



UNRWA AT 60

A CONCEPT PAPER: PAYING TRIBUTE TO SIX DECADES OF SERVICE AND ACHIEVEMENTS

"In 2009, we will commemorate six decades of UNRWA's existence. These anniversaries are occasions for solemn reflection on our respective roles in the epic saga of Palestinian exile. They offer opportune moments to consider what more we can do as international actors - within and beyond the relatively safe sphere of humanitarian assistance - to give meaning to human dignity for Palestine refugees, to bring closer to realization the elusive goal of justice for Palestinians and a State of their own and to seize opportunities for turning conflict around. "

– UNRWA Commissioner General,
Karen Koning AbuZayd

UNRWA AT 60

PAYING TRIBUTE TO SIX DECADES OF SERVICE AND ACHIEVEMENT

BACKGROUND

On 8 December 2009, the United Nations Relief and Works Agency for Palestine Refugees in the Near East, UNRWA, will be sixty years old: an occasion for sober reflection but also an opportunity to highlight the Agency's service and achievements during six decades of work alongside millions of Palestine refugees. The anniversary presents UNRWA with a chance to reposition itself among development and humanitarian actors in the Middle East and transmit some powerful messages about the contribution - past and future - that the Agency has and will make to the prosperity and stability of the region. It provides an opportunity to enter into renewed efforts for resource mobilization to fulfill UNRWA's mandate.

While it would be inappropriate to 'celebrate' a 60-year anniversary it would be useful for the agency and its stakeholders to use this historic date to emphasize the important contribution it has made and continues to make to four generations of Palestine refugees. UNRWA will use its 60th anniversary to shape a more appropriate perception of the Agency while carrying a clear political message: six decades of dispossession must end.

To mark the anniversary, UNRWA will oversee, manage and stimulate a variety of activities and events that encourage and allow the full participation of refugees, host authorities, donors, NGOs, local populations and others. The events and activities will continue to unfold throughout the period September 2008 - June 2010, covering a range of issues from children, youth, education, health, relief, social services and micro-finance. Preparations for this initiative began in June 2008.

UNRWA's efforts will also be directed to build on and broaden its existing donor base and secure urgently needed financial resources for the benefit of the Palestine refugee community. Each department, field office, UNRWA installation, donor and host country has the opportunity to contribute to UNRWA's 60th anniversary by organizing or branding events under the "UNRWA at 60" umbrella. Special events will be conducted at the United Nations in New York, Vienna, and Geneva, at the EC in Brussels, the League of Arab States, host countries, in the Gulf States and in donor countries. UNRWA will mark its anniversary throughout the world by launching information and PR campaigns, hosting academic and artistic events and with the launch of major publications on Palestine refugee issues associated with UNRWA's mandate. The organizing of events for Palestine refugees, children, youth, women, host government partners, donors and policy makers aims at raising the awareness of Palestine refugees and UNRWA's mandate and necessary role.

"UNRWA AT 60": PAYING TRIBUTE TO SIX DECADES OF SERVICES AND ACHIEVEMENT

UNRWA has developed this concept paper in cooperation with the WolfGroup Consultants. The paper introduces the rationale and ambitions for the project, the key messages, desired outcomes and objectives, and outlines the projects that will be developed. The "UNRWA at 60" initiative was conceived at the June 2008 UNRWA Advisory Commission meeting in Damascus. Pending donor pledges and commitments, its implementation will begin in November 2008 and continue through June 2010. The final phase of the initiative will permit the "UNRWA at 60" initiative will be to consolidate its results, learning, and transition them back into the existing UNRWA structures over the course of 2010.

The "UNRWA at 60" initiative will be presented to donors and stakeholders on a number of occasions throughout the month of November 2008.

The project descriptions in this paper illustrate the inter-linkages between the projects that will be showcased in special events in

"Without UNRWA, the threat to peace and security in the Middle East would undoubtedly be far greater."

– UN Secretary-General Ban Ki-moon

Brussels, New York, Geneva, Vienna and in the region. The commemoration will stage a series of events, putting refugees themselves, and the people who worked with- and alongside- the agency as the focal point. “UNRWA at 60” will highlight that its achievements are a product of the efforts of all stakeholders and that we achieve results in synchrony between refugees, host countries and donors, aligned by the mandate of UNRWA. This series intends to culminate in a major pledging conference attempting to close a long-standing funding gap the agency has faced. Addressing this funding gap would concretely improve quality and access to UNRWA services, in turn fostering human security, development and to maintain stability in the region. The services and presence of the Agency must be framed as an indispensable and complementary contribution to the regional and international efforts for peace. UNRWA sees the 60-year anniversary in 2009-2010 as a unique chance to further strengthen relations with its target population while maintaining, building and extending its partnerships.

