

Executive Direction and Management

The **Executive Office (EO)** comprises the High Commissioner, the Deputy High Commissioner, the Assistant High Commissioner and the Chef de Cabinet. The EO formulates policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments, and keeps the High Commissioner abreast of developments in the field. The Inspector General, the Director of the Department of International Protection (DIP) and the Director of the UNHCR Office in New York and Special Advisor all report directly to the High Commissioner. Other functions overseen directly by the High Commissioner include the Convention Plus Unit. The Controller and Director of the Division of Financial and Supply Management, the Director of the Division of Communication and Information, the Director of the Division of Human Resources Management, the Director of the Information Technology and Telecommunications Service, the Head of the Legal Affairs Section and the Mediator all report to the Deputy High Commissioner. The Assistant High Commissioner oversees the Department of Operations. All regional Bureaux Directors report directly to him, as does the Head of the Emergency Response and Security Service and the Head of the Evaluation and Policy Analysis Unit.

Activities relating to the UNHCR Office in New York are addressed in the regional overview for North America and the Caribbean. The activities related to the Emergency Response and Security Service are included in the chapter on Global Programmes.

The Convention Plus initiative, launched by the High Commissioner in 2003, aims at facilitating the development of multilateral special agreements to build upon the 1951 Convention. The focus of such agreements is on promoting better sharing of responsibilities and burdens by States, notably in the context of mass influxes and mixed migratory flows, as well as for durable solutions.

The role and functions of the **Inspector General's Office (IGO)**, established in 1994, have evolved over the years in response to the changing needs of the Office. Today, its aim is to support the effective and efficient management of UNHCR operations, including preventing the wastage of resources, and to minimise the need for remedial action through a range of preventive and pre-emptive measures. The IGO draws trends, lessons and best practices from

its findings, and makes recommendations to the High Commissioner for the improvement of overall office policies, internal controls and management practices. In 2003, the High Commissioner broadened and strengthened IGO's mandate, reinforcing the key principles of accountability as part of UNHCR's management culture. This has led to revised terms of reference which will provide the framework for IGO's activities in 2004.

The role of IGO will encompass three functions: inspections of field offices and headquarters units, including reviews of UNHCR's role in regional and sub-regional refugee situations (operational reviews); investigations of reports of misconduct by UNHCR staff; and *ad hoc* enquiries into incidents involving attacks on UNHCR staff and operations, where these involve fatalities, major injuries, or large-scale damage to the Office's assets. At the High Commissioner's request, the Inspector General can also carry out *ad hoc* enquiries into other types of incidents, including allegations of misconduct by non-UNHCR personnel that could directly impact the credibility or integrity of the Office.

Inspections involve assessments of the management of UNHCR operations and activities, focusing particularly on factors, both internal and external to the organisation, that are deemed essential to the effective and efficient achievement of organisational objectives. As an internal oversight and management tool, inspections are designed to provide UNHCR with a review of the functioning of the Office at all levels. Inspections also provide managers with an impartial and objective perspective on their performance and, where necessary, with a second opinion on difficult issues. Finally, inspections highlight recurring issues that need to be addressed at a higher level.

In 2003, a comprehensive review and revision of IGO's inspection strategy drew on lessons learned during the first nine years of inspection activities. The aim was to move towards a more flexible, targeted and problem-oriented approach, also taking into account resource constraints that limit the number of inspections that can be carried out. Under this new approach, IGO will differentiate between standard and *ad hoc* inspections. In addition, it will conduct operational reviews either in conjunction with an inspection or as a stand-alone review. Inspections are intended to complement more specialised oversight activities such as audits and evaluations. The new inspection strategy piloted in 2003 will be fully implemented in 2004.

In order to enhance the transparency and effective use of inspection findings, henceforth IGO will routinely publish summaries of standard inspection reports on the UNHCR website.

By September 2003, inspections of UNHCR operations in Djibouti, Gabon, Greece, and Pakistan, and an operational review of Afghanistan had been carried out. Others planned in 2003 include the UNHCR branch of the Joint Medical Service. Inspections at headquarters are a feature of the new inspection strategy. The annual inspection programme will include at least one such unit, in addition to a selection of field offices.

