

“WORKING TOGETHER TOWARDS 2025”

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SUMMARY OF STRATEGIC REFLECTIONS ON THE PRIORITIES FOR THE NEXT DECADE OF THE ANNA LINDH FOUNDATION

In this defining phase of its institutional development, the Foundation has reached the stage where it needs to assume its pivotal position in promoting and defending the values of its intercultural dialogue mandate, and projecting itself with renewed impetus in the face of an unprecedented rise of several negative trends, among them xenophobia and radicalism. It needs, through its next decade of action “towards 2025”, to assume the role envisaged by its forefathers as the region’s “central institution and reference point for intercultural dialogue” in its diverse dimensions.

However, as we plan our target objectives for 2025, a concentrated focus is required to address those elements which can be key to what we call the “institutionalisation” of the ALF, that-is-to-say: the perennity of ALF; its capacity for a sustainable programming approach and impact; and its potential as a visible reference platform among the Euro-Med structures and policies. In other words, this phase of action must be about creating together the conditions for the long-term future of our shared “institution”.

“Communication and visibility” must be the priority for the current tenure of office of the new leadership team (2015-2017). The Foundation cannot position itself as a credible actor on the regional stage if it is not visible, present in the major events of the Euro-Med region and recognised for its impact in the field of intercultural dialogue. This means not only investing in an enhanced plan of communication and application of resources for visibility, but shifting the focus to ensure our action is defined by the characteristics of: (a) clarity of purpose; (b) quality over quantity, and thus avoiding spreading ourselves too thin with activities; (c) durability, sustainability and long-term strategic planning; (d) a more transparent management and empowered staff as the basis for our external action.

“Evaluating our tools and policies”: having established what we consider will be the strategic priority for the coming phase, we turned our attention to analysing how the approach could be most effectively implemented, in relation to the tools approved on the 5th of December 2014, that-is-to-say the “Work Programme, the Budget and the Organigram for 2015 to 2017”.

It appears clear that our issue is not one of seeking consensus on the importance of visibility – as it has been expressed consistently throughout the 10 years of the Foundation’s development - but rather the question of “doing communication”. This analysis is at the basis for preparing new communication policy guidelines – which put communication at the start of the process - and proposing a reallocation of resources for visibility within the main Programmes. The second conclusion we arrived at was that while these minor modifications to the Work Programme and Budget will assure a minimum basis for communication, in line with the Board’s strategic intent, it will not be significant enough to serve our strategic objective of visibility for this phase. It is this assessment that is the rationale for proposing to: (a) investing at the start of this phase in building

long-term strategic partnerships with the main actors in the field of Mediterranean cooperation; (b) dedicating resources to introducing a new model whereby the Anna Lindh Foundation associates itself to one or two major global events each year from an intercultural angle; and (c) ensuring that any future programming related to complementary large-scale financing is centred on the strategic objective of regional visibility and impact. The third conclusion relates to the internal organisation. Our analysis will be the basis for revising the main internal manuals related to HR and procedures. We can anticipate the need to strengthen capacity when it comes to the quality of our monitoring and assessment work; the effective implementation of our grant schemes; and our capacity to build and implement a new policy of communication and institutional visibility.

“Priority investment in youth”: the Anna Lindh Foundation, as part of its renewed strategic direction, will prioritise “Investment in Youth”, and - more specifically - focus on equipping young people with the dialogue skills and spaces to build their own narrative in the face of common regional challenges and negative trends. To ensure such a policy is well-prepared we will in the immediate-term consolidate our main areas of high-impact action in the Youth domain – as opposed to launching new project initiatives that may lead to dispersion – and create the space to engage our young beneficiaries directly in the conceptualisation of this new programme. We will also work with other regional organisations – such as UNESCO and the Council of Europe – to ensure our “niche” and complementarity in this domain, as well as a more effective use of resources.

“Working through partnership”: it is evident that for the Anna Lindh Foundation to have any significant, long-term impact, it is equally essential to invest in partnerships. When we talk about partnering we mean, first and foremost, working with the region’s leading organisations to scale-up the visibility, impact and sustainability of our action, and to contribute to increased strategic synergy in the domain of Mediterranean cooperation. For this reason, during the last three months, we have been working to put in place a series of new cooperation programmes and agreements with international and regional organisations, among them: the UfM Secretariat – who will be a central partner for the Foundation - UNESCO, League of Arab States, Council of Europe, Club de Madrid, UN Alliance of Civilizations, MEDAC, OSCE and COPEAM. We are also deepening our cooperation with the co-host institutions of the Anna Lindh Foundation Secretariat, the Bibliotheca Alexandrina and the Swedish Institute.

