



United Nations Alliance of Civilizations
Many cultures. One humanity.



United Nations Alliance of Civilizations: Sixth Annual Report of the High Representative for the United Nations Alliance of Civilizations, Mr. Nassir Abdulaziz Al-Nasser, to the Secretary-General, Mr. BAN Ki-moon

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Summary

The present Report highlights the main activities carried out by the High Representative for the United Nations Alliance of Civilizations and the Secretariat between July 2012 and June 2013. These activities were developed in accordance with the 3rd Implementation Plan for 2011-2013 submitted to the Secretary-General in August 2011 as well as its Addendum, taking stock of the outcomes of the 5th UNAOC Global Forum, held in Vienna, Austria (February 2013).

Contents

I. Introduction

II. Overview of Progress

III. Consolidating the Alliance of Civilizations as a Global Multi-Stakeholder Platform

IV. Main Programme Initiatives and Activities

V. The Fifth Global Forum, Vienna, February 27-28 2013

VI. Outreach and Communications

VII. Governance: Trust Fund and Staffing

VIII. Conclusion

I. Introduction

1. The Alliance of Civilizations, a political initiative of the Secretary-General, was launched in 2005 with the co-sponsorship of the Prime Ministers of Spain and Turkey. Jorge Sampaio, the former President of Portugal, was appointed as the first High Representative of the Alliance of Civilizations in May 2007. During his tenure, Mr. Sampaio developed a functional framework for action, an initial agenda for activities and a network of stakeholders.
2. In the midst of the reporting period, in March 2013, a major leadership transition took place: the new High Representative, Mr. Nassir Abdulaziz Al-Nasser, President of the 66th General Assembly and former Permanent Representative of Qatar to the United Nations, was designated by the Secretary-General.
3. The core of the Alliance's work is defined by activities designed to promote tolerance and respect among human beings for their diverse beliefs, cultures and other sources of identity. Our globally shared aspiration for a culture of peace among all civilizations is central to the work of the Alliance. UNAOC pursues this goal through efforts to enhance the impact of civil society and by linking the work of the latter to the official activities of the United Nations.
4. As in previous years, the Alliance continues to occupy its special place within the United Nations system. It is a key platform in the larger structure of the United Nations that actively works with civil society. The Alliance operates in partnership with Member States, international organizations, media, youth and other civil society representatives. The

Alliance's staff continued project-based activities while planning and presenting the Vienna Forum in partnership with the Government of Austria.

5. This report is the High Representative's sixth annual report to the Secretary-General. It highlights the main activities of the Alliance during the past year (July 2012 to June 2013). Specifically, it covers the last six months of the tenure of the former High Representative (who completed his mandate in February 2013), as well as new directions for organization, planning and implementation, that can be expected with the appointment of the new High Representative.

II. Overview of Progress

6. Since inception, UNAOC has become a leading United Nations platform for intercultural dialogue, understanding and cooperation. It has connected governments, lawmakers, local authorities, civil society organizations, the media, and individuals devoted to promoting understanding across diverse communities. Through resolution 64/14 of 22 December 2009, the General Assembly expressed its support for the Alliance and acknowledged it as such a platform.
7. President Jorge Sampaio, High Representative from 2007 through February 2013, established a network of supporters, among Member States, international and regional organizations, NGOs, foundations, youth, faith-led organizations and the private sector. These relationships were often strengthened through Memoranda of Understanding (MoUs). Those that have been completed provide the backbone for the UNAOC's networks.

8. UNAOC has the support of the majority of Member States and several international organizations in its Group of Friends, which currently has 138 members. It boasts programming in the areas of media, youth, education, and migration. Some programs engage more than one area. The Alliance's current range of activities can be put into three broad categories: National and Regional Strategies, Programmes, and Special Projects and Events.
9. During August 2012-January 2013, progress was made in a number of areas: new ideas for a second generation of national plans were developed and presented at the annual meeting of the focal points; first action plans for Southeast Europe and Mediterranean were evaluated, while their second editions were prepared; first regional strategy for Latin America was discussed and endorsed among partners; second regional consultation for Asia and South Pacific was organized; preparatory discussions on the framework for the African region consultations were held.
10. Various programs were further developed and consolidated during the past twelve months: activities in the areas of education and youth (Fellowship Programme, Summer Schools, PLURAL + and Media and Information Literacy project) expanded and got recognition by the international community; same applies to Global Expert Finder in the media field, as well as to multi-stakeholders initiatives - Youth Solidarity Fund, Intercultural Innovation Award and trainings organized by Media and Migration Programmes.
11. Furthermore, the first six months covered by this Report were marked by a number of challenging events for the Alliance, namely those triggered by a new provocative film denigrating Islam that sparked violent protests in several parts of the world and led to the killings in Benghazi (September 2012). The need for a bold collective action to oppose extremism, intolerance and advocacy of religious hatred in a more effective and coordinated

way with other partners was once again stressed by the High Representative. Mr. Sampaio worked in close consultations with the United Nations High Commissioner for Human Rights to launch the Rabat Plan of Action, presented in Geneva, in February 2013. Moreover, during this crisis, UNAOC launched a global twitter campaign for citizens around the world.

12. At the instruction of High-Representative Al-Nasser, the strategic review was conducted from March to June 2013. Resulting from it, a Strategy for 2013-2018 was prepared, building on the successes from 2007-2012 and identifying in broad terms the concepts that should define future planning for UNAOC. The following six priority areas for UNAOC were identified by the High Representative:

- a. Building on previous achievements and moving further to accomplish additional goals in the areas of youth, education, media and migration.
- b. Strengthening partnerships and cooperation in the multilateral system.
- c. Adding complementary concepts and tools to the conflict prevention and reconciliation efforts of the United Nations.
- d. Explore links between relevant UNAOC project activities and post 2015 development planning.
- e. Strengthening the financing and the structure of the Alliance.
- f. Increasing interaction of UNAOC with media, civil society and the business sector.