A database recording inspection recommendations will be further developed in 2004 as a monitoring tool, and other tools and compliance mechanisms for following up on recommendations will be updated, including the *Inspection Handbook*.

Investigations are undertaken where there is reason to believe that a person holding a UNHCR contract has engaged in misconduct. The number of allegations of misconduct has increased significantly in 2003. Some of the reasons for this are:

- the transmission of four specific communications from UNHCR Senior Management to all staff emphasising the importance of accountability;
- the establishment of a procedure for receiving allegations of misconduct at IGO in May 2002;
- the introduction of the UNHCR Code of Conduct in October 2002, and the implementation of facilitation sessions at all levels to increase staff members' awareness of their rights and obligations;
- the establishment of local complaint mechanisms for refugees in some asylum countries and;
- the development of IGO's capacity to conduct investigations through the creation of an Investigation Unit in September 2002.

To deal with the challenges posed by this increase, exceptional measures were taken in mid-2003 to augment IGO's capacity to undertake investi-

gations directly, and to guide and support senior managers in undertaking investigations whenever feasible and appropriate. A manual for investigations, including tools and training materials will be issued in 2004. In parallel, similar efforts are being made with an NGO partner to develop training material for NGOs to be issued in 2004.

In the coming year, IGO will continue to act as Secretariat for the Oversight Committee, the body that co-ordinates the activities of UNHCR's four internal oversight functions – internal audit, evaluation, inspection and investigation. The Oversight Committee is chaired by the Deputy High Commissioner, and includes the Assistant High Commissioner, the Director of the Department of International Protection, the Controller and two Bureaux Directors.



UNHCR's headquarters in Geneva. UNHCR / P. Dandelot

The terms of reference of the Oversight Committee will be revised in 2004 to give it enhanced authority to seek the implementation of agreed inspection recommendations.

Since 2003, operational reviews complement standard inspections. These reviews examine operational policies and strategies at the regional or sub-regional level, with a particular focus on providing solutions to refugee problems, and on assessing the efficacy of UNHCR's partnerships with other organisations. In 2004, IGO will follow up on the findings of operational reviews, in particular, through the recently revived Policy Committee chaired by the Assistant High Commissioner, and including Directors of the Regional Bureaux.

A review of UNHCR's **Information Technology and Telecommunications Service (ITTS)** in late 2003 will include examination of the delivery of services, ways in which these services can be improved and the structures that are required to manage and sustain them. An external consulting firm is to be contracted to undertake this assignment. It is hoped that the results of the review will be available in early 2004 and a full implementation of the recommendations of the review will be carried out over the course of the year.

The **Emergency and Security Service (ESS)**, established in January 2001, is an integral component of the Executive Office of the High Commissioner. ESS combines, links and co-ordinates all aspects of UNHCR's management of emergency preparedness and its response capacity, as well as the safety and security of staff and refugees. The Service consolidates and reinforces comprehensive emergency and security management strategies and operational partnerships. For more details, please refer to Emergency and Security Management and Emergency-Related Projects in the Global Programmes chapter.

Department of International Protection (DIP)

As a result of the shortfall in the budget in 2003, project funding and posts in DIP were reduced. At 31 December 2003, the posts of the focal point for refugee women and children and two secretaries will be discontinued. Protection consultants will be deployed to field operations to address the need for increased temporary protection staffing currently being undertaken by an NGO partner under the Refugee Surge Deployment Scheme. This will have a direct impact on field operations because DIP will not have the operational flexibility to respond to emergency or other unexpected needs for temporary increases in protection presence in the field. The reduction

of funding for the RSD project will also have an impact on DIP's ability to provide assistance to field operations in areas such as: the development of standard operating procedures; training of staff and government officials; and the assessment/provision of advice relating to RSD.

Overall, the reduction in resources will impact negatively on the Department's capacity to provide protection support, advice and guidance to UNHCR's field operations.

In 2004, the **Protection Policy and Legal Advice Section (PPLA)** will review the protection-related input for ExCom. It will also focus on a number of follow-up activities related to the Agenda for Protection including the ExCom Conclusions on International Protection and an update of the *1996 Handbook on Voluntary Repatriation*.

