



**Anna Lindh
Foundation**
— E U R O M E D —

GLOBAL REPORT

14th Annual ALF Heads of Network meeting

Brussels, Belgium, 18-21 November 2015



| | | |
|----|-------------------------|---|
| 1. | Introduction..... | 3 |
| 2. | Table of Contents | 4 |
| 3. | Summary Report..... | 5 |



1. INTRODUCTION

“It’s been an interesting year. We came here having specific things in mind, and now we should ask: Where do we go from here?”

OBJECTIVES

a. Devising the best ways to implement the new Intercultural Strategy:

By providing and sharing ideas about programmes and initiatives which might be developed by the Foundation in the mid and long term period in the framework of the major strategic dimensions identified.

b. Drafting a road map for the Network’s development by 2025

By defining together on the crucial and unique role of the Networks in relation to the current challenges within a 10-year perspective.

c. Reinforcing Communication and Capacities:

By exchanging good practices and by implementing a mutual capacity building approach for Network’s development and ALF communication on the basis of the new communication strategy put in place.



2. TABLE OF CONTENTS

Wednesday November 18th 2015

- **Sharing opportunities for improvement.** Open plenary session.

Thursday November 19th 2015

- **Working Together towards 2025.** Plenary session.
- **Network Support Mechanisms & Synergies and Intercultural Initiatives.** Plenary Session.

Friday November 20th 2015

- **Exchange of Good Practices promoted by the National Networks.** Plenary Session
- **Communication Strategy. Capacity Building. G1&G2 Parallel sessions**
Network Coordination and Development. Capacity Building. G1&G2 Parallel sessions.
- **Conclusive Remarks.** Plenary session



1. Sharing opportunities for improvement. Open Plenary Session

The open session of the 14th Annual Heads of Network meeting was conceived as an open space to exchange the main concerns and updates related to the transitional period between Phase III and Phase IV as well as to introduce some of the key challenges regarding the upcoming year. By quoting the speech of the Executive Director of the ALF, *“We look forward to the exchange so that we can look for the best solutions to solve the issues and allow us to move forward”*.

The session unfolded around three main issues, which have been tackled not only during the opening session, but throughout the whole program of the meeting:

Long term vision and institutionalization

Since the beginning of the year, the ALF has been facing different challenges, both internal and external. The context in which the Foundation operates is increasingly unstable and many emergencies appear through the Euro-Med space. The raise of the xenophobia and hate-speech in our societies, the refugee crisis, the dynamics of conflict in all its shapes make the ALF and its work more necessary than ever. The challenge being how to mobilize our best resources and existing knowledge and put it into practice in the most effective way. In words of Caroline Y. Robertson-Von Trotha (Germany): *“What is the border of what is acceptable and what is not? This is the background we need to consider when we think about the institutionalization of the ALF. We can do a lot more with the richness around this table. The secretariat can do more but also we, as Heads, can do more for the ALF. There is much more richness among the networks that any of us knows and more than the Secretariat knows.”*

The nature of the ALF is the source of both its richness and its fragility. At an internal level, the Foundation must now address the challenge of ensuring stability for its work. This implies an assessment of the relation with the ALF and its stakeholders and a shift towards a strategic perspective. As stated by the Executive Director of the ALF: *“We are trying to work to create more stability, which goes to the change of its project nature. We don’t want to work in cycles of 3 years with a year to implement and a year to wrap up. It’s not working. Instead we want to work in a longer-term vision”*.

