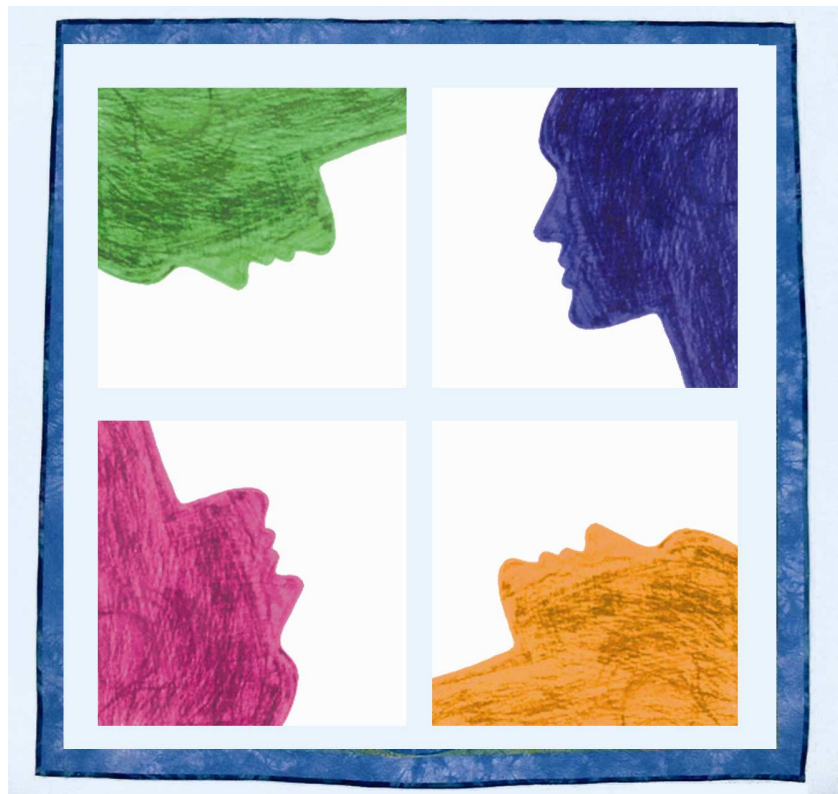




ALF NETWORK: A STRATEGY FOR 2010-11



“There are thousands of local associations on both sides of the Mediterranean. Each one has its own character, its cultural identity, its expertise. What better way to start than by trading generosity and collective effort?”

High Level Advisory Group on dialogue between peoples and cultures in the Euro-Mediterranean Area (Prodi's Group), 2003

24 November 2009

SUMMARY

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INTRODUCTION: ONE PROGRAMME AND FORTY-THREE NETWORKS

The Anna Lindh Foundation is an institution of the Euro-Mediterranean Partnership (Union for the Mediterranean), which works for and with the civil society in encouraging inter-cultural dialogue in the region. To this end, the Foundation has:

- Gathered organizations engaged in dialogue in networks, in each Euro-Med Partnership country. Today, the Foundation is an organization resourced and shared by 43 countries, and structured as a Network of National Networks made up of almost 3.000 organizations.
- Developed a coherent strategic framework of action and adopted a comprehensive multi-annual programme, which gives to the Networks a perspective and a *raison d'être* for the realization of the Foundation's mission.
- Been empowering the members as inter-cultural players, and fostering synergies and joint partnerships, both at the local and regional level.

Acting within this picture, the Foundation endeavours to fulfil the mandate enshrined in its Statutes:

“The Foundation shall play a pivotal role in mobilizing the National Networks dealing with dialogue between cultures... (art. XIII, 2).”

The unique character of the Anna Lindh Foundation, whose mission for understanding and respect is supported by programmes and by human, technical and financial resources, requires a specific policy aiming at giving a direction to the “pivotal role” attributed by the ALF Statutes. The four main principles according to which the Foundation has been shaping this role have been the following:

- Coordination: The Foundation contributed in putting in place a coordination mechanism between member organizations and the coordinating institutions at the national level (Heads of Network: HoN), as well as between these institutions and the Foundation's Headquarters. In this frame, it encouraged since the beginning the concerned countries to select HoN institutions issued from the civil society, confident that this would facilitate cooperation between themselves and members: today only two countries have governmental HoN institutions, and another three have a tandem of a governmental and a non-governmental body.
- Consultation: The Foundation applied an increasing degree of consultation of the HoN institutions on annual work programmes and strategic policy orientations, a fundamental added value for the Secretariat's work. Last year, for the first time, the Triennial Programme 2009-2011 was assessed by the HoN institutions before consideration and approval by the Board, and a similar procedure will be followed for the 2010 Annual Work Plan during the 8th HoN Meeting (Gothenburg, November 2009).
- Mobilization: Being civil society mobilization the most complex mission, the Foundation pursued two policies: (a) It increasingly integrated and involved year by year member organizations in its programmes and action fields (“thematic mobilization”); (b) and it created basic conditions and operational frameworks to revitalize Network life and participation, i.e. by means of the Network Strategic Development Scheme and of specific regional initiatives such as the 1001 Actions for Dialogue Campaign or the Restore Trust Rebuild Bridges Initiative (“regional mobilization”).

