Preparing for the second Replenishment session (Vienna, 28 February 2013): Projects, priorities and funding needs for the year 2013

Context and object of this Note:

At the invitation of the Turkish Prime Minister, a first Replenishment session was organized in Istanbul on 31 May 2012, with a view to covering funding needs for the period 2012 – 2013. An encouraging first step, the session recorded pledges and commitments to action from 23 countries, 5 international organizations, 5 large foundations, 4 corporate groups and 2 Journalism/Media Education schools. A short report on that first session was presented by the High Representative to the GOF on 28 September 2012. Its core part is reproduced as an appendix. As shown by the tables contained in that report, the voluntary contributions pledged amount to 6 Million USD (provisional figure). In addition, a number of services were pledged and some commitments to action made.

All financial pledges made in Istanbul were expected to result in contributions transferred to the Trust Fund until the end of 2012. Part of the funds already received in 2012 allowed some key programs to go on in the second half of this year, including Fellowships, the Summer Schools and the Intercultural Innovation Awards. Some additional contributions and in-kind partnerships have been secured in the early Fall, in particular from non-institutional partners. However the time lag between the announcement of a number of pledges and disbursement has been much too long, but most pledges had eventually been honored in late December.

As recommended by the High Representative and noted by the Group of Friends’ High Level Meeting on 28 September last, a second replenishment session will take place in the context of the Vienna Forum, on 28 February from 10h15 to 13h00. The object of the Vienna session is to raise additional resources for the year 2013.
The overall objective of the two Replenishment Meetings is to persuade - and help - donors to plan their financial contributions to the Alliance and its Voluntary Trust Fund on a more systematic and predictable basis. Most of the time, donor announcements of how much they will give are made on an ad hoc basis, which makes it difficult for the Alliance to plan its work, and makes it difficult for projects and grant applicants to know how much money will be available in future years.

As for the Istanbul session, the background documentation for that second fund-raising exercise is the Short Compendium of activities and programs steered or carried out by the UNAOC, in cooperation with partners (2012 – 2013), circulated to the Friends of the Alliance and partners last May and posted on the Alliance website.

Against that background, the object of the present note is to provide updated and more detailed information about activities of the programs, branching out of the Alliance platform, that are expected to be carried out in 2013. It contains indications about cost/budget, resources secured thus far, outstanding funding needs and, where relevant, potential donors/partners.

This note only presents a review of projects that were either developed in the meantime or are new without prejudice to additional initiatives that may be announced later on this year. It is therefore an addendum to the compendium of projects prepared for the 1st Replenishment Session.

UNAOC Regional Strategies

Indications provided in the Compendium remain valid. Political support for regional strategies was again underlined by a number of countries at the Ministerial meeting and at a meeting held in Madrid in October 2013 as well as at the annual Focal Points, in Tunis, in December 2012. At a meeting in Madrid in mid October focal points confirmed the importance of the Mediterranean Strategy in the light of the Arab awakening. A 2nd Action Plan for the Mediterranean will be presented in Vienna as well as the 2nd Action for South Eastern Europe. Furthermore it is expected that an Action Plan for Latin America will be developed after the endorsement of the Regional Strategy for Latin America is approved in Vienna by representatives of countries of this region.

Amplifying the role of media in furthering cross-cultural understanding: the Media Program

General efforts described in the Compendium to broaden the scope and step up the impact of Global Experts will be further developed, with the support of schools of journalism. In the same vein, the wealth of video material will keep expanding, as illustrated by the recent launch of the
“Journeys of Belonging”, mostly with the support of in-kind contributions. A photojournalism contest on identities will be launched, subject to funding (50,000 USD).

Recognizing the deep transformation of media and communication, the media program is now addressing new topical issues, in cooperation with a range of partners. This includes mastering Google tools for newsgathering and reporting across cultures, in two digital boot camps in Tunisia and Jordan, for a total value of 175,000 USD (secured). It further includes data journalism projects, which will focus in a first phase on the discourse on migrants in elections, for a value of 100,000 USD (half secured). More generally, the media and migration programs will jointly expand cooperation with partners (IOM/IFRC and Panos Institute) in organizing up to 4 seminars with editors in chief, which will allow for critical discussions of all aspects of media coverage of migration (see mediation program).

