



## **Summary Report of United Nations Alliance of Civilizations Implementation of the Strategic Plan (2013-2018)**

1 November 2018

### ***I. Introduction***

Secretary-General Kofi Annan initiated the United Nations Alliance of Civilizations (UNAOC) in 2005 at the recommendation of, and with support from, the Governments of Spain and Turkey. In 2006, a High-level Group appointed by the Secretary-General produced a report that included a description of the key elements of the mandate foreseen for UNAOC.

Nassir Abdulaziz Al-Nasser, former President of the 66<sup>th</sup> Session of the United Nations General Assembly and former Permanent Representative of Qatar to the United Nations, succeeded former President of Portugal Jorge Sampaio as UNAOC High Representative in 2013. The High Representative authorized the performance of a strategic review in 2013 that resulted in a five-year plan. The review and plan came after a four-month process, which included a series of meetings with Member States and international organizations of the UNAOC Group of Friends to ensure their input was solicited and incorporated. The Executive Office of the Secretary-General (EOSG) also contributed to the review and the Secretary-General approved the Strategic Plan in June 2013. The Strategic Plan 2013-2018 was endorsed by the Group of Friends through a declaration adopted during the ministerial meeting of the Group on 27 September 2013 in New York, recognizing its importance for advancing the goals of UNAOC.

The present report highlights the implementation of the 2013-2018 Strategic Plan. Despite the challenges in terms of funding and human resources, most of the plan components were implemented in addition to re-directing the course of existing activities to ensure the long-term relevance for UNAOC. This document also aims at providing guidance on outstanding challenges, financial and structural, that continue to impact the future of UNAOC.

The ministerial Group of Friends meeting at the 8<sup>th</sup> UNAOC Global Forum in November 2018 presents an opportunity for the UNAOC Group of Friends and the Secretary-General to assess the five-year period of the implementation of the 2013-2018 Strategic Plan and offer their recommendations regarding the future of UNAOC.

### ***II. Institutional Development***

*General Assembly Endorsement* - Prior to 2013, ambiguity concerning the status of UNAOC as an entity within the United Nations system posed continuing challenges in its engagement both in internal United Nations discussions and in the external branding of its work. Member States had questioned UNAOC's exact position within the United Nations system because of its hybrid nature. The High Representative, supported by the co-sponsors Spain and Turkey, began lobbying for a United Nations resolution with the aim of clarifying the UNAOC status. The efforts were fruitful.

Member States demonstrated their support for the High Representative and UNAOC when they unanimously adopted General Assembly resolution A/RES/69/312 on 6 July 2015, a formal statement confirming the status of UNAOC as an initiative of the Secretary-General, an entity within the United Nations system. The resolution reiterated the valuable role of UNAOC in promoting greater understanding and respect among civilizations, cultures, religions and beliefs.

The High Representative actively sought to increase the membership of the Group of Friends. From a membership of 138 member states and other entities in 2013, the current membership stands at 146 members, including 119 member states and the State of Palestine along with 26 international organizations.

*Mainstreaming into United Nations Secretariat departments and other United Nations entities –* Prior to 2013, direct contact between UNAOC and Departments/Agencies within the United Nations Secretariat and with other United Nations entities was limited as was the inclusion of UNAOC within policy discussions at United Nations headquarters. The High Representative held the vision on the necessity of mainstreaming UNAOC and its activities into the work of the Secretariat. He decided to operate with his cabinet from New York. This action also consolidated the functions of his office with that of UNAOC Secretariat and strengthened their visibility within the United Nations system.

During the reporting period, UNAOC staff diligently worked to ensure that UNAOC activities were communicated to United Nations entities. The High Representative and his cabinet actively lobbied to secure the participation of UNAOC in inter-agency activities, as well as the Office of the President of the General Assembly and ECOSOC. This effort was further strengthened through convening regular meetings with UNAOC Group of Friends at the ambassadorial level throughout the year, in addition to the annual high-level ministerial meeting during the United Nations General Assembly's high-level segment.

