



UNITED NATIONS ALLIANCE OF CIVILIZATIONS

ACHIEVING THE GOALS OF THE UN ALLIANCE OF CIVILIZATIONS THROUGH SHARED INITIATIVES

A short compendium of activities and programs steered or carried out by the United Nations Alliance of Civilizations, in cooperation with partners (2012-13).

“The Alliance can only deliver if you deliver with us.

You are the Alliance.”

- High Representative President Sampaio, Doha Forum

THE VISION

Respect and tolerance among human beings, in the diversity of their beliefs, cultures, and languages are fundamental values at the core of the United Nations Alliance of Civilizations (UNAOC). The Alliance aspires to the ideal of a culture of peace and dialogue, based on the conviction that “differences within and between societies should be neither feared nor repressed, but cherished as a precious asset of humanity” (UN Millennium Declaration, I-6).

THE MISSION

The primary mission of the UNAOC is to forge collective political will and to mobilize concerted action aimed at improving cross-cultural understanding and cooperation among countries, peoples and communities. The Alliance develops its actions at both governmental and civil society levels. It also works to counter forces that fuel polarization and extremism. The UNAOC particular focus is on improving relations within and between Western and Muslim societies and addressing persistent tensions and divides.

GUIDING PRINCIPLES

In its activities, the UNAOC is committed to helping achieve the following aims:

- respect and uphold the Universal Declaration of Human Rights
- strive for the full protection and promotion of civil, political, economic, social and cultural rights for all in every country;
- strengthen the capacity of all countries to implement the principles and practices of democracy and respect for human rights, including minority rights and the rights to development;
- ensure respect for and protection of the human rights for migrants and their families; eliminate increasing acts of racism and xenophobia in many societies and promote greater harmony and tolerance in all societies;
- combat all forms of violence against women;
- work collectively for more inclusive political processes, allowing genuine participation by all;
- ensure the freedom of the media and the right of the public to have access to information.

WHAT IS THE ALLIANCE?

The Alliance of Civilizations is a United Nations **political initiative** of the Secretary-General. It was launched in 2005 by former Secretary-General Kofi Annan, with the co-sponsorship of the Prime Ministers of Spain and Turkey. Based on the recommendations of a report by a High-Level Group in November 2006, Secretary-General Ban Ki-moon appointed Jorge Sampaio, former President of Portugal, as his High Representative for the Alliance of Civilizations. Since May 2007, President. Sampaio has been in charge of achieving the mission of the Alliance by developing a functional framework for action, setting an agenda and building a network of stakeholders.

The UNAOC is now the premier global platform for intercultural dialogue, understanding and cooperation. Neither a UN body nor an agency, the Alliance occupies a unique niche within the UN family. It acts mainly as a **mobilizing force** and a **global matchmaker**. As a highly flexible, **results-oriented initiative, the Alliance** is based on **partnerships** and on commitments to action by a wide range of stakeholders (governments, local authorities, international organizations as well as civil society organizations, corporations, foundations, faith-led organizations, youth movements, philanthropy and media). The Alliance’s Group of Friends comprises 108 countries and 23 international and regional organizations. Its global network of non-state actors has been growing steadily over the past five years.

THE ALLIANCE’S AREAS OF ACTIVITY

While active on a number of cross-cutting issues, the Alliance works mainly in four priority areas to which it brings a multi-disciplinary and multi-perspective approach:

- **Education:** in increasingly multicultural contexts that shape our lives in the 21st century, education is fundamental to address the ignorance and the mistrust that are the source of human conflict. Enabling citizens to acquire intercultural competencies and skills is key to fostering intercultural dialogue, overcoming cultural stereotypes and intolerance and winning the fight against a “clash of ignorance”.
- **Youth:** Youth is a main target group of the Alliance. Roughly one in five individuals, over 1.2 billion people worldwide, is

between the ages of 15 and 24. A pool of talent, ideas and energy, young people are key agents for social change, economic growth, development and technological innovation.

- **Media:** traditional media as well as social media and new information technologies shape perceptions, narratives and attitudes. They hold the potential to bridge cultural and religious divides and to develop a positive narrative around diversity. Amplifying this constructive role is one of the core tasks of the UNAOC.
- **Migration:** migration and mobility of populations shape our diverse societies. They bring potential for development and innovation which must be harnessed, but also create new challenges that need to be addressed in order to build inclusive and tolerant societies.

THE OBJECTIVES OF THE ALLIANCE'S PROGRAMS AND INITIATIVES

All Alliance's activities can be regrouped in clusters around the following five key objectives:

- Facilitating the global conversation on the challenges and opportunities for living in a landscape of diversity in our age of global communication and exchanges.
 - Promoting changes in policy frameworks and intercultural strategies built upon a broad vision, where economic and social inclusion policies and policies for cultural diversity are integrated and push each other forward.
 - Preventing intercultural tensions and crises; combating stereotypes, misperceptions, discrimination and xenophobia.
 - Supporting innovative grassroots initiatives that contribute to intercultural dialogue and understanding, mutual respect and cooperation across divides.
 - Raising awareness and mobilizing public support for cultural diversity, tolerance and inclusion.
- **The Annual Forums** (Madrid, 2008; Istanbul, 2009; Rio de Janeiro, 2010; Doha, 2011; Vienna in 2013) bring together hundreds of representatives from various institutional and civil society constituencies. They facilitate a **global conversation** on the challenges and opportunities of living at ease with landscape of diversity. They further provide an opportunity to **showcase a large tapestry of initiatives** and programs, as well as to launch new forms of cooperation between partners.
 - Through encouraging country members to devise and implement **National Plans and Initiatives for Intercultural Dialogue and Cooperation**, the Alliance helps generate ownership of its goals at the country level, shape policies conducive to a better living together and establish relevant capacity building. They help develop national agendas for addressing a number of cross-cutting issues, ranging from education to migration, media and youth, as well as introducing a new overall approach to social policies and attitudes, since cultural diversity has become the main feature of our lives in the 21st century.
 - By bolstering regional approaches conducive to **Regional Strategies for Intercultural Dialogue and Cooperation**, the Alliance helps set a framework for joint action and shape a common strategy to tackle shared challenges. The priorities identified in the regional strategies are implemented through action plans, which are revised on a regular basis. So far, two regional strategies have been adopted and are being implemented: the Regional Strategy for South-Eastern Europe (adopted in Sarajevo in 2009) and the Regional Strategy for the Mediterranean (adopted in Malta in 2010). Others are in the pipeline (namely a Regional Strategy for Latin America).
 - Through supporting a number of **innovative projects**, the UNAOC reaches out to a wider public and stimulates global activism, advocacy and leadership in diversity, as well as further engagement in community organization for social change. Leaders of these projects are invited to make a commitment to action and conform to key output indicators to ensure project quality and compliance.

