

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

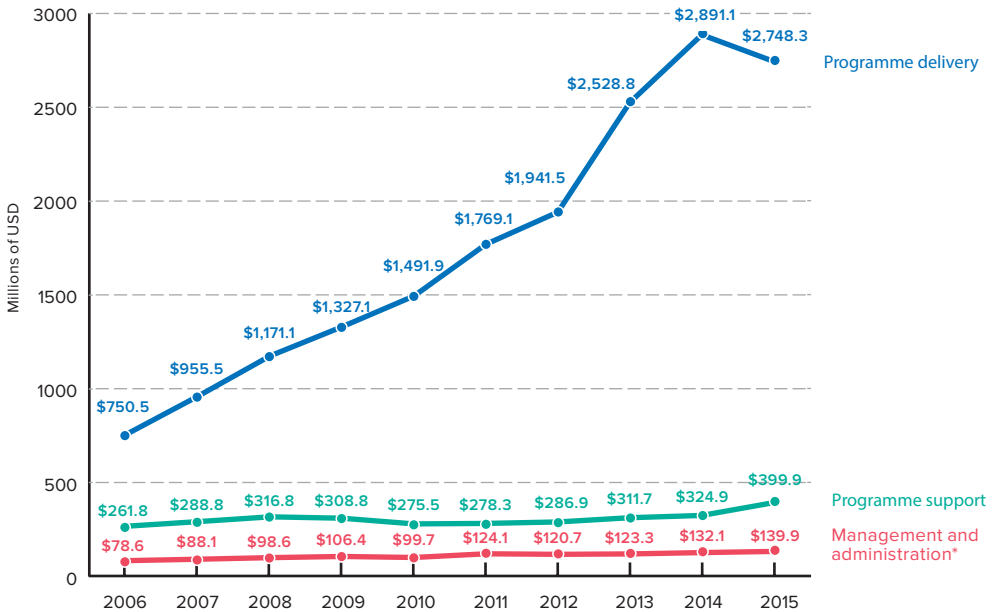
Impact of reform on UNHCR's organizational structures and operational capacity

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.

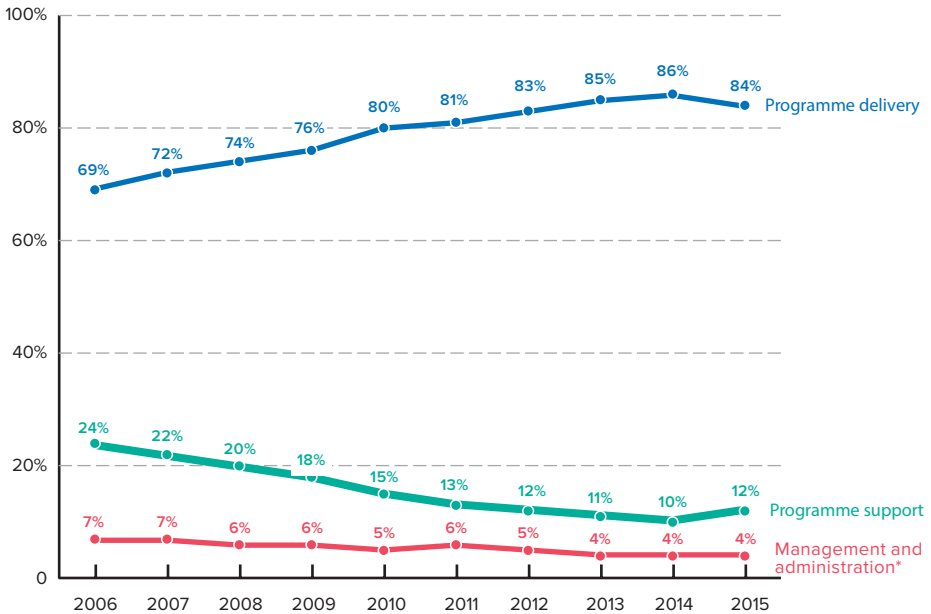
2006-2015 Evolution of expenditure | in millions of USD



