



United Nations



ALLIANCE OF CIVILIZATIONS

Second Implementation Plan

(2009-2011)

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to the United Nations Secretary-General,
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Date: New York, June 16, 2009

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I. Introduction

1. The second Implementation Plan of the Alliance of Civilizations will cover the period from June 2009 to June 2011. Its aim is to help the Alliance become a sustainable UN platform for good governance of cultural diversity and, in the process, contribute to countering divisions, polarization and extremism within and among societies.
2. This second Implementation Plan follows a three-pronged approach: a) it builds on the significant work that has already been undertaken since the launch of the First Implementation Plan in May 2007 aimed at carrying out the recommendations proposed in the Report of the High-level Group (HLG) on the Alliance of Civilizations; b) it takes into consideration the commitments made in Madrid and in Istanbul that will shape the work of the Alliance in the coming years; c) it attempts to address the main challenges the Alliance is confronted with in the wake of the unexpected growth it has experienced over the last two years.
3. By aiming to combine these three approaches, this second Implementation Plan acknowledges that the parallel processes of widening and deepening that have driven the Alliance until now may have reached a critical point. But rather than focusing on these processes, the Implementation Plan is aimed at prioritizing the Alliance activities with a particular focus both on consolidation and resource requirements for implementation.
4. Indeed, as in the previous Implementation Plan, the common vision and guiding principles of the Report of the HLG are embodied in this new Plan's concrete action objectives and specific targets with a view to advance the achievement of the Alliance's goals.
5. But as a plan driven by the guiding principle of consolidating Alliance activities, the major priority for the Alliance over the next two years is twofold: fulfilling the existing commitments by advancing the ongoing projects and initiatives; and creating the necessary conditions to turn these commitments into achievements.
6. In other words, the second Implementation Plan of the Alliance will be a Consolidation Plan aimed at strengthening the credibility of the Alliance and its ability to deliver, without undermining the chances for further progress in achieving the Alliance's goals whenever possible.
7. The High Representative believes that the Alliance is on the right course in a number of areas but that more must be done in the four fields of action of the Alliance, i.e. education, youth, media and migration. There are huge challenges which face us all and which require committed and coordinated action across all sectors, not only among governments.

8. All stakeholders have an important role to play in building and achieving the Alliance's agenda for good governance of cultural diversity in the four fields of action mentioned above, especially through partnerships:
 - a. Governments have a leading role in developing and implementing National Plans and Regional Strategies for Intercultural Dialogue.
 - b. International and regional institutions, particularly the UN system, have a key role in sharing knowledge and expertise, and making available necessary resources to help shaping appropriate tools and guidelines for policies of good governance of cultural diversity and for the evaluation of progress.
 - c. The commitment and the involvement of civil society – NGOS, voluntary and civic organizations, foundations, local communities, churches and faith-based organizations – is paramount to drive the Alliance agenda forward. They are indispensable partners in delivering results and they can catalyse action within countries, mobilize broad-based movements and hold leaders accountable for their commitments.
 - d. The private sector plays an equally important role not only because it confronts challenges related to intercultural tensions but also because it can serve as a platform for exchanging experiences, sharing knowledge and disseminating good practices of good governance of cultural diversity.
9. This second implementation Plan aims at strengthening the effective participation of governments and all stakeholders by improving cooperation and partnerships among all of them, particularly within the framework of the ongoing programs and commitments made at the Madrid and Istanbul Forums of the Alliance, as reported in the Second Annual Report of the Alliance.
10. It is based on the assumption that the political commitment towards the Alliance, expressed by governments on different occasions, particularly at the Istanbul Forum, as well as the determination showed by international organizations, civil society and the corporate sector to be engaged in concrete projects, will materialize in financial support to the Alliance through voluntary contributions to its Trust Fund according to a Budget to be presented by the Director of the AoC Secretariat.
11. As an evolving concept, good governance of cultural diversity has reached different levels across the world and means different things to different people. Moreover, intercultural and inter-religious divides, tensions and conflicts which the Alliance deals with are changing. This Implementation Plan is thus an evolving platform, providing an opportunity to take this evolution into consideration, to adapt to new situations, and to meet new needs and demands, particularly those emerging from the flagship event of the Alliance, its annual Forum.
12. As with the previous Implementation Plan, following the 2010 AoC Forum, to be held in Brazil, a mid-term review of this Program of Action will be carried out to assess the

progress achieved, identify obstacles and constraints, develop solutions to overcome them, and devise ways of further redefining and updating the Program in the perspective of the Qatar Forum to be held in 2011.

