

Headquarters

Executive Direction and Management

In 2005, the **Executive Office** comprised the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The Executive Office establishes and directs the implementation of policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments while keeping the High Commissioner abreast of developments in the Field. The Director of the Department of International Protection, the Director of UNHCR's office in New York and the Inspector General all reported directly to the High Commissioner.

The Controller and Director of the Division of Financial and Supply Management, the Directors of the Division of External Relations, the Division of Human Resources Management, and the Division of Information Services and Telecommunications reported directly to the Deputy High Commissioner. The functions of the Head of the Legal Affairs Section and the Mediator were also overseen by the Deputy High Commissioner. In 2005, the

Assistant High Commissioner oversaw the Department of Operations, which included the Division of Operational Support, all Regional Bureaux, the Emergency and Security Service and the Evaluation and Policy Analysis Unit. The latter will be replaced in 2006 by a Policy Development and Evaluation Service reporting directly to the High Commissioner.

On 24 May, António Guterres, a former Prime Minister of Portugal, was nominated by Secretary-General Kofi Annan and formally elected three days later by the UN General Assembly to a five-year term. He took up his official duties as the tenth UN High Commissioner for Refugees on 15 June 2005, succeeding Ruud Lubbers, who served as UNHCR's head from January 2001 until February 2005. Deputy High Commissioner Wendy Chamberlin was designated as Acting High Commissioner by the Secretary-General in the interim period.

At the 56th session of the Executive Committee, the High Commissioner sought and received approval for the creation of the post of Assistant High Commissioner for Protection in addition to the existing Assistant High Commissioner, whose position was renamed Assistant High Commissioner for Operations. The move, together



UNHCR Headquarters in Geneva. *UNHCR/S. Hopper*

with a restructuring of the Division of Operational Support and the Department of International Protection, took effect in 2006. Along with the new alignment of relevant support functions and the creation of a dedicated resettlement service, the second Assistant High Commissioner will serve to raise the profile of protection, as well as to reinforce links between protection and operations and between Headquarters and the Field.

At the close of 2005, the Convention Plus Unit concluded its work as a separate entity. Structurally, functions previously supervised by the High Commissioner were mainstreamed. Those related to long-term solutions as well as the Strengthening Protection Capacity Project are, as of 2006, part of the new Division of International Protection Services which, along with the Regional Bureaux, will have responsibility for durable solutions. Policy-related functions will be carried out by the new Policy Development and Evaluation Service. More broadly, the Convention Plus approach will inform the Office's ongoing effort to identify opportunities and resolve refugee problems, particularly through comprehensive solutions to protracted situations (see *Providing international protection* chapter).

In September, the Inter-Agency Standing Committee (IASC) approved a new, proactive policy on internal displacement. Under this approach, UNHCR was tasked to lead "clusters" on protection, camp coordination and management, and emergency shelter, in situations of internal displacement caused by conflict, within a framework to be applied in future situations of internal population displacement. The High Commissioner endorsed UNHCR's response to the October South Asia earthquake in line with this approach, which guided the inter-agency response in Pakistan. The Office strongly supports this new, proactive involvement on condition that the right of affected populations to seek and enjoy asylum is preserved and that support for these actions does not divert funding intended for the organization's work with refugees. UNHCR will be a predictable and effective partner in helping to close this gap in the international community's humanitarian action.

During his first months in office, the High Commissioner also identified priority issues in several areas of management. He underscored an organizational commitment to accountability, the delivery of high-quality programmes and policy making, where UNHCR will strengthen its capacity to provide guidance on issues of primary importance to the Office, such as the asylum-migration nexus.

UNHCR's **office in New York** (ONY) falls under the structure of the Executive Office. The Director of the ONY reports directly to the High Commissioner, and also acts as special advisor on political and policy matters linked

to the broader UN system. ONY represents UNHCR's interests at UN Headquarters and with relevant actors based in New York, including key NGOs and policy foundations that focus specifically on UN affairs.

In 2005, ONY monitored developments related to the UN reform process spearheaded by the Secretary-General. Subsequently, in September 2005, leaders from around the globe gathered in New York for the World Summit and adopted an unprecedented number of proposals to strengthen and revitalize the United Nations. The High Commissioner was present for the Summit as many of the proposals had a direct bearing on the work of the Office. One of the most relevant and far-reaching proposals adopted was the decision to establish a Peacebuilding Commission, which will focus on post-conflict recovery, reconstruction, institution-building and sustainable development in countries emerging from conflict. Realizing the potential impact of the Commission on UNHCR's quest for durable solutions, the Office began exploring possibilities for involvement. To support the Commission, a staff member was seconded to the transition team.

During the lead up to the Summit, ONY worked with interested member States with respect to important wording on refugee protection in the historic "Outcome" document, which included strategies for improving the UN response to development, human rights and other areas of interest to UNHCR. Parallel to the UN reform process the Office participated in efforts to strengthen the humanitarian response system.

During 2005, ONY continued to work closely with partners in the area of peace and security, and particularly with the Department of Peacekeeping Operations (DPKO). Leading up to the adoption of Security Council Resolution 1590 in March 2005, the office worked to ensure that the mandate of the new UN Peacekeeping Mission in Sudan (UNMIS) included the responsibility for facilitating the voluntary return of refugees and internally displaced people by helping to establish the necessary security conditions. Throughout 2005, the office was also involved in the drafting of the UN Integrated Disarmament, Demobilization and Reintegration Standards.

In addition, ONY endeavoured to ensure the inclusion of the needs of refugees, returnees and internally displaced people in post-conflict recovery programmes, such as the recovery strategy for Somalia, and contributed to the post-conflict needs assessment for South Sudan. ONY also continued to followup on matters related to achieving the Millennium Development Goals. In 2005, for the first time, UNHCR not only participated but played a major role in the UN General Assembly's Special Session on HIV/AIDS.

The office in New York continued to represent UNHCR's interests in other geographical and thematic areas, including debates on the protection of civilians in armed conflict and global migration, and ensured the timely fulfilment of UNHCR's reporting requirements to the UN General Assembly, the Economic and Social Council (ECOSOC) and other UN bodies.

The **Inspector General's Office (IGO)** has three mandated functions: to assess the quality of UNHCR's management, including identifying measures to prevent mismanagement and waste of resources through timely inspections at Headquarters and in the Field; to address allegations of misconduct by personnel who hold UNHCR contracts; and to conduct inquiries into violent attacks on UNHCR staff and operations, as well as other types of incidents that could directly affect the Office.

Inspections provide the High Commissioner and senior managers with an independent and objective review of the management of operations. They highlight key issues and problem areas while identifying best practices that could be replicated to enhance the efficiency and effectiveness of the organization. IGO undertakes standard inspections, which are across-the-board checks of the management of an operation, and *ad hoc* inspections, which focus on specific management issues.

In 2005, IGO carried out ten inspections at the country level and one at Headquarters, resulting in over 300 recommendations. A number of recurring problems were highlighted for corrective action by management. These included patterns related to the use of UNV and UNOPS arrangements for meeting field staffing needs; the assignment of critical front-line responsibilities in field operations to junior and/or inexperienced staff; limited direct engagement of senior staff in country operations in visiting, assessing and monitoring conditions in refugee sites; limited engagement of country offices with situations of statelessness; lack of clarity in roles, responsibilities, authority levels and communication channels in field operations; lack of adequate information sharing with, and participation of, implementing partners in planning processes; lack of knowledge on the part of staff on how to report misconduct; and the lack of properly established staff representative bodies in field offices.

As a result of an increased effort to clear the backlog of pending investigations, 127 investigations carried over from previous years were concluded in 2005. Ninety-nine new reports of possible misconduct were registered. Investigative findings supported a conclusion of misconduct in 21 per cent of the cases investigated.

To increase efficiency and ensure due process, IGO assumed full responsibility for managing the suspension

of staff during an investigation and initiated the practice of sharing the draft investigation report with implicated staff before finalization.

