

Draft Programme for Phase IV (2015-17)

Working together for mutual respect and human dignity

The Mediterranean has been, during more than twenty centuries, an extraordinary meeting point for cultures, influences, and human beings, but also a place where historical and harsh conflicts occurred.

Determined to open a new stage of cooperation across the Mediterranean, twenty years ago the region's neighbours decided to launch a process aimed at promoting political, economic and social dialogue. A decade later, in 2005, they created the Anna Lindh Foundation (ALF) as an institution intended to foster the participation of the citizens in this dialogue process.

After ten years of a thriving and challenging activity among the Euro-Mediterranean societies, the ALF now comes of age. Built on shared values of mutual respect, peace, and human rights, the Foundation has become during this decade the most significant regional institution for dialogue and civic participation.

VISION, MISSION, VALUES AND GOALS

We are an intergovernmental organisation, shared by the countries and people of the Union for the Mediterranean (UfM), the European Union and the League of Arab States. Co-funded by the European Commission and the UfM Member States, the ALF has its international Headquarters in Alexandria (Egypt) and works as a Network of 42 national networks with more than 4,000 Civil Society Organizations (CSOs).

Our vision is for the Anna Lindh Foundation to be the leading institution for promoting intercultural dialogue in the Euro-Mediterranean region.

Our mission is to bring people together from across the Mediterranean to impact on mutual perceptions among citizens of different cultures, origins and beliefs.

Our values are those of respect for diversity, dignity and human rights, defence of peace, democracy and rule of law, and a resolute stance against any kind of intolerance, xenophobia or racism and radicalization.

Our goals are promoting dialogue between cultures, nurturing shared universal values, facilitating the participation of citizens in building open and inclusive societies, and fostering the human dimension of the Euro-Mediterranean Partnership.

ALF PROGRAMMES 2015-2017

The ALF is willing to further reinforce its efforts to fulfil the overall objective of contributing to promote positive attitudes and in-depth knowledge among the EuroMed societies by bringing people together, challenging mutual perceptions and nurturing common values.

In order to do this, the ALF will work in the three fields of action of Intercultural Competences, Spaces and Opportunities for Dialogue and Networking and Exchange across the EuroMed region, with the following specific objectives:

- promoting intercultural awareness, knowledge and competences amongst EuroMed societies
- tackling intolerance and stereotypes through the promotion of debates, public outreach activities and local initiatives
- empowering the EuroMed civil society work on intercultural dialogue by promoting exchange and collaboration in the region, and
- encouraging decision-makers and media to promote the centrality of Intercultural Dialogue (ICD) – human dimension in the EuroMed agenda.

With a view to fulfil its goals, the ALF presents ten (10) main programmes (work packages) to be implemented during the period 2015-2017. The (10) programmes have been designed to cross-cut 2 or more Specific Objectives, in order to ensure a more comprehensive and transversal approach.

1: "Educators for Intercultural Citizenship"

During its first 10 years of activity, the Anna Lindh Foundation has steadily developed an educational programme, mainly based on the development of intercultural resources, investing in capacity-building and supporting EuroMed educational activities. The importance of intercultural dialogue for the community of educators in the region is reflected in the large number of ALF Network members working in the field (approximately 40% of the total), the involvement of 250 professionals in the programme and the 22 Euro Med projects developed by CSOs in this field during the last phase. The investment in intercultural education appears as a central element in a region characterised by cultural diversity and increased movements of people leading to the creation of multicultural societies in which integration still remains a challenge and phenomena of intolerance are on the rise.

In light of the above, the ALF intends to develop a regional programme - unique in the EuroMed area - on the topic of intercultural citizenship education. The new programme will be developed on the basis of the main outputs achieved during the last Phase, and in particular the contents and methodology of the two Handbooks on Intercultural Citizenship Education. This programme will be addressed to the educational community and civil society organisations working on formal and non-formal education, as a tool to increase people's skills and knowledge on the cultural diversity of the region and its management, to reinforce the potential of common values and regional cooperation, as well as to facilitate the interaction with people from different cultural backgrounds and the prevention of phenomena of intolerance among the young people of the region.

The activities of the programme will include synergies with other major institutions working on intercultural education in the region such as UNESCO, the Council of Europe and the League of Arab States, involving also local partners in their national implementation.