II. The Alliance's Program of Action (2009-2011) : main objectives, goals and targets

13. While Part I of the previous Implementation Plan¹ on the "AoC Strategic and Structural Framework", together with the relevant paragraphs of the Addendum (presented as an Annex to the 1st Annual Report on the Alliance², in May 2008) remain fully valid and applicable, this second Implementation Plan will focus on the Alliance's Programme of Action for the coming two years (May 2009-May 2011).
14. This new Programme of Action takes stock of the initiatives carried out during the past two years as well as of the outcomes both of the Madrid Forum, held in January 2008 and of the Istanbul Forum which took place in April this year. It draws strength from the high expectations that the Alliance has raised during the last two years, expressed by the ever increasing number of members of its Group of Friends, of partners and partnerships. It is based on a realistic though ambitious assessment by the High Representative of how to use the next two years to consolidate the results achieved so far and to advance the Alliance's goals in a world marked by the likelihood of a persistent economic downturn and the heightened risk of a rise in social unrest, intercultural tensions and discrimination.
15. Based on the framework mentioned above, the High Representative identified the following six critical areas for action for 2009-2011:
16. A first priority will be to continue to promote informed debate on National Plans and Regional Strategies for Intercultural Dialogue among Focal Points and other relevant partners.
17. A second priority will be to consolidate the global scope of the Alliance and its universal perspective by deepening its regional footing in South America, Africa and Asia, notwithstanding the special attention to be given to relations between Western and Muslims societies. A more balanced and stronger regional presence of the Alliance should be built up gradually.
18. A third priority will be to press ahead on the implementation of commitments stemming from the Istanbul Forum and make further progress on the Madrid outcomes. Furthermore, devising a strategy for the Forum in Brazil (2010) and in Qatar (2011), in close cooperation with the host countries, as key opportunities for further advancing

¹ Available online at www.unaoc.org

² Available online at www.unaoc.org

the objectives and recommendations of the founding Report will also be an important goal.

19. A fourth priority concerns organizational and financial issues. In order to become a sustainable initiative, the Alliance has to consolidate both its working structures and its Trust Fund.
20. Cooperation within the Group of Friends has to be enhanced. Optimal interactions and synergies should further be sought between the Secretariat of the Alliance and the agencies and specialized bodies of the United Nations system, as well as with other organizations or regional processes, and be consistently implemented at local level worldwide.
21. Moreover, in order to keep the Secretariat of the Alliance a small but effective structure that delivers, we need to enhance the Alliance global network of non-State players: civil society organizations, foundations, corporate sector, voluntary bodies, local communities, and faith-based organizations.
22. The adoption of a General Assembly UN resolution on the Alliance, a prospect currently under consideration, by the co-sponsors and other members of the Group of Friends, would enhance the overall framework of such cooperations. The High Representative sees this development as an important step.
23. Fundraising will receive special attention because of its crucial role in the viability and credibility of the Alliance. Building a body of committed and regular supporters – comprising governments, international organizations, foundations, the corporate sector and individuals – and securing the necessary cash-flow will be a key objective.
24. Additionally, management of the AoC's governance and organizational structure should be strengthened, along with the Secretariat's financial accountability and project management.
25. A fifth priority regards the development of the Alliance's media outreach through the implementation of a more effective communications strategy both at global and local levels.
26. Last, but not the least, its sixth priority will be: global politics – strengthening the voice of the Alliance through the High Representative' presence and actions within the international community, will help reinforce the role of the Alliance as a tool of preventive diplomacy and will enhance its role within a global partnership for peace.
27. This second Implementation Plan outlines progress on actions that need to be undertaken to deliver on the Alliance's priorities mentioned above. It identifies: political priorities for the Alliance, to be achieved mainly through the High Representative's role;

ongoing project activities to be achieved by 2011; governance and organizational challenges to be met in order to make the Alliance a sustainable UN initiative.

III. Political Priorities for the High Representative

28. In line with his Terms of Reference, the High Representative will continue to provide leadership and vision to the Alliance, oversee the implementation of the Alliance Action Plan for 2009-2011 and serve as the lead spokesperson for the Alliance.
29. His action will focus on enhancing the Group of Friends of the Alliance and enlarging it to include additional key potential partners, on further consolidating the collaborative relations with international and regional organizations, on implementing the cooperation agreements between the Alliance and its main partners, and on strengthening the global network of the Alliance at critical junctures.
30. During this period, the High Representative will intensify his action aimed at developing collaborative relations and information sharing with related initiatives, particularly those within the UN system, and at establishing contacts and furthering dialogue with political, religious, media and civil society representatives who can use their influence to achieve progress on common objectives.
31. Initiatives such as the “White Paper and the White Process – from competing narratives to cooperative action”, implementing the relevant recommendations of the Report of the HLG, particularly its Annex 3, and the cluster of initiatives called “Restore Trust, Rebuild Bridges” will receive his special attention and will be developed under his direct supervision.
32. Moreover, the High Representative will closely oversee the development of National Plans and Regional Strategies for Intercultural Dialogue as major political tools of the Alliance aimed at defining the agenda for good governance of cultural diversity. Finally, the strategic outlook and goals of the 2010 Forum in Brazil and the 2011 Forum in Qatar will also be an important priority.
33. As per his Terms of Reference, over this period, the High Representative will remain at the Secretary General’s disposal to attempt to defuse religious and cultural tensions in times of crisis, by using his influence to mediate, facilitate dialogue, and mobilize groups that can act as forces of moderation and understanding.