FACTS AND FIGURES – UNRWA’S SERVICE AND ACHIEVEMENTS:

- In the field of health, UNRWA has achieved a near **one hundred per cent inoculation** record and infant mortality rates have dropped from 160 per 1,000 births in the 1960s to 22 per 1,000 by 2006. This exceeds the World Health Organization target for middle-income countries. **Communicable diseases have largely been eradicated.**
- UNRWA also runs a **health care program** mainly through its **134 Primary Health Care Centers**, staffed by some **4,200 health workers**. The annual number of patient visits is currently at 9.5 million. Senior staff for the management of UNRWA’s Health programme are provided by WHO and WHO standards guide programme implementation. **UNRWA’s Relief and Social Services address over 255,000 special hardship cases**, operate **65 women’s centres** and **39 Community Rehabilitation Centers** throughout its five areas of operations.
- In education, UNRWA’s record is impressive. To give just one example, in 1951 the proportion of female pupils was 26 per cent: today it has doubled. 60 years after its establishment, **UNRWA provides education** to nearly **500,000 pupils enrolled in its 684 schools**, employs **22,000 educational staff** at an average **cost of US \$500 per pupil** per year or US \$45 per month. UNESCO provides for senior staff for UNRWA’s Education program and standards of UNESCO are followed through the implementation of this program. The vast majority of graduates from its vocational training centers (with the exception of Gaza) find employment within a year.
- **UNRWA’s Micro-finance and Micro-enterprise Programme** has over the past 18 years financed 157,000 loans worth USD 169 million in these regions and is now financing 24,000 loans worth over USD 30 million each year. The programme is a fully sustainable micro-finance operation that now meets the full costs of its business from its operating income. It is the largest micro-finance service provider in the occupied Palestinian territories (oPt) and the second largest micro-finance institution in Syria.
- In total UNRWA employs over **29,000 Palestinian staff** and about 120 internationals.
- Today, out of over **4.8 million refugees**, **1.4 million reside in the 58 refugee camps** across the occupied Palestinian territory, Jordan, Syria and Lebanon. The refugee camps in which UNRWA operates generally resemble urban slum areas elsewhere in the region, though in 2005 the Agency launched an **ambitious camp improvement scheme**.

KEY MESSAGES OF ‘UNRWA AT 60’

- Through 60 years of service **UNRWA**, with support from the International community and in partnership with Host Countries, **has positively transformed the lives of millions of Palestine refugees and their communities.**
- UNRWA has come of age. **A strong and financially stable UNRWA is in the interests of everyone who believes in human development and peace.**
- UNRWA’s sixtieth birthday is a reminder that **a just and lasting solution based on the provisions of International Law and relevant United Nations Resolutions is sixty years overdue.** Peace and Stability is in the interest of all parties and needs to become reality.
- **Palestine refugees must be given the choices granted by International Law to all refugees.** This should be achieved within the context of a just and durable solution in consultation with the refugees and the relevant parties.
- Looking forward, UNRWA remains determined to unreservedly fulfill its mandate – **its programs and services play a significant role as a force for human development, moderation and peace.**



OBJECTIVES OF THE CAMPAIGN

- Advocate for Palestine refugees and UNRWA
- Maintain and Mobilize sustained additional resources from the traditional donor base and recruit new donors.
- Contribute to the enhancement of UNRWA's Public Information and External Relations capacity.
- To achieve these objectives UNRWA will undertake a broad range of activities from research to refugee community activities, public events and participation in official meetings of the UNGA, EU, League of Arab States, and host authorities. To bolster this, UNRWA will approach donors and host authorities to provide airtime on their public TV channels, post supplementary ads in their main newspapers and to host events.

DESIRED OUTCOMES OF THE INITIATIVE

UNRWA sees the 60-year anniversary in 2009-2010 as a unique opportunity to further strengthen relations with its staff and target population while maintaining, building and extending its partnerships with the international community and regional actors. This initiative should focus on the following broad outcomes:

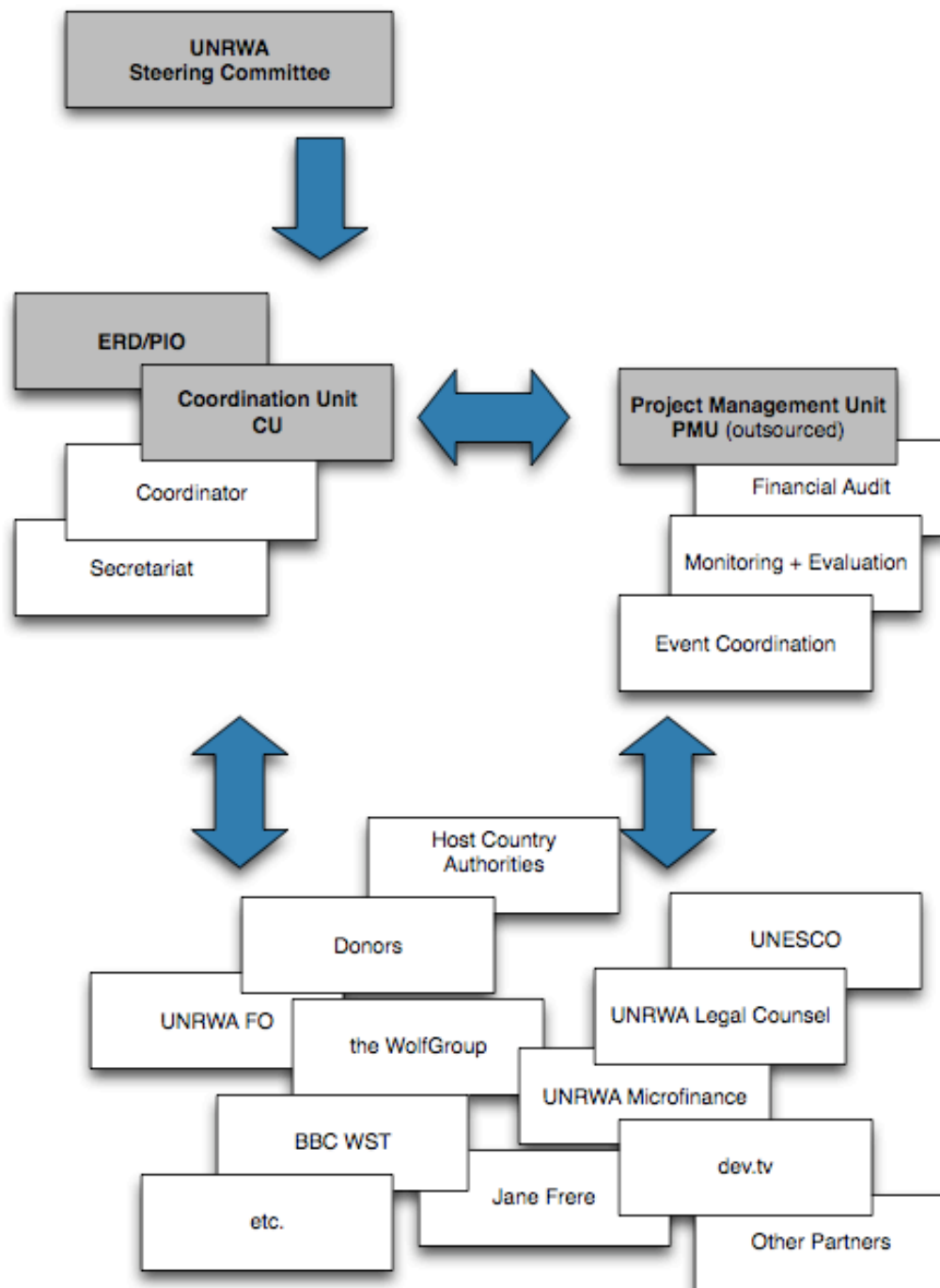
- **Focus on the achievements of its work** and the temporary nature of its mandate without implying its permanence in the region.
- **Demonstrate sustainable results** – e.g. high educational standards, high health standards and cost efficiency.
- **Highlight the economic, social and educational benefits that UNRWA has brought to the refugees**, and the region as a whole, whilst also pointing out the challenges that the Agency has faced and is facing.
- Involve the refugees, host authorities, donors, UN family, NGOs, private sector and other local bodies as much as possible; to further foster the relationship between them and UNRWA.
- Purvey the message that unless UNRWA receives sufficient support to carry out its mandate, its stabilizing role in the region will be jeopardized.
- Fly the Organizational Development (OD) flag using the crosscutting theme of the Agency's efficiency and its results in improving services to the refugees.

IMPLEMENTATION

A total of 11 projects were initially identified during an UNRWA brainstorming meeting in April 2008, and presented to the UNRWA Advisory Commission consisting of Donors and Host Countries in Damascus in June 2008. Following the very enthusiastic reception of the concept paper, it was agreed that 10 of the initial proposals would be developed into comprehensive, detailed and budgeted project proposals. Seed money was provided by Holland and the Swiss Agency for Development and Cooperation (SDC) which has allowed UNRWA to hire the WolfGroup Consultants to develop the project proposals in partnership with UNRWA, and to support the Agency to seek funding, and to choose its implementing partners effectively. The launch of 9 of these proposals will be hosted on the 6th of November, 2008.