The programme “Educators for Intercultural Citizenship” foresees the following activities:

- **A.1.1 Regional trainings**

Two (2) regional trainings addressed to educators in the formal (university and schools) and non-formal education sector and CSOs working with youth and on community educational activities. The trainings will be based on the capacity building methodology on intercultural dialogue developed by the ALF, having as reference the Education Handbook on Intercultural Citizenship in the EuroMed region, published by the ALF in 2014. The methodology will include the presentation of intercultural citizenship education concepts, interactive learning and testing activities on the competences and notions presented and peer-to-peer learning sessions among the trainees. The (2) trainings will address a total of around 100 educators that will act as Intercultural Trainers committed to organise cascade training activities on intercultural citizenship education in the respective communities.

- **A.1.2 National Educational Initiatives**

A network of 10 educational hubs will be created and supported by launching a restricted call among the trainers/educators who participated in the (2) trainings of A.1.1. The 10 selected hubs will be committed to disseminate the Handbook at national level (i.e. translating it and/or looking for synergies with other institutions for its use) or by organising training schemes at national level. Educators participating in the regional and national activities or trainings will have the opportunity to regularly exchange opinions, practices and suggestions through the online ALF EuroMed Education Community.

- **A.1.3 Intercultural Citizenship Education – Granted Projects (CFP 1)**

The ALF will launch a Call for Proposals to select 20-25 projects (with each grant ranging between 25,000 and 35,000 EUR) with a clear focus on intercultural citizenship education. These projects will develop cooperative platforms through the “1+1 formula”, i.e. including at least one partner from the North and one partner from the South of the EuroMed region. The maximum duration of each selected project will be 12 months. The main purpose of this scheme is to facilitate the creation of partnerships, exchange of know-how, practices and learning resources among civil society, educators and youth in the field of intercultural learning and active participation in society. The formats which could be proposed through the projects include school twinnings, residences of educators, production of learning materials, and establishment of debate and resource-exchange platforms. The combination of more than one format in the project proposals will be considered an asset.

2: "Social Entrepreneurship for Intercultural Dialogue"

The relevance of social entrepreneurship for the promotion of intercultural dialogue and social cohesion among diverse cultural groups has been stressed by the Anna Lindh Report on Intercultural Trends, which underlined the importance of the individual initiative to build EuroMed relations, to improve mutual perceptions and to solve social problems. In the same way, the recommendations resulting from the Anna Lindh Forum 2013 emphasized the role of youth social entrepreneurial projects and the proposals from the National Networks encouraged the development of innovative initiatives with clear social impact in terms of intercultural dialogue. In this context, during Phase III, the ALF developed a pilot programme to map current initiatives in the field of social entrepreneurship and a regional conference titled "Creative Entrepreneurship, Active Citizenship: Opportunities for EuroMed youth" was organized in Thessaloniki in September 2014 involving 55 young social entrepreneurs and CSOs from the region.

As a result, a need has been identified to facilitate the implementation of sustainable socially effective projects for local and EuroMed dialogue and to create a network of EuroMed social entrepreneurs capable to act as potential agents of change for intercultural dialogue in their societies, to seize opportunities, improve systems and invent new approaches to create solutions to social main challenges, and mainly the ones related to social cohesion on the ground. Responding to this, the ALF intends to launch the "Social Entrepreneurship for Intercultural Dialogue" programme, aiming - on the one hand - at identifying and supporting innovative enterprises for the promotion of social dialogue and diversity within and across the societies of the region and - on the other - at establishing a dialogue and mentorship scheme among promoters of social enterprises across the Mediterranean. This will facilitate peer-learning, the sharing of ideas, of innovative approaches, experiences and understanding, and will strengthen the response to issues of common concern for the citizens of the region. Furthermore, the mentorship scheme will focus on passing on the necessary skills to make initiatives sustainable, beyond the ALF funding.

The programme "Social Entrepreneurship for Intercultural Dialogue" foresees the following activities:

- **A.2.1 Social Entrepreneurship for Intercultural dialogue – Granted projects (CFP 2)**

The ALF will launch a Call for Proposals to select 15-20 social entrepreneurship projects for intercultural dialogue (with each grant ranging between 20,000 and 30,000 EUR). These projects will develop cooperative platforms based on the "1+1 formula", i.e. including at least one partner from the North and one partner from the South of the EuroMed region. The maximum duration of each selected project will be 12 months. The main purpose of this scheme will be: (1) to support EuroMed peer-to-peer learning as an added value in building a common understanding of social cohesion in the region and approaching the different existing perceptions; (2) to promote projects stressing cultural diversity and multicultural management as a value for sustainable development (social, societal and environmental objectives); (3) to involve fragile target groups that became central in the social cohesion through diversity such as migrants, refugees, women and minorities; (4) to invest in young people as drivers of intercultural change in their societies; (5) to support socially effective projects for local and international dialogue which can be sustainable thanks to their income generation.