IV. Strengthening the AoC network

1. The Group of Friends

34. The Alliance draws its strength from the expanding community of the Group of Friends. The further enlargement of the Group of Friends will be pursued. Particular efforts will be made to encourage countries which could have a key role in the implementation of the Alliance's agenda to join the Group of Friends.
35. The Group of Friends community must be consolidated. Members will be invited to take a greater ownership of the Alliance' goals and to provide broader support for its activities. New forms of debate among members, as initiated in Istanbul – with inputs on concrete policy issues proposed by smaller affinity groups – will be developed, though not exclusively. Thematic platforms of dialogue among countries sharing a comparable interest or concern will be tested, to allow for deeper cooperation in advancing the objectives of the Alliance.
36. The tremendous contribution potential of international organizations members of the Group of Friends will be more systematically mobilized, thus making full use of existing MoUs, both individually and in the context of multi-stakeholders initiatives.

2. The Community of Focal Points

37. Since their first meeting in September 2008, the Focal Points have become an active community, involved in exchanging information, debating issues of common concern, and searching for innovative solutions. Their sense of community should be further consolidated. Several initiatives of the Secretariat proved helpful in that respect: a dedicated website, a newsletter, as well as regular telephone contacts. These efforts will be pursued and expanded.
38. The priority focus of the Focal Points' work will remain National Plans and Regional Strategies for Intercultural Dialogue, as well as ways to foster both their relevance and their broad national ownership. At the same time, they will collectively constitute an important resource in developing expertise on intercultural dialogue and in taking into account local, regional and national need and concerns.
39. As national coordinators for the Alliance, Focal Points are key to ensuring a better match between national or regional actions on the one hand and Alliance of Civilizations programs and projects, on the other. This role is particularly important, for instance, with regard to the Rapid Response Media Mechanism or the Clearinghouses. Furthermore, Focal Points can play an important role in promoting and initiating a structured dialogue at the national level, by involving all relevant stakeholders (civil society, the corporate sector, foundations etc), and by promoting public/private partnerships.

3. The AoC Global Network

40. The Alliance is a multi-stakeholder initiative. By fostering good governance of cultural diversity and bridging cultural divides, it seeks to mobilize the will, the know-how, the ideas, experiences and initiatives of governments, international organizations and non-state actors. Its success depends on the advocacy, expertise, support and involvement of multiple actors, at all levels. Building on a first successful experience, illustrated by the extensive participation of partners in the Madrid and Istanbul Forums, the Alliance will further develop a strong relationship with many constituencies.
41. Further to the steady development of cooperation with partner international organizations, the Alliance will deepen and broaden existing networks:
- Networks of universities, built around specific issues or brought together as communities of knowledge, to enlighten, advise, and contribute to the development of clearinghouses;
 - Networks of foundations, in particular the recently established International Network of Foundations;
 - Private sector networks, with the support of the UN Global Compact. After the successful release of a report on *'Doing business in a multicultural world: challenges and opportunities'*, the creation of a Global Business Coalition for Intercultural Cooperation is under consideration;
 - Networks of NGOs dealing with a wide range of cross-cultural issues;
 - Networks of representatives of faith-based initiatives and religious communities which can help foster their contribution to bridge divides and strengthen their role in conflict prevention;
 - Youth-led and youth-serving organizations involved in the implementation of the Youth Strategy.
42. The challenge ahead is to increase these networks' participation in developing cooperation and partnerships with all stakeholders, including governments, and to engage them in concrete projects, to which they can bring complementary perspectives and expertise.

4. The AoC Ambassadors

43. Set up in 2008, the network of AoC Ambassadors, composed so far of members of the former High-level Group, is an important asset, that can bring both intellectual and political contributions to the work of the Alliance, as was the case during the Istanbul Forum. This network will be mobilized more systematically in the future, to contribute to the development of National Plans and Regional Strategies for Intercultural Dialogue, to assist in the implementation of the ongoing Alliance initiatives, and to attend important debates and major conferences.

44. Consideration will be given to enlarging the network to a few additional personalities, in order to further improve its global outreach, following the guidelines set up by the High Representative in the Concept Paper on the Network of AoC Ambassadors presented at the Madrid Forum.

