and paternalisms, to overcome laziness in planning and in (training) programme preparations and to take cooperation and reliable communication more seriously. Linguistic challenges of the Arabic language were addressed, for instance the need to develop new vocabulary in the Arabic language. And, as a way of encouragement to overcome laziness on a different level, it was stated that ‘Learning Arabic is possible’ (YES, we can!?).

Common challenges in Practicing Dialogue

Mobility While promoting dialogue and intercultural exchange is a top priority for the Anna Lindh Foundation and partner organisations, mobility across the Mediterranean remains a major challenge. With intercultural dialogue and exchange of ideas as main objectives, mobility needs to improve. Obtaining visas and high mobility costs are the most relevant challenges in this regard.

Visibility Civil society actions across the Euro-Mediterranean often remain hidden from the public eye. The invisibility is due to limited outreach and media outlets, and the incorporation of new outreaching tools and mechanisms were the identified as challenges.

Grassroots Many organisations indicated that it would be beneficial to share expertise on how to better reach the grassroots level within local communities, and how to build the capacity and better structure activities that involves a large fraction of a local community. Civil society is struggling to work at the grassroots level and become accessible to all members of society.

Youth Inclusion Youth are structurally excluded from civil society processes. Young people are not effectively reached, and the relationship of civil society with the youth population is limited. This



results in a mismatch of addressing their needs and interests, and the inability to truly empower and mobilise them.

Sustainability and Funding Organisations struggle with finding the appropriate mechanisms to sustain their work and find continuation of funding. Many successful projects are ended or cannot develop further because of lack of funding. Projects are projects. Often it is a one-time show where no contingency plans are in place as opposed to programmes that can take into account learning and build trust and ownership among local communities.

Local authorities' bureaucracy and collaboration. Non-governmental organisations and groups in civil society are not working as effective as they could due to restrictive laws and the security apparatus, in particular in Southern countries. A lot of time is spent on bureaucratic procedures to obey to the laws, while this time could instead be allocated to improved civil society programming. In some Euro-Mediterranean countries it is a challenge to connect to government officials and get governmental approval to undertake projects based on foreign funding.

Language barriers restrict mobility and intercultural actions in the Euro-Mediterranean region. Due to those barriers, it is often highly educated youth who are able to speak and understand multiple languages, that participate in exchanges across borders. Exchange therefore remains primarily the privilege of the upper social classes, while youth from marginalised communities are left out. Not being able to speak a second language can also be an intimidating experience where the person feels inferior to those without the language barriers.

Recommendations for the Anna Lindh Tool Box

Organise public advocacy for free and simplified mobility in the Euro-Mediterranean region. Increase mobility funds and diversify its usages to include intercultural exchanges and collaborative projects. Lastly, provide special funding for further South-South exchanges.

Invest in tools and methodologies for the deepening of knowledge and understanding of the Euro-Med region among the ALF community. Convene and transmit the methodology of learning circles and elaborate a web-based compendium of good creative practices, produce a guide book for youth policies in the region and bring knowledge of likeminded (international) organisations and other valuable sources in a structured way to the national ALF networks.

Build the organisations' capacity to utilize new outreaching tools and methodologies Encourage organisations to design projects that fit people's need and priorities. Utilize and take advantage of the high penetration of social media tools and incorporate them in the projects architecture. Connect and motivate organisations to work closely together and make partnerships with media outlets and institutions, to make media involved in all project phases. Arrange specialised networking events for organisations, youth activists, governments and corporates representatives.
Train the ALF networks in effective use of social media for the purpose of cooperation and dialogue.



Learn from successful stories and innovative tools in **involving marginalised communities and grassroots**. Create online platforms to present success stories and share projects ideas and experiences. Encourage organisations to conduct their activities in public arenas. Diversify outreaching tools and mechanisms and design grassroots friendly projects, in which people don't feel alienated. **Stimulate the organisational development of national ALF networks**, to include schools of journalism, local authorities, school networks, theatres, libraries etc.

Build on community projects Support sustainable projects where lessons learned can be implemented, and practices can be improved, and trust is built within the community. Short-term projects and events often result in discontinuity and limit the innovative, long-lasting solutions to societal problems that are needed. Creativity and innovation, social entrepreneurship and private sector were identified as key elements to develop further.

