



Corporate Plan 2018-2020

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1. Purpose and Strategy

The Foundation is the central institution for intercultural dialogue in the Mediterranean, with a long-term strategy for investment in a generation.

The Foundation was created in 2003 on the initiative of Romano Prodi, then President of the European Commission, to “take action to restart dialogue and refuse the risk of a clash of civilizations”. Through our work, we build connections among people, promote shared values, and focus on the root causes of cultural divide.

A High-Level Advisory Group was formed in 2003 by President Prodi to explore the roots of polarisation, taking into account the impact of conflicts in the Mediterranean and broader context of economic globalisation, immigration and “identity”. In its Report, that serves as operational blueprint for the Foundation, the High-Level Group stress education, skills and media to renew cultural dialogue. This was the basis for the Member States of the Euro-Med Partnership supporting in 2004 the creation of the first common institution of its kind for dialogue.

During our first decade, we built the largest South/North network for Mediterranean dialogue, involving directly many thousands of young leaders, women entrepreneurs, educators, artists, journalists, researchers, local mayors and policy-makers. Our strategic focus is on preparing the next generation with the skills, attitudes and commitment to create together lasting change in the face of the region’s most pressing challenges.

In 2015, on the 10th anniversary of the launch of the Foundation’s multi-annual programme and the 20th anniversary of the Euro-Mediterranean Partnership, Member States approved the Strategy “Working Together Towards 2025”.

Setting out a long-term vision for the Foundation, the Strategy is characterised by its focus on recapturing the founding operational principles and addressing the three required conditions outlined in the High-Level Group Report, namely: “independence”, as a guarantee of its credibility and legitimacy; “sufficient financial and administrative resources”, given the scale of the challenges of bridging negative mutual perceptions; and “visibility”, to ensure the Foundation is identifiable with a place that is clearly visible and understandable.

“The Foundation needs, through its next decade of action ‘Towards 2025’ to assume the role envisaged by its forefathers as the region’s central institution reference point for intercultural dialogue in its diverse dimensions.”
Board Strategy (11.6.2015)

The Strategy acknowledges the increasingly centrality of intercultural dialogue today, and responds to the “collective call to action” articulated by Member States on the occasion of 20th anniversary of the Barcelona Declaration.

This is further captured in the working of the Advisory Council that frames Intercultural Dialogue as “a long-term sustainable solution to

improve quality of life in the region” as well as a central instrument for peace. In reacting to the regional policy context on Security and Migration, the Council also underlines that the challenge is to create “a positive framework for the future, rather than a negative one”, positioning intercultural action as addressing underlining causes of negative trends in the region.

This approach shifts in organisation to introduce longer-term developments: “the strategic functions of an expert organisation need to be developed so that the Foundation is in a position to benchmark, monitor and measure the impact of actions and policies, thereby exerting much more influence on policy through the evidence it

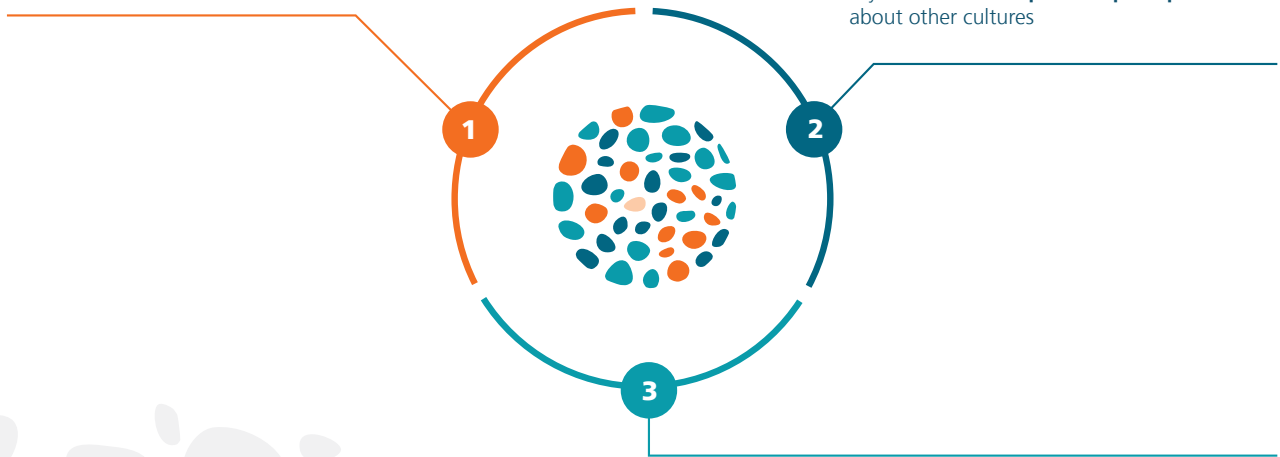
gathers, the expertise it can call on, and its clear visions for the future”.

Operationally, there should be a clear connection between the Foundation’s mandate for intercultural dialogue, its demonstrated leadership in the area and ways it responds to confronting major issues impacting on the Euro-Mediterranean region and wider global community: “Investment in longer-term, strategic developments of the Foundation, through a new data-driven communication policy and access to expertise, voices, innovative approaches and research on intercultural dialogue, will be key to conveying the Foundation’s message across the region’s societies”.

The centrality of intercultural dialogue



Partnerships with media



Investing in a Generation



Source: Anna Lindh Intercultural Trends Report 2018 based on Euro-Med survey by Ipsos-MORI

2. Priorities and Principles

We work in more than 40 member states, reaching thousands of people each year through our programmes and millions overall including digital media, broadcasts and publications.

The multi-annual programming pillars have been defined through a far-reaching process involving the main stakeholders of the Foundation. Our Corporate Plan sets out priority areas of action until 2020, what we will do to meet those priorities and how we will measure our impact.

Framed by the Board Strategy, and anchored in the landmark MED FORUM, our analysis took into account: the orientations of the Advisory Council; our scientific research on intercultural trends; consultations with our Network coordinators; external assessments; and the inputs generated across 42 national civil society and youth networks during the 18-month FORUM process. The Intercultural Trends research in particular provides a firm empirical basis for the Foundation's strategic focus on "investment in youth" and special contexts for the Foundation's programming: cities and media.








This has been further validated by the work of the Advisory Council and the Triennial Review on the Foundation's programme, that states in its report that "the newly adopted programming pillars for 2018+ have been built on a far-reaching process, are well-conceived and aligned with the Foundation long-term strategy (...) It is considered that this approach should address previously identified challenges, notably activity dispersion

and an administrative-driven approach" (EC Evaluation Report, May 2017).

Our programming is articulated around four priority strategic pillars:

- **Advocacy and Research:** Develop a proactive policy to embed Intercultural Dialogue policies at the local and national levels based on gathering of empirical data and platform for media dialogue.
- **Youth Voice and Exchange:** Create opportunities for youth-led dialogue that generates alternative narratives, and provides next generations with the skills to build together more open, resilient communities.
- **Intercultural Learning and Cities:** Enhance, embed and multiply intercultural dialogue capabilities of the different actors at local, national and cross-national level, with strategic focus on broadening intercultural
- **Networking and Cooperation:** Facilitate the creation of Euro-Med collaborations and partnerships, map priority areas of intervention and synergies among dialogue actors, and support collective visible actions.