The Section will revise UNHCR's guidelines pursuant to the Office's supervisory role and Article 35 of the 1951 Convention; update its *Handbook on Procedures and Criteria for Determining Refugee Status*; provide guidance for governments, legal practitioners, the judiciary and UNHCR staff carrying out refugee status determination (RSD). It plans also to issue guidelines on the application of exclusion clauses, cancellation, family unity, religious persecution, conscientious objection, and age-specific forms of persecution, reception of asylum-seekers, procedural aspects of exclusion in the context of group determination *prima facie* procedures and standards for the preservation of the civilian character of asylum, protection safeguards in interception measures, and local integration.

It will also provide guidance to protection staff in field offices on issues that include: how to comment on national legislation, forced conscription; smuggling/trafficking; effective protection, and refugees *sur place*. In co-operation with UNICEF, the Section envisages holding an Expert Meeting on Protection Needs of Trafficked Children, and in co-operation with ICRC and other agencies, it will explore how to operationalise the ExCom Conclusion on the civilian and humanitarian character of asylum. A number of research papers on political rights of refugees, the interface between asylum and extradition, the administration of justice in refugee camps, alternatives to detention, a comparative overview of asylum systems, international protection in mass influx situations, and refugee protection in the context of an international or national armed conflict, will be disseminated in 2004 to influence policy formulation and to support relevant research on these issues.

On human rights, the Office will pursue its efforts to strengthen the practical linkages and complementarity between its protection work and that of the UN treaty-

based and non treaty-based human rights mechanisms. The Secretary-General's programme of reform for the United Nations, that requires all agencies to integrate human rights into their policies, programmes and activities (including training), provides the framework wherein UNHCR will ensure the effective implementation of such issues in the context of its mandate for protecting refugees.

Within the overall objectives of the Agenda for Protection, the **Protection Operations Support Section (POS)** has identified the following objectives for 2004:

- enhancing monitoring and oversight capacity;
- ensuring that protection staffing levels are adequate to deliver effective protection for persons of concern to the Office;
- bringing the protection Surge Capacity Project into UNHCR's annual budget;
- strengthening legal support and oversight, relating in particular to refugee women and children and other vulnerable groups;
- organising and facilitating protection management workshops;
- increasing the efforts to promote and implement UNHCR's mandate concerning Statelessness as complementary to UNHCR's mandate for refugees.

The overall focus is to strengthen the organisation's protection performance by looking in particular, at how it can better implement existing guidelines and standards through improved legal and physical protection of refugees.

Protection Information Section (PIS): In response to the widely recognised need for accessible and accurate information relating to refugee issues, UNHCR established PIS in 2001. Its objective is to provide comprehensive and objective information that is readily accessible to UNHCR and to external users such as governments, NGOs, international organisations, members of the judiciary, academics and other decision-makers in national refugee status determination procedures – to assist them in sound decision-making and policy formulation. Subject to adequate funding and resources, UNHCR will strengthen the databases on UNHCR's website and publish and distribute the Refworld CD-Rom. It will conduct and co-ordinate "country of origin" research, advise users on sources of information and run a traineeship programme for countries which have only recently established their own country of origin information units. The Section will serve as the focal point for contacts with country of origin information units of States parties to the 1951 Convention and relevant inter-governmental fora such as the Intergovernmental Consultations Working Group on Country Information and the European Commission's European Network for Asylum Practitioners (EURASIL).

Department of Operations

The **Department of Operations** is directed by the Assistant High Commissioner and consists of the five Bureaux (Africa, Asia, CASWANAME, Europe and the Americas), the Division of Operational Support, the Emergency and Security Services and the Evaluation and Policy Unit. Additionally, the Assistant High Commissioner chairs the Operational Policy Committee, which has been re-constituted in 2003, the primary objective of which is to assist the High Commissioner and his senior management to achieve coherence and consistency in the operational activities of the Office.

