

# People like us.

2015 ANNUAL REPORT



USA for  
**UNHCR**  
The UN Refugee Agency

They are managers, nurses, teachers, parents who worry about how their kids are doing in school. They have families and friends. People like us. And they had homes they loved, and gardens they tended with care. But they have them no more. They are refugees — uprooted by conflicts and violence, living as best they can, wherever they can.

We are charged with protecting and supporting them. They may have lost their homes and their possessions, but they are still people of dignity.

# Budiaki

We all know people like Budiaki\* — always curious, eager to try something new, and equally eager to share. Her cheerful personality is amazing when you consider that she has spent most of her life running and hiding from those who would harm her and her family. Now safe, she seized the opportunity to attend UNHCR-sponsored classes and become a certified technology trainer. And she now helps other refugees connect with their families through the Internet.

\*Not her real name, for protection reasons.



# Dear Friend,



In 2015, with worldwide displacement reaching the highest levels ever recorded, it would have been easy — understandable, really — to view the refugee crisis in terms of numbers. It would surely be more comfortable. Numbers do not bleed ... do not see their mothers killed ... do not take desperate chances to keep their children alive. But refugees do.

And they also persevere, plan, hope, recover and rebuild their lives.

This annual report is a tribute to their tenacity and to the thousands of generous people who have helped us reach out to refugees and to speak on their behalf. Throughout this eventful year, we have been inspired and gratified by donors' unwavering support.

To our donors and partners — thank you for recognizing that refugees are people like us. Thank you for showing the world the generous, supportive people we can be.

With our best wishes and deep appreciation,

**Anne-Marie Grey**  
Executive Director and CEO

**Charles DeSantis**  
Chairman of the Board of Directors

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## USA for UNHCR

**USA for UNHCR** works to protect refugees and people displaced by violence, conflict and persecution by providing financial support as well as advocacy. Supporting UNHCR – the UN Refugee Agency – and its partners, we provide lifesaving essentials including shelter, water, food, safety and protection. Around the world, we help refugees survive, recover and build a better future.

**Together, we can give refugees the hope they deserve, restore their dignity and help them rebuild their lives.**

Established by concerned American citizens, USA for UNHCR is a 501(c)(3) nonprofit organization, headquartered in Washington, D.C. For more information, visit [www.UNrefugees.org](http://www.UNrefugees.org).

### About UNHCR

The Office of the United Nations High Commissioner for Refugees (UNHCR), also known as the UN Refugee Agency, is the world's leading organization aiding and protecting people forced to flee their homes due to violence, conflict and persecution. UNHCR provides shelter, food, water, medical care and other lifesaving assistance to refugees around the world.

The dream of most refugees is to return home. When possible, UNHCR helps refugees return to their homeland. When refugees can't go back home, UNHCR helps them rebuild their lives in another country.

Since its formation by the United Nations General Assembly in 1950, UNHCR has helped an estimated 50 million refugees restart their lives and has twice received the Nobel Peace Prize.

Today, UNHCR's committed staff of 9,700 work in more than 126 countries — to protect, assist and find solutions for refugees, internationally displaced people and statelessness populations.

USA for UNHCR donors stepped up to help Nepal earthquake survivors with temporary shelter materials and solar lanterns.



“Thank you for the great work you do. I have three small children, and I can't imagine being forced to flee.”

— Catherine M., Donor

## Ahlam

We all know mothers who will take on anything to make their children's lives better. Ahlam, a Syrian, is one of those. She would do anything to give her children a chance at a better life. So she and her husband decided she should take their six-year-old daughter and go on the long journey from Lebanon to Europe, even though she was just days away from the birth of her second child. Her husband, who is disabled, stayed behind. She planned on making it to Germany before her baby was born — she has family there. But within hours after arriving in Greece, she was sending her husband pictures of their new daughter, Samar, who was the millionth refugee to arrive in Europe in 2015. “In Syria, it would have been very difficult for my new baby to grow up. There would be no hope for her. Life begins here,” Ahlam said, as she left the hospital and continued on her way.



