



## **Anna Lindh Euro-Mediterranean Foundation for the Dialogue Between Cultures**

### **Guidelines for the National Networks**

**Chapters 1 and 2 present essential information from the Foundation's Statutes, the approved Three Years Programme 2005-2008 and the co-financing contract signed with the European Commission on 3 August 2005. Chapter 3 intends to present a common view at the functioning of the network of networks.**

**The national networks have been established under Article XII of the Statutes of the Foundation (as approved on November 30, 2004, by the Euro-Med Conference of Ministers of Foreign Affairs in The Hague).**

#### **ARTICLE XII NETWORK OF NETWORKS**

1. The Foundation will function, in the initial stage, as a network of networks. Each country will identify appropriate institutions and organisations that at national level are working to develop a dialogue between cultures and civilisations within the framework of the Euro-Mediterranean societies and will select the institution/organisation that will play the role of head of the national network;

2. The Foundation shall play a pivotal role in mobilising the national networks dealing with the dialogue between cultures created by the Euro-Mediterranean partners, notably by promoting a network of the respective heads of the national networks. It shall assist members of the networks in securing access to funding, bringing people and organisations together, spreading knowledge and sharing best practice with the aim of furthering the dialogue between cultures .

**The following guidelines have been approved by the meeting of Heads of national networks in Barcelona on 27 November 2005 and after a subsequent consultation. They can be modified in the process of ongoing consultation within the network of networks.**

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## **Structure Visual Chart**

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## **1. Terminology**

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### **1.1 Mission and Specific Objectives of the Foundation**

are outlined in the Statutes and the Three Years Programme 2005-2008.

### **1.2 National Networks**

The Foundation, having only a light administrative structure, acts as network of networks of the 35 civil societies forming the Euro-Mediterranean partnership.

The Heads of the national networks share with the Executive Director the responsibility for the development of activities contributing to the implementation of the programmatic framework approved by the Board of Governors constituted, in the initial three years period, by the EuroMed Committee representing 35 Ministries of Foreign Affairs.

The 35 networks, through the head of the national networks, are a constituent element of the Foundation. They are key players towards the development of activities, which will manage to

- capture the specific needs and requests of the civil societies at the national levels;
- integrate these specific needs and requests in a plan of action with a regional dimension following a two-plus-two formula.

The key for the Foundation success will lie on its capacity to

- establish a direct and non-stop communication line across its 35 networks;
- manage the implementation of regional initiatives promoting a dynamic cultural exchange in which the Southern Mediterranean Region can play an active role and can contribute to the change of perception of the Northern shore, and vice versa.

### **1.3 Regional Networks**

A global strategic approach taking into account the creation of synergies and looking for integration within existing initiatives which are sponsored by the EU, by regional networks created within the framework of the Euro-Mediterranean Partnership, and by Intergovernmental Organizations working in the Euro-Mediterranean Region is required. This triple-pronged approach has the objective of avoiding duplications of initiatives and of defining a more focused line of action aiming at supporting initiatives which could assure greater impact and visibility and cost effectiveness.

## **1.4 Project Leaders and Partners**

In the framework of the calls for project proposals, the partners of the Foundation may be divided into project leaders and partners:

- Leaders are those leading the project and bearing the full financial and operational responsibility of the project. As a rule, a partner should not be simultaneously leader of more than two projects co-financed by the ALF;
- Partners are those who take part in the activities of a project and can benefit from the ALF contribution under the supervision and responsibility of the project leader.

Only the members of the 35 national networks, including the Heads, can be leaders of the project. Partners can be both members and non-members of the 35 national networks.

On the basis of the budgetary forecasts, it is estimated that an average of 70 up to 100 network members should benefit from the intervention of the ALF through the joint-establishment of events/activities and the partaking to calls for proposals in the different strategic operational areas in the first three years of operation. Universities and other educational institutions, research centres, NGOs and cultural associations are examples of the Foundation's possible project leaders and partners.