5. The Advisory Group to the High Representative

45. In line with the presentation made by the High Representative to members of the Group of Friends in September 2007, the informal Advisory Group to the High Representative will be set up to provide him with an independent source of advice and expertise.
46. This informal advisory group, composed of 12 individuals with a genuine interest in the Alliance' work and fields of action, will mainly provide a sounding board to share ideas and concerns and provide honest advice.
47. In addition to representatives of the UN Secretary-General and the co-sponsoring countries, Spain and Turkey, the other nine members will be selected from among distinguished personalities of the world who are qualified on the basis of achievement, experience, independence, and integrity, reflecting a diversity of backgrounds and a wide range of perspectives and expertise.
48. After consulting with the Secretary-General, the High Representative will invite future members of the Group to serve for a period of one year. They can at any time be requested by the High Representative to leave or to continue for another period of one year.
49. The High Representative will expect to meet the Advisory Group as a whole on a bi-annual basis and whenever required. The High Representative may decide to consult with individual members whenever appropriate.
50. Members of the Advisory Group are expected to serve without compensation, other than reimbursement for expenses incurred to fulfill their duties.

IV. Main AoC activities – achieving results

51. In order to advance the Alliance's goals, a twofold strategy has been carried out since the first Implementation Plan: a) National Plans and Regional Strategies for Intercultural Dialogue; b) project development and multi-stakeholders initiatives.
52. Indeed, all stakeholders have an important role to play. Specifically Governments have a leading role in developing and implementing National Plans and Regional Strategies; civil society, the private sector and international and regional institutions, for their part,

have a key role in developing and implementing Alliance-related initiatives and concrete projects.

53. Time has now come to strengthen the links between the two sets of activities and to reinforce partnerships among all stakeholders, including governments and public authorities in general. To that end, we must make sure that projects feed into government action plans and that the implementation of the latter feed back into the projects, by calling for solutions or guidance, whenever appropriate.
54. The Second Annual Report on the AoC Activities (May 2008-2009) gives an overview of the ongoing projects and commitments made regarding new initiatives as well as the set of National Plans and Regional Strategies announced in Istanbul. The Report (soon available online) identifies shortcomings and gaps to be filled and contains indispensable information on the background of the initiatives described in the paragraphs below.

1. AoC National Plans and Regional Strategies for Intercultural Dialogue

National Plans

55. In the overall structure of the Alliance of Civilizations, National Plans for intercultural dialogue constitute the organization's major political tool. Only National Plans for intercultural dialogue, prepared by member States, will allow the introduction and/or consolidation of good governance practices and the development, in time, of effective policies guaranteeing the right to diversity as well as a culture of peace and human rights for all citizens.
56. All countries face the challenge of good governance of cultural diversity. This is not only about integrating migrants or minorities. This is about preparing the hearts and minds of all individuals for the fact that globalization forces us to live in a global village where we are permanently confronted with identity dilemmas and diversity issues. This is all about education, about learning how to live together in our globalizing world, where clashes anywhere are clashes everywhere and where cultural and religious fault-lines divide our societies.
57. This is why National Plans are a top priority for the Alliance's efforts and for its agenda over the period covered by this Implementation Plan.
58. Education, youth, migration, and media are the fields of action for these National Plans. Given the diversity of specific circumstances in each country, such plans cannot be devised according to a single model. However, they must in the medium term include core measures and practices that represent the minimum standards of good governance of cultural diversity.

59. As intercultural dialogue is an emerging issue on political and policy agendas, a comprehensive and accurate approach should be developed by the AoC in order to work out possible common standards, policies and strategies to implement good governance of cultural diversity. Priority issues to be addressed include tentative criteria to inform decisions on what makes a project “good or best practice”, and the implementation of appropriate policies for intercultural dialogue and cultural rights covering the four main fields of action of the Alliance.
60. In this regard, the collaboration of international and regional organizations, members of the Group of Friends, academic and research institutions will be paramount – from designing appropriate conceptual tools to dealing with cultural diversity issues, identifying gaps and stumbling blocks, finding solutions to common issues, and helping to create policies to support the promotion and enhancement of cultural diversity, to develop intercultural dialogue and strengthen programs focused on culturally-sensitive curricula in formal and non-formal education for all, as well as on human rights, media literacy, education about religions and beliefs, etc.
61. The private sector and civil society, in dialogue with governments and local authorities, have an important consultative role to play in devising National Plans as well as in implementing concrete projects and initiatives and in making available necessary resources both for building good governance of cultural diversity and for the evaluation of the progress made.
62. During the period covered by this Implementation Plan, special attention will be paid to all these aspects in order to facilitate this process, to monitor it and to assess outcomes and progress.
63. Until the Rio Forum, in May 2010, at least two meetings of the Focal Points will be convened. Groups of countries and International Organizations members of the Group of Friends will be encouraged to convene regional or thematic meetings aimed at debating issues related to the National Plans among the Focal Points.