13. Based on High-Representative Al-Nasser's new vision, the future of the Alliance must be characterized by further consolidation and coherence. Project development and all related

activities will be more tightly controlled and subject to a rigorous and disciplined process of vetting, implementation, completion and evaluation.

14. On funding, a major effort was made in 2012 to reinforce the Voluntary Trust Fund with a replenishment mechanism aimed at increasing the predictability of resource-mobilizing efforts and diversifying donors. The outcomes of the first replenishment session (Istanbul, May-June 2012), with pledges amounting to US\$7.5 million, were considered very promising. However, due to a leadership transition initiated in September 2012, the second replenishment session held in February 2013 resulted only in a few new pledges (US\$1,5 million total). The full implementation of the replenishment mechanism will be an ongoing challenge for the Alliance, which the new High Representative committed to address.

III. Consolidating the Alliance of Civilizations as a Global Multi-Stakeholder Platform

Group of Friends and Focal Points

15. In the course of six years, the Alliance's Group of Friends membership grew up to 138 members (114 countries and twenty-four international organizations). The Group of Friends met twice at the level of Permanent Representatives in February and May 2013 in New York. The ministerial level meetings were organized in New York in September 2012 and in Vienna, in the context of the 5th UNAOC Global Forum, February 2013. The Vienna Group of Friends meeting was marked by the adoption by consensus of the Vienna Declaration on the Alliance of Civilizations. The latter was an important new development, as never before had the Group of Friends reached consensus on such a broad-ranging document during a meeting at the Global Forum.

16. The Group of Friends members continue to provide guidance on key issue and strategic directions of the Alliance, through bilateral consultations and group discussions. They have been actively involved in providing inputs to the strategic review process, conducted in March-June 2013 and will be invited by the High Representative to support the implementation phase of his Strategic Plan for the next five years. In April 2013, the High Representative sent a letter to all Member States of the General Assembly, which did not become members of the Group of Friends yet, to consider joining it.
17. During August 2012-January 2013, former High Representative Jorge Sampaio focused much of his attention and action on preparing UNAOC for a smooth transition of leadership and on finalizing the implementation of the 3rd Implementation Plan (2011-2013). He prepared a range of reports on UNAOC, based on his experience as High Representative, which were submitted to the Group of Friends in September 2012 and to the UNAOC's Focal Points in December 2012. Over this time, President Sampaio held comprehensive political consultations with both sponsors and key members of the Group of Friends, namely Indonesia, with a view to securing a host for the 6th Global Forum. He paid official visits to Albania, China, Malaysia, Oman, Singapore and Tunisia. He launched and participated in the selection process of a new Director for the Secretariat.
18. During February-March 2013, High Representative Nassir Abdulaziz Al-Nasser held bilateral consultations with both sponsors and paid official visits to Spain and Turkey where he met, respectively, the Foreign Minister of Spain and the Prime Minister of Turkey. Additionally, while at the Vienna Forum and the Second World Forum on Intercultural Dialogue in Baku, he held a number of meetings with various representatives and stakeholders of the Group of Friends, such as the Emir of Qatar, President of Azerbaijan,

Speaker of the House of Kazakhstan, Representatives of ISESCO, IOM and League of Arab States.

19. Members of the Group of Friends were invited to appoint focal points mandated to oversee implementation of the Alliance's goals at the national level, notably through national plans, and coordinate with the Secretariat. By June 30 2013, eighty-six countries and twenty-three international organizations have appointed their focal points.
20. The Alliance ensured coordination of its efforts and exchanges by organizing the focal points' annual meeting in December 2012 in Tunis, Tunisia, hosted by the Arab League Educational, Cultural and Scientific Organization (ALECSO). Partners from UNESCO, UNHCOHR and OSCE were invited to present to the focal points some of their flagship programs and tools that could be implemented at a country level within the UNAOC's national plans. Focal points were further involved in various meetings focusing on the elaboration and adoption of the regional strategies for Latin America and the Black Sea Region. Regular consultations among them were also informally developed on a regional basis.

National and Regional Strategies

21. National strategies reflect a commitment by countries to generate an internal process of ownership of the UNAOC's goals. More, they are a mechanism to exchange lessons learned regarding challenges of cultural diversity, including identity based tensions. To date, twenty-seven Member States have submitted national strategies. While these remain important expressions of commitment to the principles of the Alliance, they are inconsistent in their application. Some simply detail past achievements; others set aspirational goals; few

mention any mechanism for implementation. Some contain dated information, with no process in place for annual revisions or updates. Addressing these challenges and grounding the plans in concrete actions is something only Member States can do at their own initiative.

22. An important step forward was made at the focal points meeting in Tunisia, which focused on evaluation and re-energizing of the current national plans as key policy tools to address divides, promote intercultural dialogue and contribute to build inclusive and tolerant multi-ethnic, multi-cultural and multi-religious societies. A template for a common structure of future national plans was presented, as well as a number of future common actions to be included and developed by all countries were discussed.
23. The Alliance has also called upon groups of countries facing shared challenges to generate common actions in cooperation with civil society through the creation of regional strategies. They have continued to gain traction, as more Member States express interest in regional coordinating mechanisms, while regional multilateral organizations, such as the African Union, the League of Arab States and the Organization of Black Sea Economic Cooperation, are increasingly taking the lead in their respective areas:
 - In October 2012, a regional meeting for the Mediterranean strategy was hosted by Spain. It focused on the evaluation of the first action plan and on the content of the second action plan for 2013-2015.
 - In November 2012, regional consultations for Asia-Asia Pacific strategy took place in Shanghai, bringing together more than 150 participants, representing governments, academia, corporations, NGOs and cultural organizations. This event was organized with the UN Association of China in partnership with Fudan University, the Shanghai Academy of

Social Sciences, the Centre for Dialogue La Trobe University (Australia) and the International Movement for a Just World (Malaysia).

- In Tunisia, December 2012, a regional meeting took place for Southeastern Europe countries focal points, in order to discuss the second action plan for the region.
- Following a process initiated in Peru in 2012, several consultations took place with the Latin America group in order to reach an agreement on the draft strategy and finalize its text. The final preparatory meeting took place in New York in February 2013.
- Resulting from the consultative processes, regional strategy has been drafted for the Black Sea Region. New strategies are planned for Africa, the Middle East, and possibly, Central Asia.