## **1.5 Facilitator and Multiplier**

The main role of the Foundation is to be a clearing-house for the development of inter-cultural activities in the Euro-Mediterranean region, and not just a funding source. One of the main tasks of the Foundation would be managing activities and creating links with civil society actors, either directly or via national networks that it coordinates. The usage of the financial resources is meant to promote a multiplier effect and to create a common forum for cultural dialogue.

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## **2. Description of the Activities of the Foundation**

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The activities of the Foundation can be divided in two main areas:

- A. Activities carried out directly by the Foundation;
- B. Activities identified through Calls for proposals.

### **2. A: Activities Carried Out Directly by the Foundation**

*2. A 1 Managerial and Technical Work*

Since ALF is a newly-established organization, the first months of activities will involve the definition of staff rules and regulations, set up of the internal management system in addition to the preparation of the yearly work programmes.

### *2. A 2 Establishment of a Euro-Mediterranean Database Mapping Members and Activities of National Networks, Regional Networks/Organizations and International Organizations in the Field of Inter-Cultural Dialogue.*

Capturing data will take place according to the specific areas of intervention of the concerned organizations (i.e., networks working in research fields, universities, mass media, gender issues, human rights, etc).

A standard format will allow a unified compilation of the information and will be made available to Intranet users. The Heads of Networks' direct involvement as facilitators will ensure an added value in the capturing of information. Heads of Networks should get an official letter of commitment (the standard format will be provided by ALF) from the members of the networks. This procedure will guarantee that networks' members have a real interest and are not just sheer names listed in the framework of the national networks.

The capture of data across the Euro-Mediterranean regional programmes, networks and organizations has also the objective of motivating national partners of these regional programmes, networks and organizations to apply for membership to the ALF national networks.

Data acquiring is not a mechanical exercise. On the contrary, it represents the first step towards the knowledge of ALF partners, thus assessing the scenario and identifying new options for collaboration between the two shores of the Mediterranean Sea.

### *2. A 3 Support to the Networks*

In this early phase, ALF will play a more dynamic and pivotal role in supporting networks that did not succeed in setting up at the national level. This support cannot be a financial one since this is not part of the mandate assigned to the Foundation. The Foundation however could contribute by providing inputs in the framework of its overall strategy, act as a facilitator by liaising the members of the networks, try to identify within the European Commission Services opportunities to support and finance them through other sources, provide training, and make its expertise available through the Foundation's staff, interns, and experts. Field visits, appropriately organized, in the concerned countries may help in the identification of civil society actors and in building up a common vision with the Foundation's partners.

### *2. A 4 Training on Project Development and Management*

ALF rules and regulations on project development and management will need to be provided to the networks. The training should fulfil two objectives:

- Providing the networks with the appropriate tools for application to the calls for proposals, according to the financial rules and regulations established within ALF framework.
- Developing a common and shared vision on ALF mandate and action, and encouraging common initiatives.

As stated by the Heads of the National Networks during the ALF Opening Event, some do not have the time and the basic resources to organize training for their members.

Four implementation methodologies can be combined for carrying out the training:

- Uploading a training kit on the ALF web site, including an online help. Frequently Asked Questions and Answers will be uploaded once the information is available.
- Making use of the internal skills of ALF staff that will be trained on the procedures. As soon as possible, the qualified staff will organize a five-day training course to be held in the partner countries: this must be achieved in coordination with the Heads of the networks, who should be taking care of the logistics. Such training courses should involve the Heads of the Networks as well as the members of the national network.
- Inviting the Heads of the National Networks in order to carry out the training of their networks making use of the kit developed by ALF.
- Creating synergies with other initiatives sponsored by the Commission Services, who have established video conferencing facilities, for connecting the Foundation with its networks. Video Conferencing could be used both for providing refreshment of the training kit courses and for launching information days on calls for proposals.