Finally, quality standards for investigations were established to increase professionalism in the conduct of investigations. This will provide the basis for quality assurance initiatives in the future.

In November 2005, in light of two informal consultative meetings with ExCom members and Standing Committee observers on the role and independence of IGO, the High Commissioner issued revised terms of reference for this office, spelling out in detail its role, functions and *modus operandi*. This reconfirmed its mandate to carry out inspections of UNHCR offices; investigate allegations of misconduct by personnel holding UNHCR contracts; and conduct inquiries into attacks on UNHCR staff, operations or premises that cause fatalities, serious injuries or large-scale damage involving major financial or material losses to the Office, or into other types of incidents or situations that put at risk UNHCR's mandated responsibilities and interests. The November directive was specifically intended to strengthen provisions for ensuring the independence of IGO; to introduce a policy of wider dissemination of inspection reports aimed at enhancing transparency and accountability; and to update the IGO's operational policies and procedures in line with recent system-wide administrative instructions from the UN Secretary-General.

Efforts to expand the capacity and technical expertise of the IGO included the creation of three new senior inspection officer posts, along with the transfer of a senior investigation officer from the Division of Human Resources Management. This also consolidated all investigation functions in the IGO. Furthermore, the Investigation Learning Programme was launched, with 80 staff members trained in the basics of UNHCR's investigation process. The IGO also organized an inter-agency investigation workshop to provide specialized training in fraud detection and interviewing skills.

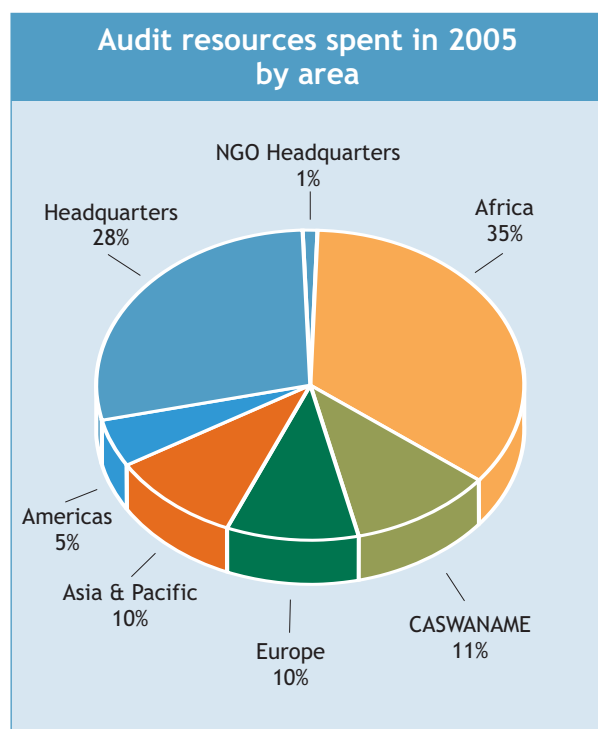
The **UNHCR Audit Service** of the Office of Internal Oversight Services (OIOS) assumes the internal audit function for UNHCR on the basis of a memorandum of understanding drawn up in 2001. The UNHCR Audit Service is based in Geneva and has an Audit Unit in Nairobi that covers UNHCR's operations in Africa. Resident auditors are also posted in major emergency operations, as required. During 2005, a resident auditor was assigned to the Sudan and Burundi operations.

The objective of an internal audit is to provide independent, objective assurance to the High Commissioner and his senior management team on the efficient use of funds; the reliability and integrity of financial and

operational information; the safeguarding of assets; compliance with established rules and policies; and the achievement of programme objectives. OIOS audit reports identify problem areas and provide practical recommendations on how to address them. In addition to financial matters, the Audit Service also covers all issues which may have implications for the management of UNHCR's resources. One of the audit goals is to identify, whenever feasible, quantifiable savings and recoveries. Audit recommendations in 2005 resulted in savings and recoveries totalling some USD 3.3 million.

In 2005, the UNHCR Audit Service carried out an internal quality self-assessment and independent validation of the Service's conformity with the International Standards for the Professional Practice of Internal Auditing. The assessment concluded that the Service generally conforms to the Standards and also identified opportunities to increase its efficiency and effectiveness.

In 2005, OIOS conducted a total of 34 audits and issued 33 audit reports and memoranda. In terms of audit resources spent, the main focus was on Africa, followed by Headquarters, as shown below.



OIOS audit reports include an overall assessment of audited operations with a rating given on the effectiveness of the application of key internal controls. In 2005, OIOS rated some 52 per cent of the audited operations as average, meaning that they were adequately run and the majority of key controls were applied. Nonetheless, the application of certain important controls lacked consistency or effectiveness. Some 33 per cent were rated as above average, while 15 per cent were rated as below

average where there was an absence of key internal controls that could have significant implications for the reliability and integrity of information and the ability to properly safeguard UNHCR's resources.

The **Emergency and Security Service (ESS)** was established in January 2001 to improve UNHCR's emergency response capacity and to enhance staff safety. ESS is also responsible for supporting and building capacities related to the safety and security of refugees and returnees. The Service promotes effective coordination with the military, and works towards strengthening UNHCR's overall partnerships with external agencies in the areas of emergency and security management.

The operational environment for humanitarian organizations continued to change throughout 2005 and UNHCR endeavoured to respond accordingly. Various elements of humanitarian reform were introduced by the United Nations Emergency Relief Coordinator, including the new cluster approach, which required UNHCR to reorganize itself and mobilize the necessary resources accordingly.

In terms of emergency preparedness and response, 2005 was marked by UNHCR's emergency response to natural disasters (Indian Ocean tsunami, South Asia earthquake), as well as substantial deployments of emergency protection staff for refugee status determination in Kyrgyzstan and Egypt. Emergency response and preparedness deployments continued throughout the year. In total, 35 States were assisted with emergency preparedness and response (24 with response and 11 with preparedness).

Following the response to the Indian Ocean tsunami, UNHCR undertook a critical review of its emergency preparedness and response capacity due to some identified weaknesses. Further improvements were required, notably the strengthening and addition of profiles within the Emergency Preparedness and Response Section (addition of a dedicated telecommunications and information technology specialist and a supply specialist, and increase of core deployable staff). Critical areas, such as the standing response capacity of relief and support items, as well as the availability and access to financial resources, were also reviewed. As a result, a plan of action for improving UNHCR's emergency preparedness and response capacity was developed.

This plan of action was designed for implementation between 2005 and 2007. However, given the financial constraints which arose in 2005, the implementation of a number of the plan's components had to be deferred to 2006, and some may require further postponement into 2007. It should be noted that following a prioritization of existing staffing resources, the dedicated staffing capacity

for telecommunications/information technology (IT), as well as for supplies and the additional emergency preparedness and response officer post, were created at the expense of other functions (liaison and policy development).

In 2005, for the first time UNHCR deployed lightweight emergency shelters in response to the Indian Ocean tsunami. Following the experience and feedback obtained, some modifications to the technical specifications were made for future orders. In addition, standing stocks in the area of telecommunications/IT were acquired. New technical equipment introduced included portable radio systems for rapid deployment and all-in-one compact solutions for office automation.

Resource allocation mechanisms for emergencies were also reviewed and several proposals were put forward to increase their efficiency. The development of the early-warning system *Action Alerts* will incorporate the important criteria of "scale and likelihood" as a basis for the classification of an emergency phase. A revision of the *UNHCR Emergency Handbook*, which has become a reference manual for many humanitarian actors, was initiated in August 2005 and a new edition is expected to be published by mid-2006.

The scarcity of financial resources limited the increase of standing stocks of relief and support items, currently maintained at a level required for response to displacement of some 200,000 to 250,000 people. The plan of action foresees an increase of UNHCR's response capacity to some 500,000 people. In addition to its internal standing capacity, UNHCR developed new partnerships for the provision of support to emergency operations and will continue to explore new opportunities in 2006.

