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# Anna Lindh Foundation

Annual Work Plan 2012

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## I. OBJECTIVES AND PRIORITIES

*This document presents the objectives, priorities and the activities of the Annual Work Plan 2012 (AWP 2012) of the Anna Lindh Foundation. The AWP 2012 has been developed in the framework of the new Work Programme of the Foundation for 2012-2014 (WP 2012-1014) approved by the Board of Governors and builds upon the ALF Strategy and the Programme Guidelines for Phase III endorsed by the Board of Governors on October 2010 and September 2011 and shared by the Heads of Network in their Annual Meeting (November 2011).*

For its third phase, the ALF aims to consolidate the achievements reached so far and translate them into far-reaching and permanent actions, adapting its programme and major instruments to the new realities and demands that intercultural dialogue addresses in the region. In particular, responding to the social and cultural changes taking place in the region, the ALF is putting in place a '4D' Strategy for the years to come: Dialogue / Diversity / Democracy / Development, which has been approved by the ALF Board of Governors and endorsed by the Anna Lindh National Networks.

The programme has identified five major objectives to be fulfilled during the first year of implementation of the programme:

### **1. Implementing the major programmes of Intercultural Dialogue and Citizenship**

To reach this goal, the AWP 2012 will consolidate the main achievements of the previous phases of the Foundation, working to ensure their dissemination and impact; the Headquarters will continue to: reinforce a participatory process by promoting the involvement of the Heads and National Networks coordinators in the design and development of the major projects and initiatives; promote the use of social media and new technologies in the development of the programme; develop guidelines to incorporate the environmental and social responsibility in the actions of the ALF and its Networks.

During the first year of this new phase the Foundation will focus its attention in defining and activating the major multiannual initiatives through the ALF strategic fields (Culture and Creativity, Education and Intercultural Learning, Urban Spaces and Citizenship and Media and Public Opinion). The ALF will prepare the ALF Report on Intercultural Trends and Social Changes, settle the programme of the ALF Forum 2013 through preparatory

actions, support initiatives of the Networks particularly having a cross-Network dimension, and identify key civil society actors implementing the activities.

Following the Work Programme 2012-2014 approved by the Board of Governors, the Foundation will implement the programme 'Believe in Dialogue, Act for Citizenship' Initiative through its different instruments. New initiatives and activities devoted to developing skills for dialogue, debate and citizenship will be promoted, particularly in the Southern societies. For this reason the focus at this stage will be on listening and mapping the demands from the Southern societies, identifying the most dynamic CSOs (\*), enlarging and consolidating the southern ALF Networks and supporting a participatory and open way to work with them. As agreed in the Work Programme, the progressive implementation of this programme will be carried out in close collaboration with the ALF Networks and the concerned governments.

(\*). The NGOs and CSOs involved in the ALF programmes and grants should be legally registered in their country.

The **Network Support and Development Scheme (NSDS)** presented during the Heads of Network Annual meeting in Krakow (October 2011) will take into consideration the need to establish sustainable partnerships, the participatory process of the Networks, the promotion of intercultural dialogue beyond borders and the support of the Network actions and exchanges aimed at promoting collaborations and partnerships in the Euro-Med Region and between southern partners. .

A particular attention will be devoted this year to targeting the most dynamic actors of social and cultural change, among them youth, women and migrants, and to develop the tools for creating spaces for dialogue involving the society at large. In this context, the Foundation will lead partnerships with key regional institutions (principally the European Union and the League of Arab States) in order to provide CSOs with skills for dialogue and citizenship. The Foundation will participate actively in programmes for supporting the participation of the civil society in democratic transitions through its own Programme called 'Civil Society for Dialogue' which will target mainly Youth and Women.

## **2. Launching a more user-friendly and manageable Call for Proposals**

The Foundation will launch a new Call for Proposals in 2012 with the main objective of granting projects carried out by CSOs under the leadership of an ALF Network member. The Call, that will last 18 months will be launched based on the experience of Phase II, with a more user-friendly, manageable and flexible format. This new model will take into consideration the evaluation of the last calls, the lessons learned and good practices introduced as well as the major points resulting from the work sessions with the Heads of Networks. The new call will deal with the strategic objectives of the ALF and the selected projects must converge with the activities that the Foundation will co-organize during Phase III.

## **3. Implementing the Network Support Development Scheme (Step 5):**

Based on what was agreed during the last Heads of Network annual meeting, the Foundation will consolidate its Network of Networks, facilitating the participation of the Heads of Networks and the Network Members in the setting and the implementation of the Work Plan, promoting among them debates, mobility, exchanges, fostering the visibility and enhancing their capacity to contribute to the empowerment and participation of the civil society. The NSDS (Step5) will be oriented to develop the role of the HoN as coordinators of the ALF actions in their countries to promote sustainable partnerships involving Network Members of different Euro-Med societies, with a special focus on the participation of the Southern Networks.