Aligned with the priority pillars, Institution-building and Partnerships represents a fifth pillar focused on the "infrastructure" required to reinforce the Foundation's work as a network of civil society and expand its operational capacity

Priority areas of action		Programmes	SDGs (*)
Intercultural Trends Research	Media dialogue	 Intercultural Trends and Media	
Policy recommendations	Support to CSO research		
Skills development for dialogue and debate	Leadership capacity and opportunities	 Young Mediterranean Voices	
Policy platforms for youth inclusion	Network of youth ambassadors for dialogue		
ICD resource centre	Engagement with local stakeholders	 Intercultural Cities and Learning	
Intercultural dialogue capacity-building	Mediterranean Capital for Dialogue		
Mediterranean Forum for Dialogue	Resource network of Members and experts	 Network and Connect	
Support to civil society networks	Cross-network actions		

(*) Advisory Council recommendation (9.9.2017) to articulate programming in connection these and other SDGs.

through centres of excellence.

Our programming is built on core principles adopted by the Board and aligned with the Foundation Strategy. They are:

Quality, as a basis for long-term impact and stream-lining our programming;

Evidence-base, through leveraging data and research as the basis for defining objectives and outputs;

Distinctive Strengths, by focusing on activities that build on and strengthen the assets that the Foundation offers and its Euro-Med nature;

Partnerships, that can bring innovation, influence and income generation to our programmes development;

Visibility, through embedding communication at the start of our programming processes;

Sustainability, that is central to our long-term strategy.



3. Intercultural Trends and Media

The Foundation assesses intercultural perceptions and values in the region, and translates them into messages informing media and influencing policy-makers.

An evidence-based approach underpins our Strategy. We do research to better define the intervention logic of our work on cultural relations and understand the impact of our programming, as well as develop a pro-active outreach policy with opinion-leaders.

In the global arena today, deciding what is real in the many competing versions of stories reported in the media has become a major challenge for anyone who values honesty in society. Material such as the intercultural trends polling can show just how reality varies from what might be expected, given the provocative headlines often found in mainstream media or distorted visions that can characterise online sources.

The Foundation's work on intercultural trends has its origins in the Prodi High-Level Group Report. Since 2010, the Foundation has partnered with leading polling companies to gather a huge amount of data on what people see as critical aspects of life in this shared region, and the key similarities and differences they find between themselves and those from other countries, cultures and background.

As evidenced in the different assessments conducted, the Report constitutes a landmark in the region. However, to date the wealth of

information it contains has not been sufficiently disseminated and capitalised and more efforts are needed in order to translate it into tailored policy messages, targeting all relevant stakeholders. Added to this the potential of a media platform associated to the Report, as underlined in the conclusions of MED FORUM 2016 and the Rome Roundtable 2017.

Capitalisation of the previous Intercultural Trends research. The first focus of activity will be to capitalise on the research conducted between 2015-2017, principally through the roll-out of the Intercultural Trends Report 2018. To the maximum extent, in addition to adapted policy briefs, new and innovative means (including audio-visual and social media among others) will be used to support targeted dissemination and outreach of the Report to a wide range of actors, such as CSO Members of the Foundation, academics and students, media, policy makers, the general public and institutional partners. The media platform, to be developed with strategic partners of the Foundation, will engage practicing journalists, senior Euro-Med media executives and publishers in discussion of cross-cultural reporting and how they reflect their audience interests.

Carrying out the Intercultural Trends research 2018-2020. Following the capitalisation and dissemination of the third Trends Report, the new edition of the Report will be prepared during 2018-2020. The methodology used to produce the report will be similar to the previous Reports,



"Journalists across the Mediterranean have an enormous responsibility to report on the complexity of the unfolding events in the region."

Tim Sebastian, Former Chair of the International Jury of the Mediterranean Journalist Award

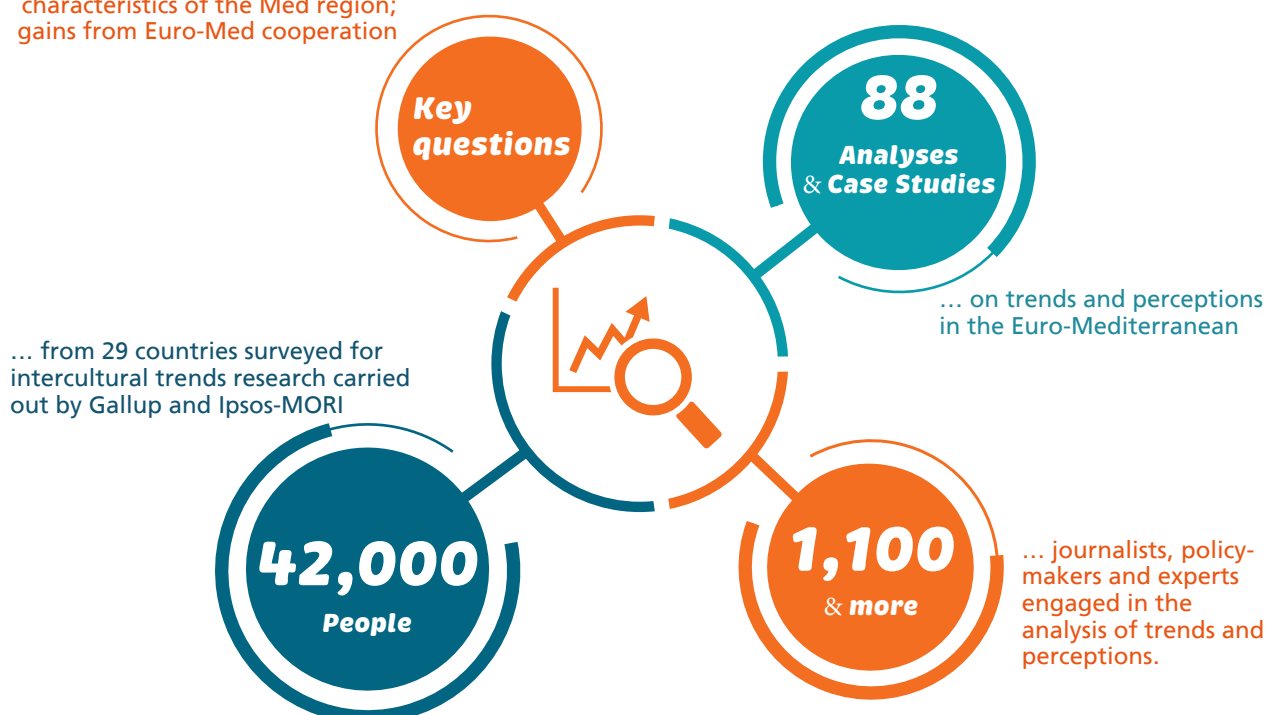
although its format / structure and drafting process will be revised in order to have more involvement from Members of the Foundation. As with previous editions, a scientific committee will be established, which will be in charge of defining: the thematic priorities for the 2018-2020 research; reviewing the polling questionnaire; and advising on the pool of international experts to be recruited. The drafting methodology for thematic papers will also be enhanced to include Foundation Members as well as relevant academic practitioners, who will take part in workshops to draft the preliminary results.

Media dialogue and supporting the research of Members. The development of a media platform associated to the Trends Report will permit: "media intercultural responses", connecting

Euro-Med journalists to experts who can provide comment and/or analysis on different topics with an intercultural dimension; "media dialogue" among practicing journalists, senior Euro-Med media executives and publishers, linked to actual dialogues such as the Young Mediterranean Voices debates; and large-scale mapping that captures existing good practice on cross-cultural reporting.

As evidenced in the different assessment conducted on the Foundation programming, there is potential to deepen research cooperation among Members and, more broadly, promote wider ownership of the Intercultural Trends Report. Selection of research initiatives will be connected to the thematic priorities of the Foundation's programme and the engagement of journalism schools.