- **Assistance:** The Foundation offered assistance in the development of the Network, at the human and technical level as well as at the financial level. During all these years, the ALF team has supported and advised HoN institutions and members in several matters referring to Network membership and involvement, and to their participation in the Foundation's policies and programmes.

Coordination, consultation, mobilization and assistance have been the keys of the Foundation's work with the Networks. After four years and a half since the Foundation's establishment, the Network has considerably grown. From an initial figure of 400 members, it has currently reached a magnitude approaching 3,000.

The moment has come for an assessment of the "Network of Networks" construction and for planning long-term policies which help the Networks to pro-actively push forward the Foundation's mission.

What is at stake with such a growing Network? How can we make the Network aware of the challenges of the inter-cultural mission its members are called upon? How can the Network "take the lead" and implement the ambitious ALF Triennial Programme with creativity? How can we prepare the Network for it and empower its capacities to act in a difficult and multifaceted context such as the Euro-Med Region?

In order to find the appropriate answers to these questions, we have decided to:

- Launch a *Survey* among all members to "measure the temperature" inside the Anna Lindh circle and identify expectations, needs and bottlenecks in our civil society mobilization work. This survey, the first one of its kind, has been launched on October 20, 2009.
- Draw a *Strategy* aimed at addressing the Network weaknesses and at building upon Network strengths and resources. That is the main content of this paper.

STRENGTHS AND OPPORTUNITIES OF THE NETWORK OF NETWORKS

The Network of Networks, for its sophisticated structure and its potential achievements, offer considerable factors of strength.

The main strength lays in its dimension, orientation and diversity, bringing under the same roof organizations from 43 countries, which are all committed to the Foundation's dialogue mission. While half of them are represented by non-governmental bodies, the other half gathers public and private institutions, including local governments, academic institutions and foundations - showing that dialogue players belong to the most diverse environments. These bodies differ also in magnitude, and the same Network hosts large and small organizations, offering opportunities for looking after shared interests. Another significant indicator is the thematic diversification of the Network: some fields are solidly represented or even overrepresented in the Network composition (cultural relations, youth and education, or arts), others are underrepresented but steadily developing (media, gender, environment or human rights). Civil society in its widest sense is attracted by the Anna Lindh Foundation. It is interesting to notice that when the Foundation launches focused initiatives, new organizations working in those fields turn to us.

The second factor of strength is the Foundation's position in between civil society at large and institutional actors. Interactions emerge between the two levels as a result of this Foundation's blueprint. The Secretariat creates opportunities where civil society

actions can reach the ears of governments. On the other hand, the inter-governmental nature of the Foundation might support members to overcome procedural impasses. Inside the Networks themselves, we have observed cases of cooperation emerging between NGOs, local governments or governmental bodies, generating unexpected synergies.

The third strength is sustainability. It is quite remarkable that the Network of Networks has survived these first four years and a half despite the structural deficiencies, the regional political complexity, the limited financial envelope supporting the project and the delicate scope of the Foundation's mission. Such an enduring presence in our regional scenario is an evidence of the soundness of the original idea of building a network "in order to act as a catalyst to develop [its] activities" (ALF Statutes, art. II, 2). The more the Foundation is placing its roots in the Euro-Med region, the more the Network of Networks is becoming a reference for intercultural work.

The main opportunity the Network is offering contact and partnership making. Networks represent platforms where both associations with strong means or with limited capacities, public or voluntary based, policy or action oriented, international or local can gather together, exchange, plan and act sharing their specificities and ideas. It is a space for exploring contacts, identifying partners and designing projects. Networking is intimately linked to circulation of information, which must be reciprocal and move between members themselves and between them and HoN institutions.

Another important opportunity is the possibility to learn from past actions and innovate. The consolidation of specific actions in a Network framework – such as the Cross-Network Programmes - generates stable platforms for action, with a critical mass of social actors turning around it, while giving the opportunity to test new practices year by year. The role of the Secretariat in this scenario can help to facilitate the long-term development and improvement of actions involving Network partners.

POTENTIAL THREATS AND WEAKNESSES

We have learnt from our experience that what we have described as strengths hide however *potential threat elements*, that only a sound and positive policy can prevent from obstructing the Foundation's progress:

- A large and diverse Network might lead to dispersion in relation to the inter-cultural mission and paralysis if it does not have a clear direction, and if members' "chances and duties" are not plainly laid down. Network bureaucratization is another dangerous evolution to be prevented, which could materialize if Networks are not playing as an instrument for the development and implementation of the Foundation's programmes.
- The cooperation between civil society and institutional actors can experience a halt if the institutional level does not facilitate inter-cultural work, and if hindrances to mobility are not removed.
- Duration in time and sustainability must be nurtured by a long-term vision of the civil society's role, the capacity to answers to the social, political and cultural developments in the region, and stable logistical and operational resources.

In fact, we have registered manifest limitations of structural nature, which require innovative and definitive answers.

The first one of these structural weaknesses is related to the lack of available resources inside the HoN institutions. Before the launch of the Network Support, in order to operate as Network coordinators with appropriate means, two thirds of the HoN institutions were in need of logistic support at a global estimate of 1 million € / year (for 37 Networks)¹. Despite the fact that the ALF Statutes says that each country indicates the HoN institution “which has appropriate status and resources” (art. XIII, 1), the Foundation has actually faced a situation where even representatives of HoN institutions whose budget is much higher than the Foundation’s one admitted the need for additional specific support to fulfil their tasks. Engaging the Foundation in such a permanent support will require a fundamental revision of the Networks’ role and an assumption of new responsibilities by the Heads. It will entail also a Board’s commitment in carrying the related budgetary implications.