Invest in **studying the youth challenges and priorities** and develop innovative tools to address them. Work around youth apathy and disinterest by involving youth at the grassroots at the very early stages of the project design and utilize their tools during implementation.

Use new tools that can be beneficial for fundraising and gaining visibility among stakeholders. The donor community could provide guidance, manuals, and packages on how to effectively raise funds for a project or initiative. A useful tool is online crowdsourcing. These platforms offer tasks to be dispersed among a large group of people to easily and quickly get a particular action done. A sustainability component should be embedded and well-structured in the backbone of all projects.

Organise public advocacy and awareness campaigns involving the government and local authorities to encourage stronger collaboration. An investment needs to be made to support independent civil society that contributes to the wellbeing of its citizens. Best practices should be commonly shared on the ABC of collaboration with local public authorities at all the stages of a project and involve them to promote their sense of ownership. Train staff and youth activists on how to deal with official structures utilizing communication skills.

Language assistance packages, language buddies, virtual mobility and translation mechanisms could enhance the experience of all participants, and can result in the involvement of more youth, including those from marginalised communities. While art is a global language the language barrier is hindering efficient exchange of art skills and expertise in addition to involving new players from the grassroots.



Recommendations by Fields

Culture and Creativity

Arts for Change & Trends and Needs in Cultural Cooperation

Recommendation on the Intercultural Euro-Med Agenda

Integrate community and society as part of the cultural programmes: Involve youth and local communities in the design of activities, not only as main beneficiaries, but focus and listen to their needs before creating projects and give opportunities for autonomy to ensure ownership.

Equilibrate the cooperation: Balance North-South cooperation and consider also South-South and North-North cooperation, targeting diverse audiences (age, gender, ethnicity, disabilities, etc.).

Work with a context-specific and cross-sectorial approach: Analyse the real needs before the creation of artistic programs and ensure genuine and creative networking and collaboration with other stakeholders : CSOs, academia, private donors, and public authorities.

Raise awareness about arts: Advocate and lobby on local and national levels to promote the benefits of arts in local communities.

Reshape funding opportunities: Work for sustainability, increase co-financing, revise the funding system of the EU, and create an Institute for Culture Fundraising.

Support mobility funds and promote exchanges programmes for artists: Achieve mobility of artists, organisers, and technicians.

Recommendations for the ALF Programme

Involve local communities in the technical and artistic dimensions of projects. Support in-kind contributions in order to facilitate the co-funding of projects and activities.

Support diversity in the cultural field: Develop knowledge systems and support infrastructure building. Target cultural operators and cultural managers. Support diversity of projects, long-term, short-term, as well as new initiatives. Strengthen decentralisation and autonomy.

Invest in sustainable programmes: Support the multiplication of different kind of performances, address wide audiences, giving priority to community arts rather than to elite arts, encourage new editions of previous projects and improve them based on previous experiences.

Increase and promote the social use of arts: Develop a methodology on how to measure the impact of the arts in society and encourage innovative arts in urban spaces and informal places.

Promote capacity building and innovative tools: Create an art platform for music and art incubators, promote vocational and non-formal trainings for youth artists and professionals, use digital media and music.



Education and Intercultural Learning

Pro-active Citizenship Education & Learning to live together in diversity

Recommendation on the Intercultural Euro-Med Agenda

Promote language learning: Open opportunities to acquire language skills and finance translation in order to communicate effectively with the and partners from both sides of the Mediterranean;

Increase interaction: Create more spaces and opportunities for practical interaction through support of mobility, and increase the mobility from North to South.

Introduce intercultural dialogue and Citizenship education in formal education: Promote pro-Active Citizenship education curriculums including intercultural dialogue in classes, and how to interact with others in multicultural communities; make interactive material covering intercultural dialogue and diversity an integral part of educational curriculums, especially in the southern countries.

Encourage an intergenerational approach and lifelong learning: Pro-Active Citizenship Education and diversity should be addressed to all levels of society. Therefore it is important to integrate senior citizens who can contribute with experience and act as coaches or volunteers in programmes.