24. Both national and regional strategies retain their importance as evidence of commitment to the values of UNAOC; in the case of regional strategies, they represent shared commitments across borders. They are an important part of the legacy of the Alliance's early years. In that regard, the UNAOC's staff needs to continue to develop cost-efficient ways to track their progress.

Public-Private Partnerships

25. Enhancing intercultural dialogue and cultural diversity is the responsibility of all, not just governments. As the UNAOC's report "Doing Business in a Multicultural World: Challenges and Opportunities" demonstrated, the private sector has a longstanding and successful experience to share on this matter. In that regard, the Alliance is increasingly collaborating with corporate partners, building on the successful partnership with the BMW Group.

26. UNAOC developed an awareness-raising campaign “Do One Thing for Diversity and Inclusion” in collaboration with Dell, Pfizer, Deloitte, Intuit, Johnson and Johnson, and Sodexo. The session on the role of corporate sector in promoting cultural diversity has been organized by Vivendi Group during the Global Forum in Vienna, February 2013.
27. The Alliance is currently developing a new partnership with Education First, a global leader in the field of language teaching and student exchanges, through which the 2013 Summer School will be organized in August.
28. UNAOC established a partnership with Google to co-organize two digital trainings in Tunisia (November 2012) and Jordan (April 2013) on web tools for gathering and reporting across cultures, each time convening twenty-five journalists and social media editors from various countries from the MENA region.

International Organizations (MOU)

29. One important element of the Alliance’s work methods is through the development of a network of supportive partners, many of which are multilateral organizations. To date, Memoranda of Understanding (MoU) have been signed with eighteen international or multilateral organizations¹.
30. During 2012-2013, MoU were negotiated with African Union and the Parliamentary Assembly of the Mediterranean, and signed at the Vienna Global Forum in February 2013.

¹ Agreements and MoUs have been signed with African Union (AU), Arab League Educational, Cultural and Scientific Organization (ALECSO), European Union (EU), Council of Europe (CoE), Comunidade dos Países de Língua Portuguesa (CPLP), Iberoamerican General Secretariat (SEGIB), International Labour Organization (ILO), International Organization of La Francophonie (IOF), International Organization for Migration (IOM), Research Center For Islamic History, Art and Culture (IRCICA), Islamic Educational, Scientific and Cultural Organization (ISESCO), Latin Union (LU), League of Arab States (LAS), Organization of Islamic Cooperation (OIC), Parliamentary Assembly of the Mediterranean (PAM), United Cities and Local Governments (UCLG), United Nations Educational, Scientific and Cultural Organization (UNESCO) and United Nations High Commissioner for Refugees (UNHCR).

Over the past several months, discussions have continued with the Organization of American States.

Strengthening Links within the United Nations System

31. An identified need for greater policy coherence has surfaced after five years of reporting to the General Assembly. Collaboration between the Alliance's staff and the rest of the United Nations Secretariat, particularly among the operative Departments or significant elements among the Specialized Agencies, has developed (e.g. UNAOC is a permanent member of the United Nations Inter-Agency Network on Youth and Development), yet not sufficiently enough.
32. In 2013, a heightened effort to improve those linkages was initiated, benefiting from the new High Representative's operation from New York. Meetings with the Department of Political Affairs (especially the Policy and Mediation Division), the Department of Economic and Social Affairs, United Nations Development Program (especially the Bureau for Crisis Prevention and Recovery) and United Nations Policy, Planning and Application Branch (Peace-building Support Office) have already been undertaken and expressions of interest for joint programming have already been explored.
33. Through an invitation from UN Office for the Coordination of Humanitarian Affairs, Organization of Islamic Cooperation and the Government of Philippines, UNAOC's representative, the Chef de Cabinet, went on mission to Mindanao, the Philippines, to assess the humanitarian situation as well relevant aspects of the peace process.

Partners Assembly

34. As part of the new replenishment mechanism, a Partners Assembly was set up to diversify funding base among Member States, international organizations, foundations, corporations and individuals. During the reporting period, Partners Assembly met on 28 February 2013, as a follow up to the inaugural session held in 2012. It brought together over 100 participants, representing Governments, international organizations, civil society and the private sector, who made a series of pledges and shared views on the future priorities and course of action for the Alliance.
35. During the session, MoU and a Letter of Intent were concluded with the African Union, the Global Movement of Moderates, Education First, and the Parliamentary Assembly of the Mediterranean. Voluntary pledges were made in support of the UNAOC's core budget, its projects (namely, Fellowship Programme, Summer Schools and Youth Solidarity Fund). In addition, a number of in-kind services and commitments to action were announced (Regional Strategies, 6th UNAOC Forum in Indonesia).

Civil Society Network

36. The Alliance of Civilizations is systematically developing its programs and projects in collaboration with civil society partners, while meetings with the High Representative are being held on a regular basis. In particular, in February 2013, the High Representative held a special event with up to eighty representatives of civil society at the closure of the Vienna Forum. In May 2013, he invited media and civil society to attend and contribute to the discussions at the Group of Friends meeting.
37. On April 17-21, 2013, UNAOC's representative took part in a conference of the Syrian religious leaders, aiming to explore possibilities to establish an Interreligious / Interfaith

Council in Syria, that could, following the current conflict, act to limit violence between groups. The event was organized by UNAOC's partner, Religions for Peace, in Istanbul, Turkey.

38. Global Dialogue Foundation developed the first UNAOC Civil Society Chapter in Australia, aiming to facilitate connections and synergies, advance the Alliance's goals and advocate for intercultural dialogue, cultural diversity and inclusion. In May 2013, at the Baku Forum, the High Representative met up to twenty-five civil society organizations from around the world, which expressed interest in replicating the Global Dialogue Foundation's model.