The creative participation of the Heads of Network in the programme-making, the tasks of coordination, information and participation of the members of their National Networks requires a permanent and reliable structure. Improving the Networks capacity, consolidating the Network structure and ensuring its representativeness and visibility among the civil society of each country is one of the objectives of the NSDS (Step5).

#### **4. Promoting a comprehensive communication and visibility policy**

The AWP 2012 will consolidate the achievements of the communication policy of Phase II, establishing the ALF website as an interactive platform at the service of the Foundation's internal and external communication, with the participation of a task force of Networks which will define defining the priorities, and maximising the use of social media in order to increase visibility and make the mission and activities of the Foundation more noticeable.

The AWP will ensure the presence of the President in the most significant Euro-Med and intercultural dialogue meetings, and will promote the ALF presence in the major regional events, developing partnerships with the key institutions and partners. The ALF will consolidate the Euro-Med Dialogue Award and the Journalist Award, reinforcing the role of the winners as 'Ambassador' of the Foundation and Intercultural Dialogue in the region in close collaboration with the Networks. The ALF will also prepare the launching of the Anna Lindh Children's Literature Award – Iqra.

<b>II. LIST OF ALF ACTIVITIES AND PROGRAMMES</b>
<b>1. MULTIANNUAL INITIATIVES ON INTERCULTURAL DIALOGUE</b>
<b>1.1</b> Education for Intercultural Citizenship Project
1.1.1 Education for Intercultural Citizenship Handbook Preparation
1.1.2 Alexandria Education Convention II. Training for Trainers
<b>1.2</b> Culture and Creativity
1.2.1 Farah al Bahr. Intercultural Festival in Egypt

1.2.2 Translation in the Mediterranean
<b>1.3 Media and Public Opinion Project</b>
1.3.1 Television Leaders Initiative
1.3.2 Media Dialogue Initiative
1.3.3 Training Resources and Toolkits
<b>1.4 Supporting Intercultural Dialogue initiatives (Collaborations)</b>
<b>1.5 Thematic Initiatives: Migration</b>
<b>2. “BELIEVE IN DIALOGUE, ACT FOR CITIZENSHIP” PROGRAMME</b>
<b>2.1 Exchange Network Fund</b>
<b>2.2 South-South Network Cooperation</b>
<b>2.3 Young Arab Voices (Phase I)</b>
<b>2.4 Young Arab Voices (Phase II)</b>
<b>2.5 Civil Society for Dialogue (Preparatory Activities)</b>
<b>3. ALF FORUM 2013</b>
<b>3.1 Preparatory regional meeting – Focus Youth</b>
<b>3.2 Preparatory regional meeting - Focus Women</b>
<b>3.3 Other Related Activities</b>
<b>4. ANNA LINDH REPORT ON INTERCULTURAL TRENDS AND SOCIAL CHANGES</b>
<b>4.1 Scientific committee meeting (Opinion Poll and Report)</b>
<b>4.2 Opinion poll</b>
<b>4.3 Preparation of the Anna Lindh Report</b>
<b>4.4 Anna Lindh Digest</b>
<b>4.5 ALF Chairs on Intercultural Dialogue and Exchange</b>
<b>5. NETWORK STRATEGIC DEVELOPMENT SCHEME STEP 5 AND TRAININGS</b>
<b>5.1 Network Strategic Development Scheme 5</b>
5.1.1 Network coordination and Services
5.1.2 Network Participation and Common Actions
<b>5.2 Networking and Capacity Building for Intercultural Dialogue and Diversity (ALF Training Seminar)</b>
<b>6. INSTITUTIONAL ACTIVITIES, COMMUNICATION AND ALF AWARDS</b>
<b>6.1 Institutional Activities</b>
<b>6.2 Advisory Council Meetings</b>

<b>6.3</b>	Head of Network Meetings
<b>6.4</b>	Press Office Activities
<b>6.5</b>	Website Portal Development
<b>6.6</b>	Branding and ALF Promotion
<b>6.7</b>	The Euro Med Award for the Dialogue between Cultures
<b>6.8</b>	The Journalist Award
<b>6.9</b>	Anna Lindh Children’s Literature Award – Iqra: Preparation
<b>7. CALLS FOR PROPOSAL</b>	
<b>7.1</b>	First Call for Proposal: Launch and implementation
<b>7.2</b>	Second Call for Proposal: Launch

### **III. PROGRAMMES AND ACTIVITIES DESCRIPTION**

#### **1. MULTIANNUAL INITIATIVES ON INTERCULTURAL DIALOGUE**

##### **Activities and Main Outputs:**

##### **1.1 Education for Intercultural Citizenship Project**

On the basis of the results of the Alexandria Education Convention, the ALF will develop a regional education project for intercultural citizenship. The project will support the development of educational practices and activities designed to help young people and adults play an active part in democratic life; in addition, it will support participants to exercise their rights and responsibilities in society, enhance their feeling of belonging to the community, local and global, as well as sensitising them to understand and appreciate the normality of different worldviews, customs and ways of life among human beings. This is a project which will help communities and individuals to find their voice in society and value the richness of cultural diversity as a source of social, cultural and economic development.