In addition to supporting development of project proposals, the WolfGroup has developed “UNRWA at 60” project planning templates, a robust web-based project management system and a pilot web portal to host the initiative - www.unrwaat60.org. The project management system is a pilot project to promote user-friendly, online collaborative working tools, which allow for virtual groups to collaborate and share information transparently, and supports the Agency's broader OD goals. Donors will be able to access a password protected intranet (www.unrwaat60.org/donors) where they can access regular reporting on the initiative's progress, financial data, and to post information on events and initiatives they will promote in relation to “UNRWA at 60”.





MANAGEMENT

The management of the “UNRWA at 60” initiative will be structured in the following manner:

The executive body of the initiative will be the **Steering Group**, composed of the Commissioner General, Deputy Commissioner General, Director of the Executive, Director External Relations, Spokesperson and the Coordinator of “UNRWA at 60”. This group will meet on a monthly basis, and will address general policy challenges and decide on strategic issues facing the initiative.

At the next level is the **Coordination Unit** (CU) composed of the Coordinator of “UNRWA at 60” (seconded by SDC) and embedded in the External Relations and Public Information Departments. The CU is tasked with operationalizing the programme and its projects. The Coordinator is assisted by two staff (a Special Assistant hired on a service agreement and one secondment from Poland- to be operational by late November and early January, respectively), and an outsourced Program Management Unit (PMU).

In order to support the “UNRWA at 60” initiative, and in order to pilot new approaches to project- and results-based- management, this project will outsource critical coordination, financial review and monitoring and evaluation functions to an external **PMU**. Price Waterhouse Coopers have been approached to provide *pro bono* financial review of the initiative and its partners, providing assurances to donors of the financial accountability and transparency of “UNRWA at 60”. Branding and communication expertise will be supplied by Saatchi and Saatchi (first proposals and input by 30th of November, services *pro bono*). The WolfGroup Consultants will bring in the requisite event coordination, information management, network building and management, monitoring and evaluation and communication expertise that can assist in direct support to “UNRWA at 60” and the development of UNRWA’s PIO and ERD capacities. All of these tools, methodologies and approaches are to be seen as pilot approaches for the agency, and their use and design will accommodate the transition of best practices and tools to the Agency proper in 2010.

The overall management concept is to work from a **light-footprint set-up**, which will permit “UNRWA at 60” **to scale- up or -down its coordination capacity, depending on project funding and the evolution of its portfolio of projects.**

At the **Host Country** level, it is anticipated that HC representatives together with UNRWA FOs and donors stimulate, coordinate and manage country-level activities that complement the broader “UNRWA at 60” objectives.