Among the departments/entities, with which UNAOC strengthened cooperation since 2013, are: Department of Political Affairs - Policy and Mediation Division (PMD), Middle East and West Asia Division (MEWAD), the Peacebuilding Support Office (PBSO), the Office of Counter-Terrorism (OCT) - Counter-Terrorism Implementation Task Force (CTITF), the Counter-Terrorism Committee Executive Directorate (CTED), International Organization for Migration (IOM), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Development Programme (UNDP). UNAOC also participated actively with the Department of Public Information (DPI) on the development of its "Together" campaign and worked closely with the Department of Economic and Social Affairs (DESA) on issues related to migration. UNAOC increased its already strong participation in inter-agency bodies, most notably, the Inter-Agency Network on Youth Development (IANYD), the Inter-Agency Task Force on Religion and Development (UNWPF), as well as the Committee of Religious NGOs (Interfaith Harmony Week). This mainstreaming allowed UNAOC to apply its work on the Youth pillar in a way that contributed to discussions on United Nations Secretariat policy directives, in particular United Nations Security Council Resolutions 2250 and 2419 and the new Secretary-General's Youth Strategy, Youth2030: The United Nations Strategy on Youth. Similarly, expanding the scope and scale of UNAOC activities also provided the opportunity to align the pillars of media and migration with the United Nations priorities, leading to evolution of its programming in these two areas.

The UNAOC active participation in the United Nations Counter Terrorism Task Force (CTITF) resulted in the High Representative's appointment to the Secretary-General's High-Level PVE Action Group. Consequently, the issues covered by the UNAOC mandate received increased

attention and UNAOC input featured in policy-making settings in the Secretariat. This was most prominently reflected through UNAOC involvement in the task force that provided input to the Secretary-General during the preparation of the Secretary-General's Plan of Action to Prevent Violent Extremism (PVE). It also was reflected in the extensive reference to UNAOC project activity in the matrix of activities developed by CTITF with a particular focus on activities relevant to Pillar I (Combatting Conditions Conducive to the Prevention of Violent Extremism) of the United Nations Global Counter Terrorism Strategy.

Furthermore, the High Representative signed the United Nations Global Counter-Terrorism Coordination Compact in March 2018. The "Global Compact" is an agreed framework between the Secretary-General and the 38 Heads of the United Nations Counter-Terrorism Implementation Task Force entities. It aims to strengthen a common action approach to coordination and coherence in the counter terrorism and prevention of violent extremism work of the United Nations System.

*Expanded networking with civil society institutions and the private sector* – Under the leadership of the High Representative, the UNAOC's profile among civil society institutions was also expanded over the past five years. Over 60 Memoranda of Understanding with civil society and academic institutions have been signed since 2013. This extended to UNAOC successes in partnering on a project support basis with private sector entities.

UNAOC's partnership with Education First (EF) resulted in Summer School programs in Tarrytown NY in 2013-2015. UNAOC also partnered with Fondazione CRT to implement the Entrepreneurs for Social Change (E4SC) project between 2014-2016. UNAOC's cutting edge public-private partnership with BMW Group resulted in an expanded and deepened Intercultural Innovation Award project that combines grantmaking with mentorship for civil society organizations.

In the Strategic Plan the High Representative's vision included a greater emphasis on the Arts and Sports as tools for promoting the values of UNAOC. To that end, a partnership with ONUART Foundation was revamped resulting in several themed concerts held at the United Nations Office in Geneva in the Alliance of Civilizations and Human Rights Chamber. A collaboration with the renown choreographer Michael Flatley "Lord of the Dance" resulted in a dance performance in an off-Broadway theatre, in which the United Nations community was invited for free to celebrate humanity through the power of dance. In the same vein, UNAOC partnered with a non-for-profit organization "Save the Dream" in a EU-funded initiative on "Empowering Youth Volunteers through Sport in the Mediterranean Region". Implementation of the latter will start in January 2019 with a number of joint activities aimed at educating young volunteers about the values of intercultural dialogue and understanding in sports.