- **A.2.2 EuroMed Intercultural Entrepreneurship Laboratory (EMIEL)**

Following the selection of initiatives to support, the ALF will establish the first EuroMed Intercultural Entrepreneurship Laboratory (EMIEL) gathering the leaders and partners of the

selected projects and accompanying them during a two-year period. The purpose of the EMIEL is to create an active dynamic and peer-learning mechanism among the young entrepreneurs, a network of intercultural social entrepreneurs in the EuroMed, to offer them mentorship throughout the phases of implementation of the projects and to provide capacity-building for the sustainability of the intercultural social enterprise, its marketing, and networking at the local and international level. EMIEL will be implemented through two regional gatherings and an online mentorship programme.

3: “Anna Lindh Report on Intercultural Trends”

Since 2010, the Anna Lindh Foundation published two Anna Lindh Reports on Intercultural Trends in the EuroMed region. Based on the results of a public Opinion Poll addressed to 26 countries (13 per poll) and with samples of 13,000 people, this scientific analysis involved 70 experts and practitioners and provides an overview of major trends concerning mutual perceptions, interactions, values and social change within and across the societies of the region. Conceived from the very beginning as a tool for knowledge but also as an instrument for the intercultural action of the Foundation and its Networks, the Report provides in-depth information for the decision-makers who work for the EuroMed dialogue agenda and for opinion-makers who wish to acquire more in-depth information on the societies they address. For the Anna Lindh Foundation, the Report has validated the courageous decision of our institution’s forefathers to anticipate the centrality of civil society in EuroMed cooperation.

An example of such impact can be found in the 2012 data, showing an increasing appetite to know more about people on the other shore of the Mediterranean as compared to 2009, as well as the convergence of value trends in different societies of the region and respect for cultural diversity vs. the opposite trend for religious values. The plurality of perspectives and analysis of the Report tells us about the complexity of the current context, with cultural trends showing new opportunities for dialogue and coexistence and others which might fuel exclusion and sectarianism if not reversed.

These findings and methodology will now be the basis for the next edition, with the aim to see the Report reinforced in the long term as a central monitoring tool to measure the impact of EuroMed dialogue in the region. For this purpose, the 3rd edition will enlarge the opinion poll to new countries, invest more in the in-depth comparative analyses, and in stimulating political, media, academic and civil society debates on the major trends in intercultural relations in the region.

The programme “Anna Lindh Report on Intercultural Trends” foresees the following activities:

- **A.3.1 Opinion Poll**

The ALF will set up a scientific committee in charge of defining the thematic priorities for the Anna Lindh Report 2016, revise the opinion poll questionnaire and advice on a pool of international experts. A Call for Tender will be launched for the selection of a polling company to carry out the public opinion poll addressing approximately 13,000 people in 13 selected EuroMed countries.

- **A.3.2 Anna Lindh Report (analysis, publication and dissemination)**

Following the analysis of the Report’s results, 2 scientific workshops will be organised to discuss the report’s outcome and articles will be written by 15 experts. The Anna Lindh Foundation will be responsible for gathering the data, proofreading, translating, developing

the Report design and printing 2,000 copies in English. The Report will also be published in an electronic format in English, Arabic and French.

Following the publication of the Anna Lindh Report, the ALF will organise strategic debates and - in collaboration with regional and national partners as well as with the ALF national Networks - presentations and workshops in different EuroMed countries to stimulate debates on the issues presented in the study. In addition, and on the basis of the positive pilot experience gathered in ALF Phases II and III, this study will support the development of a network of Anna Lindh Chairs for Intercultural Dialogue in terms of academic debate on the main data and analyses obtained.

4: "EuroMed Translation Platform"

In June 2012, the Anna Lindh Foundation, in collaboration with Transeuropéennes and together with other fifteen partners from all over the Mediterranean basin, published a document that was the first of its kind: *A Mapping of Translation in the Euro-Mediterranean Region*. The mapping concerns the whole chain of translation and covers the last 25 years (1985-2010), with a study including not only literature, but also social sciences and a first approach to theatrical works. This work took nearly 3 years of cooperation involving a wide range of different professionals – research workers, writers, translators – and institutions such as publishers, translation structures and places where translation is taught. The *Mapping of Translation in the Euro-Mediterranean region* represents a mirror of the EuroMed partnership and of the exchanges between the two shores of the Mediterranean.