Change the perspective about diversity and build on genuine pluralism: Deconstruct the categories and pre-conceptions we have learned in order to understand ourselves better and to give the opportunity for people to reconstruct their own perspective; Find ways to include also extremists' positions in dialogue.

Develop pedagogic approaches to enable democratic participation in public institutions; Use methodological approaches that support learning on how to participate already from an early age in scholar and popular education to acknowledge the heterogeneity of society and to promote it as a basic value.

Recommendations for the ALF Programme

Expand the access to information: Make the resources and information developed and collected by the ALF easily accessible to all target groups e.g. through a resource centre and through wide dissemination. Develop replication manuals of successful projects in several languages in order to be used in other organisations and in different countries, and target educators and teachers to achieve wide and sustained impact.

Implement a programme addressing pro-active citizenship education for Teachers and Educators, using participatory and experiential creative methodological approaches.

Build bridges and find links between non-formal and formal educational sectors: Involve marginalised communities, where non-formal educational tools like story-telling, board games, and role playing, can play major roles in promoting intercultural diversity, empathy and critical thinking.

Highlight shared values and common backgrounds as a starting point for intercultural dialogue: Emphasise what is common instead of what sets apart. Develop a cartography of common issues of the Mediterranean, including the debates about democracy existing on both shores, as a tool for dialogue. Make use of popular sport games to promote intercultural dialogue, conflict resolution, and peace-making in a practical way.

Focus on youth as key actors: Ensure that marginalised youth are given access to ALF programs and projects, and support student mobility both between the two shores of the Mediterranean and among the Southern countries. Create a platform to make everything that has happened during the Forum accessible to the youth.



Urban Spaces and Citizenship

Citizens Contribution to the Urban Strategies & Renewing Intercultural Dialogue in Public Spaces

Recommendation on the Intercultural Euro-Med Agenda

Promote participation as a key element of local programmes: Diversify the opportunities for urban projects, increase the variety of actors, actions, and participants that benefit from donor funds. Put pressure on project managers to make processes participatory and transparent, especially in the selection of beneficiaries.

Build inclusive cities through a cooperative approach: Develop a coherent approach where all stakeholders can contribute to reinforce inclusive citizenship, and be clear about the difference between participative and representative citizenship.

Raise awareness about public spaces: Encourage use of public spaces by the public and civil society actors, focusing on youth and marginalised categories, and increase accessibility to cultural actions. Encourage civic actions and citizenship initiatives.

Encourage the contribution of migrants to the development of their regions of origins: Support the decentralised cooperation between original and hosting countries to facilitate the involvement of migrants in the development of their region of origin.

Fighting discrimination, valuing diversity: Develop programmes and initiatives to fight discrimination and give value to diversity through public schools and education systems.

Recommendations for the ALF Programme

Develop participation at all stages of an activity from the concept to the implementation, the management, and the follow up. Trainings and awareness activities should be developed in a participatory process.

Use innovative tools and methods and adapt to each context for increased impact, with a special attention to the development of arts in public spaces.

Reinforce inclusive citizenship by raising awareness among public institutions, CSOs, media, and public opinion, for the right of local citizens of all origins to have access to the use and co-management of public spaces.

Encourage art initiatives and international and local partnerships between local authorities and civil society organisations to promote intercultural dialogue in public spaces.

Invest in language education: Ensure access to free and qualitative language courses for migrants and their families by encouraging civil society initiatives, projects, and joint action with public authorities.



Media and Perceptions

Media in the Midst of Transitions & Ethical reporting Across Cultures

Recommendation on the Intercultural Euro-Med Agenda

Encourage peer-to-peer dialogue and networking of journalists and media from the North and the South of the Euro-Med region, as it has been shown to be the best way to develop co-operation based on mutuality, respect, and equality.

Guarantee freedom of expression by providing personal and physical safety for journalists. Remove legal hindrances in the work of journalists and adopt zero tolerance to interference in their work.

Encourage economic pluralism in the media to enrich and allow diversity versus monopolies in media.

Invest in social media as a tool to multiply information and promote social equality. Implement ethical codes for the social media and support auto regulation (as opposed to auto censorship). Maximize outreach by using social media, online platforms, as well as the mainstream media.

Elaborate national strategies to increase research and development of the media, and strive to exchange good practices and learn from the experiences of others.