### ***III. Project Activity***

UNAOC project activity retained the support of Member States of the Group of Friends since its inception. These projects span the four pillars of UNAOC activity identified by the High-level Group in 2006: Education, Youth, Migration and Media.

During the reporting period, UNAOC developed its project portfolio both through the evolution of successful existing projects, and through the creation of new project activity. It should be noted that UNAOC came into existence during the same period as the adoption of the United Nations Global Counter-Terrorism Strategy. In that regard, many of UNAOC project activity across all of its pillars aligns with and contributes to Pillar I of the Global Counter-Terrorism Strategy.

Projects such as Young Peacebuilders built on the foundation of the Summer School achievements on the Education pillar, and the Intercultural Innovation Award expanded its mentoring elements for civil society organizations. Meanwhile, the Hate Speech Initiative (#SpreadNoHate) represented a new project on the Media pillar, working with journalists to build their capacity to report accurately in order to prevent stereotyping of migrants. PEACEApp also tackled an issue related to the Media pillar, a departure into combining youth and migration-oriented activities with new technologies such as online gaming. UNAOC's project activity was increasingly linked to elements of the Sustainable Development Goals, particularly SDG 4 (Quality Education), SDG 16 (Peace, Justice and Strong Institutions), as well as SDG 17 (Revitalizing Partnerships for Sustainable Development). In accordance with the findings of the Strategic Review, greater attention was paid to expanding the geographical scope of programming in the 2013-2018 period. This resulted in dedicated project activities in the Middle East/North Africa region, as well as in Sub-Saharan Africa and Asia.

Overall, UNAOC project activity created an expanded environment for civil society actors to develop programming in support of its four pillars. UNAOC sought to apply key lessons learned over the course of its existence: the importance of youth as the key target audience for project activity and the significance of civil society as the vehicle best placed to disseminate messages promoting UNAOC's values. During the reporting period, UNAOC provided an essential platform for supporting youth and youth-led organizations and initiatives through funding, building their capacity and raising awareness of their activities. By strengthening its partnerships with youth and key civil society actors, UNAOC scaled its efforts to promote the positive values associated with the Initiative. Key UNAOC project activity highlights include the following:

- Between 2013 and 2017, the Youth Solidarity Fund provided seed funding to 39 youth-led and youth-focused organizations to implement projects promoting intercultural and interfaith dialogue. These projects were completed in 26 countries and directly impacted more than 70,000 individuals; 87% of those individuals were young people. A further 1.16 million indirect beneficiaries were reached through project activities. The 2018 edition of YSF is currently underway.
- Between 2016 and 2018, 40 regional youth leaders, aged 18 to 25, from 23 different countries, were intensively trained in intercultural understanding, conflict analysis, and the power of alternative narratives during the first and second editions of the Young Peacebuilders programme focused on West Africa and Middle East and North Africa, respectively. These participants reached over 1,000 individuals by organizing step-down peace activities in their own organizations and communities.
- Between 2013 and 2018, the Fellowship Programme grew and evolved, adding 136 new Fellows from 44 countries, selected for their achievements and their commitment to foster intercultural understanding. Between 2015 and 2018, 15,372 applications were received. The evolution of the Fellowship Programme came through a shift in programming to add a thematic focus to the itinerary and to the selection criteria of participants. Themes were selected in a manner that reflected priorities of the broader agenda of the United Nations. In 2015 the theme was "Youth Empowerment" and "Migration and Integration"; in 2016 the theme was "Education as a Tool for the Prevention of Radicalization and Xenophobia"; in 2017 the theme was "The Role of Media in Civil Society in Combatting Hatred and Fostering Inclusion"; and in 2018 the theme was "Fostering Youth Resilience to Prevent Violent Extremism and Building Sustainable Peace". A critical in-kind assistance to the Fellowship Programme was provided by Egypt, Morocco, Qatar and the League of Arab States.

