



NUS

National University
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GL4102 Task Force Report

Topic: Policy Reforms for UNRWA's Funding Policies (Palestinian Refugees)

Research Question: How can UNRWA secure more funding?

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Executive Summary

This report aims to answer the question: **How can the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) secure more funding?** As will be uncovered in this report, the UNRWA faces a multitude of funding challenges that worsened when the USA, a major donor, withdrew their funding. As the main organisation providing humanitarian aid to the Palestinian refugees, the UNRWA is an important Agency and a lifeline to these refugees. The lack of funds will cause some of the UNRWA's services to be cut. In turn, many refugees will be affected by the service cuts. Therefore, it is important that

the UNRWA's funding strategies are reviewed and recommendations of improvements to current strategies or new strategies be put forward. This is the main aim of this report.

To achieve the aim of providing recommendations that could enable UNRWA to obtain more funding, the report examined UNRWA's current funding challenges and strategies, and reviewed the literature regarding UNRWA and funding strategies around the world. UNRWA documents were analysed to gain a better understanding of UNRWA and its funding challenges. Case studies were also studied to find out how other organisations conducted their funding so that their successful strategies could be applied to the UNRWA.

After much research, this report proposes recommendations that target various parts of society to help the UNRWA increase its funding volume, diversify funding sources and address structural issues within the Agency that have been causing donors to withdraw assistance. In terms of increasing its funding volume and diversifying its funding sources, this report proposes that the UNRWA consider partnering with more corporations to raise funds and awareness of the Agency through the use of UNRWA inspired/branded merchandise. Other proposals include suggestions that the UNRWA set up its own social enterprise arm, be an incubator for the Palestinian start-up scene, be more organised in courting local and regional businesses and increasing their social media presence through influencers and celebrities. In terms of addressing the structural issues within the Agency, proposals to increase the Agency's image with regards to accountability include self-regulation measures as well as the use of social auditing. In terms of partnership-building and donor outreach, our proposal builds on the Resource Mobilisation Strategy objective of securing more sources of private donorships by partnering with specific NGOs and think tanks in both Israel/Palestine and the USA whose ideologies align with that of UNRWA.