During 2005 ESS continued providing operational and advisory support to the Field in matters related to refugee security. This included field missions and the provision of specific analyses, such as in Chad, where an ESS mission provided recommendations on how to improve the existing memorandum of understanding signed with the Government on refugee camp security. ESS was able to support the deployment of a Refugee Security Liaison Officer for an extended mission, which had immediate positive results. ESS also continued its work with DIP and DOS in preparing policy and field guidance on refugee camp security and maintaining the civilian and humanitarian character of asylum. A comparative review of refugee security mechanisms in 11 countries was completed. This analytical research provided a direct contribution to other efforts including the preparation for the first time of an operational checklist used by the Inspector General's Office.

For additional information related to ESS, please refer to the emergency-related projects and the emergency and security management sections in the *Global programmes* chapter.

Division of Information Systems and Telecommunications (DIST)

The **Division of Information Systems and Telecommunications** continued to support field and headquarters users in all aspects of information and communications technology (ICT). The two major DIST initiatives in 2005 were the Management Systems Renewal Project (MSRP) and Project Profile. These two initiatives are described in the *Global programmes* chapter.

The year 2005 saw the implementation of the approved DIST Information and Communications Technology Strategic Plan. The Division's strategic objectives focused on achieving significant cost savings through optimizing UNHCR's computing infrastructure, plus the prudent use of external partners to further reduce costs while improving the quality of service to users.

The implementation of a new divisional structure resulted in streamlining and improving global service provision. During the year, the Chief Information Officer's office continued to develop an ICT governance model that will allow better prioritization of future ICT investments and ensure that the work of DIST is properly aligned with organizational priorities.

Department of International Protection (DIP)

In 2005, the **Office of the Director** led UNHCR's protection policy development and formulation and managed the Department of International Protection and the work of its five sections. Three of these sections (Resettlement, Protection Capacity Section and Protection Operations Support Section) administered specific initiatives, which are described in the *Global programmes* chapter.

The Director undertook several field missions during 2005 to oversee and review protection strategies in selected UNHCR operations, including Darfur/Sudan, the United Republic of Tanzania, Cambodia/Thailand and Sri Lanka (post-tsunami). Throughout the year, the Office of the Director provided guidance for UNHCR's involvement in the protection aspects of the Humanitarian Response Review and the inter-agency "cluster process" aimed at addressing gaps in the response to situations of internal displacement. DIP was instrumental in defining the parameters of UNHCR's involvement in activities related to the protection of internally displaced persons (IDPs) and led the inter-agency discussions within the protection cluster working group.

In October 2005, the Executive Committee approved a proposal to establish the post of Assistant High

Commissioner for Protection. It also endorsed the concept of a revised structure for DIP and the Division of Operational Support for 2006 that will improve the horizontal links between the two and with the Regional Bureaux and provide better support to field operations.

The **Protection Capacity Section (PCS)** continued to improve the quality, integrity and efficiency of UNHCR's mandate refugee status determination (RSD) activities worldwide. Efforts to strengthen the protection capacity of field staff included designing and implementing various protection learning activities at induction, intermediate and advanced levels, including on thematic issues. PCS also assisted in building the protection capacity of UNHCR's governmental and NGO partners. These activities are further detailed in the *Global programmes* chapter.

The **Protection Information Section (PIS)** led and managed the production and dissemination of UNHCR protection-related information. In 2005, PIS improved the content and structure of *Refworld*, a compilation of refugee-related information and documents, by including UNHCR's most recent country-specific position papers, plus relevant national legislation, legal theory and practice.

PIS conducted research on countries of origin, prepared country reports and eligibility guidelines for internal and external publication, and managed the publication of country of origin background papers written by external consultants (*Writenet*). PIS developed presentations on country of origin research methodology, along with guidelines and standardized criteria relating to the collection, accuracy and exchange of refugee protection-related information. To facilitate online research, PIS also managed the reference portal known as *Reflink*, which contains selected Internet sources related to refugees, asylum and human rights. The PIS trainee programme for capacity building of new asylum countries hosted four country of origin information specialists from Central and Eastern Europe and Africa.

The **Protection Operations Support Section (POSS)** provided oversight of protection activities undertaken by the Field through its geographical oversight, supplied senior protection expertise within the inspection missions of the IGO, and managed and implemented UNHCR's response to a variety of specialized protection issues. In 2005, protection expertise was provided to UNHCR's emergency responses, including the Indian Ocean tsunami disaster, the Kyrgyz-Uzbek refugee crisis and the South Asia earthquake. POSS also managed the Surge Capacity project detailed in the *Global programmes* chapter.

The **Statelessness Unit** within POSS provided guidance to field offices on the promotion of ratification by States of the 1954 and 1961 Conventions relating to Statelessness.

UNHCR welcomed the accession of Senegal and Romania in 2005. The Unit also advised States and individuals in order to resolve cases of statelessness or to protect stateless persons.

UNHCR contributed to the drafting of the Resolution on Human Rights and Arbitrary Deprivation of Nationality adopted by the Commission on Human Rights, calling on all States, *inter alia*, to adopt and implement nationality legislation to prevent and reduce statelessness. UNHCR also actively contributed, within the Committee of Experts on Nationality of the Council of Europe, to the drafting of the *Protocol on the Avoidance of Statelessness in Relation to State Succession*. It contains a comprehensive set of principles and rules applicable in situations of state succession to avoid the creation of statelessness and to promote the application of an option for the individuals concerned.

The High Commissioner and the President of the Inter-Parliamentary Union (IPU) launched a new joint *Handbook on Nationality and Statelessness* at the General Assembly of the IPU in October 2005. The handbook will serve as an advocacy tool to assist parliamentarians to contribute to the reduction of statelessness and protection of stateless persons. UNHCR also formed new partnerships with other actors, such as the Open Society Justice Initiative, which developed the Africa Citizen and Discrimination Audit programme in more than fifteen African States.

The **Protection Policy and Legal Advice Section (PPLA)** provided legal advice to field colleagues on issues relating to interpretation of refugee criteria and the application of international standards. PPLA also provided legal advice on issues such as exclusion, HIV/AIDS, Palestinians and the application of the "ceased circumstances" clause to various groups of refugees.

The Section drafted the *Note on International Protection*, submitted to UNHCR's Executive Committee, on the basis of which the *General Conclusion on International Protection* was negotiated. PPLA assisted in the preparation of two thematic ExCom Conclusions, one on local integration, which set out a framework of considerations for implementing this durable solution, and the other on complementary forms of protection, which elaborated basic principles on which complementary forms of protection could be based. PPLA also spearheaded the organizing of an experts' meeting on interception and rescue at sea, which was held in Athens (see *Providing international protection*).

The **Resettlement and Special Cases Section (RSCS)** worked towards broadening the base of resettlement countries and engaged States to consider establishing regular resettlement programmes. Reflecting positive

developments in recent years, Argentina became a new resettlement country in June 2005. Further details on resettlement initiatives in 2005 are detailed in the *Global programmes* chapter.

Department of Operations

The Department of Operations functioned under the overall leadership of the Assistant High Commissioner and consisted of the Regional Bureaux, the Division of Operational Support, and the Evaluation and Policy Analysis Unit. In 2005, members of the Department met regularly to share information on operational developments and priorities as well as to develop common positions on cross-cutting issues, such as internally displaced persons, setting global objectives and priorities, and policy formulation. The Department also played a key role in ensuring that the strategies and goals set by the Office were pursued in a coherent and coordinated manner, drawing lessons learned and incorporating these into the development of operational approaches.

