



**Anna Lindh
Foundation**
— EUROMED —

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I General principles and framework

The Foundation has been promoting the dialogue between cultures and contributing to the visibility of the Barcelona Process pursuing alliances and multilateral approaches aiming for a common intercultural dialogue goal. In the new stage, The ALF aims to capitalise on the good experiences and lessons learned from the past, while promoting gender equality, youth and networks mainstreaming. All along with a clear determination to deliver an intercultural dialogue useful for society and institutions consistently in complementarity with national and regional actions.

1.1 Gender Equality and Youth Mainstreaming

The Foundation has always sought to debunk certain prejudices and misconceptions, mitigated women and youth underrepresentation, highlighting the central role they can play in intercultural dialogue.

Gender and youth interests have been embedded in the initiatives, programmes, and projects launched by the ALF. As highlighted in the conclusions of the Anna Lindh Reports and in the assessments on the impact of the ALF youth flagship programmes, women and young citizens are powerful agents of change, who possess specific knowledge and skills to effectively contribute to leverage the principles and values of the intercultural dialogue.


While the Foundation recognises that there is an untapped wealth of knowledge and expertise in those fields among its Networks, it also seeks to optimise its approach by addressing Youth and Gender Equality as cross-cutting issues in order to become an essential actor to be reckoned with in fostering informed dialogue and influence policy-making at both the regional and local level.

To this end, the Foundation will seek to address Youth and Gender Equality as transversal and cross-sectoral issues by capitalising on the strengths of its different Networks/members and their capacities to mobilise and involve youth and women from different geographical, social, religious and economic backgrounds.

1.2 Cross-Cutting Networks Approach

The Anna Lindh Foundation runs the largest Network of civil society organisations involved in the promotion of intercultural dialogue across the Euro-Mediterranean region.

Since its inception, the ALF was conceived to “function as a Network of Networks”. As such the ALF has been destined to play a “pivotal role in mobilising the National Networks dealing with the dialogue between cultures created by the Euro-



Mediterranean partners” with the aim of furthering the dialogue between cultures and contributing to the implementation of the Foundation’s programme.

Along with “Youth” and “Gender Equality” as overarching concepts, “Networks” has to be streamlined and embedded in the programming of the ALF to fulfil core functions of the Foundation. All efforts and energy have to be focused to ensure that the Networks are managed to deliver optimally to their members. Streamlining refers to actual involvement as actors, stakeholders and beneficiaries in the Foundation’s programmes and actions. Embedding highlights their strategic role contributing to design and actively participating in the implementation and fruition of ALF programmes and initiatives from these three groups and incorporating their rich content in its larger framework.

II Particular approaches

2.1 Intercultural Dialogue Useful for Society and for Institutions

Intercultural dialogue is not an ethereal concept. It is not something that is floating in the air. It is, in fact, a clear priority in the Euro-Med area, both at regional level, to promote dialogue between cultures and civilizations around the Mediterranean, and at national level, to reinforce the cohesion among our societies, with adapted approaches taking on board the specificities of each country.

Intercultural dialogue is dealing with concrete aspects of the daily base life of the EuroMed citizens, as it has very much to do with, for example, understanding and accepting the different as a way of inclusion/integration to attain more cohesive societies. It is also a powerful tool to challenge hate speech, populisms and all kind of violent extremisms and discriminations that are plaguing both shores of the Mediterranean are suffering.

Moreover, when deploying dialogue among different realities, the stage is being set for facing the main common challenges that the region has to confront, as such us climate change, or the implementation of 2030 Agenda with a Mediterranean approach, contributing to bridge the gap in terms of green transition. In the same way, culture plays a prominent role when it comes to build relations among the 42 Euro-Med countries.

This is the reason why, the main objective in the next phase will be to impulse a very pragmatic approach to provide outputs and outcomes of intercultural dialogue useful for our respective societies and institutions. An Anna Lindh Foundation capable to deliver, oriented to clear operational results and taking into consideration local contexts and realities.



2.2 Complementarity of National and Regional Approaches

It is fundamental to structure the action of the ALF seeking complementarities between the traditional Euro-Mediterranean approach at the regional level and tailor-made national adaptations taking into account the particular context and reality of each country.

That requires from one side, to know better at national level the context, the public policies related to intercultural dialogue, the regulatory frameworks, the instruments available, and identifying and characterising the main actors suited relevant for action in view of potential alliances and partnerships. On the other hand, it is likewise essential to better assess the strengths and also the weaknesses of the Heads of the National Networks and the National Networks as a whole.

Renewed mechanisms and procedures should be established to improve coordination and coherence at national level with the Secretariat. The necessary decentralised action of National Networks must be based on their own contexts and realities, taking on board their main competencies, experience and knowledge and also considering the general framework of the public policies and strategies related to main fields of activity, in order to encourage a common ground for action, ensuring their sovereignty at all times.