## *2. A 5 Coordination Meetings*

Coordination meetings with Heads of networks will be organised yearly. Their objective will be to discuss about the preparation and the implementation of the annual and the Three Years programmes, and to focus on one or two main discussion topics. The meetings will be a moment of reflection and exchange between the Secretariat and its partners on the Foundation development.

Coordination meetings with Regional networks/organizations will be organized for the identification of synergies and concrete operational initiatives. Memoranda of Understanding (MOU) could be signed with the interested parties on main activities to be carried out in partnership. The MOUs will not give the regional networks any entitlement to financing and preferential treatment.

Advisory Committee meetings as per ALF statutes will take place on a yearly basis. The calendar of the meetings of the Advisory Committee and of the Heads of Networks shall be coordinated as appropriate, in order to make the most of their complementarities.

## *2. A 6 Development and Updating of the Foundation Website and Intranet*

The Foundation website will be periodically upgraded with state-of-the-art technology, as it represents a priority tool for the ALF. In particular, the

- Creation of an Intranet;
- Upload of periodic newsletters;
- Development of a discussion forum on the ALF development;
- Creation of a market place for projects and partners;
- Creation of a mutual link between the 35 networks and the Foundation's websites to highlight the full spectrum of contributions to the implementation of the Foundation's programme and to establish a regular channel for inputs from the networks;

will provide an extra value to ALF visibility. The website will be used as an instrument to announce ALF scheduled activities and events and for processing calls for proposals.

## *2. A 7 Direct Organization of Events/Initiatives*

The direct organization of events/initiatives aims at the promotion of civil societies exchanges in the intellectual, educational, cultural, and artistic fields, focusing on youth and women in order to

- Encourage intercultural dialogue as expressed in the Barcelona Declaration,
- Create discussion communities and provide the inputs for identifying new initiatives in the cultural field.

Three events on a yearly basis will be identified to promote the above-mentioned exchanges.

For the direct organization of events/initiatives, the Foundation will use the rules and regulations on financial management requested by the Commission, including the conditions ruling the eligibility of expenses. In this respect, multiple framework contracts for the provision of services will be concluded.

## *2. A 8 Co-Organization of Events*

ALF will co-finance events promoted by partners (national, regional networks and International Organizations) in the form of contributions in kind for the beneficiary organizations. These events shall bring an added value to the ALF.

The main areas of intervention where ALF will provide a contribution in the joint organization of events are those identified in the ALF three years programme.

More detailed plans of co-organized events will be developed in the annual programme and in the detailed activities plans.

A maximum of 40 events have been envisaged during the implementation period of the three years contract signed with the European Commission.

The Foundation will upload on the web site a format for the submission of co-financing requests. Decisions will be taken on a bimonthly basis according to the requests received and in line with the strategic action priorities of the Three Years programme. An internal panel of three officials will be composed at the Foundation's level and appropriate tailored criteria established for the selection of the submitted requests.

## *2. A 9 Subcontracting of Services and Supplies*

Subcontracting of services is mainly directed to activities such as the organization and co-organization of events in Egypt or any other country where the Foundation is going to intervene. Framework contracts with service suppliers such as hotels, travel agencies, translation/publication companies, experts in the field of education will be signed with identified and selected contractors. Subcontracting of supplies will follow the standard rules and procedures of the Commission tailored to the Foundation's needs.

## *2. A 10 Visibility Actions*

Visibility actions are required to promote the image of ALF and in particular the intercultural dialogue envisaged by the Barcelona Process. The visibility actions will be the ones that are going to reach a wider target group. ALF will supply news and information on policies, programmes, activities, calls for proposal to the targeted audience in the 35 countries. Visibility actions should be elaborated in different stages.