One critical area of policy and operational significance during the latter part of the year was the institution, by the Inter-Agency Standing Committee, of the cluster approach to respond to situations of internal displacement. In assuming its cluster lead responsibilities for protection, emergency shelter and camp coordination and camp management, UNHCR endeavoured to incorporate its new role within the existing structure and resources of the organization. To ensure sufficient synergies across the Office, an IDP Support Team was formed, under the coordination of a senior advisor and overall supervision of the Assistant High Commissioner. The role of the IDP Support Team has been to ensure coherence in UNHCR's approach to the cluster work through the exchange of information on issues arising in the clusters; to provide guidance to the designated pilot countries on policy development; to undertake planning and programming; and to bring questions and concerns to the attention of senior management. The IDP Support Team will be maintained until such time as the cluster approach is mainstreamed into the organization.

The mandate of the **Evaluation and Policy Analysis Unit (EPAU)** was to conduct systematic evaluations of UNHCR activities in order to provide information, analysis and recommendations to improve the planning, implementation and impact of UNHCR's efforts on behalf of refugees and other people of concern. In 2005, EPAU undertook ten principal evaluations of UNHCR operations and operational policy issues, including age and gender mainstreaming, the role of the regional desks at Headquarters in optimizing service to the Field, the protection information function and UNHCR's policy on refugees in urban areas. In its efforts to enhance inter-agency cooperation on evaluation in the

humanitarian sector, EPAU also undertook four joint and inter-agency evaluations in 2005. These included a joint UNHCR-WFP evaluation of new food distribution arrangements in five countries and an evaluation of the UNHCR-ECHO partnership.

A key concern for EPAU was ensuring that findings and recommendations of evaluation projects are effectively utilized by UNHCR. To support the use of lessons learned and recommendations in programming and decision-making, EPAU designed a database which indexes all recommendations contained in evaluation reports, thereby allowing for better learning, performance and accountability in the planning and implementation of UNHCR's operational activities. EPAU also took measures to bring UNHCR's evaluation function into line with the newly approved UN Norms and Standards on Evaluation. EPAU will be replaced in 2006 by a new Policy Development and Evaluation Service reporting directly to the High Commissioner.

The primary goal of the **Division of Operational Support (DOS)** was to continue enhancing operational support to the Field. The chapter on Global Programmes highlights a range of areas where the Division of Operational Support has focused its efforts, especially in relation to the mainstreaming of HIV/AIDS, age, gender and diversity considerations in UNHCR's programmes. Another key area of intervention has been to continue to improve the quality of programming throughout the organization, using sound demographic data (Project Profile) and reliable base-line data for measuring the impact of programmes (Standards and Indicators Project). While all these initiatives were directed at fulfilling the Office's protection mandate, the new High Commissioner called for a sharpening of focus on ways to better pursue the Office's protection objectives in its programmes.

With a view to better ensuring the "operationalization of protection", a review of the structures of the Division of Operational Support and the Department of International Protection was undertaken in October 2005. While proposals for the restructuring were finalized in 2005, arrangements for the new Division of Operational Services would only come fully into effect in February 2006. These new arrangements will be subject to further review under UNHCR's Structural and Management Reform Initiative launched by the High Commissioner.

Some of the functions formerly under DOS, such as those relating to community development, gender equity and children, as well as policy formulation related to durable solutions, will move to the newly-created Department of International Protection Services in 2006. The new structure is designed to align protection and operations support functions at Headquarters, and to provide more effective guidance and assistance to UNHCR field operations.

Division of External Relations (DER)

In 2005, the Division of External Relations continued to be responsible for mobilizing public, political and financial support for the work of the organization by ensuring that UNHCR communicates a coherent and consistent message to external audiences. The Division observes global trends, analyses the competitive environment, contributes to the formulation of strategies to deal with new challenges, and obtains feedback on the Office's image, as well as on its effectiveness in implementing its mandate. It also retains the institutional memory of the Office.

In collaboration with the Bureau for CASWANAME, in 2005, DER's Director continued to work closely with the Secretariat of the Organization of the Islamic Conference (OIC) to plan and prepare for the OIC Ministerial Conference on the Problems of Refugees in the Muslim World. The Conference, which was initially scheduled to take place in late 2005, has been postponed and is now scheduled for late 2006.

The next edition of *The State of the World's Refugees*, for which the preparation started in 2005 under the direct supervision of the Director of DER, was completed and was scheduled to be published in early 2006.

DER and the Division of Information Systems and Telecommunications continued their collaboration on communication issues, including through the co-chairmanship of the Electronic Information Management Steering Committee.

During the reporting period, DER continued to advocate for the inclusion of refugee needs in development policies of donor countries as well as those of the World Bank and United Nations development agencies, resulting in some limited but positive donor responses towards the funding of durable solutions implemented by the Office. Discussions on the targeting of development assistance for durable solutions to forced displacement under the Convention Plus initiatives were concluded in 2005. The pursuit of these efforts will be mainstreamed into the work of the Division of Operational Services in 2006.

The Director's Office produced a new set of "Celebrate the Team" posters, aimed at improving UNHCR's internal communications, and supported various public awareness activities. Further details of DER's activities and achievements that fall under UNHCR's Global Programmes are highlighted in the next chapter.

The **Donor Relations and Resource Mobilization Service (DRRM)** promotes a clear understanding of the organization, its goals and resource requirements. It is the primary focal point within UNHCR for relations with the

governmental donor community on all aspects of funding and resource mobilization. In order to maximize potential resources, DRRM provides donors with information on UNHCR's policies, programmes, administration and all other issues which might affect donors' funding decisions. Regular briefings, consultations and review missions to field operations assist donors in acquiring a clear understanding of the goals and resource needs of the Office. At the same time, DRRM provides feedback to senior management and operational colleagues on donors' concerns and views on UNHCR's operations and policies.

In 2005, DRRM collaborated with the Programme Coordination and Operations Support Section in the Division of Operational Support, the Regional Bureaux, field offices and the Division of Finance and Supply Management in order to maximize UNHCR's fundraising efforts and provide better information to donors. The Service also guided and prepared special funding submissions and reports for individual donors. DRRM participated in the Regional Bureaux' strategic planning meetings; facilitated missions to donor capitals and areas of operations; and in coordination with the Secretariat and Inter-Organization Service, undertook training to build the skills and awareness of UNHCR staff involved in preparing reports for donors. Other important actions included the coordination of UNHCR's submissions for multi-agency appeals, and inputs to the Consolidated Appeals Process. DRRM also coordinated with other agencies and provided guidance, mainly to field offices, on how to access pooled and centrally-administered funds in the Field, as well as emergency response funds.

During the year, the Service coordinated the preparation of the annual *Global Appeal*, the *Mid-Year Financial Report* and the *Global Report* to help generate the funds needed for UNHCR's operations worldwide and satisfy donor reporting requirements. At the end of the year, DRRM and Secretariat organized the annual Pledging Conference in Geneva.

For more details on the work and activities of DRRM, please see *Funding UNHCR's programmes*.

The **Media Relations and Public Information Service (MRPIS)** provides news, information and visibility materials through a variety of activities carried out by its individual sections, which are the Media Unit, Print Publications, Electronic Publications, Video-Audio, Mass Information and Visibility-Distribution. MRPIS adjusted and prioritized its work to reduce the effects of budget constraints in 2005. Those adjustments included placing increasing responsibility for news editing and coordination on regional public information officers in the Field, particularly those located in major international media hubs.

The main UNHCR English website maintained by MRPIS registered almost 17 million “page hits” (individual web pages opened) in 2005, compared with 12.6 million page hits in 2004. An average of 1.41 million page hits per month was recorded in 2005, an increase from 1.05 million in 2004. The total number of visitors to the main UNHCR English website in 2005 was 5.75 million, compared to 3.1 million visitors in 2004. An average of 479,000 people per month visited the main UNHCR website in 2005.

The new French website, which was updated and relaunched by the Electronic Publishing Unit in April 2005, had doubled its readership by the end of the year. The Video Unit produced 53 videos between June and December, several of which were posted on the multimedia page of the UNHCR website (see box).

