



# **ANNA LINDH FOUNDATION Draft Triennial Programme**

**2009 – 2011**

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*“Our priority is to support the people on the two shores of the Mediterranean in retaking over their common destiny”*

André Azoulay  
President of the Anna Lindh Foundation

## FOREWORD BY THE EXECUTIVE DIRECTOR

The Anna Lindh Foundation is at a decisive crossroad.

Its place and vocation is in assuming a central role in the Euro-Mediterranean Partnership's aspiration, renewed by the constitution of the Union for the Mediterranean and the enlargement of the Partnership with new countries. To do so, the Foundation is required to establish a three year programme (Phase II: 2009 – 2011) which must live up to its expectations, and which takes into account the experience gained from the activities of the first three years.

This document is the result of a long process of consultation and debate which commenced with President Azoulay's presentation of strategic guidelines at the 21<sup>st</sup> Board of Governors (17<sup>th</sup> September 2008), was enriched by the Advisory Council during its first meeting in Naples, developed by staff at the headquarters and has been the basis for fruitful discussion over three days in Nice by Heads of National Networks, a discussion and meeting which presented new recommendations and suggestions now incorporated in the final presentation.

### **Strategic Fields and Flagship Projects.**

The document represents a systematization of the fields of action that have a strategic value for the Foundation, fields that should lead and structure its region-wide programme over the next three years. This approach should allow us to create the important and necessary synergies and to avoid the dispersion which was a characteristic of the Foundation's action during the first three years, as highlighted by former Director Lucio Guerrato in his last report to the Board of Governors (June 2008) and critically indicated by the Heads of Networks.

Each of the individual strategic fields is centred on a Flagship Project which will serve as a reference and point of convergence for all activities across that specific field, in particular activities implemented by and through the Networks themselves. These Flagship Projects should also give the Foundation a specific identity, an identity which shall be understood not only on the basis of the Foundation's nature, but also due to the content of its Programme.

The strategic fields we propose correspond to the Foundation's core mission: that of developing the social, human and cultural dimension of the Euro-Mediterranean Partnership. They represent the principal areas in which the cultural and ideological debate is taking place throughout the Mediterranean region, areas where a battle of ideas is being fought between those who advocate the need to build a common space, based on shared values, and those who use cultural and religious diversity to install an apology of the Clash of Civilisations, of populism and hatred.

### **The Six Strategic Fields.**

During the next three years, we therefore suggest that the Anna Lindh Foundation focuses its action, and most of its activities on the following fields:

- Ideas and Ideologies
- Education
- Cultural Production
- Media
- Religion, Spirituality and Values
- Cities and diversity

In the programme we are now presenting, a number of the Flagship Projects are clearly set out, while others are just outlined. Our aim is to develop them progressively as the year 2009 goes by, in a rigorous way, with the active participation of the Heads of Network and the validation of the Advisory Council, counting on the best available experts, and in collaboration with the most qualified partners in each field.

### **A window of opportunity.**

The starting-point for the new programme is the Grant Contract signed last 3<sup>rd</sup> of November between the Foundation and the European Commission, in which the EC has granted the Foundation a subsidy of 7 million € for Phase II, covering 65 % of the ALF's activities that are considered eligible by the Commission (10.800.000 €) and 50 % of the ALF's total budget (14 million €, of which 7 million come from the Partnership's member states).

The Foundation therefore commences Phase II relatively better-off. While the available financial resources are still far from the expectations the Foundation raises amongst political leaders and civil society, they should nonetheless make it possible to strengthen what has already been carried out over the last three years, to develop new flag-ship projects, and to improve the work of the Secretariat and National Networks.

An indication of the Foundation's political potential can be seen from the important place it has taken in the latest Ministerial meetings of the Partnership and at the Paris Summit for the Mediterranean. This is certainly the most significant achievement of the Foundation looking back on its first three years. The Anna Lindh Foundation is more than ever perceived as a central component of the Partnership, with a leading mandate to fill the gap of misunderstanding, unease and suspicion that prevents the development of Euro-Mediterranean relations, and that presents a major obstacle to the Partnership's connection to and appropriation by societies of the region.

We have acknowledged this great window of opportunity, and we have been acting to assert and strengthen the political centrality of the Foundation. President Azoulay's active presence in the process which resulted in the creation of the Union for the Mediterranean, and his speeches which carry a renewed and courageous political

message to the main forums dealing with the situation in the region, have given the Foundation an important place on the Euro-Med agenda. While working to prepare and put in place our new programme, we are therefore facing a great responsibility in terms of meeting these political expectations and targeting the needs of the civil society, as well as confronting the main challenges that the Partnership is facing.

### **A coherent programme for the civil society.**

One of our overarching aims is to develop a coherent programme that can be enriched and shared by the forty-three National Networks, and understood and assumed by the civil society.

We must meet this responsibility with determination and imagination. We are aware that we dispose of limited financial and human resources, a circumstance has been highly underlined during the Heads of Networks meeting in Nice with an emphasis on the need for logistical support to National Networks. We must therefore maximise our means within a common framework of action, in relation to the strategic fields we have set out. While the programme will certainly be tailored to the diversity of our Networks in each country, it is essential that we act within a global and common strategy which gives a meaning to each one of our activities and which avoids at all costs a level of dispersion which has previously hindered our reach and visibility.

### **Reflection, Action, Advocacy.**

The challenge we face, therefore, is how to guarantee such a reach and impact, whilst working on different projects, with actors from civil society to governments, regions and cities and with an approach that combines both reflection and action. The answer lies not only in the coherence of our new programme, but also in our capacity to become a leading reference point in the field of ideas, an open platform for all those across the region who want to shape with us the Partnership's future.

That is why, in this next Phase, the Foundation wishes to build and develop its position as a space for reflection and expertise on the human and cultural dimension of the Partnership, to provide governments and institutions analyses, ideas and proposals on the future of the Union for the Mediterranean in the fields of action which are ours.

### **Observatory of Intercultural Trends.**

To that end, we propose that the whole Programme is completed and complemented by an *Observatory of Intercultural Trends* in the Euro-Med area, an essential area of work which would allow us to better understand the challenges that the Partnership faces in its cultural and human dimension, and to find more adequate answers to them.

It is time to better understand the reasons for the following paradox: that despite progress in the Partnership's political and economic chapters, mutual perception has made no progress, and has in a number of cases significantly deteriorated. With this

in mind, we must understand what is happening in the fields of ideas, education, media, popular culture and religions, as well as the way in which cities manage and deal with diversity, in order to be able to act in a more effective way.

Some of the more lucid observers in the Euro-Mediterranean area have insisted that it is time to rewrite the narrative of the Partnership. Thanks to its *Observatory*, the Foundation wants to contribute to that. It is about better knowing what is happening in our societies, understanding what could hinder the development of the Partnership's third chapter, and putting forward useful proposals to decision-makers, opinion-leaders, and to civil society at large.

That will be the role we wish to give to the *Observatory*, which plays a central part in the new Programme, and whose development modalities are described in this document. In fact, setting up an Observatory was one of the recommendations made by the High Level Advisory Group convened by President Prodi, in a report that led to the creation of the Foundation. We believe the moment has come to put it into motion. This new function that we set out for the Foundation must contribute to the Programme's coherence, and make its overall action more efficient. The Observatory will inspire and support the development of the Flagship Projects, acting as a convergence point for the strategic fields identified by the Foundation.

It must engage the Networks and support them in working with more rigorous tools and for common aims. It must also allow the Foundation to have a decisive influence on the decisions made by the 43 governments of the Union for the Mediterranean, and on the institutions of the Euro-Med area, when policies related to the third chapter of the Partnership are involved.