# 2015: A Year of Challenges

## Refugee Crisis in Europe

- Over 1 million refugees and migrants arrive by sea
- More than 3,600 dead or missing, including many children
- UNHCR provided survivors with accommodation, transport, family tracing, medical and psychological support, including access to a forensic doctor
- UNHCR deployed 440 core staff and emergency specialists to 20 locations to assist with documentation and provide guidance on aid
- Core relief items delivered included 322,000 blankets, emergency food and protective clothing
- Contributions from the private sector totaled more than \$55 million

1

## The Central African Republic (CAR)

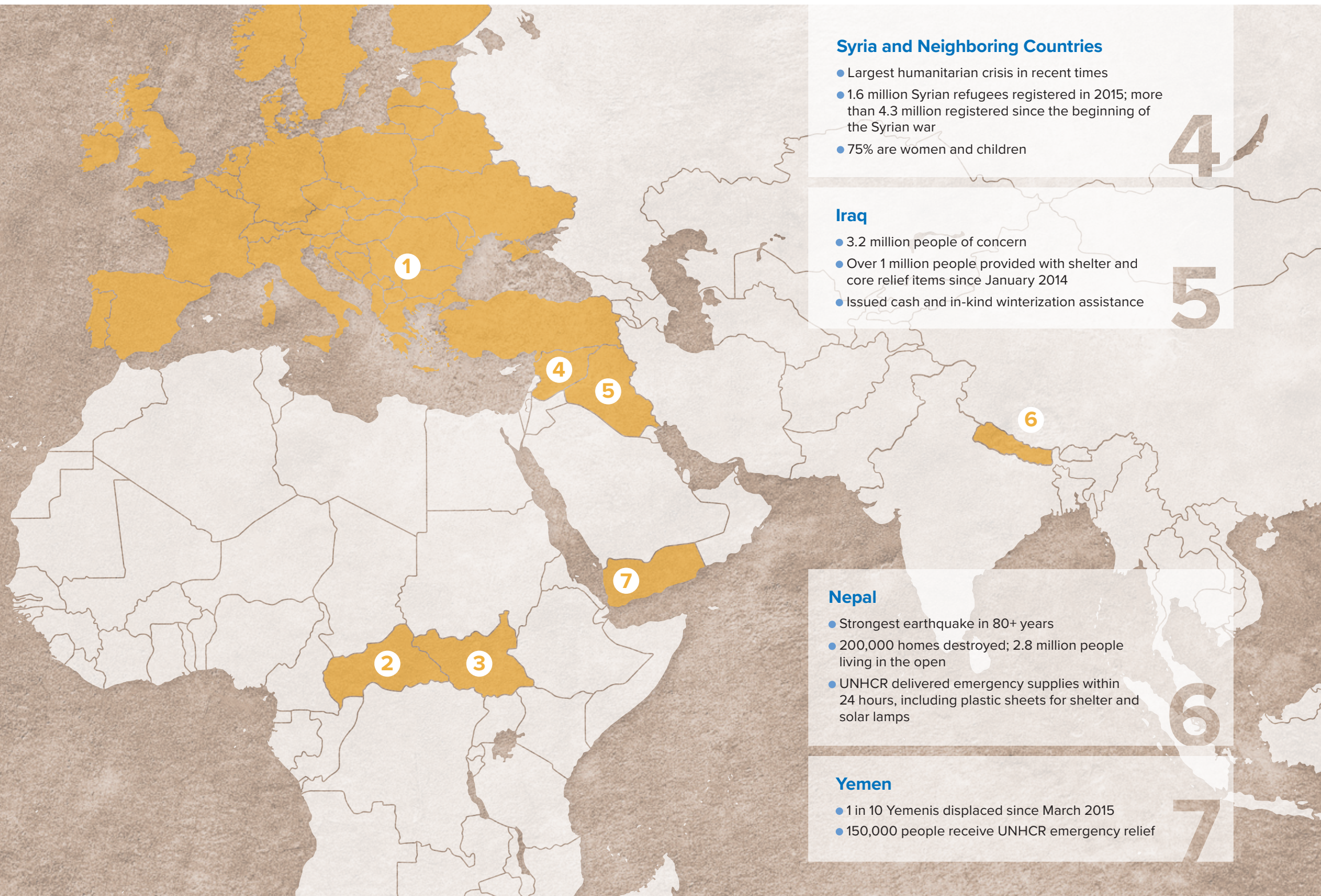
- 453,000 refugees in four neighboring countries
- 447,000 displaced within CAR
- Protection monitoring provided for 289,000 internally displaced

2

## South Sudan

- 2.7 million people of concern
- 771,000 refugees in Ethiopia, Kenya, Uganda and Sudan
- 68% under age 18
- UNHCR provided shelter and vital supplies to 124,000 South Sudanese arriving in Sudan

3



## Syria and Neighboring Countries

- Largest humanitarian crisis in recent times
- 1.6 million Syrian refugees registered in 2015; more than 4.3 million registered since the beginning of the Syrian war
- 75% are women and children

