

# Headquarters

In 2006, UNHCR will be making several changes to its headquarters structure. These changes are intended to bring the protection and operations support functions closer together, provide faster and more efficient service to field operations and contribute to the improvement of the overall quality, effectiveness and efficiency of its operations. The changes reflect the High Commissioner's determination that protection should be strengthened as the "cross cutting culture" impacting on all of UNHCR's programme delivery and policy development. They also aim to strengthen and render more independent the oversight and accountability framework.

The most significant of these changes is the creation of the position of Assistant High Commissioner (Protection), charged with the

responsibility to contribute to the overall policy development of the organization, with a particular focus on promoting standards and ensuring consistency in the delivery of protection through global programmes. The new structure, furthermore, realigns the range of field services provided at Headquarters and brings together the support functions for all durable solutions. This new organizational structure is expected to provide:

- a stronger and more coherent policy-making framework within the organization;
- a more streamlined and cohesive set-up of protection-oriented field support services at Headquarters; and
- a clearer and more effective Headquarters-Field interface, as well as closer functional links horizontally at Headquarters.



UNHCR Headquarters in Geneva, Switzerland. UNHCR / S. Hopper

In an effort to improve transparency and efficiency in management, the upgrading of the Organizational Development and Management Section (ODMS) to an independent service signals the commitment of the Office to institutionalizing results-based management throughout the organization. A strengthened policy unit will guide the Office through the new challenges it will face in trying to preserve asylum and protect displaced people in the years to come. Finally, the strengthening of an independent Inspector General's Office will go a long way towards building an adequate oversight and accountability framework, in order to make transparency and accountability the cornerstone of operations management.

The new headquarters structure was approved by the Executive Committee (ExCom) in early October 2005 and will take effect on 1 January 2006. At the time of writing, the final details on the new structure were still being worked out. The following is a preliminary outline of the main functions to be carried out by the different organizational units.

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## Executive Direction and Management

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The **Executive Office** formulates policy, ensures effective management and oversees UNHCR's operations worldwide. It informs operational units of executive decisions and political developments. The Executive Office will comprise the High Commissioner, the Deputy High Commissioner, the two Assistant High Commissioners and the *Chef de Cabinet* with their staff.

The Inspector General's Office, the Policy Development and Evaluation Unit and UNHCR's office in New York report directly to the High Commissioner.

The **Inspector General's Office (IGO)** plays a central role in enabling the High Commissioner to fulfil his internal oversight responsibilities and ensure accountability. IGO carries out three core oversight functions: inspections of the quality of management of UNHCR operations (including

Headquarters); investigations of possible misconduct by UNHCR personnel; and inquiries into violent attacks on UNHCR personnel and operations as well as into other incidents causing major losses or damage to the Office's integrity, credibility or assets.

In 2006, IGO staff will be increased, in order to carry out an expanded programme of inspections, doubling their number. IGO will also develop and implement procedures for more rigorous and detailed follow-up on inspection findings and recommendations. A roster of non-IGO staff who can join inspection teams will be established and training provided to those selected. In addition, the Investigation Learning Programme, aimed at establishing and replenishing a roster of staff that can undertake or assist with investigations, will be continued in 2006. The programme and the inspection training workshops will serve to disseminate information on the role and functions of IGO to staff throughout the organization, as called for by ExCom. IGO will be operating on the basis of new administrative instructions that enhance its operational independence and include provisions for wider dissemination of inspection reports, including to ExCom.

The **Policy Development and Evaluation Unit** will, under the direct supervision of the High Commissioner, provide coherent guidance on issues of primary importance, such as the impact of UNHCR's actions on the asylum and migration nexus and the Office's involvement with internally displaced people.

**UNHCR's Office in New York** coordinates with the parts of the UN system based in New York, with the aim of ensuring that the issue of population displacement remains at the forefront of the UN agenda. The budget related to the office is presented in the North America and the Caribbean chapter.

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## The Deputy High Commissioner

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The Deputy High Commissioner oversees all functions related to management and administration

of the Office. The Division of Financial and Supply Management, the Division of Human Resources Management, the Division of External Relations, the Division of Information Services and Telecommunications, the Organizational Development and Management Service, as well as the Legal Affairs Section and the Mediator, are under the purview of the Deputy High Commissioner.