On the basis of one of its main findings related to the need to support translations in the social and human sciences - which represent from 5% to 10% of all translations to/ from Arabic in the region during the past 20 years - and based on the importance of the circulation of social literature across the Mediterranean to raise major issues of common concern, the ALF developed a pilot programme for the support to the co-edition works in the field.

Building on the results of the mapping, on the pilot co-edition project and on the outcomes of a EuroMed regional consultation on civil society and artistic/cultural needs in the region that will culminate in a regional conference in Cairo at the end of 2014, major priorities for a programme on EuroMed translation on intercultural dialogue have been identified. A main priority for the ALF is the need to create synergies between different professionals in the translation chain at regional level – publishers, writers, translators, booksellers – and cultural and civil society actors for the promotion of translated works from/to European and Southern and Eastern Mediterranean languages. Indeed, the uniqueness of the ALF intervention in the field lays in bringing into the debate civil society and cultural actors who face translation challenges for the promotion of dialogue work through the identification of a database and a series of workshops to build a permanent EuroMed platform.

The programme "EuroMed Translation Platform" foresees the following activities:

- **A.4.1 Advocacy for Translation**

Building on the existing translation in the Mediterranean platform of contacts (developed during Phase III) and its civil society Network, the ALF will organise (3) three regional thematic workshops bringing together each time publishers, booksellers, writers, translators and civil society actors specialised respectively in cultural, education and media work. The purpose of the workshops will be the identification of sector specific challenges in the field of translation as well as the creation of partnerships between the actors for the publication and translation of works. In addition, the workshops will be an opportunity for translation and

civil society practitioners to exchange practices and experiences on how they overcome specific issues related to their area of work and for the promotion of translated works. On the basis of the results of the above mentioned consultations, the ALF will directly embark on a targeted campaign towards publishers, booksellers, libraries and relevant ministries to promote the translation of the identified works, their publication or acquisition. In order to approach the relevant stakeholders, the ALF will aim at publishing and presenting the results of the workshops in an effective communicative format.

- **A.4.2 Database on Innovative Tools and Translated Works**

In collaboration with other relevant EuroMed actors working in the field of translation, the ALF will develop an online database to present an overview of the literary and social science works translated in different EuroMed languages, publishers, translators, bookshops, libraries promoting publications in different languages, events in the region for the promotion of translation flows.

5: “Arts and Media for Dialogue”

During the previous ALF Phase III, artistic practices, cultural spaces and cross-cultural reporting have been supported by the Foundation as key tools to develop awareness and to transfer knowledge, changing intercultural perceptions and overcoming misunderstandings. Bearing in mind the difficulties resulting from the current regional context, manipulation of cultural values, biased media approaches and lack of knowledge, the impact on perceptions and values should be reinforced as one of the major ALF objectives for the coming Phase.

As a result of the 56 projects on artistic productions and cultural activities supported by ALF in the last 3 years and the capacity building schemes among young artists in the region, new partnerships on intercultural dialogue have been promoted and the need to develop artistic creativity through EuroMed cultural co-productions have been identified as an essential tool for dialogue. At the same time, young journalists, media practitioners and social media platforms involved in the ALF programme stressed the importance to stimulate cooperation between media practitioners from different countries and - on the other hand - to stimulate public awareness and in-depth knowledge on the social and cultural trends. It is in this framework that the Foundation promotes artistic co-productions, media initiatives and journalism as major tools for dialogue in the next phase.

The programme “Arts and Media for Dialogue” foresees the following activities:

- **A.5.1 Artistic Co-Productions on Intercultural Dialogue – Granted projects (CFP 3)**

The ALF will launch a Call for Proposals to select 20-25 projects for intercultural artistic co-productions (with each grant ranging between 25,000 and 35,000 EUR). These projects will develop cooperative platforms based on the “1+1 formula”, i.e. including at least one partner from the North and one partner from the South of the EuroMed region. The maximum duration of each selected project will be 12 months. The main purpose of this Call addressed to cultural CSOs, independent sector and public institutions is to support projects aiming to empower the civil society’s actors from the arts and cultural sector towards EuroMed cooperation and partnerships through co-productions. The Call will be focused on using creativity as a tool for intercultural dialogue and networking between young cultural practitioners. The projects supported should engage large and diverse audiences and aim at promoting intercultural dialogue. The projects selected should be artistic intercultural co-production initiatives, networking trainings and seminars on co-productions in intercultural

performing arts for learning, exchange of skills and know-how and transfer of knowledge on partnership productions.