The project will have a threefold development: providing skills, resources and tools; training activities targeted to formal and non-formal education actors, and advocacy towards decisions makers. To support this advocacy action and training activities the Foundation plans to produce an intercultural citizenship course with guiding principles and action oriented activities in the region to be further adapted to the local realities. A training programme for multipliers will be launched addressed to teachers, educators,



civil society representatives and ALF Network Members who work in schools and within the community, making use of innovative pedagogical approaches. In order to maximise the outreach of the training programme, an online training programme will be developed in partnership with some training centres of the Euro-Med Region (the Council of Europe, SALTO, EMUNI).

**Target Group:** Teachers; educators; civil society leaders, ALF networks, governments in the forty-three countries

**Projected Duration:** 2012

**Expected Budget:** EUR 50,000

### 1.1.1 Handbook on Education for Intercultural Citizenship

Through a participatory methodology, involving teachers, students, community leaders and government representatives, the Foundation will coordinate an expert group for the production of a Handbook on Education for Intercultural Citizenship. The resource will be a tool for education practitioners, government representatives, ALF Network members involved in education and civil society at large, to provide them with skills and tools for teaching about values of dialogue, pluralism, respect, democracy, social participation and social cohesion.

In 2012, the Foundation will identify specialists in the field of citizenship education and organise two expert meetings with the objective of mapping existing resources and good practices and defining the needs existing in the region in relation to an Intercultural Citizenship education.

On the basis of the mapping exercise, the first meeting of the expert group should define the main components of the Handbook on Education for Intercultural Citizenship and the training programme. The second meeting will offer an opportunity to review the contributions of the different authors and harmonise the contents before a final testing phase.

**Target Group:** Teachers; educators; governments in the forty-three countries

**Projected Duration:** 2012

**Expected Budget:** EUR 24,000

### 1.1.2 Alexandria Education Convention II: Training for Trainers

In the framework of the Alexandria Convention organized in partnership with the Swedish Institute, the ALF will organize the first training for multipliers on Intercultural Citizenship addressed to teachers and educators in the non-formal education sector from various countries of the Euro-Mediterranean region selected through an open call for participation. The training will test the resources developed by the education expert group. On the basis of the evaluation and data gathered during the training, the

resources will be improved and prepared for their publication in 2013. Furthermore, the training will be an opportunity to constitute a first network of trainers working in schools and other institutions, with the participation of Network members. The ALF will ensure the follow up with the trainers through the creation of an online education community and promoting a close collaboration between them and the ALF Networks.

<b>Target Group:</b>	Teachers, educators, civil society leaders
<b>Projected Duration:</b>	October 2012
<b>Expected Budget:</b>	EUR 26.000

## **1.2 Culture and Creativity**

### **1.2.1 Farah al Bahr**

Considering the importance of developing specific cultural activities in the country and the city where the ALF Headquarters are located, and taking into account the diversity of popular culture in Egypt, the ALF will work on the promotion of cultural activities in Alexandria, in particular organising the fourth edition of the Farah el Bahr Festival. In order to raise the visibility of the Anna Lindh Foundation within the local civil society a permanent platform for intercultural exchange will be established. Building on the successful implementation of '**Farah El-Bahr**' in 2009 the edition in 2012 will be enlarged to other Euro-Med groups and artists as an exercise of intercultural dialogue and celebration of cultural diversity.

<b>Target Group:</b>	Alexandrian public ( youth, women, children). Alexandria, partners, civil society organizations and diplomatic corps
<b>Projected Duration:</b>	June 2012
<b>Expected Budget:</b>	EUR 40,000

### **1.2.2 Translation in the Mediterranean**

As a result of the mapping of 'Translations in the Mediterranean' undertaken by the Foundation with relevant partners in Phase II, and the success of this initiative considered central for the promotion of dialogue in the region, there will be a follow-up through the edition of the conclusions, the dissemination of the recommendations among experts, media, and policy makers. In collaboration with the institution in charge of the mapping, Transeuropeennes, the ALF will organise debates, workshops and an international seminar addressed to professionals, experts and institutions. The project, organized in close collaboration with Euro-Med institutions and ALF Networks has an advocacy purpose in order to highlight the importance of increasing translations for improving mutual knowledge and dialogue.

<b>Target Group:</b>	Euro-Med institutions, professionals, writers and experts
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<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 50,000

### **1.3 Media and Public Opinion Project**

#### **1.3.1 Television International Networks Initiative**

The Dead Sea High-Level Meeting of Television Leaders, co-organised in October 2010 by the ALF, European Broadcasting Union, European Union, Arab League and UN Alliance of Civilizations, set out a number of recommendations for action, including: developing a long-term exchange and training programme with young journalists from Europe and the Arab region, and establishing a permanent media think-tank with TV top managers. During the AWP 2012, the ALF will work with the main partners and experts to prepare a common regional project and a follow-up meeting of TV managers.