The **Organizational Development and Management Service (ODMS)** provides analysis and advice on management policies, procedures and guidelines and assesses best practice solutions in response to specific management concerns. ODMS will serve as secretary to the Results-Based Management Board. The Board, created in mid-2005 and chaired by the Deputy High Commissioner, was established with the aim of overseeing and guiding the implementation of results-based management throughout the organization. ODMS will also be responsible for the design, development and implementation of an operations management support software, will coordinate organizational development projects at Headquarters and will undertake management and policy studies.

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## Division of Financial and Supply Management (DFSM)

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The Division of Financial and Supply Management comprises the Office of the Director and Controller, the Financial Resources Service, the Supply Management Service, and the Audit Service. DFSM is also responsible for managing costs related to the services of the International Computing Centre (ICC), outsourced services provided by the United Nations Office in Geneva (UNOG) and running costs for UNHCR headquarters buildings. The Director of the Division also serves as the Office's **Controller** and, as such, is responsible for maintaining and improving the internal management control systems.

The Division is responsible for ensuring that UNHCR makes optimal use of the available resources at its disposal. In 2006, DFSM's main

objectives include improving resources management systems such as the preparation for a biennial programme cycle, results-based budgeting, the development of analytical and projection capabilities, and implementation of a new financial accountability framework in order to enhance the Office's capacity in management for results.

The **Financial Resources Service (FRS)** comprises the Budget, Finance and Treasury Sections. The Service's main responsibilities include global financial planning, monitoring, control and reporting on the use of resources. This includes the central management of resource allocation, the provision of budgetary and statutory financial information for internal and external bodies, as well as the provision of analysis and advice on budgetary and financial issues.

In 2006, the Service will prepare UNHCR for the transition from an annual to a biennial programme and budget cycle and will work on the development of results-based budgeting principles. FRS will also oversee all financial aspects of the implementation and optimization of the Management Systems Renewal Project (MSRP). A key initiative is the streamlining of planning, budgeting and reporting processes in conjunction with MSRP implementation. This will further enhance the financial analysis, forecasting, and reporting capabilities of FRS as a central provider of value-added guidance and support towards informed management decision making at Headquarters and Field level.

The **Supply Management Service (SMS)** seeks to provide timely and cost-effective procurement and delivery of goods and services for UNHCR operations including emergencies. A key objective for SMS in 2006 is to make considerable savings through better sourcing and strategic prioritization using powerful, real-time information now available under PeopleSoft (part of MSRP).

In 2006, SMS is launching an important reform initiative implementing process improvements to find efficiencies and enhance response capacity. A new Fleet Management System will be introduced to improve UNHCR's logistics ability. A recently commenced partnership with the

logistics company Exel is one example of where synergies with the private sector will give UNHCR greater strategic reach and presence in the humanitarian sphere.

The **UNHCR Audit Service** of the United Nations Office of Internal Oversight Services (OIOS) assumes the internal audit function for UNHCR. The Service consists of auditors based in Geneva and Nairobi (covering operations in Africa). Resident auditors are posted as required in major emergency operations, such as the Sudan Situation.

The UNHCR Audit Service provides the High Commissioner with independent, objective assurance on the Office's use of resources, the reliability and integrity of financial and operational information, compliance with regulations, rules and policies, the achievement of programme objectives and other issues which may have implications on the management of UNHCR resources. It provides information on problems and risks identified and makes recommendations on how to address them. Whenever feasible, the UNHCR Audit Service identifies quantifiable savings and recoveries.

In 2006, the UNHCR Audit Service will continue its comprehensive reviews of UNHCR country operations focusing on higher risk activities such as emergency operations where UNHCR's visibility and vulnerability is high. At Headquarters, in addition to the continued review of various aspects of the Management Systems Renewal Project (MSRP-see Global programmes), in-depth reviews of functional areas, programmes and systems will be conducted to assess operational effectiveness and adequacy of policies and procedures.

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## Division of Human Resources Management (DHRM)

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The Division of Human Resources Management is responsible for the development and implementation of the Office's human resources policy, personnel administration, performance management, post classification, recruitment and

postings, staff development, staff welfare, the Medical Service and the payroll.