IV. Main Programme Initiatives and Activities

Education Field of Action

Media and Information Literacy Initiative

39. The UNAOC Media and Information Literacy (MIL) initiative comprises three main elements. The web-based clearinghouse and the Global Network of Universities on Media and Information Literacy (MILID) and Intercultural Dialogue are both developed in partnership with UNESCO. The clearinghouse was consulted by 14,935 unique visitors and it has become the thematically focused platform on MIL within the United Nations.
40. MILID has continued to grow; the original eight universities have developed their own regional networks, fulfilling in this way the aim at creating a network on networks for MIL related resources and initiatives. MILID had its second global conference hosted in April

2013 by Cairo University, Egypt, where the first publication of MILID, published with NORDICOM support, was presented.

41. The third element of the UNAOC's MIL initiative is providing expertise and support to MIL related conferences. From July 2012 to June 2013, UNAOC participated in two MIL conferences in China, one in Toronto, Canada, one in Doha, Qatar, and another one in Abuja, Nigeria.

Clearinghouses (Research, ERB)

42. UNAOC's Education About Religion and Beliefs (ERB) web-based clearinghouse has continued to develop. During the reporting period, 6,367 unique visitors used this resource, while the network of partners has continued to grow – to date, there are twenty-five active partners that support research on ERB's themes. The main activity of the ERB network was the publication by Guerrand-Hermes Foundation for Peace of the outcomes from the international symposium on Religion, Spiritually and Education for Human Flourishing. UNAOC's work on the ERB's clearinghouse and intercultural dialogue was presented at a series of conferences in Chile, organized by the local ERB partner, Universidad Alfonso Ibanez.

Fellowship Programme

43. In Autumn 2012, the Alliance organized two exchange sessions for twenty-four fellows. The MENA's session was held in Egypt, Morocco, and United Arab Emirates for a period of two weeks with the visit of forty organizations. Twelve fellows from Canada, France, Germany, Hungary, Italy, Sweden, United Kingdom/Austria, and the USA took part in it. Following

that, twelve fellows from Algeria, Bahrain, Egypt, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia, travelled to the United States and Europe (Belgium, France and Germany), visiting close to fifty organizations.

44. During June 2013, a two-week programme ran for twelve fellows from Algeria, Bahrain, Egypt, Lebanon, Libya, Morocco, State of Palestine, Syria and Tunisia, who visited the United States and European organizations (based in Berlin, Brussels and Paris).

45. UNAOC created a network of Fellowship Programme alumni (2010, 2011 and 2012 editions, which at the end of 2012 represented eighty-five participants) and facilitates online exchanges through a dedicated website, blogs and social media. The alumni meeting took place in Baku, Azerbaijan, in May 2013, with a view to provide opportunity for fellows to meet in person, discuss their experiences and contribution as advocates for dialogue and understanding between the Western and the Muslim worlds, and to agree on the creation of a loose but vibrant network of committed emerging leaders. The meeting resulted in many recommendations and ideas for follow-up projects to be led by fellows.

46. The Programme is actively supported by the partners that include Federal Foreign Office of Germany, League of Arab States, British Council, ISESCO, Qatar Committee for the Alliance of Civilizations, Institute for International Education, Guerrand-Hermes Foundation for Peace and NATO. Through a communications plan, its activities generate growing press and media coverage, with articles published in El Mundo, Huffington Post, El Pais, Le Devoir, Arab News, Kuwait daily, Le Soir, Metropolis, IPS and Bronx TV. The number of fans' Likes on Facebook page grew to 3,077 (+185.97%), giving the Fellowship Programme a potential to reach of 2,016,963 friends of fans.

Media Field of Action

Media Training Events on Digital Tools for Newsgathering and Reporting Across Cultures

47. During the reporting period, UNAOC, in partnership with Google and the World Bank Institute, developed a series of media trainings entitled “Digital Tools for Newsgathering and Reporting Across Cultures”. These trainings teach journalists how to communicate with their audience appropriately via social media, and develop strategies to improve their online information gathering and processing skills. After a pilot in Tunis in November 2012, a major training was organized at the Jordan Media Institute in Amman in April 2013. This training included twenty-five participants and high-level experts in social media and cross-cultural understanding.

Global Data Journalism Project

48. UNAOC facilitates studies regarding how the media covers cross-culturally sensitive issues pertinent in today’s news. Featured through innovative data visualizations (data presented through state-of-the-art infographics), the results of these studies shed light on media practices and coverage of a given issue. In partnership with the European Journalism Centre, five academic institutions (King’s University College, Deutsche Welle Akademie, Missouri School of Journalism, Christelijke Hogeschool Ede, Institut National de l’Audiovisuel) and funded by the Open Society Foundation, UNAOC launched a data journalism project to study how the media covers migration. The researchers analyzed the coverage of migration

in the context of national elections and presented their quantitative findings at the UNAOC 5th Global Forum in Vienna.

Global Experts

49. Global Experts (www.theglobalexperts.org), an online database of experts, has continued to be a resource available to journalists. While significant number of media requests is received on a daily basis for experts commentary, the number of original articles generated for the site has decreased due to reduced human resources capacity in the Secretariat. A strategic review is under way to explore various options on how to best manage the database with the currently limited capacity. The database will also undergo a revision to narrow down experts' field of work to those pertaining to cross-cultural crises and conflicts. Doing so will make the resource as relevant as possible to UNAOC's mandate and will benefit the organization for all fields of activity, deploying experts when necessary.

Migration Field of Action

Migration-Media Joint Training Events

50. In January 2013 in Paris, the UNAOC Media and Migration programs, in partnership with the Global Editor's Network and with the support of the Gulbenkian Foundation, organized a high-level seminar convening thirty-five editors-in-chief, journalists, media and migration experts from Europe and the Mediterranean (twenty-seven countries represented) to discuss challenges, best practices and opportunities in the media coverage of migration. This

seminar led to the creation of seventeen recommendations for media, which were then disseminated internationally.

51. In May 2013, a Swiss edition of the above-mentioned seminar was organized to tackle similar issues at the national level. The Bern seminar convened journalists, editors and experts in the field of migration, including presenters from the International Organization for Migration, International Federation of Red Cross and Red Crescent Societies, and the Panos Paris Institute.