4

## Iraq

- 3.2 million people of concern
- Over 1 million people provided with shelter and core relief items since January 2014
- Issued cash and in-kind winterization assistance

5

## Nepal

- Strongest earthquake in 80+ years
- 200,000 homes destroyed; 2.8 million people living in the open
- UNHCR delivered emergency supplies within 24 hours, including plastic sheets for shelter and solar lamps

6

## Yemen

- 1 in 10 Yemenis displaced since March 2015
- 150,000 people receive UNHCR emergency relief

7



## USA for UNHCR Donors Rise to the Challenge of the Refugee Crisis in Europe

Donors in the United States — corporate, foundation and individuals — came together with an outpouring of support for UNHCR relief efforts in response to the refugee crisis in Europe.

5

The White House challenged corporate America to do more to support refugees as it launched its own #aidrefugees campaign. Companies answered the call and partnered with USA for UNHCR to raise funds: Google gave its own funds and used its immense reach to prompt donations for a total of \$11.3 million to USA for UNHCR and three other aid agencies. Crowdfunding website Kickstarter's first fundraising effort was an unqualified success, with close to 30,000 individuals donating more than \$1.7 million in just a week. And Instacart, an online grocery shopping service, and Airbnb, an online accommodation pioneer, joined in with innovative campaigns that inspired their members to contribute.

Individual donors stepped up as well, responding at record levels to online ads, email and direct mail campaigns to support refugees.

“I admire what you are doing and just felt like doing something ... to help out the refugees whose plight is simply heartbreaking. Thank you for ... being where you are needed most.”

—Elena V., Donor

# Rosa

6

Rosa\* could be any little girl—your daughter, your favorite niece or your granddaughter—the one you want to hug, who always makes you smile. Looking up at UNHCR High Profile Supporter Kat Graham, she seems to be thinking, “When I grow up, I want to be like her.” But if she had stayed in Honduras, she might never have grown up at all. Fortunately, she and her mother managed to escape. But they are relying on USA for UNHCR donors to help them with shelter, sustenance and education for Rosa, so she can grow up to be everything she hopes to be.

\*Not her real name, for protection reasons.



## Meeting the Challenges with ...

**UNHCR High Profile Supporter Kat Graham** went on a journey of hope in 2015, visiting refugees in Mexico and Guatemala on World Refugee Day. These refugees fled violence in the notorious Northern Triangle of El Salvador, Guatemala and Honduras — often overlooked when people think about refugees. In the Northern Triangle, the violence is not from armies, but rather from “maras,” the regional lawless gangs. The threat is just as real. Women and children live under the constant threat of rape and murder.

“We can’t control the situation,” Kat said after speaking with several families. “But we can make ourselves aware. We can be their support system. Let’s just start there.”

# hope



Awaiting processing at the Vinojug transit center, tired and hungry refugees found food, water and a place to rest.

7

**More than 50% of the population** of the Northern Triangle live on \$4 a day.

**75% of the children** arriving at the U.S. border come from the Northern Triangle.

## Be aware:

This is a crisis flying under the radar, yet it produced approximately **140,000** refugees last year.

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## Preserving the Refugee's Most Priceless Possession

# dignity

Dignity is the ability to walk into a store with cash in hand instead of a voucher. It is the ability to choose how your money is spent. It is living above the poverty line even if you are living in a basement.

In 2015, USA for UNHCR donors enthusiastically endorsed Lifeline, a creative and efficient way of distributing aid to the Syrian refugees in Jordan who live in cities and informal settlements — around 85% of Jordan's refugee population.

Based on the successful launch, the cash assistance program was expanded to Lebanon to handle winterization needs and is being expanded further to include assistance with living expenses.

The successful Lifeline cash assistance program lifts refugees above the poverty level with monthly allotments disbursed through ATMs.



### How Lifeline Works

- Home interview to establish family eligibility
- Application reviewed
- If approved, account is set up
- Monthly cash assistance delivered through an iris scan at a bank ATM

### Benefits

- No repeated trips to request aid
- Dependable cash
- Makes the refugee a cash customer
- Puts new money into the local economy
- Preserves refugee's dignity
- Distribution cost: a modest 3%

### Results

- USA for UNHCR donors funded 1,300 families, lifting them all above the local poverty line



“Supporting refugees is the utmost on my mind and I am very impressed by UNHCR. ... messaging, effectiveness, personal stories, all compelling.”