In 2006, the commitment to ethics, gender and diversity remains a priority area for DHRM. The Division will ensure that a revised plan of action for achieving gender equality in human resources is issued and implemented. UNHCR supports the commitment to zero tolerance for harassment in the workplace, which in 2005 resulted in the creation of a policy on harassment, sexual harassment and abuse of authority. To raise awareness among staff and to reinforce the commitment, a mandatory UN inter-agency computer-based training course is expected to be available to all staff during 2006.

In 2006, DHRM will assess the impact of already implemented human resources policies in order to ensure that the requirements of the Office are met. It will also continue to monitor the implementation of policies for consultants and individual contractors.

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## Division of External Relations (DER)

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The Division of External Relations is responsible for mobilizing public, political and financial support for UNHCR by ensuring that the Office communicates a coherent, consistent and convincing message to external audiences. The Division's key functions include promoting UNHCR's brand and image among the general public; formulating communications strategies; fund raising; media relations and public information; relations with members of the Executive Committee, the UN system and governmental and non-governmental partners; and preserving the institutional memory of the Office.

The Division comprises the Office of the Director, the Donor Relations and Resource Mobilization Service, the Media Relations and Public Information Service, the Private Sector and Public Affairs Service, the Secretariat and Inter-Organization Service, the NGO Liaison Unit and the Records and Archives Section. DER also produces *The State of the World's Refugees* publication. A Special Advisor

on development aid funding assists the Director's Office with advocacy for durable solutions and the inclusion of refugee needs in development plans.

In 2006, DER will continue to enhance innovative partnerships with governmental, intergovernmental and non-governmental organizations, as well as UN agencies and private sector entities, in order to support the assistance and protection of refugees. It will also lead fund raising activities targeting development assistance funds, to advocate for the inclusion of refugee needs in development policies of donor countries, as well as those of the World Bank and UN development agencies.

The **Donor Relations and Resource Mobilization Service (DRRMS)** is responsible for relations with governmental and intergovernmental donors on all aspects of funding. The Service provides donors with information on UNHCR's administration of funds, policies and programmes, funding needs and other factors that might affect a donor's funding decision, and also assists others at Headquarters and in the Field to generate the information needed for this purpose. DRRMS seeks to provide donors with a clear understanding of UNHCR's objectives and resource requirements, as well as its use and administration of funds. To this end, the Service publishes the Global Appeal, *ad hoc* Supplementary Appeals, the Mid-Year Financial Report and the Global Report.

The **Media Relations and Public Information Service (MRPIS)** aims at providing a steady flow of relevant, accurate and timely information to international media and external audiences in order to support the Office's mandate. The provision of information to refugees, host communities and other persons of concern is also of primary importance. MRPIS serves as the main editing desk in UNHCR's global information network, disseminating news, print and electronic publications, videos, photos and other materials provided by field officers. With an average of 1.5 million monthly hits the UNHCR public website, available in English and French, remains one of the cornerstones for the Office's public information strategy. In 2006, MRPIS will help coordinate a public campaign in industrialized countries

aimed at combating intolerance and preserving the institution of asylum.

The **Private Sector and Public Affairs Service (PSPA)** strives to diversify the Office's donor base among corporations, foundations, municipalities and individuals. PSPA also plays a key role in raising public awareness on refugee issues and increasing the visibility of UNHCR. Its main awareness-raising activities are the World Refugee Day, the Goodwill Ambassador Programme, the Nansen Refugee Award, and the Youth Outreach Programme. Some of these activities are described in the Global programmes chapter.

The **Secretariat and Inter-Organization Service (SIOS)** supports the work of UNHCR's Executive Committee (ExCom) and acts as Headquarters' focal point for the Office's relations with other UN bodies as well as intergovernmental and international organizations. In 2006, SIOS will continue its efforts to support the organization's initiatives to forge strategic partnerships with other United Nations system entities, as well as with other international organizations in pursuit of durable solutions for refugees, returnees and internally displaced people, by building on existing mechanisms and exploring new areas of inter-agency cooperation. These include ongoing efforts within the Inter-Agency Standing Committee (IASC) to strengthen the humanitarian response system, with a special emphasis on improving the inter-agency operational response to the protection and assistance in situations of internal displacement.