- **A.5.2 Media Challenging Perceptions – Granted projects (CFP 4)**

The ALF will launch a Call for Proposals to select 15-20 projects on Media challenging Perceptions (with each grant ranging between 15,000 and 25,000 EUR). These projects will develop cooperative platforms based on the “1+1 formula”, i.e. including at least one partner from the North and one partner from the South of the EuroMed region. The maximum duration of each selected project will be 12 months. The main purpose of the call is support projects using printed, online, radio and social media to report on cross-cultural issues benefiting from the experience and expertise of media practitioners from different countries of the region. Different modalities of work will be supported with the aim - on the one hand - to stimulate cooperation between media practitioners from different countries and - on the other hand - to stimulate public awareness and in-depth knowledge of the social and cultural trends in the EuroMed region. The publication of co-authored thematic dossiers, the launch of sustainable media platforms for the exchange of information and expertise, involving media and civil society actors and workshops for the development of innovative media techniques aiming at publishing joint media productions will be among the typologies of projects to be financed.

- **A.5.3 Media Reporters across Cultures. ALF Mediterranean Journalist Award**

The programme on Media Reporters across Cultures is aiming to promote the role of journalists in various media formats, from television to online media, in developing the common Mediterranean image and way of thinking, based on the principles of intercultural dialogue and preserving the EuroMed diverse identities. In order to promote this role, the Foundation will reinforce the importance of its annual Anna Lindh Mediterranean Journalist Award, the leading regional media prize for reporting across cultures on issues of cultural diversity and social change. Since its launch, the Award has recognized 52 young media practitioners from across the region in the categories of press, television and new media. Thematic issues will be promoted yearly and renowned Mediterranean personalities will be involved to chair the Award Jury. The next editions will reinforce the role of young journalists in the promotion of the mission of the Foundation.

6. “Intercultural Dialogue on the field”

A decade on from its creation, and despite some positive regional trends, the ALF is still confronted with the challenge identified in 2004 by the High Level Group who had set out the concept for the creation of the Foundation, about how to respond to the lack of knowledge which encourages populist and intolerant attitudes, making it difficult to live together in diversity on both shores of the Mediterranean. Yet, the Anna Lindh Report 2014 demonstrates new opportunities for boosting cooperation in the EuroMed region as a result of the increase in mutual interest and the existence of some convergence on values.

The role of the National Networks is essential in this regard, tailoring the ALF Programme to the context and needs of each society, facilitating the understanding of the other, and creating spaces for exchange and knowledge between individuals of different origins, cultures and faiths living together in the same community. Experience shows that the actions promoted locally by the ALF Networks are driving real dialogue within the society and challenging stereotypes on the field. During the last Phase, with more than 900 activities developed by around 1,000 civil society organizations

and mobilizing more than 80,000 people, the ALF support to the action of the National Networks demonstrated to be an essential tool to address the social and cultural diversity challenges and to facilitate the fulfilment of the ALF mission at local and national level. At the same time, the richness of the programme on Youth in Local Dialogue and the development of the Guide “Move Locally: Youth Participation in Local Dialogue” in the framework of the Dawrak programme demonstrated the potential of cooperative projects in terms of youth participation in the field.

In light of the above, the ALF intends to launch a programme that supports all the 42 ALF National Networks to develop field activities and tackle key issues at local level, e.g. the raising of intolerance, xenophobia and racism. The programme will be implemented through campaigns, advocacy initiatives and activities open to the public at large, contributing to spread the values of intercultural dialogue in the EuroMed region by mobilizing CSOs committed to the ALF values, able to reach out to their communities and channel the knowledge and resources generated at grassroots level to address main challenges on the field. These actions will be complemented by granting EuroMed initiatives which provide civil society with tools for participation in building inclusive and plural societies.