### **A new course for the Foundation.**

The programme we present is consequently inspired by the will to combine action and reflection. It corresponds to the unique nature of the Foundation as an institution of the Partnership, intergovernmental, but whose vocation is to work with and for civil society. Its aim is to be a working tool for both the Foundation and the Networks, which continue to be its main asset for its creation and development.

We want to place the Foundation on a new course of action, more ambitious, more valuable, and more visible to all those interested in the construction of a common future in the Euro-Mediterranean region. We are going to work to create a Euro-Mediterranean community of citizens who sustain the Union for the Mediterranean. This is the Anna Lindh Foundation's *raison d'être*.

**Andreu Claret**

Executive Director

## DRAFT TRIENNIAL PROGRAMME 2009- 2011

### THE FOUNDATION'S MISSION, VALUES, TARGETS AND PARTNERS

The Foundation is an institution of the *Union for the Mediterranean*, as recognized by the Heads of State and Governments' Summit of Paris (July 2008) and the following Euro-Med Ministerial Meeting of Marseille (November 2008). Its overall aim is the promotion of inter-cultural dialogue and respect for diversity. The Foundation shall bring the peoples of the region together for better understanding and sharing common values.

The development of the Programme, the identification of its fields of action, targets and partners shall be inspired by the Foundation's mission and guided by the following principles:

- The Foundation has to find its *political and institutional centrality* in the *Union for the Mediterranean*, as a unique instrument for encouraging cooperation and human and cultural exchange.
- The launch of the *Union for the Mediterranean* is a unique opportunity to raise the scale in terms of the Foundation's ambitions. The main Foundation's contribution to this new phase of the Euro-Med Partnership should be filling the *cultural and human gap* which exists among Europe and the Southern Mediterranean countries. Reducing this gap is a prerequisite for the consolidation of the *Union for the Mediterranean* as a shared project owned by people at large.
- The main asset of the Foundation resides in its *uniqueness*: an organization resourced and shared by the 43 countries of the Euro-Mediterranean Partnership and working with and for the civil society as a Network of National Networks composed of almost 2.000 organizations.
- The National Networks are the backbone of the Foundation. By associating in its Networks civil society organizations and institutions committed to inter-cultural dialogue in the Euro-Med region, playing the role of *Facilitator* of their work and taking account of their ideas and activities, the Foundation fosters synergies and joint partnerships, both at the local and regional level.
- The Foundation will develop strategic partnerships both at the global and at regional level, with the objective of raising the overall visibility of the Euro-Med Partnership, together with the concerned *regional networks* and with the most relevant *international organizations* such as Alliance of Civilizations, UNESCO, Council of Europe, ALECSO or ISESCO. A special attention will be devoted to *local and regional governments* and their networks whose closeness to citizens' affairs make them effective as potential partners for the Foundation's actions.
- The Foundation's activities, mainly oriented to create conditions for a better future, should first of all reach *youth*, in order to involve them in a culture of dialogue and critical thinking to face common challenges. It is of particular importance to create a *culture of peace and coexistence* among youth, connecting them with creative initiatives aimed at facing the conflicts of the area. *Women* as key actors for social and cultural changes must be one of the principal beneficiary of the Foundation programs. Special attention must be given to facilitate and encourage their empowerment and rights. Migrants, as a potential human and cultural bridge among

the cultures and identities will also be an important target group for the Foundation. All Foundation's activities shall aim at targeting these three groups. Their active and free participation will contribute to raise the question of mobility, which must be at the core of the Foundation's concerns and transversally taken in consideration in all its activities.

- The Foundation will put in place a new *communication policy*, which will be an integral part of this strategy and must be assumed by all the actors of the Foundation. This policy will contribute to the political centrality of the Foundation, its visibility, and the visibility of the achievements of the Euro-Med Partnership. The setting of a Presidency and the election of a renewed Advisory Council will contribute to the credibility and the political visibility of the Foundation.

## THE ACHIEVEMENTS OF THE PERIOD 2005 - 2008

The Anna Lindh Foundation was officially created on April 20, 2005 and established in Alexandria of Egypt. During the first operational phase (2005 – 2008), the Foundation has created a new regional space for intercultural work, in line with the mission of the 1995 Barcelona Declaration, and has in particular achieved the following:

### *The Institution*

- Establishment and recognition of the Foundation as a central institution of the Euro-Med Partnership,
- Reform of its structure, with the appointment of a President, representing the Foundation in its external relations, besides the Executive Director, who is in charge of the Foundation's programming and management. A new Advisory Council has also been created.

### *The Network of Networks*

- Consolidation of National Networks in the countries of the Euro-Med Partnership, whose member organizations have almost reached the number of 2,000.
- Support to Heads of Network in logistics, coordination tools, project development capacity-building, mobilisation and strategic consultation.
- Allocation of around two hundred and eighty grants to Network member organizations and partners in over thirty countries through the Calls for Project Proposals and the 1001 Campaign Micro-Grants scheme, at a global amount of 3,6 million €.
- Organization of a region-wide campaign for the Year of Intercultural Dialogue, called '1001 Actions for Dialogue', which constituted a model of regional coordination and simultaneous mobilisation, engaging public and media within the region, and involving over one thousand organizations in a common initiative for mutual comprehension.
- Establishment of an online portal website, with a common presentation of the profile and activities of the Foundation and its Network of Networks, intercultural project case-studies and partnership-building tools

### *The Activities*

- Organization of long-term actions in the field of education such as the 2006- 2008 Teacher- Training Program on Human Rights Education and Religious Diversity.
- Organization of Youth Meetings and Actions on several fields of interest such as the 2006 Dialogue 21 Initiative and the 2008 Water and Cultures in Dialogue Forum.
- Launch and management of a Children Literature Regional Programme 2006-2009 with the support of the Swedish International Development Agency for a value of 1,8 million €.
- Facilitation of networking between universities and academic institutions across the Euro-Med region.
- Financing major cultural happenings such as the 13<sup>th</sup> edition of the Biennale of Young Artists from Europe and the Mediterranean (Puglia Region, 2008).
- Activation of common initiatives across National Networks such as the 2006- 2008 Build a Bridge Campaign, the 2007 Euro-Med Big Jump or the 2008 Sea of Words Literary Contest and Dialogue Night.
- Bestowing of awards to prominent figures working for intercultural dialogue and mutual respect, in particular in the civil society and among journalists.

*The Partnerships*

- Development of strategic partnerships with international organizations such as the Council of Europe and ALECSO, and regional networks such as the Euro-Med Youth Platform and COPPEM EuroMed Network of Local and Regional Authorities .

*The Resources*

- Successful management of a global budget of around 10,5 million €, as recognized by external auditors and the European Commission.
- Publication of training materials and online resources on religious diversity and gender, of the manual on "Conflict Resolution and Cultural Cooperation", and of a comprehensive case-study publication on the 1001 Actions for Dialogue Campaign.
- Improvement of internal operational, financial and staff management rules, and adoption of corresponding internal manuals.
- Preparation of the European Commission's Grant Contract (November 2008 – October 2011), signed on November 3, 2008, which is the starting date of Anna Lindh Foundation Phase II.

## THE STRATEGIC FIELDS AND THE FLAGSHIP PROJECTS

In order to fully assume its political centrality, to consolidate its credibility and to increase its visibility, the Foundation has identified six strategic fields which have a enormous impact on mutual perceptions among Euro-Mediterranean cultures.

The strategic fields which have been identified, in a first approach, are:

- *Ideas and Ideologies*
- *Education*
- *Cultural production*
- *Media*
- *Religion, Spirituality and Values*
- *Cities and Diversity*

The purpose of the Foundation, in each one of those fields, is to work with a long-term perspective, developing sustainable projects which contribute to a better understanding of the cultural and political processes which shape opinions and behaviours, and to improve the action of institutions and civil society in favour of dialogue.