Communication and visibility

The relevance of the ALF as a key actor in the region is challenged by the lack of visibility. There is a general consensus on the fact that our work is pertinent and necessary but we were weak in channeling a proper vision of our role and mission. In this regard, the Executive Director shared the process launched along with President Guigou: *“This was discussed in Rome during the last Advisory Council meeting this year and now we are in the process of finalizing the new communication and visibility program for the Foundation.”*

The program will address the weaknesses raised by the Heads of Network, such as the inadequacy of the ALF website or the need for a comprehensive and harmonised way to communicate our work to other actors. As summarized by Mohamed Fahmi (Morocco): *“The site of the Foundation should highlight all the activities that are put in place in order to reinforce the links in the Euro-Med space; we should not just focus communication in speeches. Moreover, communication should not just be limited to the ALF website; it should be much bigger than that.”*



Coordination between ALF Secretariat and Heads of Network

In order to attain the goals that we all share for the ALF, the mechanisms for internal coordination between the Networks and the ALF Secretariat must be revised and improved. There is a shared diagnosis in this regard, that tackles the need for a better definition of functions, roles and means to ensure a better support to the Networks from the Secretariat as well as a deeper awareness of the work of the Networks by the Secretariat. By quoting Richard Shotton (UK) *“We need to have more ongoing dialogue between the networks and the [ALF] Secretariat.”*

This relation is very much affected by the bureaucratic processes required before the implementation of the activities and programmes planned at the local, national and regional level. Such shared concern is being addressed by the Secretariat, as the Executive Director explained: *“Procedures are complex and we need to establish where the most frequent problems the networks encounter are. Based on this we can try to develop a response from the Secretariat.”*

However, after a rich and participatory discussion all the actors involved expressed a shared perception of the potential of the ALF and its networks to contribute to build a better future in the region. A task, which the Executive Director summarized as follows: *“There is a much bigger contribution the networks can make for the Foundation than just implementing programs. The networks are on the ground close to the civil society, where they can play a major role as to advising the Secretariat about the major trends on the ground. This is important for us to put in place the plans for activities. There is a large room for the networks to start today thinking long-term about programs to be implemented in the next phase. You know the leading trends so you can tell us where we need to go. The networks are very capable. What I would like to establish is a pool of these resources within the networks for all the networks to draw upon. This way we can give credibility to the networks by using our own resources, rather than going beyond what we have available. This way we can further establish the Foundation as the platform, the institution for intercultural dialogue in the Mediterranean.”*

2. Working together towards 2025. Plenary Session

The Annual Heads of Network meeting took place in Brussels, few days after the terrorist attacks in Lebanon and in France. The impact of such events was deeply present in the opening/welcoming words of the Geoffroy d'Aspremont, representative of MEDEA, the Head of Network Institution in Belgium: *“We will fight extremism. We must not forget that even though we know what we are facing may be obvious for us in this room, our governments might not always give us the impression that it is a priority for them. We must make sure this meeting can reinforce the network.”*

Following up the words of M. d'Aspremont, the Executive Director of the Anna Lindh Foundation shared an introduction to the main aspects of the strategy “Working together towards 2025” which aims at building on what has already been attained by the ALF while addressing the existing gaps “to make sure the Foundation has the capacity to act as a central institution for intercultural dialogue in the next 10 years”.

The strategy is organised around five main ideas;

- Investing and opening a long-term perspective;
- Increasing the focus within our action and the emphasis on quality, visibility and communication;
- Sound and transparent management;



- Assuring a return in investment in people;
- Addressing the essential elements to assure long-term credibility and visibility in the region;

Four strategic fields of intervention are targeted:

- reaffirming the role of the networks;
- long term investment in youth;
- partnerships with key actors/institutions in the region;
- visibility and communication.

In this regard, the first step has been the launch of a communication audit during the months of July-August 2015; the initial assessment of which raises the following points:

- The need to invest in the brand identity of the institution;
- The inadequacy of the existing communication mechanisms;
- Leverage visibility from flagship projects;
- Centrality of a digital strategy to amplify the impact and reach the target groups that we are trying to help/access/work with;
- Partnership-building with strategic actors, as a tool for large scale dissemination in the region;
- The need to build the communication strategy with media expertise.