<b>Target Group:</b>	TV Media Managers journalists working within TV Networks
<b>Projected Duration:</b>	February to May 2012
<b>Expected Budget:</b>	EUR 8,000

#### **1.3.2 Media Dialogue**

During Phase II, the ALF co-organised with the European Neighbourhood Journalism Network (ENJ) and various partners a series of major dialogues on issues related to cross-cultural reporting. For the AWP-2012, the ALF will consolidate its regional media project with the EU-supported ENJ and the Ethno Barometer Initiative, with a focus on 'bringing together journalists, researchers and civil society representatives dealing with issues of social change in the region to ensure the public benefits by more informed and comprehensive media coverage and academic analysis of change in the Euro-Med region'.

<b>Target Group:</b>	Journalists, researchers, civil society ALF Networks
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 20,000

#### **1.3.3 Training Resources and Toolkits**

The ALF joint programme with the European Commission and the UN Alliance of Civilizations centred on launching the 'rapid response mechanism in the Euro-Mediterranean region' for the purpose of organisation training activities with journalists

focused on cross-cultural reporting and the use of social media. In 2012, the ALF and partners will focus on consolidating a first training manual on reporting on cultural diversity and social change. In addition, the ALF will launch and disseminate the first 'Euro-Med Bloggers Toolkit' within its Networks and partners.

<b>Target Group:</b>	ALF Networks, journalists, young bloggers
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 7,000

#### **1.4 Supporting Intercultural Initiatives through Collaborations**

The ALF will support activities and initiatives aimed at promoting intercultural dialogue and civil society participation. These collaborations are based on the establishment of partnerships between the ALF and other regional and local organisations. Among the activities supported in 2012 some will be shared with other international institutions dealing with intercultural dialogue.

<b>Target Group:</b>	Euro-Med Civil Society. ALF Networks
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 50,000

#### **1.5 Thematic Initiatives: Migration**

In order to promote exchanges and cooperation among the ALF National Networks, the ALF will support on a yearly basis an activity involving at least six ALF National Networks on a specific thematic topics. In 2012, the ALF will launch a call for ideas among the ALF Heads of Network to received proposals on cross-Network initiatives on the topic of migration. The project selected will be co-organised with the Secretariat in the following work plan.

<b>Target Group:</b>	Institutional bodies, ALF Networks, Civil Society
<b>Projected Duration:</b>	January- October
<b>Expected Budget:</b>	EUR 0

## **2. "BELIEVE IN DIALOGUE, ACT FOR CITIZENSHIP" PROGRAMME**

### **2.1 Exchange Networks Fund**

Learning from the positive experience of the financial mechanism applied in Phase II for the 'Believe in Dialogue, Act for Citizenship' initiative, a new fund will be established with the objective of facilitating mutual visits and exchange between members of the ALF Networks. The objective is to promote the knowledge and exchange best practices. All the Networks will be eligible, according the following criteria: participation of speakers, trainers, experts in Network meetings and common operations organised by a Network; support the involvement of youth in exchange programmes, work camps and similar components organized by an ALF network member; completion of internships at a Head of Network institution; support the collaboration of ALF Networks in relevant Euro-Med initiatives.

<b>Target Group:</b>	Partner Institutions, National Networks.
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 100.000

## **2.2 South – South Network Cooperation**

In order to promote regional cooperation exchanges among the ALF National Networks in southern Mediterranean countries and to respond to encourage civil society participation in the local and national decision-making process, the ALF will support an activity involving different ALF Southern Networks members. In 2012, the ALF will launch a call for ideas among the ALF Heads of Network to receive proposals on cross network initiatives on this topic identify one project to be co-organised with ALF.

<b>Target Group:</b>	Institutional bodies, ALF Networks, Civil Society
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 35.000

## **2.3 Young Arab Voices (Phase I)**

The regional project 'Young Arab Voices', jointly launched by the British Council and the Anna Lindh Foundation aims at developing skills and opportunities for youth-led debates across the Arab region. The project started at the end of Phase II in Egypt, Tunisia and Jordan; and will be expanded later on to at least three other Arab countries. The project will involve the establishment of a certain number of clubs for organising debate events. The ALF is in charge of the online, communication and media dimension of the project, and the organisation of the debates in Egypt (around 20 debate clubs, which will organize 65 debate events).

<b>Target Group:</b>	Civil Society organizations, youth, schools, ALF Network
<b>Projected Duration:</b>	September 2011- March 2012

**Expected Budget:** (funded by the UK)

## **2.4 Young Arab Voices (Phase II)**

Follow-up of the project, building on the results of the first phase, with the possibility of expanding to at least three other Arab countries.