With this objective in mind, the work of the Foundation in each field will be express through a *Flagship Project (FP)*, giving the action of the Foundation the required critical mass, recognition, and capacity of influence on the political and cultural trends of the region.

A flagship project has a significant relevance in terms of duration (long term) and in size (large scale) but more broadly in terms of its focus on perceptions. It can develop, in its conception and evolution, at the level of the Foundation's Headquarters or through the initiative of the Networks. Other activities can be developed through the leadership of the Headquarters or the Networks, or even in coordinated tandem between the Headquarters and some Networks.

The *Flagship Projects*, which will be developed gradually during 2009, will require new targeted partnerships in the region at the institutional and civil society level, with the objective of gathering some of the most relevant institutions and experts, including relevant Network member institutions, in order to give intellectual and political credibility to the outputs of the FPs.

The FPs will be policy oriented, in order to deliver ideas, proposals and recommendations to the institutions and governments of the Euro-Med region for their policies related to the identified fields.

The Foundation will develop its Programme through:

- A *Flagship Project* for each one of the strategic fields, coordinated directly by the Headquarters, in collaboration with National Networks and other partners.
- *Other activities*, which must be consistent with the identified strategic fields.
- *Calls for Proposals*, delivering grants to annual projects or triennial programme of actions.

The diversity of formats and approaches must be compatible with the *coherence* of the Programme, and must contribute to the realisation of the specific objectives of the Foundation.

Integration and synergies between the formats are necessary to reach a critical mass, political visibility, and get real impact on the ground. *Programme-based actions* must be prioritized over event-based actions, in order to avoid dispersion of activities.

In order to progressively put in place the FPs, which will extend for the whole operational Phase II, scientific and social debates will be launched in each one of the six fields by means of specific and innovative actions and tools, which will be designed with the relevant stakeholders of those domains and the participation of members of the Networks which have an appropriate knowledge and experience. For each one of the six strategic fields, a Development Concept Paper will be prepared by the Headquarters and addressed to the Heads of Network for consultation and to the Advisory Council for validation.

### **Field 1: Ideas and Ideologies**

In the ideological battlefield, cultural diversity is often used as an instrument of political struggle which has degenerated in open xenophobia, populism and different forms of extremism, converting certain communities or cultures in a target. This trend has to be challenged, together with intellectuals, writers and leading figures who contribute to shape public opinions in the region.

The objective of this field is to make the point on the difficulties of the Barcelona Process, on how to reverse that trend, to win the intellectual support of publicly exposed characters, and to establish common initiatives such as awareness raising campaigns, coordinated reactions to social and cultural crises, testimonials in ALF activities addressed to Network members.

The involvement of prominent and committed figures of the intelligentsia of the Euro-Med space must help the Foundation in identifying the obstacles which must be removed to open a real dialogue on issues such as immigration and xenophobia, inter-religious prejudices, primacy of human rights, or freedom of expression and critical thinking.

#### ***Flagship Project “Euromed Agora”***

For the year 2009, the Foundation will involve relevant intellectuals, writers, visionary and creative figures as well as opinion-makers in establishing a permanent platform of debate, exchange of views and recommendations (*Euromed Agora*). The objective of the meeting will be to involve those characters in contributing to the Foundation’s work in reshaping the Euro-Med Partnership in the field of social and human cooperation, and in influencing decision-making processes.

The first meeting of the *Euromed Agora* will be held in Morocco during the first quarter of 2009, it will be convoked by President Azoulay, and will represent an opportunity for approaching the Intelligentsia of the Euro-Med region, and involving personalities from the wide Arab world.

In the future, the *Euromed Agora* will exchange ideas with different social sectors such as policy makers, diplomats, religious leaders, civil society activists, media moguls and journalists, and representatives of youth organizations.

The results of the work of the *Euromed Agora* will be widely disseminated in the region throughout the institutional and civil society partners of the Foundation. The work of the *Euromed Agora* will be developed in close collaboration with the Advisory Council, and will interact with the Foundation in the preparation of its Annual Report.

## **Field 2: Education**

Education is one of the fields where individuals are being prepared, from the very beginning, to welcome or refuse “the difference”, and where they get intellectual tools for interpreting the reality they live in. Schools are the environment which can help human beings develop a sense of critical and independent thinking and the capacity to discern facts with rationality and tolerance.

In collaboration with some relevant partners, the Anna Lindh Foundation has already worked in its first three years in the field of Education, with the goal of training teachers of the region in teaching diversity. The Foundation will continue this work, which has produced some important pedagogical and networking outputs, by bringing together and federate in a collective endeavour those pedagogical and academic courses and practices which are enlightening on how to cope with inter-cultural challenges, and how to develop learning tools to better understand social, cultural and religious complexity.

During Phase II, the Foundation wants to acquire a larger role in that field, making Education the target of some of our reflections and actions. An organisation devoted to cultural dialogue cannot ignore this field, even if programmes and curricula are a matter of governmental policies.

The Foundation aspires at influencing the educational system in the Euro-Med countries by means of its work as on *Observatory on Intercultural Trends* and the role played by the *Euromed Agora*.

### ***Flagship Project on Intercultural Education***

The Foundation will establish contacts with those governments of the Euro-Med area which have the best records in intercultural education, and with relevant institutions and experts, in order to define the nature and specificity of a *Flagship Project* in the field of Education.

The FP must be launched by the Foundation in a way which must be adequate to the nature of the Foundation, which means innovative and useful for the Network activities, and without replicating the activities other important institutions are developing in that field.

### ***Activities 2009***

The Foundation will re-launch its *Teacher-Training Programme*, supporting students to acquire knowledge about religions and cultural traditions that have shaped the region as crossroads of civilizations. It will aim at :

- Creating a large network of teachers that can eventually play the role of multipliers in the education sector in themes such as citizenship and life in plural societies. Teachers do not have necessarily to by operating in schools only, but also in communities, museums, churches or other socially relevant forums;
- Disseminating the pedagogical material developed by the Foundation during the first three years in several schools;
- Promoting Inter-cultural dialogue days in schools of the region along the model of the 2008 Dialogue Day co-organized by the Foundation and the European Federation of Intercultural Learning.

The Foundation will work with institutions such as the Council of Europe, UNESCO, ALECSO and the European Federation of Intercultural Learning.

### **Field 3: Cultural Production**

Cultural production is a field where images and perceptions are shaped and reshaped through the impact of globalisation, causing contradictory consequences for a better understanding and coexistence in the region. On one side, the worldwide circulation of cultural products may have a positive impact in terms of mutual knowledge and cultural cross-fertilisation. On the other side, the cultural exchange among European and Southern countries of the Euro-Med region is limited and biased by the unequal capacity of the cultural industry of the two shores of the Mediterranean, the lack of translations and the power of the North-American cultural business.

Cultural bridges must be built to ensure that Music, Cinema, Literature and Arts become a tool of better knowledge and cultural dialogue. This was one of the main conclusion of the Euro-Med Ministerial Meeting of Culture which took place in Athens (May 2008) and produced a Declaration which defines a comprehensive cultural approach for the European cultural policy in the region, and underlines the role of the Anna Lindh Foundation as the main tool for cultural dialogue in the area. In accordance with this new framework, one of the most important tasks of the Foundation in the cultural field will be to coordinate its action with the *ad hoc* Euro-Med Expert Group which will be established by the Euro-Med Partnership, as decided at the Marseille Ministerial Meeting (November 2008), with the purpose of drawing a cultural regional strategy.