Following the communication audit, the ALF team has started to and is working on the elaboration of the first global communication strategy for 2016 and beyond. The initial stage of the strategy implementation will consist of the following:

- Imbedding new assessment criteria into the programs, focusing on reinforcing the visibility and communication criteria in our work;
- Applying the newly approved allocation for visibility with tailored plans for each program;
- Implementing the new model, reinforcing its role and enforcing its image within the region, between main institutions;
- Investing in internal organigram, which means launching internal calls for open positions first, before external calls.

The strategy targets a central component, which is the investment in youth. In this sense, an agreement has been concluded with the British Foreign Office *“to invest in more qualitative research and development in investing in youth development.* This could become a model of good practices, assuring our positive impact in scaling up investing in youth. The ALF will also continue to reinvest its involvement in youth and their contribution in shaping and conveying values among their immediate community.” Many efforts have been made to reinforce the role of the ALF to bring policy to regional forums, thus establishing partnership agreements with UNESCO, Club de Madrid, OSCE, etc. Following the presentation of the new ALF strategy, the floor was open for reactions and contributions, most of the aspects tackled can be grouped in the below domains:

Importance of Visibility and Communication:

The Heads of Network contributed to the aspects of the communication strategy presented by the Executive Director, highlighting other elements of the ALF communication that might have been underestimated. A pledge for an upstream participatory method in the definition of the strategy was shared by all the HoN. This will allow to incorporate the insights of the needs of each territory, regarding the tools available for the HoNs (national website, social media profiles, database, etc.) as well as the distribution of the educational tools already produced by the ALF. Some HoNs proposed that communication tools should encourage the activities of the networks and foresee the involvement of



journalists. Many HoNs stressed the fact that a better work in communication requires resources both human and financial.

The internal dimension of communication was also underlined, especially concerning the need for tools and mechanisms that will facilitate the mobilization of the knowledge already existing in the Networks. The richness of a diverse and broad Network such as the ALF one requires instruments to visualize the potential and expertise. A practical and user-friendly database as well as a digital mapping exercise could be a first step, to visualize both the fields of intervention and the dynamics of collaboration and networking among network members.

The role of the National Networks

Membership of the ALF networks is a critical point. As Suvi Laakso (Finland) highlighted it, “You have to have a community”. Building a community implies a reflection about the commitment required to the network members, the dilemma between quantity and quality. Mobility, volunteering, accreditation and exchanges are also a very good way to build community among members, sharing practices and experiences among diverse realities.

However, little can be achieved without a shared vision on the role of the actors of the ALF. A common understanding of the contributions of each part of the ALF structure is required to ensure the best results. In this regard, some HoNs called for a revision of the guidelines for governance of the Networks that would take into consideration the changes encountered and experienced by the Networks in the last 10 years and benefit from the lessons learned.

Such process implies reconsidering the role that can be played by the HoN at a national level, acting as both multipliers in the territory and interlocutors with the national authorities. Also to identify the expertise in the benefit of the whole structure. As proposed by Rasha Shaaban (Sweden): “*The heads of network can work with the Secretariat to identify priority topics to focus on and to create a database of experts and trainers, available for everyone to access*”.

Fields of intervention:

The need to prioritize some strategic fields of intervention is widely shared and some topics have been highlighted. Thus, some participants encouraged the work with youth (ambassadors of dialogue), pledging for an exchange-based approach. Furthermore, partnerships between relevant Euro-Med initiatives and the Foundation, Knowledge and exchange programmes promoting scholarships and exchange of good practices, partnerships in the field of research and Universities have been proposed, with the aim of getting the best out of the already existing partnerships with universities and mobilizing expertise in the field of intercultural dialogue.



3. Network Support Mechanisms & Synergies and Intercultural Initiatives. *Plenary Session*

The afternoon of 19 November was devoted to a wrap-up and debate about the working group discussions held in the morning as a result of an on-line consultation process held prior to the HoN meeting and coordinated by the HoN themselves.