**Target Group:** Civil Society organizations, youth, schools, ALF Network

**Projected Duration:** March 2012 – December 2012

**Expected Budget:** extra contributions

## **2.5 Citizens for Dialogue Programme**

This programme aims at providing CSOs with tools and skills for intercultural dialogue, exchange, networking, partnership-making activities and participation. The programme will have a Euro-Med scope and will be implemented progressively in the societies of the Southern shore of the Mediterranean, in collaboration with all the ALF Networks and the concerned governments. Supported by a specific EU fund, this programme responds to the ALF mandate and is integrated in the overall ALF Programme approved by the Board of Governors. It will be developed according to different formats: Mapping and Resources, Capacity Building Actions, Networking and Exchange, Civic Engagement, Creation and Advocacy, Institutional Assessment and consultation on CSO-related issues.

The programme will have a Euro-Med regional and national dimension and will be focused in Southern societies which are experiencing processes of social and cultural transformation and change. For 2012, the Foundation foresees its implementation in Morocco, Tunisia, Egypt and Jordan, and in Libya, when this country will join the ALF Board of Governors. The programme will take stock of the ALF Strategy and the ALF Network policy, and one of its goals at this primary stage will be to identify new social actors in order to involve them in the overall ALF activities and Networks. The preparatory work will be carried out in close collaboration with the ALF Network's and in coherence with the NSDS in place in the relevant countries.

Between January and June, the ALF will establish the regional and national dimension of the programme, will define the countries where it will take place, and the calendar of its implementation which will start during the second semester of 2012. This preparation will be carried out in collaboration with the ALF National Networks, CSO leaders and experts in civil society training and capacitating. The modalities of its implementation will be tailored according the needs of the different societies, and the calendar of its implementation will be agreed with the Southern governments concerned.

**Target Group:** CSOs and ALF Networks

**Projected Duration:** 2012  
**Expected Budget:** EUR 400.000

### 3. ALF FORUM 2013

#### Activities and Main Outputs:

#### **3.1 Preparatory regional meeting – Focus ‘Youth’**

The preparation of the Forum activities will involve **the Heads of Network** from an early stage of the event, in its conception and preparation. One of the preparatory meetings will be devoted to Youth, and will gather ALF Networks, existing regional platforms/networks, experts, youth and CSOs working on youth related issues in the Euro-Med region. The meeting will identify thematic priorities for the Euro-Med regional policy dialogue to promote socio-economic, political, civic and cultural rights through an Intercultural Dialogue approach. The discussion is expected to provide an overview on current critical issues, recent trends, key developments, lessons and challenges and will provide inputs for the Forum final Agenda.

Considering the current challenges in the Euro-Med region and based on the recommendations of the HON meeting of 2011, a component of this preparatory meeting could be focus on gathering youth involved in new social movements, both in Europe and the Southern countries, to perceive the emerging demands existing in the region and create opportunities for exchange, networking and establishing partnerships for intercultural dialogue, better knowledge and against any kind of discrimination

**Target Group:** Relevant experts, ALF Networks, grassroots level initiative

**Projected Duration:** 3 days (September/October 2012)

**Expected Budget:** EUR 35,000

#### **3.2 Preparatory regional meeting – Focus ‘Women’**

This preparatory meeting, gathering ALF Networks, existing regional platforms/networks, experts and CSOs working on women related issues in the Euro med region, will aim to identify thematic priorities for the Euro-Med regional policy dialogue to promote gender

equality through the Intercultural Dialogue approach in the Euro med region. The discussion is expected to provide an overview on current critical issues, recent trends, key developments, lessons and challenges; it will aim at gathering concrete proposals to be further debated during the final event on how to promote women empowerment and the important role they can play as agents for the promotion of dialogue within their societies.

<b>Target Group:</b>	Relevant experts, ALF experts, grassroots level initiative
<b>Projected Duration:</b>	3 days (June 2012)
<b>Expected Budget:</b>	EUR 35 000

### **3.3 Other Related Activities**

Other activities related to the preparation of the Forum will take place, including: ALF participation to events relevant for the Forum's agenda; ad hoc meetings to create synergies between different ALF on-going activities (Networking meeting gathering ALF Call for Proposals beneficiaries; meeting with the Networks members and other relevant local stakeholders, etc...), workshops and ALF missions relevant for the preparation of the Forum.

<b>Target Group:</b>	Experts, CSOs, potential ALF Forum participants
<b>Projected Duration:</b>	Jan – Dec 2012
<b>Expected Budget:</b>	EUR 30,000

## **4. ANNA LINDH REPORT ON INTERCULTURAL TRENDS AND SOCIAL CHANGES**

### **Activities and Main Outputs:**

#### **4.1 Scientific Committee**

Following the positive experience of Phase II, the Foundation will create a Scientific Committee involving professional and civil society experts to set the basis of the second edition of the Anna Lindh Report on Intercultural Trends. The Scientific Committee will work on the concept and will ensure the implementation and follow-up activities related to the Report. During its first meeting the Scientific Committee will discuss the thematic focus of the Report, its methodology, and will share an initial list of experts to be involved. The Committee will also advise about the modifications to the original opinion poll questionnaire in light of the renewed scope of the Report. The results of this first



meeting will be shared with the Heads of Network before presenting the second edition of the Report to the Board of Governors for its approval and the launching.