... on values and perceptions;
mechanisms to prevent conflict;
characteristics of the Med region;
gains from Euro-Med cooperation



Intercultural Trends and Media - Examples of our work

Policy Debate Series

A pro-active outreach policy with opinion-leaders was initiated in 2017 to provide new Trends research to media practitioners, policy-makers, academic institutions, civil society and youth networks. With the aim to translate the data into tailored policy messages, policy debates were hosted at the Maltese MFA (27.4.17), Italian Parliament (23.6.17) and Italian Senate in Rome (12.9.17).

Global Study on Youth, Peace and Security

As member of the steering group on the UN Security Council-mandated Global Study on YPS, the Foundation has commissioned research on "Digitally-enabled Peace and Security", with references to its pioneering work on Intercultural Trends, and Young Med Voices as a best practice in cross-regional cooperation. The study is part of a long-term global strategy for investing in youth-led action for conflict prevention and sustainable peace.

Moving Youth Policy from Debate Into Action

The Anna Lindh Foundation secured the support of the Foreign Commonwealth Office for "Debate to Action", a strategic project combining in-depth field research of youth-led dialogue with the piloting of new capacity-building measures and community dialogues. The project involved a far-reaching network of institutional partners, from UNESCO and the Council of Europe to the World Leadership Alliance-Club de Madrid.

Media Dialogues

Through the Mediterranean Journalist Award, the leading regional prize for cross-cultural reporting, the Foundation has consolidated a Euro-Med network of journalists reporting on cultural diversity, and is engaging them in the analysis of trends and perceptions (Media Forum, Brussels 6.12.2017). Media partnerships for dialogue have been secured with leading media platforms such as BBC, Al Arabiya, Deutsche Welle, COPEAM, EBU, Thomson Reuters Foundation, Jordan Media Institute, Ashraq Al-Awsat, Euro-Med Media Network.

Changing media narratives

Strategic partnerships with media have led to a significant increase in Op-Eds in leading media outlets highlighting positive trends in the region. Examples include: The Irish Times ("Culture unites more than divides Europe and Mediterranean"); AnsaMed ("Euromed: trend interculturali, c'è ancora fiducia nel future"); Al Ghad Jordan ("86% of Jordanians think that education and youth programmes are efficient at dealing with the challenges of radicalisation"); and Times of Malta ("Migration is an issue, but not the most important").

4. Young Mediterranean Voices

The Foundation's work on youth-led dialogue and exchange provides platforms for young people to build together more open, inclusive and resilient communities.

Investment in youth is the central pillar of the Foundation's Board Strategy. We coordinate "Young Mediterranean Voices", the region's flagship dialogue programme that generates youth-led alternative narratives to extremist discourses.

Young women and men in the Euro-Mediterranean region represent the main beneficiaries of programming since 2005. This has been further validated by the Foundation's research on intercultural trends that provides evidence of growing public recognition on youth-led dialogue initiatives as the most efficient long-term approach to the prevention of conflict and extremism. In the last triennial phase, the Foundation's pioneering work on youth-led dialogue gained global recognition, from the United Nations to the EU-Africa Summit process. It has also been the strategic focus of a series of cooperation agreements with regional institutions, and firmly embedded in regional policies and programming.

All of this is framed by "Young Mediterranean Voices", the flagship programme of the Foundation that uses youth-led debate to develop critical cognitive skills and challenge negative mutual perceptions. The precursor phase of the programme was evaluated as "one of the most successful examples of a skills transfer and training initiative that is continuing to expand"

(*) and a new theory of change provides a global model of practice in moving youth policy from "debate into action". In the broader context of regional cooperation, a groundbreaking aspect of the Foundation's programming to 2020 will be bringing North a programme embedded in the Southern Mediterranean, and challenging traditional dynamics that have shaped Euro-Med relations.

A cadre of young influencers with enhanced skills for dialogue. During more than five years of evaluated work in the field, the Foundation has established and refined a successful model for building capacity, that works through the identification of strategic delivery partners ("debate hubs") at the local level. The debate hubs, identified through calls for interest, are hosted in schools, universities and youth associations. They are central to organising "cascade training" to multiply opportunities for debate skills development at a local level, and the preparation of annual "debate championships" that represent major visibility events at the national level. Building on external assessments, this component will also embed "peer facilitator boot camps" to support knowledge sharing and learning across the programme, and a "LinkedIn-style platform" will provide further incentives for skills development as well as gather data for monitoring and evaluation.

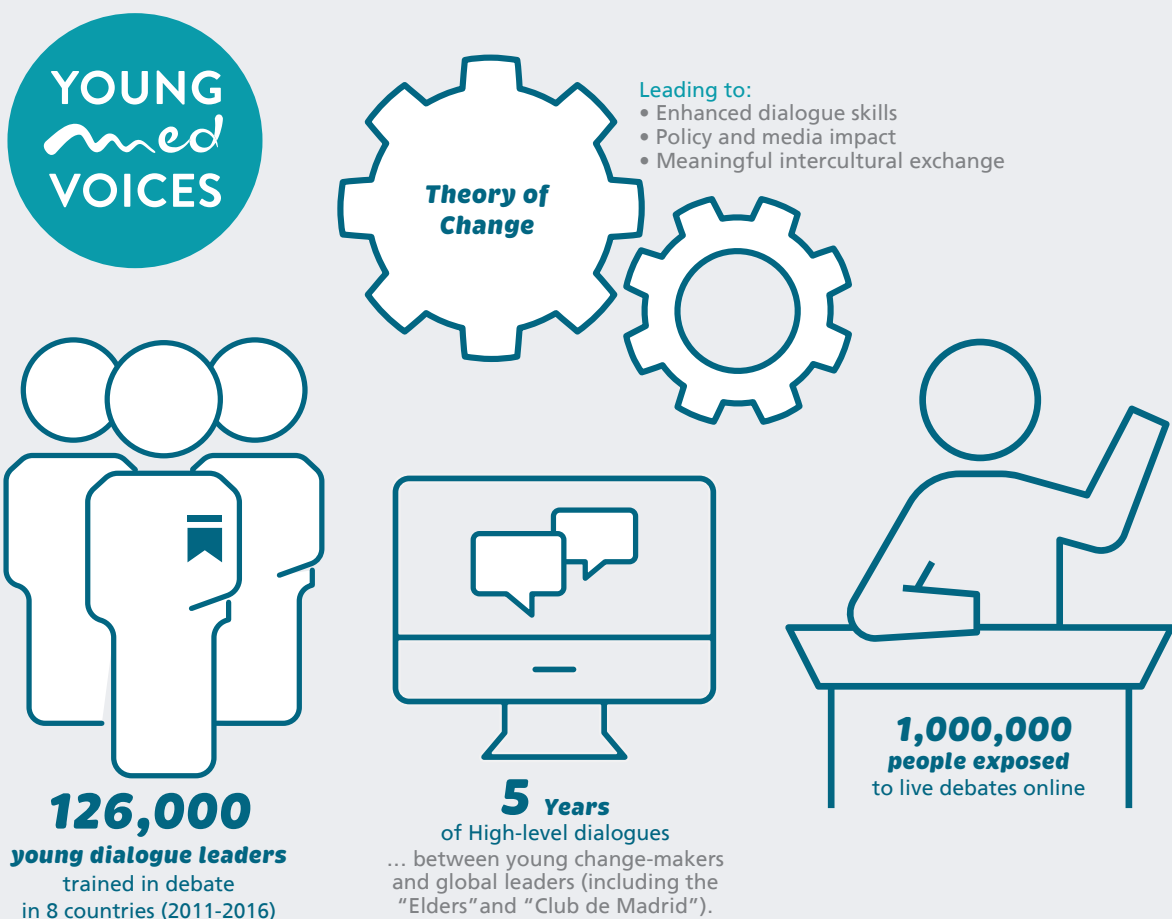
Mentoring programme on shaping policy and media narratives. In moving youth policy from

“debate into action”, enhanced skills are required to shape media narratives and positively influence public policy. A blended learning programme, with both online and offline elements, will involve alumni and ambassadors of “Young Med Voices” programme who are ready to go to the next level. It will benefit from the far-reaching network of the co-partners, including members of the World Leadership Alliance-Club de Madrid who will provide unique insights on leadership as former Heads of State. The YMV ambassadors network will be invited by strategic partners of the Foundation and National CSO Networks to take part in public policy platforms and outreach events.