### *Phase I*

During the first phase, the Foundation will have to develop a detailed plan of action based upon the following milestones:

- Identification of ongoing or forecasted projects/programmes financed by the European Commission. The aim of this exercise is to produce a comprehensive list of ongoing and forecasted initiatives in order to:
  - Have an overall view on the activities financed;
  - Facilitate coordination with the Commission's services;
  - Avoid duplication of initiatives, which would lead to non-eligibility of actions co-financed by the Foundation; and
  - Identify areas of intervention where the Foundation can provide an added value;
- Production of basic material (leaflets, video news story, CDs) to be used for the wider public to be distributed in all the Commission Representations and Delegations in the 35 EuroMed countries.
- Identification of modalities to award the Anna Lindh Foundation Euro-Med label.

The labelling is a broader philosophical and political concept to provide visibility and support initiatives that fall within the framework of the Bar-

celona Process through intellectual, cultural and civil society exchange. The concept of labelling goes beyond mere use of the Euro-Med Logo.

The Foundation shall identify initiatives and partners interested in using the Foundation label, and shall create a special area in its web site, where interested stakeholders will be able to request the label attribution. With a view to develop its own recognized identity, the Foundation will consider re-shaping the design of the Euro-Med Logo to be used in the label attribution.

- Participation in events with the aim of promoting the role and image of the Foundation. This is another activity that will be carried out mainly by the Executive Director of the Foundation, who might also be represented by some of the staff, as well as by the Heads of the Networks.

### *Phase II*

Upon completion of the action plan, and as soon as early relevant results have been achieved, ALF will need to prime its information dissemination plan and implement a wider visibility plan that can present the achievements of the different interventions. Across this phase, ALF should be more focused on the promotion of a non-stop debate using television and radio broadcasts, periodicals and Internet, in close coordination with the stakeholders involved in the Commission's audio-visual programme.

Within the visibility action plan, one of the Foundation's activities will be the attribution of awards. Potential target groups are:

- Journalists who promote the educational and cultural mission of the ALF; synergies will be sought with already existing programmes working in the same domain of the Foundation, as well as with those members of the networks who are specialized in mass media communication;
- Women in development. Those awards should be addressed to women who have been promoting inter-cultural dialogue both at the grass root level and at the policy making level;
- Intellectuals/writers/artists actively involved in promoting intercultural dialogue in the Euro-Mediterranean Space;
- Youth who have been outstanding in one of the priority areas of the Foundation.

## **2. B Calls for Proposals**

The topics of the calls for proposals will be defined in the annual Programme.

### *2. B. 1 Calls for Proposals Restricted to the National Networks*

Calls for proposals restricted to the national networks will be rotating, that means they will cover a period up to twelve months with several deadlines.

This implies that proposals received by the Foundation after one given deadline will be automatically put off to the next.

The main requirement for presenting projects will be the formula "2+2", which implies the involvement of at least two partners from the EU countries, of which at least one is member of an ALF national network, and two partners from the Mediterranean partner countries, of which again at least one is member of a national network.

The proposal of more than 2+2 partners will be considered an asset. National partners or members of regional networks/organizations will be able to participate as project leaders to the restricted call for proposals only if they become members of the ALF national networks.

In the first round (2005-2006), the financial allocation forecasted for the award of each single grant will amount up to a maximum of 35,000 euros.

As a rule, the financial support to the activities shall be up to a maximum of 50% of eligible costs, preferably less. Since the rules established by the contract with the European Commission allow flexibility between 10 and 90 % of co-financing, exceptions from the rule will be defined for specific types of partners (such as schools).

Project partners from other countries of the Euro-Mediterranean Region, which are not full members of the Euro-Med Partnership yet, **will not** be entitled to ALF financial support. The project leader shall have to look for other forms of support for them. Derogations to this rule on nationality may be made exceptionally. Decisions shall be taken in this regard by the EC, before the procedure is launched.

## *2. B 2 Open Calls for Proposals*

Open calls for proposals will be addressed to support activities of actors who do not belong to the ALF networks. This tool **will not** be used in the first three years of activities for two main reasons.

- Reason number one is that ALF is a network of networks: therefore, in its first operational steps ALF will need to concentrate on the establishment and strengthening of its networks.
- Reason number two relates to the limited availability of human and financial resources as compared to the broad spectrum of interventions and the number of Networks associated to the ALF.