In 2004, the **Evaluation and Policy Analysis Unit (EPAU)** will continue to promote the development and devolution of the evaluation function in UNHCR, encouraging other units at headquarters and in the field to initiate, undertake and manage evaluation activities. In this respect, particular attention will be given to the provision of evaluation training, funding, technical support and advice. At the same time, EPAU will review the implementation of UNHCR's evaluation policy, and assess the need for new mechanisms to ensure that evaluation findings and recommendations are effectively utilised.

The **Division of Operational Support (DOS)** is responsible for:

- providing support for the management of programmes, particularly in areas of programme design and giving technical support when required;
- developing and supporting the mainstreaming of programme policies, standards, guidelines and operational arrangements; especially those related to community development, refugee women, gender equality, refugee children and adolescents, HIV/AIDS, older refugees, the environment and the promotion of linkages with development partners in the search for durable solutions for refugees.

Since the presentation of the Global Appeal 2003, the Division has been restructured. It is now made up of the following Sections/Units: The Director's Office; Programme Co-ordination and Operations Support Section; Population and Geographic Data Section; Project Profile (Refugee Registration); Women, Children and Community Development Section; Reintegration and Local Settlement Section; Technical Support Section.

Following three evaluations on the implementation of UNHCR policies on refugee women, refugee children and the community services functions, a major structural change was made and a new section was created: Women, Children and Community Development Section. The new Section now embraces the responsibilities of the

Senior Co-ordinators for Refugee Women and Gender Equality, and for Refugee Children, as well as the staff in the former Health and Community Services Section who work in the areas of education and community services.

This re-organisation aims to provide more coherent support to country operations in pursuit of the Office's goals in relation to refugee women and children including adolescents. It also focuses on practical steps for building shared responsibility in country programmes, in the form of operations teams responsible for these issues. While pursuing this integrated, inter-disciplinary approach, the Office nevertheless recognises that some issues affecting refugee women and children are specific, requiring specialised expertise at headquarters.

The Technical Support Section is a new section in DOS which will group together the technical expertise of the Office in the areas of health, HIV/AIDS, nutrition, food aid, water, sanitation and physical planning. Technical expertise in the area of the environment is incorporated in the Reintegration and Local Settlement Section.

The overall objectives of DOS for 2004 are set out in *Global Objective 9.1* relating to the integration of priorities into operations. More specific objectives relate to: registration (3.1); needs assessments (3.2); standards and indicators (3.3); promotion of relevant guidelines relating to refugee women, refugee children and combating sexual and gender-based violence (4.3, 4.6, 4.9); self-reliance (4.4); environment (4.5, 4.6); education (4.6, 4.8); HIV/AIDS (4.7); and partnerships with development actors in searching for durable solutions for refugees (5.1, 5.2, 7.6).

Division of Communication and Information (DCI)

The Division of Communication and Information (DCI) is responsible for mobilising public, political, and financial support for UNHCR by ensuring that the Office communicates a coherent, consistent and convincing message to external audiences. Some of the division's key functions involve: preserving the institutional memory of the Office; monitoring global trends; analysing the competitive environment; contributing to the formulation of strategies to deal with new challenges; and obtaining feedback on the Office's image, as well as its effectiveness in implementing its mandate. The role of the **Office of the Director** is threefold: to co-ordinate and oversee the quality and smooth management of the work of DCI's services; to ensure that the objectives and direction of DCI are in line with the Office's goals and strategic direction; and to maintain good internal communication within UNHCR. In 2004, the Division will focus on:

enhancing innovative partnerships with governmental, inter-governmental and non-governmental organisations, as well as UN agencies; participating in proactive fund raising from public and private sources, and traditional and non-traditional sources of funding; improving internal and external communication through, for example, enhancing UNHCR's information management mechanisms; and supporting efforts aimed at promoting durable solutions for refugees, including the newly created Convention Plus Unit. The Office of the Director will be supported by a Co-ordinator of Development Funding and a JPO in 2004. Although the Division will remain structurally unchanged, some of its services will undergo internal adjustments to minimise the impact of the 2003 post cuts.