- Between 2013 and 2017, the Intercultural Innovation Award, a partnership between UNAOC and BMW Group, supported 41 organizations coming from 34 countries to expand and scale up their innovative projects encouraging intercultural dialogue. The selected organizations expanded their operations to 94 additional countries, impacting around 1.5 million beneficiaries. The 2018 Awardees will be reporting on their activities at the end of this year.
- The Media and Information Literacy online clearinghouse benefits from the involvement of 33 active partner organizations from 24 countries and the active participation of over 6,000 registered individual users from across the world, attracting over 100,000 unique visitors per year.
- Between 2013 and 2018, the PLURAL+ Video Festival on Migration, Diversity and Prevention of Xenophobia, a partnership with the International Organization for Migration (IOM), recognized 168 videos, selected from over 1,600 entries coming from 92 countries. To date, these videos have been watched in festivals or online over 200,000 times. Since its inception, PLURAL+ videos have been screened and broadcast around the world with over 1 million views on various platforms, including YouTube and Vimeo. UNAOC further expanded the PLURAL+ project, adding a specific award for a video that highlighted the fight against xenophobia, a concept that arose from UNAOC input to DPI's "Together" campaign.
- The new UNAOC project, PEACEApp, featured workshops targeting young refugees and youth from different cultural and religious background. Since its inception, over 100 participants learned ICT skills and worked together to create digital games while developing intercultural dialogue.
- Another new project, developed during the reporting period, was the Hate Speech Initiative. Nearly 90 experts have spoken at #SpreadNoHate symposia and over 600 people have attended the series, representing more than 15 countries. Around 25 million Twitter accounts have been reached with more than 60 million impressions. The hashtag #SpreadNoHate has trended as No. 1 in several cities and countries. UNAOC partnered with the European Union to present the Brussels symposium as part of this project.

*Alumni engagement* – Recognizing the role of alumni in the implementation of its mandate and broader outreach, during the 2013-2018 period, UNAOC created Intercultural Leaders, a web-based platform, where over 500 alumni collaborate by exchanging knowledge, best practice and expertise in their field of action. By providing this platform to facilitate networking and relationship building, UNAOC has been able to assist its alumni in developing increased capacity to sustain their work, promoting the values that underpin UNAOC activities. Furthermore, UNAOC has actively involved alumni in the organization of events and promoted their participation in conferences and fora. Examples of events where UNAOC alumni were actively featured included:

- The UNAOC and the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID) co-organized event on "Strengthening Interreligious and Intercultural Dialogue through Knowledge Sharing: Opportunities and Challenges", held at United Nations headquarters in 2018;
- The Cooperation Council of Turkic Speaking States (Turkic Council) and UNAOC co-organized International Conference on "the Role of Youth in Preventing and Countering Violent Extremism (P/CVE): Holistic Approaches, from Education to De-radicalization", which was held at Turkic Council headquarters in 2016;
- The 3rd and 4th World Forum on Intercultural Dialogue, hosted by Azerbaijan in May 2015 and May 2016.

*Monitoring and Evaluation* - Based on the findings of the Strategic Review, UNAOC strengthened monitoring and evaluation processes, both internal and external, that identify not only the outputs of

UNAOC projects but also outcomes. These outcomes, particularly in strengthening civil society institutions and young leaders, have included increasing the number of people these institutions and leaders have served. This process was highlighted by increased details in reporting on the Fellowship Programme, the Intercultural Innovation Award and the Youth Solidarity Fund. An external evaluation of the historical evolution of the Youth Solidarity Fund has been completed.