The tool is however listed in the procedures due to the fact that if specific requests are made to ALF and if further financing is made available, then the ALF will have the possibility to use this option.

*See also relevant information in the Circular Letter dated 15 September 2005.*

An internal evaluation committee will be nominated by the ALF Executive Director, and it will be composed by the Foundation's international staff and, if necessary, external consultants. The Executive Director of the Foundation may appoint two Advisory Committee members to participate in the work of the internal evaluation committee as assessors for the technical assessment of the grant applications. Assessors do not have voting power, but they can make recommendations to the official evaluators.

As far as the participation of networks in calls for proposal is concerned, the Foundation shall prepare lists of national networks members organised by categories as per point 1 of chapter 3 on National Networks Membership. Network members whose names are available in the lists will be the ones entitled to participate in calls for proposals and be project leaders.

The list will be updated on a monthly basis. Member institutions inserted by the 20<sup>th</sup> of the month will be considered as effective members with full rights of participating in calls for proposals as of the 1<sup>st</sup> of the following month.

An easy-for-use online toolkit on calls for proposals will be developed by the Foundation.

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## **3 Network of Networks**

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### *3.1 National Networks Membership*

1. National Networks are independent and autonomous;
2. National Networks are permanent structures acting in the frame of the Euro-Mediterranean Partnership;
3. Networks are open to all institutions, organizations and other partners who adhere to the principles and the mission of the Anna Lindh Foundation as defined in art. II.1 of the ALF Statutes, and which work on the basis of democratic, pluralistic, and multilateral values; first and foremost, Networks represent civil societies of their respective countries;
4. Their members could belong, as a rule, to the following categories: Individual members; NGOs; Public institutions, including local and regional authorities; public and private "not for profit" Foundations; other "for profit" partners promoting "not for profit" activities and corporate social responsibility policies;
5. Heads of Networks retain the right of rejection of membership applications as well as of exclusion of existing members, when the concerned organizations do not comply with the mission of the Anna Lindh Foundation as per art. II.1 of the ALF Statutes;
6. Each network chooses autonomously and collegially their modalities of rejection or exclusion; Heads of Network can inform the ALF Secretariat and the other Heads of Network about the reason for any decision concerning rejection or exclusion, should they wish so;
7. Membership applications are addressed to the concerned Head of Network, with copy to the ALF Network Coordination Unit; procedures of membership approval are chosen by the Network; however, when the Head of Network has not replied yet to an application after 6 weeks since its submission, the application is considered accepted;
8. National Networks reflect the diversity of their own civil society and are invited to associate partners involved in the ALF thematic fields as defined below: International/Cultural relations, Heritage, Religion, University and

research institutes, Human Rights, Democracy and Community Development, Arts, Youth, Education, Gender, Environment/Sustainable Development, Media;

9. National Networks can be considered established if they have at least 5 members;

10. Heads of Network are entitled to provisionally limit the maximal size of a Network in order to consolidate it and improve its performance;

11. In the spirit of building on the *acquis* of the Barcelona Process, national partners of relevant Euro-Mediterranean Partnership programmes by the European Commission as well as by other international organizations operating in the region are invited to participate or interact with the relevant National Network;

12. National partners of other regional networks, whose activities are relevant to the Foundation mission, are invited to consider membership in the National Networks of the Foundation;

13. National Network members are invited to associate in their activities or project proposals organizations from countries having a Euro-Mediterranean Partnership Observer Status and other Mediterranean countries such those ones of the South-East of Europe. Due to financial and administrative constraints, the participation of these will be financed through extra-budgetary contributions to the ALF or directly through partner contributions; [Subject to change with the new European Neighbourhood Policy as of 2007.]