NETWORKS SUPPORT MECHANISMS

Robert Krizanic (Slovenia) facilitator of the working group on Networks support mechanisms presented a preliminary report of the working sessions held in the morning and floor was open for open discussion. Following up and further to the presentation and the debate, the below aspects have been stressed:

- The first and most urgent matter was the need to simplify the administrative procedures and rationalize the period required by each step of the administrative process. The need to respect the framework of the procedures by which the ALF is tied to has been underlined.
- The need for improvement of the *“internal communication among different stake holders in the Foundation. This is essential for working well from now onwards.”* Ensuring transparency and constant flow of information should be a priority always by taking into consideration and complying with the equal treatment in the frame of different schemes addressed to the networks
- The proposal of creating *“an online platform for sharing ideas among members and HoNs”*. Such platform would allow to exchange good practices and experiences of governance and network management among HoNs: *“all networks want to know what other networks are doing better”*
- Concerning the financial support to the Networks, the criterion related to the distribution of funds based on the number of members enrolled in each network and its geographical distribution has been identified as not being sufficient. *“This way of financing and distributing funds should be revisited to create healthy competition among networks to be more active”*
- Suggestions to launch scholarships in the framework of some of our programs have been presented It has been clarified by the Secretariat that such model is not feasible and eligible in the current phase but other possibilities to support mobility and exchange may be explored.

SYNERGIES AND INTERCULTURAL DIALOGUE INITIATIVES:

Stefanos Vallianatos (Greece), facilitator of the working group on Synergies and Intercultural Dialogue Initiative, by presenting a preliminary report of the working sessions held in the morning, opened the floor for discussion. As a result of the presentation and the debate, the below aspects have been stressed:

- *“How to reinforce partnerships with major actors in the field. The funding from the Foundation is not enough, and we should look for complimentary ones to attain larger impact. We need to know our specific aims. Then we can look for appropriate partners to work with.”* Euromesco has been cited as example of impact in the field of advocacy for policy recommendations.
- Choices about the fields of intervention must be made not only according to the trending topics, but also according to their relevance for ALF work. In this regard, HoN recommended the implementation of *“programs and activities that would allow the networks to combat violent extremism, xenophobia.”*



- Combining different formats of intervention: artistic residencies, counter-acting xenophobia in the social media and online expressions, training for trainers against hate speech, reconsidering the debate competition model, creating scientific think tanks *“to bridge academia with civil society activism”*
- Thematic platforms should be reconsidered and implemented *“we must bear in mind that the added value of the ALF is the cross-disciplinary, cross-region, cross-background element”*;
- Micro grants have been proposed as more efficient instrument to promote ownership, mobilization of CSO’s, qualitative work and social impact
- A more decentralized functioning of the ALF structure based on the principles of ownership, transparency and flexibility, allowing a more active involvement of the HoN .A consultative committee of HoN elected on rotary basis was proposed.

At the end of the session, the Executive Director thanked all participants for their contributions that, he said, *“will be reviewed and assessed for procedure improvement”*.

4. Exchange of good practices. Plenary Session.

With the aim of sharing some examples of the potentiality of the ALF National Networks as a multiplier actor at a local, national and regional level, on 20 November, the meeting focused its attention and debate on the exchange of good practices led by different Heads of Network.

- A first presentation about the new experience of partnership between the British Head of Network, the British Foreign Office and the ALF was presented by Richard Shotton (UK).
- Patrick Gruczun (Sweden) and Anastasia Perstjonok (Estonia) shared the lessons learnt after organizing a joint Network Meeting in the framework of the Step 7 of Network Coordination Support scheme,
- Mohamed Fahmi (Morocco), shared the main outcomes of the Civil Society Forum Of The West Mediterranean Dialogue 5+5 held in Tangier following the initiative of the Moroccan Ministry of Foreign Affairs and the ALF HoN.
- The last presentation was devoted to the presentation of the Cross Network Activity *“Non-formal and intercultural education in the Mediterranean”* presented by the Spanish HoN in co-operation with 11 ALF Networks , namely Morocco, Algeria, France, Ireland, Jordan, Lebanon, Lithuania, Palestine, Portugal, Tunisia, Belgium.