— Gail L., Donor

## Subhi

Subhi never wanted to hide. He is who he is, a person of dignity and purpose. But he is gay, and as a result, he lived under constant threat of extreme violence and death in Syria. He fled to Turkey, but the death threats followed. Then in 2015, he was able to resettle in the United States, where he immediately began to speak out on behalf of LGBT refugees. And he appeared with the United States Ambassador to the United Nations Samantha Power in a press conference that became a widely circulated YouTube video, taking advantage of 21st-century technology to spread the word. Now, he is working with USA for UNHCR and the Hive, finding new and unexpected ways to get his message across. How many people can say they have become an emoji?



## Looking Past the Status Quo

**With the world around us changing**, USA for UNHCR is constantly looking for new and different ways to engage Americans around the refugee crisis.

Enter the Hive.

The Hive is a special projects unit of USA for UNHCR whose mandate is to break away from nonprofit industry norms to devise new methods for attracting, educating, engaging and activating supporters across the United States.

The Hive draws on the most innovative and compelling approaches from the political, consumer, media and

technology sectors. Working with leading data, creative, and technology partners, the Hive complements sophisticated methods with big imagination to create new conversations and ways of driving impact.

Between June and December of 2015, the group implemented 22 unconventional projects and campaigns — from targeting climate change champions to creating new “Not Home for the Holidays” traditions that integrated the refugee crisis into existing cultural norms. One particularly innovative effort — telling refugee stories with emojis. There were also projects responding to the Pope’s visit to the U.S. and to the Paris attacks — all aimed at reaching and engaging new segments of the American public. While all these projects were, by design, small and experimental, the Hive has already engaged 73,393 people and over half of those reached made a commitment to stay involved. The data, technical infrastructure, strategic insights and systematic approach to engagement provides a foundation upon which future efforts and new conversations can be launched and long-term fundraising efforts will benefit.

How to call attention to the plight of refugees? The Hive put a compelling video where it would be hard to miss — overlooking Times Square in New York.

# innovation



Taking advantage of the newsworthiness of COP21, the global climate change summit in Paris, the Hive launched a multimedia effort to test the responsiveness of climate change activists to refugee issues. It collected 4,766 email addresses for follow-up.



## From the Hive:



The Not Home for the Holidays campaign had a simple, emotional message: During times when home and family mean the most, refugees have only memories of the place they called home. Messages were targeted to specific cultures, age groups and events.

Sports fans love stats, so why not talk about the refugee crisis in terms they can relate to? This baseball-themed ad, which ran during the Major League Baseball playoffs in the fall, compares the daily number of new refugees to the capacity of Wrigley Field.

## Multi-Media Engagement

Are there people receptive to the refugee cause who fall outside the core supporter audience? Can they become core supporters? Who are they, and what will it take to make them advocates and donors?

Using very sophisticated data modeling, the Hive continuously seeks answers to these questions with digital test campaigns that combine a modest dollar investment with a great deal of strategic and creative sense.

Over the course of the year, the Hive engaged in 22 separate projects exploring the responsiveness of people from various backgrounds and interests ranging from climate change to sports.

“Thank you for giving me the opportunity to feel like I’ve helped refugees in some little way.”

—Katie L., Donor

# Esther

In her bright blue uniform, Esther would be very much at home on the campus of a secondary school or high school anywhere in the world. She’s bright, she’s active, she loves sports, and she has a smile that lights up a room. But she wouldn’t be in school without the support of USA for UNHCR donors. More likely, she would be married by now, perhaps with a child, and little to look forward to, except a life of poverty. Instead, she dreams of becoming a neurosurgeon. And with donor help, there’s a real possibility she will make it.

*Fact: The average number of years of education for refugee girls is three. Imagine how far you would go with a third-grade education or less.*



©UNHCR/BENJAMIN LOYSEAU

## Breaking Down Barriers

Let’s put this in perspective.

At this time, there are 29 million children living in or born in conflict zones who have no access to education. That is tantamount to a life sentence of poverty, desperation, ill health and exploitation. Can we accept that?

Our donors and partners say no.

Whether they responded to a mailing piece with a gift of \$50 or \$5,000, in 2015, USA for UNHCR donors enthusiastically supported programs that opened the door to education for refugee children and young people.

Globally, donors helped build or improve 691 education facilities. Esther’s school, the Morneau Shepell Secondary School for Girls in Camp Kakuma, Kenya, was one of them. Gifts made primary education available to 714,000 children in 2015.

Increasing educational opportunities for girls gives them an alternative to early, arranged marriages.