Dialogue exchange and regional debate platforms. An innovative new component of

programming is the YMV: Dialogue Exchange. Youth from debate communities in the Southern Mediterranean will engage in Virtual Exchange activities with peers in Europe through facilitated, meaningful and multilateral interaction. Virtual Exchanges - defined as sustained, technology-enabled, people-to-people education programmes - have been proven to vastly expand the number and diversity of young people who have access to profound cross-cultural experiences, and will provide a platform for connecting debate communities across the Mediterranean.

YMV: Dialogue Exchange will also prepare the ground for the very first “Med Debate Championships” that will involve young debaters from across the region and create a unique Euro-Mediterranean platform for youth voice.



Young Mediterranean Voices - Examples of our work

Debate Training

The Foundation has established a model for skills development on dialogue and public debating grounded in critical thinking, whereby participants are first taught to listen, understand and absorb what others in the group are saying before responding to the messages being relayed. The training delivery is carried out through local debate hubs for a greater outreach impact.

Erasmus+ Virtual Exchange

Erasmus+ Virtual Exchange is a groundbreaking project to allow youth in Europe and the Southern Mediterranean to engage in meaningful cross-cultural experiences as part of their formal or non-formal education. It aims to expand the reach of the Erasmus+ programme through virtual people-to-people exchanges. In this framework, the Foundation is leading on the implementation of the advocacy training in association with Young Med Voices.

Facebook digital campaigns

Innovation Youth Labs have been piloted at the Euro-Med level (Malta, 23.10.16) by the Anna Lindh Foundation and Facebook to leverage the creativity of youth to promote alternative narrative campaigns to prevent violent extremism. The initiative has demonstrated how networks of connected youth across the Mediterranean can leverage new technology to tackle some of the most pressing challenges, and the model is now embedded in the Young Med Voices strategy.

Club de Madrid, fire-side chats

The methodology for advocacy and leadership, developed and piloted in 2016-17, provides the platforms and tools to identified "young influencers" and programme alumni to have meaningful dialogues with global leaders such as former Prime Ministers, members of the World Leadership Alliance-Club de Madrid, in a "fire-side chat" format. The model has been recommended through post-event evaluation, and is complemented with a pedagogical platform including webinars and digital interaction.

#Youth4Peace capacity-building

In the framework of implementation of the UN SCR 2250 on Youth, Peace and Security, the #Youth4Peace Training was carried out in 2017 to enhance the capacity of young people for intercultural dialogue and youth participation in conflict transformation. The training was carefully designed to empower youth-led organisations to take action for intercultural conflict transformation. The #youth4peace campaign has raised awareness of the role of youth in preventing violence and building peace through peer-to-peer capacity building activities.

5. Intercultural Cities and Learning

The Foundation enhances and embeds intercultural dialogue skills and capabilities of different actors at local, national and cross-national level.

The future city will be intercultural. Our members increasingly work in partnership with city networks across the Mediterranean to replicate and multiply good practice, and to embed intercultural learning at the local level.

Cities provide a critical space for the Foundation, as underlined in the Advisory Council recommendations and conclusions of MED FORUM 2016. "Intercultural Cities" was voted as the top issue by delegates of the FORUM, along with "Youth-led Dialogue", and has been a main recommendation of the National Civil Society Coordinators. This is also in recognition of the evidence increase between 2015-2017 in intercultural action among Network Members in response to a refugee crisis.

At the delivery level, one of the key areas of support the Foundation has developed since its inception has been through a system of call for proposals, both at local and cross-national level. Building on the different assessments carried out on the Foundation grants management, the programming to 2020 will merge the most effective schemes into one, in order to simplify procedures to be put in place while continuing to support Members and other relevant civil society actors in the region whose work is in line with the Foundation.

In addition, the Foundation will invest in mapping existing regional networks for city-to-city cooperation across the Euro-Mediterranean region, and consolidating cooperation agreements with existing platforms. The development of a first "Mediterranean Capital for Dialogue", as announced on the occasion of the 2017 Advisory Council meeting, will also represent an operational step to bring existing networks around the Foundation's intercultural dialogue agenda.

Support for Intercultural Dialogue (ICD) initiatives. Aligned with its strategic pillars and programming priorities, the Foundation provides support for ICD projects and initiatives. One of the areas of support of the Foundation since its establishment has been through a "call for proposals" grants scheme that aims to identify and support innovative projects involving jointly civil society organisations from the South and North of the Mediterranean. Building on the recommendations of the civil society Networks, the Foundation will merge during 2018-2020 its most effective grant schemes, in order to simplify the procedures while enhancing support in the field. "Intercultural cities and learning" will be an overarching theme, with a strategic focus on replicating, embedding and multiplying good practice at the local level.

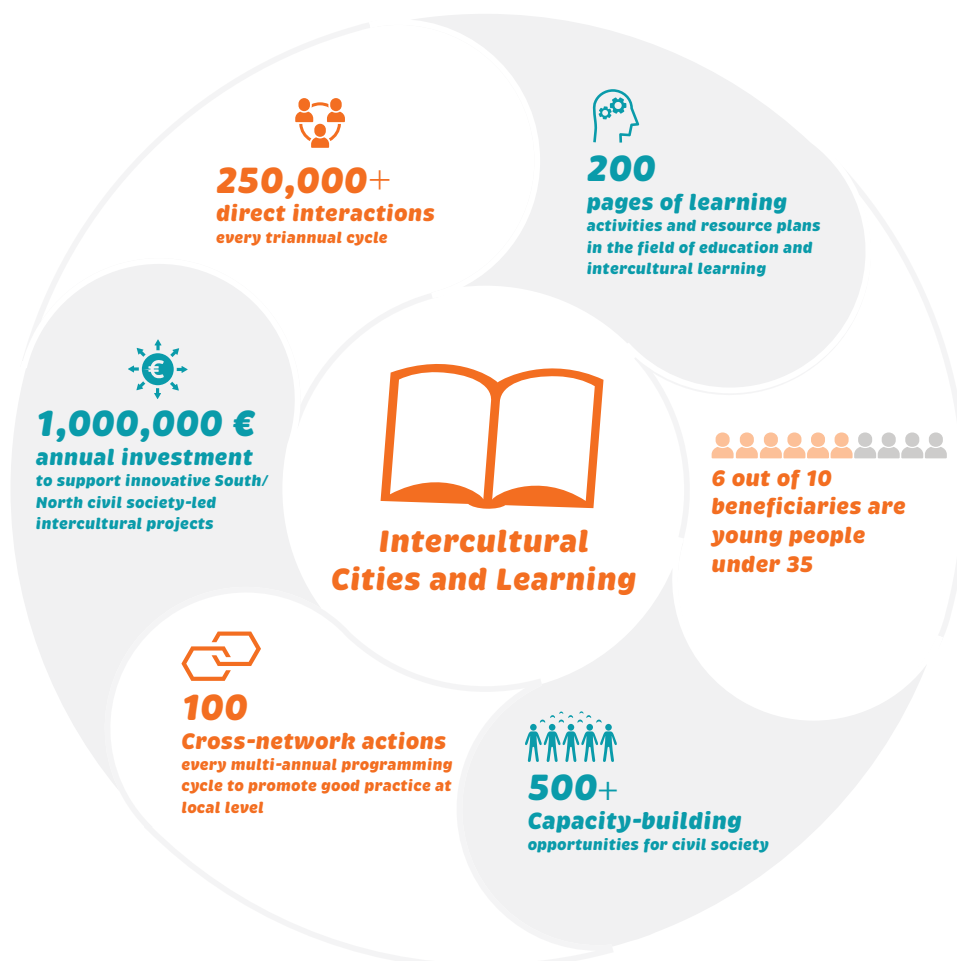
Capacity development and good practice exchange. The Foundation will reinforce its work on capacity-building with the aim of improving

the quality, reach and impact of intercultural action. This includes expanding the “training for educators” piloted in the previous multi-annual programming phase, with a view to strengthen a pool of multipliers for the organisation. There will also be the roll-out of the first “Education Handbook on Intercultural Citizenship” in the Euro-Mediterranean region, developed by the Foundation during five years and involving in the co-creation many hundreds of educators to the south and north of the region. Exchanges amongst and key and emerging actors on the priority programming themes of the Foundation will also be supported.