*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

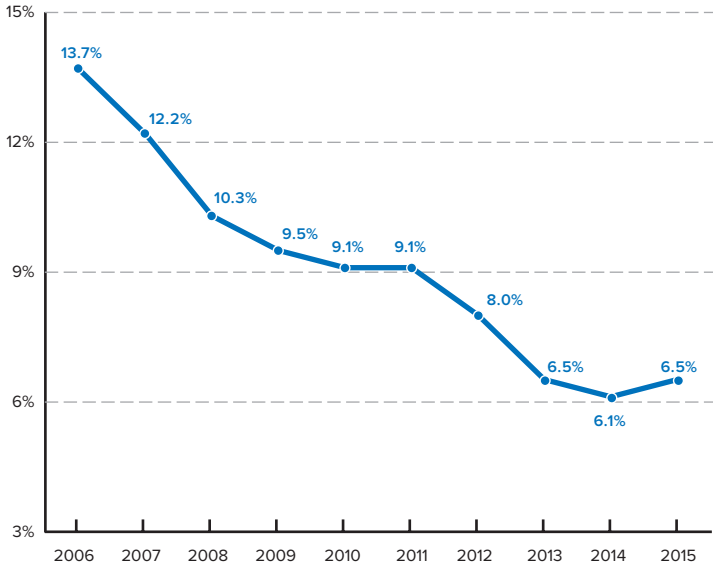


Geneva
754 staff
in 1 building

1 January 2006

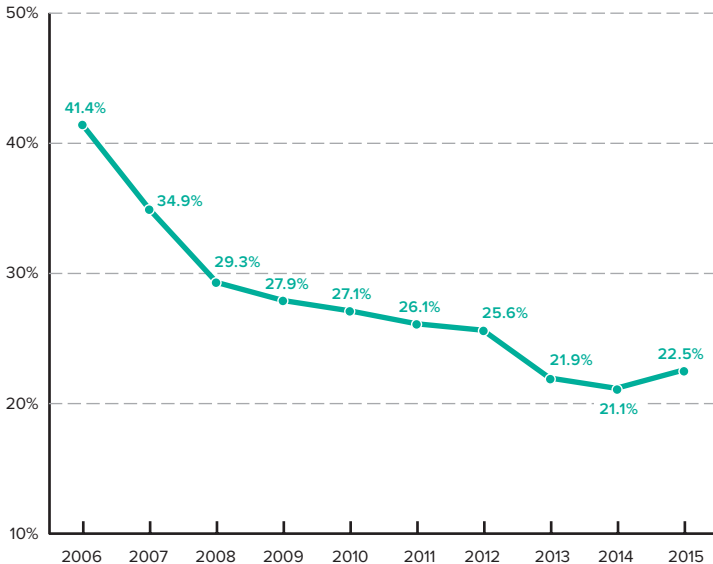
1 January 2015

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

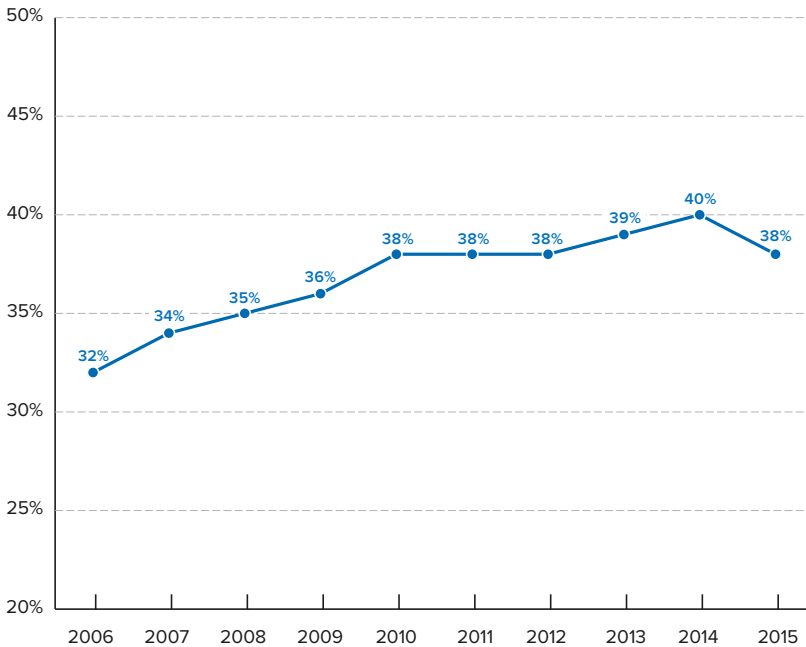


*Including JPOs.