PROJECT	PARTNER RESPONSIBLE
<p>1. Special Events of 2009: Starting in the second-half of 2009, UNRWA will host a series of Special Events that build momentum towards a special session on the agency at the UN General Assembly in September 2009, which will be a ministerial level meeting to discuss the role of UNRWA and endorse its future operations. This meeting will give explicit political endorsement to a “pledging document” which will be a cornerstone of the pledging conference in December 2009. The municipality of Vienna with an Austrian NGO has already agreed to organize and host a prominent fund-raising concert. Other high-level events could be held with the League of Arab States, the EC/EU in Brussels, in cooperation with key UN Centres (UNOG and UNOV) and in the region. These Special Events will bring together contributions and products from all of the “UNRWA at 60” projects, including documentary films, art installations, academic conferences, photo exhibits, etc.</p> <p><i>Links:</i> Key communication opportunities to focus on UNRWA and its 60 years; opportunities to capture public endorsements from key donors and political figures; develop critical mass on the importance of UNRWA's contributions and its efforts to augment its sources of funding.</p>	<p>UNRWA External Relations and ADCOM Secretariat</p>
<p>2. Preserving and digitizing the UNRWA Audio Visual Archive: During nearly six decades UNRWA has produced and collected a comprehensive record of still photographs and film material, covering most aspects of the lives and history of the Palestine refugees. The UNRWA photo and film archives thus constitute the visual documentary heritage of the Palestine refugees. As part of its bid to the UNESCO “Memory of the World” project, UNRWA will undertake the digitization of its archives, including over 500,000 photos, 50 films and almost 800 videocassettes. Strong interest has been expressed by the French Government and the Institut National de l’Audiovisuel (INA) to fund and implement the digitization. It is intended that add-ons to this ambitious project would include the construction of an archive building in the region, and a cutting-edge web portal and kiosk system for viewing of the digital archive.</p> <p><i>Links:</i> use of newly digitized material in the overall campaign and potentially the work of Jane Frere; showcasing the catalogue on UNRWA.org and UNRWAat60.org; potential to partner the building project with new private sector/Arab world networks and donors.</p>	<p>UNRWA in conjunction with the UNESCO ‘Memory of the World’ programme, and with the French Government/Institut National de l’Audiovisuel (INA).</p>
<p>3. Development of audio visual material to commemorate “UNRWA at 60” With its partner dev.tv, UNRWA intends to produce a series of four 26 minute documentaries, examining the six-decade history of UNRWA. The films are to be broadcast on major TV channels including BBC World, TV5 Monde, Al Jazeera English, Medi1Sat and national channels worldwide. In parallel, 5-10 video clips of 6 minute each will be produced on the key programmes of UNRWA and policy challenges that the agency faces in its daily work- this could include education, health, emergency, micro-finance, relief and social services, protection, access, security, etc. These clips would be destined for academic and training use worldwide, and would be web-based along with the necessary teaching notes, exercises and presentations.</p> <p><i>Links:</i> availability of these materials via the UNRWA.org and UNRWAat60.org web sites and open source entities such as YouTube; broad distribution of DVD copies of this material via regional political and UN structures; potential to bundle these materials into a training module about UNRWA, and its specific programmatic and policy experience and challenges (Education, Emergency Relief, Security and Access, Health, Early Recovery, etc.)</p>	<p>Dev TV with support from the WolfGroup.</p>
<p>4. International Art Installation: This project is to commission and exhibit an installation piece by renowned artist, Jane Frere, conceived uniquely for the “UNRWA at 60” initiative. The six-sided Nakbah tower structure pays tribute to each decade of UNRWA's existence, with each face lined with clothing representative of the era. Working from UNRWA photo archives, and developing the skills of Palestinian artists and crafts workers, the clothing will be hand-made in the region; the clothing will function as a screen against which will be projected archival photos and films of UNRWA's history. It is hoped that several versions of this interactive installation will be constructed, and displayed in key UN and inter-governmental centres, including New York, Geneva, Brussels and Vienna. It is hoped that the pieces can be auctioned at the end of the initiative, with the funds being used to finance further capacity building initiatives in UNRWA.</p> <p><i>Links:</i> installation opening can be a key event in itself, or be linked to other major events organized as part of “UNRWA at 60”; can be a communications vector to generate interest within UN centres (New York, Vienna, Nairobi, Geneva) and to publicize the initiative; potential to request donation of art work from donor countries, developing a collection around the theme of refugees and migration.</p>	<p>Jane Frere with support from the WolfGroup.</p>

PROJECT	PARTNER RESPONSIBLE
<p>5. “Fresh Air” Radio Project</p> <p>Working with existing local radio stations and in partnership with the BBC World Service Trust (BBC WST), UNRWA intends to implement a media project that will include capacity-building of local media workers, to broadcast refugee radio programmes. Content will include features on news, refugee news, UNRWA programmes, further education, conflict resolution, Public Health issues, youth, music, information on the UN and its agencies working in the Middle East and beyond. The programmes will be broadcast in Arabic. The project will be managed and produced largely by refugees.</p> <p><i>Links:</i> making such products available via UNRWA/UNRWAat60 websites; making available public information tools and messages available through a wider range of formats; connecting new private sector donors with further resource mobilization (using SMS as a means to solicit donations, having telecom providers providing free wifi, encouraging the one laptop per child initiative, etc.)</p>	<p>BBC WST, UNRWA (PIO) with support from the WolfGroup.</p>
<p>6.UNRWA Trade Show:</p> <p>UNRWA will plan and host a regional trade show that will showcase the enterprise activities of UNRWA’s micro-finance clients and show how the Department is developing inclusive financial services to Palestine refugees and other marginal populations. The project will focus on the department’s achievements in improving the life chances and business opportunities of the Palestinian community. The 3-day event will bring together approximately 100 small business and microenterprise clients from the West Bank, Gaza, Jordan and Syria to display their products and services. The event will present an opportunity to create new partnerships, secure additional resources and producing greater media awareness of the benefits of micro-finance to the smallest and poorest elements in the privates sector.</p> <p><i>Links:</i> key communication opportunity; potential to link findings from the academic symposium to the trade show; opportunity to showcase the human development contribution of UNRWA and generate funding for MMP and the Scholarship Endowment Fund.</p>	<p>UNRWA Department of Micro-finance and Microenterprise.</p>
<p>7. Academic Symposium:</p> <p>This project is a broad set of events, publications and networks that will promote academic interest and focus on UNRWA, its six decades of service, and the unique practice-based experience that the agency has collected. The initiative is steered by an Advisory Committee of prominent academics that have established expertise in the work of the agency. The centerpiece of the project will be a high-level academic symposium that will be hosted in the autumn of 2009, in partnership with the American University in Beirut. Leading up to- and beyond- the symposium will be a number of allied academic events and workshops, a dedicated issue of Refugee Survey Quarterly, the re-publication of key works on UNRWA and the Palestine refugee issue, and strong synergies with other projects of the “UNRWA at 60” initiative. The mid-term contribution of the project will be to create lasting partnerships with academics and academic institutions to enhance the policy analysis capacity of the Agency.</p> <p><i>Links:</i> publication of the papers on the UNRWA website; documentation of the conference and its outcomes; integration of key findings and recommendations into the messages and events of the “UNRWA at 60” initiative; links to UNRWA contributions to parallel 60th celebration- Refugee Survey Quarterly (RSQ) volume dedicated to UNRWA at 60; policy and research contribution should link to the documentary and video productions.</p>	<p>UNRWA Chief Legal Counsel Lex Takkenberg with support from the WolfGroup and a global network of prominent academics and academic institutions.</p>
<p>8. Commissioner General's Scholarship and the Palestine Futures Endowment Fund</p> <p>UNRWA will create an umbrella Commissioner General's Scholarship Fund that will pool, on a voluntary basis, existing scholarships for Palestinian refugee students from the region and that will stimulate the contribution of new funds for scholarships. Together with its partners and with experts UNRWA will develop its capacity to select grantees and to administer and disburse scholarships, and/or to subcontract management of scholarships to a dedicated professional service provider. UNRWA aims to found a large scale Palestine Futures Endowment to fund scholarships for Palestinian refugees to access and complete university education in academic institutions of the Host Countries, the Middle East and internationally.</p> <p><i>Links:</i> Key vector to bring in new private sector/Arab world networks and donors to a longer-term initiative with high public exposure; possibility to showcase the launching of the Fund during a key high-level event of 2009; tie this project in with the academic symposium and its partners.</p>	<p>the WolfGroup, Mr. Pierre Gassmann in cooperation with the UNRWA Education Department.</p>