# education



Wali Jan, 14, an Afghan refugee, is thrilled to be learning English. It will help him communicate with more people, he says.

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©UNHCR/SEBASTIAN RICH



## Turning Up the Earning Power

**Rebuilding a life** includes rebuilding potential earning power. For refugees, that can mean learning a new language, becoming acquainted with the customs of a new culture, and often learning a new occupation or trade. For others, it means creating ways to produce income. Craft associations or women's groups can provide an answer for some; others already have the know-how and just need help to get started — replacement of tools they left behind or a beginner herd on which to build a dairy business.

More than 50 UNHCR field operations actively provided livelihood support in 2015, helping both the refugees and the communities where they settle. Many refugees are well-educated and can quickly become productive citizens with just a little head start.



Women, many of whom are entering the workforce for the first time, benefit from UNHCR skills education.

Tailoring can pay up to \$10 an hour in Mali, and that can dramatically improve a family's standard of living.



# livelihood

**“The only luggage I brought along with me is my know-how.”**

**Throughout his life, Alouda**, a refugee from Mali, made his living by working with his hands. While he is called a “blacksmith,” he is really an artisan, practicing craft techniques handed down from generation to generation in his family. His beautiful leather boxes are very much in demand by tourists.

But when he and his family had to move into a camp in Burkina Faso, far from the areas frequented by tourists, he feared that he would not be able to continue with his craft — both the raw materials and potential customers were too far away.

With UNHCR's help, Alouda and his fellow Malians organized an association to manufacture the boxes. Now they have an assembly line in which each craftsman performs the step he does best. UNHCR put the craftsmen in touch with French designers, who are a steady and profitable market. Alouda is using the income to feed his children and send the older ones to secondary school.

To be able to work, even while in exile, is a “piece of luck to my family and me,” Alouda says.

Alouda makes beautiful, marketable leather boxes. Donor gifts help him buy materials.



# Partner Spotlight:

Hamdi Ulukaya —  
The Tent Foundation



Hamdi Ulukaya, founder of Chobani, the Tent Foundation and Eminent Advocate of the UN Refugee Agency, used his recent visit to Greece to glean ideas for providing support to the incoming stream of refugees.

## People Caring — and Acting

**“I have never been this concerned ... or this hopeful.”**

**The speaker was Hamdi Ulukaya**, Founder and CEO of Chobani, Inc., which produces the best-selling Greek yogurt in the U.S., recalling his recent trip to Greece on behalf of USA for UNHCR and his organization, the Tent Foundation.

The trip had a profound impact on him and intensified his resolve to do whatever possible to help refugees.

“Standing by the water, I thought, ‘How was it to go through that water, in that little boat. To make that trip and take that risk, not just of losing your own life, but of possibly losing something even more valuable ... the lives of your children.’

“You realize that for them, there was no other way. There was no way they could stay where they were. I keep going back to that and to what has happened since.”

The refugees, he said, are honorable people who

provided for their families. “They may have lost their homes and possessions, but their honor is still there.”

He was impressed with the dedication of the humanitarian workers. “They were throwing themselves into the crisis, doing everything they could to make things better.”

UNHCR protection officers were at the center of the crisis. “I have never seen more dedicated, more caring people in my life.” But he also came away with the thought that business executives, with expertise in areas such as supply chain management, logistics and technology, could make a strong and significant contribution. “I would like to see business people working side by side with the aid workers.”

A passionate supporter of refugees, Ulukaya has already done more than most. He has made a point of hiring refugees in his plants. “They are people who have overcome barriers ... of language, of transportation, of

acceptance. A job was a reason to hang on.” It is a decision he has never regretted. It was — is — the right thing to do. And it has helped his business. “It had an emotional impact that benefited the company. We have people from all over, working together, getting along together. It gave people a new perspective.

“We are at a time when we are more socially connected than ever before. But the world is at risk of becoming disconnected. And that worries me,” he said.

“I have never been more concerned, or more hopeful.”

*As outlined in its mission statement, the Tent Foundation, founded by Hamdi Ulukaya, seeks to improve the lives and livelihoods of the 60 million people who have been forcibly displaced around the globe, by funding direct assistance, investing in innovation and promoting policies and partnerships to help the displaced realize their full potential.*

**“I have never seen more dedicated, more caring people in my life.”**



## Hamdi Ulukaya on Addressing the Refugee Crisis —

There is something we can do.