#### ***IV. Advocacy Initiatives***

The High Representative averaged between 20-30 political interventions each year since taking office in 2013. His interventions ranged from supporting attempts to increase the role of mediation to calling for the protection of migrants and refugees and advocating for an increased focus on young people in preventing violent extremism. During his tenure, the High Representative participated in numerous high-level events within and outside the United Nations, including the World Forum for Intercultural Dialogue (Azerbaijan), the Congress of the Leaders of World and Traditional Religions (Kazakhstan), the World Cultural Forum (China), The New York Summit on Migration, and the Bicocca Intercultural Day (Italy).

In resolution 69/312, the General Assembly recognized the important role of UNAOC in promoting inter-religious and intercultural dialogue within the United Nations system. Under the leadership of the High Representative, UNAOC deepened its relationship with religious leaders and faith-based organizations in three key areas: advocacy, capacity building and knowledge management.

Since 2013, UNAOC has organized or co-organized 30 events involving religious leaders, creating a global platform for interreligious dialogue. A highlight of this effort came with his initiative to jointly organize a High Level Thematic Debate at United Nations headquarters in April 2015 that was co-hosted by the President of the General Assembly, the Secretary-General and the High Representative. The Debate, entitled “Promoting Tolerance and Reconciliation: Fostering Peaceful, Inclusive Societies and Countering Violent Extremism”, provided religious leaders and Member States with the platform to exchange views on the best way forward to advance the use of interreligious dialogue.

The High Representative further advanced this agenda through his meeting in Alicante in November 2016 organized in partnership with the Government of Spain. In line with the commitment of UNAOC to the promotion of interfaith dialogue, UNAOC brought together leaders of faith-based communities in the Holy Land to discuss the role of religious leaders in creating sustainable peace in the Middle East. Participants included leaders representing the three monotheistic religions of the Holy Land—Christianity, Islam and Judaism. The meeting resulted in the adoption of the Alicante Declaration, which aims to promote the contribution of civil society to peace between Israelis and Palestinians. During follow up discussions in New York in July 2017, participating religious leaders presented the actions that they were undertaking to implement the principles of the Alicante Declaration. The meeting was attended by the Secretary-General, who also received the participating religious leaders in his office. The High Representative participated in the Paris and Madrid international conferences on Victims of Ethnic and Religious Violence in the Middle East to raise awareness of the importance of implementing the provisions contained in the Paris Action Plan. In April 2018, UNAOC jointly organized with the Permanent Mission of Kazakhstan a United Nations Security Council Arria Formula meeting on “Religious Leaders for a Safe World”. The meeting saw high-level participation in terms of numbers and representation.

UNAOC strengthened its engagement with the Global Forum for Migration and Development (GFMD), achieving status as an Observer entity. During the reporting period, UNAOC provided a

space for governments, non-governmental actors and private sector stakeholders to discuss GFMD-inspired initiatives and lessons learned. As part of the 10<sup>th</sup> Summit Meeting of the GFMD, UNAOC co-organized a side event on “Fostering Migrant Integration Through Innovative Civil Society Actions,” in collaboration with BMW Group and the Government of Canada. The event was held at Germany’s Federal Foreign Office in June 2017. Recipients of UNAOC’s Intercultural Innovation Award, *Welcoming America*, *Give Something Back to Berlin*, and *SINGA Deutschland* presented lessons learned and recommendations stemming from their projects directed at improving the social inclusion and integration of migrant communities. UNAOC also participated in, and meaningfully contributed to, the Framing Meeting for the United Nations Network on Migration in October 2018. The launch of the “Network” is expected to take place during the upcoming Global Compact on Migration Summit in Marrakesh, in which UNAOC will be among the members of the extended group and the working groups. The Network is intended to serve as a capacity-building mechanism to support Member States in the implementation of the Global Compact on Migration.

*Global Forums* - UNAOC Global Forums were held in Bali, Indonesia in August 2014 and Baku, Azerbaijan in April 2016. Key outcomes from those events included their Declarations. The Bali Declaration adopted by the Group of Friends encouraged UNAOC to continue its programming to instill values of moderation and address fault lines among societies and communities. The Baku Declaration encouraged UNAOC to advance its programming as an instrument for addressing the conditions conducive to the spread of violent extremism and foster reconciliation.