The second weakness is related to the still limited accountability of several HoN institutions vis-à-vis of member organizations. In the first years of activity, the implication of the HoN institutions was often based on the good will of the person in charge of the business in those institutions. That led to a kind of personalization of the function of “Head of Network”, as if it were to be seen as an honorary position, not engaging the organization the “Head of Network” was part of, thus resulting in a poor Network mobilization. One of the side effects of that has been that some Networks do not reflect yet the effective diversity of their societies, and members are mainly located in the capital city, or are operating in the fields the “Head” is interested in only.

The third weakness is related to the limited capacity of the Foundation’s Secretariat in meeting the extensive needs of the civil society in terms of tools and resources. This is certainly manifest in the limited financial allocations available with respect to the requests for grant the Foundation regularly receives. The issue of the “limited capacity”, however, refers as well to the capability of a relatively small Secretariat to operate in more than forty Networks – what requires new practices of sharing operational responsibilities with the Networks, and a clarification of the services and opportunities the Headquarters must offer to member organizations.

Finally, one should not forget the *difficult political regional context* in which the Foundation operates, and whose negative developments could represent a potential threat for a successful development of the Networks and implementation of their actions, when the Foundation is not addressing these developments taking an appropriate initiative consistent with its mission. Although this is an external factor - where the Foundation’s voice has a reduced impact - a coherent, constant and active presence of the Network on the ground, and the ability to adapt inter-cultural tools to the challenges new regional crises put forward, can offer the Foundation the chance to convert a threat into a new opportunity.

THE TEN CHALLENGES OF THE FOUNDATION’S NETWORK STRATEGY

2010 will be a significant year for the Anna Lindh Foundation, marking the ALF fifth year of operation, and gathering Network member organizations for the first time in an ALF Forum (Barcelona, 4 – 7 March). It must therefore be also the time for re-

¹ With the Step 3, we have allocated an annual support of 0.85 million € (for 39 Networks), getting near to the original investment estimation.

launching the project of a solid, active and innovative Network of Networks. A strategy is needed for such an end, encompassing ten areas of reform which are complementary, and will require an in-depth debate with Head of Network representatives at the 8th HoN Meeting (Gothenburg, November 2009):

1) Fostering Creative Programme Implementation and Thematic Cooperation. The Foundation has interacted so far with Networks in two ways: Consulting them on ALF programmes and policies in a vertical direction (Head to Secretariat); Encouraging their involvement in programmes and actions in either a vertical (Head to Secretariat) or a horizontal way (Members to Secretariat). With the implementation of the Triennial Programme 2009-2011, we have looked for a more creative and articulated participation of the Networks in the Foundation's programmes. Moreover, the current preparation of the ALF Forum 2010 has opened a new cooperation channel: discussion platforms can be developed, associating organizations of different National Networks working in the same ALF priority fields of action. For the first time, during the recently organized regional thematic meetings (Rhodes' on cultural production and Tirana's on religion and values, in the framework of the preparation of the ALF Forum 2010), members have been invited to contribute to design the implementation of the Foundation's programme. The challenge is to make the most of the thematic richness of the Networks in the preparation of the Foundation's actions.

The actions we propose are:

- a) Promoting further thematic cross-Network consultation on the preparation of relevant programmes or policies. The most active and innovative member organizations should build a kind of "circle of expertise" who can recommend the Foundation with regard to objectives, contents and tools of its action;
- b) Identifying relevant actors in priority fields of action, where the Networks are not sufficiently representative. To this end, the Foundation has set in motion a mapping exercise on the civil society in the region, which will allow the Foundation to observe the main debates inside the civil society and establish a regular exchange with new actors.

2) National Initiative for the Networks. National Networks are very diverse, and reflect sensibilities and concerns in inter-cultural matters which differ from sub-region to sub-region, or even from country to country. Recognizing this richness, this diversity in societies is a matter of respect for the Foundation as well as of strategic orientation. The Networks could develop national inter-cultural agendas in line with the Foundation's priorities, hence widening the Foundation's action.

The challenge is to make Networks real national actors for inter-cultural work, with the perspective of preserving social and cultural diversity in their own countries.

The actions we propose are:

- a) Creating the conditions for members of the same Network to conceive and realize common operations / actions, thus generating a cooperative internal life inside the Networks. These operations, mainly supported by the NSDS, will build upon the social and cultural diversity which is specific to each country, and would be able to deal with matters such as languages, religious diversity, minority rights, or social cohesion in an inter-cultural perspective;
- b) Drawing operational guidelines for the HoNs to facilitate the organisation of their actions according to common standards;
- c) Connecting Networks together when their national initiatives have similar features and might attain a larger scale and a better visibility. This shall encourage autonomous initiative and cooperation among Networks;

- d) Organizing specific ALF activities in the new Euro-Med member countries and in Eastern European countries, to facilitate the integration of their Networks in the Foundation's work and promote a debate on the Euro-Med Partnership from their regional perspective.