This approach must continue to be coherent with the Anna Lindh Foundation’s values and with our **unique role as a “Network of Networks”** which represents the Foundation’s main space for exchange, networking and sharing good practice. There is today the opportunity to build on a Network model, which has been established during the last ten years of the Foundation, and invest in an approach to National Network activities focused on the quality of membership, grass-root impact, sustainable actions, and the potential of the Networks for dissemination and visibility.

“Moving beyond the project cycle”: having in mind this strategic approach, whether long-term investment in youth as a priority target group or introducing sustainable programme and partnership-building, one of the central elements to focus on will be to “move beyond the project cycle”. The “3 year project cycle”, which was established during the first phase of the Foundation, can be viewed as having a direct effect on the ALF’s capacity to fulfill the long-term mandate for intercultural dialogue envisaged by its forefathers and today by the UfM Member States.

Firstly: in terms of strategic planning. The ALF cannot currently programme beyond a 3-year perspective, which not only limits the scope of its action but can be considered incoherent with the nature of its mandate. Secondly: regarding organisational structure. The structure of the ALF does not have the stability it requires for long-term action, as it offers limited space for the professional growth and retention of its employees. Thirdly: long-term funding. The ALF will need the space to grow as an organisation and prepare programmes over a 7 to 10 year period phase, with assessment carried out on a regular basis. These three areas are key elements to be addressed in order to create the conditions for what we term the “institutionalisation” of the ALF and the long-term perspective which is to the benefit of all the ALF stakeholders – governments, civil societies, and donors.

“Opening up a new stage of communication”: in looking to this next phase of work, and with the Board’s endorsement of this strategic line of intent, the Foundation’s secretariat is preparing to open up a new stage of communication and put in place a global plan for visibility.

A starting-point for the communication plan is to “build on the unique institutional mandate and assets of the Anna Lindh Foundation”. This means: (i) ensuring the presence and leadership of the Foundation when it comes to bringing “intercultural dialogue” to the major gatherings in the framework of Euro-Mediterranean cooperation; (ii) embedding coordination mechanisms with the principal Euro-Med institutional bodies when it comes to communication planning and a shared approach to making visible the cultural, social and human dimension of regional cooperation; (iii) providing the UfM Member State governments, through their Ambassadors and Governors, with a regular flow of information and updates, to contribute to a continued visibility of the Foundation’s work.

The next aspect is “to put communication at the start of the programming process”. This means ensuring that each programme has a minimum dedicated resourcing for communication within the total activity budget, and investing in particular in the communication components of those flagship initiatives that give us the largest return in terms of visibility, multiplier effect and sustainability. It also means building communication into the internal criteria and assessment processes for grants schemes such as the Call for Proposals and Support to Networks. One of the new actions in this regard, referenced in the 2015 Annual Work Plan proposal, will be to prepare a first regional training with ALF project leaders focused on tools for communication and ensuring quality in the preparation and delivery of actions.

A final principle in this approach will be to ensure a regular flow of information to our network at large. We cannot afford to launch a large-scale process of communication if we do not have the capacity to sustain our message. This means, on the one hand, building our capacity for continued communication, and on the other, deepening the quality of our channels of information and communication. Here we consider there can be a space for working more closely with the Board of Governors, as well as Advisory Council and Heads of Networks, to identify in each national setting leading institutions and personalities who can add value to the Foundation’s visibility strategy, as well as working with a consortium of media opinion-leaders.

“Roadmap and assessment points”: it is important to underline again that this perspective of “working together towards 2025” does not change the fundamental nature of our action, nor the necessity of focusing – more than ever – on the Foundation’s unique mandate for intercultural dialogue.

This roadmap is about: opening up a long-term perspective for the Anna Lindh Foundation and creating the conditions for strategic planning; increasing the “focus” within our action and the emphasis on quality, impact and visibility; reinforcing a sound and transparent management; ensuring a return on the investment we are making in people, from the staff to the programme beneficiaries and Networks; and, ultimately, addressing those elements which are essential to ensure the Foundation’s position as the reference point for intercultural dialogue across the Mediterranean.