As follow up of the four presentations, the floor was open to exchange other initiatives. Anu Leinonen (Finland) screened the promotional video on the ALF mission produced by the Finnish network targeting youth.

At the end of the session, the signature of a memorandum of agreement between the Swedish and the Tunisian networks took place. It signifies an example encouraging the members of both networks to work together on certain areas of intervention.



5. Network coordination and development *Capacity Building Sessions G1&G2*

With the aim of tackling two of the main fields for improvement identified in the ALF strategy “Working together towards 2025”, two thematic sessions were organized to share the on-going processes of improvement in the field of Network Coordination and Development. The sessions were organized as an opportunity to present the basic aspects of the administrative cycle of the ALF funds as well as to share the weaknesses and strengths identified by both the ALF secretariat and the HoN.

With regard to this, Cristiana Gaita (Deputy ED and AFU HoU) summarized the administrative cycle as follows:

The ALF has different schemes/different calls for proposals

- Network Coordination Support
- Cross Network Activity: 1 beneficiary
- Network Intercultural Actions: 42 beneficiaries
- Call for Proposals: due to be closed in 15 December. Expected 30-40 awards.
- The evaluation process for any call implies
 - Administrative evaluation: a yes/no checklist of the administrative requirements
 - Technical evaluation:
 1. Assessing the capacity of the applicant and the partners if you are a consortium
 2. Assessing communication
- All procedures are based on same legal frame:
 1. No conflict of interest and ensuring fair competition. The AFU cannot be in touch with the HoN until contract signature.
 2. Transparency, nondiscrimination, equal treatment
 3. Non-retroactivity of contract. To start a contract, the involved parties have to wait for the contract to be signed
 4. The grant should not be cumulative. It should foresee a contribution from the side of the beneficiary
 5. The grant should not imply sub-granting
 6. Confidentiality and security
 7. No scholarships are foreseen. . The ALF cannot fund scholarships.
 8. The set of documents received by the beneficiaries:
 - a. Special conditions
 - b. General conditions
 - c. Budget,
 - d. Log frame and
 - e. Work plan.
- During the plenary session of the 19th December, many questions were raised concerning the access to information in this regard, Cristiana Gaita (AFU) shared the below clarifications:

“Particularly during the evaluation process but also during the CfP launch procedure, we cannot answer your emails. The Secretariat must remain outside this process to guarantee fair



treatment and competition. The reason we do not answer is that we try to protect you and your proposal. As you know, we are audited and the audit includes an auditing of the process of the evaluation so it is best to avoid any contact with the AFU (who are sometimes voting members of the evaluation committee).

Questions, during the launching of CFP, should be channeled through dedicated e-mails. Answers will be made available and public to all the potential applicants. During the evaluation process, in case of clarifications, the AFU will contact the concerned party through its appointed body (Evaluation Committee Secretariat)".

By quoting article 4.3.9, the entire tender procedure is confidential from the end of the tender opening session until both parties have signed the contract. The evaluation committee's decisions are collective and its deliberations must remain secret.

Furthermore, article 2.8.2 – impartiality and confidentiality - during the grant award procedure or during the procurement procedure, all contacts between the contracting authority and candidates, applicants or tenderers must be transparent and ensure equal treatment. Those contacts must not lead to any amendment to the conditions of the contract or the terms of the original tender or call for proposal. No information about the examination, clarification, or evaluation of tenders, or proposals, or decisions about the award of a contract, may be disclosed before the evaluation report is approved by the contracting authority

Any attempt by a tenderer, candidate or applicant to influence the process in any way (whether by making contact with members of the evaluation committee or otherwise) will result in the immediate exclusion of its tender or proposal from further consideration.