Journalism schools can contribute a great deal to these objectives, as has been seen in many regional co-operations over recent years.

Recommendations for the ALF Programme

Support the exchange of journalists and networking in order to prepare stories together and create a Mediterranean community and media public. Co-operation with and access to regional experts and academics should be encouraged. Invest in exchange and translation of media content between countries and regions.

Encourage “positive” storytelling and diversity in order to balance regular news and sensationalism.

Increase training, mentoring, and other relevant support for journalists such as language trainings and trainings for hostile environments.

Strengthen the sustainability of local projects in terms of sustainable sources of funding for implementation and follow-up, maintaining safety and security, involving local communities, and diversifying the participants of the project.

Promote media-monitoring, research, and observatories as they are important means of guiding media policies and activities.

Support cross-cultural reporting as a tool to develop a more comprehensive mutuality, reciprocity and equality between journalists, media and their audiences.



Women

Beyond Gender Stereotypes & Social Change and Women's Rights

Recommendation on the Intercultural Euro-Med Agenda

Prioritise women's education and support women's entrepreneurship: Establish a program to strengthen the capacity of young women graduates in their search for a decent job through training activities, dissemination of information, coaching, and self-esteem. Implement a program encouraging and promoting women entrepreneurship, and act for equal access to resources.

Promote change in legal systems: Take political action to include and improve women's rights in constitutions. Involve civil society at all levels, both women and men, in defending women's rights and promoting gender equality.

Support political participation: Increase the number of women in politics and in decision-making positions and involve local government bodies in promoting gender equity. Implement regulations to ensure a comprehensive representation of women in political decision-making.

Increase awareness: Collect reliable data about gender related issues in each country, and make information widely accessible through media and informal education. Develop an Observatory Against Women Employment Discrimination: an observation mechanism that fights against gender discrimination in the labour market.

Promote the change of paradigms and stereotypes: Introduce strategies to promote equal rights and fight stereotypes both in education systems from an early age, and in the media.

Support and develop projects dealing with civic education for women: Fund projects that disseminate information to women at home and women living in remote areas. Create literacy classes for women

Recommendations for the ALF Programme

Support the creation of relevant institutions: Create a think tank for women in the Euro-Mediterranean and a Foundation of Mediterranean Women in order to support the common strive for equality.

Set up a virtual platform on Women: The ALF should serve as a marketing tool, and promote the production of joint projects in coordination with CSOs in the region.

Encourage networks of organisations that can initiate change and support the empowerment of women. Create a network of creative Mediterranean women.

Raise awareness for the younger generation: Create educational kits and train teachers and social workers. Promote gender studies in universities to identify stereotypes and find mechanisms to face them, and support revision of textbooks in order to remove stereotypical images of women.

Invest in capacity building of women on leadership and management in order to improve skills for participation in political and economic life.

Create a special fund to support women engagement in political life.



Youth

Youth Empowerment for Social Integration & Youth Mobilisation for Social Transformation

Recommendation on the Intercultural Euro-Med Agenda

Share Euro-Med experience: Guarantee a prospect of employment and education for youth in Arab countries and learn from the experience of Europe on youth policies to expand equality in the Mediterranean countries.

Provide tools: Develop a repertoire of youth policy instruments and create mechanisms and tools to integrate young people through employment (eg. employment contracts, intergenerational contracts, public quotas, etc.).

Work with an inclusive methodology: Fight exclusion, be aware of vocabulary and avoid stigmatisation.

Support participatory processes: Include youth not only as beneficiary but in the whole process, and launch initiatives for cross-regional democracy and participatory building.

Encourage transversal mobility and networking: Fund not only South-North youth mobility projects, but also North-South, and South-South, and implement youth networking projects that allow young people to meet and to share their realities and problems.

Promote national young volunteering as a step before abroad volunteering, create more opportunities to gain intercultural education/experience by networking or volunteering projects, and support CSOs in the recognition of the volunteers status especially in the MENA countries.

Recommendations for the ALF Programme

Encourage dialogue instruments: Understand the difference between dialogue and debate, and promote the use of local languages.

Strengthen cooperation processes: Create meaningful partnerships with organisations with different skills, establish a Euro-Mediterranean Youth Forum to serve as an official platform.