It is equally important to state that this journey will not be a smooth sail, neither is it a journey that the Anna Lindh Foundation’s Secretariat can or should do alone. The long-term future of the Foundation will be built through a unique partnership bringing together governments, civil society and regional institutions committed to the values of our mandate.

The roadmap ahead will also be built on a series of institutional moments and regular assessment points through which the ALF institutional bodies can evaluate the progress in working together towards 2025. In more concrete terms, this will centre on the annual meetings of the Board, of the Advisory Council and Heads of Networks, and major institutional milestones such as the 3rd edition of the Anna Lindh Mediterranean Forum.

In this way, we are beginning a journey to build together this next, defining chapter of our shared institution. We do not underestimate the challenges ahead, but we are convinced that by working together the Anna Lindh Foundation will be in a position to play a pivotal role at this critical moment for building a common Mediterranean future.

ANNUAL WORK PROGRAMME 2015

The Annual Work Plan (AWP) 2015 has been developed in the framework of the ALF Work Programme 2015-2017 approved by the ALF Board of Governors on 22nd January 2015. The 2015 AWP represents the first year of activities in the Foundation's new phase cycle, and is in line with the approach established by the Board of Governors and the new ALF leadership team, noting the aims of the approved Work Programme on: promoting intercultural dialogue through "intercultural competences", "spaces and opportunities for dialogue" and "networking and exchange". It also aims to reinforce the role of the ALF institutional bodies (Board of Governors, Advisory Council and Network of Networks) in preparing the next decade of action of the Anna Lindh Foundation, "towards 2025".

The Work Plan builds on the ALF Phase III assessment submitted to the EU as principal donor (ref. ENPI/2012/288610), in particular the focus on programmes with higher added value in terms of quality and impact, and by implementing the ALF core programme through different sub-granting schemes. Investment in the communication policy and results-orientated monitoring will be central to building the overall visibility of the Anna Lindh Foundation on the national and regional stage.

In line with the strategic intent of this phase, the 2015 Work Plan and Budget assures: (i) the focus on visibility as an overarching, priority aim of the phase; (ii) investing in quality and large-scale impact, sustainability and a multiplier effect; (iii) associating the Anna Lindh Foundation to high-profile activities of global strategic relevance to Euro-Mediterranean cooperation. The Plan also aims to reinforce the role – in terms of strategic planning and leadership - of the Foundation's institutional bodies (Board of Governors, Advisory Council and Heads of National Networks). It will also represent the platform to preparing the launch of the grants schemes and flag-ship projects (Anna Lindh Forum and Report on Intercultural Trends), as set out in the calendar of action for the second semester of 2015, as well as securing complementary support through institutional partnerships.

(1) PROGRAMMES AND ACTIVITIES DESCRIPTION

(1.1) Educators for Intercultural Citizenship

The continued investment in intercultural education is a central element in a region characterised by cultural diversity and increased movements of people leading to the creation of multi-cultural societies in which integration still remains a challenge and cases of intolerance are on the rise. In light of the above, the ALF develops a regional programme on the topic of intercultural citizenship education. The new programme will be developed on the basis of the contents and methodology of the educative resources elaborated by the Foundation on Intercultural Citizenship Education. In 2015 the programme "Educators for Intercultural Citizenship" foresees the following activities:

(1.1.1) Regional Training: Experts Meeting

One expert meeting will be organised in the framework of the preparation of the “Regional Training on Intercultural Education”. Experts and trainers from the region will be involved in the formulation of the capacity-building methodology and the overall training programme, with a particular focus on the Education resources on intercultural citizenship produced by ALF.

(1.1.2) Intercultural Citizenship Education – Granted Projects (CFP 1)

The ALF is launching a Call for Proposals to select between 14 and 20 projects (with each grant ranging between 25,000 EUR and 35,000 EUR for a total allocation of up to a maximum of 500.000 EUR) with a focus on intercultural citizenship education. These projects should be developed through a partnership based on the “1+1 formula”, including at least one partner from the North and one partner from the South of the Euro-Med region. The maximum duration of each selected project will be 12 months. The main purpose of this scheme is to create partnerships, facilitate the exchange of know-how, practices and learning resources among CSOs, educators and youth in the field of intercultural education for active participation in society. At the heart of the Call lies the respect of diversity and nurturing shared-values in the Euro-Mediterranean region by offering a space for sharing innovative educational practices for intercultural learning.