#### ***V. Outreach and Communication***

In accordance with the Strategic Plan, the High Representative built a communications structure based on an overhaul and complete re-design of UNAOC multimedia tools. This resulted in a re-launched UNAOC website in 2016 that maximized connectivity with users. This new structure resulted in an elevated profile and enhanced visibility for UNAOC and the High Representative. UNAOC further enhanced its communications output through increased activity on social media platforms such as Twitter, Facebook and Instagram.

UNAOC followers now total 128,000 across major platforms. In addition, UNAOC’s targeted social media campaigns have generated increased engagement, such as #PVE4peace (924,378 reach; 3.4 million impressions) and #Religions4aSafeWorld (472,753 reach, 1.9 million impressions), among others. Most notably, its flagship #SpreadNoHate initiative consistently topped Twitter trends in New York, Brussels and Cairo. The UNAOC engagement with DPI and its working groups further extended the reach of UNAOC social media platforms. Additionally, UNAOC extended its media presence to expand the use of webcasting, either on its own or in conjunction with other United Nations entities.

Towards the same end, UNAOC further enhanced its communication output through the increased use of targeted publications, in particular its periodical newsletters that cover, inter alia, policy and advocacy, programmes and initiatives, and institutional development.

#### ***VI. Financial Situation***

UNAOC financial support is made possible through the Voluntary Trust Fund established by the Secretary-General in 2005. Critical to securing broad Member State support was the promise that the creation of UNAOC would have no impact on the regular budget of the United Nations Secretariat.

The sustainability of the current arrangement regarding the Voluntary Trust Fund as the sole source of financial support for UNAOC has proved to be an annual challenge. The growing programming and advocacy accomplishments of the past 5 years have been achieved due to the agility and flexibility of the small UNAOC team of less than 20 people, including only four staff members on Fixed Term Appointments. The fragile UNAOC financial status further impacts staff members by limiting contract options to short term consulting arrangements for many of them. In this regard, the enormous volume of work of the High Representative and his cabinet must be acknowledged. Their efforts and initiatives created an added value that was essential to advancing the UNAOC mandate and contributed to a great extent to its engagement and visibility within and outside the United Nations system. To fill the gaps in staffing, they undertook many tasks in the areas of management, communications, strategic partnerships and political advocacy.

Replenishment of the Voluntary Trust Fund remains a matter of concern, one that has to be addressed on an annual basis. A significant proportion of Member State support has been earmarked for projects. The full list of donors during the 2013-2018 timeframe is provided in Annex 1.

An equally critical consideration is the issue of unpredictable cash flow. Member States that have provided funding in the past are subject to domestic budgetary preparation schedules that build in delays in the transmission of funds to UNAOC. This unpredictability results in poor synchronization with the programming calendar and can have a negative impact on delivery of project activity. The High Representative has made repeated calls for an early replenishment of the Trust Fund (first quarter of the calendar year at the latest), which are yet to be addressed by the donors. This combination of factors has resulted in inadequate cash reserves to allow operations for a full calendar year and UNAOC staff members are limited to very short contracts (1-2 months in length). This financial situation is dire and is not sustainable over the long run.

UNOPS provides administrative services to UNAOC within a framework of a series of MOUs, entered by the United Nations Secretariat with UNOPS in 2005, 2008 and 2014. Following 2014, UNOPS started to charge LMDC costs (Locally Managed Direct Costs), which led to an increase of UNAOC administrative charges that are currently over 13% of its annual budget.

## ***VII. Key Challenges***

### ***1) Financial security***

As detailed above, the issue of adequate, predictable replenishment of the Trust Fund must be addressed. The financial and administrative support of UNAOC must be improved to ensure sustained and effective operations.