HOW THE ALLIANCE OPERATES

Alongside specific political advocacy and quiet preventive diplomacy mainly developed by the High Representative, the Alliance promotes a broad spectrum of tools and opportunities:

- Last but certainly not least, through developing **a number of key programs and flagship initiatives of its own**, the Alliance stimulates innovation, fills existing gaps, engages a wider public and contributes to ongoing efforts with institutional and civil society partners.

OUR PROJECTS' SELECTION CRITERIA

All projects developed or supported by the Alliance shall comply with the following criteria:

- Be related to one of our areas of activities
- Focus on countries or group of countries, notably members of the Alliance
- Target a significant number of beneficiaries or priority groups
- Be innovative and specific combining an expected outcome, a well defined approach to address a specific problem and pursue feasible objectives within a certain period of time
- Allow for direct and active monitoring by the Alliance team or partners/correspondents
- Evaluate results using key output indicators

KEY OUTPUT INDICATORS

To maximize the efficiency of our activity, we have defined a procedural model to select new projects and assess ongoing ones. This model is based on two key outcomes indicators.

The first indicator represents the number of beneficiaries and allow us to give priority to actions with the broadest effect on communities.

The second one is a project score, each project being defined according to its compliance with the following:

- Carried out after formalizing a "commitment to action" to ensure project quality, monitoring and compliance;
- Be based on the principle "acting through partnerships", encouraging other stakeholders to engage in project activities
- Clearly defined "commitment to action plan" with objective information about context, objectives, beneficiaries, partners, process, timeline, expected outcomes and budgeting.
- Regular reporting to keep the Alliance updated about activities implemented and project status as well as final report after completion of the project.
- Potential for scaling-up, replication and sustainability.

GETTING INVOLVED AND SUPPORTING THE UNAOC

There are many ways institutional and civil society partners may support the Alliance's activities, directly or indirectly. They include the following:

- Make a financial contribution to the UNAOC to help ongoing initiatives around the world.
- Directly support a specific UNAOC program and/or support an organization that runs a UNAOC-branded program.
- Corporate and foundation partners can also play a constructive role in finding collective solutions for some of the problems tackled by the UNAOC, either in a specific region or on a specific topic.
- Make an in-kind donation or a commitment to a UNAOC action (such as organization of a UNAOC action or hosting a UNAOC Forum, meeting or seminar) or supporting the UNAOC's work in any other way. This may include holding awareness and/or fund-raising events within communities or, for instance, seconding staff to the UNAOC Secretariat
- Volunteers wishing to play a more personal role have a variety of options: the UNAOC welcomes interns in its headquarters throughout the year, accepts volunteers for UNAOC events

MORE INFORMATION ON UNAOC PROGRAMS

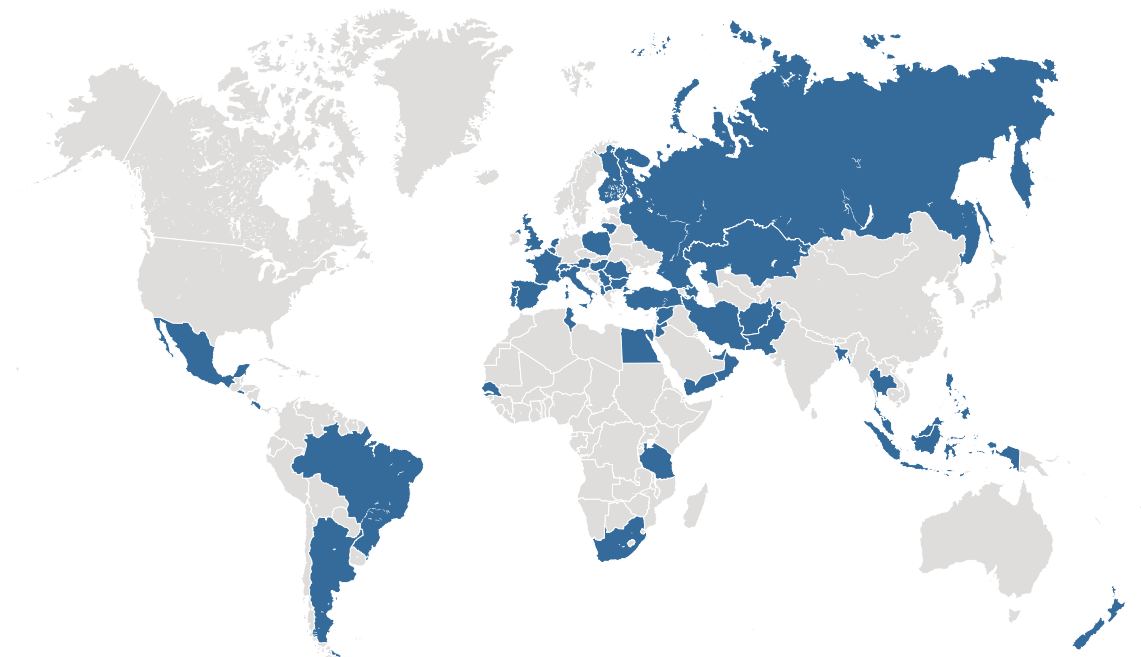
The short presentations that follow focus on planned and ongoing programs steered or carried out by the Alliance from 2012 to 2013. Some emphasis is placed on programs that either still lack support for implementation or require a significant boost to achieve their aims.

More information can be found on the UNAOC website (www.unaoc.org).