Regional Strategies

64. In Istanbul, two Regional Strategies were launched, one for South-Eastern European countries, and the other for the Euro-Mediterranean area. A third one, for Ibero-American countries, has been announced.
65. The aim, in this field, is to advance as much as possible during the year ahead in order to present to the Rio Forum, in May 2010, a mid-term report on the three regional strategies.

66. Regarding the Regional Strategy for the South-Eastern European countries, a Non Paper has already been drafted and will be discussed by the relevant participants at a meeting convened by the Alliance which will take place in Sarajevo in July 2009. A roadmap and a timeline leading to an International Conference on the Regional Strategy, to be held in Sarajevo before the end of 2009, will be agreed.
67. In order to prepare the Conference of Sarajevo, a Task Force could be set up with representatives from the countries of the region and the support of partners of the AoC such as the United Nations, the OSCE, the Regional Cooperation Council, the Council of Europe, the IMO and the UCLG.
68. Regarding the Euro-Mediterranean Regional Strategy, it will follow the course set out in the first part of the Non-Paper presented in Istanbul named "Restore Trust, Rebuild Bridges", as an outcome of a joined initiative with the Anna Lindh Foundation. Preparatory work will start soon. A taskforce will be set up, led by Professor Serageldin, AoC Goodwill Ambassador and member of the former High-level Group. The High Representative will address a special invitation to the members of the Union for the Mediterranean to participate actively in this task as well as to other partner organizations such as the EU Commission and Council. This Regional Strategy should be adopted at a meeting hosted by President Mubarak in Alexandria in 2010.
69. Regarding the Ibero-American Regional Strategy, the Alliance will work in close collaboration with the SEGIB (the Ibero-American Secretariat). Preparatory work will start soon. A taskforce will be set up, led by Mr. Iglesias, AoC Goodwill Ambassador, member of the former High-level Group and Secretary-General of the SEGIB. The main components of this regional strategy should focus mainly on bridging divides among different communities in the region.
70. In view of the 2011 Alliance Forum, due to take place in Qatar, the High Representative, at a recent meeting with representatives from the Gulf countries, suggested the development of a Regional Strategy based on common activities, in order to increase the visibility of the Alliance in the region.

2. Fulfilling commitments: the AoC projects

71. In the next two years, the Alliance will continue to expand and improve its ongoing projects and will implement the new initiatives announced at the Istanbul Forum.
72. Depending on circumstances, opportunities and resources available, it may take on additional projects and initiatives with various coalitions of partners, in its four areas of action.

73. In doing so, the Alliance will focus on its role as a bridge builder, a catalyst and facilitator, an advocate for building respect and understanding, a platform to increase the visibility and enhance the work of many, and an information resource.

74. In this framework of action, the projects listed below will be developed and strengthened in line with the indicative targets, notwithstanding the collaboration that will be given upon request to SILATECH and the AoC Media Fund, two autonomous projects, launched in Madrid under the auspices of the Alliance.

2.1. Rapid Response Media Mechanism

75. Over the next two years, the RRMM will undergo major expansion in the following ways:

- Continue providing journalists access to expert voices on issues that fall on cultural fault lines
- Expand the network of journalists, editors, and producers accessing the GEF resource for balanced, constructive, informed sources
- Establish an online bloggers' forum to facilitate direct links between citizen journalists from regions with tense relations and to post articles about sensitive intercultural issues
- Develop a region-specific network of experts in the Euromed to support media professionals covering intercultural tensions and conflicts in collaboration with the Anna Lindh Foundation and the European Commission
- Create a network of opinion leaders with influence and credibility to challenge stereotypes and polarizing narratives and whose voices can increase understanding across communities

2.2. Media Literacy Education clearinghouse and beyond

76. The clearinghouse will further expand and operate with a light coordination and quality control provided by the Alliance Secretariat. It will also become the Internet base and platform for the communication and exchange of resources and ideas of a new initiative: the *UNESCO UNITWIN AoC Chair on Media Literacy and Intercultural Dialogue*, which will become operational in the autumn of 2009.

77. This new Chair is a network of universities which will be actively developing programs, research and resources incorporating media literacy education within the framework of intercultural dialogue. It may build on and help disseminate the *"Mapping Media Education Policies in the World"* booklet, recently published in partnership with UNESCO, Gupo Comunicar and the European Commission.

2.3. Education about Religions and Beliefs

78. The following objectives will be pursued: 1) To launch the "live" version of the site; 2) To increase and diversify the base of partners; 3) To include education about religions and beliefs in clergy-training institutions; 4) To provide appropriate resources/experts for national plans covering this area; 5) To restrict AoC responsibilities in this area to a coordinating role.