The Foundation is facing a double defy: On the one hand, assessing the mechanisms of cultural production, and tracking its routes of dissemination would help to understand the sources of misperceptions; On the other hand, encouraging mutual dissemination of cultural production and its translation would help to open windows into other societies and heritages.

Contemporary visual or performing arts, for example, which show contradictions and new trends within a society, have often limited circulation beyond national borders, or are even discouraged, and therefore require specific encouragement. The actions of the Foundation in the field of cultural production will contribute in creating a network of “Trans-Cultural Leaders” being able to support cultural production with a multi- and inter- cultural approach.

#### ***Flagship Project on Cultural Diversity***

The Foundation wishes to work on a cultural project of large scale and audience, which would contribute in addressing people’s feelings and emotions related to creativity and creation. A first initiative of this kind has been identified in a *Multi-lingual Mobile Exhibition* on Diversity, reflecting social issues such as migrations or minorities. This exhibition could be held simultaneously in several cross-points of international transport such as airports or train stations where travellers can learn about intercultural exchanges, migrant lives, and coexistence challenges. The mobile exhibitions might include visual and audio-visual materials and narrative texts.

This concept will be designed and planned by the Foundation as an initiative of political and cultural significance having a major impact on the public opinion and generating opportunities for simultaneous inter-cultural actions organized by the ALF Network around the event.

### **Activities 2009**

The Foundation has identified two areas which represent a fundamental ground for the development of cultural exchange in the region:

- The *mobility of artists*, which will be mainly addressed by the Call for Proposals, and
- The *work on translation*. In this regard, the Foundation will play an advocacy role in favour of supporting institutions working on translation of European and Arab literature. Such a policy might be developed in cooperation with the Union for the Mediterranean.

Two Regional Cross-Network Initiatives of cultural significance will be launched in 2009:

- *Sea of Words: Literature for Understanding Inter-cultural Issues*, building upon the first edition of the *Sea of Words* Literary Contest for Young Writers on Inter-Cultural Issues. Winners will be involved in workshops in different countries of the region. This initiative can show that writing can help better understanding diversity and help looking at issues from a different perspective;
- *Arts for Dialogue in Conflict Areas*, building upon the itinerating performing exhibition *Cross Border Arts*, associating young artists as a vehicle for dialogue in conflict areas. Artistic expression can create free space for open discussion on issues involving the political and economic community life.

The Foundation will continue its cooperation with the Swedish International Development Agency in the development of the second phase of the *Children Literature Regional Programme 2009- 2011*. A specific task-force attached to the Headquarters is in charge of this programme.

### **Field 4: Media**

There are coinciding factors concerning the importance of local and global Media in the shaping of images and the propagation of cultural stereotypes. As with cultural production, the role of the Media is contradictory. On one side, they offer possibilities of mutual knowledge and personal interaction, particularly through the World Wide Web. On the other side, some of them, from the different shores of the Mediterranean and with a huge influence in the region, are dominated by a logic and a language which favours more radicalisation, stigmatisation and remoteness than dialogue, closeness and better understanding.

In collaboration with Media owners, journalists and Media experts, the Anna Lindh Foundation will work to understand better the commercial, political and professional mechanisms which are decisive for the setting of the agenda and the use of language from written and audiovisual Media. The common goal will be changing that logic and giving the Media a positive role in the creation of a shared space of free and reliable information and opinion. To reach that goal, the Foundation will collaborate closely with the Euromed Media Task Force which has involved more than 500 journalists of the Euro-Med countries in its activities in the last 5 years.

### ***Flagship Project with Media Owners and practitioners***

Beside the focus on Media proposed for the first Annual Report of the Observatory, the Foundation will consult, gather and exchange with Media owners and practitioners to examine how to best approach and develop our work on perceptions in the information field, and will involve some of the most relevant institutions and best characters to identify a Flagship Project to be developed in the triennial period.

This exercise could result in launching a Euro-Med *ad hoc* broadcast programme produced by journalists of different countries with the support of some Media companies, and based on reliability of sources, respect for diversity and dialogue.

### **Activities 2009**

For the year 2009, in addition to developing a large-scale action in the field of media, the Foundation will also target and engage professional and student journalists operating in the region, including:

- Targeting professional journalists operating in the field through our collaboration with the Euro-Med Task Force, as well as upgrading and expanding the *Journalist Prize* initiative, in collaboration with the International Federation of Journalists.
- Targeting student journalists through facilitating and supporting the development of a regional network of schools of journalism, with a focus on producing new curriculum modules and content on cultural diversity and reporting on migration.

As part of its work on the online portal, the Foundation is also exploring the possibility of using *Internet* as a platform for mobilizing young people and encouraging creation. With that objective, the Foundation has been engaged in talks with some important partners which have a renowned credibility among the Internet communities.

Another idea could be the participation in the launch by concerned operators of an *Internet Inter-Cultural Radio*, broadcasting live debates and events of the Foundation and its Network, and offering programs and music in several languages.

### **Field 5: Religion, Spirituality and Values**

Religions have historically being seized away from their original spiritual meaning and used as ideological tools with a powerful impact on society in support of wars and conflicts. Europe and the Mediterranean have been, probably, the most important laboratory for the political manipulation of religions. The so-called Clash of Civilisations is perceived, in fact, as a Clash of Religions, particularly after the terrorist attacks of September 11 and the subsequent consequences for the region.

Inter-religious dialogue is a field where many and relevant actors have been playing since many years, and encouraging actions took place in 2008, such as the dialogue between the Catholic Pope and Islamic leaders, or the interfaith conference organized by King Abdullah of Saudi Arabia, at the United Nations, in New York, with the participation of representatives of the three religions of the Book.

#### ***Flagship Project on Common Values***

The Foundation will seek to understand how religions have been hijacked by political and social parties denaturising the essence of religious experience, and will analyze how religions can be re-appropriated by communities of the region without instrumental objectives. The Foundation will work with religious leaders and thinkers of the region, and will bring them together to examine how common values of coexistence and hospitality can be re-evaluated.

An organisation such as the Anna Lindh Foundation cannot ignore this field, and must take into consideration the importance of sharing values between individuals of diverse religions and beliefs. Beyond the significance of The Foundation must think carefully about the added

value and the originality of the initiatives which can be launched, in collaboration with partners and National Networks.

The objective of the Flagship Project to be launched in this field is to connect religious and secular representatives of different beliefs which share those common values. The experience must show that religions can unite in social contexts where communities adhering to different faiths live together, and can help with dealing with global social concerns. Modalities of religious practice in a secular context will be explored.

### **Activities 2009**

For the year 2009, the Foundation will organize a *Thematic Meeting on Prospects for Inter-religious Coexistence* in the Euro-Med region, gathering member organizations of several National Networks working in this field.

This thematic meeting could take place in Albania, which has a relevant record in terms of sustainable peaceful religious coexistence between different religious communities. Partnerships could be established with institutions from other countries sharing a relevant tradition in the field of religious diversity such as Bosnia-Herzegovina, Syria, Lebanon, Egypt and European countries with important Muslim communities.

The objective of this meeting would be to establish contact and partnership between participants, to learn from the experience of coexistence and conflict on the ground, and to identify actions the Foundation could lead in the period 2009 – 2011.

The Foundation will also disseminate the *pedagogical material* elaborated in the framework of its Teacher-Training Seminars on Religious Diversity.

## **Field 6: Cities and Diversity**

Any strategy of intercultural dialogue in the Euro-Mediterranean region must tackle the issue of how institutions and civil society deal with the diversity in their own country.

There is no real dialogue among cultures without recognition and respect for cultural minorities at home. With globalisation and the increase of human movements, there are no more homogeneous countries, and the migrants add new sources of diversity to those which are part of the history of each country.