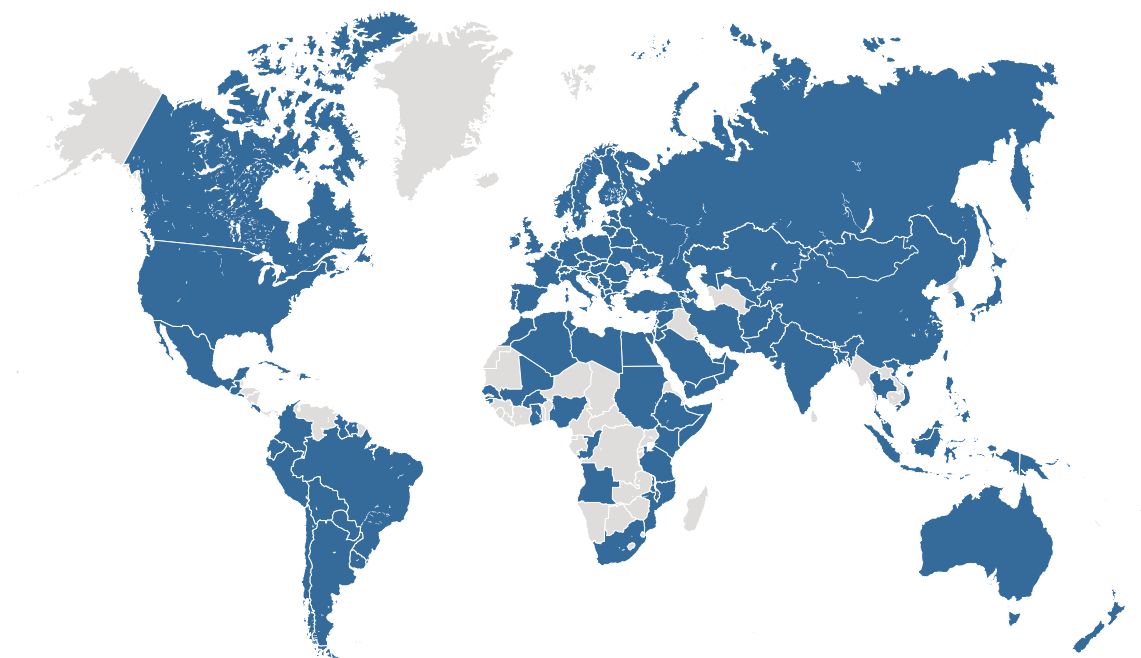
WHAT HAS THE UNAOC ACHIEVED OVER THE PAST 5 YEARS?

Over the past five years, the UNAOC has gone global. It has done so in terms of membership of its Group of Friends, networks, partnerships, actions and outreach. It has been a period of growth and global impact. The next five years must be a time for consolidation, sustainability and delivery.

■ UNAOC ACTIVITIES AND SUPPORT BY STATES AND NON-STATE PARTNERS **BY JUNE 1, 2007**



■ UNAOC ACTIVITIES AND SUPPORT BY STATES AND NON-STATE PARTNERS **BY JUNE 1, 2012**



THE PROJECT AND ITS MAIN ACHIEVEMENTS

What are Regional Strategies?

Delivering on-the-ground joint actions that reflect shared responsibilities is the best way to address common challenges. Bringing together governments, local authorities, international organizations, civil society, youth, media, the private sector and philanthropies, Regional Strategies for Intercultural Dialogue and Cooperation are a framework for collective action. They complement national plans and initiatives and identify priorities to set up a regional agenda in the fields of education, youth, media and migration. Regional Strategies de-globalize the Alliance's goals, generate a process of co-ownership involving a wide range of stakeholders and drive collective efforts to address peoples' needs, reach out to grass-roots organizations and deliver projects on the ground.

How many?

So far there are two Regional Strategies adopted and being fully implemented: the UNAOC Regional Strategy for South-Eastern Europe (adopted in Sarajevo in December 2009) covers 14 countries, and the UNAOC Regional Strategy for the Mediterranean (adopted in Valetta in November 2010) encompasses over 40 countries from Europe, including the Balkans, North Africa and the Middle-East.

How does it work?

Regional Strategies materialize into Action Plans based on public-private partnerships. Action Plans are made up of three different types of projects:

- UNAOC flagship programs that go regional;
- New actions developed by organizations-partners and/or promoted by the UNAOC;
- Projects submitted by civil society organizations and selected upon a call for proposals.

2ND ACTION PLAN FOR SOUTH EASTERN EUROPE (2012-2014)

Currently being finalized after a regional meeting held in Belgrade on 10-11 April 2012, this plan encompasses a wide range of projects aimed at addressing each of the following six priorities, with a view toward creating new opportunities for lasting, positive change designed to influence mindsets:

- Reconciling diversity and social cohesion
- Combating stereotyping and misperception; overcoming ignorance and prejudice
- Education as a tool for conflict prevention and peace building
- Culture and development: tourism, arts and sport
- Gender equality and empowerment of women
- Intercultural dialogue skills and competencies: a new generation of active citizens

1ST ACTION PLAN FOR THE MEDITERRANEAN (2011-2015)

Since May 2011, several projects dealing primarily with education, youth, media and migration issues have been built around these five main objectives:

- Build bridges to promote dialogue and understanding among peoples, cultures, religions and beliefs, a foster a culture of peace
- Combat racism, racial discrimination, xenophobia and related intolerance including incitement to hatred
- Reinforce trust, tolerance and respect for diversity through cooperation, partnership and inclusion
- Contribute to good governance and the rule of law with a view to protecting and respecting cultural diversity, religious freedom and pluralism
- Promote integration of migrants to further social cohesion and participatory societies; avert marginalization and exclusion of vulnerable migrant groups

For a full overview of all projects included in both Action Plans, see www.unaoc.org.

HOW TO GET INVOLVED?

Support from international and civil society partners is vital for the successful implementation of the Regional Strategies.

There are many ways you can support these strategies, both directly and indirectly:

- Make a financial donation, which will go straight to helping our ongoing regional initiatives, trusting the UNAOC to direct your donation where the greatest need exists. It's an easy process, and you can give whatever amount you prefer. It all helps.
- Directly support one of the actions of your choice included in the Action Plans or one of the organizations that submitted a UNAOC-branded program within the Action Plans.

- Develop a partnership for the region, bringing together a number of like-minded players – namely foundations and the private sector – addressing, in an independent but complementary way, some of the priorities identified in the Regional Strategies. This way, by combining your actions with those of others, you enhance and amplify their impact.

**TARGET BUDGET FOR
2012-2013 FOR BOTH
ACTION PLANS**

3,000,000 USD

AMPLIFYING THE ROLE OF MEDIA IN FURTHERING CROSS-CULTURAL UNDERSTANDING: THE MEDIA PROGRAM

THE PROGRAM AND ITS MAIN ACHIEVEMENTS

The UNAOC's Media Program amplifies the constructive role of media in furthering public understanding of political, cultural and religious issues.

At the program's core is **Global Experts**, a network of experts and an online resource for journalists to attain free access to a range of opinion leaders who provide sound analysis on political, social and religious issues. In a 24-hour news cycle, with shrinking media budgets and a proliferation of online resources, **finding accurate, fair and informed sources of commentary and analysis has never been so crucial to a balanced reporting that includes a diversity of opinions on sensitive issues.** Global Experts has achieved a number of key milestones over the past three years, including the following:

- Managing an online resource of Global Experts (www.theglobalexperts.org) which provides detailed biographies and contact information for roughly 350 individual experts in their fields. The database is searchable by keyword, region, subject of expertise and language.
- Generating articles and commentary distributed to editors around the world to increase the quality and diversity of the analysis.
- Alerting journalists (and other stakeholders) on significant international crises and developments.
- Developing a mobile application to enable journalists and media professionals to use mobile devices to find experts in real time.