The **NGO Liaison Unit** promotes and coordinates effective partnerships between UNHCR and NGOs in order to provide international protection and durable solutions for refugees and others of concern. The Unit promotes constructive dialogue with NGOs and supports the strategic involvement of NGOs in operational activities. It is instrumental in the formation of strategic partnerships with NGOs, an issue that will gain further importance in the context of the humanitarian response to internal displacement. The Unit also provides technical support and financial assistance to global NGO initiatives, such as the Global IDP Project, and promotes the participation of NGOs in governance meetings.

The **Records and Archives Section** is responsible for the management, preservation and use of UNHCR's current and historical records, as well as for library and visitors services, and for the reproduction of UNHCR documents.

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## Division of Information Systems and Telecommunications (DIST)

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DIST comprises two services:

- The **Business Solutions Service** is responsible for the development of information systems and support at Headquarters and in the Field, including the Management Systems Renewal Project (MSRP, see Global programmes) and the Project Profile/*proGres* refugee registration system.
- The **Infrastructure and Telecommunications Service** is responsible for Headquarters and Field computing infrastructure, network development and support, field user support, and the expansion of global satellite communications.

DIST's work is guided by a comprehensive information and communications technology strategic plan for the period 2005 - 2007. The plan identifies strategic initiatives in software development and infrastructure and defines a new organizational structure that reinforces accountability and streamlines information and communications technology service delivery, to be implemented in 2006.

DIST's key strategic objectives for 2006 are to continue deployment of MSRP in the Field; provide ongoing support to the *proGres* refugee registration system; and improve UNHCR's knowledge management capacity at Headquarters and in the Field. Strategic support initiatives include the development of a field-based global information and communications technology support structure and full DIST participation in organization planning exercises at strategic, operational and emergency response levels.

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## Assistant High Commissioner (Operations)

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The Assistant High Commissioner (Operations) will oversee the functioning of the five Regional Bureaux responsible for field operations in Africa; Asia and the Pacific; Central Asia, South-West Asia, North Africa and the Middle East (CASWANAME); Europe; and the Americas; as well as the Special Unit for the Chad/Sudan Situation; and the Division of Operational Services.

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## Division of Operational Services (DOS)

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The Division of Operational Services will comprise the Programme Coordination and Technical Support Service and the Emergency and Security Service.

A key aspect of the work of DOS is the pursuit of the following organizational objectives:

- Provide support for the management of programmes, in particular programme design and technical integrity, so that they are more results-based and reflect accepted standards of protection and assistance;
- Ensure the collection, analysis and dissemination of data, including geodata to support UNHCR operations and support ongoing registration of refugees, using registration tools developed under Project Profile (see Global programmes chapter);
- Develop UNHCR's emergency response capacity and enhance staff security and improve the safety and security of refugees and returnees.

The **Programme Coordination and Technical Support Service (PCTSS)**, includes the following sections or units:

- Programme Coordination and Operational Support Section (PCOS). The activities of PCOS, which involve direct support to the field, are described under Global programmes.

- Population and Geographic Data Section
- Project Profile Unit
- Technical Support Section.

An important aspect of PCTSS is the comprehensive support it provides, through PCOS, to UNHCR's operations with a view to institutionalizing results-based management. In 2006, it will continue developing methodologies and management systems based on assessment of needs against established standards and indicators to improve the delivery of protection and assistance and provide related training at all levels in the organization.

The **Emergency and Security Service (ESS)**, now an integral part of the Division of Operational Services, includes:

- Emergency Preparedness and Response Section
- Field Safety Section
- Policy Development and Training Section

ESS will, in close cooperation with the regional bureaux, coordinate UNHCR's preparedness for and response to emergencies, as well as the safety and security of staff and refugees. One of UNHCR's global objectives and operational priorities is the improvement of its emergency preparedness and response capacity. In 2006, ESS will be strengthened, with the aim of building up capacities so that by 2007 the Office will be able to assume a quick and effective response to unexpected refugee crises involving the displacement of up to 500,000 people. The objectives and activities of the Field Safety Section are described in the Global programmes chapter.