### *3.2 National Networks Mission*

1. National networks are invited to give the Euro-Mediterranean Partnership a face at the national and international level;
2. National networks will contribute to the shaping of the Foundation and to the development of its priorities and programmes, sharing their visions among themselves and with the ALF Secretariat;
3. Networks contribute to the identification and implementation of the Foundation's activities both at the national and regional level, and to the circulation of knowledge and information;
4. Networks use for their activities the Anna Lindh Foundation label, in line with part 1 of Administrative and financial procedures approved by the Board of Governors on the 12th of April 2005;
5. Network members can participate in calls for proposals, according to the 2+2 formula, and lead project proposals;
6. Network members can participate in the training schemes organized or coordinated by the Foundation.

### *3.3 Roles and Responsibilities of the Heads of the National Networks*

Under the condition that the competent authorities of the member countries formally provide the Heads with the appropriate legal status and infrastructures and with the necessary means, Heads of networks could:

1. Act as national coordinators of their national network.
2. Act as official national representatives of the Foundation in their country;

3. Promote the Foundation's image as Euro-Mediterranean institution established for strengthening the regional dimension of the Euro-Mediterranean Partnership in social, cultural and human affairs (the Third Chapter of the Barcelona Declaration).
4. Identify national network members among actors of the civil society of his/her country. The head will encourage interested national partners of other regional networks/organizations to join the ALF national network;
5. Contribute to the development of the ALF strategy as well as of the annual and triennial programmes. In this exercise, the Head will take into consideration the priorities of the ALF Triennial Programme as well as the interests of his/her national network;
6. Support and supervise training and capacity building for the national network;
7. Prepare the inputs on the main activities carried out by the national network for the Annual Report published by the Foundation;
8. Act as a public relations agent, producing information material for dissemination, and contributing to the translation of the ALF website in his/her country language(s);
9. Inform network members on the announcement of calls for proposals, co-organization of events, modalities and procedures on how to apply;
10. Facilitate the search for project partners for the members of his/her network in the light of the 2+2 rule. In the development of partnerships with foreign partners, the Head of national network could pay particular attention to partners having organizational or other kind of difficulties in taking part in the ALF activities;
11. Assist the members of the network or other international partners in project development and project financial management;
12. Monitor applications for project funding of his/her network;
13. Give their advice prior to the awarding of the ALF Label on initiatives related with their countries;
14. Contribute to the annual statutory report by the ALF Executive Director on ALF network of networks development and related activities;
15. Participate in the annual meeting of the ALF Heads of network. Before this meeting, the head shall organize a meeting of the members of his/her network, or ensure other appropriate forms of consultation and discussion at national level;
16. Co-ordinate with the ALF headquarters on a regular basis.

### *3.4 Regional Networks/Organizations*

The Foundation establishes coordination modalities with existing regional networks, and especially those networks that have been set up in the framework of the Euro-Mediterranean Partnership and that are working in fields related to the Foundation's programme. Modalities on how this cooperation will develop have to be identified during the first year and a half of intervention. Memoranda of Understanding (MOU) could be signed with interested partners on main activities to be carried out in partnership along the following lines:

- Establishing a framework for political initiative in favour of the Euro-Mediterranean Partnership;
- Identifying the appropriate coordination tools for the development of joint projects or programmes;
- Coordinating between ALF national networks and national partners of the regional networks, and avoiding duplication of activities;
- Participation in calls for proposals of the EC or other funding sources.

### *3.5 Evaluation of the Quality of Financed Initiatives and of the Impact of the Overall Action*

Three evaluation procedures need to be defined.

One evaluation procedure is related to the political effectiveness of the Foundation in building up credibility in the Euro-Mediterranean Space as the common institution of the third Chapter of the Barcelona Process. ALF advocacy role as a mission of public service, its ability to involve the regional networks in addition to the built up of its networks at the national level in the 35 involved countries can be considered important indicators to be assessed. A second evaluation is linked to the efficiency of the Foundation in using the funds made available to it.