Skills-building **Journalist Trainings** are a second component of the program. They are run by recognized senior journalists and experts to **support media professionals in their efforts to report across cultural divides.** Workshops have been organized for journalists from Pakistan, Indonesia, as well as from throughout the Arab world, Europe and North America. They are aimed at building journalism skills, reflecting on the role of media in covering conflicts, exploring tools for reporting on political and social issues in the digital age

and reporting on "Muslim-West" relations. Practical outcomes of these trainings have, in the past, included articles, TV and radio interviews, as well as blogs developed by participants.

In a similar spirit, the program provides **Media Empowerment Trainings** to civil society leaders, **particularly voices from stereotyped communities**, to enhance their ability to reach out to the media.

Forums for Media Leaders are also organized to enable influential media leaders—owners, editors, funders and educators—to strategize new ways of **improving news analysis on cross-cultural conflicts.** A major gathering of these leaders took place in October 2011 at the Dead Sea.

Finally, the UNAOC Media Program includes **Video and Multimedia Projects** jointly conducted with partners, such as top journalism schools, to provide facts and commentary on complex and divisive issues. Two projects have been led thus far around the topics of Islam and identities.

ACTION PLAN 2012-2013

Global Experts (www.theglobalexperts.org)

The Global Experts site has been limited in its development and overall effectiveness by clear shortages of labor and resources. Through further funding, this resource can continue to function and expand as a vital and lasting online tool for both the media community and the international public in need of accurate analysis. Such funding would allow the program to achieve the following:

- Develop online content on global issues, including multimedia files and podcasts, and make them available to the media and the international community.
- Enhance the quality of under-funded media outlets which otherwise would not have access to quality analysis both through the website and through a free syndication of articles by these experts.
- Invite further qualified experts worldwide to join the resource and thus further diversify it.

- Make the website available in many other regions of the world through developing multilingual versions.
- Add original, quality content to the website through joint projects, such as the “100 Questions about Islam” video project.

Media Empowerment Trainings of Civil Society in the Arab Region

In response to growing need and recent events, trainings will be conducted with Arab civil society representatives. They will focus on building media skills and utilizing social networking tools for more effective campaigning, with a special emphasis on respecting diversity and building citizenship skills.

Trainings of journalists across the Arab World, Africa and the USA

The UNAOC intends to multiply trainings in the Arab world, in particular in Tunisia, Egypt, Morocco and Jordan. Further trainings are intended for journalists from Nigeria and the USA.

Partners include: *The New York Times*, Journalism schools in Europe, USA, Middle East and North Africa; the International Centre for Journalism; and Search for Common Ground.

Exchange of journalists from the Middle East, North Africa and the USA

In addition, the UNAOC intends to organize exchanges of mid-career to senior journalists between the USA and the Arab world in an effort to enhance understanding of the various regions and overcome stereotypes.

Partners include: Missouri School of Journalism, Associated Press, The New York Times Knowledge Network and the Jordan Media Institute.

Budget

Estimated annual cost of upgrades to Global Experts, including new multimedia products	150,000 USD
Estimated annual cost to train 100 civil society representatives	300,000 USD
Estimated annual cost for online training of 400 journalists	200,000 USD
Estimated annual cost for in person training of 100 journalists	200,000 USD
Estimated annual cost for an exchange of 24 journalists (12 USA, 12 MENA)	300,000 USD
ANNUAL FUNDING TARGET	1,150,000 USD

SUPPORTING YOUTH-LED INITIATIVES THAT ADVANCE CROSS-CULTURAL UNDERSTANDING: THE YOUTH SOLIDARITY FUND

THE PROGRAM AND ITS MAIN ACHIEVEMENTS

The Youth Solidarity Fund (YSF) provides **small grants** of up to 30,000 USD to youth organizations advancing cross-cultural understanding at the local, national or international levels. Projects are developed and implemented **by youth organizations and primarily for the benefit of youth** (aged 18 to mid-30s). They are selected in consideration of the **transformational change** they can generate. All projects present potential for a **multiplier effect and sustainability**.

In Somalia, for instance, one project centers around organized workshops on peace and human rights education for young people involved in armed conflicts. Many former participants are now trainers and incite armed fighters to join the training. In Bosnia and Herzegovina, another project revolved around engaging political leaders in order to mainstream young people's suggestions for cooperation between people from different ethnic, cultural and religious backgrounds.

In the first two editions of the program:

- 24 projects (4% of the applications) were implemented in 22 countries, costing a total of 570,000 USD.
- Over 150,000 individuals benefited from the project activities (e.g. receiving training, engaging in meetings with decision-makers, etc.), and several hundreds of thousands benefited indirectly from the projects in various ways (receiving awareness-raising material, attending events, etc.).
- Most projects included several of the following: awareness-raising, training, dialogue with policy-makers, creation of support networks, interventions with community leaders and media campaigns.
- Strong points included: reaching marginalized youth, bridging the intergenerational gap and crossing cultural or religious borders in unprecedented ways.

ACTION PLAN 2012-2013

The YSF program has been restrained by financial constraints. The target is to fund about 40 projects each year, over the next two years. This will allow the development of synergies and enhance results in terms of exchange of content, mentoring, network development, media relations, etc. A larger pool of projects will allow stronger links with policy development, National Plans and Regional Strategies. Attention will be given to a more strategic focus by concentrating on countries or regions of the world struggling with significant tensions, conflicts or post-conflict situations.

In addition, it is proposed to develop a pilot program in Sub-Saharan Africa, which will support youth initiatives with a strong emphasis on fostering constructive relations between communities, with a focus on development. Such initiatives will benefit from an enhanced study of the social environment and will be further boosted by training opportunities.

Budget

Annual cost (low estimate: 40 grants of an averaged 20,000 USD):	800,000 USD
ANNUAL FUNDING TARGET	800,000 USD

MORE ON YOUTH PROGRAMS

The Youth Solidarity Fund is the most tangible – but not the only – achievement of a UNAOC Youth Program that turns to young people as agents of transformation. It promotes their active involvement in policies and initiatives designed to build bridges and create common spaces at global and local levels.

The **UNAOC Summer Schools**, which are covered under a specific presentation, is another relevant multi-stakeholders initiative.

As part of its platform for cooperation, the UNAOC runs a number of **exchanges and capacity-building** processes with young people and provides them with services, including **web services**, to facilitate their **networking** and involve them in **advocacy**.