Financial constraints prompted a decision to end the publication of five of the eight language versions of the quarterly *Refugees* magazine. In 2006 it will be published only in English, French and Spanish.

The MRPIS Visibility and Distribution Unit provided functional field items for UNHCR staff through the UNHCR Info Kiosk located on the ground floor of Headquarters. The kiosk also offers a full range of print publications, posters, videos and other information materials for the general public.

At the request of the Senior Management Committee, MRPIS and DIP jointly developed a draft communications strategy to combat intolerance and promote the institution of asylum in industrialized countries.

The **Private Sector and Public Affairs Service (PSPA)** continued to raise public awareness of refugee issues around the world; secure the recognition of UNHCR as a high-level brand; and raise funds from individuals, companies, municipalities, foundations and other groups.

In 2005, PSPA concentrated on increasing the number of regular individual donors to UNHCR. Fundraising activities were initiated to raise funds for UNHCR's emergency assistance programmes. With the generous support of donors, many additional activities took place around the world with companies or organizations to help raise awareness and funds for UNHCR's refugee programmes.

The Service developed key materials to support private sector fundraising, such as emergency press advertisements, direct mail packs, banners, print and informative electronic donor campaigns, and the *With You* newsletter.

The Private Sector Fundraising Unit (PSFR) continued to provide information to national associations and UNHCR field offices to help them keep donors regularly informed on the impact that their support is having on the lives of refugees. Throughout the year, specific project proposals were developed by the PSFR team with the support of units at Headquarters and in field offices to support fundraising drives in several key UNHCR operations. Further information on the activities undertaken by PSFR, in particular on corporate partnerships, is included in the *Working with partners* and *Funding UNHCR's programmes* chapters.

UNHCR videos highlight donor support to field projects

UNHCR's Video Unit produced more than 50 films in 2005, including a package of short features profiling operations and activities carried out with strong donor support in Chad, Thailand, Malaysia, Colombia, Ecuador, Sweden and Benin.

Major television networks, including the BBC and CNN, and many national public television stations aired these features, which included:

- **UNHCR's Emergency Deployment** - This film was shot in Sweden at the Workshop on Emergency Management, and then in Benin when the UNHCR emergency team was actually deployed to respond to the Togo crisis.
- **Project Profile** - Filmed in Malaysia and Thailand showing refugees from the protracted situation in Myanmar, and how the hi-tech Project Profile registration project serves as a protection tool.
- **Surge** - Shot in Colombia and Ecuador, showing the trauma and vulnerability of displaced Colombians fleeing the ongoing conflict and violence in their country.
- **Chad** - Filmed in the refugee camps of eastern Chad, these features show the full extent of humanitarian operations in one of the most difficult operational environments UNHCR faces anywhere in the world.

The Public Affairs Unit focused on the four UNHCR public awareness pillars: World Refugee Day, the Nansen Refugee Award, Youth Outreach, and the Goodwill Ambassador Programme. Further details on these projects are provided in the *Global programmes* chapter.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's Executive Committee (ExCom) and acts as focal point for UNHCR's relations with UN agencies, intergovernmental and other international organizations. In cooperation with UNHCR's office in New York, SIOS coordinates UNHCR's inputs to the proceedings of UN governance bodies, in particular the General Assembly and ECOSOC. The Head of the Service is supported by two units, Secretariat and the Inter-Organization Desk, and serves as Secretary to ExCom.

The annual cycle of ExCom meetings in 2005 was smoothly organized and implemented. While documentation continued to suffer from delays on account of late reception of drafts from substantive units, progress was made with regard to timeliness and quality, for which positive feedback was received from ExCom members. SIOS also organized numerous informal consultative meetings and informal preparatory consultations on a number of themes which led to ExCom decisions and conclusions.

SIOS again helped to successfully pilot the General Assembly (GA) "Omnibus" resolution on the work of the Office in Geneva and in New York. Support was also provided for the other resolutions that were presented to the GA Third Committee in 2005.

The Office actively engaged in discussions on policy and implementation of the UN reform agenda. Most notably these were related to peace and collective security, system-wide coherence, development, and strengthening the United Nations, which included humanitarian funding, as well as strengthening the Resident Coordinator/Humanitarian Coordinator system, and improving humanitarian coordination with UN integrated missions.

UNHCR collaborated with UNDP and the UN Development Group (UNDG) to strengthen the Resident Coordinator (RC) system by developing guidelines for Resident Coordinators and UN Country Teams. SIOS also coordinated UNHCR's contribution to the annual review of RC reports for selected countries of concern, as well as the required follow-up action and dissemination of guidelines, and policies emanating from the UNDG. It continued to act as focal point for the Office's participation in UN coordination bodies, including the High Level Committee on Programmes and the Chief Executives' Board for Coordination.

The Service ensured that UNHCR contributed actively to inter-agency discussions and conclusions, e.g. in the Inter-Agency Standing Committee and the Executive Committee for Humanitarian Affairs, on the collaborative response in situations of internal displacement and UNHCR's role within this response; in the Humanitarian Response Review; the development of the cluster leadership approach; on preventing and addressing sexual exploitation and abuse; and on coordination and policy issues in specific emergencies. Headquarters-level agreements were concluded with FAO and UNV. Strong working level relationships with UNICEF and WFP also continued throughout 2005.

There was continued improvement in awareness within Headquarters of the inter-agency dialogue and positions on critical issues, and these were better integrated into policy discussions and operational decision-making within the organization.

The **NGO Liaison Unit's** overall aim is to promote more effective cooperation with non-governmental organizations (NGOs), in order to yield tangible results for the protection of people of concern to UNHCR. The Unit serves as a bridge between NGOs and UNHCR primarily at a strategic level, though wherever possible, with a focus on operations.

As effective cooperation between UNHCR and NGOs must be underwritten by performance and quality, the NGO Liaison Unit aims to provide credible information on UNHCR-NGO cooperation in order to strengthen the Office's institutional knowledge of NGOs; to promote more effective communication between NGOs and UNHCR so as to move beyond the implementing partner arrangement to more tangible and predictable relations; and to emphasize greater operational cooperation with NGOs in order to better meet the needs of refugees.

The Unit established an NGO database containing basic information, such as contact details, agency mission and purpose, and names of staff, for some 2,800 agencies. The database is available to UNHCR staff via the intranet. In addition, the Unit continued to develop statistical graphs and tables showing the evolution in UNHCR's partnerships from 1994 to 2005.

The Annual Consultations with NGOs were held during the last week of September. The format of the Consultations comprised an opening and closing plenary and 15 regional and thematic working sessions. The NGO Liaison Unit financed the travel and related expenses of 22 national NGOs to attend the Consultations. The Consultations provided an opportunity for NGOs and UNHCR staff at all levels to meet, network and exchange views and ideas for more effective collaboration in protecting and assisting persons of concern. More details on the

Consultations are to be found in the chapter *Working with partners*.

Throughout 2005, the NGO Liaison Unit contributed to various initiatives generated by both NGOs and UNHCR. The *Reach Out* project for NGOs came to an end in November 2005. To help expand the knowledge and practice of refugee protection, the Unit contributed towards the costs of national NGO staff to attend training-of-trainers workshops in Lebanon and Uganda.

In response to an initiative by the UNHCR office in Pretoria, the Unit contributed towards a HIV/AIDS workplace policy workshop for implementing partners held in Johannesburg in September 2005. The outcomes of the workshop were a draft workplace policy for partners to present to their organization for adoption and promotion and a toolkit with key documents and guidance to enable replication of the workshop in other regions.

UNHCR was the only UN agency in 2005 that contributed to the Internal Displacement Monitoring Centre (formerly known as the Global IDP Project), which is housed in the office of the Norwegian Refugee Council in Geneva. The contribution went towards raising awareness of the plight of internally displaced persons and advocacy for durable solutions. The IDP database will be essential in view of UNHCR's role as the cluster lead in IDP protection, emergency shelter and camp management.