3) **The Function of Coordinator.** With the Network Strategic Development Scheme (NSDS), the Foundation has shifted from the idea of the HoN institution as a representative body to a service-oriented and results-focused agency, involving new responsibilities towards the members, based on the principles of consultation, transparency and accountability.

The challenge is to consolidate the legitimacy of the HoN institution as Network coordinator and facilitator, with the guidance and support of the Secretariat.

When joining the NSDS, HoN institutions are now required to deliver services which match with their Development and Action Plans, including:

- (a) Setting Network management and coordination rules;
- (b) Ensuring a smooth administration of the National Network;
- (c) Associating member organizations in the activities of the Anna Lindh Foundation;
- (d) Organizing network meetings, which create cohesion and set the conditions for the joint mobilization of the National Network;
- (e) Implementing a Development and Action Plan, in close coordination and consultation with the member organizations;
- (f) Disseminating information to members about the Anna Lindh Foundation, the Head of Network and the activities carried out by other members;
- (g) Offering project development and fundraising training and capacity building, in accordance with the calendar of the Foundation's regional training seminars.

4) **The Network Governance.** In the last two years, we have witnessed new processes of participation in the choice of HoN institutions and in the allocation of coordination and mobilization tasks among members, which denote a positive evolution of the initial concept, based on the HoN appointment by the relevant governmental authorities. HoN institutions and members are getting more integrated, widening the scope of shared responsibilities. While 26 HoN institutions are directly designated by their governments, 5 Networks elect their Heads through internal elections, 12 Heads of Network seek Network motion of confidence procedures, and 5 Networks follow a multiple leadership model between governmental and non-governmental bodies, or even between two member organizations assuming either coordination or mobilization roles. We welcome and award this development.

The challenge is to increase good governance and shared leading roles for the sake of the whole Network's cohesion and ownership.

The actions we propose are:

- a) Applying an internal periodical assessment of the performance of the Head of Network institution in charge of coordination with the involvement of the Network members. The first assessment shall be conducted by the HoN institutions in charge before November 2011 (end of the second ALF operational term). The Foundation will provide guidelines for this assessment exercise;
- b) Setting a maximum duration to the mandate of the HoN institutions, and encouraging the development of designation mechanisms based upon the principles of performance and rotation, where members can enjoy the opportunity to deliver coordination, and where the performance of the Head is measured in its capacity to mobilize the National Network. The lack of clear terms of accountability and mission duration might in fact represent an obstacle to the

- proper and efficient functioning of the role of Network Coordinator. The application of the principle of a maximum duration of the mandate will become gradually effective by the end of November 2011, in order to take in consideration each Network's specificity and the need of a proper coordination with the relevant Ministries. The results of the internal periodical assessment as per point (a) will be taken into account during the HoN designation process;
- c) Promoting exchanges and field missions between HoN institutions with the purpose of learning from good practices of Network governance and promoting Network accountability. This could take place through staff exchanges.

5) Steering Network Growth. The number of member organizations has almost reached 3,000, raising questions on the effectiveness of their involvement and on the capacity to activate so many diverse bodies in countries where members are two or three hundreds, or cultivate diverging interests. It must be noticed that Network growth registered its highest peaks on the occasion of the Call for Proposals deadlines. This trend must change, so that civil society feels attracted by the Foundation for all the diversified opportunities and tools it will be offering.

The challenge is to make sure that members are joining Networks with a longstanding commitment to support the ALF mission and to cooperate with other members.

The actions we propose are:

- (a) Adopting a "Charter of Principles" that present organizations which wish to remain in the Network or organizations which wish to join the Network would agree to, based on the will to share common values and to cooperate with the Foundation's actors;
- (b) Launching a debate inside the large Networks on the organization of the Network, in order to face the challenges related to the size. This might include the adoption of stricter membership rules if members do not participate in the Network activities;
- (c) Revising the ALF Membership Online Directory and removing those members which have not delivered their profile or refused to register their data.

6) The Secretariat as a Facilitator. In many occasions, the Foundation's team has been asked to help members in finding partners for their projects. The Foundation is seen by many not just as a grant provider, but also as a "window of opportunities", a *Facilitator* of the Network's work, setting thematic and operational guidelines, improving their operational capacity and fostering partnership building.

The challenge is to shape the Foundation as a bridge builder, connecting members and helping project ideas to become real.

The actions we propose are:

- a) Holding partnership, contact-making and capacity building seminars at the regional level, building upon the experience of regional training seminars carried out by the Foundation in 2009, involving members of several Networks simultaneously. Partnership, contact-making and capacity-building seminars can be planned when new specific initiatives are launched such as those foreseen in the Annual Work Plan for 2010;
- b) Organising field visits of delegations of different Network representatives in different areas of the Euro-Med region, such as it was the case for the ALF delegation to Palestine and Israel for the closure of the Restore Trust Rebuild Bridges Initiative. This travel proved to be very useful for the local Networks in terms of planning future actions or projects with other Networks;

- c) Upgrading ALF online tools such as “partnership search” and “post a proposal”, making their use easier, and allowing the emergence of thematic exchange forums among member organizations;
- d) Encouraging the participation of other Networks in National Network meetings or training sessions, thus creating opportunities for cooperation;
- e) Preparing the ALF Forum 2010, involving the Networks in all the Forum activities (the Agora and the Medina), thus contributing to open a new stage for the Networks in which they will increase their partnership capacity and thematic cross network activity.