Invest in capacity building and dialogue between youth groups and formal governments, foundations, the academic world, and the private sector. Enable also youth to make elective decisions.

Establish a youth fund for youth initiatives and long-term projects, or support already successful initiatives and best practices.

Elaborate a common framework of best practices in youth legislation that can provide guidance for formulating policies on the issue of youth on national and regional level.

Define mechanism that can support mobility projects for young people. Encourage North-South, South-North and South-South youth exchange.



Development

Social Cohesion in a Context of Crisis & A green economy for a sustainable Mediterranean

Recommendation on the Intercultural Euro-Med Agenda

Recognise young people as a resource: Encourage youth to share and develop their initiatives, visions, and aspirations and to acquire knowledge and experience across borders. Support their participation in the development of public policies and strengthen their professional integration by improving access to employment, entrepreneurship, education, and training.

Support social inclusion and place human values at the centre of decisions: Promote social justice and gender equality, intergenerational dialogue and solidarity, well-being and personal fulfilment, social cohesion and active citizenship, and combat all forms of discrimination.

Establish new channels for employment creation: Place particular focus on the private sector by establishing platforms for apprenticeship, opportunities for entrepreneurship, micro-credits, green jobs, and innovative forms of education. Invest in job matching programmes and develop education systems so that they correspond to the needs of the private and public sectors.

Promote policies of lifelong learning: Develop and diversify education and employment policies so that they are characterised by creativity, innovation, simplicity, flexibility, and mobility. Provide resources of knowledge improvement.

Invest in change towards a green economy: Invest in education and research. Promote recycling and mobilise society to reduce waste through innovative awareness campaigns.

Share good practices: Use new technologies to disseminate and share information across the Euro-Mediterranean region, directed to public institutions, civil society actors, media, and citizens.

Recommendations for the ALF Programme

Apply sustainable development principles to events such as the Forum.

Lobby decision-makers, including governments and private actors, in order to achieve their support and commitment to invest in social inclusion and a green economy for the region.

Encourage the production of documentaries on under-mediatized topics such as the situation in refugee camps, waste in the Euro-Mediterranean, organic agriculture, etc.

Support mobility in the Euro-Mediterranean region through lobbying and funding of mobility schemes.

Discuss environmental issues and share the experience in the Euro-Med region.



Diversity

Do we all live on the Mediterranean? & Enhancing interreligious & Intercultural Cooperation

Recommendation on the Intercultural Euro-Med Agenda

Facilitate dialogue: Foster a common future of the Mediterranean in terms of human rights and dignity on the two shores, considering the region's geographic and social complexity and recognising that dialogue cannot be forced but needs to be facilitated.

Accept differences, going beyond tolerance to a real conviviality: Emphasise the dynamics of intra-religious dialogue based on an inter-disciplinary approach in order to have a better understanding of and to accept religious differences. Highlight the importance of interreligious cooperation in the region based on the rich heritage of the Mediterranean.

Promote knowledge through exchange and education: Encourage peer-to-peer learning, face to face encounters, and meetings across borders. Create a common Euro-Med knowledge at schools with experts on different topics such as memory, citizenship, belonging, and integration.

Increase collaboration: Find a balance between the institutional and the civil society approach, through collaborative meetings with public authorities and organisations working in the field.

Encourage innovative approaches to diversity: Use culture and art tools to address contentious issues.

Promote awareness and inclusion: Improve participation and visibility of marginalised persons in programmes and policies, particularly for people with disabilities and for refugees.

Recommendations for the ALF Programme

Increase mobility: Build programmes that facilitate mobility and exchange, especially of youth.

Provide tools for diversity and spaces of meeting and debate: Develop specific programmes and tools to fight stereotypes, and to promote interreligious education. Involve religious leaders in activities and encourage dialogue on the topic of religion.

Focus on minorities: Increase the visibility for minorities, and support actions addressed to the protection of religious and national minorities.

Open the debate on both shores: Address the question of ethnic diversity also in Arab countries.

Share positive experiences: Enhance cooperation and interaction with other similar initiatives, and encourage partnership between organisations, donors, beneficiaries, and public authorities.