We can **give money.**

We can **offer our time.**

We can **raise our voices.**

**We can — collectively — get into this with our hearts and our hands.**



## Partners — Providing a Solid Bedrock of Support



The Kovler Fund

### Alkhayyat Foundation

In December, USA for UNHCR received a grant from the Alkhayyat Foundation to support efforts to help Syrian refugees during the winter months. The foundation is a U.S.-based nonprofit organization working for a better future for vulnerable and underserved communities in the Middle East.

Following the immense success of their first engagement with USA for UNHCR, Alkhayyat Foundation issued another and much larger challenge grant a month later which our generous donors matched in less than two weeks! We are grateful to both our donors and Alkhayyat for helping provide double the amount of much-needed blankets, stoves and heaters, cash assistance and winter clothes to Syrian refugees in Lebanon, Jordan and Turkey.

“UNHCR was the ideal organization to rapidly deliver aid to those who need it the most. We look forward to continuing this great partnership and to augmenting our support to the Syrian refugees and internally displaced persons,” said Moutaz Alkhayyat, chairman of the foundation.

### Google

As the European refugee crisis drew the world’s attention, Google responded in a big way. For three days, Google broadcast the crisis to millions of people around the globe, spurring donations with a pledge to match every dollar. The \$11.3 million contributed by Google and Google’s users during the challenge provided critical relief

items and services to those in the care of UNHCR and three humanitarian organizations.

Google launched the campaign with an incredibly powerful story that was published on the official Google blog. “When I was seven, my family and I fled to Europe with our belongings in a single suitcase, hoping for a safer and better future,” blogged Google Product Marketing Manager Rita Masoud. “I was lucky. But as the refugee and migrant crisis has grown, many people like my family are desperate for help.”

Of the total funds raised through the Google match, USA for UNHCR received \$2.2 million for the immediate relief and longer-term protection of men, women and children uprooted by conflict in Syria and other nations.

### IKEA Foundation

In 2015, through its Brighter Lives for Refugees campaign, the IKEA Foundation brought lighting and safety to refugee families living in camps in Asia, Africa and the Middle East via solar-powered streetlights, lanterns and solar energy systems, and enabled refugee children to get an education and to study at home at night. The money was raised by the sale of LED light bulbs and lamps during two separate campaigns in 2015. In the U.S. alone, IKEA sold 870,899 LED products during the campaign. IKEA customers and co-workers in more than 300 stores in

40 countries made this campaign a stunning success. IKEA’s global campaign, which began in 2014, raised a total of \$33.4 million for UNHCR, the UN Refugee Agency, providing light and energy to hundreds of thousands of refugees and allowing thousands of children to go to school.

Per Heggnes, Chief Executive Officer of the IKEA Foundation, said the effort was hugely successful, “allowing us to contribute millions ... to help some of the most vulnerable people on our planet,” and credited hardworking IKEA co-workers and loyal customers. He said he was “immensely proud that the IKEA Foundation has been able to help UNHCR provide much-needed sustainable energy and education to thousands of refugee children and families, making their lives a little bit brighter.”

### Kickstarter

Answering the call from The White House for technology companies to do more, innovative funding site Kickstarter galvanized its community for the refugee cause in 2015, raising \$1,777,007 from 27,669 online backers during a week-long campaign. “I immediately said yes,” Kickstarter CEO Yancey Strickler told the *Guardian* newspaper. “This is not something that we have ever done before.” Feeling compelled to act, Strickler agreed to partner with USA for UNHCR and together developed a powerful campaign

that utilizes heartfelt videos by President Barack Obama, U.S. Ambassador to the United Nations Samantha Power, Anne-Marie Grey of USA for UNHCR, Hamdi Ulukaya and Mika Brzezinski.

Kickstarter’s online community responded enthusiastically. As a result, thousands of men, women and children were reached with basic lifesaving supplies — tents, rescue kits, winter clothing and thermal blankets — plus medical care, counseling and other services. (See page 5 for more information.)

### The Kovler Fund

Refugees risk their lives by attempting hazardous sea crossings in overcrowded boats. In 2015, the Kovler Fund heeded UNHCR’s call for concerted action by making the largest U.S. private sector grant to UNHCR’s Global Initiative on Protection at Sea. The \$100,000 award supported a two-year plan of action to reduce loss of life and prevent the exploitation, abuse and violence experienced by refugees, asylum seekers and migrants traveling by sea.

“It is horrendous and tragic that so many people are being forced to risk their lives every day in perilous sea crossings,” said the Fund’s president, Peter Kovler. “We must, as an international community, do more to protect these most vulnerable refugees.”



