



United Nations Alliance of Civilizations



UNAOC Third Implementation Plan

(2011-2013)

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to the United Nations Secretary-General,

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I. Introduction

1. Initiated against the backdrop of the global war on terror, Huntington's prediction of the clash of civilizations in the aftermath of 9/11 and the chain of bombing attacks that, in particular, targeted Bali, Madrid, Egypt, Istanbul, and London in July 2005, the United Nations Alliance of Civilizations (UNAOC) arose from the urgency to improve understanding and cooperative relations among nations and peoples across cultures and religions – in particular, between the so-called Western and Muslim societies - and, in the process, to help counter the forces that fuel polarization and extremism.
2. In spite of the conceptual controversies that it sparked from its inception, the Alliance - as a political initiative of the Secretary-General of the United Nations - generated an ever growing support from countries, as well as from regional and international organizations. Between May 2007 and May 2011, the UNAOC membership almost tripled, bringing together developed countries of the North and developing countries of the so-called global South, the "Islamic World" - the "West".
3. Since its Third Global Forum, held in Rio de Janeiro in May 2010, the UNAOC has become one of the most relevant UN platform for intercultural dialogue, understanding and cooperation by connecting governments, law makers, local authorities, organizations from civil society, the media and individuals devoted to promoting trust and understanding between diverse communities, specifically between Muslim and Western societies.
4. The UNAOC combines both a universal scope – shown by its wide range of membership covering all continents, societies and cultures, as well as by its inclusive and global perspective focused on promoting "democratic governance of cultural diversity" at large – and a specific priority emphasis on bridging relations between Muslim and Western societies, where events of the past decade have heightened the sense of a persistent gap and lack of mutual understanding.
5. Over the last four years (2007-2011), two Implementation Plans were presented to attain this two-pronged approach. Whereas the first Implementation Plan (2007-2009) opened the stage of the UNAOC becoming operational and provided it with a strategic and structural framework, as well as with an initial action programme, enriched with the outcomes and the new commitments made in the Madrid Forum in 2008 and in the Istanbul Forum in 2009, the second was mainly a Consolidation Plan.

6. Over the past two years, the UNAOC consolidated its role as a bridge builder and convener, connecting people and organizations devoted to promoting trust and understanding between diverse communities particularly, but not exclusively, between Muslim and Western societies; as a catalyst and facilitator helping to initiate innovative projects aimed at reducing polarization between nations and cultures through joint pursuits and mutually beneficial partnerships; as a platform to enhance the work and highlight the profile of organizations devoted to building bridges between cultures; as a resource providing access to information and materials drawn from successful cooperative initiatives; and as an advocate for building respect and understanding among cultures and amplifying voices of moderation and reconciliation which help calm cultural and religious tensions between nations and peoples.
7. The 2nd Implementation Plan for 2009-2011 identified a number of priority areas for action. During this period, good progress was made in the following areas: consolidation of the global scope of the Alliance and its universal perspective with the accession of the United States, Saudi Arabia, the overwhelming majority of South American countries and a good number of African States; the enhanced role of the Alliance as one of the major UN platforms for intercultural dialogue and cooperation, following UN Resolution 64/14 on the Alliance adopted on 10 November 2009, the Third Annual Forum held in Rio de Janeiro, Brazil, in May 2010, and intensified activities of the High Representative and his Secretariat in various international forums to promote the Alliance; new National Plans for Intercultural Dialogue and Cooperation were presented by member countries and two Regional Strategies (one for South East Europe, the other for the Mediterranean) were finalized and approved at Ministerial Regional Conferences (Sarajevo, in December 2009 and Malta in November 2010), whereas two preparatory meetings were hosted by Peru to engage in a Strategy for the region; the main UNAOC ongoing projects launched in Madrid, Istanbul and Rio - such as the RRMM and Global Experts (media field), Fellowship Programme (youth/education), Dialogue Café (youth/education/social innovation), Marketplace of Ideas, Youth Solidarity Fund, Youth Strategy and the Online Community on Migration - have developed and expanded significantly during this period; furthermore, on 3-4 May, 2011, consultations with civil society were held in Doha for the very first time, with a view to preparing the Annual Forum and thus contributing to building up a stronger engagement with civil society.
8. Contrary to expectations, achievements during this period on a number of other priority goals – namely enhancing the UNAOC sustainability and improving its overall communications strategy – are still lagging behind and efforts in these two areas have to be dramatically scaled up.
9. Progress in making the Alliance a sustainable initiative has become a matter of great urgency. Building a body of committed and regular supporters –

comprising governments, international organizations, foundations, the corporate sector and individuals – is a key priority. Moreover, because of the steady enlargement of the UNAOC’s membership and the ever increasing number of tasks to be performed, a slight reinforcement of the UNAOC organizational capabilities has also to be taken into consideration as a top priority issue in the coming years.

10. It is worthwhile noting that because of its rather successful progress, the UNAOC is facing a number of great challenges that began to emerge during this period. Firstly, the sheer increase in membership augmented diversity and complexity within the UNAOC to an unprecedented extent and brought additional competing demands and expectations concerning it, not to mention the range of visions about its mission. Ensuring unity of purpose, coherence and consistency of action in spite of a variety of approaches is indeed a future challenge for the Alliance as a UN global initiative. This might also require further thinking about what might be the most likely scenarios for its future development.
11. Secondly, the increasing diversity of our societies is generating growing anxiety among peoples, driving communities apart and putting democracies under added pressure. Thus the challenge for the Alliance is to be able to push for appropriate action and to deliver, as a new potential soft power UN tool at a time when cultural diversity is clearly an issue of security, stability and sustainable peace engaging a wide range of stakeholders, from governments to grass-roots level.
12. Thirdly, the added value of the Alliance within the international system was sometimes challenged during this period, in particular its results-oriented agenda twinned to its approach as a global matchmaker, a catalyst for joint actions and as policy advocacy within its mandate. It seems that this rather unique combination of roles that the UNAOC carved out over the last four years has to be preserved by achieving a better integration of its agenda into the global priorities through more effective partnerships and by making it more targeted, allowing for a closer monitoring of progress, stronger accountability and transparency. This move is likely to attract more interest and generate a stronger commitment to action from all stakeholders - political leaders, faith communities, civil society organizations, private sector and individuals but also from international and regional organizations.
13. In addition to building upon the previous *acquis* - summarized in the Fourth Annual Report to the Secretary-General - with the aim of developing it further and achieve the ongoing initiatives, in drafting the UNAOC programme of action for the next two years (June 2011-2013), five points have been taken into consideration: the new context in some countries of the MENA region; the ongoing debates, in particular, in European societies about how to reconcile

- diversity and cohesion; the topical issue of the influence of religion on peace, security and development in our global age; reinforcing the UNAOC as a UN soft power tool for dialogue and peace by working closer with non-state actors; and the request made by Her Highness Sheikha Mozah of Qatar, who will host the Fourth Annual Global Forum in Doha (11-13 December, 2011), to have it focused on the possible connections between the UNAOC's mission and the MDGs agenda in order to mutually reinforce each other.
14. The new context in the MENA region, with Tunisia and Egypt leading what one can predict as the fourth wave of democratization - ironically following the late Samuel Huntington who also wrote "The Third Wave: Democratization in the Late Twentieth Century" that describes the global democratization trend that has taken place in history since the Portuguese Carnation Revolution in 1974, is not without relation to the *raison d'être* of the UNAOC.
 15. On the contrary, it is no coincidence that these changes make the UNAOC even more valid and its mission more opportune than ever. More valid because although operating in different contexts and facing different opponents and challenges, all peoples – whether in Tunis, Tahrir Square or elsewhere - are longing for freedom, dignity, democracy and social justice, showing that these are universal demands across divides, regardless of cultural, political, economic and religious fault-lines.
 16. All these ongoing revolutions demonstrate that all peoples, as a nation or individuals, share common aspirations that the Universal Declaration of Human Rights expresses in a much more forthright way than the pundits of clashes and extremists of all sorts would have liked us to believe. The same thing applies for democracy. Far from being a "specialized product of the West", as Professor Amartya Sen writes in his recent *Idea of Justice*, the ongoing democratic upheavals in the Arab world are contributing to consolidate a broader understanding of democracy as political participation, dialogue and public interaction.
 17. These ongoing changes also make the UNAOC even more necessary and opportune because the formation of tolerant values is quite central to the smooth running of a democratic system. Again, as Amartya Sen reminds us, "the role of democracy in preventing community-based violence depends on the ability of inclusive and interactive political processes to subdue the poisonous fanaticism of divisive communal thinking". This is a role for the UNAOC and has to be a priority for its action for 2011-2013.
 18. The second point regards the growing diversity of the European societies and the on-going debate about how to respond to it. In our age of anxiety, there is a widespread social malaise in Europe which is mainly focused on migration,

portrayed as one of the main threats of our times (for national security, but also in social and cultural terms) and on the integration of migrants, most often viewed as posing a challenge to national cultures and identities. These developments fuel growing intolerance, polarization and extremism, including Al-Qaeda affiliated extremism. Furthermore, it is no coincidence that new radical right-wing parties, or the “hard right”, as some prefer to call it, are also on the rise across Europe. Tackling these highly sensitive issues and confronting these common political challenges seems urgent and necessary. Necessary, as argued by two very different Reports – on the one hand, the Report of the Group of Eminent Persons of the Council of Europe (Living together, Combining diversity and freedom in 21st century Europe); on the other hand, the just released Gallup report, entitled “Measuring Muslim-West Relations: Assessing the “New Beginning”. Urgent as made crystal clear by the recent tragic events in Norway showing that no country, no society, no group are immune from the risk of terror and barbaric violence. This is why all societies and peoples need to stand together to fight against extremism and prevent this kind of terror from happening. Against this backdrop, a new initiative on “Reconciling diversity and cohesion: a human rights model to build inclusive and participatory societies in Europe” will be launched on 15 November, 2011 in Paris and will be further developed in the coming months.

19. The third point regards the topical issue of the influence of religion on peace, security and development in our globalized times. Because most of the present tensions and conflicts also have a religious dimension, special attention will be given to the topic of religious diversity, religious pluralism and inter-religious dialogue within the Alliance’s initiatives for the period covered by this Implementation Plan. These actions will be built upon the outcomes and recommendations of a number of past initiatives, namely the Cordoba Conference on “Religious Freedom in Democratic Societies” (held on 3 and 4 May 2010); the Rio round-table on “Addressing Islamophobia: Building on Unused Opportunities for Mutual Respect and Inclusion”; organized within the sidelines of the Third Annual Forum in Rio in cooperation with the OIC, the Council of Europe and the British Council; the 2010 Lisbon Forum on “Freedom of Expression, Conscience and Religion”, co-organized by the North-South Centre of the Council of Europe on 4-5 November, 2010; and the International Seminar that took place in Florence in June 2011 under the title “Religious Freedom: Human Rights, Social Inclusion and Political Participation. The Case of Christian Communities”, convened by Italy and Spain in cooperation with the European University Institute, under the auspices of the UNAOC. So far two actions are planned: a special session on religious diversity to be run within the Fourth Global Forum of the UNAOC as a follow up to the Seminar in Florence, as well as a number of events in February 2012 to celebrate the Second edition of World Interfaith Harmony Week.

20. The fourth point regards the need to reinforce the UNAOC as a UN soft power tool for dialogue and peace by working closer with non-state actors. This requires not only setting up and consolidating a civil society network, but also developing co-operative means of framing the agenda, persuading and eliciting positive attraction, following, for example, Professor Joseph Nye's recommendations. Building upon its credibility, its culture of dialogue and its values, the UNAOC has significant resources to produce "soft power".
21. Therefore, a priority for the coming period is to reinforce the action of the Alliance at a grass-roots level, in particular, in the case of divided societies and of changing societies, where more "soft power" initiatives are necessary to defuse tensions among communities, to build consensus and dialogue, to heal past grievances and to help people living together in the present and moving together as a society into the future.
22. The fifth point is related to the preparation of the Doha Forum (December 2011). Following Her Highness Sheikha Mozah's request, the Fourth Global Forum will be dedicated to further exploring the linkage between the UNAOC agenda and the MDGs and will make a case for a more substantial rapprochement between the two agendas in order to boost their interconnected and mutually reinforcing implementation through a holistic and comprehensive approach.
23. The Doha Forum will disclose these missing links building upon the Millennium Declaration which clearly recognizes that "human beings must respect one other, in all their diversity of belief, culture and language. Differences within and between societies should be neither feared nor repressed, but cherished as a precious asset of humanity. A culture of peace and dialogue among all civilizations should be actively promoted".
24. Dealing with the human dimension of peace and stability and focusing on cultural diversity, intercultural dialogue and understanding at large as the fourth pillar of sustainable development, the UNAOC covers a number of topics that are transversal to the agenda of the MDGs – so by achieving the former, the UNAOC will be contributing to boost the latter.
25. Furthermore, building upon the lessons learned and the successful policies and approaches in the implementation of the MDGs, the Doha Forum will also seek to improve the UNAOC's capacity to deliver and implement policies and programmes in its four fields of action (education, youth, media and migration).
26. By its innovative approach and comprehensive perspective, the Doha Forum is therefore expected to achieve a two-edged turning point: to generate increased political commitment and determination to collectively advance and strengthen the UNAOC agenda; and to enhance global partnership for peace and sustainable

development through mainstreaming cultural diversity and intercultural dialogue into development strategies.

27. The usual procedure to include the outcomes of the UNAOC Annual Forums in the relevant Implementation Plan is by attaching an addendum. The outcomes of the Doha Forum will, therefore, be integrated in this Implementation Plan through the Addendum that will be prepared in December 2011.
28. Taking into account the previous achievements, as well as the challenges and changes briefly described below that are shaping the new context within which the UNAOC will operate, the 3rd Implementation Plan for the period from June 2011-2013 is expected to focus on delivering.
29. This Third Implementation Plan outlines progress on actions that need to be undertaken to deliver on the Alliance's priorities mentioned above. It identifies political priorities for the Alliance, to be achieved mainly through the High Representative's role; ongoing project activities to be consolidated and expanded by 2013; new actions to be launched to reinvigorate the commitment to the UNAOC agenda, namely on the occasion of the Fourth Global Annual Forum; and financial, governance and organizational challenges to be met in order to make the Alliance a sustainable UN initiative.

II. The United Nations Alliance of Civilizations' Plan of Action for 2011-2013: Main Objectives, Goals and Targets

30. The following priority objectives, goals and targets have been identified for the next two years (June 2011-2013):

Relations with members, partners and stakeholders

- a. Develop closer cooperation with governments of States that are members of the Group of Friends, namely by developing joint work on the National Plans and Regional Strategies for Intercultural Dialogue and Cooperation; by catalyzing the implementation at national level of innovative projects and initiatives driven or supported by the UNAOC; by helping enlarge the outreach of national initiatives that can be expanded or replicated at a larger scale; by contributing to raise public awareness to the need for bold action to make the most of diversity as a source of creativity, innovation, development, cross-fertilization and constructive engagement within and among societies.
- b. Fully implement the existing network of MoUs and increase flexible and effective results-oriented cooperation with the international community, in particular, with the agencies, specialized bodies and programmes of

the UN system, as well as with other organizations or regional processes that focus their action on areas where synergies can be developed.

- c. Enhance the Alliance global network of non-state players - civil society organizations, foundations, corporate sector, voluntary bodies, local communities, and faith-based organizations – in order to create a functioning platform based on the use of two-way communications and peer-to-peer relations for long-term interactions.

Actions on the ground – four strategic tracks

- d. Engage further with the complex set of actors at international level, public bodies at national, regional and local levels, as well as non-state civil society actors to promote intercultural dialogue, understanding and cooperation, namely by widening and deepening the following programmes: implementation of the Action Plans regarding South-East Europe and the Mediterranean region, as well as launching of the Action Plan for the Latin American following the adoption of the Regional Strategy; RRMM; Media Literacy activities; Fellowship Programme and UNAOC Summer Schools; “Do One Thing for Diversity and Inclusion” campaign; network of Dialogue Cafés.
- e. Boost policy advocacy and strategic efforts to facilitate or coordinate a government-wide exercise on intercultural dialogue as an emerging issue on political and policy agendas, namely by promoting informed debates on National Plans in order to consolidate them and by supporting the development of new tools that will contribute to set up common strategies for intercultural dialogue, such as the implementation and harmonization of evaluation methods for intercultural dialogue programmes and activities, including quality criteria and indicators to assess their impact, and the improvement in research methodologies for intercultural comparisons.
- f. Support and facilitate connections and synergy among change agents to enhance cultural understanding and cooperation, mainly by implementing the Action Plans for South-East Europe and for the Mediterranean. Developing further the Alliance’s activities in other regions, notably in Latin America, will be a priority for 2011 on the basis of adoption of a Regional Strategy and launch of its Action Plan before end of the year. Exploring further how to enhance the regional footing of the Alliance in Asia, the Pacific and in Africa will also be a priority for 2012, as well as expanding some of the UNAOC projects, in particular, Youth Solidarity Fund, the Dialogue Café network, the Marketplace of Ideas and the World Intercultural Facility for Innovation (WIFI).

- g. Press ahead with a number of projects aimed at mitigating tensions and conflicts and advocate for building respect and understanding among cultures, enhancing dialogue, tolerance and reconciliation within and between societies to favour peace and development.

The UNAOC as a unique niche within the UN system

- h. In order to consolidate the Alliance as a unique niche both at global level and within the UN system, this initiative has to be reinvigorated and its role as a possible soft power tool within a global partnership for peace and development reinforced through concrete actions. The ongoing preparations of the Doha Forum, as well as its expected outcomes, are to be seen as a major contribution to this end.
- i. As part of its unique profile within the UN system, a key objective will be setting up a new replenishment mechanism for the Voluntary Trust Fund of the UNAOC in order to build a body of committed and regular supporters – comprising governments, international organizations, foundations, the corporate sector and individuals – and securing the necessary cash-flow.
- j. Management of the UNAOC's governance and organizational structure should also be strengthened, along with the Secretariat's financial accountability and project management.

UNAOC Communications Strategy

- k. The development of the Alliance's media outreach through the implementation of a more effective communications strategy, both at global and local levels, continues to be a priority. The new website, increasing use of social media, as well as a concerted and media campaign with key messages to key stakeholders, will contribute to this end.

III. Political Priorities for the High Representative

- 31. In line with his Terms of Reference, the High Representative will continue to provide leadership and vision to the Alliance, to oversee implementation of the Alliance Action Plan for 2011-2013 and to serve as the lead spokesperson for the Alliance.
- 32. His action will focus on enhancing the GoF of the Alliance and enlarging it to include additional key potential partners, on further consolidating collaborative relations with international and regional organizations, on monitoring

- implementation of the cooperation agreements between the Alliance and its main partners, and on strengthening the global network of the Alliance at critical junctures.
33. During this period, the High Representative will intensify his action aimed at developing collaborative relations and information-sharing with related initiatives, particularly those within the UN system, and at establishing contacts and furthering dialogue with political, religious, media and civil society representatives, who can use their influence to achieve progress on common objectives.
 34. All new initiatives will receive his special attention and will be developed under his direct supervision.
 35. Moreover, the High Representative will closely oversee the development of National Plans and Regional Strategies for Intercultural Dialogue as major political tools of the Alliance aimed at defining the agenda for good governance of cultural diversity. Finally, the strategic outlook and goals of the 2011 Forum in Qatar and the 2013 Forum in Austria will also be an important priority.
 36. In line with his Terms of Reference, over this period the High Representative will remain at the Secretary-General's disposal to attempt to defuse religious and cultural tensions in times of crisis, by using his influence to mediate, facilitate dialogue, and mobilize groups that can act as forces of moderation and understanding.

IV. Strengthening the UNAOC Global Network

1. The Group of Friends

37. The Alliance draws its strength from the expanding community of the Group of Friends. The further enlargement of the GoF will be pursued, in particular, to African and additional Asian countries, as well as to a number of new partners such as the ASEAN, the World Bank, UNDP, UNICEF, UNV, UNIFEM, UNRWA. More integration with relevant departments and offices of the UN Secretariat – such as the Office of the United Nations High Commissioner for Human Rights, DPI, DPA, DPKO and DESA – will be sought.
38. The GoF's community will continue to be consolidated. Members will be invited to take greater ownership of the Alliance' goals and to provide broader support for its activities. New forms of debate among members – with inputs on concrete policy issues proposed by smaller affinity groups – will be developed, though not exclusively. Thematic platforms of dialogue among countries sharing a

- comparable interest or concern have been tested and will be pursued to allow for deeper cooperation in advancing the objectives of the Alliance.
39. The tremendous contribution potential of international organizations that are members of the GoF will be more systematically mobilized, thus making full use of existing MoUs, both individually and in the context of multi-stakeholders initiatives in order to enhance the UNAOC's contribution to human security, tolerance, peace and development.
 40. A new generation of MoUs will be proposed, namely, to the African Union, ASEAN, the UNWTO, the World Bank and the Black Sea Economic Organization, more action-oriented and seeking synergies and complementarities that allow progress to be made on the ground for the benefit of people. When possible the priority will be placed on joint projects that can be used as an active instrument in promoting understanding for such values as social justice, equal opportunities and sustainability and to promote the identity and dignity of poor people and of hard-pressed population groups who stand in need of higher status and respect in society in order to improve their opportunities to influence and benefit from development in society. As part of this process, special attention must be devoted to the situation of women and indigenous people.

2. The Community of Focal Points

41. Over the years, the Focal Points have become an active community, involved in exchanging information, debating issues of common concern, and searching for innovative solutions. Their sense of community should be further consolidated with more regular contacts through networked communications that can take advantage of two-way communications and peer-to-peer relations to overcome cultural differences. Several initiatives of the Secretariat proved helpful in that respect and have to be pursued and intensified. However, more support from the Secretariat and the two-way flow of information are goals still to be achieved.
42. The priority focus of the Focal Points' work will be on furthering broad national ownership of the Alliance by developing and implementing a national agenda to achieve the Alliance's goals, namely through National Plans or activities. At the same time, Focal Points will collectively constitute an important resource in developing expertise in intercultural dialogue and in taking into account local, regional and national needs and concerns. Over 2011-2013, more joint work – hopefully with the assistance of some experts as well as of the UNU International Institute for the Alliance of Civilizations, created in Barcelona in 2010 – is expected to be carried out on the National Plans, regional actions and on the development of new tools for better strategies on intercultural dialogue and cooperation.

43. As national coordinators for the Alliance, Focal Points are key to ensuring a better match between national or regional actions on the one hand, and the UNAOC programmes and projects, on the other. This role is particularly important, for instance, with regard to the RRMM or the Clearinghouses. Furthermore, Focal Points can play an important role in promoting and initiating a structured dialogue at national level, by involving all relevant stakeholders (civil society, the corporate sector, foundations etc), and by promoting public/private partnerships.
44. As expressed at the Pre-Forum held in Doha, more joint work has to be promoted by the Alliance with Focal Points who are experienced in implementing National Plans and want to share best practices and address common challenges. The idea of organizing an annual national event to celebrate the UNAOC will be further promoted and supported.
45. Focal Points will also be encouraged to engage in enhanced cooperation between themselves on issues of common interest, following the “thematic platforms” experience.
46. The annual Autumn meeting of Focal Points will take place in Lisbon, on 1 November, 2011, preceding the 2011 Lisbon Forum co-organized by the UNAOC and the North-South Centre of the Council of Europe on 3-4 November, 2011. On 2 November, 2011, a follow-up session to the “Cairo Dialogues” held on 27-28 July, 2011, at the Headquarters of the League of the Arab States, will be organized. Focal Points are invited to take part in all the sequence of events.

3. Towards a civil society platform for interactions

47. The Alliance is a multi-stakeholder initiative. By fostering good governance of cultural diversity and bridging cultural divides, it seeks to mobilize the will, the know-how, ideas, experiences and initiatives of governments, international organizations and non-state actors. Its success depends on the advocacy, expertise, support and involvement of multiple actors, at all levels. Building on a first successful experience, with the first consultations held in Doha in May 2011, the Alliance will further develop a stronger and closer relationship with its many constituencies.
48. Further to the steady development of cooperation with international partner organizations, the Alliance will deepen and broaden existing networks:
 - Networks of universities and researchers, built around specific issues or brought together as communities of knowledge, to enlighten, advise and contribute to the development of clearinghouses. In this regard, the United Nations University International Institute for the Alliance of Civilizations, expected to be fully operational in 2012, will provide it with

a strong academic and scientific pillar which will open up new avenues for cooperation.

- Networks of foundations willing to engage with the UNAOC and support common projects;
- Private sector networks, with the support of the UN Global Compact. After the successful release of a report on *'Doing Business in a Multicultural World: Challenges and Opportunities'*, the Global Business Coalition for Intercultural Cooperation launched in September 2010 has to be reinvigorated;
- Networks of NGOs dealing with a wide range of cross-cultural issues;
- Networks of representatives of faith-based initiatives and religious communities which can help foster their contribution to bridge divides and strengthen their role in conflict prevention;
- Youth-led and youth-serving organizations involved in the implementation of the Youth Strategy.

49. The challenge ahead is twofold: to develop an integrated broad platform for cooperation among all these actors, within which the UNAOC will mainly play its role of catalyst, bridge-builder and match-maker; to ensure that cooperation and interactions will involve all relevant stakeholders, including governments. Regarding this last point, the UNAOC can play a critical role of facilitator and should reinforce it in the future.

4. The UNAOC Partners' Assembly

50. As announced in the Addendum to the Second Implementation Plan (2009-2011) attached to the UNAOC Annual 2010 Report, the initial idea of creating an Advisory Group to the High Representative was redesigned within the framework of the voluntary replenishment mechanism to the Trust Fund.

51. The replenishment mechanism will provide a kind of a forum for donors to exchange views not only on the results and impact of the Alliance's activities and the funding status, but also on a broad range of issues, including future strategic options and the longer term resource needs.

52. The UN Secretary-General or his High Representative will chair the Partner's Assembly, assisted by a task force made up of the two co-sponsoring countries and the biggest donors (among countries, intergovernmental organizations, private sector, philanthropy/foundations), as well as a small number of notable members (Nobel laureates, eminent scholars, prominent members of the media, directors of the most effective non-governmental organizations).

53. The High Representative will expect to meet the Partner's Assembly as a whole on an annual basis and whenever required. The High Representative may decide to consult with individual members whenever appropriate.

5. Engaging individuals in UNAOC activism

54. Over this period, the UNAOC will seek to encourage the engagement of individuals in UNAOC activism, through campaigns and by promoting initiatives that call upon personal participation, such as the "Do One Thing for Diversity and Inclusion" or World Interfaith Harmony Week every first week of February.

55. Models of individual engagement – namely among youth and combining activism and exchanges - such as the UN Volunteer Programme, the Scout Movement or the American Peace Corps Programme – will be analysed to serve as inspiration for the UNAOC.

6. The UNAOC Ambassadors

56. Set up in 2008, the network of UNAOC Ambassadors, composed so far of members of the former High-Level Group, is an important asset that can bring both intellectual and political contributions to the work of the Alliance, as was the case during the Istanbul Forum. This network has to be energized and mobilized more systematically in the future, to contribute to the development of National Plans and Regional Strategies for Intercultural Dialogue, to assist in the implementation of the ongoing Alliance initiatives, and to represent the UNAOC at important debates and major conferences. A meeting with the appointed Ambassadors will be held to agree on concrete ways of further personal engagement.

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

IV. Main UNAOC Activities – Achieving Results

58. In order to advance the Alliance's goals, a twofold strategy has been carried out since the first Implementation Plan: a) National Plans and Regional Strategies for Intercultural Dialogue and Cooperation; b) project development and multi-stakeholders initiatives.

59. Indeed, all stakeholders have an important role to play. Specifically, governments have a leading role in developing and implementing National Plans and Regional Strategies connecting their strategic goals with civil society needs; civil society,

the private sector and international and regional institutions, for their part, have a key role in boosting the Alliance's goals and in implementing the Alliance-related initiatives and concrete projects.

60. The time has now come to strengthen further the links between the two sets of activities and to reinforce dynamic results-oriented partnerships among all stakeholders, including governments and public authorities in general. To that end, the UNAOC must make sure that projects feed into government action plans and that the implementation of the latter feed back into the projects, by calling for solutions or guidance, whenever appropriate.
61. Furthermore, the introduction of a third category of actions – the “UNAOC branded actions” – is a much needed step forward to reflect the role of the Alliance as a bridge-builder, a facilitator and a match-maker, identifying high-value, high-return projects by civil society organizations.
62. A loose mechanism of granting the label “UNAOC” to actions implemented by civil society organizations, the private sector etc, will be developed on the basis of objective and transparent criteria in order to build a global social movement concerned with building intercultural dialogue, understanding and cooperation across divides. When organizing joint initiatives with members of the Group of Friends, all partners involved including the UNAOC will use their usual logos.
63. The Fourth Annual Report on the UNAOC Activities (July 2010-July 2011), submitted to the UN Secretary-General, gives an overview of the ongoing projects and commitments made, as well as of the National Plans and Regional Strategies, in particular, the Action Plans for South-East Europe and for the Mediterranean. This Report also identifies shortcomings and gaps to be filled and contains indispensable information on the background of the initiatives described in the paragraphs below.

1. The UNAOC National Plans and Regional Strategies for Intercultural Dialogue and Cooperation

National Plans

64. National Plans will be a top priority for the Alliance's agenda over the period covered by this Implementation Plan. The Secretariat will develop further work with countries willing to move ahead with National Plans and will propose a number of initiatives in this regard to take place in 2012.
65. Education, youth, migration, and media are the fields of action for these National Plans. Given the diversity of specific circumstances in each country, such plans cannot be devised according to a single model. However, in the medium term

they should include core measures and practices that represent the minimum standards of good governance of cultural diversity.

66. As intercultural dialogue is an emerging issue on political and policy agendas, a comprehensive and accurate approach should be developed by the UNAOC in order to work out possible common approaches, policies and strategies to implement good governance of cultural diversity. Priority issues to be addressed include tentative criteria to inform decisions on what makes a project “good or best practice”, and the implementation of appropriate policies for intercultural dialogue and cultural rights covering the four main fields of action of the Alliance.
67. In this regard, the collaboration of international and regional organizations, members of the GoF and academic and research institutions, will be paramount, namely the United Nations University International Institute for the Alliance of Civilizations.
68. The private sector and civil society, in dialogue with governments and local authorities, have an important consultative role to play in devising National Plans, as well as in implementing concrete projects and initiatives and in making available necessary resources both for building good governance of cultural diversity and for evaluating the progress made.
69. During the period covered by this Implementation Plan, special attention will be paid to all these aspects in order to facilitate this process and to develop tools to assess the outcomes and progress of the programmes implemented.
70. Until the Doha Forum, in December 2011, the annual meeting of the Focal Points will be convened in Autumn. Groups of countries and international organizations-members of the GoF will be encouraged to convene regional or thematic meetings aimed at debating issues related to the National Plans among the Focal Points.

Regional Strategies

71. The implementation of the Action Plans of the Regional Strategies for South East Europe and for the Mediterranean is a top priority for the period under consideration (for details of the projects see both Action Plans at www.unaoc.org). A full report of the implementation of these two Action Plans should be presented in March 2012.
72. Regarding the Regional Strategy for Latin America, Peru has already hosted two preparatory meetings. Although good progress has been achieved, the scope of this regional process has to be further clarified and the Action Plan has still to be

developed. This process should be finalized in 2011 with the adoption of a Regional Strategy and the launch of its Action Plan on the occasion of a Ministerial Regional Conference. Achieving this process is a top priority for the Alliance in 2011, as well as the implementation of the Action Plan in 2012 and 2013.

73. Other regional initiatives, such as in Asia and Africa, are under consideration and will be announced at the Doha Forum. In this regard, the possibility of making projects for this region more attractive for donors by using the OECD decision that earmarked contributions to specific developmentally focused activities can be reported as bilateral aid in terms of ODA eligibility, should be taken into due consideration.
74. Following the successful expansion of the activities and presence of the Alliance in Asia and the Pacific, described in the 4th Annual report of the UNAOC, efforts will be made to consolidate and expand its presence. The High Representative is planning a visit to the region and a regional conference in 2012 organized on the initiative of La Trobe University and partners from the region and supported by the Australian Government is scheduled.
75. Regarding Africa, following some initiatives strongly supported by Ethiopia, new initiatives to be carried out in 2012-2013 are under consideration. Furthermore, preliminary contacts are also underway in order to replicate the successful model of the "Unity in Diversity" Forum, held in Melbourne (2010) and Trivandrum (2011) under the auspices of the UN Alliance of Civilizations and to mobilize partners in the region. Last but not least, the possibility of opening Dialogue Cafés in Nigeria, South Africa, one lusophone country and one francophone country is also being examined.

2. Fulfilling commitments: the UNAOC ongoing projects

76. In the next two years, the Alliance will continue to expand and improve its ongoing projects and will implement the new initiatives announced at the Rio Forum in 2010.
77. Depending on circumstances, opportunities and resources available, it will take on additional projects and initiatives with various coalitions of partners, in its four areas of action, in particular, as part of the outcomes of the Doha Forum (2011).
78. In doing so, the Alliance will focus on its role as a bridge builder, a catalyst and facilitator, an advocate for building respect and understanding, a platform to increase the visibility and enhance the work of many, and an information

resource. Furthermore, it will seek to fully implement the existing network of MoUs.

79. Within this framework of action, the projects listed below will be developed and strengthened in line with the indicative targets, notwithstanding the collaboration that will be given upon request to any other projects.

2.1. The Media Programme

80. The Alliance's Media Programme (now much broader than the initial RRMM) works closely with media professionals and civil society leaders around the world to support them in their work. This support consists of providing trainings and resources, as well as serving as a platform for critical debates. Over the next two years, the Media Programme will continue to grow through initiatives and projects under the following themes:

- a. *Providing online tools to improve analysis of inter-religious and cross-cultural conflicts* – The online Global Experts resource gives journalists access to opinion leaders who provide reactions and analysis on complex political, social and religious issues and crises;
- b. *Using media to counter incendiary messages that radicalize communities* – Trainings for religious media in Pakistan are underway that aim to curb sectarian violence and address tensions in that country. Comparable programmes are being proposed in Europe, Somalia, and Nigeria;
- *Supporting citizen and mainstream media and advancing a culture of civic engagement* – Skills-building workshops with media professionals and citizen journalists are notably being planned in the wake of 'the Arab Spring';
- *Empowering civil society to achieve greater impact in the media* – Civil society leaders in the Arab world and elsewhere are undergoing skills-building trainings actions that enable them to achieve greater impact in advancing messages of pluralism;
- *Harnessing new media technology to increase public understanding of cross-cultural issues* – Partners' initiatives such as Soliya are working closely with universities, governments, and civil society to use new media to increase person-to-person exchanges between young people from around the world.

2.2. Media Literacy Education clearinghouse and beyond

81. The clearinghouse will further expand by combining resources and efforts with UNESCO, jointly creating the "UN clearinghouse on Media and Information Literacy." It will operate with a light coordination and quality control provided by the Alliance Secretariat and UNESCO. It will also become the Internet base and

platform for the communication and exchange of resources and ideas of the *UNESCO UNITWIN UNAOC Chair on Media and Information Literacy and Intercultural Dialogue (UAC-MILID)*, which will become operational in Summer of 2011.

UAC-MILID is a global network of universities which will be actively developing programmes, research, exchange of students and resources incorporating media and information literacy education within the framework of intercultural dialogue.

82. The development of the thematic platform on Media Literacy – within the GoF - will further develop by producing – with in-kind support of members of the platform – a webpage-resource focusing on social media, youth and cultural stereotypes.

2.3. Education about Religions and Beliefs (ERB)

83. In conjunction with the political activities of the High Representative and the Global Experts project of the Media Programme, the ERB site has established the UNAOC as a leading voice on issues relating to religion and interfaith activities.

The following objectives will be pursued: 1) To work collaboratively with civil society organizations and international organizations to support the Regional and National Strategies dealing with teaching about religious diversity; 2) To utilize the ERB as a sub-platform to explore good practices and the impact of teaching about issues such as religions, ethics education, and intercultural education; 3) To synergize with existing agencies and projects on promoting the role of interfaith activities in promoting cultural diversity and intercultural education; 4) To provide educational opportunities - particularly in the non-formal area - with partners through public events on the positive role of religion, and present research on intercultural or cross-cultural education, civic education, and ethics education; 5) To examine the role of technology and new media in teaching about religious diversity and intercultural education.

2.4. Alliance Research Network

84. The following will be the objectives of the UNAOC Research Network: 1) To bring together groups of institutions to discuss methods and indicators for assessing national and regional strategies – a good start may be made in the Mediterranean and South-Eastern Europe area; 2) To work with the Group of Friends members to provide opportunities for presentation of research on UNAOC-related areas from their countries; 3) To convene faculty with similar interests to collaborate on research and exchange proposals to funding agencies, such as those of the EU.

85. Synergies between this research network and the United Nations University International Institute for the Alliance of Civilizations will be explored and the appropriate links developed.

2.5. Enhancing Academic Exchanges

86. The High-Level Group report and several National Strategies for the UNAOC emphasize the role of exchanges in promoting cross-cultural knowledge and understanding. The UNAOC plays an advocacy and partnership role in promoting exchanges.

The following objectives will be pursued in 2011-2013: 1) Encourage and support National and Regional Strategies that include exchanges; 2) Work with key partners in the academic exchange area to produce a report on data, best practices, and impact of exchange programmes; 3) Partner with Soliya to help implement the Exchange 2.0 (virtual classroom) concept and make a quantum leap in the number of students who experience a profound international cross-cultural educational experience; 4) Provide advice and support to the Dialogue Café Association related to the programmes run by the network.

2.6. Other Projects to Enhance Understanding Between and Across Cultures

87. The Alliance will continue to be part of efforts by several international organizations and civil society to encourage and support projects that help to enhance understanding between and across cultures, for instance, in the area of history teaching in the context of South-Eastern Europe and the Mediterranean.

2.7. Alliance Fellowship Programme

88. This programme brings young leaders from Europe and the US to the Arab world and young leaders from the Arab world to Europe and the US for a 2 to 3 week tour. The aim is to create a large group of emerging leaders who are influential in their community and who will have a different perspective and a better understanding of the "other culture".

89. Following the successful first pilot of the programme in Spring 2010 and the assessment review, a second edition of the programme will take place in Autumn 2011 in close partnership with the British Council, the League of Arab States, the Institute for International Education (USA), ISESCO and the Government of Qatar. Initially scheduled for March 2011, the second edition had to be postponed due to 'the Arab Spring'. Recent events in the region make this programme even more relevant and useful.

90. The objective is to mobilize in the coming months donors' and partners' support and announce in December in Doha on the occasion of the Forum the scaling up of the programme, with the organization of two series of visits each year (Spring and Autumn sessions).

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

2.8. Summer Schools

92. On the basis of the 2010 UNAOC Summer School, a second edition will take place in Lisbon, Portugal, from 28 August to 3 September 2011, hosted by the University of Lisbon in partnership with other organizations, namely with the League of Arab states and EMUNI, following the previous model.

93. A scientific review of the curriculum of the UNAOC Summer Schools is planned to take place with the support of EMUNI before its second edition.

94. In 2012, the UNAOC will also seek to promote the organization of a UNAOC Summer School for specific audiences, such as young journalists, young diplomats, young "creators" and artist and teachers.

95. Further engagement of the Alumni in the UNAOC will also be sought.

2.9. Youth Strategy

96. The implementation of the first Youth Strategy is well on its way. Over 2011 and 2012 it will continue to focus on strengthening the various building blocks necessary to highlight the contribution of youth to the Alliance's goals and to mainstream their participation into larger initiatives such as those undertaken by governments. More precisely, the Youth Strategy has 3 specific objectives: 1) Raising the awareness of decision and policy-makers about the importance of youth's contribution and their own work; 2) Further enhancing the capacity of youth and their key interlocutors to advance Alliance's objectives; and 3) Strengthening coordination and exchange of information among partners from the youth sector.

97. Several initiatives are supporting these objectives:

- The Youth Solidarity Fund: The second stage of the Youth Solidarity Fund was extremely successful as it supported 18 outstanding projects from 15 countries and which directly impacted over 32,000 youth. A publication highlighting the results of the second stage will be developed during the

second half of 2011. A third stage of this programme will be launched in the Doha Forum. The ambition is to fund at least 30 projects. Selected in mid-2012, the projects funded will be implemented over 2012 and 2013 with results being reported during the Vienna Forum in 2013.

- The Global Youth Movement for the Alliance of Civilizations seeks to 1) Mobilize and strengthen youth organizations in order to reinforce their commitment to the UNAOC objectives; 2) Highlight results of youth actions and support networking for the advancement of cross-cultural understanding; and 3) Support the mainstreaming of youth voices and participation in all sectors of the Alliance. The convention of the Global Youth Movement for the Alliance of Civilizations was held with great success and energy in April 2011. The second convention should take place on the margins of the Doha Forum in 2011. An action plan was developed and will be implemented by members in collaboration with the Alliance and its Youth Advisory Committee. Regular reports on its progress will be posted on the Alliance's Youth Website.
- The Youth Website will be further developed and the discussion board will be used for regular consultations with the 2,600 youth organizations and networks currently partnering with the Alliance. The Youth Website will be complemented by various new social media mechanisms in order to reach an even broader group of youth partners.
- A dual guidebook for both youth organizations and governments will be developed in order to suggest successful approaches to youth participation in larger initiatives supporting the Alliance's goals.

2.10. PLURAL +

98. PLURAL+ will further develop into a global platform for youth media messages on migration, diversity, and social inclusion. The 2011 edition (its third) will celebrate the Awards Ceremony on November 10. Afterwards and throughout 2012, the awarded videos will be presented and screened in multi-media platforms around the world from film festivals to satellite broadcasts to the Internet.

99. GLOMEX, an international network of cultural and educational broadcasters will become a major partner for the distribution of PLURAL+ videos. In addition, the Alliance is supporting GLOMEX efforts in becoming a truly global, multicultural and multilingual platform for the open exchange of television programming, aiming at further encouraging creative cultural exchanges through open access to quality television programming from around the world.

2.11. The Integration: Building Inclusive Societies (IBIS) Programme

100. Developed in partnership with IOM, IBIS convenes a worldwide community of policymakers, practitioners and civil society activists. It aims at enhancing integration prospects of migrants worldwide and improving relations between newcomers and host societies. It features innovative projects, highlighting successful models of integration and inspiring new initiatives. Every month, more than 3,000 users log on from around the world to learn about some 250 featured practices and articles, and interact on IBIS' dynamic Facebook page. In the two years ahead, the resource is expected to grow at the rate of 50 new practices by semester and the administration of content will increasingly be fed by users.
101. The resource will support the organization each year of 3 – 5 on site events in 5 continents and the holding of web seminars on specific topics with a variety of stakeholders. A regional launch of IBIS will take place in Melbourne in Autumn 2011 with the participation of the High Representative.

2.12. Dialogue Café Network

102. Over this period, the Dialogue Café will mainly seek to expand its Mediterranean network as detailed in the UNAOC Action Plan for the Mediterranean (see Action Plan presented in May 2011 (www.unaoc.org)) and develop some new cafés in Africa.
103. The second priority for this period aims at developing appropriate support for the programmes run through the network.

2.13. Engaging the Corporate Sector

104. Since its inception, the Alliance has been engaging with the corporate sector. At each annual Forum, representatives of the business community have been involved in panels and discussions. A publication "Doing Business in a Multicultural World: Challenges and Opportunities" has been produced jointly with the UN Global Compact. A Global Business Coalition was launched in September 2009.
105. During the past year, a more operational collaboration has been developed engaging corporate sector in joint projects with UNAOC: Dialogue Café with CISCO; the task force on measuring impact of intercultural dialogue developed in partnership with Vivendi; Deloitte and Vivendi support in the 2010 edition of the Marketplace of Ideas in Rio are just a few examples of this successful and promising partnership.

106. The recent “Do One Thing for Diversity and Inclusion” campaign, organized under the auspices of the UNAOC and UNESCO, on the occasion of World Day for Cultural Diversity in May 2011, is the latest example of coalition building with the private sector. It has been designed and implemented together with prominent firms from Silicon Valley (Yahoo, Cisco, Intel, Intuit, etc), using Facebook as a major world platform for mobilization.
107. This trend will be further developed in the coming two years. Moreover, the engagement of the private sector will be sought in the framework of setting up the replenishment mechanism and its integration into the Partners’ Forum.

2.14. Supporting grassroots innovation: the Marketplace of Ideas and the WIFI

108. Following the two successful experiences of the Marketplace of Ideas held in Istanbul and in Rio de Janeiro, the programme has been structured so as to provide support to innovative grassroots projects throughout the year.
109. A partnership with the BMW GROUP for the creation of the World Intercultural Facility for Innovation (WIFI) is being finalized. This mechanism will connect the most innovative grassroots initiatives, which contribute to enhancing intercultural understanding and cooperation, with a wide range of partners.
110. The World Intercultural Facility for Innovation (WIFI) will be launched on the occasion of the Doha Forum. A small team will be set up in the Secretariat to implement the objectives of this programme, namely, to assist social and cultural innovators to scale up and replicate their projects and have a significant impact.

2.15 Other announced initiatives

111. A new initiative on “Reconciling diversity and cohesion: a human rights model to build inclusive and participatory societies in Europe” will be launched on 15 November, 2011 in Paris, at the new Cultural Centre of the Calouste Gulbenkian Foundation and developed in 2012-2013, hopefully in partnership with other members of the GoF.
112. The topic of the influence of religion on peace, security and development in our globalized times will also be addressed following previous initiatives, described in the Third and Fourth Annual Reports of the UNAOC. So far two actions are planned: a special session on religious diversity to be run within the Fourth Global Forum of the UNAOC as a follow up to the Seminar in Florence, as well as a number of events in February 2012 to celebrate the Second edition of World Interfaith Harmony Week.

113. The topical issue of the role of cities in managing cultural diversity will continue to be a priority in the UNAOC agenda and should be developed further building upon past initiatives that took place within the previous Global Forums and in cooperation with various partners, namely with Italy, UCLG and the Congress of Local Powers of the Council of Europe.

114. The 2011 Lisbon Forum which will take place on 3-4 November, 2011 will focus on “The “Arab Spring”: a major step towards universal human rights?”

3. Next Forums: Qatar (2011) and Austria (2013)

115. The Madrid (2008), Istanbul (2009) and Rio de Janeiro (2010) Forums were defining moments in the life and work of the Alliance. They powerfully illustrated the distinctive features of the process: its political nature, the active involvement of a very large number of stakeholders, the concern for innovative and practical responses to the challenges it has been mandated to address. They provided critical feedback on ongoing activities and inspiration for new initiatives. Rio heralded the Alliance’s globalization.

116. Lessons were learned. Namely, they suggest that the next Forums would benefit from an increased focus, while continuing to offer a unique platform for a wide exchange with the various constituencies involved. Many practical lessons were learned as well – in order to improve the preparation of future Forums, they have been encapsulated in a “blue book”, which summarizes best practices and recommendations to improve the organization of such complex events.

117. While the next Forums should also continue to address the most pressing cultural divides of the time, the Doha Forum (2011) will be dedicated to further exploring the linkage between the UNAOC agenda and the Millennium Development Goals and will make the case for a more substantial rapprochement between the two agendas in order to boost their interconnected and mutually reinforcing implementation through a holistic and comprehensive approach.

118. Preparations for the Vienna Forum (2013) will start in 2012 taking into account the outcomes of the Doha Forum.

VI. Governance: the Replenishment Mechanism for the UNAOC Trust Fund and the UNAOC Secretariat

1. Setting up a Voluntary Replenishment Mechanism for the UNAOC Trust Fund

119. A voluntary Replenishment Mechanism for the UNAOC Trust Fund will be set up. The introduction of this funding model based on periodic replenishments

is aimed at augmenting, diversifying and complementing financial support to the existing Voluntary Trust for the UNAOC. A note with a full description of this Mechanism will be presented to the GoF Meeting scheduled for September 2011.

120. The periodic voluntary replenishment will enable the Alliance to reach out to donors more effectively and to forecast more accurately its available resources for future years. Moreover, it will allow to overcome drawbacks of the present system of ad hoc contributions that creates constant uncertainties about the availability of cash and hampers proper planning of the activities that are now getting underway in a growing number of countries and settings. Breakdowns in cash-flow unduly delay payments to service providers and partners, with negative consequences for the image of both the Alliance and the UN; no reserves can be made to address possible emergencies; and the continuity of operations over the years is problematic.
121. The first replenishment cycle aims to address funding needs for calendar years 2012 and 2013 and will additionally look at the anticipated resource shortfalls for 2011.
122. The first Replenishment Session is to be held in Autumn of 2011 in Turkey. In 2012, two replenishments sessions will be organized and in 2013 the fourth replenishment session is to be proposed within the Fifth Global Forum in Vienna further to a session to be held in Autumn 2013.
123. The first cycle aims at securing pledges and projections of USD 12 Million per year in the two-year period 2012-2013.
124. As usual, each year in September during the period covered by this Implementation Plan, the Secretariat will provide the provisional budget for the coming year, as well as an Interim Financial Statement prepared and certified by the United Nations Office for Projects Services (UNOPS) that provides administrative support to the Alliance, following the UN Rules and Regulations. It will also make available expenditure reports upon donors' request.
125. With a view to setting up the Replenishment Mechanism session, additional efforts have to be mobilized to prepare technical notes on the estimate of UNAOC resource needs; on the Trust Fund; on financial management policies and on the characteristics of the emerging replenishment process, etc.

2. The UNAOC Secretariat

126. In the following two years, it may be necessary to reassign staff and synchronize tasks with priorities or even to recruit up to three additional staff

members in order to address resource gaps and meet specific and focused needs, should the resources available allow this move in 2011-2013.

127. Otherwise, new human resources needs would be satisfied, to the extent possible, by making full effective use of UN interns and calling upon secondments by GoF members and international organizations, an avenue opened up by Switzerland in May 2009. Members of the GoF are already invited to signal their readiness to contribute to reinforce existing human resources at the UNAOC Secretariat.

128. Further efforts will be made to discover creative formulas to enhance the UNAOC's capacity to deliver and ensure its presence in key regions of the world on the basis of possible delegation of tasks to partners and on sharing human resources with other organizations.

VII. Developing the UNAOC Communications Strategy

129. Over the last two years, the Alliance developed its media network and its outreach efforts primarily around launches of projects and events, including the Alliance Forums, which generated significant coverage. The challenge now is to ensure that media interest continues between peak periods and that the Alliance is recognized as a critical player in intercultural dialogue and cooperation, dealing in particular with West-Muslim societies through concrete initiatives worldwide.

130. Building on efforts of the last two years, the Communications Strategy supported by a concerted communication and media campaign with key messages to key stakeholders will be centred on five key objectives:

- Position the UNAOC as a lead player (both within the UN system and beyond) in promoting good governance of cultural diversity, as well as intercultural dialogue and cooperation, in particular between Western and Muslim societies, as a hub for innovative projects and ideas. Efforts will focus on highlighting the work of the Alliance and action developed by the High Representative.
- Present the Alliance as an action-oriented organization (the Alliance is about "dialogue that delivers") and highlight the practical work it carries out by focusing on specific cross-cultural initiatives developed and supported by the Alliance, on the partnerships it fosters and on the new, innovative projects it helps to define and deliver. In particular, specific campaigns should be launched around Alliance projects or Alliance-supported initiatives.
- Expand significantly the network of media and civil society organizations connected to the work of the Alliance. In particular, in view of current efforts to

expand the scope of the Alliance globally, specific efforts should be made to reach out to the media beyond Europe and the Middle East, and generate interest about the Alliance in South Asia, South-East Asia, South America and Africa.

- Enhance the use of the Alliance's website and social networking websites in order to strengthen outreach to online communities and the general public. In addition to making the UNAOC's website more dynamic and interactive, the Alliance should focus its efforts on developing its presence online (through Facebook, Myspace and Youtube, for instance) and on using tools such as blogs and Twitter to broaden its outreach.
- Supporting outreach through partnerships. Given its limited resources, the Alliance should also make use of its network of partners in order to help enhance its profile internationally. Group of Friends Focal Points can play a crucial role in that regard, as they can help promote Alliance projects and activities with the media at national level. Increased collaboration should also be developed with the UN DPI and its regional networks, in order to help disseminate information about programmes and highlight Alliance related conferences and events.

VIII. Follow up and evaluation

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