(1.1.3) Publication of the Education on Intercultural Citizenship Handbook

The ALF prepared during its last phase the first edition of this educational tool that will be designed and printed in English, with the development of an online dimension. This Handbook will constitute a basic instrument to develop the contents and methodology of the two regional trainings and the educational activities. In order to reinforce its impact, the toolkit will be also distributed through major activities and the ones organized in the framework of the call for proposals.

(1.2) Social Entrepreneurship for Intercultural Dialogue

This programme aims, on the one hand, at identifying and supporting innovative enterprises for the promotion of the social dialogue and diversity within an across the societies of the region and – on the other- at establishing a dialogue and mentorship scheme among promoters of social enterprises across the Mediterranean. This will facilitate peer-learning, the sharing of ideas, innovative approaches, experiences and understanding this year will mark the preparation for the call for proposals to be launched in 2016. According to the cross-cutting objective and focus of the action, this programme will be taken into consideration in the meeting to be organised in the framework of YMV in Greece to promote good practices in social entrepreneurship for dialogue.

(1.3) Anna Lindh Report on Intercultural Trends

Since 2010, the Anna Lindh Foundation published two Anna Lindh Reports on Intercultural Trends in the Euro-Med region. Conceived from the very beginning as a tool for knowledge but also as an instrument for the intercultural action of the Foundation and its Networks, the Report provides in-depth information for the decision-makers who work for the Euro-Med dialogue agenda and for opinion-makers who wish to acquire more in-depth information on the societies they address. For the Anna Lindh Foundation, the Report has validated the important decision of the ALF institution’s forefathers to anticipate the centrality of civil society in Euro-Med cooperation. In 2015 the programme “Anna Lindh Report on Intercultural Trends foresees the following activities:

(1.3.1) Opinion-Poll

A Call for Tender will be launched for the selection of a polling company to carry out the public opinion poll addressing approximately 13,000 people in 13 selected Euro-Med countries. The findings and methodology of the previous poll will now be the basis for the next edition, with the aim to see the Report reinforced in the long term as a central tool to measure the intercultural impact of Euro-Med dialogue in the region. For this purpose, the 3rd edition will target a new set of countries; invest more in the in-depth comparative analyses; focus on youth and gender trends in the region; and re-introduce a dimension on the role of media in relation to intercultural dialogue.

(1.3.2) Anna Lindh Report Experts Meeting

This meeting will include the participation of selected experts, representatives of the Heads of Networks and ALF Advisory Council and will be organized in the framework of the elaboration of the survey design, orientations for the Report main themes, countries approach and first selection of article contributors.

(1.4) Euro-Med Translation for Dialogue

Building on the results of the mapping elaborated by ALF about the status of the translations in the region and related pilot co-edition projects, the Translation programme will aim to create synergies between different professionals in the translation and cultural and civil society actors for the promotion of translated works from/to European and Southern and Eastern Mediterranean languages to build a permanent Euro-Med platform for advocacy on translations. This initiative aims to create synergies with relevant institutions in the region and approach relevant stakeholders in order to promote translation as a major tool for intercultural communication and dialogue at national and regional level. In 2015 the programme “Euro-Med Translation for Dialogue” foresees the following:

(1.4.1) Advocacy for Translation Experts Workshop

Building on the existing networks and initiatives involved in the Translation programme and its civil society Network, the ALF will organise an advocacy for translation meeting with a group of 10 experts in the field that will define priorities and key topics for the promotion of Translation as a key tool for intercultural communication and dialogue between cultures and exchange of knowledge and experiences.

(1.5) Arts and Media for Dialogue

Bearing in mind the difficulties resulting from the current regional context, manipulation of cultural values, biased media approaches, the impact on perceptions and values are reinforced as one of the major ALF objectives of this Phase. The need to develop artistic creativity through Euro-Med cultural co-productions has been identified as an essential tool for dialogue. At the same time there is the importance to stimulate cooperation between media practitioners from different countries and - on the other hand - to stimulate public awareness and in-depth knowledge on the social and cultural trends. It is in this framework that the Foundation promotes artistic co-productions, media initiatives and journalism as major tools for dialogue in the next triennial Phase. In 2015 the programme “Arts and Media for Dialogue” foresees the following activities:

(1.5.1) Intercultural Artistic Co-Productions – Granted projects (CFP 3)

The ALF will launch a Call for Proposals to select between 14 and 20 projects (with each grant

ranging between 25,000 EUR and 35,000 EUR for a total allocation of up to a maximum of 500.000 EUR) with a focus on intercultural citizenship education. These projects should be developed through a partnership based on the “1+1 formula”, including at least one partner from the North and one partner from the South of the Euro-Med region. The maximum duration of each selected project will be 12 months. The main purpose of this scheme is to empower cultural practitioners in building plural and tolerant societies, respect of diversity and nurturing shared-values within a Euro-Med cooperation and Partnership using arts and culture co-production as a tool for intercultural dialogue.