### LDS

LDS Charities, Inc., LLC, sponsored by The Church of Jesus Christ of Latter-Day Saints, supported USA for UNHCR with nearly \$1.7 million in cash and in-kind donations that reached refugees on several continents. The organization's giving was as diverse as it was generous, providing relief in headline crises as well as reaching people whose plight received less media attention.

In Europe, LDS funded UNHCR's basic lifesaving relief capacity, family reunification services and other forms of assistance to Syrian refugees and others along migration routes in Greece and Serbia. In Northern Iraq, their support enabled construction of more than 300 refugee housing units for those seeking a safe haven from the region's horrific violence. And in Africa, LDS donated clothing for more than 100,000 men, women and children under UNHCR protection in Rwanda and South Sudan.

### Malala Fund

Inspired by co-founders Malala and Ziauddin Yousafzai, the Malala Fund places a high priority on improving access to education for Syrian children, so they can reach their potential and be positive change-makers. The Malala

Fund's partnership with USA for UNHCR provides critical support for children in the Azraq refugee camp located in the harsh Jordanian desert.

The Malala Fund grant to USA for UNHCR addresses the special challenges facing children in the camp: safety and sight. Through USA for UNHCR, the Malala Fund supports a community project that ensures that more than 500 refugee students are escorted to and from school as well as the purchase of over 700 bicycles to be distributed to children and the construction of two bicycle storage units. Additionally, through the support of the grant, 277 Syrian children now have glasses their families could not afford and can now clearly see and read.

### TOMS

For refugee children, a good pair of shoes can mean much more than simple comfort. Shoes protect health, boost confidence and, when given by TOMS, help refugee parents afford other basic necessities for their families.

Through USA for UNHCR, TOMS makes a tangible difference in the daily lives of Sudanese children in Uganda's Kyangwali refugee settlement and refugees living in the challenging Sahel region in Burkina Faso. In 2015, the TOMS-USA for UNHCR partnership helped

children avoid contact with harmful sand flea parasites and prevent disease, when they walk to school and play. In 2016, the partnership will expand to reach thousands more refugee children in Tanzania.

"TOMS is honored to give shoes and work alongside USA for UNHCR in Burkina Faso, Tanzania and Uganda," said Jim Alling, Chief Executive Officer, TOMS. "UNHCR's work in the areas of child protection, education and health/nutrition is essential. We are always humbled by the stories of hope, resilience and perseverance we hear from the field, made possible because of UNHCR's lifesaving work." Through USA for UNHCR and several other partners, TOMS has given more than 2 million pairs of new shoes to support refugee and displaced children in recent years throughout Asia, Africa, Europe and the Middle East.

### UPS

At a time of simultaneous natural and human-caused disasters, the UPS Foundation used a multitasking approach to respond – providing freight services, cash and technology development and training for UNHCR staff and partners. The total donation of \$1,045,000 benefitted thousands of displaced families and individuals in locations ranging from Nepal to Greece to Mauritania.

"The UNHCR-UPS partnership has really evolved to become one of our model partnerships," said UPS Foundation President Eduardo Martinez. "We have our people engaged in the field, and we have engagement all the way up to the most senior level of the organization."

UPS in-kind assistance, valued at \$440,000, included airlifts of critical supplies to Greece and Nepal. More than 30,000 people received critical core relief items. With its cash giving, the Foundation accelerated implementation of UPS ReliefLink, an initiative that cut delivery times to the Mberra refugee camp in Mauritania by half, getting much-needed food, shelter, sleeping mats and other items to 106,000 people in need. Additional allocations provided winterization supplies for displaced people inside Syria, emergency supply training for UNHCR staff and partners, and a contribution of \$150,000 to UNHCR's Emergency Response Fund, a resource of flexible money that can be rapidly disbursed to meet emerging crises around the world.

Donor support provided special care for vulnerable women and children.



# Board Member Spotlight:

Susan McPherson



## Giving Time and Talent

**Camp Kakuma in Kenya** is an unlikely travel destination, unless, like USA for UNHCR Board Member Susan McPherson, you were intent on observing what life is like for the more than 180,000 people who live there — mainly refugees from South Sudan, Sudan and Somalia.

Susan, who describes herself as a serial connector, believes that business can be a force for good. She is founder and CEO of McPherson Strategies, a social-good communications consultancy in New York City. She hoped her trip to Kenya and Uganda would inspire some new business/entrepreneurial suggestions to improve the lives of Kakuma residents.