The Media Program is expected to resume a series of successful training of journalists, students in journalism and other young professionals. Focusing notably on the challenges of cross-cultural reporting, training projects are being explored with specialized partners for participants from Nigeria, Somalia, Pakistan, Southern Asia, and Saudi Arabia. The total value of training programs under consideration is close to 1.5 Million USD. Additional partners/funders are welcome.

**Supporting youth-led initiatives that advance cross-cultural understanding: the Youth Solidarity Fund**

In December 2012, the Alliance opened a new cycle of support for youth led projects through the YSF for a minimum of 20 projects, possibly 30 (value 500,000 – 750,000 USD). Most projects would be implemented in Africa, the Euro-Med region and Asia-Pacific. Some governments are interested in donating money as part of their assistance to development effort (total of funds received: 400,000 USD).

The Youth program is further looking for 50,000 -75,000 USD to cover the production and dissemination of guidebooks on youth participation or advocacy and consultations on a Youth Strategy.

**Living together at ease in diversity: the Alliance Summer Schools**

After several years of experience with its own brand, the Alliance will seek to organize at least 2 Summer Schools in 2013. Subject to the finalization of talks, one of them would be fully funded under a partnership being discussed with a profit making enterprise in the field of education (500,000 USD + money for staff support).
Building trust and collaboration between emerging leaders from Western and Muslim Majority countries: the Fellowship Program

The Alliance will to organize at least one full session in the Fall, and possibly a less comprehensive session in the Spring, subject to the availability of funds. With the rich in-kind support provided by standing partners, the direct cost of two sessions, including coordinator, is in the range of 600,000 USD. Discussions were successfully held with the main 2012 donor country and will be led with other partners. Consideration will be given to opening up applications also to emerging leaders from Muslim majority countries outside the group of Arab countries.

Preliminary consideration will be given, in consultation with Columbia University, to the setting-up of a Global Fellowship Program. An important corporate partner from China has flagged an interest in sponsoring a pilot edition that would notably target emerging leaders from China, Europe and North America, MENA countries and possibly Latin America.

Mobilizing Citizens’ initiatives and creativity for intercultural understanding

1. The Award for Intercultural Innovation

The 2012 cycle will lead to the ceremony of awards in the framework of the Vienna Forum. Support for earlier winners and Vienna winners will continue. The 2013 edition will be launched and moved through. Jointly developed with the BMW Group, the program continues to be supported by an annual grant of the BMW Group, in the range of 500,000 USD.

On the occasion of the Baku Forum organized by the government of Azerbaijan in May 2013, a regional Marketplace of Ideas will be organized for the Black Sea and Caucasus Region. Though it drew inspiration from the Intercultural Innovation Awards, this initiative is distinct and enjoys separate funding from Azerbaijan.

2. The “do one thing for diversity and inclusion” campaign

With 21 May remaining the culminating point, this campaign will progressively be spread all over the year and become a standing endeavor. A budget of 100,000 USD has been earmarked and 60,000 USD actually collected. The corporate and other non-state partners involved in the initiative will meet in Baku, at the invitation of the Government of Azerbaijan.

3. Plural+, a youth video festival on migration, diversity and inclusion

Developed with IOM and a steadily growing range of partners, the Plural+ competition will be further professionalized, to deal with several hundred applications. Appropriations (130,000
USD) are sought to produce and disseminate educational guides for making videos and to upgrade the Plural+ webpage, to improve interactivity.

4. Create UNAOC-apps for Intercultural dialogue

This is a new initiative, launched with the active involvement of the MIT, LGN and a number of other partners for outreach. Calls have been placed for the development of apps supporting intercultural games. The 5 winners for best apps will receive modest compensation and be invited to Vienna for an official ceremony. A budget of 60,000 USD is allocated (pledges received for 25,000 USD).