2.3 Action Consistency

The ALF is very aware of the need to make optimal and efficient use of the public resources that the Foundation is receiving from the European Commission and from the Members States to organise the implementation of the activities consistently with the two major components of the ALF: its Member States representation through the Board of Governors, on the other hand and its Civil Society through the Network of Networks, on the other.

In this regard, the Secretariat is determined to assure that the whole planning for the next phase is conceived to reinforce the action of the Networks and their Heads, taking also into account the institutional framework. Assessing the improvements to be done and capitalising and learning on the past experiences and practices, should allow coherent implementation and good use of the resources allocated gaining efficacy and coordination.

All the actions promoted by the Secretariat will be conceived to create the appropriate synergies and complementarities with the action of the Networks at national level and to reinforce their work and visibility at Euro-Mediterranean regional level. Monitoring and evaluation mechanisms will be also developed in this regard to improve this approach in a participatory manner.



III Core functions

3.1 Civil Society/Networks

The ALF has a unique place on the map of global actors in the Euro-Med region because of its structure and conception as a Network of Networks of civil society organisations in the broad sense of the term that strive to promote intercultural dialogue.

The decentralised approach gives autonomy to the National Networks that are united through a shared and common Euro-Med objective. That allows for an empowerment of civil society both on the local/national levels but also across borders and networks resulting in enhanced civil society action both locally and internationally across the Mediterranean.

ALF is determined to create a momentum for the coming years, with the aim to put its Network of Networks into action, not only as an actor but also as a core function that needs to be improved, enhanced and further adapted to local realities to better serve its purpose.

3.2 Public Policies and Frameworks

The Anna Lindh Foundation cannot be detached of the Euro-Mediterranean institutional frameworks and policies. Starting from the Barcelona Process for the Euro-Mediterranean Partnership in 1995, that has been reinforced by Union for the Mediterranean in 2008 and continuing with the European Neighbourhood Policy South and its latest revision in February, with the EC Joint Communication with the HRVP “Renewed partnership with the Southern Neighbourhood - A new agenda for the Mediterranean”, in addition to further institutional and multilateral frameworks.

In the same line, every single country is developing its own specific approach regarding the multiple facets dealing with intercultural dialogue. Various frameworks, public policies, strategies, action plans and instruments are taking place at national, regional and local levels and are the result of their proper social, economic and cultural context, history and idiosyncrasies.

It is essential that the ALF has a thorough understanding of all these rich and diverse frames and backgrounds at regional and national levels as a starting point to gain influence in the policy-making process and promote collaborations and alliances in close coordination with the Board of Governors members.



IV Engaging actors, enriching networks

4.1 Civil Society Organisations

As underlined in previous sections, Civil Society Organisations are considered an essential factor for development and a crucial building block for national and regional cohesion. They advocate for change and raise public awareness on various issues. By providing a set of unique knowledge, experience and expertise they are capable to address existent challenges and provide the required services needed by the society.

They also play a key role in analysing and making policies, and formulating strategies on national, regional and international levels. They play multiple roles in capacity-building activities, empowering marginalised communities as well as the implementation of good practices and developing innovative approaches in collaboration with local and national governments.

The ALF considers CSOs – members of its “Networks”, and those who aspire to be- as the primary “actors” in its programmes and future plans and will strive through needs assessment and the most up to date resources to have CSOs supported in order to strengthen their technical, administrative and financial capacities.

4.2 Academia

Academia as an institution that generates scientific and scholarly insights and information is a rich resource on a myriad of subjects that are at the core of the ALF. In this sense academia contributes to the internationalisation of local knowledge through mobilising experts, academics and actors who are relevant in the knowledge and study of the Intercultural Dialogue and the Mediterranean environment.

Encouraging academic interest and innovation is a pole for the creation of a critical mass mainly of young people, interested in promoting relationships, intercultural dialogue and knowledge around the two shores of the Mediterranean. At the same time, the evidence-based research provides valuable information and data to practitioner approaches for fairer decision making and strategy planning by public policy makers.

Already constituting a part of the demographic of its membership database, the ALF aims to promote and encourage the engagement of academia in its National Networks as active members. Beyond membership, a close collaboration should be built with the academic sectors to support and strengthen existing cooperation networks among universities, think tanks and specialised institutes in Euro-Mediterranean Partnership countries by promoting and organising joint study and policy-oriented knowledge.



4.3 Local Authorities

ALF is engaged in promoting work on further strengthening its long-standing role of being a mediator approximating relations between Local Authorities and Civil Society and Academia.