### ***2) Revisiting originating documents and mandate***

The original High-level Group Report from 2006 has never been revisited or updated. The concept of UNAOC was a response to the Al-Qaeda related violence between 2001-2005. Today's circumstances reflect a significant evolution from that time. As such, there is an evolving nature of extremism, xenophobia, hate speech and polarization with the emergence of digital platforms and other technological mediums. It may also be necessary to re-evaluate the mandate of UNAOC and consider expanding its substantive portfolio.

## ***VIII. Issues for Reflection and Consideration***

As described above, under the leadership of the High Representative, UNAOC staff members have engaged in effective, impactful project activities and policy advocacy work. Members of the Group



of Friends are invited to reflect on the following issues, all of which will influence the future capacity of UNAOC to deliver on its promise.

### *1) Vision*

How do you view the value provided by the programming and advocacy activities of UNAOC?

What policy areas should be strengthened/introduced as the focus of future programming and advocacy?

### *2) Structure*

Reconfiguring the structure of UNAOC was among the essential components of the 2013-2018 Strategic Plan. Acknowledging the challenging fiscal position of UNAOC, the reorganization and restructuring of the organization was proposed with the understanding that it adheres to a Zero Growth Policy regarding the core staff. An enhanced focus and structure within the existing resource base was stressed. The proposed restructuring has been approved by the Secretary-General in June 2013 and endorsed by the UNAOC Group of Friends on 27 September 2013.

Based on the concept of Zero Growth, the High Representative introduced a plan to re-structure and re-profile the terms of reference of some of the core staff in part to reflect the actual tasks that they had been performing that required frequent multi-tasking. Re-profiling of terms of reference for other core staff portfolios was also essential, given the evolving nature of the scope of work of UNAOC in terms of its active engagement within the United Nations system, which required a new set of skills. However, the High Representative was not able to get any kind of support from UNOPS to implement the critically needed restructuring, let alone posing obstacles. To fill many gaps, the High Representative's small cabinet of two had to continuously multi-task in many areas of administrative planning and management in addition to political advocacy, communications and fund-raising efforts.

The absence of support from UNOPS runs contrary to the actions undertaken by the United Nations Secretary-General, who, since taking office, has restructured his Executive Office for better strategic analysis, coordination and planning across all pillars. Improvements and changes in this area are highly recommended.

### *3) Finances*

How can the funding arrangements for UNAOC be adjusted in order to ensure increased and more predictable flows of financing?

How can Member States improve the regularity and effectiveness of their contributions to the Trust Fund?

What options can Member States support within the context of United Nations budgetary processes to improve the replenishment situation?

What new programming and advocacy areas should be added to UNAOC's current activities so that Member States are encouraged to provide more resources to the initiative?

As part of improving the financial situation of UNAOC, it is highly recommended to revisit the programme support costs (administrative overhead) charged by UNOPS, particularly as we approach the end term of the current MOU between UNOPS and the United Nations Secretariat. The exercise should result in reduction of UNOPS administrative overhead to a more reasonably justified rate.