Some additional remarks were presented by Nihal el Nahas (AFU):

- o Access to the grant: the award notification letter does not imply start of activities.
- o Amendment to the contract:
 1. Retroactivity is not accepted. Need to inform in advance before proceeding with budget reallocation
 2. Rules for reallocation - article 9 of General conditions. The beneficiaries are allowed to reallocate up to 25% of the budget. However, the beneficiaries are not allowed to reallocate from Human Resources or administrative costs. In case the reallocation is above the 25%, a formal request is needed.
 3. Evaluation and flow of information: applicants are encouraged to refer to the Frequently Asked Questions tools introduced in every call.
 4. Some of the most common reasons for not passing the administrative check in the most recent calls (NCS, CNA, NIA):
 - a. Exceeding allocations/ceiling
 - b. Not meeting the required number of partners.
 - c. Partners have to be legal persons.
 - d. HoN not included in the partnership (NIA)
 - e. The way the application was elaborated reflected sub-granting
 - f. Non-eligible duration of the project
 - g. Sending the applications to Alf staff

Some additional points that have been highlighted in several evaluation committees were also shared during the session:



- a. Role of the partners not well defined. Distribution of tasks not clear. Lack of synergy
- b. Application too ambitious in relation to the budget
- c. No sustainability foreseen
- d. No clear visibility activities described.
- e. Expected results exaggerated in regards to the scope of the project
- f. The capacity of the leader is not in line with the expected results
- g. Weak Involvement of the networks.
- h. Calculation mistakes in the budget
- i. Communication with ALF and speediness in getting a reply: always cc both the focal point from the admin and your network focal point to make sure we get the emails.

The administrative procedures have been targeted as one of the main concerns and, with respect to this, the session was the opportunity for a rich debate. The main questions raised can be summarized and listed as follows:

Communication:

It has been stressed as being a crucial point in the administrative process. Many HoN commented on the need to have clear information available about the different ALF calls. In this regard, it was proposed to set information sessions for the upcoming calls, by ensuring and targeting equal treatment to all applicants. The flow of information during the process before the signature of the contract should also take into consideration the need of realistic deadlines that all actors involved should respect.

Budget:

When asked about how a good budget proposal should look like, Cristiana Gaita (AFU) shared the following tips: *“be realistic, be clear, and be balanced (not over or under estimated), be well itemized and avoid lump sums”*. The risks of incurring double funding when combining different European funds in the same project has also been mentioned. With regard to the assessment of the capacity of the applicants, a proper balance between the technical expertise, the human and the financial resources is required. The question of the costs of human resources is a recurring matter, as for many HoN the ALF funds do not foresee an adequate way of calculating such costs, given the circumstances in which HoN implement their work.

Evaluation:

With regard to the evaluations process, it has been clarified *“The Evaluation Committee members should not and cannot be approached during the evaluation process. The names of evaluation committee might be disclosed in some cases. This procedure is not a standard one and it is not advisable.. A letter containing a table showing the scores, divided per different component (such as management and technical capacity, quality of the proposal, communication etc.) would be communicated to the lead applicant. It is the task of the lead applicant to inform the respective partners on his or her own. There is no need to announce all scores to everyone. If the applicants awarded are to be announced, it should be done by the winner themselves and not by ALF”*. Any further information regarding the applications evaluation might be requested by the applicants to the ALF Secretariat Clarifications might be provided but no evaluation report can be shared and disclosed.



6. Communication Strategy Capacity Building Sessions G1&G2

With the aim of tackling two of the main fields for improvement identified in the ALF strategy “Working together towards 2025” two thematic sessions were organized to share the on-going processes of improvement in the field of Network Coordination and Development. The sessions were organized as an opportunity to present the basic aspects of the outcomes of the Communication Audit held in the summer 2015 and to share the main characteristics of the Communication Strategy currently under elaboration. Regina Salanova (Communication Manager) presented the strategy and the sessions were followed by an open brainstorming concerning the communication needs of the HoNs in order to design suitable communication trainings, as foreseen in the strategy:

Communication Audit outcomes:

- Brand: there is a lack of coherence in the branding of the ALF
- Plan: the ALF lacks an overall communication plan, beyond the ad hoc interventions
- Resources: the ALF needs additional resources to implement a proper communication strategy
- Strategic media partnerships: media partnerships in the region should be developed
- Digital approach: a tailored digital media strategy must be developed

Flagship initiatives

- YAV
- ALF Report
- ALF Forum

Communication needs as defined by the HoNs:

The flow of communication should be more regular, thematic online campaigns could be a good way to increase ALF visibility and show-case the action of the Networks in the field.