2.4. Alliance Research Network

79. The following objectives will be pursued: 1) To provide a dedicated space on the AoC website for partners, events, and announcements; 2) To assess areas of common interest and research so as to provide research output to AoC and exchange faculty and scholars 3) To increase and diversify the network 4) To bring together – at the regional and international level – appropriate experts for regional plans advancing Alliance of Civilizations activities in its focus areas.

2.5. Alliance Fellowship Program

80. A pilot phase involving 30 participants will take place in fall 2009, in close partnership with the British Council, the League of Arab States and the German Marshall Fund of the United States.

81. Subject to a positive assessment, the operational phase will begin in 2010. It will bring young leaders from Europe and the US to the Arab world and young leaders from the Arab world to Europe and the US for a 2 to 3 weeks tour. Two series of visits will be organized each year (Spring and Fall sessions) with the aim to create a large group of emerging leaders who are influential in their community and who will have a different perspective and a better understanding of the "other culture".

82. A dynamic network of alumni will be set up, encouraging participants to communicate among themselves on a regular basis and to engage in the activities of the Alliance and its partners.

2.6. Youth Strategy

83. In a first phase, the implementation of the Youth Strategy will focus on building or strengthening the various building blocks necessary to mainstreaming the voice of youth regarding cross-cultural understanding at the local, national, regional and international levels. A series of practical initiatives will be implemented to support the three core objectives: raising the awareness of decision and policy-makers about the importance of youth's contribution; further enhancing the capacity of youth and their key interlocutors to advance AoC objectives; and strengthening coordination and exchange of information among partners from the youth sector.

84. Several tools will be developed to support the Youth Strategy:

- a Youth Website including notably a moderated online Forum and a clearinghouse.
- a Youth Advisory Committee
- a Global Youth Movement for the Alliance of Civilizations

2.7. Youth Solidarity Fund

85. Plans are based on the analysis of the pilot phase, which notably highlighted the need to a) considerably increase the size of this program's envelope in order to engage a critical mass of youth organizations; b) ensure greater synergy between funded projects and allow larger projects to be funded through a 2-category approach; and c) strategically disseminate the lessons learned.

86. A second phase of this program will be launched during the summer of 2009. The ambition is to offer about 10 times more opportunities for funding than the pilot phase. Selected in October 2009, the projects funded will be implemented in the following months with results being reported during the Brazil Forum in May 2010. A third phase will be launched during the summer of 2010.

2.8. PLURAL +

87. A first competition will be organized as a pilot initiative in the second half of 2009. A selection committee composed of youth and experts from the media, migration and development sectors will identify the top finalists for each of the awards categories and age groups, with final winners in each of the categories being selected by a jury of internationally renowned professionals.

88. The winners of PLURAL + will be announced on International Migrants Day (18 December 2009) at the Paley Center for Media in New York. Afterwards, PLURAL+'s selected videos will be distributed on the Internet, broadcast and screened at festivals around the world.

2.9. Migration-Integration Clearinghouse

89. The following objectives will be pursued: 1) To map and assess "good practices" in this area; 2) To launch the "live" version of the site; 2) To increase and diversify the base of partners; 4) To provide appropriate resources/experts for national plans covering this area; and 5) To restrict AoC responsibilities in this area to a coordinating role.

2.10. Restore Trust, Rebuild Bridges

90. This cluster of projects as described in the initiative named “Restore Trust, Rebuild Bridges” was jointly developed by the Alliance and the Anna Lindh Foundation on the basis of proposals put forward by partner organizations in the wake of the Gaza crisis.
91. All the joint actions aim at helping restore trust in Euro-Mediterranean dialogue and rebuilding human and cultural bridges among societies in the region. In addition to the creation of a Regional Strategy, mentioned above, this initiative comprises a cluster of projects, including a Media-oriented rapid response mechanism to intercultural crises in the Euro-Mediterranean region (AoC, Anna Lindh Foundation and the European Commission); a cycle of international seminars on dialogue among the civilizations of the Mediterranean presented by the Mediterranean Universities Union (UNIMED); a workshop on conflict transformation for intercultural dialogue and overcoming hatred, as well as a Peace camp (both proposed by the Council of Europe); a Seminar on Jerusalem as a city of coexistence among monotheistic religions with participants coming from both shores of the Mediterranean (OIC); a training activity in capacity building addressed to Palestinian civil society institutions working in the fields of youth and culture (OIC); and an Intercultural Vade-mecum (UNESCO) comprising several building blocks.
92. More information on this joint initiative will be available online in the near future, following a first preparatory meeting held on June 6, 2009 convened by the Alliance with some of the stakeholders and as soon as contacts with all partners have been established.