7) The Diversification of Funding Opportunities. The Foundation has developed several funding schemes offering support to Network members. The availability of a plural set of support opportunities (short-term and long-term Calls, Restore Trust co-organization bids, etc.) has certainly strengthened the Network’s work. It has however generated also a substantial administrative effort both for the Headquarters and the Network beneficiaries.

The challenge is to deliver multiple funding opportunities which minimize the managerial work and maximize the investment of ALF resources among the largest number of Network members possible.

The actions we propose are:

- a) Conceiving fast-track Network funding opportunities. Calls for Proposals entail extensive administrative burdens and factors. By re-shaping the Call format, the number of beneficiaries can be considerably increased. The Foundation will therefore reinforce those schemes offering relatively limited amounts as “grants” or “co-organization bids” (up to 10 – 20 thousands €), requesting a simpler administrative effort from the applicant;
- b) Considering the creation of a budgetary reserve to support proposals from potential Foundation’s partners in the course of the year. This reserve would allow investing in innovative project ideas, or reacting to new situations emerging in the Euro-Med region;
- c) Entrusting selected HoN institutions to carry out some ALF programmes, involving other Networks, in co-organization with and under the supervision of the Foundation’s Headquarters. The experience of the so-called “Cross-Network initiatives” began with the Sea of Words Literary Contest. This model, which empowers the Networks and alleviates the Headquarters work, will be developed according to criteria related to theme, performance and members’ participation, taking into account the proposals received through a Call for ideas among HoN Institutions.

8) Ensuring Monitoring & Evaluation, and Measuring Expectations. In the past years, most of the Foundation’s activities involving Networks were implemented relying upon the good will and the commitment of our partners, according to specific terms of reference. Due to the limited Headquarters’ human capacities, that could not go along with regular monitoring operations. The new system put in place in the Foundation in 2009 (M&E Task Force) can help in reinforcing this dimension.

The challenge is to consolidate a culture of project responsibility within the Networks, and to regularly measure their level of satisfaction.

The actions we propose are:

- a) Applying a standard ALF monitoring process, starting first from the NSDS – Step 3, to make sure that the Networks work in the right track and that tasks are met in a joint effort between HoNs and Secretariat;

- b) Making regular surveys among members, following the experience of the first Network survey launched on October 20, 2009, thus creating a kind of permanent instrument to observe the status of the Network of Networks.

9) **Communication and Networks.** The issues of communication and visibility have been at the heart of the debate among Networks since the beginning. The main concern raised have been about setting up tools to disseminate quality information among everybody, thus facilitating synergies and cooperation.

The challenge is to establish a framework where information is constantly updated, circulated and used to generate new action opportunities among all Network members.

The actions we propose are:

- a) Including Arabic as an official communication language of the Foundation;
- b) Designing a “communication guideline” for all Networks, which should guarantee the application of quality standards in the different Network’s actions. In this line, specific seminars for Call for Proposals project leaders would be held, and common rules for labelling ALF actions should be designed, thus establishing the Anna Lindh Label as a leading regional mark of inter-cultural quality work;
- c) Requiring HoN Institutions to present regularly and effectively their Network’s activities in the form of news; developing the website portal as an interactive platform, starting from the mini-websites for Networks established in 2007, and whose content can be directly managed by the HoN Institutions; and interlinking with the Networks’ own websites;
- d) The publication of the ALF Report 2010 on intercultural trends will be a special opportunity for Networks to multiply national discussion forums, representing a test case for putting into practice simultaneous communication events in the Euro-Med countries, and therefore a potential model for future ALF projects.

10) **Mobility as a Pre-Condition.** Mobility is one of the major challenges the civil society is facing in its work of bringing people from 43 Euro-Mediterranean countries together. Anna Lindh used to say: “The most important issue we have to deal with is freedom of movement”. The degree of mobility between Networks influences the success of the Foundation’s actions, because personal contacts determine the course of many projects.

The challenge is addressing the mobility issue in the framework of the ALF activities.

The actions we propose are:

- a) Creating occasions for awareness-raising and lobby in favour of mobility in all the countries where ALF Networks are present, bringing social actors and public officials to discuss solutions together;
- b) Making sure that BoG representatives and relevant HoNs are in close coordination when ALF actions include mobility issues, so as to avoid last minute bottleneck situations which jeopardize the action implementation;
- c) Offering Mobility Funds for Network members with limited resources to attend inter-cultural events or conferences supported by the Foundation.

CONCLUSION: TWO YEARS AHEAD FOR OUR VISION

The Network Strategy embraces a complex and articulated set of measures and innovations to develop the Foundation’s work with the Networks before the end of the second operational phase (November 2011, the end time of the current grant contract with the European Commission). This will require the genuine involvement of the ALF Headquarters, the Head of Network institutions, and the Board of Governors for the

required guidance and its financial implications. In this respect, financial sustainability of the permanent logistic and operational support to HoN institutions must be assumed as an essential provision, at least in the next two years, if we want to keep the Network machine in motion.