52. In an effort to continue the discussion on how to best cover migration in the media, UNAOC launched the #coveringmigration social media campaign, which will run throughout Summer 2013 on media practices in covering migrant and migration-related stories. It will generate discussions and raise the following questions to be addressed by the media representatives: *What are the best practices? What helps journalists establish context? What resources are available for help? What work is still needed?* Findings of this campaign will be presented in the next annual report.

Youth Field of Action

Youth Solidarity Fund

53. In January 2013, with funding provided by the Governments of Spain, Finland and Australia, the third edition of the Youth Solidarity Fund was launched. Through the latter, the Alliance provides technical support to youth-led organizations and awards youth projects that contribute to fostering mutual respect, understanding and long-term positive relationships

between peoples of different cultures and religions. The 2013 call for applications covered sixty-seven developing countries of Asia, Sub-Saharan Africa and MENA regions.

54. Total 581 applications were received from youth organizations registered in fifty-two countries. They were screened and evaluated by UNAOC and United Nations Office for Project Services (UNOPS), in consultation with six youth organizations' representatives from Asia, Europe, MENA and Sub-Saharan Africa (selected through a call for nominations, advertized among all UNAOC youth partners), and a representative of United Nations Development Programme.
55. Resulting from the selection process, seventeen youth proposals from Bangladesh, Cape Verde, DRC, Egypt, India, Israel, Kenya, Lebanon, Nepal, Nigeria, Pakistan, Rwanda, Sierra Leone and Uganda were considered finalists. Organizations entered a negotiations phase with UNOPS to be awarded contracts (grant of US\$25,000 per project) with an expectation to complete all project activities by December 31, 2013.
56. As part of the technical support provided to the youth organizations, in June 2013, the Alliance organized a 5-day capacity-building training for youth – finalists of the Youth Solidarity Fund 2013 - in an effort to strengthen their skills in the areas of project management, communications, fundraising, project sustainability, monitoring and evaluation, financial and narrative reporting and team work. The training was held in Casablanca and organized in partnership with the Governments of Morocco and Sweden.

Young Euro-Med Entrepreneurs in Interculturality (YEMEI)

57. UNAOC partnered with the Fondazione CRT and the Ministry of Foreign Affairs of Italy to launch a pilot project entitled Young Social Entrepreneurs in Interculturality (YEMEI). This

project gathered twenty young social entrepreneurs from the Euro-Mediterranean region, who aspire to create positive social change in their communities by reducing tensions linked to cultural and religious diversity while also generating employment. YEMEI project includes three main components: a) a week-long training tackling both conflict prevention and business management, b) a 6-month period of mentoring by experts in the field, and c) an on-line platform for exchanges with peers and potential partners.

58. The training for the pilot phase took place in Torino, Italy, from 11 to 15 February 2013. This was followed by the beginning of the mentoring period which will last until September 2013. UNAOC and its partners are currently working on transforming this pilot project into an incubator for social enterprises with a mission to bring social entrepreneurship and economic empowerment to marginalized communities around the Mediterranean region.

Summer Schools

59. With grants provided by Brazil, Malta, Gulbenkian Foundation, Abdul Aziz Al Babbain Foundation and two private companies – Mota&Engil and André Jordan Group - UNAOC organized two Summer Schools in 2012.

60. The Summer School, entitled ‘Bridging Hearts, Opening Minds, and Doing Things Together’, was held in Coimbra, Portugal, from 4 to 11 of August 2012. As in previous years, it was a multi-stakeholders initiative in partnership with the League of Arab States, the University of Coimbra and the Aga Khan Development Network. A total of 135 youth, representing sixty-nine countries, gathered in Coimbra. Most of them represented youth-led organizations while some were students, bloggers, or public servants with significant experience in international youth and project work. The Summer School aimed to empower

youth by strengthening their skills and knowledge so that they can be more closely involved in cooperative actions across divides. The participants explored various themes linked to the work of UNAOC, such as religion and politics, conflict prevention and resolution, facilitating dialogue, media and information literacy, etc.

61. From 3 to 7 September 2013, a special “Guido de Marco UNAOC Summer School” took place in Valetta, Malta, organized in partnership with the University of Malta and the MEDAC. It brought together thirty-five youths from the region and focused on “Building Peace around the Mediterranean”. The course was designed as a process of mutual learning; it provided some theoretical and practical knowledge, whilst participants used their own background to compare their approaches to youth work and discuss their experience in dealing with conflict transformation.

62. For the 2013 Summer School to be held in Tarrytown, USA from 24 to 31 of August, the UNAOC is partnering with EF Education First company. A total of 100 youth were selected to have discussions and take part in workshops on topics such as urgent global challenges: from xenophobia to extremism; negotiation for peace-building and cooperation, human rights, social media and massive social change, etc.

Innovation, Campaigns and Special Events

Intercultural Innovation Award

63. 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” (otherwise known as the Intercultural Innovation Award) in 2011. This Award searches for innovative and sustainable projects around the world that are encouraging dialogue and cooperation among people from different cultural backgrounds using innovative and creative methods. Winners become members of the “World Intercultural Facility for Innovation” (WIFI), a program initiated by UNAOC in cooperation with the BMW Group that helps winners to become more efficient and to expand their projects, as well as enable their transfer to other contexts where they might be relevant. UNAOC and the BMW Group have renewed their partnership through the end of 2013.
64. UNAOC and the BMW Group mobilized financial and organizational resources to support 10 winners of the 2011 Award. It was noted that one year after winning it, seven out of ten organizations consolidated their work and considerably expanded their operations. Total project beneficiaries increased from 72,210 to 141,569 by the end of 2012 (96% growth). Also, projects were replicated in forty-nine cities and regions, increasing the number of benefited communities from thirty-five to eighty-four by the end of 2012 (240% growth).
65. In addition to a total prize pool of US\$50,000, winners were supported through various means by UNAOC, the BMW Group and a group of mentors. The Mentorship Group is composed of foundations, institutions, governments and corporations that provide funding or in-kind contributions to one or more of the winners of the Award. In some instances, mentors support a winner in their overall effort to expand and replicate throughout the entire year; in other occasions, this support can also be provided intermittently. Some financial mentors included: European Commission and TD Bank; pro-bono mentors include World

Tourism Organization; the International Student Card ID Association; the Daniel's Corporation. Numerous individual mentors provided their time and skills, mainly translating documents pro-bono (a total of 200 hours).