The Migration Program

In 2013, the Migration Program will focus on the ways migration and migrants are being debated and portrayed in media and societies and on efforts to underline the positive contribution of migration. Strong synergies will be developed with the Media program. These efforts will benefit from a revamped IBIS website (cost: 20,000 USD).

The Alliance will organize up to 4 Seminars with media professionals (two secured at this stage), which will allow for critical discussions of all aspects of the media coverage of migration: challenges, best practices and opportunities. The first was hosted by the Gulbenkian Foundation in Paris in January 2013, as part of the “Reconciling cultural diversity and social cohesion in Europe” initiative of the High Representative. The total cost for 4 seminars would amount to 350,000 USD (see: Media Program).

In addition, several partners (including Soros/OSF, European Journalism Center, Missouri School of Journalism, Deutsche Welle, Kings University) help develop and implement data journalism projects, which focus in a first phase on various aspects of the narratives on migrants, for a value of 100,000 USD.

The media program will further secure training for migrants’ organizations’ representatives in the making of short videos promoting inclusion. Similarly, it will secure the distribution of toolkits for using ICTs to overcome barriers to inclusion and integration (In kind support provided). Finally, it will step up existing efforts to promote the positive contribution of migration (cost: 100,000 USD, to be funded).

The Education Program

While further developing with partners existing poles of excellence (Media Literacy and Education around religions and beliefs) in Education, the Alliance will endeavor to better
integrate them in a global vision of what education can bring to a better living in diversity in an interconnected world of overlapping cultures.

The Alliance will notably explore the feasibility/advisability of encouraging the creation of UNAOC University chapters, which would expose students and faculty from all disciplines to the big themes that constitute its raison d’être. The International Association of University Presidents will help steer that study. No specific costs at this stage.

Work on Media and Information Literacy will be further enriched: better Arabic visualization of the Clearinghouse, first publication of the UNESCO-UNAOC MIL and Intercultural Dialogue UNITWIN, second volume of Mapping Media Education (combined cost 80,000 USD). Consultancy resources would be needed to use the full potential of Clearinghouse and network on Education around religions and beliefs, and indeed help improve the overall coherence and impact of UNAOC action in Education (Cost: 100,000 USD).

Running the platform that provides key services and enables programs

With reference to the compendium card on costs and funding, it should be recalled here that the annual cost of running the Alliance platform, which provides key services and enables programs, is close to 3 Million USD. The bulk of the corresponding expenditures is financed through non-earmarked contributions. For 2013, 2 Million USD have already been pledged.
17 September 2012

(table included in this Note revised on 28 January 2013)

From: UN High Representative for the Alliance of Civilizations

To: Participants in the AoC Group of Friends Meeting – Ministerial level (28 September 2012)

Subject: Implementation of the Replenishment Mechanism – Evaluation of the 1st Pledging Conference (Istanbul 31 May 2012) and way forward
Istanbul: a defining moment

The first-ever organized two-day Replenishment Session to the UNAOC Trust Fund was hosted by Turkey on 31 May-1 June, 2012. It comprised a Pledging Conference held on the first day and an informed debate on topical UNAOC issues on the second day (overview attached to this paper – Annex B).

This Session was organized on the basis of the framework paper submitted pro memoria to the Group of Friends Meeting on 20 March 2012 (attached - Annex A).

The 1st Replenishment Session, hosted by the Prime Minister of Turkey, brought together representatives of 70 countries, 15 international organizations, and a number of foundations and corporate groups. The importance of this new development was illustrated by the presence of the United Nations Secretary-General, who acted as co-chair and the President of the 66th United Nations General Assembly, as well as by the participation of senior political representatives from 25 countries and senior managers of foundations and corporations.

Throughout the meeting, participants showed a keen awareness that the future of the Alliance was at stake. Echoing the opening remarks made by the Prime Minister of Turkey, the United Nations Secretary-General, the UNAOC High Representative and the State Secretary for Foreign Affairs of Spain, they presented their views on and practical contributions to “a renewed partnership for a stronger Alliance”, striving at the intersection of a number of fundamental dilemmas and queries, connected with increasing interdependence and growing diversity.