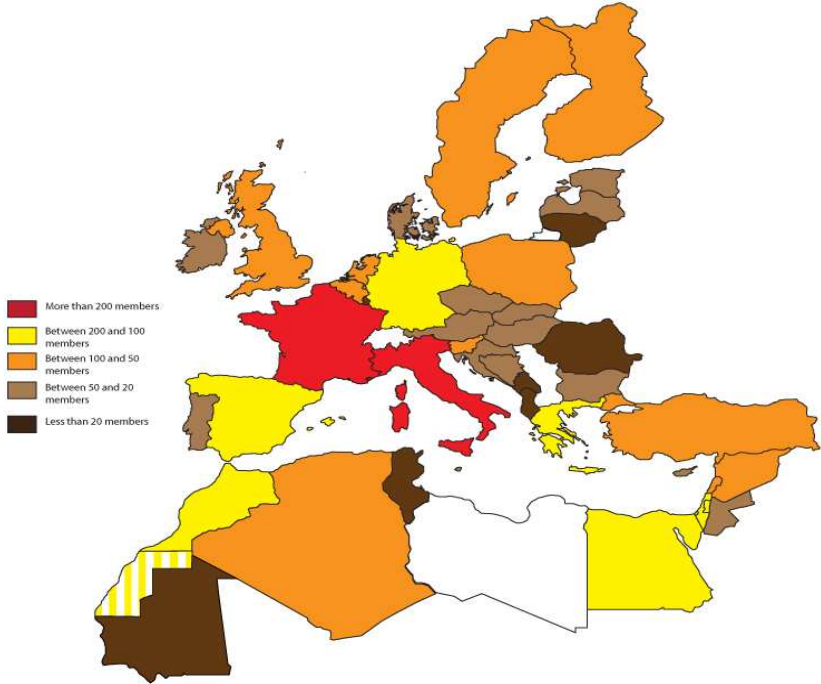
This Network Strategy gives a shape to the vision we want to achieve in the long term:

- A Foundation which is a reference institution for dialogue in all 43 countries, whose Networks are means to put in action the Foundation's programmes and projects, and whose coordinators, the Head of Network Institutions, operate as service bodies, setting in motion but also inspiring ALF activities. The *objective* is that the HoN Institutions can become a resource for the civil society at large in their own countries.
- A wide and diverse civil society taking the lead for mutual understanding, genuine exchange, coexistence and respect through the National Networks. The *objective* is that the Networks are genuine representatives of the diversity of their societies, and that they bring the debate of their society inside.
- A Network constantly mobilized and able to innovate through the Foundation's opportunities. The *objective* is that at least 50% of the member organizations have joined any of the Foundation's programmes, or have benefited from any of the Foundation's grant schemes.
- An advocacy role for the Networks at the national level in intercultural matters. The publication of the ALF Report on Intercultural Trends is a key-tool to advance in this role. The *objective* is that Networks inspire and participate in the general public debate on intercultural perspectives in their countries, in cooperation with the most relevant academic or research institutions.
- A sense of belonging which makes the member organizations feeling as part of a global endeavor for a common identity and a shared sustainable and peaceful future. The *objective* is to create a social mass of dialogue operators influencing political national or regional decision makers, when dealing with common issues having inter-cultural facets, as well as cultural bodies and agencies, when developing their agendas.

In this scenario, the ALF Forum 2010 will represent a major doorway for the Networks, as it will raise the profile of our joint inter-cultural effort in the region, it will inject new enthusiasm in the mission of the Networks, and will offer a platform for new partnerships and connections. This ALF Network Strategy has to be seen as well as an accompanying framework to give that Forum the right perspective, make sure it will work, and set it as a step of a longer walk.

NATIONAL NETWORKS IN FIGURES

TABLE (A): It indicates the total number of members per country (in descending order) as of September 2009.



Total: 2948 members

TABLE (B): Network growth (2005 to present).