Donor Relations and Resource Mobilisation Service (DRRMS)

is the focal point within UNHCR for relations with governmental and inter-governmental donors. The Service provides donors with information on policies, funding, programmes, administration, as well as other issues that may affect a donor's funding decisions. It helps donors acquire a clear understanding of UNHCR's goals and resource requirements and assists the field and Headquarters to generate the information needed for this purpose. The Service produces the annual Global Appeal, Mid-Year Financial Report and the Global Report, all of which help to generate the funds required for UNHCR's operations worldwide, and to satisfy donor reporting requirements. With the support of other units at Headquarters and field offices, the Service will concentrate in 2004 on: increasing funding; obtaining earlier and more flexible pledges; expanding the donor base; and, identifying complementary sources of funding.

The Media Relations and Public Information Service (MRPIS)

, commonly known as "Public Information" PI, strives to ensure that UNHCR remains a reliable source of relevant, timely and accurate information for the media and the general public. Its daily flow of information supports the Office's overall advocacy efforts, mobilising public opinion and moral, political, and financial support for refugees and UNHCR's work around the world. The Service collects, edits, packages and disseminates information to external audiences worldwide through its individual units (Media Relations, Audio/Video, Electronic Publications, Print Publications, Mass Information, and Visibility/Distribution). In addition to the daily provision of "spot" news and information, in 2004, the thematic priorities will include: demonstrating UNHCR's ability to find solutions for refugees in a rapidly changing world; supporting efforts to broaden UNHCR's donor base by demonstrating the advantages of "co-ownership" – countering negative stereotyping and labelling of refugees and asylum-seekers; promoting the need for

solutions in protracted refugee situations; supporting the implementation of durable solutions through mass information activities for refugees, returnees and host communities; and co-ordinating a comprehensive public information effort in Europe as the EU moves toward a harmonisation of asylum procedures amongst States.

In 2003, budget constraints led to the cutting of three posts in MRPIS, including two in the Audio/Video Unit. This will result in additional responsibilities being placed on media officers for video production and for collecting and disseminating public information. MRPIS will continue to aim to provide integrated “information packages” which include simultaneous, same-day release of video and photo material, print publications, press releases, website stories and media interviews highlighting specific themes, operations, and other issues of concern to UNHCR. The Mass Information Unit will support the implementation of the search for durable solutions through its mass information activities for refugees, returnees and host communities, by providing objective information which helps to make informed decisions. In late 2003, the Visibility/Distribution Unit and the “PI Shop” moved to a more accessible area on the ground floor of headquarters. It is expected that this move will greatly increase activities and sales of UNHCR visibility items.

The main aim of the **Private Sector and Public Affairs Service (PSPA)** is to raise funds from the private sector (in particular from individuals, municipalities, corporations and foundations); to increase the visibility of UNHCR; and to raise public awareness of refugee issues around the world.

PSPA works through a network of six national associations in Australia, France, Japan, Spain, the UK and the US, as well as through UNHCR offices in Canada, Egypt, Greece, Italy, the Nordic Region, and Switzerland, and two partners in Germany and the Netherlands, to raise funds from the private sector. In 2004, as in 2003, the main private sector fund raising strategy will focus on raising monthly funds from individual donors. This approach will ensure better access to non-earmarked and sustainable income. The ultimate aim of the Private Sector Unit within the next 10 years is to raise some 10 per cent of UNHCR's income from private funding sources.

The Public Affairs Unit, which is an integral part of the private sector strategy, plays a key role in promoting UNHCR's visibility throughout the world. In 2004, the unit will focus on the four public awareness pillars that form the core of its activities: World Refugee Day, the Goodwill Ambassador Programme, the Nansen Refugee Award,

and Reach Out to the Youth. Through public awareness campaigns, special events and numerous public relations activities, the Unit will raise public awareness of refugee issues; act as an advocate for refugees; strengthen UNHCR-branding worldwide; and support private sector fund raising efforts.

The UNHCR Library and Visitor's Centre fall under PSPA. The Library seeks to foster a better understanding of the environment in which UNHCR operates. It provides easy access to comprehensive refugee-related documentation and literature, and ensures the efficient functioning of various reference services to meet the research needs of UNHCR's staff and the general public. The Visitors' Centre is UNHCR's visible face in Geneva. It organises numerous activities, such as group visits, exhibitions, information stands and visibility events. These activities are often undertaken in collaboration with UN agencies and other partners, which promote refugee issues and UNHCR's operations to the public at large.