With Local Authorities, begins the endeavour to put into practice through policy and legislation in our Euro-Med Societies- north and south, the principles of the Intercultural Dialogue as a factor of inclusion to avoid inequalities and provide unbiased opportunities, sustainable growth and engaging on the shared use of the public space. Equally, Local Authorities are a strong and powerful actor when it comes to raising awareness on the dangers of xenophobia and rejection of the other.

ALF foresees to enrich its database of Network members with the active participation of Local Authorities as members of its national Networks. In addition, and as part of its unfolding efforts to expound on public policies and take into account its work plan to them, Local Authorities are foreseen as contributors to the ALF strategy in this regard.

4.4 Media

Media greatly influences not only what people think, but also how they act, in particular with the technological advances and the variety of media tools and social media platforms that are extensively used by the youth. The role of media to build bridges for communication across cultural differences and in encouraging global awareness through free flow of information, and cultural interdependence will be central when we look forward, towards 2022.

It is an imperative that the media be repurposed as a tool for creating dialogue among cultures as well as respect for diversity and promoting understanding of the other. The development of Media Literacy Initiatives is vital to reduce the negative effects of fake news, hate speech and stereotyping via social media, to allow for the advancement of mutual understanding among peoples and between cultures.

The ALF plans to harness Media as a strong tool to allow positive communication among diverse groups whose voices need to be heard and to allow for more social inclusion across the EuroMed region. Proper channelling of fact-based information through mainstream and social media that reflects our shared values will allow, not only to promote dialogue built on diversity and tackle intolerance and stereotypes, but also to spread humanistic values, including those of human rights, gender equality and respect of the other. Initiatives such as the cross-cultural journalism competition can be encouraged and multiplied within members of the media who already constitute part of the ALF family. ALF will also consider possible synergies and collaborations with relevant media actors. ALF will also continue to promote and further support the involvement of media actors as active members among its National Networks.



V Main programming focus

5.1 Youth

Empowering young people is the backbone of the ALF action since its creation. It is present as cross-cutting priority, -with gender equality-, and has been object of the main recognised flag-ship programmes in the Euro-Mediterranean region. Reinforcing capacities and practical skills, amplifying their voices on pressing issues and global topics, institutionalising their participation in stakeholder and policy-making platforms and developing youth projects are the main focus of the new phase in line with UN SDG 8th “Decent work and economic growth”.

5.2 Gender Equality

In the new phase, the ALF aims to encourage initiatives and support actions that promote gender equality and raise awareness on the drawbacks of discrimination, particularly, contributing to eliminate gender stereotypes through education and media and fostering public awareness, thereby, encouraging cultural activities that deconstruct pre-established images and challenging cultural and social norms engaging with men to discuss traditional female and male perceptions on gender roles and equal footing embracing the UN SDG 5th “Gender Equality”.

5.3 Inclusion as a Way to Avoid Inequalities

Social inclusion is one of the main challenges for the whole Euro-Med region. The ALF aims to implement activities with strategic, long term goal “to learn others’ cultures unconsciously” as source of exchange, innovation and creativity. Initiatives following the UN SDG 10th “Reduce Inequality” that value equally all cultures to prepare the ground to ensure that all kind of groups living together are able to practice their own culture, values and traditions freely and fearlessly, to build confidence and self-assurance, in order for them to be able to accept others and understand differences.

5.4 Climate Change and Environmental Sustainability

The ALF will invest in promoting environmental sustainability to achieve fair social and economic development in line with the UN SDG 13th “Climate Action”. Climate change and environmental sustainability present an opportunity for dialogue and collective action across the Euro-Mediterranean to stimulate cooperation among ALF partners to support green, circular and blue economies, a better environmental governance and to facilitate the exchange of knowledge, experience and lessons learned in this field with a particular Mediterranean approach.



5.5 Digital and Media Literacy and Hate Speech

Hate speech is a deep-rooted, complex and multi-dimensional growing phenomenon in the region which mainly proliferates online, aggravating tensions between social groups. In this regard, ALF aims to develop a common understanding of the concept, nature and implications, strengthening education and awareness-raising initiatives and emphasising the role of social media and traditional media to countering all kind of extremisms and discriminations and enact dialogue into action to challenge hate speech at the community level in line with UN SDG 16th “Peace, justice and strong institutions”.

5.6 Culture and Creativity as a Common and Diverse Heritage

The Mediterranean basin shares common histories, heritages that bespeak cultures that are different yet similar. It is fertile soil for creativity that goes beyond borders. The ALF aims to support cultural action and creative content that aims to showcase and demonstrate that the Mediterranean (North and South) shares a common and diverse heritage and to value equally all cultures as a way to build confidence and enabling acceptance of others in all communities living together and among countries in accordance with UN SDG 11th “Sustainable Cities and Communities”.