Around the Mediterranean, cities have always been laboratories of diversity, and this phenomenon has recently even increased, creating important social and cultural challenges and opportunities. Urban environment is the location where the most important ideas and trends emerge, and social innovation takes place. They are also the places where the global issues such as social cohesion, multi-cultural coexistence, environmental sustainability or poverty eradication materialize, and where institutions are closer to citizens and civil society.

Urban diversity is a valuable good which can help identifying global solutions to inter-cultural conflicts. The proximity with their citizens makes cities an important ally for the development of the Foundation goals.

### ***Flagship Project on Cities and Diversity in collaboration with the Alliance of Civilizations***

In the framework of its partnership with the Alliance of Civilizations, the Foundation will promote the mobilization of Euro-Mediterranean Cities and Towns for democratic governance of inter-cultural relations during the next three years.



The Foundation and the Alliance of Civilizations will gather representatives of Local Governments, in cooperation with existing networks of Local Authorities of the Euro-Med Region, to discuss issues related to cultural diversity and citizenship, create a coalition of interests with cities and shape a common strategy for institutional participation of Cities and Towns in the Euro-Med Partnership.

For the Anna Lindh Foundation, the objective may be to identify answers to inter-cultural conflicts and to highlight good practices together with those networks of cities and regions which are already operating in the area, and which have started connecting local communities beyond national borders. Cities and Towns could as well support the Foundation's Networks and Heads of Network institutions in their coordination and mobilization work.

## OBSERVATORY ON INTERCULTURAL TRENDS

The decision of the Foundation to become a centre of observation, analysis and recommendation, related to the third chapter of the Barcelona Process, will materialize in the creation and development of an Observatory on Intercultural Trends in the Euro-Med region. This Observatory, which was one of the main suggestions of the “founding fathers” of the Anna Lindh Foundation, will constitute a nuclear activity for the Foundation and will be articulated together with the Flagship Projects. The Observatory must be understood as a tool of the Anna Lindh Foundation, an initiative devoted to analyse and better understand the trends of mutual perceptions in the region. It will take account of other existent initiatives in the EuroMed cultural dialogue field, and offer guidance for action, in complicity with the Networks

The Observatory and its Annual Report will be decisive in enhancing the identity of the Foundation as a central institution of the Partnership. It will represent an opportunity for launching debates within the Networks and the society at large, and implementing the Flagship Projects in coherence with the strategic fields identified by the Foundation.

The work of the Observatory will be supported by a specific communication policy, to ensure that the Annual Report will become, from the first year, a reference for the civil society engaged in Euro-Med activities and for all the National Networks. In this framework, presentations at the national or regional level could be also held.

### ***Components of the Observatory***

- *Observing over and Registering* the long-term trends related to coexistence among groups from different cultural backgrounds in the region according to specific indicators and a thematic topic selected every year for an in depth study. The gathering of data will be carried out through scientific research, public opinion surveys, and debates, and it will include both a quantitative and a qualitative component. Appropriate partner research and survey institutions and relevant stakeholders will be identified.
- *Analyzing and Explaining* the data collected and the main findings, thanks to the expertise of individual experts or research institutes and the knowledge of actors engaged, and stimulating scientific and social debates on the observed phenomena. These debates will help understanding the evolution of values and socio-cultural trends in the region, as well as raising awareness on the impact of those phenomena across the civil society.
- *Recommending and Guiding*, acting as an advocate for the voice of citizens in the region and providing specialist recommendations to policy-makers and opinion-leaders as well as guidelines for large-scale initiatives and action of the Foundation's National Networks and the civil society at large in favour of intercultural dialogue, thus tackling negative patterns endangering coexistence.

### ***Annual Report***

The output of this process will be the publication of an *Annual Report*, which shall offer a comprehensive and comparative overview about the intercultural trends in the area and their evolution. The report shall focus, every year, on a singular theme of special relevance for mutual perception and inter-cultural dialogue. The Annual Report will be delivered to the principal Euro-Med institutions and shall become a tool in the hands of the National Networks for their activity in each country, as well as an online instrument for consultation and debate.

Efforts will be made to reach the society at large through the official presentation of the report and presentations organized in the countries of the Euro-Med Partnership.

For the year 2009, the chosen theme of the Annual Report will be *“The role of Media in Shaping Mutual Perceptions”*.

To ensure the broadest distribution of the collected data and the contribution of a variety of stakeholders in the building of the Observatory, an online portal will be developed as a space for constructive dialogue in the Euro-Med region shared by a relevant e-community.

The Annual Report will be backed by academic institutions and scholars of renowned credibility, and will be scrutinized by the Advisory Council.

To ensure the broadest distribution of the collected data and the contribution of a variety of stakeholders in the building of the Observatory, an online portal will be developed as a space for constructive dialogue in the Euro-Med region shared by a relevant e-community.

The Foundation will identify partners with academic and scientific credibility and will seek collaboration with specialized European Commission bodies such as the Euro-Med Media Task Force. Statistical research will be conducted in cooperation with professional opinion research institutes. Qualitative surveys can also be led among actors of the Euro-Med Partnership, including National Networks.

The report's recommendation will be delivered to the 43 Governments of the Euro-Med Partnership, the European Commission, the Arab League and other Euro-Mediterranean institutions. It will also be used as a tool for dialogue work by media operators, educational institutions, and civil society organizations.

The first Annual Report will be presented at the end of 2009 in an *ad hoc* event which will gather the Board of Governors, the Advisory Council and the Heads of Network.

The Foundation's Networks will play a relevant role in the development of the work of the Observatory: they will be consulted on important components of its implementation. They will as well be invited to identify case studies or best practices during the qualitative observation, or to elaborate specific contributions on sub-themes related to the topic of the Annual Report.

## THE CALLS FOR PROPOSALS

The Foundation will support the work in partnership of Network member organizations of the Euro- Med region through grants, involving civil society organizations of different countries in actions which promote exchange and social awareness.

The aim of the Foundation's Calls for proposals is to bring people together and promote respect for diversity, and better understanding and mutual recognition through inter-cultural dialogue.

The Calls for Proposals, which will represent the main grant scheme of the Foundation, shall make use of:

- Three Annual Calls for short-term project proposals, whose implementation will not exceed one year;
- One Call for long-term programme proposals, whose implementation will not exceed two years and a half.

The amount of the grant for short-term projects should not exceed EUR 20,000.

The amount of the grant for long-term programs should not exceed EUR 100,000.

Network member organizations will be able to associate as partners of the action non member organizations. Modalities of application will be defined in appropriate guidelines.

Proposals should :

- Contribute to filling the *gap* which exists among Europe and the Southern Mediterranean countries in terms of mutual knowledge and correct perception,
- Multiply cooperation and meeting opportunities between Europe and the Southern Mediterranean countries, so that civil societies can face the challenges of the contemporary world as *actors* of social dialogue.

In order to ease the civil society conditions for participation to the Calls, the Foundation will:

- Give organizations the opportunity to apply online,
- Authorize that expenses related to the preparation of the application can be budgeted for an amount corresponding to up to 3 % of the global budget of the application,
- Accept supporting documents in the form of scanned copies.

### **Annual Projects**

Applications to Calls for short-term project proposals shall focus on the strategic fields of action identified by the Foundation in its triennial programme, which are:

- Ideas and Ideologies
- Education
- Cultural Production
- Media
- Religion, Spirituality and Values
- Cities and Diversity.

Integrated approaches combining different thematic components in one or more of the strategic fields and associating diversified stakeholders will be considered an asset.

For the year 2009, applications addressing one or more of the following objectives will be preferred and rewarded in the selection process:

- Improving Perceptions: Improvement of mutual perceptions between cultures and communities of the region through intellectual forums, educational programmes, news and information, cultural productions, religious circles, civic initiatives, etc.
- Enhancing Mobility: Promotion of mobility of cultural operators and artists, and civil society actors and youngsters.
- Rewarding Coexistence: Development of actions which constitute models for building coexistence in difficult contexts, where diverse cultural, ethnical or religious communities face each other.

### **Triennial Programmes**

Applications to Calls for long-term program proposals shall establish *platforms and long-term actions* where plural social and cultural groups work together, opening a process of mutual exchange between communities and individuals of different cultural origins and background, while dealing with issues of common interest, related to the fields of action of the Foundation.

Integrated approaches combining different challenges and diversified stakeholders will be considered an asset.

Long-term program proposals can include both *research components and operational components*. The objective of this Call is to encourage the development of long-term regional partnerships, that can eventually consolidate and multiply after the completion of the granted program of actions.

Applications dealing with *common challenges* related to the six strategic fields identified by the Foundation, which go much beyond national and ideological boundaries and respond to social, economic and environmental needs and concerns of the region, will be rewarded in the selection process.

The Call for long-term program proposals will be finalized in **2009**. Implementation of the selected programmes will be closed before the end of the operational period **2009 – 2011**.

## THE DEVELOPMENT OF THE NETWORKS

During the Phase 2009 - 2011, the Networks will address the needs and the ambitions of the organizations of the Civil Society of the Euro-Med region which share values and mission of the Anna Lindh Foundation. They will dispose of new instruments to reinforce their mobilization capacity.

The Foundation will be a *Facilitator* of the work of the Networks, setting thematic and operational guidelines, improving their operational capacity and partnership building, and labelling actions which are in line with the Foundation's Programme and goals. With the growth of the Networks, this task of Facilitator will become central, and will define the quality of the relation between the Networks and the Headquarters.

The consultation of the Networks through their Heads in the Foundation's planning process is an essential requisite to properly shape programs that are to be implemented by the Networks. Consultation can take place through surveys and coordination meetings. Coordination meetings with Heads of Network will be organized at least once a year. Exchanges between Heads and Board of Governors will be as well ensured in this framework, in line with a Board of Governors' decision of May 2007.

The main challenges of the Phase 2009 – 2011 of the Foundation are:

- Consolidating existing National Networks and implanting them in the new countries of the Euro-Med Partnership;
- Improving accountability and effectiveness vis-à-vis of member organizations;
- Mobilizing member organizations in inter-cultural actions in line with the Foundation's Programme;
- Promoting exchanges among the organisations of the Networks working on similar or complementary fields.

These challenges will be met through the following key steps:

- Strategic Development, Support and Mobilisation
- Network Services
- Convoking the first *Etats Généraux* of the Networks in 2010

### **1. Strategic Development, Support and Mobilisation**

Recent surveys made by the Foundation indicated that most of the Heads of Network need more resources for coordination and action. In light of this situation, the Foundation has activated a Scheme aimed at helping those Heads in building and consolidating their Network around a common action and vision. This Scheme gives them better material conditions to deliver essential services to their Network and to be actively engaged in its development. In exchange of logistic support, Heads of Network must:

- Deliver services to members, such as: Partnership building facilities; Training and capacity building services; Coordination meetings; Management of the National Network; Dissemination of information among the members about the Foundation's activities, and promotion of adequate communication tools;
- Elaborate "Network Development and Action Plans" in close cooperation with members, with the objective of developing common projects and initiatives among member organizations of the same Network.

After an initial phase to be ending in the first half of 2009, where all Networks will benefit of a start-up logistic support (human resources, running costs, purchase of equipment, accommodation and transportation costs related to network meetings), the Network Strategic Development Scheme (originally called "Network Support Scheme") will:

- Focus logistic support on the weakest Head of Network offices in terms of available resources and facilities as well as on the newly established, encouraging self-reliance and sustainability for those who dispose of substantial means or governmental support,
- Professionalize the advocacy role of Head of Network offices for partnership and capacity building,
- Encourage the application of new forms of consultation and planning that inject a new life in the National Networks, and raise the degree of accountability of the Head of Network itself, based upon the principles of democracy, transparency and performance,
- Allocate most of the support to common operations designed in the framework of the "Network Development and Actions Plans" which must involve several members of the same Network and, if possible, other organizations based in those countries. These actions will have to build upon the social and cultural diversity which is specific to each country of the Euro-Med region, and must be mainly relating to the strategic fields of the Foundation. Common actions involving organizations from other countries will be encouraged and could be as well supported through the Calls for Proposals.

### **1.1 Network Strategic Development Scheme**

For the year 2009, the *Network Strategic Development Scheme* will operate :

- On a 3-month basis until April 2009 (Step 2), and
- On a yearly basis as of May 2009 (Step 3).

A previous extensive assessment on the performance of the beneficiary Heads of Network in the initial phase will be carried by the Foundation. Its results will influence the conditions of access to the following phase.

The Scheme will be implemented according to the following calendar:

- 1-year term (May, 2009 – April, 2010)
- 1-year term (May, 2010 – April 2011)
- 6-month term (May, 2011 - October 2011)

The Network Scheme resources allocated to logistic support will gradually decrease and will end in October 2011, with the exception of specific situations requiring the financial and human involvement of the Foundation to ensure the life of the Network. Networks in need of logistic support will be required to diversify their support sources, getting contributions from the Partnership states or from other donors.

The Foundation will play an advocacy and lobby role for fundraising vis-à-vis of national and local governments in favour of Networks with persistent needs of logistical support.

## **1.2 Encouraging Regional Cross-Network Initiatives**

The Foundation will stimulate Regional Cross-Network Initiatives involving several Networks along common values and priorities, in line with the Programme of the Foundation and in collaboration with the Headquarters, thus contributing to increase the visibility of the Foundation by creating a critical mass.

The objective of the Regional Cross-Network Initiatives will be to test innovative schemes with a high potential of simultaneous mobilization of National Networks, including Heads of Network.

The *1001 Actions for Dialogue* campaign and other Foundation's initiatives have shown that simultaneity and critical mass are two key factors for mobilizing network members. Specific actions can as well contribute in making the Foundation known and respected, such as bestowing awards to civil society organizations and characters who distinguish themselves for their inter-cultural work, thus becoming vectors for the Foundation's image in the region.

The design, the planning and the coordination of this kind of initiatives will be built upon the experience acquired during the first operational period of the Foundation.

Issues and target groups to be addressed by these initiatives will be chosen on an annual basis, following consultation with the Heads of Network.

For the year 2009, the Foundation will organize the 3rd edition of the *Euro-Med Award for Dialogue*, annually bestowing the work of organizations and characters working in a specific field. This award will involve the National Networks in the nomination of candidates and in the winner election process. The 2009 Theme will be: "Inter-cultural Actions to Save the Planet", focussing on environmental and climate protection work.

## **2. Network Services**

### **2.1 Upgrading Network Project Development Capacities**

The improvement of the project development skills of National Network member organizations is a preliminary condition in order to increase their chances of success in Calls for Proposals, as well as their ability to promote and organize common activities within the Network.

In the first three years of operation, the Foundation developed several skills aimed at offering better conditions for project development. That included online tools, such as: A directory of Network members, a post a project proposal add space, or a directory on other funding opportunities; National training seminars and pilot regional "Training for Multipliers" seminars organised by the Foundation's staff.

For the next three years, the Foundation will therefore develop a strategy based on the following components:

- Uploading a *Training Kit* on the Foundation's website and dedicating a special area for questions (Online Help). This Training Kit will complement existing online tools. Frequently asked questions and answers will be as well uploaded during the period of reception of applications.
- Encouraging *national trainings* hosted by Heads of Network in the framework of the Network Strategic Development Scheme.
- Organizing a set of *Regional Training Seminars for Multipliers*, involving one or two trainers of several Networks simultaneously. This service will be provided by the Foundation's staff. Trainers will be identified by the Heads of Network and will be requested to ensure support for their National Networks. Regional seminars will be

held as per the following macro-regions: South-Eastern Europe; Northern Middle East; Maghreb; South-Western Europe; Central Eastern Europe; and Southern Middle East.