The **Secretariat and Inter-Organisation Service (SIOS)** supports the work of UNHCR's Executive Committee (ExCom) and acts as a focal point for the Office's relations with UN agencies, UN co-ordinating bodies, intergovernmental organisations and other international organisations. ExCom membership currently stands at 64 States; this will increase to 66 members in 2004. Its broad geographical representation is indicative of the growing awareness of the challenges facing UNHCR and the international community at large in providing international protection and assistance to refugees and other persons of concern around the world. In 2004, SIOS will continue its efforts to support the organisation's initiatives to forge strategic partnerships with UN agencies, Secretariats, and international organisations in pursuit of durable solutions for refugees, returnees and IDPs, by building on existing mechanisms and exploring new areas of inter-agency co-operation.

The **NGO Liaison Unit** promotes and co-ordinates the exchange of information and dialogue between UNHCR and NGOs on issues which are central to refugee protection. Whether NGOs are financed by UNHCR or not, the key aim of the Unit is to promote more effective and predictable partnerships with NGOs involved in the organisation's activities. With over 500 implementing partners worldwide, NGOs are the single largest group of partners supported by UNHCR. One quarter of the organisation's budget is channelled to these partners.

In 2004, the Unit will continue to broaden the access and participation of NGOs in the full spectrum of UNHCR's work, especially in the areas of advocacy, governance and policy-making. In line with the High Commissioner's

policy on strengthening collaboration with operational partners, greater NGO involvement will be promoted in operational activities, such as needs assessments, programme planning, project monitoring and evaluation, as well as training and emergency response activities. The Unit will improve co-operation between NGOs and UNHCR through its support of the International Council of Voluntary Agencies (ICVA), the NGO focal points to the Annual Tripartite Consultations on Resettlement, and a number of field-based initiatives. Reinforced support will also be provided to more than 400 national NGO partners, and the process initiated under PARinAC will be adapted to suit local needs.

At headquarters, support will be provided to regional bureaux and other units through policy development contributing to regional or country-specific strategies, and through support for capacity-building programmes. The Unit will continue to analyse and publicise leading trends in partnerships, and it will work to broaden NGO participation in UNHCR's Standing Committee and the annual ExCom meetings through continuation of the annual Pre-ExCom Consultations with NGOs.

The **Records and Archives Section** is responsible for the management, preservation and use of UNHCR's current and historical records, in paper, electronic and audio-visual formats, as well as the reproduction of UNHCR documents.

Division of Human Resources Management (DHRM)

By the beginning of 2004, the re-organisation of the **Division of Human Resources Management (DHRM)** will have been completed. The **Office of the Director** has been expanded to cover responsibility for policy matters and job classifications. UNHCR will participate in training and related activities for the introduction of a new job classification system in the United Nations as a whole. At the same time, the Office will liaise with other agencies on human resources policy initiatives.

Work on the new posting and promotion policies will be completed in late 2003. It will involve an enhanced role for the Appointments, Postings and Promotions Board. Vacant posts will be advertised twice a year, instead of on a quarterly basis, supplemented by addenda and fast track vacancy notices for emergency operations. Based on the recommendations of the Working Group on Rotation, the new policy introduces limits on the amount of time staff members may remain in different categories of duty stations. Promotions will be based on the availability of promotion opportunities per grade, and

will be decided at an annual session with due regard for gender balance and geographical diversity. A moratorium of four compendia has been placed on the length of time a staff member may remain without a post. The career planning and counselling function previously carried out by the Career and Staff Support Service will be transferred to the **Recruitment and Postings Section**, which will continue to advise and assist staff members on suitable posting opportunities. The Recruitment and Postings Section will have overall responsibility, from 2004, for implementing the new system and monitoring its efficiency and impact on minimising the number of staff members in between assignments.