Setting up of an online ICD resource centre. Taking on board all available information related

to resources developed through the multi-annual programme 2018-2020 (capitalisation of the previous Intercultural Trends research, mapping of the Networks and interactive database), an online ICD resource centre will be established and regularly updated, in order to build a knowledge-sharing component of the Foundation.

The ICD resource centre will be accessible by all members of the Network and will become a space for exchange of practices, knowledge creation and sharing among them. The centre will also provide a platform for the Foundation’s pioneering work on Translation that connects innovative practice and key stakeholders in the ‘translation chain’ (publishers, authors, academics, libraries, foundations and private institutions).



Intercultural Cities and Learning - Examples of our work

Education Handbook

The Education Handbook is the first of its kind, developed during five years by educators from the Mediterranean region and Europe. It is a tool to support learning with young people focused on the knowledge and skills to play an active role in civic life. The Handbook focuses on intercultural citizenship learning, including practical case-studies from across the region.

Cooperation with Ministries of Education

Formal cooperation with the education sector has been central to embedding intercultural dialogue skills development in targeted countries. For example, a positive practice is the Memorandum of Understanding resulted from the British Council and ALF's joint advocacy work with the Ministry of Education in Tunisia, providing a framework to rollout debate curricula to school networks across the country.

Translation Platform

The Foundation has pioneered work on Translation for the development of an online platform connecting innovative practice and key stakeholders in the 'translation chain' (publishers, authors, academics, libraries, foundations and private institutions). The "Translation Platform" will be a 'one-stop shop' for capacity building opportunities, paving for partnership, and space for research and development.

Imagine: Migrant Journeys

"Imagine: Migrant Journeys" is an award-winning board game initiated with Turkey and Sweden, aiming to get players to understand what a migrant has to go through in order to get to Europe.

Non-formal education tools

During one year, youth from high schools in the Euro-Med region (Denmark, Turkey, Sweden and Lebanon) were mobilised through "Youth to Youth", raising awareness toward the Mediterranean refugee and migrant crisis using non-formal education tools to address the issue of intolerance among youth. The project included international capacity building (Copenhagen and Gaziantep, at the border of Turkey and Syria), roundtable discussions in local communities, and a discussion at the Danish Peoples' parliament on migrant inclusion through dialogue.

6. Network Connect

The Foundation runs the largest South/North civil society network for intercultural dialogue in the Mediterranean.

The Foundation is a Networking institution. We facilitate the creation of Euro-Med collaborations, map priority areas of intervention and coordinate MED FORUM, the most influential process and platform of its kind for intercultural dialogue.

During its first decade, the Foundation built the largest South/North network for intercultural dialogue in the Mediterranean, involving directly thousands of young leaders, women entrepreneurs, educators, artists, journalists, researchers, local mayors and policy-makers. This represents one of the main assets for the Foundation, with a global membership today of 4500+ civil society players in the Euro-Med region.

A priority for the multi-annual programming phase is to invest in mapping that can improve in-depth knowledge about the Network composition and its activities, both at a national and regional level. This is framed by a broader strategic review of the networking model of the Foundation that was a key recommendation of the European Commission Triennial programme evaluation, with a focus on governance and organization of the Network, space of growth, and funding instruments.

The preparation of MED FORUM 2020 will also present a framework and far-reaching process

to reaffirm civil society voice at the heart of the Foundation programme. Building on the previous editions in Barcelona (2010), Marseilles (2013), Valletta (2016), the next edition of the FORUM will have a strategic focus on “youth and resilient cities”.

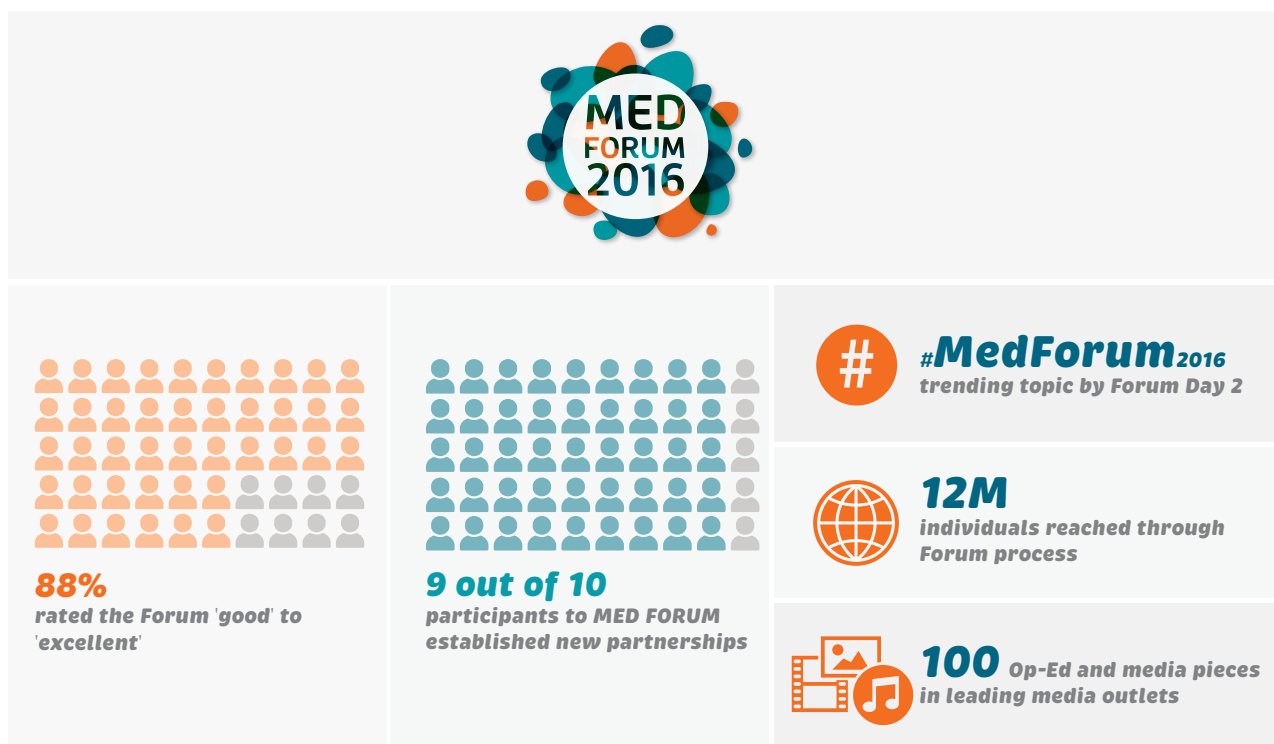
Mapping of the Networks. A priority action is to carry out a mapping of the existing Network, which should serve to identify and understand members’ roles and capacities (i.e. who they are, whether they are active or not, in which sectors they work, their main areas of activity, identify good practices, what is their added value, etc.). The Foundation has been steadily growing in membership, but there is not sufficient knowledge of members, as most of the relations have been so far channeled through the head of network organisations. With this information, an innovative data and resource base will be created, and an updating system of that data and resource base (on average every 2 years) will be designed.