**Target Group:** Institutional Bodies, ALF Networks and Researchers

**Projected Duration:** January 2012 and June 2012

**Expected Budget:** EUR 10,000

## **4.2 Opinion Poll**

The ALF will gather opinion poll results for a cluster of 15 countries with a specific focus on intercultural perceptions, knowledge, values and behaviour among the people on the two shores of the Mediterranean. From April to September, the poll will administer in the fifteen identified countries and before the end of the year the results will be submitted to the Board of Governors. These results will be used and analysed by the ALF Scientific Committee including the authors of the ALF Report.

**Target Group:** Society of the Euro-Mediterranean. ALF Networks

**Projected Duration:** April- November 2012

**Expected Budget:** EUR 300,000

## **4.3 Anna Lindh Digest**

The Anna Lindh Digest is a new intercultural resource to be released on a monthly basis to provide data, news and analysis about intercultural dialogue in the Euro-Mediterranean region. The Digest will include in-depth articles, contextual information and expert analysis on issues and fields which are relevant for intercultural dialogue and for the ALF, such as culture, education, urban spaces and diversity, migration, religious dialogue, human rights, sustainable development, human mobility, peace and coexistence and media.

**Target Group:** Institutional Bodies, ALF Networks, Opinion Leaders, Civil Society and Researchers

**Projected Duration:** Monthly 2012

**Expected Budget:** EUR 6,000 EUR

## **4.4 ALF Chairs on Euro-med Intercultural Dialogue**

The ALF Chairs Programme on Euro-Med Intercultural Dialogue is conceived to advance research, training and mobility by building Euro-Med partnerships promoting and encouraging the collaboration between academic centers, students and professionals

working in related ALF fields of action. The objective of this programme is to support and enrich current teaching programmes with reference to Intercultural Dialogue in the region, generating new spaces for encounters through reflection facilitating exchange and partnerships between institutions and promoting public debates on topic related to the intercultural dialogue agenda. A pilot programme will be launched in 2012 in collaboration with Caixa Foundation for the establishment of the first Anna Lindh Chair in Istanbul.

<b>Target Group:</b>	Institutional Bodies, ALF Networks, Opinion Leaders, Civil Society and Researchers
<b>Projected Duration:</b>	January-December
<b>Expected Budget:</b>	EUR 15,000 EUR

## 5. NETWORK STRATEGIC DEVELOPMENT SCHEME STEP 5 AND TRAININGS

### Activities and Main Outputs:

#### 5.1 Network Strategic Development Scheme (Step 5)

The NSDS has the objective of supporting the Networks in their activity and in the task of developing the ALF Programme at the local and national level, through actions carried out by the Head of Network or the Network Members. The main objective of the NSDS is to address the logistical and operational needs of the Heads of National Networks in order to increase their effectiveness as Network Coordinators and facilitators to lead Network projects, in particular. The NSDS will allow the Foundation to delegate its Head of Network and/or member organizations to provide services to the Network members and to implement the ALF programme at the sub-regional, national and local level.

The new scheme would be structured in two components, corresponding to the two main needs of Network development: **coordination and services**. This means the completion of tasks related to information, technical support and consultation, and mobilization and common actions that will be built upon the principles of innovation, networking, performance and transparency; the common actions will also develop the ALF fields of action adopting an intercultural approach around social and cultural diversity, democratic accountability and inclusive and sustainable human development.

<b>Target Group:</b>	ALF National Head of Networks,
<b>Projected Duration:</b>	2012

**Expected Budget:** EUR 780,000

### **5.1.1 Network Coordination and Services**

The first component of the NSDS is devoted to Network coordination, in relation to the completion of tasks related to information, technical support and consultation by the Head of Network. The HoN will provide these services to its national network: design and consultation about the ALF plans, coordination of the decision making bodies, management of membership, dissemination of ALF information to the members, assistance in capacity building, coordination of the participation of Network members in ALF initiatives, development of surveys, reporting and visibility of the networks.

**Target Group:** ALF National Networks,

**Projected Duration:** 2012

**Expected Budget:** EUR 432,000

### **5.1.2 Common Actions organized by the Networks**

The general objective of Mobilisation for Common Actions is to develop the ALF Work Programme 2012-14 in the field, at sub-regional, national and local level by promoting ALF operations that will be implemented by National Network Members, in collaboration with the Anna Lindh Foundation (Headquarters and Heads of Network). The actions will be developed in the ALF fields of action, with concrete objectives for this year regarding diversity, democracy and sustainability. The Anna Lindh Foundation will entrust the implementation of Common Actions to a member organization in each National Network which meets the following requirements, based on principles of innovation, networking, performance and transparency.