The UNAOC has become a source of advice and inspiration for some 3,000 interconnected youth associations around the world. In addition to that huge informal movement, a more formal networking structure was created in 2011 as the **Global Youth Movement for the UN Alliance of Civilizations**. The aim is again to ensure significant youth inputs in the shaping of cross-cultural initiatives at different levels.



BUILDING TRUST AND COLLABORATION BETWEEN EMERGING LEADERS FROM WESTERN AND MUSLIM-MAJORITY COUNTRIES: THE FELLOWSHIP PROGRAM

THE PROGRAM AND ITS MAIN ACHIEVEMENTS

The Fellowship Program is a joint initiative, developed with the support of the German government, the Hermes Foundation for Peace and in partnership with the League of Arab States, ISESCO, the governments of Qatar and Jordan, the Organization of Islamic Cooperation, the British Council and the Institute of International Education. Its current objective is to contribute to a better mutual knowledge and understanding between peoples and societies from Muslim-majority countries around the Arab World and from Europe and North America. In the context of the Arab Spring this program becomes of strategic importance.

The program creates an opportunity for emerging leaders from each of these societies to get acquainted with the diverse realities and cultural, political and religious environments of the others' through firsthand experience of institutions and societies in their counterpart region.

So far, two pilot programs have been implemented, one in 2010 and one in 2011, for groups of roughly 15 participants from the Arab world, as well as from Europe and the USA. They included well-known journalists, diplomats and several leaders from Arab states in transition. Fellows met with CEOs of successful companies and leaders of organizations and foundations working on development issues, international and regional news networks and political groups. Back home, working in their respective field(s) of politics, media, business and/or development, many of the fellows will be able to apply what they learned to their daily lives and work, as well as to the groups and constituencies with which they collaborate.

ACTION PLAN 2012-2013

As of 2012, the UNAOC's objectives are the following:

- to organize a spring and fall edition for roughly 70 emerging leaders each year;
- to expand the program over the next three years;
- to create and maintain a strong network of fellows, partners, contacts and supporters; and
- to evaluate the fellows and assess the benefits of this program upon their return home.

Budget

While a few partners may make in-kind contributions, the cost of travel, accommodation and meals (plus incidental expenditures) for each of the four groups of 15 fellows is averaging 125,000 USD.

Estimated annual cost for fall and spring editions (including coordinator)	600,000 USD
ANNUAL FUNDING TARGET	600,000 USD

LIVING TOGETHER AT EASE IN DIVERSITY: THE ALLIANCE OF CIVILIZATIONS' SUMMER SCHOOLS

THE PROJECT AND ITS MAIN ACHIEVEMENTS

Why UNAOC Summer Schools?

The UNAOC Summer School is based on the conviction that youth are a driving force for change. Also, a central principle behind the Summer School is that people share more commonalities than divisive differences, and when given the opportunity, they will explore these common interests, sparking collaborations and stimulating ideas that address the major issues around the world.

What are the objectives?

The objectives of the UNAOC Summer School are to

- promote the empowerment of youth by strengthening intercultural skills and competencies;
- strengthen young people's capacity to get involved in the preparation and implementation of cooperative action across divides;
- facilitate encounters and exchanges between young people from around the world;
- develop a network of participants in the summer schools.

What happens in a Summer School?

The week-long boarding Summer School's design is based on a process of mutual learning, using the participants' varied experiences as a starting point for the training and learning processes. Active participation and in-depth reflection are key components of the course, which combines formal, non-formal and informal educational opportunities. Participants compare their approaches to work and participation as young leaders in increasingly diverse societies, preparing them to become agents of change when they return to their own communities.

The pedagogical team works pro bono and includes members from dynamic professional backgrounds and diverse regions of the world. They include scholars, experts, politicians, facilitators and trainers.

Who are they for?

Summer Schools gather close to 100 youth aged between 18 and 30, ensuring geographical, cultural, and gender balance. Participants are selected upon a call for applications. They are all key multipliers, playing an active role within a youth organization, network or service at local, national or regional level, and plan to continue this work in the near future.

Where and when?

Globally at any point, summer schools can be held wherever a host university offers to partner with the UNAOC and EMUNI (Euro-Mediterranean University) in implementing this project. In 2010 and 2011 they were held in Portugal, in Aveiro and Lisbon respectively.

ACTION PLAN 2012 – 2013

In 2012, two summer schools are scheduled: one in Coimbra, Portugal and the other one in Amman, Jordan. A Summer Camp in Malta is also being explored. Two additional winter schools are also planned to take place: one in Latin America and the other in Asia.

In 2013, three Summer schools are planned: two in the Euro-Mediterranean region and one in Africa. Three winter schools are also planned: one in Asia, one in Latin America and another in the Middle East.

Budget

UNAOC Summer Schools are based on three principles: the pedagogic team (except monitors) works pro bono; the host university offers the venue and all facilities related to the accommodation of the participants in University Halls and facilitates the use of university canteens; the host country delivers courtesy visas to the participants at no cost.

Estimated average travel cost, based on 100 participants	100,000 USD
Estimated average cost (meals, ground transportation, insurance)	80,000 USD
Estimated average costs related to special speakers (travel, accommodation, meals)	15,000 USD
Other costs (organization, office supplies, cultural visits)	15,000 USD
Estimated cost of one week summer/ winter school on the basis of 100 participants travelling from five continents	210,000 USD
ANNUAL FUNDING TARGET (FOR 4 SUMMER SCHOOLS)	840,000 USD

MORE ON THE EDUCATION PROGRAM

Through the Education Program, the Alliance builds knowledge about diverse cultures and enhances understanding across cultures. The main components may be described as follows:

Education around religions and beliefs (through clearinghouses and online communities) provides online resources about the world's diverse religions and belief systems as well as ethics education, tolerance education and civic education.

An **Alliance Research Network** provides a way to link doctoral-level universities with interests in the Alliance's areas from around the world, opportunities for collaborative work, experts for media commentary and a community of knowledge.

A **Media and Information Literacy Education clearinghouse** developed in collaboration with a wide network of partner organizations from around the world. This resource encourages the user's active participation through a multilingual, global repository of information regarding resources and good practices relevant to Media Literacy Education, Media Education Policy and Youth Media.

The **UNESCO-UNAOC UNITWIN Global Chair on Media and Information Literacy and Intercultural Dialogue (MILID, aocmedialiteracy.org)**, a network of eight universities from around the world, develops educational and media production practices that contribute to dissolving prejudice and intercultural barriers. Additional funding would be necessary for publications, conferences and the development of a MILID global master's program among the network of universities.