An audit of the decentralisation and delegation of human resources management and administration will take place during the last quarter of 2003. Based on its findings, DHRM will take necessary measures to improve the management of human resources activities in the field under the purview of the **Personnel Administration Section**. In collaboration with UNDP, work on the new human resources systems technology, including payroll, has started. In 2004, DHRM will take over responsibility for the administration of the existing payroll system from UNOG, until the new systems are fully in place.

The **Staff Welfare Section**, with its Regional Staff Welfare Officers based in Conakry and Nairobi, will provide individual and group counselling on a variety of issues, including training, social assistance and crisis intervention for staff and their families. Accessibility and communication with staff worldwide have improved, and these will remain a priority for the section. The successful Peer Support Personnel project will be expanded to the Asia/Pacific region. The Staff Welfare Section will maintain and foster closer collaboration with other staff counsellors in the UN system to promote the optimal use of staff support resources worldwide.

From January 2004, the staff development and performance management functions will be the responsibility of the Staff Development Section. This will provide opportunities for using performance management to determine personal learning needs and improve performance through learning. Linkages between staff development activities and other human resource processes, such as postings and promotions, will be enhanced. Also important in this context will be the gradual development and introduction of an assessment framework for recruitment, promotions and reassignments. It is expected that this framework will provide added data on staff competencies.

The Performance Appraisal Report (PAR) process will be maintained as a central element of performance management, and while compliance has shown that it is

a useful management tool, special efforts will be made to encourage supervisors to become more involved in the PAR process. Supervisors are seen as crucial both in managing performance, and in developing staff.

UNHCR will implement a new United Nations System Organisational Learning Framework (OLF) as a benchmark for its staff development and best practices against those of other agencies. An organisational learning needs assessment is also planned. These tools will provide objective data to shape the future of learning in UNHCR. Gaps in the core learning programmes, generic training and functional group training will be addressed systematically. There will also be a need to roll out the training for the Management Systems Renewal Project, before its launch in early 2004.

DHRM also covers the costs related to **Staff Council activities**.

Division of Financial and Supply Management

The **Division of Financial and Management (DFSM)** ensures that UNHCR makes optimal use of the financial and material resources at its disposal. The Director of this Division also serves as the Office's Controller. In 2004, the implementation of the Management Systems Renewal Project (MSRP) will remain one of the main priorities of DFSM (for further information refer to the MSRP section in the Global Programmes chapter).

In addition to supervising the Division, the Controller is responsible for Audit Co-ordination and Financial Policy. From 2004, he will be responsible for the Organisational Development and Management function, which includes the development and improvement of management policies, procedures, guidelines, and standards. **The Controller's Office** will also research best practices and propose solutions in response to management concerns.

The **Financial Resources Service (FRS)** comprises three sections: Budget, Finance and Treasury. In the coming year, FRS will focus on improving programme and budget documentation, and in creating high level management reports and cost analyses, which will assist senior management and ExCom members to make informed decisions on resource-related matters. The Service will also support UNHCR in searching for ways to increase its resources, so as to maximise the delivery of services to refugees, and consolidate UNHCR's financial base.

The financial services group will promote a cost-conscious culture at all levels of the organisation, in order to better utilise UNHCR's limited resources in more effective and transparent ways. Initiatives such as the Strategy Map and Project Control Sheet will show concrete results in streamlining and rationalising business processes in DFSM, so as to reduce UNHCR's cost in the delivery of services, and increase the value of the Office's services to refugees.

The primary purpose of the **Supply Management Service (SMS)** is to provide timely and cost-effective sourcing and delivery of goods and services. In 2004, SMS will consist of the following three sections: the Procurement and Contracting Section, the Field Logistics Support and Inventory Section, and the General Services Section.

The Procurement and Contracting Section will continue to improve the number of long-term agreements for commodities and services purchased by UNHCR. The section will also manage all contracts at headquarters to ensure that they comply with United Nations Financial Rules. An SMS page on the UNHCR internet site will be developed to enable suppliers to announce expressions of interest and the award of contracts.

The Field Logistics Support and Inventory Section will work towards better support to contingency planning in emergencies, for example, through UNHCR's Central Emergency Stockpile of non-food items for approximately 250,000 beneficiaries. New Asset Management procedures and policies will also further improve UNHCR's ability to record and redeploy assets, estimated to be USD 250 million in 2004.