Management support to Networks. The Foundation has the strategic intent to increase the functioning of the network of civil society networks, and put in place effective management support. The nature of this support for 2018-20 is framed by the review of the “comprehensive review of the networking model and management”, including definition of the terms of reference of the coordinating institution (rights and obligations) and of the Member organisations. The scope of support could include activities ranging from the

development of networking, information and communication tools to assistance in fundraising, project development and partnership-search.

Mediterranean Forum for Dialogue. The flagship event of the Foundation, MED FORUM, represents the largest civil society gathering and most influential process of its kind for intercultural dialogue across the Mediterranean region. The Forum connects a unique regional network of practitioners, policy-makers, media and international donors, united to create together real and lasting change in the face of the region's most pressing problems. The particularity of this 4th edition of the FORUM will

be the strengthened links between the Forum and the Intercultural Trends Report as well as the capitalisation of its outcomes. The FORUM is a far-reaching participatory process comprised of three sets of activities: preparatory meetings; the Form itself; and the capitalisation of outcomes. As per the previous Forum, the next edition with continue to be based on the approach of "thinking, sharing and building together", which can provide a space to share analysis, 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 programmes.



Data from the external evaluation of MED FORUM in Malta (2016).

Network Connect - Examples of our work

Non-formal and intercultural education

Members from 12 networks (Spain, Algeria, Ireland, Jordan, Lebanon, Lithuania, Morocco, Palestine, Portugal and Tunisia) were mobilised in Tarragona (December 2015) to showcase the value of non-formal education in tackling prejudices. Over 15,000 people gathered in the city, which transformed local spaces such as schools and streets into spaces for intercultural dialogue.

Mediterranean Forum

The MED FORUM is the Foundation's landmark movement to scale-up the impact of intercultural action in the face of unprecedented regional challenges. MED FORUM 2016 (Valletta, Malta) convened 680 delegates from 50 countries, with a global reach to millions of individuals through the Forum Live debates and global media partnerships. It was built on an 8-month programming process involving CSO national coordinators, youth sector leaders, intercultural experts, city-to-city networks, and regional institutions.

Cross-network action for Intercultural Cities

The Euro-Med Forum for Intercultural Cities brought together seven ALF networks (Czech Republic, Finland, Hungary, Israel, Poland, Slovenia and Sweden) to discuss the new strategic pillar of the Foundation on intercultural cities. As a result, an agenda with policy recommendations for local authorities was outlined, including questions of shared cultural heritage, intercultural learning, and urban development. Local authorities from Ljubljana, as well as the Slovenian Ministries of Culture and foreign Affairs, were key partners.

Communication capacity to counter hate speech

A blended training model was developed and delivered in 2017 across eight national networks (Czech Republic, Morocco, Hungary, Lithuania, Poland, Slovak Republic, Slovenia and Tunisia) to build the capacities of network members to access and use media tools to challenge prejudices and stereotypes about "otherness" and counter hate speech. The trainings focused on communication skills, data journalism, video production and social media strategies.

Intercultural Citizenship Platform

Turkey partnered with Bosnia and Herzegovina, Morocco, Slovenia and the UK in 2017 for a cross-network project to develop an Intercultural Citizenship Education (ICE) platform to enhance social and inter-cultural competences and skills, including active citizenship and intercultural understanding. The Education Handbook was the main source for the project's implementation, which was held in three locations (Morocco, Italy, Turkey) and included the engagement of experts, representatives of municipalities (Tangier), and migrants and refugees.

7. Institution-building and Partnerships

The Foundation is ensuring the required “infrastructure” to implement its Strategy and build a fully-fledged institution for intercultural dialogue across the Mediterranean.

Underpinning the Board Strategy is ensuring the Foundation has “a solid platform to build and grow on”. By 2020, we will be even more impact-driven, visible and sustainable, with a stronger evidence base and reaffirming civil society at the heart of our programme.

During the previous triennial phase, the Board of Governors adopted a series of policy measures with a view to “transit the Foundation from an EU-funded programme to a fully-fledged institution”. These measures were further validated by the Advisory Council, through its statutory meetings between 2015-17, and on the back of external assessments carried out on the organisation and funding model of the Foundation. They are also aligned with the overall objective of the ENI Support for “Institution-building and International Co-operation in the Southern Neighbourhood” (ENI/2017/04-456) that incorporates 7 Million Euros of funding support for the Foundation approved by EU Member States in July 2017.

The priority areas of action endorsed by the Board centred on: (a) embedding organisation functions for partnership development, monitoring and strategic communication, all of which are directly connected to opening up and securing complementary funding for the Foundation

programming; (b) enhancing the overall relations between the Headquarters and Networks by aligning the new communication and partnerships policy of the Foundation with the Networks’ development; (c) embedding the successful “partner-led funding model” established during the previous phase; (d) leveraging the new policy voice role that should “constitute a key component of the future organisation” (*); and (e) ensuring a “major realignment of the organisation structure” by moving from an administrative-driven approach to investment in the development functions of the organisation”.

Stakeholders Engagement and Policy Dialogue. In order to ensure good governance, the Foundation will embed an enhanced policy of engagement with its main stakeholders. This includes the statutory meetings of the Board of Governors (guardians of the Foundation’s purpose and ultimately accountable for the organisation) and the Advisory Council (that advises the Board, Executive and civil society networks on strategic policy orientations); and the Network coordinators (to be consulted on the Strategy and programming). The Foundation will also to maintain a global network of multilateral partners, including the World Bank Group, League of Arab States and UN agencies, that is the backbone of its new policy voice role on intercultural affairs with institutions and Member States.

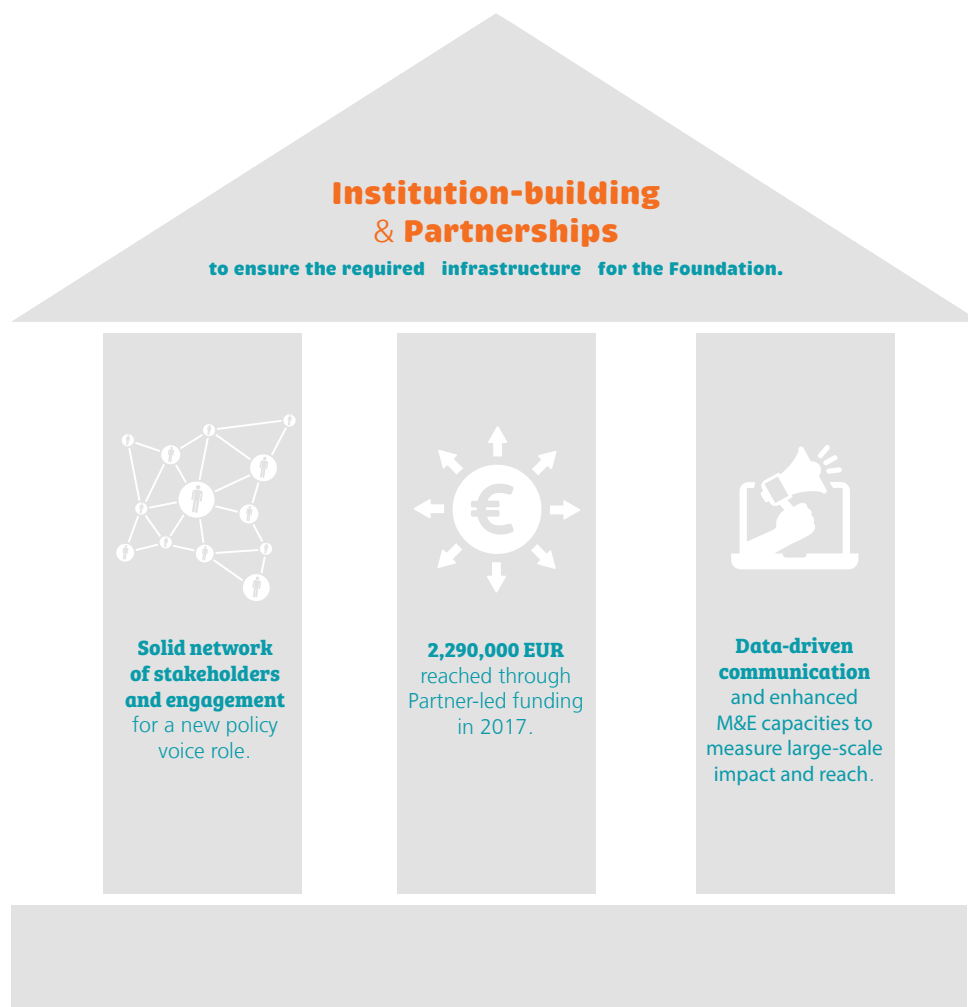
Strategic Partnerships and Business Development. As adopted by the Board, and further validated