Make full use of media to achieve an exchange of good practices: Involve different forms of media in a comprehensive communication strategy to share positive experiences and examples.



Democracy

The Value of Dialogue in Democratic Transitions & Culture of Peace and Non Violence

Recommendation on the Intercultural Euro-Med Agenda

Review the Euro-Med strategy in the relations between civil society and governments: Reinforce the support for civil society in addition to the usual support for national governments, and involve several actors in the building of state and governance strategies during democratic transitions.

Improve knowledge about local contexts and exchange on governance practices: A better understanding of local, regional, and global realities, opens up new opportunities for cooperation. Bring the Southern and Northern countries' practices on governance and democracy closer and learn from experiences and best practices in other countries.

Shift from an approach of intercultural dialogue to intercultural struggle: Emphasise the common challenges between South and North, especially migration, environment, and economy issues, and strive to resolve them through a common approach.

Implement inclusive peace-based education and governance: Encourage strong, educated, and efficient non-violent movements and create an effective infrastructure for non-violent initiatives. Introduce peace building and non-violence concepts into the general educational curriculums in order to educate youth into peacemakers.

Understand democracy as a process and enhance participation: Support in particular women and youth to participate on equal terms. Involve beneficiaries and citizens in the planning and implementation of policies and activities. Promote local governance as a means to reinforce participation and city level democracy. Mobilise citizens to be aware of their duties, rights, and social tasks.

Take action in conflicts zones, and urgently in Syria: Gather and spread correct information and intervene both on a political and a practical level. Implement a platform to strengthen Syrian civil society, reaching the civil community now present in different countries.

Recommendations for the ALF Programme

Reinforce the role of ALF as a platform for dialogue: Work through the national networks to reach a widespread impact.

Promote a culture of peace in the work of the ALF as a way to encourage participatory and democratic societies where human rights are respected.

Encourage non-violence education: Design a program of peace-based education through a collaboration among universities in the region (focusing especially on law and political sciences).

Increase the participation and strengthen the role of women: Support training workshops especially for women.

Identify mechanisms for evaluation: Monitor programmes and activities and if needed correct them.

Mobilise for Syria : Adopt the proposal "Citizens for Syria", using ALF as a platform for joint actions for Syria and supporting the implementation of a platform to strengthen Syrian civil society, especially young activists.



Civil Society

Partnerships with Civil Society: From Policies to Practice & Intercultural Dialogue for Social, Economic and Human Rights

Recommendation on the Intercultural Euro-Med Agenda

Improve civil society networks and change the institutional approach: Involve more CSOs in meetings and in Forums in order for its actors to share experiences; include CSOs in designing the donor agenda and call for more actions. Place particular emphasis on marginalised groups and communities.

Promoting specific tools during transitional periods: Support citizenship education and communication strategies.

Support programmes for knowledge and experience exchange, including meetings between hosting and sending organisations. Encourage the transfer of successful actions and skills among countries, and reinforce knowledge and exchanges between North and South regarding legal regulations for civil society.

Include a comprehensive agenda of human rights in the elaboration of programmes: open the debate on human rights and the inter-relatedness of human/social/economic rights, and give a more concrete status to social rights seeking for the universal acceptance.

Create tools for reinforcing the effectiveness of regional cooperation: Define strategies adapted to each country and create indicators in order to assess and measure the process.

Recommendations for the ALF Programme

Share the main conclusions of the Forum with a wide audience: Integrate the outputs of the Forum in the ALF programme and keep up the work of presenting and discussing (and as a result possibly multiplying) the good experiences and practices. Continue to help CSOs/members to cooperate across regions and to transfer the experiences from one region to another.

Promote dialogue: Take into account the characteristics of the Mediterranean population, and encourage dialogue between those who think different, in order to increase mutual knowledge which is the key of intercultural relations.

Invest in citizenship education: Target teachers as a group of intercultural active actors to implement education for an intercultural citizenship.

Focus on the legal system to call for a change of mentality: Open a debate around constitutions in Arab countries and elaborate a Euro-Mediterranean cartography for legal systems that can provide clear information and be a basis for dialogue. Train international observers.

Invest in civil society and promote it as a key partner in policy making: Collaborate with economic and social actors of civil society, and increase youth participation in programmes and activities.