A detailed list of the 42 Network Common Actions financed by this programme will be included in the AWP before the end of the first semester of 2012.

**Target Group:** ALF National Networks,

**Projected Duration:** 2012

**Expected Budget:** EUR 348,000

## **5.2 Seminar for Networking and Capacity Building**

Building on the accomplishments and experience of the training seminars organised during the last phase, the Foundation will organise a Regional Training Seminar with 2 main objectives: to reinforce the networking between members of different networks and to provide capacity-building in developing projects with intercultural competences. The seminar is addressed to the 43 ALF Networks, and a special attention will be given in order that participants will act as multipliers, within their networks and in cooperation with their Heads of Network. ALF will follow up the recommendations of the Seminar and will invest in the dissemination of the results through the ALF networks.

**Target Group:** ALF National Networks

**Projected Duration:** May/June 2012

**Expected Budget:** EUR 50,000

## 6. INSTITUTIONAL DIMENSION, COMMUNICATION POLICY AND ALF AWARDS

### Specific Activities

#### 6.1 Institutional Activities

In line with the recommendations of the High-Level Advisory Group Meeting 2011, the ALF will reinforce its institutional presence and centrality in the framework of the Euro-Med Partnership. In this regard, the ALF will participate in activities and events with key institutional partners, including the European Union, League of Arab States, European Parliament, Secretariat of the Union for the Mediterranean and United Nations agencies. This dimension will centre in particular on the agenda of the ALF President, as well as the involvement of ALF Advisory Council members, Heads of Network and other stakeholders in key events.

**Target Group:** Euro-Med institutions; Partners; Media

**Projected Duration:** April to September 2012

**Expected Budget:** EUR 30,000

#### 6.2 Advisory Council Meeting

The new Advisory Council which will be appointed by the Board of Governors will meet once a year for advising about the ALF Programme, its implementation and adaptation to an evolving context. The first Meeting of the Advisory Council, headed by the ALF President, will take place around May 2012. Based on the experience of Phase II, the Advisory Council and its members should play a role in setting the Work Programme and the Annual Work Plans and should contribute decisively to enhance the visibility and credibility of the Foundation and the national and regional level.

**Target Group:** ALF network members, Euro-Med regional networks, local associations and representatives of the cultural and business fields

**Projected Duration:** November 2009- March 2010

**Expected Budget:** EUR 50,000

### **6.3 Annual Heads of Network Meeting**

**The Annual Heads of Networks Meeting** is one of the most important ALF events gathering the Heads and coordinators of the ALF networks in the 43 countries of the Union for the Mediterranean. The Heads of Network are a statutory body for the discussion of the Work Programme and the Annual Work Plans and should be involved in the implementation of the programme and the clarification of the Foundation's mission.

In 2012, it's foreseen to follow the model of preliminary seminars to be organized before the Head of Network meeting, gathering coordinators, head of networks and leaders of some relevant programs in order to evaluate and to work on the improvement of some formats and tools. Following the recommendation of 2011, the next meeting will include a capacitating workshop on intercultural dialogue principles and the Networks management, including communication.

**Target Group:** ALF network members, Euro-Med regional networks, local associations and representatives of the cultural and business fields

**Projected Duration:** November 2012

**Expected Budget:** EUR 70,000

### **6.4 Press Office Activities**

The areas of action of the Press Office will include: consolidation of the ALF region-wide media network and introduction of a permanent news service to journalists, Networks and partners; targeted meetings with senior managers of news agencies, with a priority to international media; establishing memorandum of agreements with TV and media in relation to the flag-ship initiatives; upgrading the joint communication strategy on 'rapid media response to intercultural crisis' with the European Union and the UN Alliance of Civilizations; meetings with Cairo-based journalists to strengthen ALF visibility in Egypt; consolidation and production of press kits related to the flag-ship initiatives and involvement of media experts in the design of the communication strategies.

**Target Group:** Journalists, media and communication partners, ALF Networks and institutions

**Projected Duration:** 2012

**Expected Budget:** EUR 10,000

## **6.5 Website Portal Development**

A new phase of 'website portal development and hosting' will be launched in 2012 based on the evaluation work carried out with key stakeholders at the end of Phase III. The main challenge is to move beyond an effective corporate website and to establish the portal as a credible reference point for opportunities through the social and human dimension of Euro-Mediterranean cooperation and a source of active debate on intercultural affairs. In this regard, the ALF will establish a series of strategic partnerships with leading information providers and leading actors in the field of social media, and will consolidate aggregator tools for generating the contents of the website.