The programme “Intercultural Dialogue on the field” foresees the following activities:

- **A.6.1 National Intercultural Actions**

The Network National Intercultural Actions will tackle intercultural issues related to the social and cultural diversity *specific to each country* and with a clear impact at local level. These actions will be implemented by a *consortium of members from the same ALF National Network*. During Phase IV, two Calls for Proposals will be addressed to each National Network, in order to select 1-2 Actions per Network. The funding criteria will be based on the number of ALF members in each country (i.e. the higher the number of members, the higher the contribution), with grants ranging from 8,000 to 25,000 EUR. These Network activities will cover a large range of diverse initiatives for the promotion of intercultural dialogue, including cultural events and productions; awareness raising campaigns; production of toolkits and materials; conferences and fora.

- **A.6.2 EuroMed Plural Dialogue on the Field – Granted projects (CFP 5)**

The ALF will launch a Call for Proposals to select around 20 projects (with each grant ranging between 15,000 and 25,000 EUR) with the main purpose to facilitate the implementation of cooperative programmes engaging civil society in giving a positive response to the challenge of building inclusive and plural societies. These projects will be developed through cooperative platforms based on “1+1 formula”, i.e. the including at least one partner from the North and one partner from the South of the EuroMed region. The maximum duration of each selected projects will be 12 months. The grants will target projects devoted to support a culture of civic participation and dialogue of youth at a local level, practices of local dialogue tackling issues regarding intolerance and xenophobia in the region and actions making diversity a source of richness and social inclusiveness.

7: "Young Mediterranean Voices (YMV)"

The 'Young Arab Voices' (YAV) programme was launched in ALF Phase III in response to the historic events following the uprisings in the Arab countries. The programme, rolled-out across Egypt, Libya, Jordan, Tunisia, Algeria and Morocco, aimed at providing opportunities, tools, and capacity building for the involvement of youth in running and managing effective informed debates. The YAV external strategic review implemented by I-SCALE in 2014 underlined that “(...) if not for YAV, many debate and dialogue activities in the region would not exist” and underlined the importance of investing in its continuation. More than 100,000 young people benefited from the public debate and hubs. The programme had a significant visibility impact, with major institutional bodies and figures associated to it engaged across the region through digital media outreach work.

Following the success of the YAV programme and its gained experience, as well as based on the interest expressed by several Networks also on the Northern shore, the ALF aims at extending the YAV programme scope and give it a Euro-Med perspective, piloting it under the title of “Young Mediterranean Voices” in 3 Northern countries and 3 Southern ones. These countries will benefit from the new initiative, promoting youth-led debates in the local communities, as well as providing regional and international debate exchange opportunities for young people. The digital outreach will accompany all the strategy, creating a Euro-Med debate exchange platform deepening the impact of the YAV model by opening up to include the wider Mediterranean region and developing digital online debate resources. Leveraging co-financing and including potential international partners will be fundamental.

The programme “Young Mediterranean Voices (YMV)” foresees the following activities:

- **A.7.1 Youth Debate Clubs**

Together with the partners already working with ALF in 2 of the identified countries (Morocco and Egypt) and through an open call addressed to active CSOs on the field, the Foundation will select 6 club hubs and provide them with financial grants of up to 10,000 Euros. The identification and selection will be based on the field of work and experience in promoting youth empowerment and participation. The established youth debate clubs will periodically organise debate events.

- **A.7.2 Regional Trainings of Trainers and Related Resources**

A regional Training of Trainers (ToT) will be organized to graduate certified trainers from across the region who can cascade the training within partner hubs and act as debate resource persons. In this framework, the development of Debate Resources has been foreseen. In collaboration with the International Debate Education Association (IDEA), as well as renowned international debate experts, the YMV programme will make available a unified localised set of debate resources. The debate resources will be edited and translated according to each programme country language and context and will be made available online and in printed editions.

- **A.7.3 Regional Tournaments and Public Dialogue Events**

A series of public dialogue/debate events will be organised in public places with the attendance of public audiences, between youth debaters and local and international public figures, policy makers and think tanks, providing a space for dialogue. Debate Tournaments will instead consist of debate competitions to award the best debate team.

8: "Network Coordination and Empowerment"

The 42 EuroMed National Networks and the around 4,000 member organisations forming them are a constitutive part of the Foundation. With their consistent work at grass-root level, the Networks represent a very effective tool to spread the ALF values and build bridges of comprehension and a culture of dialogue. According to the ALF Statutes (art. XIII), "[...] The Anna Lindh Foundation shall function as a Network of Networks. [...] It shall assist members of the Networks in securing access to funding, bringing people and organisations together, spreading knowledge and sharing best practices with the aim of furthering the dialogue between cultures and contributing to the implementation of the Foundation's programme. [...] The Network of Networks shall play a major role in promoting the visibility of the Euro-Mediterranean Partnership at national as well as at regional level".