(1.5.2) Media Challenging perceptions

This year will mark the preparation for the call for proposals to be launched in 2016. During this year ALF is associated with other regional media programmes, like EBTICAR-media and media partnerships such as the COPEAM Audio-Visual Network.

(1.5.3) Media Reporters across Cultures – ALF Mediterranean Journalist Award

The Foundation will reinforce its leading regional media prize for reporting across cultures on issues of cultural diversity. The Award will recognise young media practitioners from across the region in the categories of press, television and new media. Thematic issues will be promoted yearly and renowned Mediterranean personalities will be involved to chair the Award Jury. These editions will reinforce the role of young journalists in the promotion of the mission of the Foundation, and involve journalists in different regional activities. *Date: Bestowing Ceremony in October 2015.*

1.6 Intercultural Dialogue in the Field

The ALF is still confronted with the challenge about how to respond to the lack of knowledge which encourages populist and intolerant attitudes, making it difficult to live together in diversity on both shores of the Mediterranean. Yet, the Anna Lindh Report 2014 demonstrates new opportunities for boosting cooperation in the Euro-Med region as a result of the increase in mutual interest and the existence of some convergence on values. The role of the National Networks is essential in this regard, tailoring the ALF Programme to the context and needs of each society, facilitating the understanding of the other, and creating spaces for exchange and knowledge between individuals of different origins, cultures and faiths living together in the same community. In 2015 the programme “Intercultural Dialogue on the field” foresees the following activities:

(1.6.1) Networks Intercultural Actions

The first of the two calls foreseen in Phase IV for Network Intercultural Actions will be launched in 2015. All ALF Network members will be invited to submit applications for actions aimed at tackling intercultural challenges related to the social and cultural diversity specific to each country and with a clear impact at local level. The Actions will be implemented by a consortium of members from the same ALF National Network and will cover a large range of diverse initiatives, including cultural events and productions; awareness raising campaigns; production of toolkits and materials; conferences and fora. One project will be selected in each Network, and the funding criteria are based on the number of ALF members in each country (i.e. the higher the number of members, the higher the contribution), ranging from 9,000 to 21,500 EUR for a total allocation for the first call of 575,500 Euros.

(1.6.2) Plural Dialogue Programme

The Plural Dialogue programme based on a grant scheme to promote civic participation and dialogue of youth at a local level will be included in a future programme aiming to promote youth participation. A workshop aiming to prepare this new project is included in the framework of this process next year.

(1.7) Young Mediterranean Voices

Following the success of the “YAV” programme – its outstanding external evaluation and established region-wide network and tools, as well as based on the interest expressed by several Networks also on the Northern shore of the Mediterranean - the ALF aims at extending the YAV programme scope and give it a Euro-Med perspective, piloting it under the title of “Young Mediterranean Voices” including actions in 3 Northern countries. The programme, co-created and developed with the British Council, will promote skills and spaces for youth debate, as well as providing regional and international debate exchange opportunities for young people. During 2015, as indicated in the Work Programme, the partners will also seek support to scale-up YAV into a multi-country, high visibility Euro-Med programme. In 2015 the programme “Young Mediterranean Voices” foresees the following activities:

(1.7.1) Youth Debate Clubs

These clubs will be identified in cooperation with the Networks and focus on training young people with skills for dialogue and debate. The implementation will be through an open call addressed to active CSOs on the field from ALF Networks; the Foundation will select 5 club hubs and provide them with financial grants of up to 14,000 Euros. The identification and selection in close cooperation with the Head of Network will be based on the field of work and experience in promoting youth empowerment and participation.

(1.7.2) Regional Training of Trainers and Related Resources

In collaboration with the British Council, a regional Training of Trainers (ToT) followed by a Master Training will be organised to graduate certified trainers from across the region who can cascade the training within partner hubs and act as debate resource persons. In this framework, the development of Debate Resources has been foreseen. In collaboration with renowned international debate experts, the Young Voices programme will make available a unified set of debate resources that will be edited and will be made available online and in printed editions.

