



UNHCR
The UN Refugee Agency

2006–2015 Ten Years of Reforms

Structural impact



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Cover photo: A UNHCR worker comforts a mother and her baby

UNHCR/October 2016

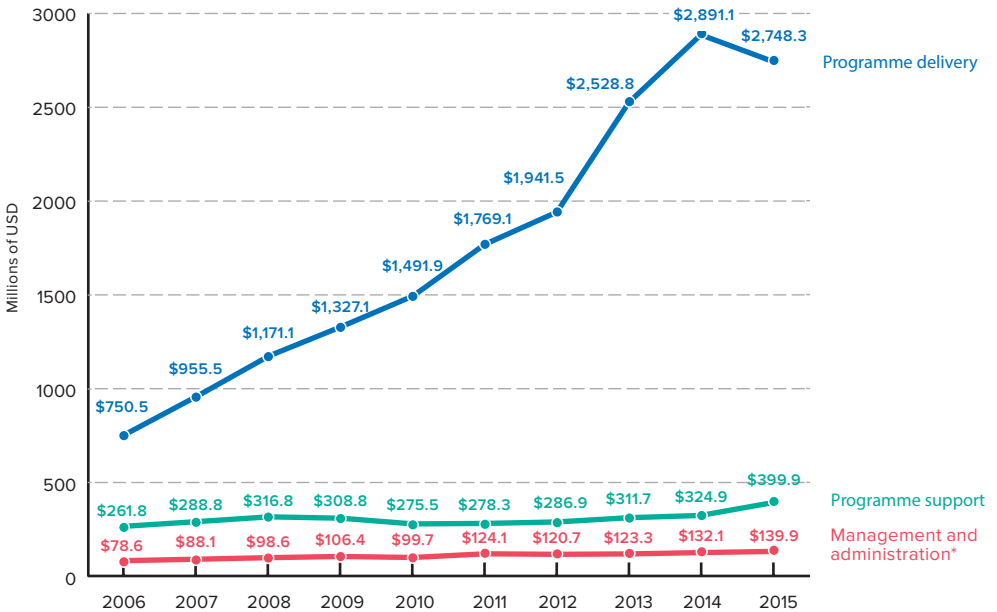
Impact of reform on UNHCR's organizational structures and operational capacity

Responding to unsustainable trends in structural costs and financial challenges within the organization, in 2006 UNHCR embarked upon a comprehensive set of internal reform measures. This was necessary to increase the percentage of resources directly devoted to protection, assistance and solutions for people of concern and to reduce the share of funding spent on the organization itself, a basic precondition to increasing UNHCR's efficiency and improving its delivery.

LIFE-SAVING OPERATIONS BOOSTED BY REFORMS

In 2006, at the outset of the reform process, the total volume of UNHCR's activities was USD 1.1 billion. By the end of 2015, total expenditure had tripled reaching USD 3.3 billion.

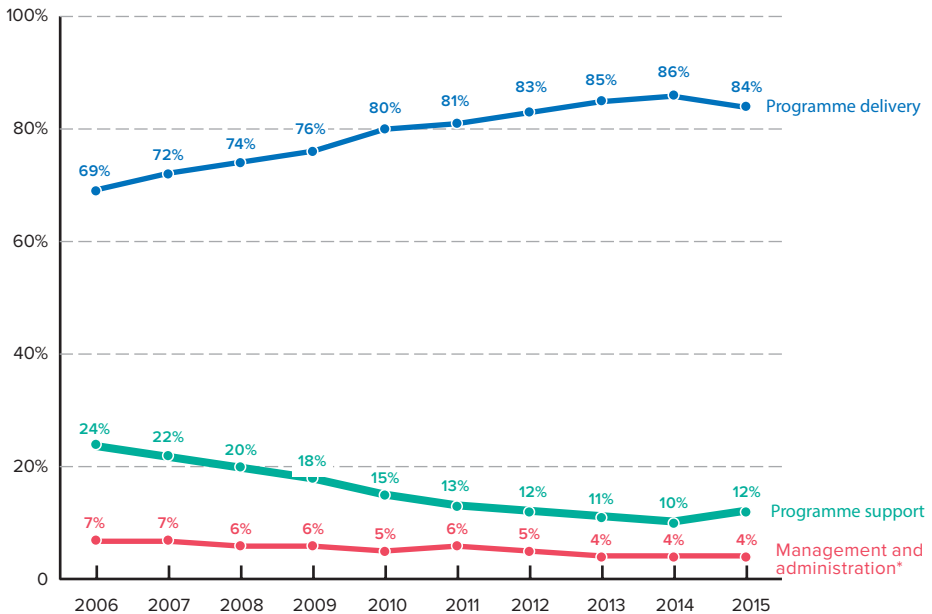
2006-2015 Evolution of expenditure | in millions of USD



*Excluding JPOs.

At the same time, there has been constant growth in the share of resources allocated to programme delivery in the field, and a shrinking portion for programme support and management and administration.

2006-2015 Evolution of expenditure | percentage of total



*Excluding JPOs.

TO MAKE THIS POSSIBLE ...