FLEXIBILITY THROUGH PARTNERSHIP

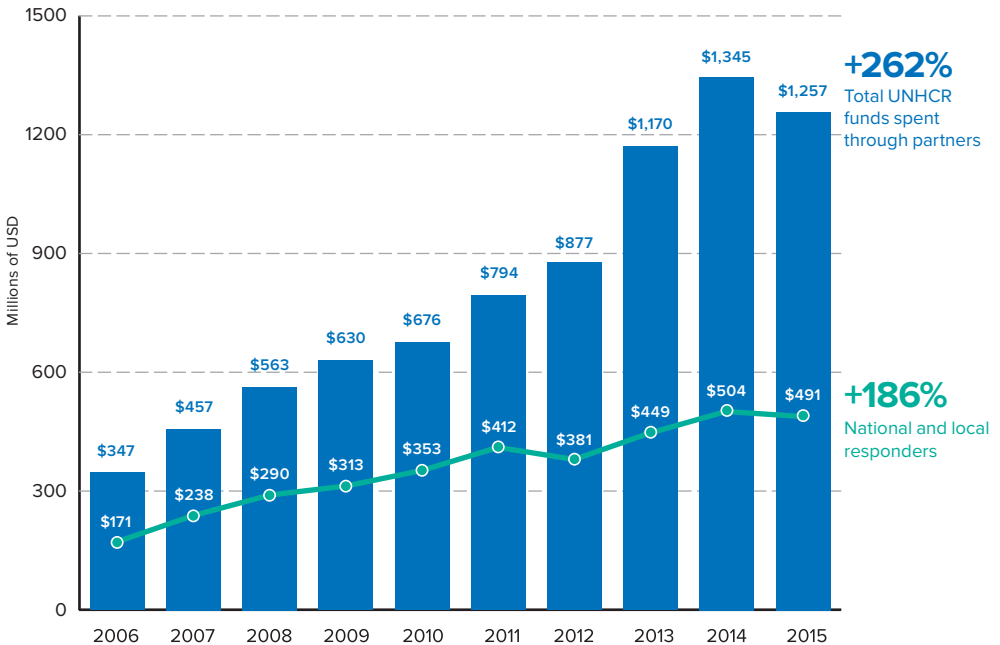
An important part of the structural reforms was the expansion of partnership which has brought UNHCR greater operational flexibility and technical expertise in delivering life-saving protection and aid.

2006-2015 Expenditures through partners | percentage of total



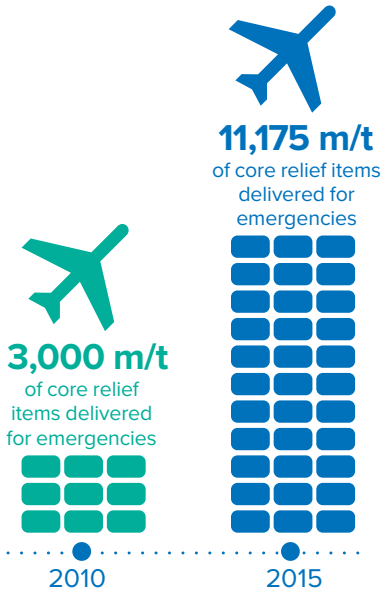
Since 2006, UNHCR funding channelled through partners, notably non-governmental organizations (NGOs), has more than tripled, to over USD 1.2 billion. There has also been a steady rise in the amount of funds allocated to the national and local responders.

2006-2015 Expenditures through partners | in millions of USD

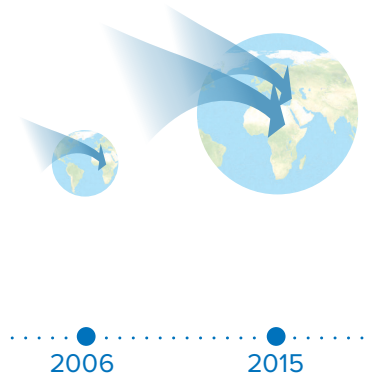


IMPROVED DELIVERY

Tested by multiple demands to respond to many new emergencies since 2006 – such as Syria, Iraq, Yemen, South Sudan, Europe, Ukraine, Central African Republic, Nigeria, Burundi, Libya, Somalia, Pakistan, Sudan – UNHCR has seen the growing benefits of its structural reform efforts. With a stronger emergency response capacity through new workforce deployment mechanisms and improved global supply management, the organization is more efficient and effective in delivering relief items and life-sustaining services than ever before.



Capacity to respond and deliver assistance within 72 hours to over 600,000 people.



In 2015, UNHCR deployed over 460 emergency missions, more than double the number of deployments in 2006.

Given difficulty of reaching many people of concern in remote, conflict-affected situations, UNHCR has also bolstered its deep-field protection capacity and its responses to critical areas of need.