Responding to the call made by the High Representative for the UNAOC, 40 of them brought in specific pledges to materially support the work of the Alliance, within the framework of a new Replenishment Mechanism. Their getting together effectively constituted the first session of an Assembly of Partners for the UNAOC, a community of donors which will reinforce the Alliance’s governance structure.

Pledges had been invited for the years 2012 and 2013 on the basis of a short compendium of activities and programs, under the title: “Achieving the goals of the UN Alliance of Civilizations through shared initiatives”. Donors were given the choice to fund specific programs or to support the Alliance as such, leaving it to the UNAOC High Representative to make the best use of resources, in line with the current Implementation Plan (2011-2013).

Financial pledges made amount to a provisional total of 6 million US dollars further to some announcements of in-kind support to various programs (for details please see point 2 below).
1. **Overview of the pledges made**

Pledges had been invited for the years 2012 and 2013 on the basis of a short compendium of activities and programs, under the title: “Achieving the goals of the UN Alliance of Civilizations through shared initiatives”.

With pledges and commitments to action made by 23 countries, 5 international organizations, 5 large foundations, 4 corporate groups and 2 Journalism/Media Education schools, the Istanbul meeting was a very encouraging first step.

As we can see from the table below (Table A), the voluntary contributions pledged amount to 6 million US dollars (provisional figures as some pledges announced have still to be finalized). In addition, a number of services were pledged, from the organization of meetings to supporting the UNAOC’s initiatives on the ground.