1. THE AWARD FOR INTERCULTURAL INNOVATION AND THE WIFI

THE PROJECT AND ITS MAIN ACHIEVEMENTS

In 2011, the UNAOC and the **BMW Group** launched the **BMW Group Award for Intercultural Innovation in support of the Alliance of Civilizations, under the auspices of the United Nations** (also known as the Intercultural Innovation Award). Following a global call for proposals, the UNAOC and the BMW Group selected the most innovative projects that encourage intercultural dialogue and cooperation around the world. A **highly competitive selection process** was set in place to guarantee that projects were selected for **outstanding achievement in creativity, excellence and proven positive impact.**

In 2011, the top ten projects were invited to present their achievements at the Fourth Annual Forum of the UNAOC in Doha, Qatar. The UNAOC and the BMW Group are helping winners to become more efficient, to expand and, wherever relevant, to enable a transfer of innovative ideas and best practices to other contexts or settings.

ACTION PLAN 2012-13

Each year, 10 new organizations will become members of the WIFI. The goal of the WIFI is to connect inspiring grassroots projects with media, donors, governments and other partners in order to help them scale up and replicate their efforts in order to achieve a broader and greater impact. Based on a yearly, case-by-case needs assessment, the best projects will receive active guidance and support from the WIFI team. They will also benefit from partner organizations that will support the selected projects in collaboration with the UNAOC and the BMW Group.

The UNAOC and the BMW Group are seeking to establish new partnerships with governments, foundations, CSOs and the corporate sector in order to achieve the goals of the WIFI. There will be two types of partnerships:

- **A new mentoring group composed of various organizations** will support one or more individual winners in one or more of their particular needs. Their collaboration will take on one or more of the following forms: providing media coverage; assisting winners with legal issues; providing IT support; donating goods and services; donating money.
- **Regional Awards** will be created with the support of organizations at the regional level, which will also serve as partners on the ground.

In the next two years:

- The initiative is expecting to receive **more than 1,500 applications** from all over the world.
- 20 projects will be chosen to become members of the WIFI.
- At least six top projects (top three of each year) will see a multiplication by 10 of the number of beneficiaries and will be replicated in three different locations.
- 15 organizations will become members of the mentoring group.

Budget

The Intercultural Innovation Award is a partnership between the UNAOC and the BMW Group. The annual budget is meant to cover the organization of the competition, the awards, an expansion of assistance to winners for replication and scaling up, communication, project management and logistical support.

ANNUAL FUNDING TARGET:

700,000 USD

2. THE "DO ONE THING FOR DIVERSITY AND INCLUSION" CAMPAIGN

THE PROJECT AND ITS MAIN ACHIEVEMENTS

The Alliance is keenly aware that, in order to make a real difference, it must **reach out to the public at large, beyond institutional and other already-converted partners**. It is indeed in people's minds that misperceptions, stereotypes and divisions are growing. The **challenge is to build a world constituency that cares for diversity, dialogue, understanding, respect and cooperation**.

A **creative campaign** was launched in May 2011 by a group of public and private organizations. It has generated huge interest in the media and success in the public. With few resources and little time for preparation, the campaign succeeded in mobilizing thousands of people around the world.

ACTION PLAN 2012 – 2013

The campaign will be substantially expanded. A creative campaign director will be hired, with a view toward developing IT tools for the advancement of the campaign, making optimal use of social networks and creating incentives for individual, institutional and corporate partners to join and support. Potential partners include UNESCO (particularly in light of the 10th anniversary of the UNESCO Convention on Cultural Diversity), Silicon Valley firms, Vivendi, the Bosch Stiftung, the Evens Foundation and many more.

Budget

The "Do One Thing" Campaign is an attempt to reach out to the public at large. It should progressively rest on a larger pool of professional resources, including in the first phase, a head campaigner, as well as tools to improve and expand communication commensurate with the campaign on key issues.

ANNUAL FUNDING TARGET	150,000 USD (FIRST PHASE)
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In a second phase, the project will aim at an annual budget of 350,000 USD.

3. PLURAL+, A YOUTH VIDEO FESTIVAL ON MIGRATION, DIVERSITY AND INCLUSION

THE PROJECT AND ITS MAIN ACHIEVEMENTS

In cooperation with the IOM and partners worldwide, the Alliance **encourages and awards young people for producing videos in which they express their feelings and visions with respect to issues linked to diversity, migration and social inclusion**. This video Festival, PLURAL+, is another attempt at **engaging young citizens** and using art to build bridges across civilizations.

From 2009 to 2011, following a call for entries, 450 videos from 72 countries were submitted to PLURAL+. The selected videos have been screened in multi-media platforms (TV, festivals, congresses, internet, DVDs) around the world, from India to Chile, Sweden, and Lebanon. PLURAL+ has proved to be a successful and relevant platform for the distribution of young peoples' voices on key social issues upon which the festival focuses.

ACTION PLAN 2012 – 2013

The objective will be to **further professionalize the selection process**, from wider calls to greater screening capacity. It will also be to **broaden the scope of distribution**, notably through deeper engagement with television broadcasters and educators. The UNESCO Associated School Network (including over 9,000 schools around the world) has supported the 2011 call for entries, and the next logical step would be to include PLURAL+ videos as part of the classroom curricula in the network.

Budget

The "PLURAL+" project is developing remarkably. A small budget is needed for designing and developing a website, educational outreach and programming, DVD production and distribution, media campaigns, awards and the awards ceremony.

ANNUAL FUNDING TARGET	100,000 USD
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THE PROGRAM AND ITS MAIN ACHIEVEMENTS

Through its fairly recent migration program, the UNAOC promotes the construction of more inclusive societies in which the contributions of migrants are valued and their integration is facilitated. While isolated communities may lead to alienation and resentment, societies of inclusion and cohesion prove that diversity brings progress.

An Online Community on Migration and Integration – Building Inclusive Societies (IBIS) was created in 2010 in partnership with the IOM. It provides information on promising practices and successful models of integration for migrant populations. It promotes further involvement of all stakeholders in integration by supporting coordinated efforts and cooperation. IBIS is open to additional partnerships and regular contributors.

In view of important communication challenges, the program also aims **to feature positive experiences and success stories in other ways**. It initiated a video-project showcasing examples of successful integration of migrants in cities. The first video-project was completed in Italy with the support of the Italian government. New projects are now being launched in various other countries.

ACTION PLAN 2012 - 2013

IBIS will be strengthened and expanded with the support of new partners.

The program will contribute to the project entitled "Reconciling cultural diversity and social cohesion in Europe," launched by the High Representative in 2011.