<b>Target Group:</b>	ALF National Networks, Civil society institutions, Euro-Med partners
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 50,000

## **6.6 Branding, Promotion and Publications**

The Foundation will provide the Networks, its beneficiaries and partners with a comprehensive communication policy guidelines to ensure the quality and coherence of its image. This policy will include visual identity, language, information systems, press management and publications, and will be adaptable to the national and local contexts. At the heart of this new phase of work will be the development of the ALF logo and visual identity, a process which will be carried out with key stakeholders, including the Heads of Networks. The new policy will also be the basis for a series of new institutional communication products aimed at supporting visibility work at the local and regional level. The ALF will release another edition of the Anna Lindh Review and will ensure its distribution among the partners across the Euro-Med region

<b>Target Group:</b>	ALF Networks, Headquarters, Euro-Med institutional partners
<b>Projected Duration:</b>	2012
<b>Expected Budget:</b>	EUR 20,000

## **6.7 The Euro-Med Award for Dialogue**

In 2011, the Award was focused on the promotion of citizenship and active participation among youth and the winner was **Development No Borders** (Tanmeya Bela Hedoud) **from Egypt**). In 2012, the ALF will organise follow-up actions with the winner in collaboration with the Networks. The new Euro-Med Award to be launched in 2012 will

focus on “Youth for Change, Social Justice and Cultural Dialogue” according to the decision taken during the Annual Heads of Network meeting.

**Target Group:** Members of ALF Network

**Projected Duration:** November 2012

**Expected Budget:** EUR 25,000

## **6.8 The Journalist Award**

The Anna Lindh Journalist Award supports journalists involved in innovative, fair and respectful cross-cultural reporting, and are committed to promote intercultural dialogue through their works. The 2012 edition should consolidate the prestige of the Award and extend its impact, involving more the ALF Networks in the process of selection and awarding, in the bestowing ceremony and in the organisations of activities with the winners at the national level. The bestowing ceremony which successfully took place in Monaco during the last three years will move to another Euro-Med city for the edition of 2012. The Foundation will involve partners, including the COPEAM and the European Broadcasting Union, in the promotion of the Award.

**Target Group:** Journalists working in printed media, TV, Radio as well as bloggers are able to actively participate in the process. Civil society groups working on media issues as well as schools of journalism based around the Mediterranean region will receive content for their educational and social work

**Projected Duration:** November- October 2012

**Expected Budget:** EUR 30,000

## **6.9 The Anna Lindh Children’s Literature Award – Iqraa**

As a result of the achievements of the Children’s Literature Programme, the ALF will support a new edition of this award in close collaboration with relevant institutions working in the field of the Children Literature in the Arab region, despite the fact that the Children’s Literature Programme finalized in 2011. The objective is to encourage the publication of high quality Arabic children’s books that shed light on the values and lifestyles in Arab societies. The new award will be launched in 2013

**Target Group:** Arab publishers that publish books for children and young adults Writers and Illustrators of children's books and Children and young adults in the Arab World and European region

**Projected Duration:** 2012

**Expected Budget:**

## 7. CALLS FOR PROPOSALS

### Activities and Main Outputs:

#### **7.1 Two Calls for Proposal. Launching and Implementation**

During 2012 the ALF will launch the two Calls for Proposals included in the Work Programme 2012-2014, and will start implementing the first one. The new calls will be based on the ALF "4D" Strategy approved in the Work Programme: Dialogue, Diversity, Democracy and Development, taking into consideration the fields of action where the Foundation is developing its work: Education and Intercultural Learning, Culture and Creativity, Urban Spaces and Citizenship and Media and Public Opinion. This first call will last 15 months (June 2012- August 2013) and will be for projects implemented during 12 months. The evaluation of this first Call will be done by the end of 2013. The second Call for Proposals will be launched at the end of 2012 and will finalize in the first trimester of 2014.

<b>Target Group:</b>	ALF members
<b>Projected Duration:</b>	February 2012- December 2013
<b>Expected Budget:</b>	EUR 1.350.000 (first instalment of the projects granted)



## V BUDGET

<b>Expenditures – ALF Programme</b>	<b>Cost in EUR</b>
Human Resources	
Salaries	1,339,969
Interview Cost	5,000
Per diem Abroad	73,500
Per diem Local	14,000
<b>Total Human Resources</b>	<b>1,432,469</b>
Travel	
International Travel	77,500
Local Travel	12,000
<b>Total Travel</b>	<b>89,500</b>
Equipment and Supplies	
Furniture, computer and Office Equipment	4,300
<b>Total Equipment and Supplies</b>	<b>4,300</b>
Local office	
Vehicle costs	4,000
Consumables	8,000
Hospitality	5,000
Other services	42,300
<b>Total Local Office</b>	<b>59,300</b>
Activities and other costs	
Publications	128,477
Financing Activities	1,309,137
Networks Support Development Scheme	780,000
Call for Proposals	1,350,000
Studies, Research, Short-term expert	30,300
Translation	38,500
Financial Services	37,000
Auditing costs	35,000
Legal Advisor Fees	9,000
Staff Retreats	7,000
Staff Training Courses	15,500
<b>Total Activities and other costs</b>	<b>3,739,914</b>
<b>Total Expenditures – ALF Programme</b>	<b>5,325,483</b>