What she found was dry, dusty, stubborn soil that would resist growth and cultivation ... a city of UNHCR housing units which were home to families who were not likely to be able to return to their own homes soon.

These were families living on rations of grain and oil, with little opportunity to augment their diets.

But they had food, they had shelter, water and electricity, and they were protected and safe, so their lives in Camp Kakuma were better by far than the lives they had fled.

Susan met one recent arrival, a South Sudanese woman, eight months pregnant and with two small children, toddlers really, who had walked 350 miles just to reach the camp. Imagine the life that would drive her to take such a risk and endure such physical hardship. She was determined to live, and to keep her children alive.

Susan traveled to Uganda next, where refugees live in cities and settlements rather than camps. But their opportunities are still limited. While refugees are permitted to hold jobs, there are few available.

Susan found ... a city of UNHCR housing units which were home to families who were not likely to return to their own homes soon.

Camp Kakuma is currently home to over 180,000 refugees, most from South Sudan. Many have never known any other home.

She visited a settlement in a remote area where students must walk 15 to 19 kilometers a day, around 9 to 12 miles to get back and forth to school — a journey that potentially places them in danger.

But education is hope, and there are students who are willing to do whatever it takes to get an education. One who stood out was Martha, who, in spite of one enormous obstacle after another, had managed to make it to college and was within a few months of getting her degree.

“My colleagues and I studied so hard,” said Martha, “bearing in mind that (education) was the only tool that we could use to change the status quo.”

To that, Susan says amen. No doubt she will put her strategic talents to work advocating for education of refugee children, whose potential to change the status quo should not be ignored and must not be wasted.

Alaak Thue Ajang developed a passion for learning at a school in Kakuma Camp. Now he inspires his pupils in a refugee settlement school.



# Financial Highlights (as of December 31, 2015 and 2014)

The following is a summary of financial information of the U.S. Association for UNHCR for the year 2015. USA for UNHCR is classified as a tax-exempt organization under section 501(c)(3) of the Internal Revenue Service Code and is qualified for charitable contribution deductions.

	2015	2014
<b>Revenue</b>		
Grants and Contributions	\$ 27,680,586	\$ 11,486,815
Corporation and Foundation Grants	8,333,098	1,491,443
Interest and Investment Income	(31,020)	230
In-Kind Contributions	1,992,864	2,243,058
Contributions from UNHCR	9,379,508	6,768,225
<b>Total Revenue</b>	<b>\$ 47,355,036</b>	<b>\$ 21,989,771</b>
<b>Expenses</b>		
Program Services	\$ 31,125,958	\$ 11,938,603
Supporting Services		
Management and General	1,286,453	593,265
Fundraising	9,464,046	7,567,701
Total Supporting Services	10,750,499	8,160,966
<b>Total Expenses</b>	<b>\$ 41,876,457</b>	<b>\$ 20,099,569</b>
Changes in Net Assets	\$ 5,478,579	\$ 1,890,202
Net Assets Beginning of Year	\$ 5,380,030	\$ 3,489,828
Net Assets at End of Year	\$ 10,858,609	\$ 5,380,030

The complete financial statements for 2015 are available upon request from the USA for UNHCR. The firm of Gelman, Rosenberg & Freedman is the USA for UNHCR's auditor.

## The USA for UNHCR Board

USA for UNHCR's accomplishments in 2015 would not be possible without the talent, creativity and dedication of its Board. We deeply appreciate their contributions of time, vision and incisive intelligence.

We are honored to acknowledge the service of the 2015 Board.

### Chair

Charles DeSantis

### Vice Chair and Secretary

Kathleen Newland

### Treasurer

L. Craig Johnstone

### Members

William Ball  
Mika Brezezinski  
Susan McPherson  
Dr. Liberty Vittert

### Ex-Officio Member

Shelly Pitterman

All donations to USA for UNHCR are tax-deductible to the fullest extent allowed by law. USA for UNHCR's Federal Tax Identification Number is 52-1662800.



"I marvel, appreciate and respect the work and passion of service UNHCR provides to refugees. Thank you."

—George M., Donor

# Kareem

Kareem is the grandfather we would all love to have. With only scrap materials and an abundance of ingenuity, he creates fanciful toys for the 18 grandchildren who live with him in Camp Azraq. In Syria, he was a successful businessman, the owner of a thriving construction company, homes and farms. Now he is a refugee living in a caravan. But he is content. He has his health, his family is safe, and his grandchildren are with him. "There is nothing more precious than the child of your child," he says.



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