Reforms enabled significant reductions in the share of funding that UNHCR spends on headquarters and staff costs.

22%

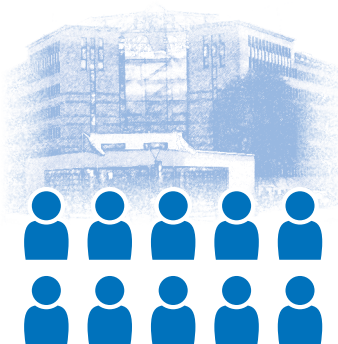
The ratio of staff costs vs. overall expenditure has been cut from 41% to 22% of overall expenditure.

x3

Operations have tripled in size with 26% fewer staff in Geneva.

87%

of UNHCR's 10,767 staff members are working in the field today.



Geneva
1,025 staff
in 3 premises

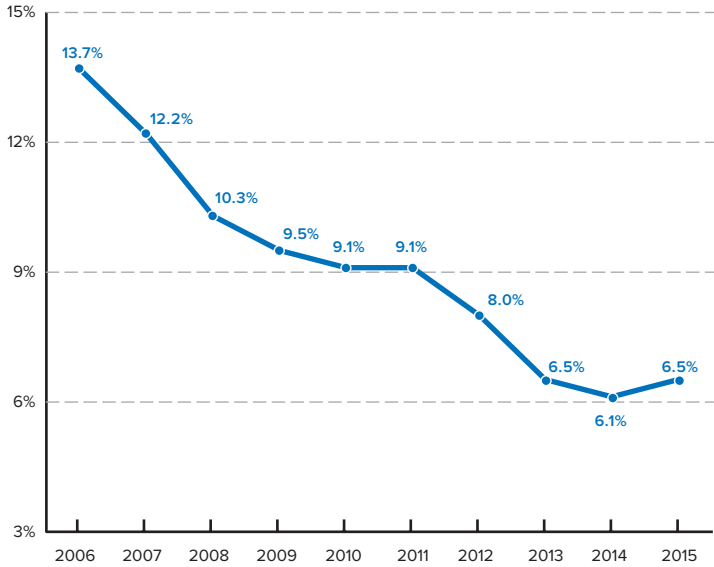


Geneva
754 staff
in 1 building

1 January 2006

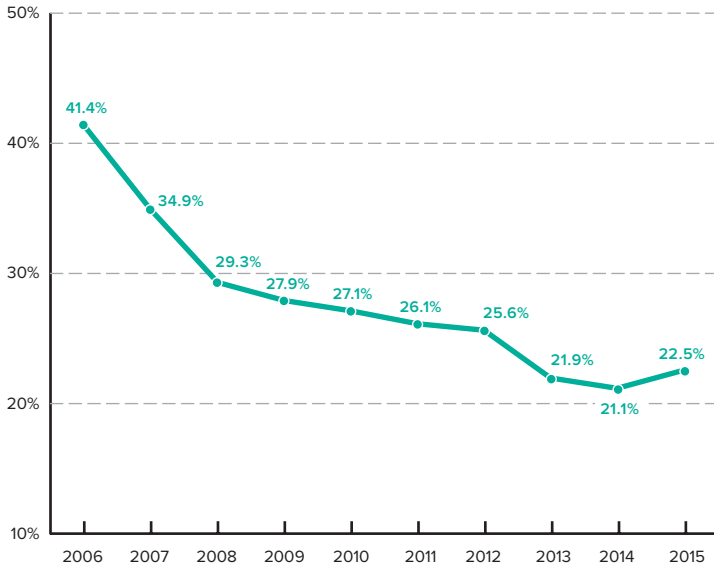
1 January 2015

2006-2015 Headquarters costs* | percentage of total



* Headquarters expenditure covers offices in Geneva, Budapest, Copenhagen, Brussels, and New York

2006-2015 Staff Costs | percentage of total

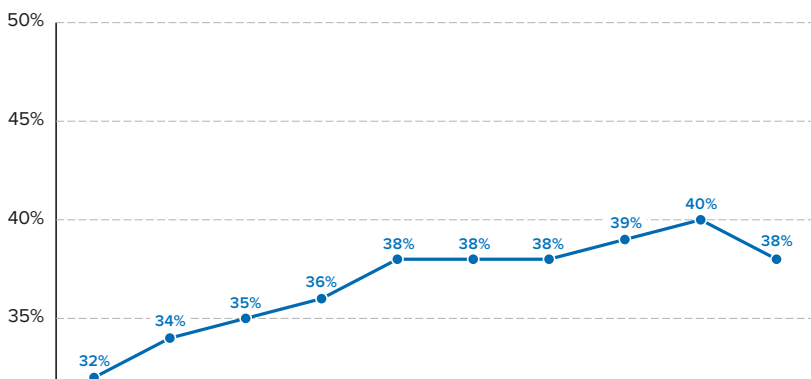


*Including JPOs.

FLEXIBILITY THROUGH PARTNERSHIP

An important part of the structural reforms was the expansion of partnership which has brought UNHCR greater operational flexibility and technical expertise in delivering life-saving protection and aid.

2006-2015 Expenditures through partners | percentage of total



预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_18046