The newly constituted General Services Section will cover the management of facilities, such as office premises and supplies at headquarters, warehouses, and United Nations Security. The Travel and Visa Unit will be responsible for all official travel from headquarters and related policies.

DFSM is responsible for and covers costs related to the services of the **International Computing Centre (ICC)**, the **Joint Medical Service**, outsourced services provided by the **United Nations Office in Geneva (UNOG)**, and running costs for **UNHCR headquarters buildings**. All efforts will be made to contain administrative costs incurred by these services.

Headquarters Budget (USD)			
DIVISIONS / DEPARTMENTS	Annual Programme Budget	Supplementary Programme Budget	Total
EXECUTIVE DIRECTION AND MANAGEMENT			
Executive Office	6,779,895	1,020,475	7,800,370
Information Technology and Telecommunications Service	9,448,852	0	9,448,852
Sub-total Executive Direction and Management	16,228,747	1,020,475	17,249,222
DEPARTMENT OF INTERNATIONAL PROTECTION			
Office of the Director	1,403,177	0	1,403,177
Specialised Sections	5,645,003	0	5,645,003
Sub-total Department of International Protection	7,048,180	0	7,048,180
DEPARTMENT OF OPERATIONS			
Evaluation and Policy Analysis Unit	773,898	0	773,898
Division of Operational Support			
– Office of the Director	1,726,373	0	1,726,373
– Specialised Sections	5,713,927	0	5,713,927
– Programme Co-ordination and Operations Support Section	1,592,214	0	1,592,214
Sub-total Division of Operational Support	9,032,514	0	9,032,514
Regional Bureaux			
– Office of the Director - Africa	2,951,040	0	2,951,040
– Desk for West Africa	1,217,767	0	1,217,767
– Desk for East and Horn of Africa	1,075,030	0	1,075,030
– Desk for Central Africa and the Great Lakes	918,849	0	918,849
– Desk for Southern Africa	1,019,237	0	1,019,237
– Bureau for CASWANAME (Central Asia, South-West Asia, North of Africa and the Middle East)	4,088,960	0	4,088,960
– Bureau for Asia and the Pacific	2,566,249	0	2,566,249
– Bureau for Europe	4,232,402	0	4,232,402
– Bureau for the Americas	1,757,316	0	1,757,316
Sub-total Regional Bureaux	19,826,850	0	19,826,850
Sub-total Department of Operations	29,633,262	0	29,633,262
DIVISION OF COMMUNICATION AND INFORMATION			
Office of the Director	945,875	0	945,875
Donor Relations and Resource Mobilisation Service	3,130,388	0	3,130,388
Media Relations and Public Information Service	2,922,035	0	2,922,035
Private Sector and Public Affairs Service	2,228,146	0	2,228,146
Secretariat and Inter-Organisation Service	1,591,594	0	1,591,594
NGO Co-ordinator	490,528	0	490,528
Records and Archives Section	1,989,707	0	1,989,707
Sub-total Division of Communication and Information	13,298,273	0	13,298,273
DIVISION OF HUMAN RESOURCE MANAGEMENT			
Human Resources Service	11,791,723	284,468	12,076,191
Career and Staff Support Service	2,662,016	0	2,662,016
Staff Council	327,959	0	327,959
Sub-total Division of Human Resource Management	14,781,698	284,468	15,066,166

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DIVISION OF FINANCIAL AND SUPPLY MANAGEMENT			
Office of the Controller and Director	1,445,146	0	1,445,146
Financial Resources Service	5,688,293	0	5,688,293
Supply Management Service	4,648,372	0	4,648,372
Audit	1,835,000	0	1,835,000
ICC Services	1,740,889	0	1,740,889
Joint Medical Service	1,705,000	0	1,705,000
UNOG Services	4,300,000	0	4,300,000
Headquarters Running Costs	6,369,700	0	6,369,700
Sub-total Division of Financial and Supply Management	27,732,400	0	27,732,400
Grand total	108,722,560	1,304,943	110,027,503

Includes an allocation of USD 24,954,864 from the UN Regular Budget (AB).