66. In Autumn 2012, a new application process was launched. 530 applications were received from ninety-eight countries (77% increase from 2011). Applications were assessed by an international jury of experts and results were presented at the 5th UNAOC Global Forum in Vienna.

PLURAL + Youth Video Festival

67. Over 160 entries from sixty-three countries from around the world sent their videos to PLURAL+ 2012 Youth Video Festival on Migration, Diversity and Social Inclusion. Twenty-five videos were selected by the International Jury and PLURAL+ partner organizations (currently thirty-three partners are actively involved with the initiative). The selected videos were presented at the Awards Ceremony at the Paley Center for Media (December 2012) and have since been distributed, in a variety of platforms, across the world, including broadcasts in Latin America, Italy as well as screenings in Austria, Belgium, Canada, Costa Rica, Cuba, Egypt, France, India, Italy, Qatar, Serbia, Spain, and the USA.

68. It has been estimated that through TV broadcasts, Internet and public screenings, PLURAL+ videos were viewed by over 20,000 people (to this should be added the broadcast impact of the “UN in Action” segment that UNTV produced about PLURAL+). The pluralplus.unaoc.org website received 19,272 unique visitors during the reporting period.

69. PLURAL+ festival was the co-organizer of a symposium on “Youth-Produced Media and Education”, held in partnership with Teachers College at Columbia University in April 2013.

Create UNAOC

70. In 2012, UNAOC, in partnership with MIT-Educational Arcane and Learning Games Network, launched “Create UNAOC apps/games for Intercultural Dialogue Challenge”. Over seventy proposals from across the world responded to the call. Five winners and five Honorable Mentions were selected by an international jury. The awarded entries came from Canada, India, Israel, Italy, Kenya, New Zealand, Spain, and USA. With the support of ‘Create UNAOC’s outreach partners the winning apps/games are now available for download. In addition, the initiative called the attention of media outlets, facilitating further outreach of these apps/games that take intercultural dialogue as their frame of reference.

Do One Thing For Diversity and Inclusion Campaign

71. In 2013, the ‘Do One Thing For Diversity and Inclusion’ campaign (the social media component of the United Nations World Day for Diversity and Inclusion May 21) was organized. For 2013, Intuit provided an updated and more colorful logo and 110 partners from forty different countries (international and regional organizations, the corporate sector and civil society organizations) joined the campaign. Partners included Sodexo, Deloitte, Television America Latina, the British Council, French Institute Alliance Française, Vivendi, World Bank, Education First, Columbia University, Akili Dada, Amara, Global Diversity and Dialogue Foundation, among others.

72. As part of the 2013 edition of the ‘Do One Thing for Diversity and Inclusion’ campaign, ninety events were organized in twenty-four different countries, including a slogan and video contest run through Facebook. During the reporting period, the campaign’s Facebook page ‘Likes’ grew to 14,448 (from 8,011) and 308,000 total people (20 times more than last year) were reached through posts which have the potential to be seen by 7,895,512 friends of fans of the page. On Twitter, the campaign used the hashtag #DoOneThing and from 1 to 30 May 2013, a total of 2,800 tweets were generated by 1,900 contributors, which had a reach of 4.4 million people (who potentially saw those tweets).

Represent Yourself Campaign

73. In the wake of the Youtube trailer for the film “Innocence of Muslims“, on 14 September, 2012, UNAOC launched a social media campaign on Twitter using the hashtag #Represent Yourself. The goal of the campaign was to provide a channel for conversation that could counteract efforts by extremists. The campaign also sought to draw attention to the large numbers of peaceful protestors in the wake of the attacks on the United States Embassy and the killing of the US Ambassador. The ‘Represent Yourself’ campaign reached 3.2 million people on Twitter and over 1,200 people on Facebook.

Other Activities

Promoting Global Conversation: Network of Dialogue Cafes

74. Over the reporting period, Dialogue Cafes project, led by an independent NGO in partnership with CISCO, Gulbenkian Foundation and other local partners, was further

developed. It was done following a two-tier priority strategy: enlarging the network in the MENA region and in the Portuguese-speaking countries; developing further the programming towards long term actions in four main fields: intercultural dialogue, understanding and cooperation; social innovation; entrepreneurship in particular for youth and women; knowledge.

75. Over the past twelve months, new cafés opened in Ramallah, Beirut, Florence, Northampton and London. Additional cafés are set to open soon in Angola, Brazil (second café), Finland, Kenya and Mozambique. Others are in the pipeline and due to open in 2014 in Canada, Jordan, Mozambique, Tunisia and the US. As part of the Dialogue Café project, a Summer School will be organized in August 2013 (DC, USA), focusing on a wide range of global issues, including intercultural dialogue, tolerance, peace-building and reconciliation for targeted groups.

76. UNAOC was a major partner in the organization of the second edition of the Baku Forum for Intercultural Dialogue, held in May 2013. Dedicated to the theme “Living Together Peacefully in a Diverse World”, the high level Forum has brought close to 600 participants from around the world and up to thirty Ministers of Culture and Tourism, Heads of UNAOC, UNESCO and ISESCO.

V. The Fifth Global Forum, Vienna, February 27-28 2013

77. The Vienna Forum, under the theme “Responsible Leadership in Dialogue and Diversity” was held in February 2013 and convened over 1,200 participants from over 100 countries of the world. Heads of state, ministers, leaders of intergovernmental organizations, corporate

sector, academics, philanthropy, youth and media discussed how responsible leadership can make a difference in the following three major issues: a) promotion, protection and full enjoyment of the right to religious freedom in a context of religious pluralism; b) media pluralism and diversity of media content and their contribution to fostering public debate, democracy and awareness of diverse opinions; c) shaping a new narrative for migration, integration and mobility in the global economy.

78. The Vienna Forum marked the transition of leadership within UNAOC, as President Jorge Sampaio was succeeded by Nassir Abdulaziz Al-Nasser, former President of the 66th Session of the General Assembly and former Permanent Representative of Qatar to the United Nations. As part of the transition process, Mr. Sampaio prepared a booklet on his experience as High Representative, entitled “2007-2013: A Journey Across the Alliance of Civilizations”, distributed at the Forum.
79. In the context of the Vienna Forum, in order to build cross-cultural journalistic skills, UNAOC, in partnership with Canal France International and the Missouri School of Journalism, provided an opportunity to journalists from various parts of the world to write articles and produce videos about the Forum. Journalists worked on the content together and learned from peers as well as experienced trainers.
80. In order to facilitate an online conversation on Twitter, UNAOC reached out to civil society partners and enlisted a team of youth participants to live-tweet from the sessions and workshops at the Vienna Forum. Discussions evolved around such themes as youth leadership, the role of governments in promoting pluralism and addressing diversity issues; democracy versus protection of minorities; importance of economic development work in addressing global peace-building; responsibility of the media in social inclusion; role of

religious leaders in pluralism; role of women in religious movements and pluralism. This conversation reached over 3.5 million individual Twitter accounts from nearly 3,700 individual tweets that were produced by over 1,100 accounts using the hashtag #unaoc2013.

81. A total of 150 young people from 100 countries convened at the Youth Event of the Forum. They represented national youth councils, youth-led NGOs and youth networks, while a number of them were students. After a full day of discussions and exchanges about the Forum's theme, young participants made a series of recommendations to world leaders and all other Forum participants.

82. A number of major outcomes and initiatives were announced at the Forum. The most important political outcome was the Vienna Declaration — a document affirming the commitment of numerous governments and international organizations from around the world to advancing cross-cultural dialogue. Beyond the Vienna Declaration, a number of cross-cutting initiatives in the four main areas of work of the Alliance—youth, media, migration, and education—were announced. This included new grants under the Youth Solidarity Fund, the roll-out of an alumni program for the Fellowship Programme, a new competition to create apps and games for intercultural dialogue, and the results of a data journalism project analyzing media coverage of migration.

VI. Outreach and Communications

83. The Alliance's outreach and communications efforts are run, primarily, through the projects and initiatives it implements in different parts of the world. UNAOC has become more focused on telling the stories of the beneficiaries of its work, whether winners of the

Intercultural Innovation Award and the Youth Solidarity Fund, members of the Fellowship Programme, or journalists and editors who took part in UNAOC media trainings. UNAOC sees such approaches as a way to highlight its work, while offering an additional profile-raising service to those whom it helps through the various programs. Beyond this, there are various, other modalities for direct communications with and outreach to the Alliance's key constituencies. Methods include press releases, newsletters and media alerts to journalists. All Group of Friends meetings became open for the media and are being regularly broadcast live on the United Nations webcast.

84. The Forum is the premier global cross-cultural event that has been held every twelve to eighteen months. While it elicited wider international coverage in the early years of UNAOC, in recent times, hometown coverage has been strong, while international coverage has been sparse.
85. Seeking more visibility for the Alliance, the High Representative reaches out to the various media outlets within the United Nations system and externally. On March 14, 2013, he held a well attended press-conference at the Headquarters, which included accredited journalists-members of the United Nations Correspondents Association. Additionally, the High-Representative had a number of one-on-one interviews with UN TV and Radio, various media outlets in Qatar, Turkey, Azerbaijan, Austria and Kuwait. An alignment of media events targeting US media is planned for next September after the opening of the 68th Session of the General Assembly.
86. UNAOC has recently become more active in its outreach efforts on social media around specific campaigns, such as a campaign following the Benghazi attacks on US State

Department personnel (it resulted in 78.3% increase of visitors to the main website during seven days of the campaign) or a campaign on improving coverage of migration.

87. Through social media, traffic from Facebook increased by 87.83% to 23,422 visits, while traffic from Twitter rose by 241.73% to 3,988 visits. The UNAOC's main Twitter account grew 124%, while its main Facebook page got 243% increase in fans' Likes.

88. UNAOC.org, the main Alliance's website, remains as a vehicle for raising the Alliance's visibility. In the course of the reporting year, traffic to the website grew to 271,291 total visits (126.87% increase), from 169,110 unique visitors (130.61% increase).

VII. Governance: Trust Fund and Staffing

89. In spite of the Alliance's role and expanded activities, the resources at its disposal continued to be significantly limited as compared to the target level, erratic and almost impossible to predict. Increasingly over years, non-earmarked (core operations) funding continues to trend downward, whereas earmarked (project-based) funding, increased. The reduction in non-earmarked funds results in an inability to plan or think strategically, engage in exploratory efforts to identify new activities, and leaves UNAOC in a reactive posture dependent on the immediate, sometimes fleeting, interests of individual donors.

90. For the 2012 budgetary year, actual expenditures were kept under US\$3.8 Million. Over US\$1,5 million were pledged by the donors (direct contributions) in 2013.

91. In February 2013, Director of the UNAOC Secretariat was appointed. The Director was tasked to oversee the completion of a strategic review of the organization and develop a long-term plan for its activities. He was further tasked to mainstream the efforts of the

UNAOC's staff into the work of the United Nations Secretariat to ensure greater substantive linkages.

92. Similarly to 2012, a deep imbalance persisted between the set of tasks or programs and the human resources of the UNAOC's Secretariat. To address the issue and support the initiative, the High Representative brought on board his Chef de Cabinet, three senior advisors and spokesperson. Also, together with the Director, he will revise the current organizational set up and redistribute staff following the strategic review process (to be completed in September 2013).

93. In March 2013, Guidelines for Office Operations were promulgated by the High Representative and reviewed by the Executive Office of the Secretary-General. The final version was published in June 2013.