**Table A: SUMMARY OF PLEDGES RECEIVED OR ANNOUNCED, in Istanbul on 31 May 2012**

<table>
<thead>
<tr>
<th>Donors</th>
<th>Amounts</th>
<th>Cash Through Trust Fund</th>
<th>In-Kind Contribution / Action</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>10,000 USD</td>
<td>Non-earmarked</td>
<td></td>
<td>Contribution received on August 8, 2012</td>
</tr>
<tr>
<td>Angola</td>
<td>60,000 USD</td>
<td>10,000 USD non-earmarked</td>
<td>50,000 USD for the Dialogue Cafe</td>
<td>Pledge remains as announced, contribution not received</td>
</tr>
<tr>
<td>Australia</td>
<td>250,000 Australian $</td>
<td>ODA eligible projects in Asia-Pacific</td>
<td></td>
<td>Pledge remains as announced, contribution not received</td>
</tr>
<tr>
<td>Austria</td>
<td></td>
<td>Forum in Vienna, other activities</td>
<td></td>
<td>Pledge form received on July 14; no action needed</td>
</tr>
<tr>
<td>Bahrain</td>
<td>20,000 US$</td>
<td>Non-earmarked</td>
<td></td>
<td>Contribution received on May 15, 2012</td>
</tr>
<tr>
<td>Belarus</td>
<td>20,000 US$</td>
<td>Non-earmarked</td>
<td></td>
<td>Contribution received on November 16, 2012</td>
</tr>
<tr>
<td>Country</td>
<td>Amount</td>
<td>Purpose</td>
<td>Contribution Date</td>
<td></td>
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<td>---------</td>
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<td></td>
</tr>
<tr>
<td>Brazil</td>
<td>250,000 USD</td>
<td>Summer Schools</td>
<td>Contribution received on August 21, 2012</td>
<td></td>
</tr>
<tr>
<td>Croatia</td>
<td>15,000 USD</td>
<td>Earmarked for the Regional Strategy in SEE i.e. 2nd Action Plan</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Egypt</td>
<td>10,000 USD</td>
<td>Support for the Med region projects 2012</td>
<td>Contribution received on September 12, 2012</td>
<td></td>
</tr>
<tr>
<td>Finland</td>
<td>Up to 600,000 EURO</td>
<td>Youth Solidarity Fund and Dialogue Cafe</td>
<td>Contribution in the amount of 260,060 USD received on December 4, 2012</td>
<td></td>
</tr>
<tr>
<td>Germany</td>
<td>402,137,32 USD</td>
<td>Fellowship Program</td>
<td>Contributions received on October 10, 2012 and August 17, 2012</td>
<td></td>
</tr>
<tr>
<td>Italy</td>
<td>$26,100</td>
<td>Youth Program</td>
<td>Contribution received on December 18, 2012</td>
<td></td>
</tr>
<tr>
<td>Luxembourg</td>
<td>125,000 EURO</td>
<td>Non-earmarked, for 2 years</td>
<td>Contribution (61,301.50 USD) arrived on July 11, 2012</td>
<td></td>
</tr>
<tr>
<td>Malaysia</td>
<td>50,000 USD</td>
<td></td>
<td>Contribution received on August 8, 2012</td>
<td></td>
</tr>
<tr>
<td>Malta</td>
<td></td>
<td></td>
<td>Summer School in September 2012</td>
<td></td>
</tr>
<tr>
<td>Oman</td>
<td>200,000 USD for 2 years</td>
<td>Non-earmarked</td>
<td>Pledge remains as announced, contribution not received</td>
<td></td>
</tr>
<tr>
<td>Peru</td>
<td>10,000 USD</td>
<td>Non-earmarked</td>
<td>Contribution received on October 5, 2012</td>
<td></td>
</tr>
<tr>
<td>Country</td>
<td>Amount</td>
<td>Type</td>
<td>Description</td>
<td>Date of Contribution</td>
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<td>-----------------</td>
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<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Portugal</td>
<td>124,340 USD</td>
<td>Non-earmarked</td>
<td>Hosting the High Representative Office in Lisbon; support the High Representative staff members through the Secondment of a Portuguese Diplomat; Co-partnership with the AOC and the North-South Centre of the Council of Europe in the organization of the Lisbon Forum. Adopt a New National Action Plan.</td>
<td>June 6, 2012</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>1,000,000 USD</td>
<td>Non-earmarked</td>
<td></td>
<td>November 30, 2012</td>
</tr>
<tr>
<td>Switzerland</td>
<td>100,000 EURO</td>
<td>Secondment of staff</td>
<td></td>
<td>n/a</td>
</tr>
<tr>
<td>Thailand</td>
<td>10,000 USD</td>
<td>Non-earmarked</td>
<td></td>
<td>November 20, 2012</td>
</tr>
<tr>
<td>Turkey</td>
<td>1,000,000 USD</td>
<td>Non-earmarked</td>
<td></td>
<td>January 3, 2013</td>
</tr>
<tr>
<td>Spain</td>
<td>397,980 USD</td>
<td>ODA projects in youth and education areas</td>
<td></td>
<td>January 22, 2013</td>
</tr>
<tr>
<td>Sweden</td>
<td>149,520.01 USD</td>
<td>Non-earmarked</td>
<td></td>
<td>December 20, 2012</td>
</tr>
<tr>
<td><strong>Other Donors</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALECSO</td>
<td></td>
<td>Annual FP meeting</td>
<td></td>
<td>December 11-12, 2012</td>
</tr>
<tr>
<td>BMW Group</td>
<td>1,000,000 USD</td>
<td>WIFI</td>
<td></td>
<td>500,000 USD received on</td>
</tr>
<tr>
<td>Foundation</td>
<td>Amount</td>
<td>Program</td>
<td>Commitment to action</td>
<td>Notes</td>
</tr>
<tr>
<td>------------------------------------</td>
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<td>--------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Calouste Gulbenkian Foundation</td>
<td>130,000 EURO</td>
<td>SUMMER SCHOOLS - 5000€;</td>
<td>Premises in Lisbon/Paris/London and logistic support for events (e.g. conferences,</td>
<td>Lisbon office in contact with regards to arrangement of transfer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CITIZEN MOBILIZATION - 40.000€;</td>
<td>meetings, summer schools, etc.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>REGIONAL STRATEGIES - 10.000€;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>DOHA OUTCOMES - 20.000€</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>for 2 years</td>
<td></td>
<td><strong>Commitment to action</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Dialogue Cafe Lisbon and Paris – 55.000€</td>
<td></td>
</tr>
<tr>
<td>CISCO Internet Business Solutions Group</td>
<td></td>
<td></td>
<td>10 new dialogue cafés</td>
<td>n/a</td>
</tr>
<tr>
<td>CRT Foundation</td>
<td></td>
<td></td>
<td>Youth Program</td>
<td>UNAOC and CRT organize a training session in Turin, February 2012, all costs covered</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>by the donor. Recently the donor informed that it will transfer EURO 5,000 to the UNAOC TF</td>
</tr>
<tr>
<td>Parsons School</td>
<td></td>
<td></td>
<td>Online and video support</td>
<td>n/a</td>
</tr>
<tr>
<td>Missouri School</td>
<td></td>
<td></td>
<td>Global Expert support</td>
<td>n/a</td>
</tr>
<tr>
<td>Shine Work</td>
<td></td>
<td></td>
<td>Film Festival in China</td>
<td>n/a</td>
</tr>
<tr>
<td>Organization</td>
<td>Amount</td>
<td>Description</td>
<td>Contribution Date</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
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<td>-----------------------------------------------------------------------------</td>
<td>-------------------</td>
<td></td>
</tr>
<tr>
<td>Hermes Foundation</td>
<td>62,672.25 USD</td>
<td>Fellowships Coordinator salary</td>
<td>July 5, 2012</td>
<td></td>
</tr>
<tr>
<td>ISESCO</td>
<td>25,000 USD</td>
<td>Sessions of fellowship program; events in media trainings, cultural diversity, youth, citizenship, education and migration</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