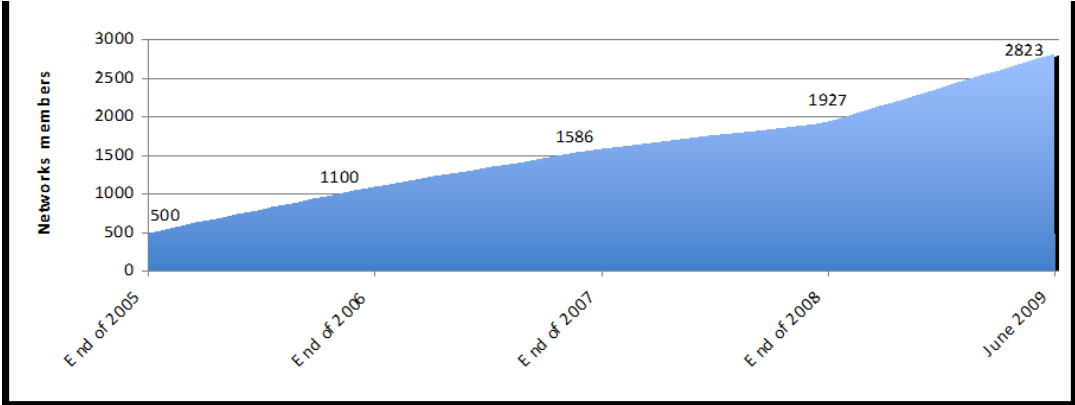
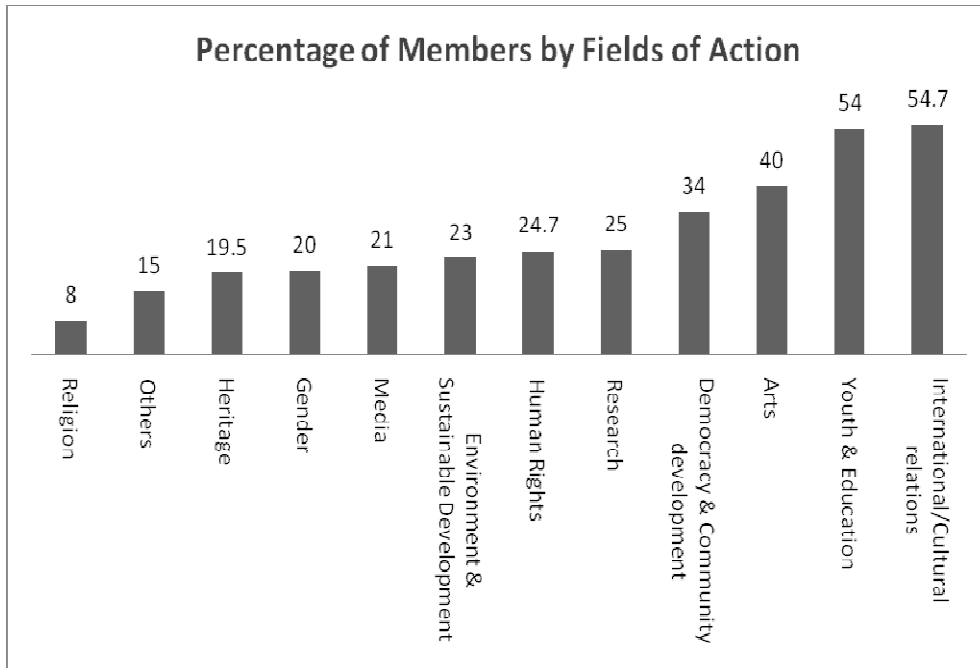


TABLE (C): It contains the total percentage of members by their fields of activity (an organization could be working in one or more of the fields mentioned below).



STATISTICS ON THE PARTICIPATION OF NETWORK MEMBERS IN ALF CALLS AND ACTIVITIES BY COUNTRIES

	Members (1)				Proposals (CfP ST - LT - RTRB) (4)							Activities						
					Total number of Members in the Network (as of 01.10.2009)	% Global Participation of the Members to ALF activities	Organisations NOT Member of a National Network (2)	CFP ST (one organisation can appear once or several times) (3)	CFP LT (one organisation can appear once or several times) (3)	RESTORE TRUST Loc. & Reg. (one organisation can appear once or several times) (3)	as Leader (one organisation can appear once or several times) (3)	as Partner (one organisation can appear once or several times) (3)	Granted Proposals (one organisation can appear once or several times) (3)	Training for Multipliers	Teacher Training on Religious Diversity (Beirut)	Cultural Activities in Palestine & Israel	Euro-Med Award	Bloggers Seminar (Luxembourg)
Albania	7	11	63,64	8	7	2	4	8	1	1	1	-	1	3	-	5	6	
Algeria	21	59	35,59	42	17	39	3	5	54	12	1	-	0	4	1	3	2	
Austria	21	38	55,26	12	13	13	7	15	18	6	12	-	1	8	-	1	0	
Belgium	30	96	31,25	23	16	26	4	15	32	7	-	2	0	9	-	4	1	
Bosnia Herzegovina	10	29	34,48	18	8	11	1	2	18	1	1	-	0	3	-	6	2	
Bulgaria	27	44	61,36	14	3	25	6	15	22	5	1	-	0	14	-	2	2	
Croatia	30	44	68,18	20	7	16	14	19	18	5	1	-	0	17	-	6	2	
Cyprus	16	39	41,03	11	3	18	1	10	16	3	1	1	2	3	1	5	3	
Czech Rep.	13	30	43,33	6	3	3	2	3	5	2	1	-	2	11	-	2	1	
Denmark	8	37	21,62	10	4	9	2	2	13	2	-	-	0	3	1	2	0	
Egypt	64	178	35,96	36	31	61	24	36	81	19	4	3	1	13	2	24	3	
Estonia	5	33	15,15	3	3	3	0	3	3	1	2	-	0	2	1	1	1	
Finland	9	63	14,29	7	4	9	0	4	9	2	-	-	1	3	1	0	0	
France	109	275	39,64	106	54	131	27	82	134	21	-	-	2	14	1	9	4	
Germany	27	122	22,13	33	16	33	5	18	38	15	-	-	1	4	1	6	3	
Greece	39	109	35,78	20	9	28	10	17	30	7	8	1	1	13	1	15	1	
Hungary	17	43	39,53	5	9	12	5	13	14	3	2	-	0	3	-	3	0	
Ireland	9	24	37,50	3	0	3	3	3	3	2	1	1	0	5	1	1	2	
Israel	68	127	53,54	62	37	61	50	49	107	31	1	-	2	28	1	7	7	
Italy	120	336	35,71	69	38	116	42	84	120	21	-	-	0	33	-	15	10	
Jordan	17	35	48,57	21	13	33	3	3	52	15	6	2	0	2	-	3	3	
Latvia	5	23	21,74	3	4	1	0	2	3	1	2	-	0	1	-	1	1	
Lebanon	40	72	55,56	44	12	61	7	12	71	14	2	6	0	8	1	12	7	
Lithuania	10	17	58,82	3	5	5	4	8	7	3	2	-	0	4	-	1	1	