Examples of the impact of the structural reforms on improving delivery include:

	2006	2015	
Protection capacity	1,322 protection posts (395 international)	2,490 protection posts (706 international)	↑
Resettlement referrals	53,000	133,000	↑
Resettlement departures assisted by UNHCR	29,200	81,800	↑
Emergency deployments	208	460	↑
Emergency relief response and delivery capacity within 72 hours (no. beneficiaries)	250,000	600,000	↑
Core relief items delivered for emergencies	3,000m/t*	11,175m/t	↑
Proportion of monitored sites meeting standard for mortality rates among children under five years old	92%**	98%	↑

*Figure for 2010.

**Figure for 2008.

INNOVATION AS A DRIVER FOR EFFICIENCY

Flexibility of workforce and deployments

UNHCR maximizes the potential of different workforce arrangements giving UNHCR agility to rapidly expand, reduce and shift its workforce in response to operational requirements. As of the end of 2015, some 5,000 non-staff personnel worked with UNHCR through partners, including the United Nations Office for Project Services (UNOPS), United Nations Volunteers, deployees from the network of 18 Emergency Standby Partners, or as contractors and interns.

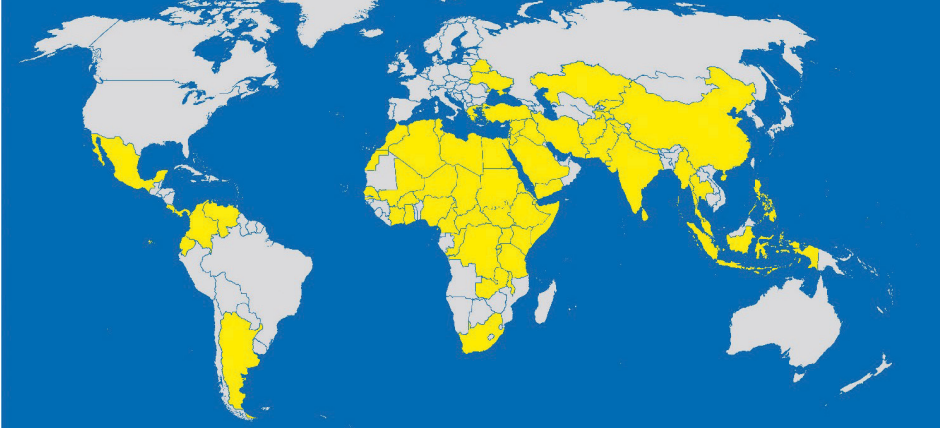
UNHCR - A Pioneer and Innovator in Cash-based Assistance

Cash-based assistance empowers refugees and other displaced persons by giving them the dignity of choice and flexibility in meeting their needs in areas such as shelter, water, livelihoods, education, healthcare, and energy. Cash also benefits the local economy and thus contributes to peaceful coexistence with host communities.

Cash-based interventions have potential to bring value for money. They have been particularly successful in large-scale operations and in urban contexts, substantially reducing the cost of assistance delivery.

UNHCR started delivering cash programmes in the 1980s largely for voluntary return and reintegration programmes, as well as to assist refugees in urban contexts. In 2000, some fifteen UNHCR operations were implementing cash assistance. In 2016, UNHCR is implementing programmes with cash assistance in over 60 countries.

UNHCR's Cash-Based interventions



Using Biometrics to Safeguard Identities

Since 2013, UNHCR has started to deploy the new Biometrics Identity Management System (BIMS) system for registration of refugees and increasingly for provision of services and aid. BIMS uses fingerprints and iris data of refugees and permits much faster and accurate verification of identities than the manual search for records in UNHCR's online database that was previously required. This allows UNHCR to assist large numbers of refugees and other people of concern more quickly and efficiently. The identities of those enrolled in the system are immediately available to all other locations using BIMS globally.

Capturing biometrics ensures that refugees' personal identities cannot be lost. Biometrics also prevents registration of the same individuals against different names, thus preventing fraud or identity theft.

IMPACT IN THE FIELD

The most positive impact of these structural reforms is in the field, where it matters most, in the delivery of protection, assistance and solutions to millions of refugees, internally displaced and stateless people who rely on UNHCR for survival and support.

UNHCR/December 2014



Iris scanning technology allows refugees to access cash at ATMs around Jordan without having to carry a bank card, or remember a PIN.

In Jordan, UNHCR has pioneered the use of iris scan technology that allows refugees access cash at ATMs scanning their iris, an efficient and effective way of providing assistance.

Other service providers such as health centers use iris scan reader to verify identity of refugees, which expedites provision of assistance.



UNHCR
The UN Refugee Agency

www.unhcr.org