2.11. Dialogue Café

93. After the launch of the project at Istanbul, an NGO – Dialogue Café Association – and a governance model for the project have been set up. With the research phase and the first pilot implementation stage concluded, there are two processes running in parallel: the first one will lead to the creation of a “kit for a Dialogue Café”, a ready-to-implement model of café that includes adapted telepresence technology, interior design and guidelines for adaptation to different environments (to be concluded by the end of June 2009); the second one aims at creating a network of cities willing to host, support and manage Dialogue Cafés.
94. A Call for Interest will be launched, hopefully with the collaboration of United Cities and Local Governments. A third process should start soon, in close collaboration with partners of the project, namely the Alliance, the Anna Lindh Foundation and other stakeholders, aimed at devising possible strategies on Intercultural Dialogue to be used in the implementation of the Dialogue Cafés and to form a community of users. By the time of the Brazil Forum, at least ten cities should be connected to Dialogue Cafés.

2.12. Engaging the Corporate Sector

95. The Alliance and its partner, the UN's Global Compact, are working on the follow-up of this initiative. They are considering the creation of a loose network of companies involved in intercultural cooperation or confronted to challenges related to intercultural tensions. Such a Global Business Coalition for intercultural cooperation could be maintained and activated in partnership with the Levin Institute at NYU, which is already handling the research center of the Global Compact.
96. The aim of the network would be to serve as a platform for exchange of experiences and knowledge among companies, but also between the corporate sector and other groups (Foundations; youth; academics...) in order to build up synergy and to strengthen impact. It would also serve as an advocate for developing best practices in fostering diversity in the workplace and will encourage the corporate sector to engage actively in intercultural cooperation in the countries where it operates.

2.13. Towards a permanent marketplace of ideas

97. Different options for the scaling up of the Marketplace of Ideas are currently being explored, particularly to develop this program in partnership with a wide range of partners in order to increase its reach and impact. Also considered are the creation of a network of selected projects in the Marketplace in order to foster cross-fertilization and emulation among them and the establishment of a clearinghouse that will compile best and innovative practices in the field of intercultural dialogue and cooperation. Ultimately, the Alliance is considering the possibility of mobilizing funding from various sources, particularly Foundations, to support some of these projects through small grants.

3. Implementing MoUs with partners: a framework for future new projects

98. The Istanbul Forum offered a powerful demonstration of what close cooperation with partners, notably international organizations, can achieve and how easily new projects or combined advocacy can be developed, once the Memorandums of Understanding have become dynamic instruments.
99. Over the next two years, the dense network of existing MoUs, will be supplemented with detailed plans of action, strategized in order to avoid overlaps and aiming at scaling up possible complementarities and synergies. When fully operational, they will empower the Alliance with new resources, added expertise and additional capacity for action.

100. When partners have complex portfolios, consideration will be given to have contact points within the AoC Secretariat and partners for each specific project, keeping the general focal points informed at important steps along the way.

4. Next Forums: Brazil (2010) and Qatar (2011)

101. The Madrid (2008) and Istanbul (2009) Forums were defining moments in the life and work of the Alliance. They powerfully illustrated the distinctive features of the process: its political nature, the active involvement of a very large number of stakeholders, the concern for innovative and practical responses to the challenges it has been mandated to address. They provided critical feedback on ongoing activities and inspiration for new initiatives.
102. Lessons were learned. Namely they suggest that the next Forums would benefit from an increased focus, while continuing to offer a unique platform for a wide exchange with the various constituencies involved. Many practical lessons were learned as well – in order to improve the preparation of future Forms, “a blue book” will summarize best practices and recommendations to improve the organization of such complex events.
103. While the next Forums should also continue to address the most pressing cultural divides of the time, the Rio Forum (2010) will certainly help to reinforce the global scope of the Alliance and throw light on the relevance of South-South dialogues. The broad issue of good governance of cultural diversity will benefit from fresh perspectives, namely by the incorporation to the Forum of the linguistic dimension of cultural diversity. For example, as already announced by the host country, the “Community of the Portuguese Speaking Countries” will also provide a contribution to the Rio Forum as an expression of cultural diversity.
104. It is still too early to speculate on the scope of the Doha Forum (2011), which will have to take into account the outcomes of the Rio Forum. Though any final decisions depend on an agreement to be reached with the host country, the Doha Forum may notably provide the appropriate framework for a mid-term review of 2 years of the Alliance’s Islam-West dialogues.

VI. Governance: the AoC Secretariat and the Trust Fund

1. The AoC Secretariat

105. The High Representative is assisted by a Secretariat of about 10 people, based in New York, under the authority of a director, most of them directly dealing with partnership development and the implementation of projects, but also performing a

wide range of different tasks such as collaboration with partners and member states in implementing local, regional and international activities; information and communication activities; advocacy; resource mobilization and organization of the AoC Annual Forum in cooperation with the host government.