PROJECT	PARTNER RESPONSIBLE
<p>9. Develop the Corporate/Visual Identity of UNRWA</p> <p>This project is to seen as a contribution to UNRWA's broader organizational development: it presents an ambitious sweep of activities that will enhance and standardize the agency's visual and corporate identity, and equip it with a comprehensive set of graphic, web, logo and messaging standards and tools. The two critical elements of this project will be: the strength and quality of the partnerships formed with private sector actors to develop these initiatives; the commitment to ensuring the ownership of the tools and standards, and their eventual transition to the agency in 2010. This corporate and visual standards project is in direct support of the "UNRWA at 60" initiative, providing the web-based platform (visual, web-based, public information) that will publicize and build momentum for the initiative. Saatchi + Saatchi has already made a <i>pro bono</i> commitment to support the early phases of this project.</p> <p><i>Links:</i> this project's activities are cross-cutting by their nature: the networks and events should bring together "UNRWA at 60" products (documentary films, Endowment Fund, PR campaign, digital archive, academic events) and key messages with High Level Events over the course of 2009; special focus will be on using the revised Corporate/Visual Identity (website, PR campaign) to showcase the broad range of "UNRWA at 60" activities.</p>	<p>the WolfGroup with support from UNRWA@60 and PIO, Saatchi + Saatchi.</p>
<p>10. Coordination, Review and Evaluation Capacity for "UNRWA at 60"</p> <p>In order to support the "UNRWA at 60" initiative, and in order to pilot new approaches to project- and results-based- management, this project will outsource critical coordination, financial review and monitoring and evaluation functions for the initiative. Price Waterhouse Coopers have been approached to provide <i>pro bono</i> financial review of the initiative and its partners, providing assurances to donors of the financial accountability and transparency of "UNRWA at 60". Branding and communication expertise will be supplied by Saatchi and Saatchi (first proposals and input by 30th of November, services <i>pro bono</i>). The WolfGroup Consultants will bring in the requisite event coordination, information management, network building and management, monitoring and evaluation and communication expertise that can assist in direct support to "UNRWA at 60" and the development of UNRWA's PIO and ERD capacities. All of these tools, methodologies and approaches are to be seen as pilot approaches for the agency, and their use and design will accommodate the transition of best practices and tools to the Agency proper in 2010.</p> <p>The "UNWRA at 60" initiative will be associated with a rich collection of events and related efforts at a global scale. The intent is not to become an events manager, but rather to support new and existing networks to promote celebrity/cultural events in the region and worldwide. This vector of communication activities will be closely linked to the High-Level Events of 2009 and will attempt to weave together high-visibility, short-term events (conferences, trade fairs, concerts) with a longer flow of events that keep focus on the "UNRWA at 60" key messages and desired outcomes.</p> <p><i>Links:</i> this project's activities are cross-cutting by their nature: the networks and events should bring together "UNRWA at 60" products (documentary films, Endowment Fund, PR campaign, digital archive, academic events) and key messages with High Level Events over the course of 2009; special focus will be on using the revised Corporate/Visual Identity (website, PR campaign) to showcase the broad range of "UNRWA at 60" activities.</p>	<p>the WolfGroup with support from UNRWA@60.</p>