In that context, preparation is under way to develop a highly interactive, self-paced **training program for local authorities** that addresses migration and minority issues from a comprehensive perspective. The project promotes education for the better development of pluralistic societies in which everyone is treated with an equal dose of dignity and respect. The project raises awareness among local authorities regarding issues faced by migrants and minorities in order to enhance their social inclusion. The first leg of that project may be developed in connection with the Second UNAOC Regional Action Plan for South East Europe.

Budget

In addition to projects through regional strategies, the Migration Program is intends to develop an awareness campaign to counter prejudices and counterbalance mainstream discourse about migration. Small budget is needed for designing and developing such campaign.

ANNUAL FUNDING TARGET:

200,000 USD



THE PROJECT AND ITS MAIN ACHIEVEMENTS

What is Dialogue Café?

Dialogue Café is a non-profit initiative, which uses cutting-edge, video-conferencing technology to enable face-to-face conversations between diverse groups of people from around the world. It allows them to create a global community for sharing experiences, learning from each other and working together to make the world a better place.

Dialogue Cafés are already open in Paris, Lisbon, Amsterdam, Rio de Janeiro, Cleveland and Ramallah. London, Beirut, Wroclaw and São Paulo will open before Summer 2012. New Dialogue Cafés in Tunisia, Belgrade, Lagos, and Brisbane are in the pipeline and will all be operational by mid 2013.

For whom?

Dialogue Café is for individuals and organizations with a social, environmental, educational or cultural mission – such as foundations, civil society organizations, community groups, universities, schools, social enterprises, public sector bodies and agencies.

Why?

Dialogue Café is the result of the radical but simple idea that people have many more commonalities than differences and given the opportunity, they will explore their common interests, sparking collaborations and stimulating ideas that address the major issues of today. This kind of interaction can lead to new ways of thinking and doing: it can empower individuals and communities, break down prejudices and misconceptions and promote greater understanding and co-operation across cultures and other divides.

What happens in a Dialogue Café?

Dialogue Cafés are spaces for innovation and creativity - with a particular focus on cross-cultural dialogue, social innovation, civic participation, arts, creativity and culture. These cafés are connected through a global exchange that links cafés around the world to enable informal conversations, as well as more structured multi-city activities such as conferences, concerts and lectures. The following examples illustrate the range and variety of activities that Dialogue Café can facilitate as the network grows and develops around the world.

- Young people in Belgrade, Ramallah and Barcelona sharing stories about their heritage.
- Women from Cairo, Rio de Janeiro, Doha and Amsterdam discussing the role of education and employment in empowering women.
- Multi-city conferences and events on topics such as climate change, creativity and innovation, ageing and social exclusion connecting Beijing, San Francisco, Tokyo and Melbourne.
- Joint projects linking schools in Paris, Beirut, Seoul and Sydney.
- Social entrepreneurs from London, Toronto and Tel Aviv talking about potential commercial collaborations.
- Simultaneous theater workshops run in Paris, New York and Rio de Janeiro.
- Concerts in Senegal that have been viewed live to Cape Town, Lisbon and London.

How?

This project is run by the Dialogue Café Association (www.dialoguecafe.org), together with Cisco Systems, the Gulbenkian Foundation (Portugal) and local partners of each dialogue café. It is part of the core UNAOC projects included in the Regional Strategies, namely for South-Eastern Europe and for the Mediterranean.

ACTION PLAN 2012 – 2013

Expanding the network of Dialogue Cafés to three strategic areas is our priority for 2012-2013: Africa (Ethiopia, Mozambique, Angola, Senegal and Cape Verde); South Asia (Pakistan, Bangladesh and India); South East Europe and the Mediterranean region (Montenegro, Bosnia and Herzegovina, Albania, the Former Yugoslav Republic of Macedonia, Romania, Bulgaria, Austria, Turkey, Egypt and Morocco). We are targeting around twenty new dialogue cafés for this period.

Budget

This budget is a rough estimate of the costs of opening and operating these other dialogue cafés. However, many of these costs are variable, requiring an assessment of potential local partnerships that may help reduce costs.

ITEM	DETAIL	ESTIMATED COST
Technology	Tandberg Profile 65+	20,000 USD
	Shipping 6 transportation costs/customs & excise duty of Tandberg equipment	15,000 USD
Pod	Furniture	6,500 USD
Project Management	Overseeing purchase & shipping of equipment / installation & testing / training & developing program	15,000 USD
TOTAL PER DIALOGUE CAFE :		56,500 USD

ANNUAL FUNDING TARGET (FOR TEN NEW DIALOGUE CAFÉS):	565,000 USD
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HOW CAN I GET INVOLVED?

For more information, see www.dialoguecafe.org, or email Sara Piteira at the following address: sararsp@gmail.com.

WHY DO THE ANNUAL FORUMS IMPACT THE CURRENT UNAOC AGENDA?

Each annual Forum presents the UNAOC with a wealth of new recommendations and fresh ideas for novel projects. Sometimes they help enhance, enlarge or reshape ongoing initiatives, ensuring that they continue to reflect and respond to the needs on the ground. Other times they reveal new avenues for dialogue and cooperation on growing challenges related to the UNAOC's mission and goals.

THE DOHA FORUM (DECEMBER 2011)

The development of the following cross-cutting projects contributing to the advancement of the top four following objectives of the UNAOC as prioritized for 2012-2013:

Preventing intercultural tensions and crises - combating stereotypes, misperceptions, discrimination and xenophobia

- A network of museums and centres for tolerance will be created and developed.
- An on-line youth campaign will be launched, calling on political leaders, decision-makers and citizens to speak out against fear, intolerance and xenophobia. Work to design the campaign began immediately following the Forum.

Raising awareness toward valuing cultural diversity it as an asset rather than a liability

- A new initiative further exploring the role of creative industries to empower women will be examined and included in the UNAOC agenda for 2012 and 2013.
- "Generation 2030", an educational program in partnership with the International Foundation For Survival and Development of Humanity and the Russian Ministry of Foreign Affairs, UNESCO, UNICEF and NGOs will be further explored in 2012.

Living together with our differences with greater ease in an age of diversity, communicating across cultures and peoples, and building inclusive and tolerant societies

- Developing a cycle of seminars involving governments, local authorities, civil society actors and media to address the topical issue of "reconciling diversity and cohesion" aiming at producing some policy recommendations.
- In 2012-2013, launch a UNAOC Youth Cultural Festival on the basis of a proposal made by a group of independent experts supporting the Organizing Committee of the Doha Forum. This Festival will give young people from diverse backgrounds the opportunity to come together, to learn from and to collaborate with each other, as well as to forge a global youth partnership geared toward realizing the goals of the Alliance. The emphasis will be on concrete measures to empower youth to face challenges in this regard, as well as to strengthen their contribution toward intercultural understanding and development.