Since 2008, the Network Strategic Development Scheme (NSDS) has responded to the above mandate by ensuring the ongoing logistic and financial support which is essential for the internal coordination and development of the National Networks. As a result, all Head of Network institutions (HoNs) in the 42 EuroMed countries could successfully ensure a daily coordination of the respective Networks and provide a wide portfolio of services to their members, ranging from the development of networking, information and communication tools to assistance in capacity building, fundraising, project development and partnership-search and training activities. Strengthening accountability and participatory management of the Network have been among the priorities. At the moment, 74 % of HoNs result to be either elected or endorsed by the members (considering that at the ALF inception they were all appointed by the respective governments) and accountability measures (e.g. the establishment of steering committees or the adoption of other tools for participatory decision-making) are increasingly adopted to ensure successful internal governance.

As a result of the assessment done and the surveys elaborated (both by the HoNs and ALF), new priorities for the coming Phase IV have been identified, e.g. establishing thematic clusters as a best practice to manage Networks, investing in the capacity of active members, involving relevant CSOs in the respective societies and increasing efforts in terms of outreach capacity and visibility.

The programme "Network Coordination and Empowerment" foresees the following activities:

A.8.1 Network Coordination and Development

The National Network Coordination and Development will be entrusted to the HoN organisations through a direct award, in consideration of the role assigned to them and specified in the ALF Statutes. The aim is to ensure a daily coordination of the Network at national level and to develop the skills of member organisations to be actors of change for intercultural dialogue in the respective communities as well as active elements in promoting or participating in ICD projects at national and/or regional level. The services requested to the HoNs will range from the development of networking, information and communication tools (i.e. newsletters, blogs, Facebook groups and online debate platforms) to assistance in fundraising, project development and partnership-search. Main instruments for coordination and provision of services will be, among others, the organisation of regular Network Meetings and Capacity Building opportunities (at least 4 per Network during the 3-year period) responding to the identified needs of the members. The HoNs will also play a pivotal role in ensuring the ALF visibility with local/national authorities and therefore in advocating for the intercultural dialogue mission. For this component, the funding criteria will be based

on size of the country territorial size, number of Network members and their geographical distribution on the territory.

- **A.8.2 The Cross-Network Thematic Actions**

Responding to members' demands and considered the positive results achieved in ALF Phase III, Cross-Network Actions will be supported. The overall financial envelope will be distributed into 2 Calls (of max. 75,000 EUR each) addressed to both Network members and the 42 HoNs, in a competitive procedure. They will be invited to send proposals for intercultural dialogue thematic actions involving groups of Network members from at least 4 different countries, providing therefore a cross-cutting approach by including three key elements: the development of synergies among members of the same Network, the cross-border cooperation among members of different Networks and the partnership of different Network Heads.

- **A.8.3 The EuroMed Dialogue Award**

The EuroMed Dialogue Award is an annual award which aims to recognise the achievements of individuals or organisations that have been at the forefront of the promotion of Intercultural Dialogue in the EuroMed Region. The theme of the Award is chosen annually by a specific committee, in consideration of the socio-political context at the time. Since its creation in 2006, the Award has recognized the commendable work of 9 first-ranking initiatives, organisations and personalities in the region. During the next Phase, the importance of the prize will be further emphasized in order to promote the visibility of intercultural dialogue work developed on the ground by Civil Society organizations, by reinforcing the involvement of leading initiatives in the Jury and by integrating other relevant stakeholders and media representatives in its development and promotion. During ALF Phase IV, three annual Awards will be bestowed and the winners will have the opportunity to actively participate in a selection of activities organised by the Networks in the following months.

- **A.8.4 Annual Meeting of the Heads of Network**

On an annual basis, the representatives of all 42 Head of Network institutions as well as of the ALF Secretariat gather in one of the EuroMed countries (on a rotation basis). During the meeting, they discuss the progress of the ALF annual/triennial work plan and the challenges faced in its implementation at local and national level. The objective is to ensure their active involvement in the decision-making process (as foreseen in the ALF Statutes), to tailor the ALF work to the very diverse national contexts, to promote collaborations and synergies among the different Networks as well as to share best practices and lessons learnt in Network coordination and development.