Luxembourg	4	8	50,00	3	5	0	0	1	4	5	2	-	0	4	1	0	0
Malta	9	27	33,33	6	1	12	4	4	13	2	2	-	0	2	-	0	0
Mauritania	4	15	26,67	2	3	2	2	0	2	3	0	-	0	1	-	2	0
Monaco	4	7	57,14	2	3	5	0	2	6	0	1	-	0	4	-	0	0
Montenegro	3	7	42,86	2	0	2	2	1	3	2	1	-	0	3	-	2	0
Morocco	44	105	41,90	57	26	82	7	5	116	18	2	1	1	7	1	0	4
Netherlands	43	95	45,26	18	16	36	4	19	37	12	-	1	0	11	-	0	8
Palestine	83	197	42,13	69	75	94	75	41	157	43	2	-	3	16	1	0	10
Poland	28	60	46,67	13	12	19	3	9	22	8	3	-	3	9	-	4	2
Portugal	16	29	55,17	11	4	13	1	6	8	14	2	-	1	6	1	7	1
Romania	9	18	50,00	10	2	10	1	1	12	3	1	-	0	5	1	1	2
Slovak Rep.	8	26	30,77	4	3	6	1	5	5	2	1	-	0	3	-	1	0
Slovenia	15	53	28,30	8	2	9	8	10	10	2	2	-	1	3	-	7	1
Spain	47	100	47,00	37	9	53	14	17	64	9	-	-	0	13	-	4	5
Sweden	18	70	25,71	12	10	12	3	12	14	3	-	1	1	1	-	2	2
Syria	13	54	24,07	20	4	25	3	6	26	5	2	2	0	1	-	6	1
Tunisia	15	18	83,33	29	10	43	1	4	54	5	2	-	1	3	1	3	2
Turkey	49	98	50,00	48	29	76	5	12	98	18	1	1	1	13	-	11	4
United Kingdom	50	77	64,94	30	17	51	5	22	52	9	4	2	0	6	2	5	7

1184	2948	40,16	960	547	1269	363	605	1572	362	77	24	26	319	21	189	111
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(1) **Members:** Organisations which have been noted in several proposals or activities, have been counted only once as Member in this column.

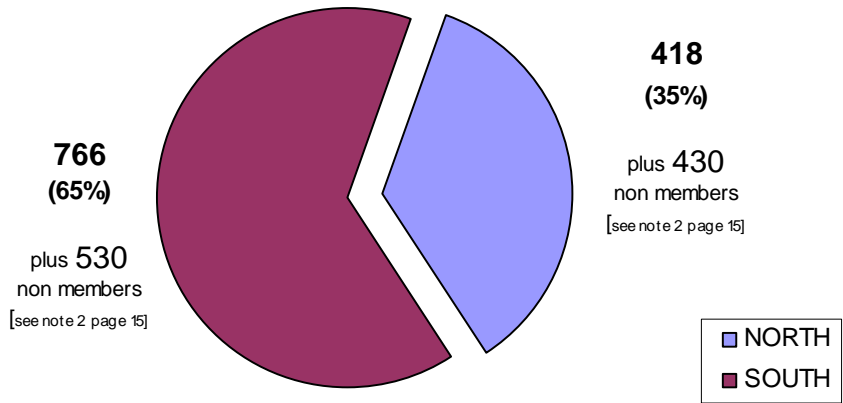
(2) **Organisations NOT Member of a National Network:** This column lists the number of organisations, partners in a proposal or candidate in ALF activities, which are not yet Members of a NN. However, a closer screening of Membership may show that some organisations have in the meantime joined the Network.

(3) **One organisation can appear once or several times:** Some organisations can be leader or partner in several proposals. They have been counted for each time they appear in a proposal.

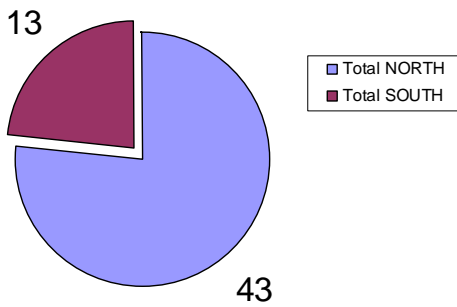
(4) **Proposals for CfP:** The analysis has been made on the registered applications received by the Foundation.

The Cross Network activity "**A Sea of Words**" has not been considered in the analysis because it is addressing young people who are not necessarily part of Member organisations.

**Participation by countries to ALF activities
(CFP Short/ Long Term, Restore Trust, Euromed
Award, Trainings and Seminars)**



**Organisations GRANTED for
Short/ Long Term proposal as LEADERS**



**Organisations GRANTED for
Short/ Long Term proposal as PARTNERS**