The Unit contributed towards the 2005 work plan of the International Council of Voluntary Agencies (ICVA). ICVA has a long standing relationship with UNHCR, particularly in terms of facilitating NGO discussions and inputs into various UNHCR policies and processes. It was a key partner in the organization of the Annual Consultations with NGOs. Moreover, UNHCR uses ICVA's global network to obtain NGO input and to disseminate UNHCR information.

In July 2005, the NGO Liaison Unit undertook a three-month project funded through the Canadian Consultant Management Fund designed to strengthen UNHCR's capacity to manage national NGOs that implement UNHCR programmes. The project was completed in September 2005 and produced several tools to improve the UNHCR-NGO partnership process: a tool for the selection and assessment of national NGOs against the key competencies of an operation; a second one designed to support effective and efficient joint practices; and a third tool for self-assessment of the management of implementing partner arrangements. Whilst the project focused primarily on national NGOs, the tools can be replicated for international NGOs. The tools will be piloted in 2006 in the four countries that took part in the project: Jordan, Liberia, Malaysia and South Africa.

In 2004, the Unit issued *NGO Partnerships in Refugee Protection: Questions and Answers*, a publication which provides general information on UNHCR's cooperation with NGOs. The booklet was published in French and Spanish in 2005, reaching a wider audience.

On the Unit's initiative, ICVA joined the ExCom Chairman's mission to Chad and Sudan, which provided opportunities for dialogue and greater engagement of NGOs with the mission. This also opened the way for strengthening protection and operational partnerships between UNHCR and NGOs, as well as for improving UNHCR's coordination role with NGOs.

The **Records and Archives Section** is responsible for the management and preservation of UNHCR's current and historical records in audio-visual, electronic and paper format. In response to requests for information, archival records are made available to legal, academic and other researchers.

In 2005, the Electronic Document Management System (*Livelink*) added almost a million email messages to its database. Incoming daily correspondence at Headquarters is scanned electronically and units place significant electronic records in the *Livelink* system for preservation and faster information retrieval.

Division of Human Resources Management (DHRM)

In 2005, the Division of Human Resources Management continued to develop and revise human resources policies with a view to harmonizing and modernizing them, while also ensuring they are in agreement with the comprehensive UN reforms being carried out. The policy on special entitlements was reviewed in order to bring it into line with those of other UN agencies. A review of UNHCR's internal personnel rules and procedures for both international and general service staff members was also carried out.

The development of the *PeopleSoft* software for the human resources component of MSRP was a priority for the Division in 2005. Human resources policies were revised as the process continued to develop past the design stage. The *Staff Administration Management Manual* was made available online for all staff members to have easy access.

A policy was introduced in 2005 to reinforce UNHCR's position of zero tolerance of harassment, discrimination and abuse of authority. This provides clarity on definitions, procedures, options available for reporting and dispute resolution. Under the auspices of the United Nations Development Group and the UN Secretariat, an

online training and certification on the prevention of harassment and abuse of authority was developed. This training will be carried out in 2006 and will be mandatory for all staff. An initiative was also taken to establish a UNHCR policy on gender equality in human resources, which is to be adopted in 2006.

In 2005, appointments for 80 to 90 per cent of vacant posts were made five to six months ahead of the end of an assignment of the incumbent of a post. This greatly contributed to continuity and stability in UNHCR field operations by helping to avoid significant gaps in the management of refugee programmes. New contractual arrangements were implemented to allow for more staffing flexibility and to ensure consistency in the management of consultants.

The single most important challenge remained the placement of as many staff in between assignments as possible, a recurring phenomenon due to UNHCR's rotation system. Improved career planning support and a stricter appointments and postings policy will be introduced in 2006 to address this situation.

In the second year of the International Professional Roster's existence, the recruitment and postings process was greatly improved. Many entry-level posts were filled through the Roster. This permitted UNHCR to avoid reissuing vacancy announcements, including the lengthy external advertisement process. A total of 120 external candidates were recruited in 2005.

UNHCR's Code of Conduct

Since its inception, the purpose of the Code of Conduct has always been to instil behaviour and attitudes in staff based on a set core of values. It was never intended to be a one-off exercise.

Keeping the Code Alive is a long-term initiative to introduce an instrument for change in behaviour and attitude through a continuous learning process that remains an integral part of UNHCR's future management and organizational culture. DHRM has implemented a number of measures aimed at promoting and reinforcing the Code, while working in parallel on integrating the Code into other activities. Examples of this include the mandatory reporting on implementation and adherence to the Code of Conduct as part of the management objectives of each country office in the Country Operations Plan. Inspections of UNHCR activities and offices include a review of adherence to the Code, and this is also part of the International Professional Roster assessment.

Through local initiatives in the Field, the Code has been translated into other languages to facilitate its dissemination to national staff and counterparts. Facilitated Code of Conduct sessions were introduced in 2002, with the purpose of providing support and guidance to both managers and staff. The purpose of such sessions is to engage staff in ethical discussions relating to the Code, as well as to the UN Staff Rules and Regulations, as one way of raising awareness to prevent fraud, abuse and misconduct. In 2005, the Deputy High Commissioner announced that all managers would be requested to convene refresher sessions of the Code to engage staff at Headquarters and in the Field. These refresher sessions focused on Principle 4 (the workplace and team spirit) and Principle 6 (responsible use of information resources). The responses submitted from managers in over 95 countries and all Divisions at Headquarters show that this goal was not only achieved but surpassed, and it was recommended that such sessions be held annually. The Code was seen as an effective tool for team building, allowing staff and managers to meet in a dialogue on an equal footing. Another positive element was the collaboration with counterparts in those operations where joint sessions were conducted. Sessions were conducted in all six UN languages and over 12 local languages.

By adopting a Code of Conduct, UNHCR has been able to clarify to its staff the expected ethics, standards and responsible practices that govern staff conduct and uphold the organization's commitment to its mandate wherever it operates around the world. This is vital, as UNHCR's capacity to ensure the protection of refugees and people of concern depends on the ability of its staff to uphold and promote the highest standards of ethical and professional conduct. The Code of Conduct is not designed to be a model of behaviour, but instead provides guidelines on how to achieve this based on qualities of integrity, honesty and dignity.

An “HIV and AIDS in the Workplace” programme was initiated at the end of 2005 and will be implemented in 2006, starting in West and Central Africa.

The **Medical Service** reinforced the set of specialized items that were designed to improve the medical preparation of the emergency roster teams during the Workshops on Emergency Management. The Medical Service continued to promote assistance in the prevention of communicable diseases by the pre-travel vaccination of staff leaving Geneva on mission.

In 2005, a plan and strategy were put in place for a possible Human Avian Influenza outbreak and how to provide the best possible protection to staff members and their dependants. The Medical Service used information obtained from the WHO and the Centre for Disease Control and Prevention in Atlanta, which was shared with staff members. This work was carried out in coordination with the UN Common System.

The **Staff Welfare Section** continued to take part in the preparation of staff on the emergency roster. The Section also played a leading role in drafting the guidelines for managers and complainants dealing with harassment.

The **Payroll Section** was responsible for the monthly payment of salaries and related entitlements to approximately 6,500 staff located in over 125 countries. Other services provided by this Section included the payment of education grants and all Headquarters-related travel.

Division of Financial and Supply Management (DFSM)

The Division of Financial and Supply Management ensures that UNHCR makes optimal use of the financial and material resources at its disposal. The different sections of DFSM and achievements in 2005 are outlined below.