(1.7.3) Regional Tournament and Public Dialogue Events

A debate tournament consisting of high-visibility debate competition will be organised (Tunisia Boxing day). Young Arab Voices week will be organised to bring together youth debaters from the Arab region and the northern shore of the Mediterranean for a programme of activities of debate and dialogue taking place in London. In Europe, a week on creative citizenship is foreseen with workshops and public event aiming to promote Euro-Med initiatives to support debate exchange platforms and to develop project ideas for sustainability.

(1.8) Network Coordination and Empowerment

Since 2008, the Network Strategic Development Scheme (NSDS) has responded to the above mandate by ensuring the ongoing logistic and financial support which is essential for the internal

coordination and development of the National Networks. As a result, all Head of Network institutions (HoNs) in the 42 Euro-Med countries could successfully ensure a daily coordination of the respective Networks and provide a wide portfolio of services to their members, ranging from the development of networking, information and communication tools to assistance in capacity building, fundraising, project development and partnership-search and training activities. In 2015 the programme “Network Coordination and Empowerment” foresees the following activities:

(1.8.1) Network Coordination Support

The aim of this direct award, for an overall total allocation of up to 1,350,000 Euros, is to ensure a daily coordination of the Network at national level and to develop the skills of member organisations to be actors of change for intercultural dialogue in the respective communities as well as active elements in promoting or participating in ICD projects at national and/or regional level. The services requested to the Heads of Networks range from the development of networking, information and communication tools to assistance in fundraising, project development and partner-search. Main instruments for coordination and provision of services will be, among others, the organisation of regular Network Meetings and Capacity Building opportunities responding to the identified needs of the members. The HoNs will also play a pivotal role in ensuring the ALF visibility with local/national authorities and therefore in advocating for the intercultural dialogue mission. For this component, the funding criteria are based on the country territorial size, number of Network members and their geographical distribution on the territory.

(1.8.2) Cross Network Activities

The first of the two Calls foreseen in Phase IV has been launched in May 2015. In such a framework, the Head of Network institutions will be invited to submit proposals for Cross-Network Activities involving groups of Network members from at least 4 different countries with the aim to capitalise on Network members’ knowledge and experience in addressing challenges related to intercultural dialogue at regional and sub-regional level. The specific objectives of the Cross-Network Activities are promoting intercultural dialogue competences among member organisations and empowering ALF member organisations to work on intercultural dialogue through collaborations and exchange of good practices at regional or sub regional level. A maximum of 2 projects will be financed under this call, with each grant ranging from 37,500 EUR to 75,000 EUR.

(1.8.3) Euro-Med Dialogue Award

The Euro-Med Dialogue Award is an annual award which aims to recognise the achievements of individuals or organisations that have been at the forefront of the promotion of Intercultural Dialogue in the Euro-Med region. The theme of the Award 2015 will be chosen- as a standard practice - by an ad-hoc committee, in consideration of the current socio-political context. Moreover, this prize edition will count on an increased involvement of leading initiatives in the Jury and on the integration of relevant stakeholders and media representatives in its development and promotion. The call for candidatures will be launched in summer 2015, with bestowing ceremony taking place in Luxembourg in October 2015 in the frame of the annual Head of Network Meeting.

(1.8.4) Annual Meeting of the Heads of Network

In 2015, the annual HoN meeting will take place in Luxembourg, in the framework of the EU rotating Presidency. The meeting will provide the HoNs the possibility to discuss the progress of the ALF annual/triennial work plan and the challenges faced in its implementation at local and national level. The objective is to ensure their active involvement in the decision-making process, to tailor the ALF work to the very diverse national contexts, to promote collaborations and synergies among

the different Networks as well as to share best practices and lessons learnt in Network coordination and development. As a consolidated good practice, a joint meeting between Heads of Network and Board of Governors representatives (as foreseen in the ALF Statutes) as well as the bestowing ceremony of the Euro-Med award will also be organised in such frame.