ANNEX - BACKGROUND ON THE PARTNERS OF “UNRWA AT 60”

BBC World Service Trust Fund

The [BBC World Service Trust](#) is the BBC's international charity. They use media and communications to reduce poverty and promote human rights, thereby enabling people to build better lives. The charity works in partnership with local and national media to help foster dialogue and to provide greater access to information and services. TV and radio drama, 'soaps', discussion programmes and public service announcements are among the formats used. It also helps strengthen the media sector by training journalists and rebuilding radio and TV stations that have been destroyed or damaged through conflict. All of the BBC World Service Trust's work is underpinned by rigorous research to inform each stage of project

In total, the BBC WST produced over 1,000 hours of education and health programming in 28 languages in 2006/2007. Their TV, radio and online programmes reached audiences totaling 119 million people worldwide. They also trained more than 1,500 journalists, broadcasters and support staff, and employed 500 staff worldwide, 80% of whom are from and work in developing and transitional countries.

Dev TV

[Dev TV](#) is a non-profit organization founded in 2002. It produces news items and documentary features with a focus on human interest and environmental issues. Its aim is to promote media coverage of the big issues of today by providing reports and analysis on problems and events affecting disadvantaged people throughout the world. Dev TV's journalists, directors and technicians are all experienced professionals from the world of television. Dev TV also draws on an extensive network of independent experts to make its programmes and offers consulting and support services to outside organizations. Dev TV maintains its editorial independence whatever the circumstances.

Since 2002, Dev TV has produced 74 documentaries of 22, 26 or 52 minutes together with numerous news-pieces. These features have been distributed to TV stations worldwide. Dev TV's main broadcasters are BBC World News, TV5 Monde and Medi1Sat. Productions are also distributed via the European Broadcasting Union and on national TV Channels. Dev TV has won prestigious prizes in international festivals, including EKOTOPFILM Festival, Bratislava (Slovakia), *Semaines du Cinéma méditerranéen de Lunel* (France), *Festival international du film d'aventure de Montréal* (Canada), *Etoile de la SCAM* (France).

Jane Frere

After training in theatre design at Central St Martin's College of Art and Design, Scottish artist Jane Frere completed her postgraduate studies at the Slade School of Art in London, where she was awarded the Leslie Hurry prize. She has worked as a theatrical set and costume designer in the UK and in Greece. As designer and producer, she first worked with Edinburgh doyen Richard Demarco before becoming an international theatre producer and manager where, over successive years, she brought a number of award winning companies to the UK and festivals worldwide. Best remembered is internationally renowned Teatro Biuro Podrozy whose acclaimed performance Carmen Funebre went on to being performed in over 45 countries. On a number of occasions she worked in Iran and, in 2003, she produced the Edinburgh fringe show The Mute who was Dreamed by the Tehran - based Theatre Bazi.

Crossing and integrating disciplines, Jane's current artistic work is experimental and uses a variety of media including sculpture, sound and film. She became immersed in the theme of the Palestinian exodus – Al Nakbah – in 2004, leading to her first video installation in 2005 that was presented alongside performances by the Ramallah-based Al Kasabah Theatre during the Maski Festival in Poland in November 2006. Return of The Soul was first opened in Al Hoash Gallery, Jerusalem in May 2008 before the Edinburgh Art Festival, it subsequently went on to Shams Theatre, Beirut and Darat Al Funun where she opened alongside leading contemporary artist Mona Hartoun.

UNESCO

The United Nations Educational, Scientific and Cultural Organization (UNESCO) was founded on 16 November 1945. Education, Social and Natural Science, Culture and Communication are the means to a far more ambitious goal : to build peace in the minds of men. UNESCO functions as a laboratory of ideas and a standard-setter to forge universal

ANNEX - BACKGROUND ON THE PARTNERS OF “UNRWA AT 60”

agreements on emerging ethical issues. The Organization also serves as a clearinghouse – for the dissemination and sharing of information and knowledge – while helping Member States to build their human and institutional capacities in diverse fields. UNESCO launched the [Memory of the World Programme](#) to guard against collective amnesia calling upon the preservation of the valuable archive holdings and library collections all over the world ensuring their wide dissemination.