through external assessment, the Foundation will “reinforce its successful partner-led funding model”. This is whereby the Foundation leverages its strategic partnerships to secure complementary funding via joint bids and tenders (as in the case of “Young Mediterranean Voices” that secured 20% complementary programme funding for 2018-2020). The partner-led model will be at the centre of a business development strategy to be consolidated by the Foundation with the support of external expertise. This area of work is key to addressing the lack of diversification in the sources of funding, and building a sustainable institution for dialogue.

Communication Policy and Monitoring System. Investment in “corporate communications” policy

and an effective “monitoring and evaluation system” are two inter-connected work functions that will contribute to communicating the impact of the Foundation.

It will be of output importance to invest in the design of a system where Information can be aggregated from the programme to strategy level, and a data-driven communication policy can be embedded across the organisation. In introducing this cultural shift in the way the Foundation works, there will also be a strategic focus to 2020 on capacity-building with the Foundation Headquarters and Networks, as well as embedding monitoring and evaluation in the Foundation’s work with strategic partners.



8. Our Network

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

From its very beginning, the Foundation was conceived as a Network of National Networks, established in each of the 42 countries of the of the Euro-Mediterranean region and bringing together around 4,500+ civil society organisations who share the values of the institution.

The members of the Foundation's Network are of very diverse nature, including NGOs, public institutions, foundations, local and regional authorities, individuals and private organisations. As set out in the founding document (High-level Advisory Group), the Foundation manages activities and networks of participants from civil society, either directly or via national networks that it coordinates, providing the required intellectual support, organising cultural meetings and events, and bringing together existing skills and expertise.

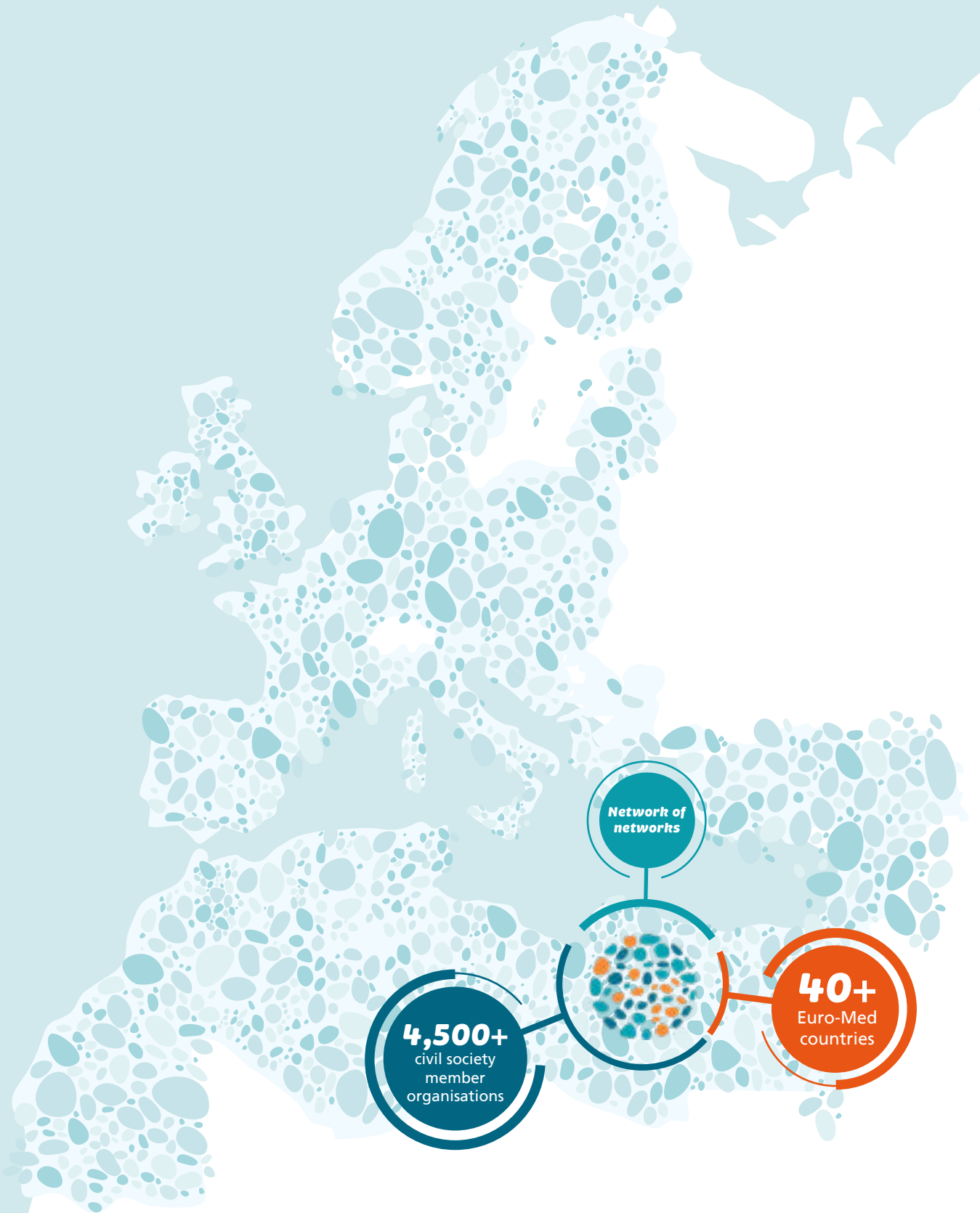
The Foundation's networking platforms and resources are central to multiply the impact and reach of our programmes, and support civil society and youth-led dialogue initiatives. The Foundation coordinates MED FORUM, the largest civil society gathering and platform and most influential process of its kind for intercultural

dialogue across the Mediterranean, and facilitate large-scale Cross-Network Actions involving CSOs and youth associations.

The Foundation has also established regional alumni networks through its flag-ships programmes, including Young Mediterranean Voices - the largest Euro-Med youth platform of its kind - and the Mediterranean Journalist Awards, the leading regional prize and recognition programme for cross-cultural reporting, with a consolidated network of 1,000+ journalists reporting on intercultural dialogue in the Euro-Med region.