**United Nations Alliance of Civilizations Voluntary Trust Fund**

**List of Contributions 2013-2018, USD**

<b>2013</b>		
Turkey	1,000,000	January 2013
Azerbaijan	49,976	January 2013
Spain	397,980	January 2013
Ireland	12,848.52	January 2013
Luxembourg	100,170	February 2013
Fondazione Cassa Risparmio de Torino, Italy	6,787.13	February 2013
Oman	99,975	February 2013
Argentina	5,000	February 2013
Malaysia	50,000	March 2013
UNESCO	9,000	April 2013
Serbia	5,000	May 2013
Germany	389,190	May 2013
Australia	72,997.50	June 2013
Azerbaijan	33,454	June 2013
Switzerland	24,301.13	June 2013
Australia	50,000	June 2013
BMW Group	500,000	July 2013
Kazakhstan	19,975	August 2013
Thailand	10,000	August 2013
Kuwait	500,000	September 2013
Switzerland	5,717.65	October 2013
Turkey	1,000,000	October 2013
Education First Ltd	50,000	October 2013
NATO	9,350.17	November 2013
Portugal	26,856.64	November 2013
Open Society Foundation	20,275	December 2013
Sweden	113,347.49	December 2013
Fondazione Cassa Risparmio de Torino, Italy	120,222.00	December 2013
<b>2014</b>		
Saudi Arabia (transfer from Department of Political Affairs)	88,000	January 2014
Thailand	10,000	January 2014
BMW Group	250,000	January 2014
UNDP	71,242	March 2014
Italy	27,500	March 2014
Argentina	1,000	March 2014
Serbia	5,000	April 2014
Guyana	5,060.53	May 2014
Switzerland	42,105	June 2014
Turkey	1,000,000	July 2014
Kazakhstan	9,975	August 2014
Algeria	10,000	August 2014
Brunei	10,000	September 2014
Luxembourg	51,912.88	September 2014

BMW Group	500,000	September 2014
Education First Ltd	100,000	September 2014
Azerbaijan	319,474.44	September 2014
Germany	-93,134.08	Refund September 2014
Australia	156,100	October 2014
Portugal	25,136.82	October 2014
Qatar	1,000,000	October 2014
Malaysia	50,000	October 2014
Azerbaijan	313,612.26	November 2014
Sweden	131,810	December 2014
Germany	372,720	December 2014
<b>2015</b>		
Morocco	10,000	January 2015
Education First Ltd	100,000	February 2015
BMW Group	750,000	February 2015
Thailand	10,000	February 2015
Universal Peace Federation (UPF)	50,000	April 2015
Morocco	10,000	April 2015
Germany	-68,461.35	Refund May 2015
CRT Foundation	167,025	May 2015
Angola	10,000	June 2015
Oman	100,000	June 2015
Portugal	21,748.72	August 2015
Kazakhstan	10,000	September 2015
China	100,000	November 2015
Germany	290,768.80	December 2015
Sweden	116,696	December 2015
Turkey	1,000,000	December 2015
Argentina	1,000	December 2015
Spain	269,400	December 2015
Finland	87,221.45	December 2015
Azerbaijan	959,800	December 2015
<b>2016</b>		
Thailand	10,000	January 2016
Azerbaijan	38,684.03	January 2016
Finland	135,264	February 2016
Luxembourg	32,624.88	January 2016
Oman	5,000	February 2016
Morocco	10,000	March 2016
BMW Group	250,000	April 2016
Kazakhstan	10,000	June 2016
BMW Group	500,000	July 2016
Argentina	1,000	August 2016
Germany	247,027.50	October 2016
Spain	277,375	November 2016
Sweden	107,863	November 2016
CRT Foundation	-36,360.52	Refund November 2016
Qatar	1,000,000	December 2016
Turkey	1,000,000	December 2016
Portugal	20,770.44	December 2016
Finland	83,247.60	December 2016

<b>2017</b>		
BMW Group	250,000	April 2017
Thailand	10,000	March 2017
AEXCID	108,577.63	May 2017
Kazakhstan	10,000	June 2017
Germany	167,000	June 2017
Finland	134,592	June 2017
Portugal	23,296	July 2017
BMW Group	500,000	August 2017
Turkey	1,000,000	September 2017
Germany	70,924.37	September 2017
Malaysia	50,000	October 2017
Argentina	1,000	November 2017
Spain	240,600	January 2018 (for FY 2017)
Finland	118,560	December 2017
Sweden	120,425.34	December 2017
<b>2018</b>		
BMW Group	250,000	April 2018
Portugal	23,320	June 2018
Finland	114,573.79	July 2018
Germany	167,050.13	July 2018
BMW Group	500,000	July 2018
Kazakhstan	50,000	August 2018
Turkey	800,000	September 2018
Thailand	10,000	October 2018
Qatar	1,500,000	October 2018