The WolfGroup Consultants - Geneva

The WolfGroup is an independent business based in Geneva, Switzerland. Their mission is to provide clients with actionable solutions that address their real world challenges. The WolfGroup specializes in connecting expertise from humanitarian, development, academic, defense, security, and the public and private sectors to create integrated innovative approaches. Amongst their clients we include international organizations, NGOs, research institutes, think tanks and government agencies. Complete information can be found on our website: <http://thewolfgroup.org/> For 'UNRWA at 60' the following associates have been the core members of the team:

Pierre Gassmann

Mr. Pierre Gassmann joins the WolfGroup as an independent consultant based in Amman, Jordan. He has done consulting work on behalf of the Swiss Development Cooperation in Syria, for the Swiss Ministry of Foreign Affairs in Palestine and on the development of the Swiss MFA's expert pool, as well as for the International Labor Organization (ILO) in Zaïre.

Previously he worked for 24 years with the International Committee of the Red Cross ([ICRC](#)), finishing his service as the Head of Delegation in Baghdad from July 2003-June 2004. Pierre has also been the Head of Delegation for the ICRC in Colombia, Former Yugoslavia, El Salvador, Uganda, Mozambique and Angola. His high-level operations management assignments at the ICRC Geneva included Head of Operations for Eastern Europe (2000-2003) and Africa (1988-1991). He has also held the position of Chair of the Inter Agency Standing Committee ([IASC](#)) Working Group on the Millennium (1999-2000). Mr. Gassmann received a Master's degree in International Relations from the Graduate Institute for International Studies in Geneva and an MBA from the European Institute for Business Administration (INSEAD), Fontainebleau, France. He was for 3 years Vice-President of [HPCR International](#) (aisbl) and is since 2005 a member of the Executive Board of the [Roma Education Fund](#). You can see more about his background on his [profile on LinkedIn](#).

Glenn Oneil

Glenn O'Neil is an evaluation and communications consultant specialized in the humanitarian and development fields. Glenn's area of specialization is in assisting organizations in designing strategies and evaluation approaches for communications campaigns and projects. Recent work has been undertaken for UN Human Rights, World Health Organization (WHO), the International Committee of the Red Cross (ICRC), the International Electrotechnical Commission and the European Broadcasting Union. On-site evaluation in 2008 has been undertaken in the Congo, Armenia, Georgia, Kyrgyzstan and Uzbekistan.

Glenn also teaches media and communication courses at the International University in Geneva and writes about communication issues for the [Geneva Communicators Blog](#). Prior to his current position, Glenn worked as a communication consultant for Marvel Communications (2000 - 2005), Communication Advisor for Europe, Middle East and North America for the ICRC (Geneva HQ, 1998-2000) and as an ICRC Communications Delegate (1993-1998) in Rwanda, Somalia, Croatia, Bosnia-Herzegovina and Sri Lanka. Glenn has an MSc in Communications Management from the University of Lugano, Switzerland, and is currently undertaking a PhD in communication evaluation methodology at the London School of Economics and Political Science (LSE). Swiss and Australian, Glenn is based in Geneva, Switzerland and speaks English and French. His [profile on LinkedIn](#) and his company, [OWIRE](#).

Raj Rana

Raj Rana is based in Geneva, and is the owner and Director of the WolfGroup Consultants. Raj works as an independent consultant with more than a decade of experience working in complex humanitarian emergencies, natural disasters and development contexts. He has developed expertise in developing multi-stakeholder initiatives, protection of the civilian

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population and post-conflict peacebuilding. His consultancy work has included evaluations, research, training development and delivery, and project development. Raj's clients have included UN agencies, international and national NGOs, the RC/RC Movement, think-tanks and research institutes.

From 1998 to 2006 Raj was a delegate for the International Committee of the Red Cross (ICRC), having completed missions in Afghanistan, the Democratic Republic of Congo, the Russian Federation/North Caucasus, Kuwait, Iraq and Sudan/Darfur. Following these field experiences he completed two assignments in ICRC headquarters 2005 - 2006. His more recent consulting work has brought him to contexts including DRC, Gaza, Mozambique, Darfur, Indonesia, Georgia and Sri Lanka. His field work has always included aspects linked to IDPs and protection, as a delegate and manager in the ICRC, or as part of his consulting projects such as field research in Darfur for ACF or as Shelter Cluster Coordinator for the IFRC.

Raj has several publications on the challenges of multi-agency coordination and the cooperation between military and civilian actors in complex emergencies, in journals and edited volumes. Raj holds bachelor's and master's degrees in architecture, and is currently a PhD candidate at King's College, London. His profile on [LinkedIn](#) and his company, [The WolfGroup Consultants](#).