Network of partners

Working in partnership with like-minded organisations is integral to the mission of the Foundation, and brings innovation, influence and income benefits to programme development and delivery. A series of co-operation agreements were adopted in the framework of the Board Strategy during the previous tri-annual phase, among them: World Bank Group/CMI, OSCE, League of Arab States, Club de Madrid, Bibliotheca Alexandrina, Friends of Europe, UNESCO, IAI/ New-Med, MEDAC, UNIMED, COPEAM, EUNIC Global, British Council. Synergies are also being enhanced with ENI regional programmes (Open Neighbourhood, Med Media), and with EEAS Strats. Comms. Task-Force South.



9. Policy dialogue and regional cooperation

The Foundation is central to the policies, strategies and priorities of the Euro-Mediterranean Partner countries and regional institutions.

The Foundation is the first multi-lateral organisation of its kind for Mediterranean dialogue. We are increasingly called upon by Member States to support and complement their actions in promoting stability, development and social cohesion at the national and regional level.

As a shared institution, co-created by the Euro-Med Member States and working through the largest Network for civil society dialogue in the Mediterranean, the Foundation is in a unique position to contribute to regional dialogue. During the previous triennial phase, the Foundation was firmly embedded in the policies and programming of the EU and Mediterranean partner countries.

Our work has been embedded and referenced in regional and sub-regional frameworks including:

- Africa-EU partnership - with the Foundation invited to play an active role in the preparation of the Africa Union (AU)-EU Summit of November 2017 (on the theme of "invest in youth") and the preceding AU-EU Youth Plugin-Initiative in Abidjan that involved alumni of the Foundation "Young Med Voices".
- League of Arab States-EU cooperation - with a focus on the work being pioneered by the

Foundation on youth-led dialogue, and a cooperation agreement between the League of Arab States (LAS) headquarters and the Foundation in the framework of the EU-LAS Foreign Ministers' Meeting of December 2016.

- 5+5 Dialogue - the grouping that brings together five countries from each of the north and southern shores of the Mediterranean, and has issued a series of declarations stressing their intent to deepen Euro-Med cooperation via the Foundation and in the domain of youth development.

The Foundation also builds cooperation with the other Euro-Mediterranean institutions, including the Secretariat of the Union for the Mediterranean (UfM) and the Parliamentary Assembly of the UfM.

ENP Review and Global Strategy

The Foundation and its strategic programming have been firmly embedded in the regional policies of the EU and Partner Member States.

The European Neighbourhood Policy Review (ENP) carried out in 2015 reinforced the central role of the organisation, with references to the Foundation and its flagship programme "Young Mediterranean Voices" (YMV).

The Joint Report on the implementation of the ENP Review to the European Parliament and the Council (Brussels, 18.5.2017) went further:

“the Foundation continues to be the EU’s main interlocutor in matters of intercultural dialogue, and promotion of mutual understanding. Under the chapter on key priorities, the Joint Report on the ENP Review also states that “the Young Mediterranean Voices initiative has started building on the Young Arab Voices programme, and has expanded its reach to include EU countries as well as countries in the Southern Neighbourhood. Under the auspices of the Anna Lindh Foundation the network brings together young teachers, journalists, social entrepreneurs as well as peace and democracy activists”.

The Foundation is embedded in the Global Strategy of the EU and the first Joint Communication on “Towards an EU strategy for International cultural relations”. This framework has opened up new areas of cooperation with the European External Action Service (EEAS) with the Foundation invited a member of the EU Task Force South (initiated in February 2015 to improve communications to the Arab world). Through the first “international cultural relations strategy”, the Foundation has joined forces with EUNIC Global to deepen the in-country impact of existing youth programmes and promote a common framework for results-orientated monitoring of cultural relations.

“The Anna Lindh Foundation, with its 42 country UfM-wide network of 5,000 civil society organisations, continues to be the EU’s main interlocutor in matters of intercultural dialogue, and promotion of mutual understanding.”

Report on the Implementation of the European Neighbourhood Policy Review
(18.05.2017)

“The Ministers underlined in particular the importance of cooperation on youth matters and welcomed the contribution of Anna Lindh Foundation and other bodies to this work.”

Declaration 4th Meeting of the Foreign Ministers of the European Union (EU) and the League of Arab States (LAS) (20.12.2016)

“The Foreign Ministers of the “5 5 Dialogue met on 28 October 2016 in Marseille. They underlined in their conclusions “the landmark MED FORUM of the Anna Lindh Foundation” (23-25 October) and called for reinforced efforts to support the Foundation s work on youth-led dialogue.”

5+5 Ministerial with participation of youth alumni networks of the Foundation (28.10.2016)

“The EU will support the second phase of the Young Arab Voices programme (now expanded to cover the Euro-Mediterranean region) to deepen the dialogue between young leaders and civil society representatives and counter extremism and violent radicalisation.”

Joint Communication to the European Parliament and the Council: “Towards an EU strategy for international cultural relations”
(8.6.2016)

10. Organisation and Resourcing

The corporate principles which underpin the Foundation are quality, efficiency, visibility, working through partnership, and sustainability.

The Foundation represents value for investment. We are maximising resources, streamlining programming and embedding effective performance management in order to increase the reach and impact of intercultural action in the field.

The multi-annual work programme to 2020 will significantly benefit from the Foundation Strategy and policy measures taken by the Board of Governors during the previous triennial phase²⁴. First, in terms of resourcing, having secured a significant increase in programme financing resulting from the strategic focus on “investment in youth” and “working through partnership”. Second, in terms of impact, with professional tools and expertise in place to ensure evidence-based programming, performance management, monitoring and evaluation, and strategic communication. This will be the “return on investment” of the Strategy.

Values and Good Governance

The values of the Foundation are those assumed by the Euro-Mediterranean partner countries and expressed in the Barcelona Declaration (1995): pluralism, cultural diversity, mutual respect between societies, religions and beliefs, rule of law and fundamental freedoms.

Our Board of Governors, comprised of the Foreign

Ministries of 42 Member States (from Maghreb, Middle East, Balkans, Turkey and EU member states) are the guardians of the Foundation’s purpose and ultimately accountable for the organisation. The President, who has a statutory role to report to Ministerial meetings, presides over the Advisory Council that advises the Board, Executive and civil society Networks on strategic policy orientations.

The International Headquarters, headed by an Executive Director and a multi-cultural team, is responsible for the overall management and development of the Foundation. The organisation is structured on an executive management, two main directorates (operations and administration / strategy and partnerships) and eight core functions that correspond to the Statutes and Strategy of the Foundation: programme development, grants management, partnerships development, communication policy, finance and corporate services, monitoring and evaluation, executive office and statutory bodies support.

Resources and Financial Plan

The income projections for 2018-2020 represent a 45% increase on the previous triennial phase, estimated at 16 Million euros.

The Foundation financial plan to 2020 is based on the Strategy and related policy priorities defined with the Board during the previous triennial phase:

- Budgeting on formally pledged contributions of Member States and contracts secured with donors, that is essential for sound financial management and effective planning;
- Ensuring increased levels of resourcing for civil society/youth-led dialogue initiatives and the activities of Members of the Foundation, with a larger global budget for activities;
- Investing in professional development, performance management and HR policies at international standards, to secure and retain high quality professional staff and expertise.

While the delivery of the Corporate Plan is founded on solid financial ground, the funding model of the Foundation requires ongoing reform in line with the policies adopted by the Board between 2018-20.

This takes into particular account the negative trend in Member State (MS) contributions towards Euro-Med institutions, further evidenced by the Triennial Programme Review, and the potential of opening up areas of complementary programme financing through investment in partnership/business development, strategic communication, monitoring and evaluation.

HOPE



Image: Design by young Tunisian artist for MED FORUM, the landmark event and far-reaching process that was central to the strategic programming to 2020.

The Foundation programmes are co-funded by the European Union:

