

# UNAOC ALUMNI NETWORK ACTION PLAN

*BREAKING WALLS, BUILDING BRIDGES*  
NEW YORK CITY. NOVEMBER 2013.  
**REPORT**

**A UNAOC FELLOWSHIP ALUMNI PUBLICATION**



*With the support of:*



Federal Foreign Office



INSTITUTE OF INTERNATIONAL EDUCATION

# TABLE OF CONTENTS

■ THE CASE FOR BUILDING AN ALUMNI NETWORK	3
■ DEVELOPING THE ALUMNI ENGAGEMENT STRATEGY	4
■ ENGAGEMENT OBJECTIVES AND FRAMEWORK FOR ACTION	5
■ ILLUSTRATIVE PROJECTS	11
■ PARTNERSHIP AND COLLABORATION	15

# THE CASE FOR BUILDING AN ALUMNI NETWORK

The United Nations recognizes that the engagement of emerging leaders is integral to fulfill its mission of advancing global security and stability.

The **UNAOC** Fellowship Programme reflects this mandate and was launched to bring together emerging leaders from the United States, Middle East and North Africa and Europe. Since 2010, it has served as a hub through which emerging leaders exchange ideas and advance interpersonal understanding across culture, religions and backgrounds.

Political and policy solutions attempt to address discrimination and stereotypes but often fail because they address issues too late. Cultural misunderstanding, mutual misperception, and conflict are rooted in barriers between people. Legislation to promote intercultural understanding and reduce societal hatred will only succeed when people understand each other.

**UNAOC** addresses this challenge by supporting emerging leaders that can catalyze solutions and meaningful change as next generation leaders representing a cross section of government, academic, media, the private and non-profit sectors.

## THE ALUMNI NETWORK PRIORITIZES:

**INTERNAL EXCHANGE:** A unique and invaluable platform for emerging leaders representing the public, private, non-profit and academic sectors to exchange knowledge, ideas, skills and professional contacts to advance intercultural dialogue and understanding.

**EXTERNAL ACTION:** A platform through which **UNAOC** Alumni can collaborate with fellow **UNAOC** Alumni and the global community. The project approach will focus on areas that are critical to fostering cooperation and understanding including religion, culture, art, politics, migration, education, gender etc.

Political and policy solutions attempt to address discrimination and stereotypes but often fail because they address issues too late or do not address the root causes. Xenophobia, racism, violence and conflict are rooted in misunderstanding and barriers between people. Legislation to promote intercultural understanding and reduce societal hatred will only succeed when people understand each other.

Investing in emerging leaders represents a strategic investment: educating emerging leaders helps stop the spread of stereotypes **and discrimination at the earliest possible stage while fostering a network of individuals committed to being a part of lasting change**

# DEVELOPING THE ALUMNI ENGAGEMENT STRATEGY

**UNAOC's** Fellowship Programme was launched in 2010 out of the recognition that intercultural dialogue between young people was essential to help eradicate misunderstanding between the Middle East, North Africa, Europe, and North America (MENA & EUNA). To date, 112 young people have participated in the programme.

Recognizing that alumni of the programme had reached a critical mass, **UNAOC** organized an alumni consultative session for about 60 professionals at the World Forum on Intercultural Dialogue in Baku (Spring 2013) with the goal of facilitating an opportunity for fellows to share their vision for the way forward and define an engagement strategy. This was the Baku Forum of 2013. In the spirit of ensuring that the program was youth driven, the facilitators for the Baku Forum were Alumni from the Fellowship Programme.

The Baku Forum 2013 represented a pivotal moment in the advancement of **UNAOC's** Mission. The consultative meeting solidified the Alumni's commitment to structure and strengthen their engagement.

In November 2013, 10 Alumni equally representing MENA and EUNA met in New York to help steer global Alumni engagement. The goal of the three-day workshop was to develop a cutting edge strategy to deliver tangible deliverables from 2013 to 2015. Representing the private sector, government, civil society and media, the representatives ensured multidimensional expertise.

The group's Action Plan will be disseminated to the larger Alumni group and feedback collected for a finalized Action Plan. At base, the Action plan represents a commitment on behalf of Alumni globally to advance the critical mission of **UNAOC** in a spirit of service.

# ENGAGEMENT OBJECTIVES AND FRAMEWORK FOR ACTION

## EXTERNAL ACTION

### PILLAR 1: INCUBATE COLLABORATIVE ACTION

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<p><b>OUTCOME 1:</b> Tangible projects and deliverables have been achieved consistently.</p> <p><b>OUTCOME 2:</b> The network's skill and talents have been identified and leveraged externally.</p> <p><b>OUTCOME 3:</b> Progress and impact have been measured, evaluated, and tracked</p>	<p><b>"Off the Grid Art Tour"</b> Pilot "Off the Grid" Art Tour (smaller scale to build the initial idea in local regions)</p> <p><b>Fast Crisis Response</b></p>	<p>MOHSIN MOHI-UD DIN CEDRIC BAECHER RABAH GHEZALI MOLLY HELLERMAN RADHIKA PRABHU SARAH ZAIMI</p>

## PILLAR 2: LEARNING AND EDUCATION

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<p><b>OUTCOME 1:</b> Strengthened awareness of the dangers of racism, xenophobia and violence</p> <p><b>OUTCOME 2:</b> Educational institutions have adopted intercultural curricula and practices that promote exchange</p> <p><b>OUTCOME 3:</b> University students begin creating localized AOC Action Committees or Clubs that would carry on AOC messages and actions at the local level</p> <p><b>OUTCOME 4:</b> Increased intercultural understanding</p>	<p><b>Global Town Halls at universities in EUNA and MENA/AOC</b></p>	<p><b>MOHSIN MOHI-UD-DIN</b></p> <p><b>MOLLY HELLERMAN</b></p>

## PILLAR 3: INFLUENCE POLICY:

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<p><b>OUTCOME 1:</b>  <b>Post-2015 policies in target countries are measurably more favorable toward UNAOC alumni network's objectives and goals.</b></p> <p><b>OUTCOME 2:</b>  <b>UNAOC increased its visibility in the post-2015 debates held by Member States in various UN-led meetings: PGA post-2015 thematic debates, CSO side events on post-2015 and ultimately in the SG's synthesis report on post-2015 being developed in 2014.</b></p>	<p><b>Campaign to include Inter-Cultural Dialogue in the Post-2015 Action Framework</b></p>	<p><b>NABIL OUCHAGOUR</b>  <b>MOHSIN MOHI-UD-DIN</b>  <b>CÉDRIC BAECHER</b></p>

## PILLAR 4: BUILD THE NETWORK, ENHANCE OUR IDENTITY:

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<b>Better establish our identity</b>	<b>Story-telling/ mission statement</b>	<b>Communications</b>
	<b>Articulate our story-telling/ mission statement with 4 new pillars</b>	<b>Communications</b>
	<b>Dedicated website</b>	<b>Digital</b>
	<b>Short video(s) presenting the network</b>	<b>Digital</b>
	<b>10-year vision of the network</b>	<b>Strategy</b>
<b>Ensure we expand our network's footprint</b>	<b>Create a communication and outreach strategy</b>	<b>Communications</b>
	<b>Create logo, launch a competition</b>	<b>Communications</b>
	<b>Launch a tracking study</b>	<b>Evaluation</b>
	<b>Write and annual report</b>	<b>Evaluation</b>
	<b>Chose external ambassador</b>	<b>External Relations</b>
	<b>Create links to other networks and affiliate groups</b>	<b>External Relations</b>
	<b>Provide a format for informal feedback (newsletter)</b>	<b>Network</b>
	<b>Define indicators network's success</b>	<b>Strategy</b>
<b>Get Organized/ Make it Happen</b>	<b>Formalize initial advisory committee/ task force</b>	<b>Network</b>
	<b>Create regional clusters</b>	<b>Network</b>



## PILLAR 4: BUILD THE NETWORK, ENHANCE OUR IDENTITY:

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<b>Get Organized/ Make it Happen</b>	<b>Create Alumni profile/ skills map</b>	<b>Network</b>
	<b>Create sector/ professional communities</b>	<b>Network</b>
	<b>Define member and engagement structure</b>	<b>Network</b>
	<b>Create annual roadmaps for flagship programs</b>	<b>Strategy</b>
	<b>Identify UNAOC focal point</b>	<b>Strategy</b>
	<b>Quantify and map Alumni baseline network reach and strength</b>	<b>Strategy</b>
<b>Set up Value Proposition</b>	<b>Videos introducing small groups of alumni</b>	<b>Digital</b>
	<b>Position paper</b>	<b>External Relations</b>
	<b>UNAOC group of friends/ ministerial meetings</b>	<b>External Relations</b>
	<b>Participation with the General Assembly</b>	<b>External Relations</b>
	<b>Special program to inform political leaders</b>	<b>External Relations</b>
	<b>Influence the content/ program of conferences</b>	<b>External Relations</b>
	<b>Leverage existing external outreach programs</b>	<b>External Relations</b>



## PILLAR 4: BUILD THE NETWORK, ENHANCE OUR IDENTITY:

OUTCOMES	ACTIONS	IMPLEMENTATION TEAM
<b>Set up Value Proposition</b>	<b>Create engagement procedure for interaction with UNAOC special missions</b>	<b>External Relations</b>
	<b>Establish annual alumni meeting</b>	<b>Network</b>
	<b>Leadership conference/ retreat</b>	<b>Network</b>
	<b>Group dinners</b>	<b>Network</b>
	<b>Country briefings</b>	<b>Network</b>
	<b>Fellows country welcome</b>	<b>Network</b>
	<b>Inter-regional peer-to-peer program</b>	<b>Network</b>
	<b>Establish continued education programs (for Alums and others)</b>	<b>Network</b>
	<b>Thematic workshops</b>	<b>Program</b>
	<b>Create webinars</b>	<b>Program</b>
	<b>New speakers introduction</b>	<b>Program</b>
	<b>Guidelines/ Tool box to help educate others</b>	<b>Program</b>
	<b>Define content curricula for trainings</b>	<b>Program</b>
	<b>Create a label/ certificate for training</b>	<b>Program</b>
<b>Create a local initiative program for small Alum projects</b>	<b>Program</b>	
<b>Operational involvement of Alums</b>	<b>Strategy</b>	
<b>Extension of Fellowship to other regions</b>	<b>Strategy</b>	

*\* Implementation Teams will be formed from Alumni in the network*

---

## ILLUSTRATIVE PROJECTS

---

### “OFF THE GRID ART TOUR”

The consultative meeting provided Alumni with the opportunity to coalesce around a number of specific deliverables. An illustrative example, “Get off the Grid Art Tour” aims to reach communities through artistic expression and inspired dialogue.

#### PROJECT OUTLINE:

- Identify 2-4 artists per year, coming from Europe, NA and MENA, willing to engage in an innovative experience focusing on intercultural dialogue and artistic collaboration.
- Let them exhibit their work where they could not / would not do it before (opening doors, creating opportunities), in both known and unknown places (be they rural communities, big cities, slums, high schools and colleges, etc.).
- Have them collaborate to produce 1-2 art pieces as an intercultural artist group. The pieces would share messages about intercultural understanding.
- Each exhibit would feature a roundtable where UNAOC Alumni, the featured artists and guests would share their experience and efforts towards realizing intercultural understanding.
- Each exhibit would include art materials created by UNAOC Alumni and video materials of AOC that promote intercultural dialogue.
- The whole experience (exhibits, collaborative creative process, interactions with local audiences) would be documented on video, blogs and shared through social media and local media and academic partners.
- An initial pilot year might entail similar projects being run in parallel in different Cities utilizing the diverse population base while setting the local groundwork for future iterations.

#### PROJECT PERSPECTIVES:

- Off the Grid would feed into and complement other UNAOC Alumni projects, including for example: University symposiums on intercultural dialogue, an art festival, etc.
- To amplify the impact of the project, the global Alumni network would design and implement a communications campaign involving partners such as MTV World and local media.

## OPERATIONAL IDEAS FOR YEAR #1:

- MENA countries covered could include: Morocco, Iraq and Saudi Arabia.
- North American / European cities could include: New York, Washington DC, San Francisco and Paris. The art tour would make stops in the lower income neighborhoods outside the city centers.
- Artistic fields covered could include: photography, digital art, paintings, poetry,
- Tentative budget: \$50,000-100,000 USD (Note: a pilot will cost approximately \$10,000).

## CAMPAIGN TO INCLUDE INTER-CULTURAL DIALOGUE IN THE POST-2015 ACTION

Developing a campaign to raise the profile of intercultural dialogue among UN agencies and member states working on 2015 development agenda in 2014

**OBJECTIVE:** to integrate Intercultural dialogue as transversal prerequisite for the POST 2015 development agenda

**TOOL:** Manifesto Tolerance as reference document: As members of the fellowship programme of UNAOC, change makers and multipliers, we should be able to produce a "Tolerance Manifesto". We believe that above speeches, defining what day-to-day behavior is as tolerant person is important in spreading peace and facilitating dialogue between people. This manifesto would be a reference document, which reflects our values and commitment to intercultural dialogue as an alliance of hearts and minds defending intercultural dialogue. The conclusion of the document will be: to ask for integration of intercultural dialogue for Post 2015 development agenda

Mobilizing High level decision makers, NGO's...etc...etc. of each country (counting on UNAOC fellow Alumni when it's possible) and have them sign the manifesto

Mobilizing Personalities around the world that are **symbolic to their communities** seat together to sign it (religious, art, music...) during the next UNAOC Forum in Bali for ratification

## UNAOC HIGH REPRESENTATIVE SHARING IT WITH UN SG NEXT GA

### IMPACT:

- Multiplier effect: people over the world can adopt behavior listed in Tolerance Manifesto
- Amplifying the visibility of UNAOC

## FAST CRISIS RESPONSE

### CONTEXT:

The Middle East and North Africa is going through tremendous socio-political changes in its quest for democracy and social justice. The region also witnesses from time to time crisis with an intercultural dimension such as the Film on prophet Mohamed or the Cartoon Crisis which compromises the status. The UN Alliance of Civilizations Alumni Network gathers outstanding emerging leaders from both shores of the Atlantic aiming at improving mutual understanding and intercultural dialogue between the Muslim Majority countries and the West by significant collaborative projects and meaningful common actions for dialogue. Therefore, the Alumni Network can act as an effective Fast Response mechanism in crisis situations in order to correct the misperceptions and try to restore trust between the two communities.

### CONCEPT:

The coalition of efforts of hundreds of emerging leaders from EUNA and MENA, who have strong connections with the opinion leaders and decision makers in their communities, can make a great change in situations of intercultural or socio-political crisis.

It should be possible for the UNAOC Alumni Network to launch a Call for Fast Crisis Response to the network of alumni and partners of the programme asking for the constitution of a crisis committee, which will be in charge of drafting a response plan and guidelines to be taken by all involved members. The actions initiated by the group would generate a great impact by the multiplying effect of the complex ties and networks of contacts of each fellow leading to an improvement of information circulation and a better understanding of the situation, which can influence policies and public opinions.

The crisis committee would need to include members from both EUNA and MENA and to define the purpose of the Response and the actions to be undertaken. Fellows might use different tools in this situation such as: social media campaigning, classical media relaying, releasing political statements, creating action oriented campaigns, creating platforms for trusted information circulation, lobbying with decision makers, international organizations and governments...

### FUNCTIONING:

(Please see the proposed functioning structure)



# CALL FOR FAST RESPONSE



## CONSTITUTION OF A CRISIS COMMITTEE

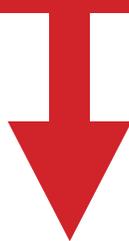
DRAFTING THE RESPONSE STRATEGY

PREPARING A FORMAL STATEMENT INCLUDING THE MAIN MESSAGES WHICH NEEDS TO BE FORMULATED

DRAFTING A CALL FOR ACTION FOR THE ENGAGEMENT OF OTHER FELLOWS

SUGGESTING TOOLS AND MEASURES TO BE UNDERTAKEN TOWARDS THE DIFFERENT TARGET GROUPS

## CAMPAIGNING PHASE



MEDIA

BUSINESS

CIVIL SOCIETY

IOS

GOVERNMENTS



# MULTIPLYING EFFECT

---

## PARTNERSHIP AND COLLABORATION

---

The Alumni network counts on the support of a number of government and private sector donors. Years 1 through 3 will be focused on expanding this list of collaborators. Emphasis will be placed on cultivating financial support from public and private sector.

Implementation of the Alumni network's Action Plan will require the financial support of government and private sector donors. This includes continued engagement of gracious donors who have supported activities to date.

The Alumni network has identified a team within the network to focus on external partnerships and collaboration. While this list is not exhaustive, the Alumni has identified areas of critical need, including:

- Hiring a full-time assistant to support delivery and coordination of the fellowship's classes, enabling the current fellowship manager to focus on the overall organization and supporting Alumni network operations and side events
- Hiring (or assign a volunteer) for short periods a part time Alumni Fellow to coordinate the initial phases of outreach amidst the Alums
- An annual budget to support the network's operating costs and outreach activities
- Provide opportunities for Alumni to collaborate with the Group of Friends ministerial meetings and the United Nations General Assembly.