(1.9) Euro-Med Exchange for Intercultural Cooperation

The first Euro-Med young professionals' traineeship programme was established by ALF under the name of "Dawrak Exchange" in the framework of "Citizens for Dialogue". Its main goal consisted in supporting intercultural cooperation and development through knowledge exchange, which is considered one of the strongest tools for human and organizational development. In the new Phase, the ALF aims to have this programme reinforced in its innovative twinning scheme and to promote the development of joint projects through networking and good practices exchanges. The establishment of an Alumni group and the involvement of the Networks will facilitate the sharing of experiences between former and new beneficiaries and promote the establishment and further sustainability of partnerships and new projects. In 2015 the programme foresees the following activities:

(1.9.1) Euro-Med Exchange Opportunities

During this year the first a Call for CSO exchanges between ALF Network members and non-members based on sending-only or twinning exchange modality will be launched and . 20 CSO members will be selected giving the opportunity to send and host a CSO member to exchange skills and develop projects. The majority of these exchanges will have a North-South component, but North-North and South-South patterns will also be possible. The implementation of the exchanges will be done during 2016.

(1.9.2) Journalist Routes

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

(1.10) Anna Lindh Mediterranean Forum (3rd edition)

The new Forum edition will continue to be based on the approach of "thinking, sharing, and building together", which can provide a space to share analyses, points of view, experiences and practices, connecting policy frameworks with grassroots levels of action and interest, and providing input and recommendations for the Euro-Med Agenda and for ALF future strategy. During this year the ALF will focus on establishing an agreement with the host country for the venue and initial programme, and put in place an institutional steering committee to launch the process of the development of the programme for the preparatory organisation of the event to be held during 2016.

(2) INSTITUTIONAL AFFAIRS AND COMMUNICATION

(2.1) Institutional Initiatives and Statutory Bodies

These activities are focused, on the one hand, on ensuring good governance related to the Foundation's statutory requirements, and on the other hand, building strategic partnerships and synergies with regional and international institutions to contribute to scaling-up and sustaining ALF intercultural dialogue initiatives. In 2015 the following activities have been foreseen:

(2.1.1) Board of Governors Meeting

According to the ALF Statutes, the Foundation acts as "the secretariat of the Board of Governors", ensuring the preparation and overall coordination of Board meetings. Three Board of Governors meetings have been foreseen in 2015, with a focus on working through the Board to put in place the long-term strategic plan and new visibility policy of the ALF. There will also be an investment in upgrading the information to the Board and involvement of Board members in the strategic leadership of the Foundation.

(2.1.2) Advisory Council Meeting

In line with the recommendations of the 10th Anniversary Conference (Naples, 2015), the ALF will invest in upgrading the role and work of the Advisory Council to ensure it can assume its statutory responsibility as the main strategic body to support the work of the ALF Board, Executive Director and Networks. In 2015, the ALF will work with the Italian MFA to prepare the annual meeting of the newly appointed Advisory Council, including a public conference dimension aimed at increasing the visibility of the ALF's work with regional opinion-leaders and policy-makers.

(2.1.3) Institutional Activities

The Foundation will develop institutional activities focused on developing strategic partnerships, MoUs and synergies with regional institutions and programmes and contributing to institutional inter-agency groups and donors' coordination. In line with its approach to institutional visibility, ALF will be associated to high-profile events on global strategic issues and central moments in the Euro-Med institutional agenda. In 2015, the ALF will focus on preparing a series of new cooperation agreements with regional institutions and partners.

(2.2) Communication Policy and Tools

An important dimension of the Communication Policy, as the strategic priority, will be the consolidation of policy guidelines, tools and capacity-building mechanisms to maximize the visibility of the Foundation, its Networks and programmes across the Mediterranean region. In 2015, priority areas of action will include:

(2.2.1) Communication Services and Trainings

Ensuring the Foundation has in place core communication services for the coming phase, including graphic design, print production, media management and digital media outreach services. There will also be investment in capacity-building for communication, including the preparation of a regional training for project leaders and Networks, and a media and communication training scheme for "young ambassadors for dialogue".

(2.2.2) Website Development and Digital Media

The core website development service focuses on maintaining and developing the ALF Website Portal as a reference point for opportunities related to intercultural dialogue and a source of publications and debate on intercultural affairs. The website also covers the development of specific support systems for managing grants, large-scale events and calls for participation and internal management tools to support information flow.

(2.2.3) Media Partnerships

Targeted work with regional and international media partnerships will be the basis for large-scale communication and visibility campaigns connected to future flag-ship initiatives such as the Anna Lindh Forum and “Young Voices” debating programme. In particular, television media will be targeted in this approach – through a programme of co-organised broadcast debates - and there will be established partnerships for expanding the ALF’s “digital offer” at the regional level.