Promoting actions and policies for addressing cross-cutting issues (ranging from education to migration, media and youth) and developing new tools

- Building an online platform for a future UNAOC Diversity Observatory aimed at gathering knowledge and exchanging expertise. This platform will deepen UNAOC actors' understandings of developments in member countries and provide evidence for concrete UNAOC activities and interventions concerning diversity, dialogue and development. This project is inspired by a proposal presented by a group of independent experts who assisted the Doha Organizing Committee.

Budget:

These initiatives are still being developed. A budget for each one will be available soon. See www.unaoc.org.

ESTIMATED FUNDING TARGET FOR 2012:

2,000,000 USD



COSTS AND FUNDING

The UN Alliance of Civilizations has developed as the premier global platform for intercultural dialogue, understanding and cooperation, on which institutional and civil society actors engage, review policies and initiatives, and commit to action.

The activity is guided by the High Representative, assisted by a small Secretariat, which forms **the backbone of the platform**, provides **key services** and **enables programs (Part A)**. It supports the advocacy and direction role of the High Representative and sustains networks and liaises with partners, ensures matchmaking around new ideas and projects. It also prepares Global Forums, conferences and meetings; runs the clearinghouses and low-cost projects centered on the exchange of promising practices and access to critical information; assists countries on National Plans and Regional Strategies, and manages communication.

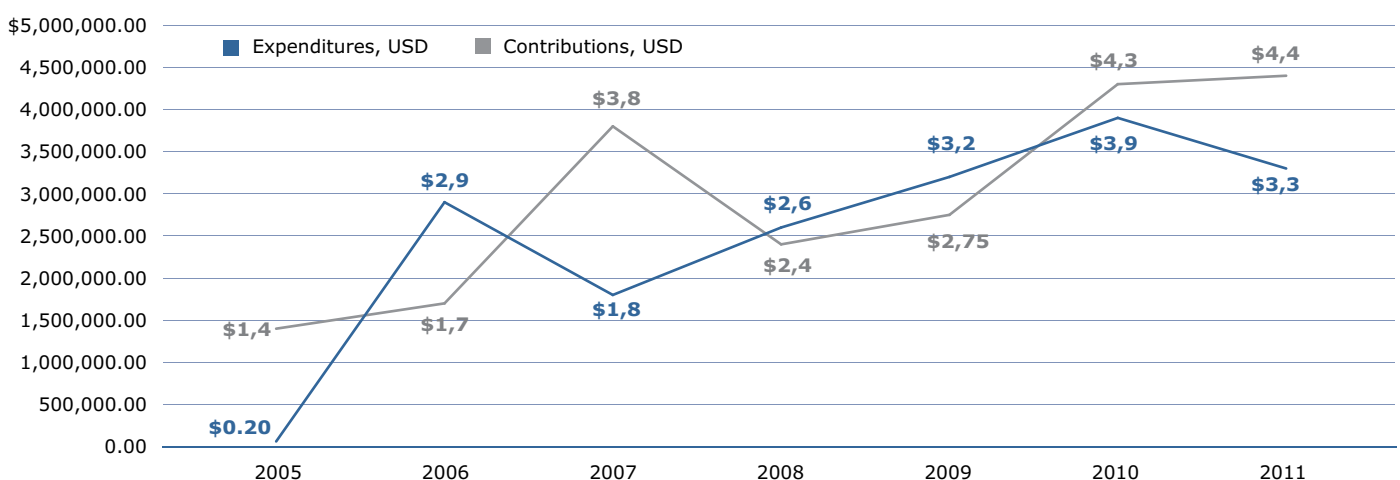
In addition, under the High Representative's guidance, the Secretariat partners with others to pursue a number of **more ambitious projects and flagship initiatives, which branch out of the platform (Part B)**. They take various forms: media trainings, Youth Solidarity Fund (YSF) grants, emerging leaders' fellowships, advocacy campaigns, summer (and winter) schools, intercultural innovation awards, etc.

The **annual cost of Part A** is close, on average, to 3 million US dollars. We call this the core budget. In FY 2011, for instance, 3,3 million USD were disbursed: 0,9 million USD on administrative needs of the platform and 2,4 million USD on running key services and enabling programs, including low-costs projects as well as pilot phases and small sections of more ambitious projects and flagship initiatives (the latter, as they grow, being treated separately now).

Indeed, the resources available for more ambitious projects and **flagship initiatives under Part B** have been so far rather modest and unstable, focusing mainly on media trainings and YSF grants. Yet, over the last two years, several pilot projects were launched, often with the support of in-kind contributions and the participation of private donors. **The objective, as of 2012, is to move from a few hundred thousand USD (plus various forms of in-kind contributions) to several million USD. The global target, including the core budget (Part A), is in the order of 15 million USD**

The Alliance relies on voluntary contributions, channeled through a Trust Fund, which is managed by the United Nations Headquarters per UN rules and regulations. From 2005 to 2011, the evolution of contributions and expenditures has been as follows (Table 1):

Table 1: 2005-2011 UNAOC Contributions and Expenditures



Data presented on the basis of annual reports, received from the UNHQs and UNOPS, on incoming contributions and payments.

Based on the indications provided in the various program descriptions, the table below is a summary of the estimated annual cost of the activities, for which the High Representative seeks support in 2012 and 2013 (full year). Programs, which do not appear in this table, are not "capital intensive"; their cost is absorbed in the operating costs of the platform (core budget).

NAME OF ACTIVITY/ PROGRAM AND INITIATIVE	BUDGET REQUIREMENT, USD
UNAOC Core Budget (platform of services)	3,207,826
Fellowship Program 2012	600,000
Media Trainings	1,100,000
Youth Solidarity Fund	800,000
Youth Summer Schools	840,000
WIFI/ Innovation/ Citizen Mobilization	950,000
Dialogue Café network	565,000
Regional Strategies	3,000,000
Doha outcomes	2,000,000
Reserve	1,000,000
UNOPS and UN Program Support Costs, 11%	1,546,911
TOTAL	15,609,737

It should be noted that the picture offered here relates to the implementation of activities made possible through the Trust Fund and it is not the full picture. Countries, International organizations, foundations, corporations and NGO partners help us do a lot more. They do so by organizing the Global Forums and various conferences, seconding staff, taking national and local initiatives, hosting seminars or groups of visitors and fellows, putting trainers at our disposal, and otherwise helping projects in their inception phases to get off the ground. That role is fully acknowledged with gratitude.