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## Assistant High Commissioner (Protection)

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The new Assistant High Commissioner (Protection) will oversee the Division of International Protection Services.

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## Division of International Protection Services (DIPS)

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Under the responsibility of the Assistant High Commissioner (Protection), the Division of International Protection Services will consist of the Protection Policy and Advice Service, the Protection Capacity Service and the realigned Comprehensive Solutions entities, including a strengthened Resettlement Service.

The **Protection Policy and Advice Service** will consist of a Protection Policy and Operational Advice Section, a Refugee Status Determination and Protection Information Section and a Statelessness Unit. The Service will be responsible for monitoring, interpreting and developing legal doctrine and protection standards relating to persons of concern to the Office. It will develop protection guidelines and provide policy and operational advice on international protection issues. It will also make available comprehensive and objective information on refugees, asylum and human rights issues to UNHCR staff, governments, inter-governmental and non-governmental organizations, law practitioners, scholars and others. It will also aim to enhance the capacity of UNHCR staff and governments in refugee status determination and to ensure the quality, integrity and fairness of the process. The Service will continue to conduct and coordinate country of origin research and carry out related promotional and training activities.

The **Protection Capacity Service** will comprise the Staffing Support and Protection Oversight Section, the Protection Training Section and the Community Development, Education, Gender Equality and Children Section. It will be responsible for providing protection support to UNHCR field operations, and for promoting a consistent global approach to the implementation of the Office's protection mandate and policies. The Service will also be responsible for planning and implementing a comprehensive global training programme in order to improve protection expertise throughout the organization and the promotion and dissemination of principles of refugee law and international protection to all staff and

other actors involved in protection activities. Finally, it will be concerned with the formulation of policies and guidelines to mainstream age, gender and diversity into all UNHCR programmes.

The entities grouped under **Comprehensive Solutions** will consist of a Resettlement Service, a Reintegration and Local Settlement Section (RLSS) and the Strengthening Protection Capacity Project (SPCP). These will contribute to the mainstreaming of the Convention Plus initiative through promoting comprehensive approaches to durable solutions, and develop policy and standards in this regard. The Resettlement Service will promote methodologies for the strategic use of resettlement within comprehensive approaches to durable solutions. The main responsibility of RLSS is the operationalization of the 2003 *Framework for Durable Solutions* by providing support to field operations through the promotion of self-reliance of refugees/returnees and sustainable livelihoods, peace building, operational information management, and building partnerships with

development actors. SPCP will be responsible for devising tools and approaches to strengthening national capacity to receive and protect refugees, enhancing their means of self-reliance and expanding opportunities for durable solutions

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Since the new structure was only approved by the Executive Committee in the first week of October, details on the composition of the different organizational units were still being worked out at the time of going to print. The requirements for Headquarters presented here reflect the organizational structure in place in October 2005 and are those presented to – and approved by – ExCom at that time. While the location and allocations for certain organizational units are due to change within this budget, the only additional resource requirement for the new structure would, at most, amount to the cost of the upgrade of one post to the Assistant High Commissioner level. Any other related organizational changes will be covered by offsets drawn from existing resources.

<b>HEADQUARTERS BUDGET (USD)</b>			
<b>DIVISIONS / DEPARTMENTS</b>	<b>Annual Programme Budget<sup>1</sup></b>	<b>Supplementary Programme Budget<sup>2</sup></b>	<b>TOTAL</b>
<b>EXECUTIVE DIRECTION AND MANAGEMENT</b>			
Executive Office	<b>8,798,554</b>	0	<b>8,798,554</b>
<b>DIVISION OF INFORMATION SYSTEMS AND TECHNOLOGY</b>			
Office of the Director	722,441	0	722,441
Information Technology and Telecommunication Service	11,454,851	0	11,454,851
<b>Sub-total Division of Information Systems and Technology</b>	<b>12,177,292</b>	<b>0</b>	<b>12,177,292</b>
<b>DEPARTMENT OF INTERNATIONAL PROTECTION</b>			
Office of the Director	1,719,798	0	1,719,798
Specialised Sections	7,961,720	0	7,961,720
<b>Sub-total Department of International Protection</b>	<b>9,681,518</b>	<b>0</b>	<b>9,681,518</b>
<b>DEPARTMENT OF OPERATIONS</b>			
Evaluation and Policy Analysis Unit	592,654	0	592,654
<b>Division of Operational Support</b>			
– Office of the Director	2,024,346	0	2,024,346
– Specialised Sections	8,500,342	0	8,500,342
– Programme Coordination and Operations Support Section	2,477,225	0	2,477,225
<b>Sub-total Division of Operational Support</b>	<b>13,001,913</b>	<b>0</b>	<b>13,001,913</b>
<b>Regional Bureaux</b>			
– Office of the Director - Africa	4,012,177	0	4,012,177