A third evaluation is meant to assess the effective number of final beneficiaries that are reached by the Foundation's activities. Feedback from the beneficiaries will be taken into account.

The Foundation's annual report of its activities will reflect the results of these evaluation procedures which will also be an exercise of mutual learning between the Foundation's Secretariat, the national networks and the final beneficiaries of ALF activities.

Starting from the year 2006, each network coordinator is invited to contribute to the ALF statutory annual report on the network of networks, in particular on the following aspects:

- (a) Network composition and development;
- (b) Number and type of projects proposed under the ALF Call for Proposals;
- (c) Any other relevant activities implemented (conferences, visibility actions, publications, etc.);
- (d) Communication with the Foundation's Secretariat and the other networks.

On the basis of the reports of the Heads of network, and before December 31, the Foundation will produce its annual report and it will submit it to the Board of Governors for approval.

In order to ensure the development of a quality management evaluation system, an experts group might be set up. The Advisory Committee will be involved in such a working group.

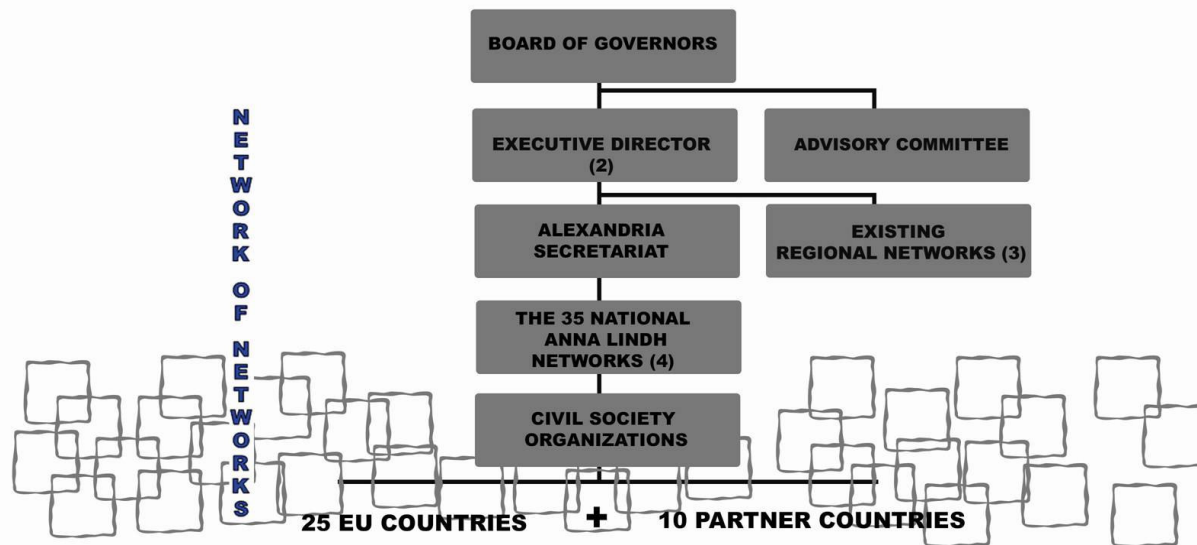
ANNEX : ALF Structure Visual Chart



EUROMED

Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures  
Fondation Euro-Méditerranéenne Anna Lindh pour le Dialogue entre les Cultures  
مؤسسة أناليند الأورو-متوسطية للحوار بين الثقافات

## STRUCTURE



- (1) The Euromed Committee (Representatives from the EU Commission , the EU Presidency and 35 Foreign Affairs Ministries) functions as Board of Governors for the first three years of operation of the Foundation.
- (2) The Executive Director reports regularly to the Board of Governors and to the Foreign Affairs Ministries of the 35 countries, and prepares the programme and the budget.
- (3) The existing Networks operating in the region (EuroMed Civil Forum, Unesco Schools Network, Youth NGOs Platform, etc.) interact with the national networks.
- (4) In each partner country a national network coordinates the activities of any interested civil society organization .