VIII. Conclusion

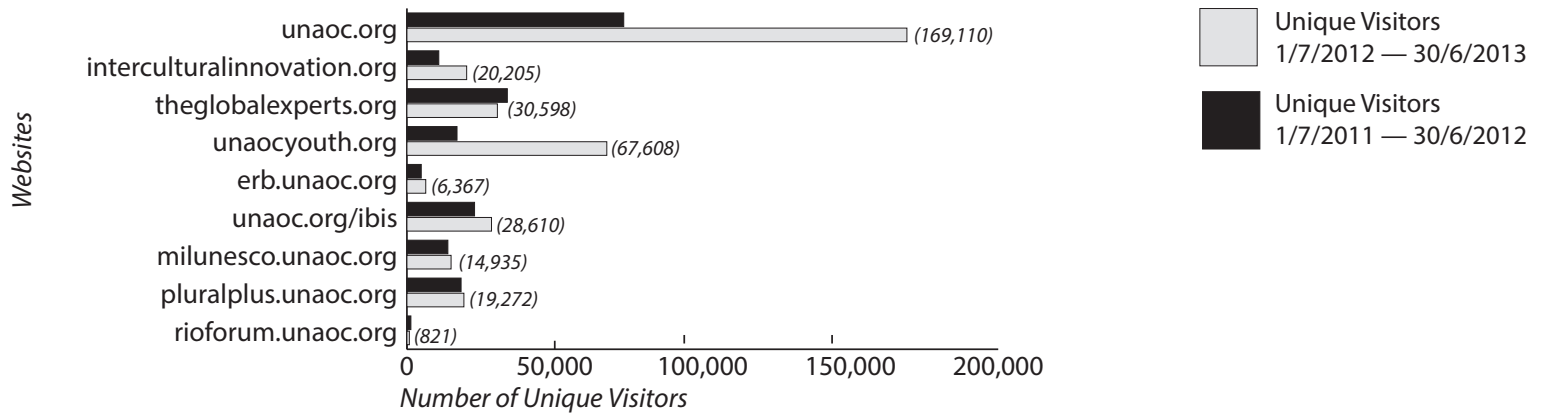
94. The past year has been characterized by continuing project related activities, many of which were highly successful, transition to the new leadership, and a strategic review of the UNAOC's activities with a view toward planning for the future.

95. The strategic review revealed that UNAOC's structures and processes needed to be re-tooled. Too many ad-hoc relationships had developed over time and too few well-established lines of authority had been constructed. Given the small size of the staff, opportunities for joint operations needed to grow and this effort has already begun in earnest. There was also a need to explore opportunities to partner with other Departments in the Secretariat or within the specialized agencies.

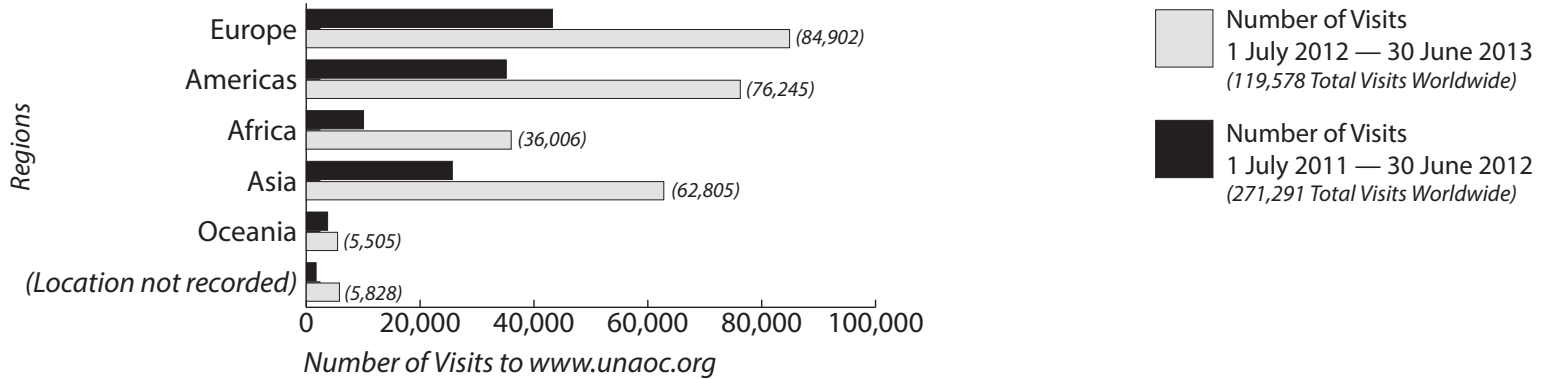
96. A process was developed and a plan put into place to collect data, develop ideas, and then draft the strategic review and plan. This included consultative meetings with members of the Group of Friends. It also included a rigorous process of written input from the UNAOC's staff, one-on-one interviews with them and a staff retreat for collective input through facilitated discussions.
97. A separate facilitated meeting was held with a number of representatives from the Group of Friends to obtain their input regarding the strengths and weaknesses of the UNAOC's activities in the past. They also identified areas of concern for the organization and ideas for future programming. Other interested individuals from civil society, including youth and representatives of philanthropic foundations, were also contacted for their insights.
98. The strategic review and plan for 2013-2018 was prepared using the collected input, along with the guidance of the High Representative regarding his vision, priorities, and operational guidance. It clearly enunciated the High Representative's intent that UNAOC should continue to operate using the High-level Group Report as its primary guidance, but with the intent that its project activities relating to youth, education, media and migration be oriented more directly towards efforts that lead to a more peaceful and more cohesive world.
99. The review also revealed that an organizational reform is needed. Increased discipline, focus and coherence will be required for long-term institutional survival. Program management processes will be put into place including effective monitoring and assessment.
100. Efforts must be re-doubled to increase Member States' support for the Trust Fund, while more attention will be paid to developing relationships with the private sector and the philanthropic community.

Appendix 1: UNAOC Communication: Online Outreach

Unique Visitors to all of the UN Alliance of Civilizations websites



Visits by Region to the UNAOC.org website



Traffic to all UNAOC Websites from Social Media (Facebook & Twitter)