9: "EuroMed Exchange for Intercultural Cooperation"

The first EuroMed young professionals' traineeship programme was established by ALF under the name of "Dawrak Exchange" in the frame of the "Citizens for Dialogue" programme. Its main goal consisted in supporting intercultural cooperation and development through knowledge exchange, which is considered one of the strongest tools for human and organizational development. During two years, 98 CSOs and 73 exchange beneficiaries from 24 EuroMed countries took part in the exchange between Network members and non-Network members. The Dawrak Exchange has successfully supported networking, cooperation and project development through knowledge

exchange of dynamic civil society members by offering them the possibility to take part in a twinning or sending-only exchange modality. Among key results, 80% of the beneficiaries reported having planned and/or started a project during and/or after the end of the Exchange, thanks to the knowledge they acquired and in collaboration with the host organisation or other organization(s) met during the exchange. Moreover, after the Exchange, 90% of the participants could give a concrete example of technical knowledge acquired as well as of a useful new contact that they have established during the exchange.

In the new phase, the ALF aims to have this programme reinforced in its innovative twinning scheme and by promoting the development of joint projects through networking and good practices exchanges. The establishment of an Alumni group and the involvement of the national Networks will facilitate the sharing of experiences between old and new beneficiaries and promote the establishment and further sustainability of partnerships and new projects.

The programme foresees the following activities:

- **A.9.1 EuroMed Traineeship Opportunities**

Call for CSO exchanges between ALF Network members and between Network and non-Network members based on sending-only or twinning exchange modality. The ALF intends to support around 60 CSO members giving the opportunity to send and host a CSO member to exchange skills and develop projects. The majority of these exchanges will have a North-South component, but North-North and South-South patterns will also be possible.

- **A.9.2 Journalist Routes**

A Call for exchange of journalists, especially engaging ALF Journalist Award winners/nominees, will be launched. Around 20 intercultural activities will be promoted among national Networks in order for the journalists to share their vision and work with the civil society of the region and then produce a media piece. As a result of this exchange, a community of journalists contributing to the intercultural dialogue agenda and the values promoted by the Foundation will be established.

- **A.9.3 Local knowledge exchange**

An Alumni group (at regional and local level) will be established to guarantee the sustainability and sharing of experiences between old and new beneficiaries. In each country involved in the exchange, the beneficiaries will have the possibility to introduce the programme to the Networks on the occasion of Network meetings and other Network activities, facilitating the exchange of know-how. Additionally, two regional meetings at the end of each traineeship scheme will be organised in order to exchange experiences and to offer to the beneficiaries the missing and needed structural links to ensure the sustainability of the intercultural partnerships created.

10: “The Anna Lindh Forum (3rd edition)”

The first two editions of the Anna Lindh Forum (in 2010 and 2013) proved to be a unique experience of exchange, networking and dialogue between citizens of the Mediterranean, in terms of scale and participation (mobilising 3,400 individuals during the preparation and gathering more than 1,300 participants in each edition).

The Forums managed to create a dynamic space for networking among CSOs, decision makers and institutions. As a result of the Forums, around 500 new partnerships were reportedly built thanks to the participation and the networking facilities provided, and 600 participants reported having gained new skills and techniques which can improve their work in the respective organizations.

The next Forum edition will continue to be based on the approach of “thinking, sharing, and building together”, which can provide a space to share analysis, points of view, experiences and practices, connecting policy frameworks with grassroots levels of action and interest, and providing input and recommendations for the EuroMed Agenda and for ALF future programmes.

The “Anna Lindh Forum” foresees the following activities:

- **A.10.1 Preparatory Meetings**

The ALF will undertake a participatory process among the 42 national Networks for raising main concerns and innovative approaches on specific issues of importance in the region. In this context, three (3) Preparatory thematic meetings will be organised in partnership with the ALF national Networks with the purpose of contributing to the formulation of the programme.

- **A.10.2 Anna Lindh Forum**

The Forum will gather around 1,000 representatives from the civil society of the region during 3 days. The event will take place in collaboration with major stakeholders and partners. It will be structured in 3 major spaces: the “Agora” (dedicated to plenary debate and workshops with experts on the achievements and challenges of social and cultural cooperation in the regional framework) and the “Medina” (which brings together members of the Anna Lindh Networks and regional partners to exchange ideas and good practices and build new partnerships and initiatives). Interactive methodologies will be applied in this new edition to provide the Networks with more spaces for interactive debates. The Forum will strengthen the involvement of institutions in providing a unique space for synergies and collaborations with side events in the context of the Euro-Mediterranean relations.