The **Office of the Controller and Director** was strengthened in 2005 through the establishment of the post of Senior Change Management Officer and supported by two process re-engineering experts. The Finance and Supply modules of MSRP (*PeopleSoft* software) were well established at Headquarters, and in 2005 DFSM made significant inroads towards realizing the benefits of *PeopleSoft*, in particular better analytical capacity and enhanced reporting. A *Financial Empowerment and Accountability Framework* (a revision of the *Financial Management Accountability* booklet) was issued to clarify and improve financial accountability throughout the Office. A related development was the initiative, in partnership with a financial advisor, to identify, assess and mitigate enterprise-level risks, so as to minimize the Office's exposure.

The **Financial Resources Services (FRS)** comprises the Finance, Budget and Treasury Sections. In 2005, the Finance Section closed the 2004 accounts on MSRP/*PeopleSoft*, while simultaneously introducing Version I of the MSRP/*PeopleSoft* software to UNHCR's operations in Europe. Five financial management training workshops targeting over 100 staff were completed to strengthen the financial management capacity to carry out, and redress, recurring audit concerns within larger scale and higher risk operations in Chad, Burundi, the Democratic Republic of the Congo and other countries of the Great Lakes as well as the East and Horn of Africa.

The **Budget Section** undertook central budgeting and analysis activities for all operational and administrative projects prior to their submission to both UNHCR's internal and external legislative organs and/or donors, including the Advisory Committee on Administrative and Budgetary Questions (ACABQ), ExCom, ECOSOC and UN Headquarters in New York. This included ensuring the central planning and management of resource allocation within internal and external parameters, the management of obligation plans and spending authorities, and controlling, monitoring, analyzing and reporting on UNHCR post levels.

Through the introduction of a multi-currency bank account structure, the **Treasury Section** initiated a centralized cash management approach which, together with electronic banking and payment infrastructures that are to be developed in 2006, will lead to improved liquidity and investment management. A review of all Treasury processes was initiated in 2005 to prepare for the selection of a new Treasury management system in 2006.

In 2005 the **Supply Management Service (SMS)** established procurement information centres in China. The objective of this initiative is to provide support to UNHCR's sourcing activities in China. The centres are satellite offices of the Regional Supply Unit in Beijing and also act as a visibility window to promote UNHCR's work in China. A newly developed lightweight emergency tent underwent final testing in different operations in 2005. The outcome will form the basis for specifications under which new framework agreements will be established.

Throughout 2005 SMS was also actively involved in the Field rollout of the new *PeopleSoft* supply and finance modules under MSRP. The system will streamline and facilitate UNHCR's procurement process. Combined with improved sourcing, it is expected that SMS will realize significant savings in the coming years.

Procedures and systems for asset management were restructured and reviewed worldwide with a view to

improving its management, utilization and delegation of more authority to the field offices. Data analyses for 63 countries were completed over the course of the year. While some 10,000 new assets were registered, the acquisition values of many registered assets were corrected, which in turn resulted in a reduction of USD 120 million in the combined book value.

In close collaboration with the Government of Switzerland, SMS continued to implement security measures that focused on rigorous layered building perimeter security, coupled with a tight access control system, to meet UN requirements of headquarters minimum operating security standards. The installation of blast film and vehicle access barriers at the three headquarters locations was completed in 2005. A range of security enhancement projects, including an extension of the public address system, fire detection system and the closed circuit television coverage at all UNHCR headquarters locations were completed.

The **Travel and Visa Unit** of SMS actively participated in the analysis of existing travel processes and in the conceptualization and development of travel reform. The reform will be implemented in 2006 and the process will be integrated into the MSRP travel and expense module when the latter is introduced.

In line with UNHCR's effort to fully integrate results-based management within the organization, the Executive Office tasked **the Organizational Development and Management Section (ODMS)** with supporting and encouraging an organization-wide institutionalization of results-based management (RBM). To this end, ODMS undertook an RBM gap analysis; established an RBM Board and supervised the development of a logical design and prototype for the Operations Management Support Software project which will support planning (assessment and design), monitoring, control and reporting of operations in the Field and at Headquarters.

ODMS also provided UNHCR staff with independent, objective information, analysis and guidance on structural and managerial issues, including advice to Bureaux on rational structures for UNHCR offices in relation to the type, size and complexity of an operation, to meet agreed standards, support organizational goals and priorities and maximize resources. This was done through participation in the Operations Review Board sessions and bilateral discussions. Other work undertaken in 2005 included the coordination of the Canadian Consultant Management Fund aimed at enhancing UNHCR's management systems and processes; a comparative review of UN agency presence in New York to assist in evaluating the structure and size of UNHCR's New York office; the drawing up of draft terms of reference for the new Evaluation and Policy Development Unit; and

participation in a working group on restructuring the Department of International Protection and the Division of Operational Support. ODMS also facilitated strategic planning sessions for three Regional Bureaux, the Division of Finance and Supply Management, and the Emergency and Security Service.

As part of the restructuring initiated in 2005, it was decided to upgrade ODMS to an independent service reporting directly to the Deputy High Commissioner as of January 2006 with additional responsibilities for, *inter alia*, RBM, facilitation of corporate strategic planning and coordination and quality assurance of organizational development projects.

The Division of Financial and Supply Management was also responsible for and covered costs related to the **International Computing Centre (ICC)** Services, outsourced services provided by the **United Nations Office in Geneva (UNOG)**, running costs for **UNHCR Headquarters** buildings and **Staff Council** activities.

Staff Council

The Staff Council works towards representing the interests of all staff members on a wide variety of issues, organizational meetings and policies. The members of the Staff Council are elected and consist of both international and national staff.

During 2005, the Staff Council conducted missions to Sudan, Kenya, Pakistan, the Democratic Republic of the Congo, Senegal, Mauritania and Sri Lanka. These missions were carried out in order to seek staff views and gather information on living and working conditions, particularly in remote locations. The Staff Council continued to advocate for the prioritization of staff security in the Field.

The Staff Council also continued its discussions with management with regard to human resources policies and gender equality. It encouraged the formation of staff associations in the Field and participated in the working group monitoring the work of the UN Redesign Panel to establish a new structure for the UN justice system.

Restricted voluntary contributions (USD)

Earmarking ¹		Donor	Annual programme budget	Supplementary programme budget
Headquarters overall				
Headquarters	Headquarters	Japan	3,000,000	0
Headquarters	Headquarters	Sweden	5,295,008	0
Headquarters	Durable solutions in Africa and South-East Asia	United Kingdom	38,314	0
Headquarters	Headquarters	United States	17,590,000	0
Sub-total			25,923,322	0

Department of International Protection (DIP)				
DIP	Support for the conference “Refugees in Africa: The Challenges of Protection and Solutions”	Canada	4,098	0
DIP	Project entitled “Needs-based protection planning” as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries	Denmark	18,866	0
DIP / PIS	Extra-budgetary expenses under the Protection Information Section (PIS)	Ireland	24,184	0
DIP	Project entitled “Needs-based protection planning” as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries	Netherlands	19,072	0
DIP	Translation of the IPU Handbook into Russian	Russian Federation	12,500	0
DIP	Project entitled “Needs-based protection planning” as a precursor to building effective protection capacities (SPCP) in selected African and Asian countries	United Kingdom	17,730	0
Sub-total			96,450	0

Department of Operations				
Department of Operations / Regional bureaux	Preparatory activities towards a comprehensive plan of action for Somali refugees – Convention Plus Initiative	Denmark	24,655	0
Department of Operations / Regional bureaux	Enhancing the protection, registration and emergency response capacity of UNHCR	European Commission	1,300,841	0
Department of Operations / Regional bureaux	Preparatory activities towards a comprehensive plan of action for Somali refugees – Convention Plus Initiative	European Commission	296,692	0
Department of Operations / Regional bureaux	Solutions for Afghans in neighbouring host countries	European Commission	595,364	0
Department of Operations / Regional bureaux	Preparatory activities towards a comprehensive plan of action for Somali refugees – Convention Plus Initiative	Netherlands	24,257	0
Department of Operations / Regional bureaux	Preparatory activities towards a comprehensive plan of action for Somali refugees – Convention Plus Initiative	United Kingdom	23,165	0
Department of Operations / Director’s Office	UNHCR’s programmes in Eastern Chad	United States	0	1,400,000
Department of Operations / DOS	Administrative and staffing costs associated with Project Profile	United States	500,000	0
Sub-total			2,764,974	1,400,000

Earmarking ¹		Donor	Annual programme budget	Supplementary programme budget
Executive Office				
Executive Direction and Management	Convention Plus	Denmark	150,250	0
Executive Direction and Management	Secondment of a Special Advisor to the High Commissioner for Refugees on Gender Issues	Norway	195,780	0
Executive Direction and Management	Convention Plus	United Kingdom	63,218	0
Sub-total			409,249	0
Division of Finance and Supply Management (DFSM)				
ODMS	Canadian Consultant Management Fund (CCMF)	Canada	403,226	0
Sub-total			403,226	0
Total			29,597,221	1,400,000

¹ For more information on the earmarking, please refer to the donor profiles.