- The Foundation's *Internship Programme*, which offers the opportunity to host young students at Head of Network offices, will be reshaped so as to offer more support to Networks in the field of training and partnership building.

## **2.2 Regional Training for Multipliers**

For the year 2009, a *regional training seminar for Multipliers* will be organized associating Networks of two macro-regions whose project development capacities must be upgraded:

- National Networks of Maghreb, including Mauritania, and
- National Networks of South Eastern Europe, including Croatia, Bosnia-Herzegovina, Montenegro and Albania.

The regional seminar will be organized with the coaching of the Slovenian and Moroccan Networks. Furthermore, the *Training Kit* will be developed and posted online by the end of the first semester.

## **2.3 Developing Partnership and Exchange Tools**

Partnership is an essential condition to develop projects, and it can enclose a financial dimension. The Foundation will therefore seek to make partnership building and exchange easier by:

- Improving its *Mini Websites* for National Networks in the Foundation's Website, where Network members can publish information on their activities and from where Heads can facilitate the contact making,
- Promoting *Regional Thematic Meetings* among member organizations of several National Networks working in the same field, where civil society organizations can meet, exchange and plan together,
- Developing an advocacy role for Network members with respect to *external fundraising*, and lobby for Network member fundraising campaigns.

## **2.4 Developing Guidelines for the Networks' Fundraising**

For the year 2009, *Guidelines on Fundraising for Networks* will be developed and published online. The Headquarter will play an advocacy role on fundraising for specific activities upon request of Network member organizations.

In order to facilitate partnerships, ease procedures and facilitate the identification of relevant proposals by the Foundation, the Foundation will as well upload on its website an *online space for the reception of proposals* for the co-organization of events.

### **3. Convoking the First *Etats Généraux* of the Networks in 2010**

The *Etats Généraux des Réseaux* will gather all the members of the Anna Lindh National Networks in a forum aimed at creating a unique opportunity for the 2000 organisations involved to share visions, to participate in sub-regional encounters and to get involved in thematic meetings where they can exchange good practices and develop partnerships.

The meeting will be joined by other established regional networks and platforms operating in the region, and it will represent an opportunity for contact and project making, as well as an opportunity for drawing strategic lines for the Foundation's work.

Member organizations of the National Networks, regional Euro-Med networks, associations of local authorities, business community and cultural operators will share ideas and resources in order to build opportunities for inter-cultural actions.

The *Etats Généraux des Réseaux* will host a Fair of Intercultural Initiatives where different operators and NGOs would gather to make "intercultural business" by: Exhibiting best practices about intercultural dialogue; Fundraising and networking for project partnership; Organizing public cultural events; And debating on issues of common interest.

The contribution of private or public sponsors will be decisive for the successful organization of the *Etats Généraux*.

In the year 2009, preparations will be started with the objective of holding the first *Etats Généraux des Réseaux* during the European Union's Spanish Presidency (first semester of 2010).

Preparatory meetings will be held with Networks in order to identify the priorities of the first *Etats Généraux des Réseaux*.

In this framework, synergies and partnerships with *regional networks, platforms and international organizations* operating in the Euro-Med region will be explored. Regional networks include networks of local authorities, youth organizations, research institutes, cultural operators, human rights organizations, environmental organizations and chambers of commerce.

Negotiations will be dealt with local authorities to identify the best location of the event, and with potential sponsors to ensure the appropriate budget.

## THE COMMUNICATION POLICY

Communication is a strategic priority for the Anna Lindh Foundation's new programme phase, an area of work which will be built in collaboration with key stakeholders, networks and media partners, and implemented across the forty-three countries of the Union for Mediterranean.

The communication policy of the Foundation centres both on: 'external communication', engaging people across the region in the Foundation's work, raising the visibility of what the Foundation does, building networks and initiatives in the field of media, promoting the achievements of the EuroMed Partnership; and 'internal communication', improving the flow and transparency of information across the organisation, networks and partnerships.

For the Anna Lindh Foundation's programme phase, 2009 to 2011, we have identified strategic priorities to focus our communication work on:

- **Ensuring communication is placed at the heart** of the activities of the Foundation and is present from the beginning of the programming process
- **Strengthening the channels of information and communication** of the Foundation at the local and regional level
- **Reinforcing the political centrality of the Foundation** and work for the visibility of the Euro-Mediterranean Partnership
- **Maximising the use of new and emerging communication tools** to stimulate debate and facilitate collaborations

### Putting communication at the heart

First and foremost our approach is to ensure that communication is put at the heart of the programme, with the aim of fostering a culture of communication across the organisation as a whole, an approach which encompasses an important pedagogical dimension in terms of ensuring actors of the Foundation have the tools and skills to maximise the visibility of their activities and contribute to effective information flow and exchange.

Ways in which we propose to begin delivering on this priority include:

- **Producing quality control guidelines** for the headquarters, Advisory Council and networks, including guidelines on visual identity, language, information and press management and publications, as well as developing an intranet space for downloads, an image bank and support tools.
- **Coordinating a regional communication seminar** in second half of 2009, involving project leaders of the Foundation's newly granted operations (CFP). The seminar will include information on developing and implementing communication plans, press and media management and creating synergies and common communication projects for increased reach and visibility.
- **Developing individual communication strategies** shaped around key activities, in particular the large-scale projects and the observatory programme. For the observatory, a regional communication project will be developed with the aim of maximizing the reach and impact of the first annual report and bringing together key stakeholders and media partners for the official launch
- **Developing a more defined methodology for the 'labelling' of activities**, with the objective of establishing the Anna Lindh Label as a leading regional mark of quality in terms of work for mutual understanding. A specific communication strategy aimed at raising recognition and importance of this label as a mark of quality will be developed.

### **Strengthening communication channels**

To strengthen our channels of information and communication at the local and regional level, ensuring that key messages, opportunities and achievements can reach the maximum amount of people and citizens in the region through as an efficient way as possible.

Ways in which we propose to begin delivering on this priority include:

- **Putting in place mechanisms to increase the flow of information**, including developing the online intranet system, introducing an e-bulletin press alert system sent twice a month from the headquarters to press and media contacts and developing the internal bulletin to networks and partners.
- **Putting in place a policy of Arabic translation** and contracting a translation service to increase our capacity for external communication which will be carried out in English, French and Arabic
- **Developing and strengthening our network of media**, press and communication multipliers. We will also establish a permanent representation at the regional meetings of EC Press and Information Officers from MEDA and the Gulf region, organizing and participating in networking events with journalists and developing common communication plans, strategies and events
- **Carrying out targeted press and media work**, in particular shaping the presentation of activities to ensure there is a local flavour and relevance to the story and mobilizing journalists in our networks. We will also bring together regularly press attaches and to coordinate specific PR events for key activities of the Foundation, such as presentation of the annual report
- **Cooperating with the European Commission, the EuroMed Task Force and UN Alliance of Civilizations** on a strategic response to cultural crisis in the region, an area of work which can strengthen media networks and form an important basis for future collaborations between the key institutions.

### **Reinforcing the political centrality of the Foundation**

The Foundation has been recognized at the political level as a central actor within the Union for the Mediterranean, today having an ambitious new programme, an Advisory Council and a President who, through his personality, offers the Foundation new possibilities of visibility.