VI Specific structural actions

6.1 Networks Capacity Enhancement

This programme is conceived to be implemented through a peer-to-peer approach by and for grassroots organisations and Heads of the ALF National Networks. It will follow a hands-on, results-oriented and interactive approach based on their expertise and on peer learning and work.

The main objective of this Programme is to provide highly interactive training sessions by and for ALF civil society members with the purpose to enhance capacities, develop effective skills and empower CSOs in certain areas related to Intercultural Dialogue management and promotion and to stimulate organisational and professional growth.

- To build and strengthen CSOs’ professional capacities for effective project design and management of intercultural projects in the EuroMed region
- To give knowledge on strategic planning and the key components of managerial skills in terms of communication, human and organisational resources
- To equip with solid conceptual foundations in specific topics to develop the vision, knowledge, skills, and abilities needed to face current and emerging challenges

At the same time, this peer-to-peer approach is intended to contribute to strengthening and enriching relationships among ALF Network members at the national and regional levels and thus getting a more cohesive ALF community.



6.2 Mobility for Action, Knowledge, Partnership and Creativity

Mobility as a tool for intercultural dialogue is key for contributing to the development of more resilient and inclusive Mediterranean societies and lies at the core of ALF's mission and work since its establishment. For its new programming phase, the Foundation envisages establishing a flagship mobility programme to support legal mobility in the region to develop and work on local projects; develop researches, policy papers and share knowledge with the public; design project proposals and policy, advocacy & visibility campaigns based on good practices/lessons learned.

Virtual and South/South, North/South, South/North mobility is contemplated to mitigate the already caused negative impact of visa and COVID-19 travel restrictions, and to ensure the prolongation of ICD work beyond geographical, political and cultural borders.

In this sense, the Foundation is promoting knowledge hubs, peer-to-peer learning, visibility of intercultural dialogue actions, social cohesion, sustainable fair/equal partnerships, and digital transition. Further, the importance of South/North/South knowledge exchange, priorities, and approaches in an effort to foster regional integration is recognised in line with UN SDG 17 "Partnerships for the Goals".

6.3 Intercultural EuroMed Internships

The ALF remunerated internships annual programme aims to foster interdisciplinary knowledge as well as practical know-how building. It is targeting talented youth from the 42 Countries of the Euro-Mediterranean region, who are willing to gain practical experience in a field relevant to the Foundation by being fully involved in the Foundation daily work during a period of 11-12 month.

The Internship Programme offers graduates of less than 30 years of age the opportunity to gain direct practical experience in learning from a diverse team on the promotion of intercultural and civil society dialogue in the face of growing mistrust and polarisation. Through it, ALF benefits from the input of young enthusiastic, motivated graduates, who can give a fresh perspective and an up-to date academic knowledge.

The Programme intends to improve the chances of talented youth in the labour market, as well as to allow for an exchange experience on skills with experienced staff. It also aims to advance knowledge of the Euro-Mediterranean region and appreciation of its cultural diversity, to promote familiarity and intellectual exchange among youth from all countries of the region and to engage into the intercultural dialogue in the face of extremist discourses and radicalisation.



6.4 Corporate internal and external communication

Effective communication is an essential pillar for the ALF, both externally and internally developing specific policies to improve the flow and transparency within the ALF and with its partners. This should be reflected in three communication layers: 1) Staff/experts at the ALF Secretariat 2) ALF Heads of National Networks, Advisory Council and Board of Governors members 3) Broader audience, including as priority the ALF grass roots members of the National Networks.

6.4.1 Corporate Website and Social Media

The corporate website of the ALF acts as the primary tool for external communication, complementing the social media channels of the Foundation. In this regard, it should be renewed to fit with the new ALF Corporate Plan and to ensure that is providing a permanent updated open platform presented in three languages: English, French and Arabic, with forty-two more interactive National Civil Society Sections to promote better exchanges, visibility and sharing knowledge between its partners and beyond. More visibility actions will be channelled through social media like twitter, Facebook and others to ensure outreach with particularly the youth and developing mobile journalism communication.

6.4.2 Monthly Newsletter

The ALF Monthly Newsletter, very reader-friendly, will serve to make visible the action of the Networks, Secretariat and public policies and to share experiences, best practices, opportunities, documentation, outputs and outcomes at regional level with the ALF Heads of Network and Network members, ALF Board of Governors, Advisory Council and the Euro-Med general public. It will be an integral component of the ALF communication and information strategy in the new phase.

6.4.3 Intercultural Dialogue Resource Centre

The main objective of the Centre is to make research, good practices, learning activities, expertise and events on intercultural dialogue in the Euro-Mediterranean accessible to everyone. The Centre offers a selection of journalistic articles, events, audio-visual materials, good practices presenting successful projects addressing a variety of issues relating to intercultural dialogue in the region. It also contains information on curated academic publications and the biographies and contact information for experts.