<b>HEADQUARTERS BUDGET (USD)</b>			
<b>DIVISIONS / DEPARTMENTS</b>	<b>Annual Programme Budget<sup>1</sup></b>	<b>Supplementary Programme Budget<sup>2</sup></b>	<b>TOTAL</b>
– Sudan / Chad Situation Unit Headquarters	709,591	0	709,591
– Desk for West Africa	1,749,854	0	1,749,854
– Desk for East and Horn of Africa	1,323,148	0	1,323,148
– Desk for Great Lakes	1,457,189	1,072,396	2,529,585
– Desk for Southern Africa	994,396	0	994,396
– Bureau for Central Asia, South West Asia, North of Africa and the Middle East	4,851,878	0	4,851,878
– Bureau for Asia and the Pacific	2,861,833	0	2,861,833
– Bureau for Europe	5,012,002	0	5,012,002
– Bureau for the Americas	2,150,942	0	2,150,942
<b>Sub-total Regional Bureaux</b>	<b>25,123,010</b>	<b>1,072,396</b>	<b>26,195,406</b>
<b>Sub-total Department of Operations</b>	<b>38,717,577</b>	<b>1,072,396</b>	<b>39,789,973</b>
<b>DIVISION OF EXTERNAL RELATIONS</b>			
Office of the Director	1,395,219	0	1,395,219
Donor Relations and Resource Mobilisation Service	3,402,193	0	3,402,193
Media Relations and Public Information Service	4,266,744	0	4,266,744
Private Sector and Public Affairs Service	2,481,052	0	2,481,052
Secretariat and Inter-Organisation Service	1,882,305	0	1,882,305
NGO Liaison Unit	592,327	0	592,327
Records and Archives Section	2,264,254	0	2,264,254
Electronic Document Management	587,841	0	587,841
<b>Sub-total Division of External Relations</b>	<b>16,871,935</b>	<b>0</b>	<b>16,871,935</b>
<b>DIVISION OF HUMAN RESOURCE MANAGEMENT</b>			
Office of the Director	2,365,129	0	2,365,129
Specialised Sections	16,610,360	0	16,610,360
Joint Medical Service	2,201,595	0	2,201,595
<b>Sub-total Division of Human Resource Management</b>	<b>21,177,084</b>	<b>0</b>	<b>21,177,084</b>
<b>DIVISION OF FINANCIAL AND SUPPLY MANAGEMENT</b>			
Office of the Controller and Director	3,661,257	0	3,661,257
Financial Resources Service	7,853,127	0	7,853,127
Supply Management Service	6,312,550	0	6,312,550
Audit	3,013,660	0	3,013,660
ICC Services	1,969,769	0	1,969,769
UNOG Services	3,500,000	0	3,500,000
Headquarters Running Costs	10,999,264	0	10,999,264
<b>Sub-total Division of Financial and Supply Management</b>	<b>37,309,627</b>	<b>0</b>	<b>37,309,627</b>
<b>STAFF COUNCIL</b>	<b>410,394</b>	<b>0</b>	<b>410,394</b>
<b>GRAND TOTAL</b>	<b>145,143,981</b>	<b>1,072,396</b>	<b>146,216,377</b>

<sup>1</sup>The annual programme budget includes an allocation from the UN Regular Budget amounting to USD 32,873,515.

<sup>2</sup>The figures refer to the supplementary programme for the repatriation and reintegration of Congolese (DRC) refugees.