There is an acute need to address the question of language diversity in the ALF. Not only the ALF website should ensure good quality translations of all publications, but also the HoN should have a translation budget to adapt the messages to the local languages in order to ensure best outreach.

The website is underused and there is a need to shift the focus towards the impact of the ALF work on the ground developing human face focus and success stories. However, a mechanism to scan for interesting stories must be developed in coordination between the communication team, the networks team and the HoNs.

Other on-line tools could be developed in order to facilitate the multiplier effect of the HoNs as key actors of the communication flow of the ALF. The proposed tools are diverse: newsletters, blogs or video blogs, on-line shared photo albums free of rights and available to download, online mapping of member organizations, online calendar of activities, useful search engine to browse through the members' database, etc.

Internal communication was also discussed, and it has been proposed to develop a shared online calendar related to the management of ALF funds, reporting period, implementation of activities, etc. The elaboration of a start-up kit for new HoN has also been suggested and requested

A major concern has to do with the resources available for the networks to be able to act as a necessary stakeholder of the ALF communication strategy. In this regard, there are different needs for training and for fund. As well as a need to set a transitional period before the implementation of the communication strategy that will ensure a coherent development of communication plans according to the resources available and the targeted objectives.



7. Conclusive remarks. Plenary Session

The last session of the 14th Annual Heads of Network Meeting started with a wrap-up by the Executive Director, underlining the relevance of the ALF in the current context and celebrating the support of the European Commission, as stated by M. Koehler in his speech during the Euro-Med award bestowing ceremony. In line with the presentation of President Guigou, which has been adopted as a working document of the meeting, the Foundation must be a catalyst of ambition and our work must be guided by the following convictions:

- Civil society and its importance at being at the center of dialogue endeavors.
- Youth and women, being in the front line, at the center of our living-together.
- Internet is a crucial tool
- Mobility is a major challenge; we must work towards developing a passport of talent and culture.
- Importance of the network. The *raison d'être* of the Foundation.

The three major activities for 2016 will work in this director:

- Translation programme: conceived as long-term activity with different dimensions and different vectors for implementation.
- ALF Forum in October 2016 in Malta
- ALF Report on Intercultural Trends and Social Change to be published in 2017

After the intervention of the Executive Director the floor was open to the HoN to provide their inputs and comments regarding the way forward.

15th Annual Head of Network Meeting and ALF Forum

The question of where and when should the next Heads of Network Meeting be held was raised by many HoNs. Different options were presented and they shall be taken into consideration when the annual work plan 2016 will be finalized. Among the options shared, it was suggested to organize the HoN Meeting in Morocco. Comments were made about the pertinence of an overlapping between the ALF Forum, the HoN Meeting and the Board of Governors. In this regard, the possibility of changing the dates of the meeting to respect the autonomy of the discussions held in such framework were raised along with a debate about the format of the meeting, pledging for a more informal framework that would reduce the costs and encourage the exchange. Slovenia has also been presented as a potential host country in the framework of the European Presidency. .

Regarding the upcoming ALF Forum, it was formally requested to share as soon as possible the foreseen calendar for the preparations of the Forum and to clarify which will be the mechanisms to incorporate the participation of the HoNs in such process.

Relevant initiatives have been shared to be taken into consideration for the next period, among them the Euro-Med Ministerial Women conference in Tunis and the potential role of the Foundation. The role of the Foundation de Femmes de la Méditerranée has been presented by the French Network representative.

At the conclusion, it was agreed that the minutes of the meeting will be circulated as soon as they are completed and compiled.