**Youth**: Fellowship Project; Second Round of the AEYLF with the Austrian government.  

**Media**: The International Media Conference. Innovations of Arab Media; Young Arab Voice in cooperation | n/a               |
2. **Assessment***

The aims of the Replenishment Mechanism are threefold: to secure more predictable resources for the UNAOC Voluntary Trust Fund and fluid liquidity management; to enlarge the community of donors to the private sector, philanthropists and individuals; to increase the level of available resources.

It is crystal clear that the Istanbul Session contributed to these three goals, but it should be seen only as a promising kick-off. However, there is a risk of losing momentum if additional efforts are not made in order to consolidate the new mechanism and achieve the three above-

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1 For additional points on this issue, please see Annex 4 revised on 17 September, points 3.1.3 and 3.1.4
mentioned goals in a sustainable way. As with any new process, the Replenishment Mechanism has to be further developed, expanded and strengthened in the coming months/years.

Three points have to be highlighted regarding Istanbul: it attracted a small number of new donors from the private sector; it brought in a relevant presence from Asia for the first time; and a number of synchronized pledges were made by various donors.

These new trends should be welcomed and have now to be further consolidated alongside the following three goals: to attract new donors from the private sector and philanthropists in order to create a core group of solid donors; to increase the participation of partners from all regions to preserve the Alliance’s independence, autonomy and credibility; to significantly increase the level of funds raised.

Therefore, a fund-raising strategy leading to the 2nd Pledging Conference, which should take place late February 2013 as part of the Global Forum of the Alliance, has to be developed and implemented as a priority task for the Alliance.

3. **Way forward**

Further to the implementation of a fund-raising Strategy (to be prepared and implemented soon), the Partners’ Assembly has also to be further consolidated as a key dimension of the Replenishment Mechanism.

As clearly mentioned in the Note attached in Annex A, the Partners’ Assembly is a platform for all types of donors – governments, intergovernmental institutions, institutional foundations, corporate sector and individuals - to exchange views on the operations and the effectiveness of the UNAOC Trust Fund when considering their future contributions. It will also be consulted about the Alliance’s priorities and strategic outlook, and its members should have the opportunity to make suggestions for new initiatives.

Following the Istanbul Session, the Partners’ Assembly is no longer merely a concept, but an existing platform – therefore additional work is necessary to make this platform fully operational – namely its current members have to be clearly identified and appropriate communication channels activated in order to create the conditions in the middle to long term for it to perform the following three primary functions:
- Review and provide feedback on the progress of the Implementation Plans of the Alliance;
- Develop recommendations on the Alliance’s strategy, policy and practice; and
- Mobilize and sustain political commitment to take actions to achieve the Alliance’s goals according to the priorities set up in the Implementation Plans and to ensure sustainable long-term financing.