106. In the next two years, though the Secretariat should remain small and flexible, it may be necessary to reassign staff and synchronize tasks with priorities or even to recruit up to two additional staff members in order to address resource gaps and meet specific and focused needs, should the resources available allow this move in 2010.
107. Otherwise, new human resources needs would be satisfied, to the extent possible, by making full effective use of UN interns and calling upon secondments by GoF members and international organizations, an avenue opened up by Switzerland in May 2009. Members of the Group of Friends are already invited to signal their readiness to contribute to reinforce existing human resources at the Secretariat.

2. The AoC Voluntary Trust Fund

108. The Alliance of Civilizations operates under the aegis of the United Nations, as an initiative of the United Nations Secretary-General, but operates outside the structures of the UN Secretariat and does not benefit from any UN funding support. It is not part of the UN Budget. It relies exclusively on voluntary contributions to a Trust Fund of the Alliance of Civilizations set up by the Secretary-General.
109. As noted in the June 2009 Annual Report of the High Representative to the Secretary-General, the pace of contributions to the Trust Fund has been too slow and is too irregular to ensure a smooth development of activities and avoid cash-flow problems.
110. Further efforts will be made to enlarge the group of donors to foundations, private sector and individuals. A number of encouraging pledges from such donors have been received recently but a donors conference may be envisaged in 2010.
111. Regarding the members of the Group of Friends, and particularly governments, efforts will be made to secure adequate core funding, both in terms of total cover and cash-flow, preferably over the whole period under consideration. Additional resources will be sought and welcome for a further expansion of projects, the development of new projects or the constitution of reserves for the following year.
112. Each year in September during the period covered by this Implementation Plan, the Secretariat will provide the provisional budget for the coming year as well as the interim Financial Accounting Reports prepared and certified by the United Nations Office for Projects Services that provides an administrative support to the Alliance

following the UN rules and regulations. It will also make available expenditure reports upon donor's request.

VII. Developing the AoC Communications Strategy

113. Over the last two years, the Alliance developed its media network and its outreach efforts primarily around launches of projects and events, including the Alliance Forums, which generated significant coverage. The challenge now is to ensure that media interest continues between peak periods and that the Alliance is recognized as a critical player in efforts to promote good governance of cultural diversity through concrete initiatives worldwide.

114. Building on efforts of the last two years, the Communications Strategy will be centered on five key objectives:

- Position the Alliance of Civilizations as a lead player (both within the UN system and beyond) in **promoting good governance of cultural diversity** and as a hub for innovative projects and ideas aimed at furthering intercultural understanding. Efforts will focus on highlighting the profile of the High Representative and of the work of the Alliance;
- Present the Alliance as an **action-oriented organization** (the Alliance is about “dialogue that delivers”) and highlight the practical work it carries out by focusing on specific cross-cultural initiatives developed and supported by the Alliance, on the partnerships it fosters and on the new, innovative projects it helps to define and deliver. In particular, specific campaigns should be launched around Alliance projects or Alliance-supported initiatives. A specific communications strategy should be discussed at the inception of each new project and outreach activities should be built into the development and implementation of all Alliance initiatives.
- **Expand significantly the network of media** and civil society organizations connected to the work of the Alliance. In particular, in view of current efforts to expand the scope of the Alliance globally, specific efforts should be made to reach out to the media beyond Europe and the Middle East, and generate interest about the Alliance in South Asia, South East Asia, South America and Africa.
- **Enhance the use of the Alliance website and social networking websites** in order to strengthen outreach to online communities and the general public. In addition to making the AoC website more dynamic and interactive, the Alliance should focus its efforts on developing its presence online (through Facebook, Myspace and Youtube, for instance) and on using tools such as blogs and Twitter to broaden its outreach.
- **Supporting outreach through partnerships.** Given its limited resources, the Alliance should also make use of its network of partners in order to help enhance its profile

internationally. Group of Friends Focal Points can play a crucial role in that regard, as they can help promote Alliance projects and activities with the media at national level. Increased collaboration should also be developed with the UN's Department of Public Information (DPI) and its regional network, in order to help disseminate information about programs and highlight Alliance related conferences and events.

VIII. Follow up and evaluation

115. At the end of the period covered by this 2nd Implementation Plan, an overall cost/benefit assessment will be made of the Alliance of Civilizations' Secretariat as well as of the projects and initiatives carried out, and fresh consideration will be given to the funding arrangements and commitments.
116. A realistic international performance evaluation and benchmarking (both qualitative and quantitative) should be developed to follow up on the implementation of the objectives, goals and targets in this Implementation Plan, taking into account different national and local circumstances.