Budget and expenditure (USD)						
	Final budget			Expenditure		
	Annual programme budget ¹	Supplementary programme budget ²	Total	Annual programme budget ¹	Supplementary programme budget ²	Total
EXECUTIVE DIRECTION AND MANAGEMENT						
Executive Office	8,689,386	0	8,689,386	7,982,734	0	7,982,734
DIVISION OF INFORMATION SYSTEMS AND TECHNOLOGY						
Information Technology and Telecommunications Service	13,138,401	0	13,138,401	12,478,671	0	12,478,671
DEPARTMENT OF INTERNATIONAL PROTECTION						
Office of the Director	1,835,965	0	1,835,965	1,732,105	0	1,732,105
Specialized sections	7,830,699	0	7,830,699	6,897,051	0	6,897,051
Sub-total Department of International Protection	9,666,664	0	9,666,664	8,629,156	0	8,629,156
DEPARTMENT OF OPERATIONS						
Evaluation and Policy Analysis Unit	1,266,935	0	1,266,935	1,125,140	0	1,125,140
Division of Operational Support						
– Office of the Director	1,772,869	0	1,772,869	1,492,739	0	1,492,739
– Reintegration and Local Settlement Section	1,173,037	0	1,173,037	1,014,234	0	1,014,234
– Programme Coordination and Operations Support Section	3,187,227	0	3,187,227	2,665,874	0	2,665,874
– Women, Children and Community Development Section	3,162,618	0	3,162,618	2,760,293	0	2,760,293
– Technical Support Section	2,186,699	0	2,186,699	1,762,569	0	1,762,569
– Population and Geographic Data Section	1,573,467	0	1,573,467	1,480,910	0	1,480,910
– Project Profile Unit	2,667,234	0	2,667,234	2,369,366	0	2,369,366

	Final budget			Expenditure		
	Annual programme budget ¹	Supplementary programme budget ²	Total	Annual programme budget ¹	Supplementary programme budget ²	Total
Sub-total Division of Operational Support	15,723,151	0	15,723,151	13,545,985	0	13,545,985
Regional bureaux at Headquarters						
– Office of the Director – Africa	4,179,535	0	4,179,535	3,962,104	0	3,962,104
– Desk for West Africa	1,836,375	0	1,836,375	1,676,888	0	1,676,888
– Desk for East and Horn of Africa	1,376,289	0	1,376,289	1,209,233	0	1,209,233
– Desk for Central Africa and the Great Lakes	1,247,486	5,207,858	6,455,344	1,120,743	5,040,032	6,160,775
– Desk for Southern Africa	1,410,983	0	1,410,983	1,252,294	0	1,252,294
– Bureau for Central Asia, South-West Asia, North Africa and the Middle East (CASWANAME)	4,919,087	1,461,462	6,380,549	4,451,487	1,200,711	5,652,198
– Bureau for Asia and the Pacific	3,008,892	0	3,008,892	2,647,762	0	2,647,762
– Bureau for Europe	5,612,504	0	5,612,504	4,864,220	0	4,864,220
– Bureau for the Americas	2,528,401	0	2,528,401	2,241,949	0	2,241,949
Sub-total Regional bureaux at Headquarters	26,119,552	6,669,320	32,788,872	23,426,680	6,240,743	29,667,423
Sub-total Department of Operations	43,109,638	6,669,320	49,778,958	38,097,805	6,240,743	44,338,548

DIVISION OF EXTERNAL RELATIONS

Office of the Director	1,466,998	0	1,466,998	1,444,777	0	1,444,777
Donor Relations and Resource Mobilization Service	3,384,011	0	3,384,011	3,103,911	0	3,103,911
Media Relations and Public Information Service	4,110,856	0	4,110,856	3,677,754	0	3,677,754
Private Sector and Public Affairs Service	2,644,396	0	2,644,396	2,507,618	0	2,507,618
Secretariat and Inter-Organization Service	2,014,249	0	2,014,249	1,857,082	0	1,857,082
NGO Coordinator	733,897	0	733,897	676,228	0	676,228
Record and Archives Section	1,825,339	0	1,825,339	1,628,749	0	1,628,749
Electronic Document Management Service	575,719	0	575,719	470,396	0	470,396
Sub-total Division of External Relations	16,755,465	0	16,755,465	15,366,515	0	15,366,515

DIVISION OF HUMAN RESOURCES MANAGEMENT

Office of the Director	2,309,031	0	2,309,031	2,129,826	0	2,129,826
Personnel Administration Section	7,410,286	0	7,410,286	7,003,162	0	7,003,162
Recruitment and Posting Section	3,548,638	0	3,548,638	3,347,418	0	3,347,418
Staff Development	2,922,581	0	2,922,581	2,680,510	0	2,680,510
Staff Welfare Unit	732,061	0	732,061	636,722	0	636,722
UNOG Payroll Section	2,573,296	0	2,573,296	2,217,598	0	2,217,598
Joint Medical Service	1,735,387	0	1,735,387	1,559,807	0	1,559,807



	Final budget			Expenditure		
	Annual programme budget ¹	Supplementary programme budget ²	Total	Annual programme budget ¹	Supplementary programme budget ²	Total
Sub-total Division of Human Resources Management	21,231,280	0	21,231,280	19,575,043	0	19,575,043
DIVISION OF FINANCIAL SUPPLY AND MANAGEMENT						
Office of the Controller and Director	2,243,721	0	2,243,721	2,163,777	0	2,163,777
Financial Resources Service	8,596,557	0	8,596,557	7,769,793	0	7,769,793
Supply Management Service	6,239,595	0	6,239,595	6,093,958	0	6,093,958
Audit	2,933,024	216,769	3,149,793	2,064,945	120,992	2,185,937
ICC Services	1,802,760	0	1,802,760	1,363,891	0	1,363,891
UNOG Services	2,200,000	0	2,200,000	1,384,332	0	1,384,332
Headquarters running costs	16,717,887	0	16,717,887	13,674,594	0	13,674,594
Sub-total Division of Financial Supply and Management	40,733,544	216,769	40,950,313	34,515,290	120,992	34,636,282
STAFF COUNCIL	440,156	0	440,156	395,133	0	395,133
GRAND TOTAL	153,764,534	6,886,089	160,650,623	137,040,348	6,361,735	143,402,082

¹ Includes amounts to be covered from the UN Regular Budget as follows: Final budget USD 39,269,900; expenditure USD 38,534,004.

² The supplementary programme figures apply to the supplementary programmes for Eastern Chad and Darfur, Return and Reintegration of Sudanese Refugees to Southern Sudan, Return and Reintegration of Burundian Refugees, Repatriation and Reintegration of Congolese (DRC) Refugees and the Iraq Operation.

Note: The supplementary programme budget does not include a 7 per cent support cost that is recovered from contributions to meet indirect costs for UNHCR.