Ways in which we propose to begin delivering on this priority include:

- **Building a communication strategy around the activities of the President and the Advisory Council**, establishing a central agenda around the programme of the Foundation which can maximize the role of the President in the dissemination and political presentation of the programme, carried out in collaboration with key media partners and institutions
- **Developing articles for publication** from President Azoulay and members of the Advisory Council, in collaboration with relevant personalities and media enterprises in the EuroMed region
- **Participating in training and information work** aimed at bringing together EuroMed media practitioners, diplomats and civil society leaders in collaboration with the European Commission and other institutions
- **Providing support tools and guidelines** to staff, Advisory Council members and network representatives in order to maximize the impact of presentations of the Anna Lindh Foundation and its visibility at key events taking place within the region

### **Maximizing the use of new communication tools**

From the growing popularity of social networking tools to video messaging and internet radio, there are a range of new and emerging communication tools which can be harnessed to support the work of the Foundation and to create platforms for the mobility ideas and collaborative space. Connecting all our new media initiatives together will be the Foundation's online portal, a resource which must have the ambition to become the principle reference site of all of those interested in Union for the Mediterranean.

Ways in which we propose to begin delivering on this priority include:

- **Upgrading the capacity of our website portal** by contracting an external service provider for the hosting and development of the portal between 2009 and 2011. The new portal, to be launched in second half of 2009, will have the capacity to support interactivity, audiovisual output, collaborative project space and user-generated content through the introduction of web 2.0 technologies.
- **Developing the intranet system of the Foundation** with shared file management, internal discussion forums, shared document editing tools. The intranet will be a primary tool to support internal communication across Foundation, network and Advisory Council and will be supported through training and a regional information and communication policy on internal communication
- **Collaborating with community radio networks and media institutions** to develop and host a EuroMed online radio platform, including the development of an online structure as part of the new portal, convening an expert development meeting in the first semester of 2009 and developing a regional network of media partners through involvement in the preparation of the regional meeting of community radio stations
- **Developing the observatory dimension of the portal**, which will include an internal system for debate and discussion on the annual thematic and issues in the EuroMed space, access to information and links on the related theme and collaborative space for the research and academic experts supporting the work of the observatory

We will also explore further the potential of satellite technologies like SMS and mobile video phones and collaborations with major telecommunication partners to enhance the reach and impact of regional communication projects.

## ALLOCATION OF FINANCIAL RESOURCES

The global foreseen ALF budget is of 14 million € for the period 2009 – 2011 (specifically from November 2008 to October 2011), corresponding to the duration of the European Commission's Grant Contract. The contribution of the European Commission will represent 50% of the global budget, while 50% will be covered by the contributions of the Euro-Med governments.

The contribution of the European Commission will be used for the Foundation's functioning and for directly managed activities. The contribution of the Euro-Med governments will be used for financing activities of the National Networks, including part of the ALF directly managed activities, and Calls for Proposals.

Please find below a table with the financial resources allocation in line with the action described in the Foundation's Triennial Programme.

<b>TOTAL BUDGET: EURO 14 million</b>			
<b>BUDGET CHAPTERS</b>	<b>SUB-CHAPTERS</b>	<b>BUDGET SHARE</b>	<b>GROSS BUDGET</b>
HUMAN RESOURCES		31,40 %	4,40 million
TRAVEL EXPENSES		1,84 %	0,25 million
CALL FOR PROPOSALS AND NETWORK STRATEGIC DEVELOPMENT		30,35 %	4,25 million
	Calls for Long-term Programme Proposals – 1,50 mil		
	Calls for Short-term Project Proposals – 1,50 mil		
	Network Strategic Development Scheme and National Common Actions– 1,15 mil		
	Services to Networks (Project Development Capacity and Partnership Building) – 0,10 mil		
FOUNDATION'S ACTIVITIES		32,92 %	4,62 million
	Large-Scale Projects, other Activities and Observatory on Inter- Cultural Trends – 3,32 mil		
	Regional Cross-Network Initiatives – 0,25 million		
	Coordination and Consultation Meetings (Heads of Network and Advisory Council) – 0,45 mil		
	Publications and Translation – 0,27 mil		
	Audit and Running Costs – 0,19 mil		
	Short-Term Experts and Financial Services – 0,13 mil		
EQUIPMENT AND SUPPLIES, AND LOCAL OFFICE		1,06 %	0,15 million
ADMINISTRATIVE COSTS AND CONTINGENCY RESERVE		2,36 %	0,33 million
<b>TOTAL</b>		<b>100 %</b>	<b>14,0 million</b>

## ASSESSING THE FOUNDATION'S PERFORMANCE

The Foundation must put in place a methodology and relevant indicators in order to assess the performance of its programme and action. The elements which must be tackled by the assessment process are: the political impact of its programme and activities, the cost-effectiveness of its operations, the quality and number of its beneficiaries, the target people reached by its action, and the capacity of the Foundation to disseminate its values among large audiences and to make visible the achievements of the Euro-Mediterranean Partnership.

- **Political impact of programme and activities.** One evaluation will be related to the capacity of the Foundation to build up its credibility in the Euro- Mediterranean region as the institution in charge of the human and cultural chapter of the Euro-Med Partnership. The ability of the Foundation to influence the Euro-Med agenda and the policies of the Euro-Med governments related to this chapter or the Barcelona Process, to have an impact on decision- and opinion-makers, and to play an advocacy and facilitation role for civil society will be some of the most important indicators to be considered.
- **Cost-effectiveness of the operations.** The evaluation of the Foundation's operations in terms of cost-effectiveness must be carried out in relation with the added value that each activity embodies for the overall programme of the Foundation, and the credibility and visibility it gives to the Foundation in relation to its cost. The effectiveness of any operation must be assessed also through a benchmarking approach, in order to ensure that this one reinforces the profile of the Foundation. Efficient use of the funds made available, transparent project management, simplified access to funds for civil society and financial sustainability of the projects are important indicators. Verifiable indicators will be as well the number and kind of grants allocated, geographical balance and distribution of co-organized events and grants, or the number of successfully completed actions.
- **Quality and number of beneficiaries.** The effective number of direct beneficiaries that are reached by its action must be evaluated, making whenever possible an internal impact assessment where the final beneficiaries can provide their inputs. This could be possible either during the monitoring of an activity, the establishment of a discussion forum in the Foundation's website, or through a survey among National Networks. The Foundation's target is that at least 2/3 of the Network members will benefit in the next three years from the Foundation's intervention through its partnership, exchange, and capacity building services, or through co-organization of events/activities and participation in Calls for proposals.
- **Target people.** The final aim of the Foundation's action is to promote the largest participation of citizens. This assessment must focus on the participation of youth, which is the principal target of the Anna Lindh Foundation. The involvement of women and migrants, which are also targets of the Foundation's action, must be monitored. The estimated number of young people who should be reached through the Foundation's activities and grants is between 1,2 million and 1,4 million. At least 40% of these should be women. The estimated number of young people which should be reached using media and information technologies and means, and in cooperation with existing media, has been estimated to at least 10% of the total young population of the Euro-Med region.



- **Dissemination of the activities.** To ensure that the new Communication Policy is placed at the heart of the Foundation's life at all the levels, the evaluation of all the activities and grants must underline the attention they have received in terms of communication and the diffusion they have reached beyond the circles directly involved.
- **Visibility of the Euro-Mediterranean Partnership.** Though the most important contribution of the Foundation to the visibility of the *Union for the Mediterranean* is the successful implementation of its programme, there must be in the assessment of the Foundation's action a specific evaluation of the direct contribution of the Foundation and its Networks to the knowledge and diffusion of the goals, values and achievements of the Partnership.

To carry out its evaluation mission, the Foundation will use also external support. Evaluation and monitoring will have both a qualitative and a quantitative nature.

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